

SIMILARITIES AND DIFFERENCES BETWEEN MANAGEMENT AND LEADERSHIP

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Abstract:

Management is the process of setting and achieving organizational goals through its functions: forecasting, organization, coordination, training and monitoring-evaluation. Leadership is: the ability to influence, to make others follow you, the ability to guide, the human side of business for "teacher". Interest in leadership increased during the early part of the twentieth century. Early leadership theories focused on what qualities distinguished between leaders and followers, while subsequent theories looked at other variables such as situational factors and skill levels.

Other considerations emphasize aspects that separate management of leadership, calling them two completely different processes. The words manager and lider are very often used to designate the same person who leads, however, they represent different realities and the main difference arises from the way in which people around are motivated.

The difference between being a manager and being a leader is simple. Management is a career. Leadership is a calling. A leader is someone who people naturally follow through their own choice, whereas a manager must be obeyed. A manager may only have obtained his position of authority through time and loyalty given to the company, not as a result of his leadership qualities. A leader may have no organisational skills, but his vision unites people behind him.

Leadership and management are two notions that are often used interchangeably. However, these words actually describe two different concepts.

Leadership is the main component of change, providing vision, and dedication necessary for its realization. Leadership is a skill that is formed by education, experiences, interaction with people and inspiring, of course, practice. Effective leadership depends largely on how their leaders define, follow and share the vision to followers.

Leadership is just one important component of the directing function. A manager cannot just be a leader, he also needs formal authority to be effective.

Key words : management, leadership, manager, leader,

Clasificare JEL : M40, M41

I. Considerations on management and leadership.

Management is the process of setting and achieving organizational goals through its functions: forecasting, organization, coordination, training and monitoring-evaluation.

Management focuses primarily on the administrative aspects of a business leader and leadership is a process of influence between leader and team members, aiming at achieving common goals.

"To manage" means: to manage, take control, coordinate, used to achieve the goal, to be wary of employees, to have interest in all aspects of business, etc..

"Manager" is one who: has subordinates, provides directions to any action, is the decision maker in any endeavor. "Leader" is one who: is acceptance of others (and their consequences), is a reference (model), who guides.

"Management" means: the management, direction and control of something or someone, executive ability, the technical or academic activity "teacher".

Multiple meanings and definitions of data by different theorists and practitioners of management time, Here are some: Frederick W. Taylor defined management in his book Shop Management, published in 1903, as "knowing what people want to do and supervise them to make this the best way and cheapest "Henri Fayol, in his book Administration Industrielle et general, published in 1916, stated that" given the means to provide, organize, command, coordinate and control "More recently, management is defined as: the A.Mackensie's opinion, expressed in November 1969 in Harvard Business Review, management is" the manager operates the three elements of

fundamental -, ideas, things and people -; making the other objectives "Peter Drucker believes that management is equivalent to" people management ", the term" management "is just a euphemism for" chief ". "The main and perhaps the only task is to mobilize energy management unit for meeting known and defined tasks", and test success, says Drucker, is to "achieve high efficiency and adapt to external changes."

"A guide (to lead) means: to show the way, method, to influence, to persuade, to model.

"Leadership" is: the ability to influence, to make others follow you, the ability to guide, the human side of business for "teacher".

Leadership is "the ability to influence some persons and groups, directing their efforts in completing organizational objectives" [1]

We find in everyday life that some people are following others for various reasons known only to them. If we start from a simple example, met in organizing an event, a conference, we find a person holding a series of so - called qualities of leadership, can tell others what to do and simultaneously give them respect, but also to earn their respect.

Great many theories assume that the capacity for leadership is inherent – that great leaders are born, not made. These theories often portray great leaders as heroic, mythic and destined to rise to leadership when needed. The term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership. Learn more about the great man theory of leadership.

Similar in some ways to "Great Man" theories, trait theories assume that people inherit certain qualities and traits that make them better suited to leadership. Trait theories often identify particular personality or behavioral characteristics shared by leaders. If particular traits are key features of leadership, then how do we explain people who possess those qualities but are not leaders? This question is one of the difficulties in using trait theories to explain leadership.

Interest in leadership increased during the early part of the twentieth century. Early leadership theories focused on what qualities distinguished between leaders and followers, while subsequent theories looked at other variables such as situational factors and skill levels. While many different leadership theories have emerged, most can be classified as one of eight major types:

Contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation.

Situational theories propose that leaders choose the best course of action based upon situational variables. Different styles of leadership may be more appropriate for certain types of decision-making.

Behavioral theories of leadership are based upon the belief that great leaders are made, not born. Rooted in behaviorism, this leadership theory focuses on the actions of leaders not on mental qualities or internal states. According to this theory, people can *learn* to become leaders through teaching and observation.

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others.

Management theories, also known as transactional theories, focus on the role of supervision, organization and group performance. These theories base leadership on a system of rewards and punishments. Managerial theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished. Learn more about theories of transactional leadership.

Relationship theories, also known as transformational theories, focus upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards.

Theorists in the field have associated from the beginning the leadership with the capacity of a person to lead, existing in this sense four true statements:

- a. To lead you have to influence others.
- b Where there are leaders there are people who follow them.
- c Leaders tend to come forth especially in times of need.
- d Leaders always know what they want to achieve and why.

A first conclusion that has to be remembered is that leaders have and should have skills to influence beliefs and feelings of others.

Being a leader is a personal thing, but not all managers can be leaders or all leaders can be managers.

Things are better made by managers and good things are made by leaders.

It is undeniable that the terms management and leadership are highly interrelated, very often being used interchangeably. Concerns about explaining and understanding the phenomena of leadership have emerged in the early 1900s, the first studies of L.M.Terman (1904) on the characteristics of successful leaders.

In terms of the first concerns about the phenomenon of leadership, they focused on personal characteristics of successful leaders, continuing listing the functions and activities that the leader meets.

Nowadays, the phenomenon of leadership is appreciated as a complex group dynamics process, meaning a dynamic process of organizing and coordinating a group, in a specific organizational context in order to undertake tasks or goals. For example, the phenomenon called leadership manifested mainly in the army (Alexander the Great, Genghis Khan, etc.), or in communities in certain circumstances (Moses), religious (Jesus, Buddha, Mohammed, etc.). And today is manifested in different areas: state politics, sport, business etc. The main area in which the manifestation of leadership is wanted is business. In the activity of an organization they met with the conclusion that the implications of the phenomena "TEAM" and "LEADER" brings about a superior performance. Managers want to win also the title of leader. Note the two labels: manager and leader. They are found in any organization where there is a hierarchy. Manager vs. Leader.

In this context, leadership as a phenomenon automatically assumes and exercises influence and includes these two processes: leadership and management.

Some approaches consider that these two processes overlap, meaning that they can be assimilated to the notion of leading, leadership and management reflecting the same meaning.

Other considerations emphasize aspects that separate management of leadership, calling them two completely different processes.

The words manager and leader are very often used to designate the same person who leads, however, they represent different realities and the main difference arises from the way in which people around are motivated.

Goals, arguments, methods used by the leaders were very different. We notice a common attribute: persuasion - its ability to persuade and influence. Therefore most discussions on this topic are on the origin of the phenomenon: native or acquired.

Here the opinions are divided. Some consider this ability as obviously native; others say you can learn how to be a leader.

In the view of P. Drucker, "Leadership is the ability to raise human vision to a broader horizon, to bring the efficiency of human activity to higher standards and also the ability to form personalities, transcending beyond its usual boundaries that limit it". [2]

II. Classifications of managers and qualities of a good manager .

The need for good managers is not going away. It is intensifying. With 'flatter' organizations and self-directed teams becoming common; with personal computers and networks making information available to more people more quickly; the raw number of managers needed is decreasing. However, the need for good managers, people who can manage themselves and others in a high stress environment, is increasing.

Ask anyone and they'll tell you. There's a difference between managers and leaders. The difference between being a manager and being a leader is simple. Management is a career. Leadership is a calling.

You don't have to be tall, well-spoken and good looking to be a successful leader. You don't have to have that "special something" to fulfill the leadership role.

What you have to have is clearly defined convictions - and, more importantly, the courage of your convictions to see them manifest into reality. Only when you understand your role as guide and steward based on your own most deeply held truths can you move from manager to leader.

A leader is someone who people naturally follow through their own choice, whereas a manager must be obeyed. A manager may only have obtained his position of authority through time and loyalty given to the company, not as a result of his leadership qualities. A leader may have no organisational skills, but his vision unites people behind him.

Managers think incrementally, whilst leaders think radically. *"Managers do things right, while leaders do the right thing."* [3]

This means that managers do things by the book and follow company policy, while leaders follow their own intuition, which may in turn be of more benefit to the company. A leader is more emotional than a manager. *"Men are governed by their emotions rather than their intelligence"*. [4]

This quotation illustrates why teams choose to follow leaders.

In the commercial companies from our country and the state administrated companies we differentiate during the current period three types of managers:

- Authoritarian Manager that emphasise on hierarchical relations of subordination, and secondarily on the delegation and consultation with subordinates, sometimes to mask some gaps in training.

The decrease in initiative and creativity is dued to the pleasure of exercising the granted powers, combined with a certain lack of understanding and friendly approaching the subordinates.

- Participatory managers require tact and attachment; they are well trained in management, but also in the group activity area, easily establishing human contact. They place great emphasis on providing a relaxed work environment, suited to positive personal development of subordinates.

- Participatory-authoritarian manager is formed by combining the other two types of managers. During the transition to a market economy in the commercial companies and state administrated companies, this type of leader is most common.

A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation. Some examples include:

-Using an authoritarian style on a new employee who is just learning the job. The leader is competent and a good coach. The employee is motivated to learn a new skill. The situation is a new environment for the employee.

-Using a participative style with a team of workers who know their job. The leader knows the problem, but does not have all the information. The employees know their jobs and want to become part of the team.

-Using a delegative style with a worker who knows more about the job than you. You cannot do everything and the employee needs to take ownership of her job! In addition, this allows you to be at other places, doing other things.

-Using all three: Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement a new procedure (delegative).

While there are several Team Leadership models, Hill's Team model is perhaps one of the better known ones as it provides the leader or a designated team member with a mental road map to help diagnose team problems, and then take appropriate action to correct team problems. [5]

This Team Leadership model is built on a number of research projects:

After the general features of the responsibilities fulfilled, managers can be:

- Senior managers (top managers, senior managers);
- Middle managers;
- First line managers (supervisors);
- Populist manager which is characterized by:

Populist managers lack a strategic management; turn to large loans in order to solve some wage requirements, but which result in, violation of fundamental correlations between economic indicators (productivity, average wage).

Authoritarian managers have a strong personality and authoritative experience, he is correct, severe, strict, serious in front of the employees, pays special attention to problems of restructuring but is uninterested in social issues, he agrees with resignation in case it is impossible for him to exercise his managerial style and aims to maximize profit,

The incompetent manager is relatively corruptible, does not have a realistic strategy, lacks initiative and courage to take risks, dissatisfies everyone and manifests inadaptability to ambient changes

In contrast with the incompetent manager, the participatory- reformist manager believes that restructuring is possible on the go by providing a partnership of employees, demonstrates an innovative spirit, creative, courageous in taking risks, high capacity to lead, flexibility in situations of crisis or conflict to which he adds preventive measures to avoid them. Conciliatory manager has skills in conflict situations, compromising between the two trends considered comments, has survival strategies and skillful leadership, from day to day and achieves average performances in both cases;

The leading task is defined as a complex activity that aims to the improvement of people's efforts in the work process. Exercising the management process requires the existence of persons who carry out management process specific activities, these people are called, managers.

There are different opinions regarding the definition of a manager (management framework).

P.Drucker believe that their managers are so-called leaders and specialists and others who make decisions to influence the enterprise activity, except it but the foreman. P.Bolinet says a leader is a person who get results through others.

In a unanimously accepted definition by most specialists, the manager (management framework) is defined as the person who occupies a leadership position in a socio-economic organization, regardless the hierarchical level.

In terms of managing an enterprise, it is defined as the person who acts to transform tasks into concrete actions for efficient use of enterprise resources and profit growth, to mobilize and motivate employees in their work process.

There are two categories of requirements requested to the manager.

A. Requirements relating to personality.

Personality involves two sides.

A. instrumental side – given by skills that are themselves of two kinds:

- work in developing leadership: flair, intuition, spontaneity, communication skills, decision making, ability to manage people, desire to lead.
- basic job-related skills which, if they exist, ensure the acquisition of professional competence;

B. operative act – given by:

- temperament and energy resources;
- character.

Personality is a result of four factors:

- physical environment (climate, food);
- the social environment (land, family, education);
- constitution and temperament of the subject;
- habits and skills gained under the effect of previous influences (lifestyle, food hygiene);

This represents the manner of expression of personality in the relationships of men with the environment and himself, manner that is adjusted by social norms of behavior in social- historical systems.

These items related to health, vigor, skill, energy, balance, self-control, imposed by the necessity of animation of the subordinates in work and maintaining a relaxed work environment.

III. Requirements relating to intellectual qualities.

Not just once, practice in management area has shown that, manager effectiveness depends on high intellectual potential, the knowledge of principles, methods and management techniques that are acquired through learning, but also innate positive character traits.

These are: intelligence, ability to recognize, accept and apply the new, ability to think clearly, memory, imagination, ability to predict, practical thinking (for solving current problems), theoretical thinking for generalization and abstraction.

Types of managers and management styles.

According to Swiss psychologist Carl Jung, there are two human types:

a extraverts - people opened to the outside world, sweeping, outward, in which objective tendencies prevail;
b introverts - internalized people, deepened in their own world, meditative, reserved, in which subjective tendencies prevail;

This polarization of human types is varied by intermediate types. You can specify in this respect the following human types:

a Balanced - meditative but energetic people, adaptable but with reservations, open to the outside world, but the filtered by introspection. Balanced people are the prototype of the leader.
b Compensated - people to which the types of extroverted and introverted can only temporarily coexist, alternating with a certain periodicity. People in this category accumulate facts, observations, meditate on them, draw conclusions and verify them. They represent the type of creator.

Human type managers manifest themselves daily by management style.

We distinguish the following:

- a. participatory democratic style in which we establish: concern for business objectives without neglecting the problems of subordinates, ease in establishing and maintaining human contact, broad delegation of authority, responsibility, tact, kindness, attachment;
- b. autocratic style represents the negative of the style above: no consultation, placing forefront the formal authority, lack of trust in subordinates, lack of delegation, excessive control and guidance;
- c. participative - authoritative style, frequently met, presents characteristics from both styles presented.
- d. An excellent manager observes skills, talents most deeply hidden of a person and tries to highlight them to make each person exceed its limits.
- e. A remarkable manager sees the potential of others and has to sum up a series of essential features such as:

1. Structuring. A manager must surely set the parameters, reference rules and content parameters and the structure in which we work, and these limits to not affect the activities or projects and must know how to work within these structures.
2. Creativity. The difference between competent and excellent is and must be precisely through this feature. Creativity represents the "spark" that propels projects and attracts attention of others, but also it's the "ingredient" that unites different parts to become a whole.
3. Intuition. Intuition can be defined as the capacity of knowing without using rational thought process, but also the fundamental basis of emotional intelligence. More the intuition is developed, more the manager is stronger.
4. Commitment. A manager must undertake to ensure successful completion of a project or ensuring the success of the team as a whole. For this he must have vision over the project and to coordinate the team result.
5. Knowledge. An essential for anyone is basic knowledge. For a manager, the knowledge about the business must be fully integrated to become part of their being. Thus, the manager can focus on employee development opportunities to reach the same level of understanding of the process, but also on its needs, living in the light of knowledge.
6. Flexibility. It is one of the most valuable qualities of a manager and requires openness, openness that gives the manager the ability to adapt quickly to need.
7. Humanity. Managers close to the employees are valued by them, but also those who do not disdain to be themselves in front others. Employee loyalty is a certainty for managers when the latter complies and creates a close and friendly relationship with the employee.
8. Discipline. By discipline is meant the ability to choose and to live from the things that we care. Discipline as autoinduction can be fun, but it is one of the most important traits of a manager.
9. Relaxation. An excellent manager not only produces excellent results for the company, but also has some fun in the process. A state without too much conflict, relaxing, helps the team move forward in achieving goals.
10. Overview, details. An excellent manager will always have a very good overview, but at the same time, will be able to execute the small details of a project. Small details create a bigger picture. A manager will be able to do both: to think for the future, but be careful and to present details.

Tabel nr.1
PSIHOSOCIOPROFESIONAL MANAGER PROFILE DIAGRAM

No. crt.	<i>REQUESTS</i>	<i>ABSOLUTELY NECESSARY</i>	<i>NECESSARY</i>	<i>DESIDERATED</i>
0	1	2	3	4
I.	<i>Preparation</i>			
1.	Professional	x		
2.	Management science		x	
3.	Economic knowledge		x	
4.	Legal knowledge		x	
5.	Knowledge of administration		x	
6.	Knowledge of psychology		x	
II.	<i>Experience</i>			
1.	The unit profile			x
2.	Leading		x	
III.	<i>Psychological qualities</i>			
1.	General intelligence	x		
2.	Flexibility of thought	x		
3.	Creative capacity		x	
4.	Social value motivation	x		
5.	Positive characterological traits	x		
6.	Willfully qualities	x		
7.	Strong temperament mobile			x

	balanced			
IV.	Behavior			
1.	Sociability		x	
2.	Fluent speaking		x	
3.	Correct posture	x		
V.	Health Status	x		
1.	Good	x		

IV. Lidership Function.

Leaders: Born or Made?

This is the most basic and most often-asked question about leadership. To cut to the chase, the answer is: „mostly made.” The best estimates offered by research is that leadership is about one-third born and two-thirds made. The job of leading an organization, a military unit, or a nation, and doing so effectively, is fantastically complex. To expect that a person would be born with all of the tools needed to lead just doesn't make sense based on what we know about the complexity of social groups and processes.

The fact that leadership is mostly made is good news for those of us involved in leadership development - leaders can indeed be developed. Yet, there is some "raw material," some inborn characteristics, that predispose people to be and become leaders. What are some of the inborn qualities? A leader may not always be a manager.

Often with small groups, it is not the manager who emerges as the leader. In many cases it is a subordinate member with specific talents who leads the group in a certain direction. *"Leaders must let vision, strategies, goals, and values be the guide-post for action and behaviour rather than attempting to control others."* [6]

A lot has been said about leaders and managers in literature and more has been written.

F.W. Taylor has studied and analyzed deeply and systematically lidership but without reaching a common ground on the notion of leaders and the method of studying this notion.

Leadership is one of the five functions of management. [7]

Through his research started in the 50s, F.Fiedler, whose concerns focused on the leading style, showed how leadership practice is strongly influenced by situational context and the effectiveness of group activity is conditioned by the personality of the leader and the context gives the leader enough power to control.

For the two terms of the relationship leader-situation, Fiedler proposes the following measures:

1. The personality of the leader, expressed by "note the least favorite fellow-laborers", which outlines on the basis of a questionnaire a leader's feedback to the subordinates with whom he does not want to work with.

The leader who can favorably appreciate subordinates, giving them a high grade, practice a people oriented leadership, in other words based on close impersonal relationships with subordinates and without giving much attention to the adverse effects that the least favorite subordinates have on group performance. Instead, the leader who grades low the least favorite subordinates is task oriented and aims to fullfill them at the risk of strained relationships with some subordinates;

2. The situation, classifies through three factors: leader-subordinate relationships, power leader position, ie the extent to which he can demand from the subordinates to accept his provisions (which depends on the rewards and the penalties he can give, on the position he occupies in the hierarchy of the organization), task structure, ie the degree to which this can be provided or programmed. By combining these elements and the different dimensions that specific situations may have, the quoted author determines the relationships between situational variables and appropriate ways to practice leadership. [8]

V. Qualities of a good leader.

Leadership and management are two notions that are often used interchangeably. However, these words actually describe two different concepts.

Leadership is the main component of change, providing vision, and dedication necessary for its realization. Leadership is a skill that is formed by education, experiences, interaction with people and inspiring, of course, practice. Effective leadership depends largely on how their leaders define, follow and share the vision to followers.

Leadership is just one important component of the directing function. A manager cannot just be a leader, he also needs formal authority to be effective. *"For any quality initiative to take hold, senior management must be involved and act as a role model. This involvement cannot be delegated."* [9]

The leaders are responsible to make their views as relevant to followers and to motivate them in the manifestation of the vision. So, a good leader is one who has the ability, and responsibility to lead, motivate, inspire and seek ways of action, thus making followed.

Developing leadership skills means that the process should be started as early, at a young age. An important aspect of leadership in education is that it is not realized only in a formal setting, the models of leadership in society and also the opportunities to practice leadership have a special role.

Leadership emergence depends always on the interaction between leaders, followers and situation. For this reason, there is no "formula" of leadership that can be applied universally, every person, group, company has its own style of leadership. The situational nature of leadership makes it possible that, depending on context, a person to be both leader and follower.

The main features of authentic leaders, regardless of their field, are: vision, integrity, competence, responsibility, trustworthiness, responsibility, empathy and enthusiasm. The main components of leadership are therefore: vision and integrity. The vision orientates the leader to future, and integrity and realism are what makes him live in the present.

A lack of leadership is often seen as a roadblock to a team's performance. As Stewart and Manz writes, "More specifically, work team management or supervision is often identified as a primary reason why self-management teams fail to properly develop and yield improvements in productivity, quality, and quality of life for American workers." [10].

This topic is very delicate. Different people require different styles of leadership. The new international environment has imposed as a necessity, the approach of the term leader. The contribution of outstanding men in this area where management intersects group psychology and behavioral theories of organizations has translated into an increase in professionalism in addressing this issue. A team leader must know how to create an environment based on trust and open communication.

What makes a person want to follow a leader? People want to be guided by those they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future. When a person is deciding if he respects you as a leader, he does not think about your attributes, rather, he observes what you *do* so that he can know who you really *are*.

He uses this observation to tell if you are an honorable and trusted leader or a self-serving person who misuses authority to look good and get promoted. Self-serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors at the expense of their workers.

You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

When a leader tells a team member "let me show you how to" the motivation of the leader is to finish the work faster. But a good leader knows that you have to leave the team to fend for themselves at first, so they do not become dependent on him. The leader will always be critical, but he should know how to make a constructive criticism.

The quality of leadership was and is very important. In international affairs, because of globalization, the leader has become increasingly necessary. To be considered a good leader you need to know how to recognize and congratulate the team for their accomplishments and achievements of the team and team members.

The leader communicates both good and bad. It is always difficult to get criticism, but if the leader stresses also the good this will make hard things to be perceived easily. He must know how to motivate and inspire team members.

The leader is required to give clear suggestions to the members of the team about improving their operations. A good leader should not use phrases like: "Yes, but ..." or "We tried this before." In general, most of the team members believe they can coordinate the team, but more and more experts say that being a good leader seems to be innate. Leadership consists in influencing people so that they devote all their efforts voluntarily to achieve common goals. [11].

G.Dessler in his conception appreciated the same thing, considering "... leadership, for the manager, means influencing his subordinates to lead them, voluntarily, to achieve objectives". [12].

Diverse literature that addressed the concept of leadership has led some experts to assert that "there is no leadership". [13].

From my point of view, a good manager has to account for a number of managerial qualities, such as intuitive understanding of others, extroversion, perseverance, ambition, resistance to stress, likeness of power, to show determination, tolerance, ambiguity, uncertainty, for which he must take measures to eliminate, easy passage

from one activity to another, from one situation to another, and one of its strengths being decision taking and to like challenges.

In the same line of thought, a good manager should not be indecisive, timid and not to like to talk with people, to prefer not to take decisions, to be perfectionist, to tolerate aggression and stupidity, to feel guilty for things that went wrong, to allow exacerbation of self-consciousness, not to be rational in any activities, to exhibit gentleness and kindness to those around him, to give priority to activities from his spare time or to not understand others.

The leader has become a vital element of successful business.

VI.Concluzii.

During the last decades, different quality management concepts, including total quality management (TQM), six sigma and lean, have been applied by many different organisations. Although much important work has been documented regarding TQM, six sigma and lean, a number of questions remain concerning the applicability of these concepts in various organisations and contexts. Hence, the purpose of this paper is to describe the similarities and differences between the concepts, including an evaluation and criticism of each concept.

The transformational leader's focus is directed toward the organization, and his or her behavior builds follower commitment toward organizational objectives, while the servant leader's focus is on the followers, and the achievement of organizational objectives is a subordinate outcome. The extent to which the leader is able to shift the primary focus of leadership from the organization to the follower is the distinguishing factor in classifying leaders as either transformational or servant leaders.

Whereas leaders are seen as charismatic and often are admired and held in high esteem, managers frequently are thought of as the organization's taskmasters with a whip in one hand and a bullhorn for screaming out orders in the other hand.

Leadership and management may be similar in a few ways, they have many very distinct differences. It is unusual for one person to have the skills to serve as both an inspiring leader and a professional manager. In large, complex organizations, these two distinct roles are even more difficult to assimilate in one person, and the tendency is to set leadership skills aside in favor of managing the workplace. Understanding the differences between leadership and management can ensure that employees know when and how to apply each set of characteristics for given processes.

The maintenance of a distinction between management and leadership behaviours at the conceptual and/or practical level negates the search for a “practical theory” of leadership. If management is viewed as an art, management and leadership behaviours are inextricably intertwined in an organisational setting. Both activities are part of the cultural action of an organisation.

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