

VISION- REQUIREMENT FOR A SUCCESSFUL LEADER

PhD. Student: Angela - Olimpia Lobonea (Oltean)
FEAA, West University of Timisoara
oltean.angela@yahoo.com

ABSTRACT

These people were called in the past chiefs, rulers. Now they are known as leaders. After management by objectives, strategic planning, project organization, this concept appears as a tool called "fourth generation". It is called VISION. Leadership and vision exist in the actual sense, which has become modern a few decades ago, managing to gather during this time a variety of scientific instruments. The connection between these two domains creates a certain type of leader, the visionary leader.

The hypothesis from which we start is that all active leaders have a vision of what needs to be accomplished, and the inability to predict something that could be provided involves loss the capacity of the leader. Without vision, the energy reaches the lowest quotas, production decreases, terms limits are exceeded and human resources begin to dissipate..

The conclusion is that visionary leaders are endowed with multiple attributes (multiple intelligence), even if sometimes the role of intuition and unconscious in building vision at the expense of reason that is based on experience and facts is exaggerated.

KEYWORDS: Leadership, vision, leader, manager, excellence.

JEL: M20; M21 M29;

1. INTRODUCTION

In today's competitive world, modern organizations successfully join the main objective elements such as leadership, professional development, vision, ethics, courage, etc. Regarding this concept we make the following clarifications: for the successful leaders we considered the concept of "vision" as a current, fundamental problem and for organizations as a problem of existence and survival.

We included the concept of "vision" in this article because we believe that it is indispensable in building the future, in setting realistic and scientifically based goals, leading to a healthy and sustainable development.

A successful leader must set his priorities adequately, he must be proactive, able to create synergy by both understanding and also making others understand him. He must have authority through recognition, not by imposing, he must be popular, but not populist and last but not least he must find a way to make the vision be **seen**, implemented and increased by others.

Both theory and practice emphasize the leader-manager and management- leadership relationship. Regardless of the approach, we believe that management applies mainly to objects, it creates the rules of stability, while leadership applies preponderantly to people, inspiring change.

2. MANAGEMENT VERSUS LEADERSHIP

Management and leadership are two concepts used both in theory and in practice; they are often used interchangeably to describe someone who leads. Actually, these concepts have different meanings, characteristics and distinct activities, but they also partially overlap or have similarities, and some views are grouped into the current of considering leadership as part of management. For example, Armstrong said that "to be an exceptional manager one must understand the need to be an exceptional leader" (Armstrong, 2006). [1] And Baileşteanu said "you cannot be a leader without having the professional knowledge of the manager, besides the emotional and social skills, the leader must also have technical competences and if you are a manager it does not mean that you are necessarily a leader. In other words you can't perform unless you have the domain competence, but competence is not enough to be a leader" (Băileşteanu, 2008). [2]

The comparative approach of the two concepts has been the subject of many existing research in this area. Among the first representative research in the field there are those made by Zaleznik (1977) [10], Bennis (1985), Kotter (1990) highlighting the differences between the concepts. More recently we remind those made by Yulk and Lepsinger (2005) where the independence between the two concepts is studied. [9] Due to major changes occurred in the context of organizational identities and changing trend of organizational actors, research on this topic was continued by Sveningsson and Alvesson (2003), Gosling and Mintzberg (2003), Ford (2006), Northouse (2007), Carroll and Lester (2008) and Bennis (2009). [4] Due to shortages of this approach in the Romanian literature, the subject has been discussed predominantly only in books and materials used in educational institutions (Mihuţ et al., 2003; [8] Zlate [11], 2004; Popa, 2005; Preda, 2006; Ilies et al., 2008; Burciu et al., 2008; Baileşteanu, 2008). But none of the approaches found in the literature regarding the usage of leadership and management concepts should be interpreted absolutely.

In our opinion, the two concepts: management and leadership will eventually merge or metaphorically speaking, will fusion. The managerial skills and qualities which were given importance so far are not sufficient to deal with current and future problems. This requires efforts of retracing the skills, qualities and behaviors that a leader must possess. It requires more attention, components of leadership related to understanding the environment and its impact, the change degree of a market and therefore identifying behavioral patterns of leadership, building new models and ways of working, developing a personal vision of change are necessary aspects. However, we believe that the challenge in leadership is to initiate change and facilitate development. [7]

We believe that, the opposition leader versus manager is no longer valid in reality. We believe that the most important are the professional training and managerial qualities of the person who is in the top of the hierarchy, whether we call him leader, manager, chief or ruler. The differences between manager and leader must be replaced by a new paradigm, that of the leader-manager, so that the ruler is no longer just a resource administrator but a visionary leader who has the ability of understanding the truth of the situation, which focuses on the truth of the situation and act in accordance with truth of the situation.

The changes that have appeared in society, markets, spheres of activity, technology are forcing organizations to develop new strategies and learn new ways of acting. Most often, the most difficult task of a manager when facing changes refers to mobilizing the people from an organization to adapt to new work conditions. This is where leadership intervenes in the area of

management, which means that the manager will play the role of a leader and will apply the leading function specific to organizational management. In our opinion, the effectiveness of a manager is determined by achieving effectiveness in the role of a leader.

The way in which leadership works is synthesized by John C. Maxwell in a concept called *The 5 levels of management* (Figure no. 2.1.) [5]

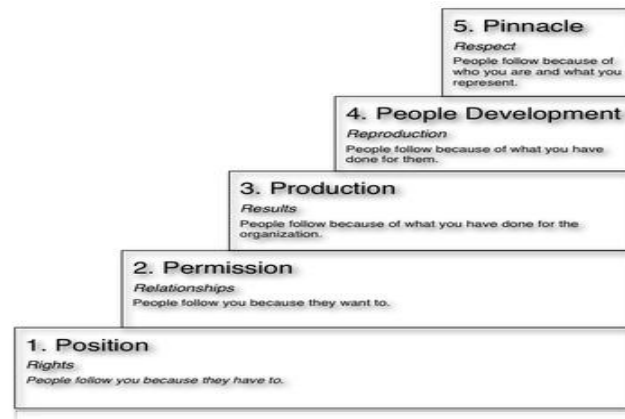


Figure no. 2.1. The 5 levels of leadership. (Source: John C. Maxwell, *The 5 levels of leadership*, Publisher Amaltea. 2011. p.237)

Naturally, a successful leader progresses through each level, not giving up a level for another, but adds a new level to the previous one by a process of construction. Whenever a leader goes to a higher level of leadership it gets better not because of the power he possesses, but through the ability of others to give them power. Going through this levels is a race which is developed by a leader every day, which proves his abilities. According to the author, level 5 is the culmination point in which of successful leaders are given credit based on reputation and not only on the terms of personal interaction. Reaching a high level of leadership it's difficult, it takes time, effort and engagement from leaders.

3. DIAMOND'S LEADER MODEL

In the last century an organization could survive only if it was a good one. Now, as Jim Collins taught us in *Good to Great*, you must be formidable to succeed in a world so congested and full of products so that all current organizations are seeking excellence, which means: market position, recognition, quality. [3] To achieve this level, a suitable leader is required, a true leader. Why do we need this approach? Why is the manager who is guided by classical methods of leadership no longer effective? It is very simple: the current economic context is crossing a rapid and profound transformation. Thus, uncontrollable factors such as hazard occur more often. Therefore, regardless of the apparent stability of the market within which the organizations activate, they must have at least one backup plan. The work of the present century must not only be hard, but better and extra smart, different and ingenious. The tie between achieving excellence and leadership is shown in (Figure no. 3.1.):



Figure no. 3.1. The diamond's leader model (*Source: Koesenbaum Peter, Leader -face hidden excellence, Curtea Veche, Bucharest, 2006, p.36.*)

So, to achieve excellence, the leader must apply four strategies: vision, reality, ethics and courage. The multiple perspective from which this pattern leadership is structured shows that the key instruments of this model are the strategies and tactics. Some adaptations like using constructively anxiety and guilt, empathy, wisdom helps leaders to overcome panic and feel the power. Koesenbaum's model is more a research orientated towards a theoretical area than to a practice area. The diamond's leader model through the four dimensions reaches a certain level: professional, social, psychological and philosophical. So, starting from a well established education, teamwork, meticulous attention to detail practical, analytical and abstract thinking ability - a model of leader performance is created. The same contribution is brought by the social level: information and objectivity, systematic and strategic thinking, direction and strength to the groups.

4. VISION – A REQUIREMENT FOR A SUCCESSFUL LEADER

One of the strategic pillars of the diamond's model is the vision. In business, the concept of vision begins to develop in the early 90's and the literature contains many definitions of the concept: "vision is the ability to go from natural to reflective attitude, from being who you are to reflect on who you are, from acting in your characteristic manner, from seeing the world from a subjective ego angle to seeing yourself objectively as you are in the world, from acting to examining your actions", (Peter Koestenbaum, 2006, p 102); " the perception of a sense of direction sufficiently supported so that everyone is willing to engage in it" (Le Saget Maryem, 1999, p. 67-71). [6] We consider the following approaches essential in building vision: *there is a past-present-future relationship?* The past may be known as something as it was. Present is generated by the past - something that is, you can direct influence on the employment, capabilities and responsibilities. Future - is predetermined (outside the will of the people) - if the answer is **yes**, then the action of people cannot be only reactive, because the future cannot be controlled - when vision is nothing more than trying to forecast something that you were predestined and if the answer is **no** then actions must be proactive and not only can influence the

future but sometimes it can create it. In this case the vision is not a forecast but a construction based on reasoning and intuition, opinion which we support.

Table no. 4.1
Differences between foresight and vision

FORESIGHT	VISION
<ul style="list-style-type: none"> • is based mainly on historic and trend; • is a projection resulting from a logical process; • is a projection on a shorter time; 	<ul style="list-style-type: none"> • is based on the mission and modeling the successful critical forces of the future; • is a desirable projection supported by modeling the successful critical forces of the future; • is a projection over a period of longer time;

(Source:own conception)

Vision combines foresight with visioning, as round-trip process: when we talk about foresight we are situated in the present time and we look to the future, and when we talk about visioning look to the present (Figure no. 4.1.)

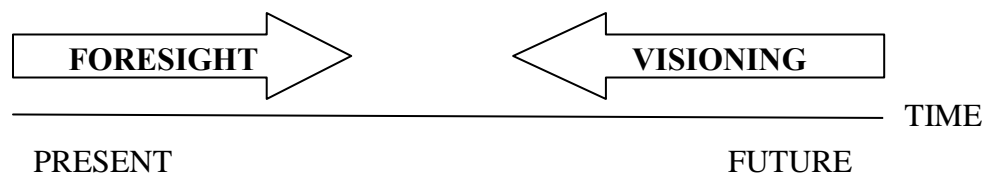


Figure no. 4.1. Foresight vs. visioning (Source:own conception)

In our opinion, the vision represents there al sense of organization that exists, the distinctive battle cry of the organization. In an era in which, in order to survive, decentralization is needed in the front line, we believe that vision is the focus of attention. In our opinion the three levels through which a successful leader "sees" are the following (Figure no. 4.2.):

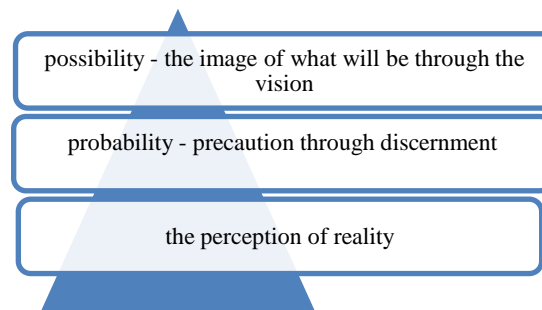


Figure no. 4.2. The three levels through which a successful leader "sees" (Source: own conception)

Many visions do not turn into reality and when one encounters certain obstacles it usually is because of people like: limited leaders, those with concrete thinking, dogmatic people,

professional losers, traditionalists, the drove, hunter problems, selfish people, and failure foreseeers.

5. CONCLUSIONS

The XXI century is a century of challenges. It is a century which must carefully manage globalization, decentralization, the competitive world. In this context, businesses are highly dynamic and they often record surprising developments. The open road is a difficult vision, which involves developing leadership skills on the road to success.

To obtain general recognition the firm must seek excellence. Excellence is more easily achieved when in the firm there is a leader.

We believe that the vision is a consequence or rather a quality that belongs only to those leaders who are personalities endowed with multiple intelligence.

The future is not predetermined (something immutable, beyond the will of men) thus the actions of successful leaders are proactive, not only can they influence the future, but they can also create it.

Vision is a construction based on reasoning and intuition, not a forecast that you were predestined.

Vision does not mean setting targets, but a bridge to creating the future, a new way of learning.

ACKNOWLEDGEMENT:

This work was supported from the European Social Fund through Sectorial Operational Programme Human Resources Development 2007 – 2013, project number POSDRU/159/1.5/S/142115 , project title “Performance and Excellence in Postdoctoral Research in Romanian Economics Science Domain”

REFERENCES

- [1] Armstrong M., (2006), *Performance Management - Key Strategies and Practical Guidelines*, 3rd Edition, Kogan Page, London;
- [2] Bailesteanu Gh., Burz R. D., *The leader*, Ed Mirton, Timisoara, (2008);
- Bennis, W., Nanus, B. (1985) *Leaders: The Strategies for Taking Charge*, Harper Collins, New York;
- [3] Jim Collins, *Business excellence*, Ed. Curtea Veche, Bucharest, 2007.
- [4] Bennis, W., (2009), *On Becoming a Leader*, Basic Books, New York;
- [5] John C. Maxwell, *The 5 levels of leadership*. Publishing Amaltea, Bucharest, 2011.
- [6] Le Saget Maryem *Intuitive Manager*, Economic Publishing House, 1999.
- [7] Lobonea Oltean, A.O, (2014) Progress Report I , "Models of leadership", FEAA Timisoara.
- [8] Mihuț, I., et al. (2003). *General Management*. Cluj-Napoca: Carpathian
- [9] Yukl, G., & Lepsinger, R. (2004). *Flexible Leadership*. Jossey - Bass.
- [10] Zaleznik, A., (2008), *Hedgehogs and Foxes: Character, Leadership and Command in Organizations*, Palgrave Macmillan, New York;
- [11] Zlate, M., (2004), *Leadership and Management*, Polirom, Iasi;