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Responsible Leadership

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Abstract

This article identifies leadership styles that naturally emerge in global networking nowadays. Specifically, regional and national features, together with current opportunities and challenges, are analyzed in detail, leading to frameworks for approaching such events without negatively impacting upon staff productivity and creativity. Specific behavioral codes and cultural heritage issues are taken into account in developing certain schemes for competence levels in multinational companies. A clearly delineated section is dedicated to the modalities in which the didactic process and professors as role models can contribute to the professional development of business students, by providing periodical favorable contexts for sharing best practice on this topic. Proficient leadership does not stem from chance or the right connections to get to the highest level of an organization, and has very little to do with opportunity. True leadership involves management and knowledge in the field, certain traits of character and temperament – role model assets, and hard work with vision. Effective leaders prove extensive life experience and the ability to focus their teams' interests away from conflict and towards results, providing progress opportunities as well as constructive approaches. Business Studies departments must simultaneously give scientific training, life-long learning abilities, character building and systematic cultivation of effective and persuasive communication skills.

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1. Introduction

Effective leaders believe that people want to excel, so they create an environment in which success is not only possible, but also contagious. They think that putting the right person in the right position is essential and that diverse teams are more innovative than homogeneous teams. Efficient leaders also believe in change, so they strive to learn and grow hence acknowledging that organizations often need to renew themselves. The best leaders also comply with their personal values. In the ever-changing world of business challenges, it is essential to have guiding ethics for decisions. Leadership skills can be developed and professors' efforts aim at enabling students to implement them. Here follow the most significant targets:

- Taking responsibility for the direction and actions of a team.
- Setting objectives.
- Organising and motivating others.
- Taking the initiative.
- Persevering when things are not working out.
- Taking a positive attitude to frustration and failure.
- Accepting responsibility for mistakes or wrong decisions.
- Being flexible: prepared to adapt goals in changing situations.
- Knowing what followers need.

Multinationals' leadership profile nowadays is very different from what the 'good boss' used to be a few decades ago. Let's illustrate it by presenting Google Attributes of a Modern Manager:

- Is a good coach
- Empowers the team and does not micromanage
- Expresses interest and concern for team members' success and personal wellbeing
- Is productive and results-oriented
- Is a good communicator
- Helps with career development
- Has a clear vision and strategy for the team
- Has important technical skills that help advising the team members.
- Mistakes are seen as learning stages.
 1. At Google, *"Failure is celebrated. It's ok to fail, and that is culturally encouraged. We just want people to fail fast, so that they don't get stuck doing the wrong thing for too long because they are afraid to admit that it is not working. So failure, is encouraged – obviously we don't want people to be constantly failing – but I think its culturally ok to admit your mistakes, say that didn't work and move on to the next thing."* (Google at CIPD Annual Conference)
 2. *"If you give people freedom, they will amaze you. Get out of their way and they will do the right thing 99% of the time. They'll do remarkable things and all you need to do is give them a little infrastructure and a lot of room to change the world. And I think that holds in any industry."* (Google at CIPD Annual Conference)

Leadership skills are evaluated by studying relevant data (sales volumes, costs, productivity, profitability) and by having teams give feedback corroborated with self-assessment tools. By implementing interviews, group discussions and questionnaires, professors can gauge future graduates' levels of engagement, pride, and team goals understanding. Such valuable information will lead to more effective leadership in the next generations.

2. Leadership styles

Good leaders are responsive to the group's needs. Some teams value trust over creativity; others prefer a clear communicator to a great organizer; building a strong team is easier when knowing the values and goals of each individual, as well as what they need from their leader.

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