

AN OVERVIEW OF THE LEADERSHIP-CHANGE-PERFORMANCE SYLLOGISM

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Abstract

The subject of this research is the identification of major coordinates of an organization's performance in the context of change and the involvement of leadership and project management in the implementation mechanism. Naming just some of these main coordinates can give an overview of the situation: change and the main feature of the 21st century; globalization of business and the impact on business management; the association of leadership, change and projects, and shaping a unitary framework for analysing these components; highlighting the role of the leader in the process of change.

A special and original element is the promotion of leadership-change-performance syllogism as a generic element for the implementation, development and evaluation of the issue of change within modern organizations. Thus, leadership becomes an important link for identifying performance competencies, being a real source of competitive advantage and being the key element in implementing change at organizational level.

Keywords: leadership, change, performance

JEL classification: M21

Within contemporary organizations, management and leadership practices are a certainty. Managers and leaders are groups with a visible influence on the creation and development of performing organizations, and leadership is considered essential to increase competitiveness and future development. Organizations that attach strategic importance to constantly developing managers and leaders are more competitive on the market where they operate. Performing organizations are determined by the quality of management, investments for developing leadership, and their own leadership.

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They can act just like other organizations but with better efficiency and setting right the priorities.

Leaders know very well to support their people to achieve exceptional results, as stated by J. Leary-Joyce (2008). Leaders do these things, in part, providing an inspirational vision for work, and realizing how important the vision should play in every working situation, such as:

- build a picture of what the future should look like so that they know to which to focus;
- once they have this focused image in mind, they seek evidence in the outside world to confirm what forces of the image strengthens;
- once the image is strong enough, their mind automatically seeks opportunities so that everything becomes reality.

Organizations meet daily with new opportunities and threats that force them to change, but also many factors that resist the process of change. An organization is performing and competitive on the market as it demonstrates its ability to adapt permanently to changes in the environment in which it operates.

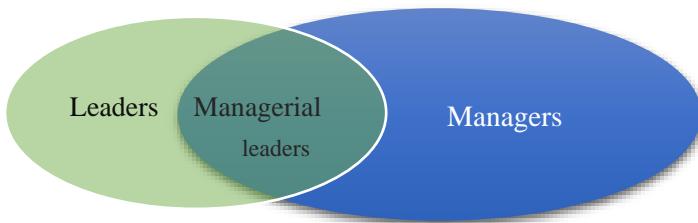
To lead their followers successfully through the current economic turmoil, leaders need to understand the whole process of change. For this, organizers' ability to assimilate changes, then the formulation of a clear vision, followed by the setting of strategic goals, is very important. Specialists have noticed that many leaders are based on instinct and experience, rather than on a full understanding of the process of change.

Due to frequent changes in the business environment, change management has become a priority for all leaders, regardless of the organization in which they operate. Change has become more common today than a few years ago. Organizations meet daily with new challenges: globalization, technological developments in information and communication, labour market changes, and even the changing nature of work, as well as many factors opposing change. An organization is even more competitive on the market as it demonstrates its ability to adapt permanently to changes in the external environment. Burduş (2008) defines change as the replacement, modification or transformation into form and / or content of an object, process or phenomenon. Leaders oriented towards change respond to these challenges by initiating and developing projects that are consistent with the internal and external environment of the organization.

N. Lee (2007), in *The Practice of Managerial Leadership*, addresses in a complete manner a set of scientifically based principles and practices addressed to managers at all levels and addressing the managerial role they have, since here the author believes that guidance is needed to meet the organization's goals. The concepts of association, organization, manager, subordinate manager relationship, managerial authority, leadership and managerial leadership are defined and dealt with in. Managerial leadership, a new concept, is defined as the process by which the manager sets the goals or direction for his subordinates and gives them the chance and the ability to act in that direction with competence, commitment and enthusiasm, together with the obstacles that arise. Then the author approaches the capabilities, talents and skills of human resources in organizations with its particularities, the entire relationship and relationship that is established within organizations, management practices specific to all the practices used by managers and leaders in their relationship with their subordinates and followers.

Most specialists define separately the two roles: managers and leaders. There are obvious differences, but emphasis has to be placed on the third situation, namely the overlapping and merging of the two roles (Figure 1).

Figure 1. Leaders versus managers



We are not talking about superheroes here but about trying to translate into reality a new, less-common spoken concept, namely managerial leadership, with more emphasis on the human side of the leadership in organizations, because, as the expert in leadership J. Kotter (2001)says: "unfortunately, most organizations suffer from excessive management and precarious leadership." And as the two concepts are understood separately, both involving a process of influence and determination, the solution proposed by J. Kotter is to bring together within the same team both individuals with

special leadership qualities capable of raising the interest of others through vision who instil it, as well as people with strong qualities of administrator of all the resources at the company's disposal.

As stated by Kotter (2001), organizations should not expect leaders to appear overnight but must identify people with leadership abilities and skills and expose them to the realities that will develop that potential. Through careful selection, development and encouragement, many such people could then occupy leadership positions in organizations. The real challenge for organizations is to combine strong leadership with strong management so that the two mutually balance each other, specifically by putting together the two categories (strong leaders and strong managers) to form strong teams to initiate and launch successful projects.

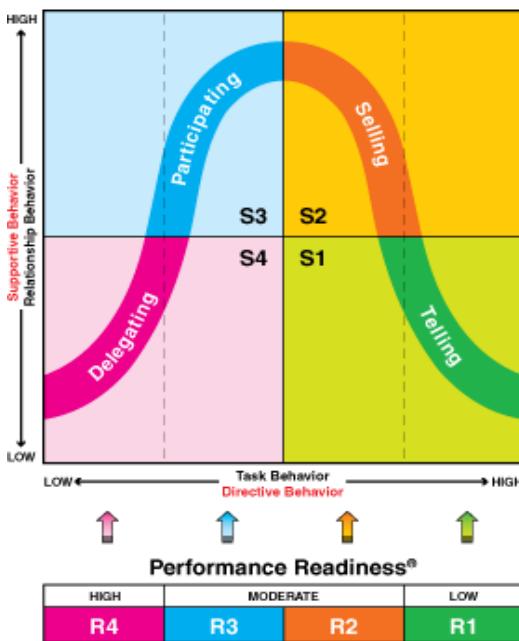
Effective leaders have not only task-oriented behaviours, or only relationship-oriented behaviours, but maintain a balance between the two types. But there are also limit situations when a leader has to adopt a single behaviour, either purely relational or purely executive. For example, project managers may be constrained by time constraints and may be required to develop a different leadership style for each member of the team, so it is important for the project manager to know his team members he works with very well. It should not be forgotten that the management style adopted by the project manager depends not only on the situation but also on the phase of the project. That is why managerial leadership (Lee, 2007) is a new concept defined as "the process by which the manager sets the goals or direction for his subordinates and gives them the chance and the ability to act in that direction with competence, commitment and enthusiasm, together with the emerging obstacles ", which I consider necessary to be introduced in project management.

I consider the necessity to manage the managerial leadership of the projects through the two levels of determination of the changes, both at the individual level and at the organization level, due to the importance of applying the principles of leadership not only in the broad context of the organizations but also in the case of projects, regardless of size, which leads to an intensive capitalization of the human factor and thus to the best results. Thus managerial leadership combines managerial practices with all the qualities and skills expected from a leader, namely trust, clarity, vision, organization, coordination, indispensable to the process of leading an organized group. Documentary research reveals a lack of leadership-project

relationship, which has led to the extension of leadership to project managers. Team misconduct, due in many cases to inappropriate exercise of leadership on the part of the project manager, may be due to poor communication within the project team, or issues related to the assumption and exercise of authority, or problems with teamwork relationships and interactions, etc.

H. Kerzner, Hersey and Blanchard (2010), in the *Management of Organizational Behaviour*, developed the best model for personal management analysis in a project management context. This model expresses the theory of personal leadership in terms of lifecycle notion and argues that leadership styles need to change according to the degree to which employees are prepared to accept, through their professional experience, the willingness to accept the job responsibilities and the desire to achieve performance.

Figure 2. Situational leadership



Source: <http://situational.com/the-cls-difference/situational-leadership-what-we-do/>

The model is also called the "leadership lifecycle", explaining that the most effective driving style depends on the level of maturity of the staff and the requirements of the situation. The authors of the model, Hersey and Blanchard, go from the managerial grid proposed by Robert Blake and Jane Mouton, on the tasks of the lead group and the relationships between leader and followers, to which a third dimension, namely the maturity of staff, has been added. The level of maturity is given by: the desire to affirm the subordinates, the motivation of the workers, the willingness to take responsibility, the level of training and the work experience. Hersey and Blanchard believe that a leader should not behave the same way as a mature group and another group that has not matured. However, there is a danger that a leader's attitudes towards an immature group will prevent the group from evolving towards full maturity. Taking this principle into account, the authors see that the efficient leader is the one who has the ability to diagnose the maturity level of his subordinates, and only then determines his own leadership style of the situation.

In addition, the leadership lifecycle theory aims to find an optimal relationship between the intensity of task-oriented behaviour, relationship-oriented and mature behaviour, on the other. Hersey and Blanchard conceived four levels of maturity, each with a particular style of correspondent leadership. As the maturity level of the subordinates evolves, the leader will have to give up the task-based techniques style and adopt a humanist style that involves warmer relationships with the members of the group. According to these elements, leaders can adopt the following styles: command; conviction; participation; delegation.

Thus, leadership becomes an important link for identifying performance competencies, being a real source of competitive advantage and being the key element in implementing change at organizational level.

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