

LEADERSHIP AND MANAGEMENT IN THE TRANSITIONAL PERIOD

LIDERSTVO I MENADŽMENT U TRANZICIJI

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Abstract: We live in the times of more rapid, more dramatic, more complex and more unpredictable changes. In these insecure, complex and chaotic times, organizations need managers and leaders more than ever. Human resources are becoming the dominant resources of these times. Happened changes in political and also in economic sphere of social living at the countries in transition immanently had need's of changing business concepts and strategies in economic subjects and in that context changes in companies. Having needs for new developing orientations based on new business philosophy compatible to trading way of doing business.

Rezime: Živimo u vremenu sve bržih, dramatičnijih, kompleksnijih i nepredvidljivih promena. Ove promene sve značajnije utiču na ponašanje, poslovanje i upravljanje u organizacijama. U ovom nesigurnom, kompleksnom i haotičnom vremenu, organizacijama su više nego ikada potrebni menadžeri i lideri. Čovek postaje dominantan resurs ovog vremena. Tranzicija je naša sudbina. Promene nastale u političkoj i pre svega u ekonomskoj sferi društvenog življenja, imanentno namećue potrebu promena delovnih koncepcija i strategija privrednih subjekata, a u tom kontekstu i promene u menadžmentu.

Key words: business decision, creativity, leader, leadership, strategies, transitional, manager, management.

Ključne reči: poslovna odluka, kreativnost, lider, liderstvo, strategija, tranzicija, menadžer, menadžment.

INTRODUCTION

Today, in an age of technological revolution, transition, and general globalization, changes are happening fast zooming. They have a far reaching impact on society as a whole, and almost no field of human activity that is not, in one way or another, under the influence of these changes. Thus drastically changes reflect the economic sphere of social life, primarily in the area of market operations.

Many phenomena and processes that are now present on the world market indicate that the time of the old logic of economic behaviour and decision-making grant passed to traditional approaches to lose ground under the feet and that gives rise to the world of general recognition by management concepts in business practice. Management is a phenomenon that in a concrete sense, defines the appropriate economic and social activities. In this context, the management can not only watch as the process management or orientation in business but as a social philosophy, and certainly, scientific discipline.

LEADERSHIP AND WE DEFINING LEADERSHIP

Leadership can be defined as the process by which members of a group activity directed toward the achievement of objectives. Here it can have several meanings:

- leadership involves other people-the employees or followers
- that means not equal distribution of power between leaders and group members
- about leadership is the ability to be in different ways using various forms of power to impact on the behaviour of followers;
- leadership is a combination of previous three elements.

Leadership is a first world economy very valuable, because it believes that the leaders represent the specific assets in company. It is considered to be a key competitive advantage in the future will be the ability of leadership to create the social architecture necessary to be generated.

Leaders are elected or own elected preference to the fate of companies in economy. Leadership is important when a company needs to change, to face the changes in the external environment and the need to decisively lead the process changes. Leadership is the most important factor for the success of enterprises in the first economy.

Personality, which performs the role of leader, is leader. Leadership means the skills of using expertise that has the most, and shows minorities. The leadership it is necessary to get excellent results from ordinary people

Leadership is defined as the act or behaviour that affects others. Certain view it as an instrument for achieving targets (objectives). The leadership is a process, which includes the inflow to achieve goals and occurs in a particular situation or group organisation. That means that the leadership process in which an individual affects the group or organization to achieve common objective. The accent is influence.

Leadership means giving guidelines, involvement of people, their motivation and inspiration. Those activities correspond to phases of management, such as planning and budgeting, organization and commitment of people, control and problem solving.

Real differences between formal and informal leader. Formal leader is a member of the organization who has received authority from the enterprises to influence the other members to achieve his objectives. Non-formal leader is a member of the organization without any formal authority to influence the other, but is able to have a certain impact of specific expertise and talents. Generally, formal and informal influence on others in the group or organization as a whole.

LEADER'S SKILLS

Power of leadership is not based on the basic properties of the individual as to be able to ideas, purpose and values that he represents. In every culture, in different ways (using different procedures and methods) leader is in a position to influence the attitudes, opinions, decisions and actions of others

The leadership combines talent with the ability to influence others-individuals, groups and organisation. Kao and management, leadership is the ability to perform tasks of people, with what is the difference seen in the fact that people share the same values and thinking about changing the strategy and the way that it should be done. The leaders create new ideas, approaches and methods and have the talent that the average enterprise higher than average get business results.

THE LEADERSHIP AND EFFICIENCY

The essence of leadership is the inflow to a successor in the enterprise (company). The leader, figuratively speaking, "sells" their ideas in order to encourage them to establish a strategic vision of company. The leaders have the power to influence, but should not be appreciate help of employees. The leader's choice of modes of behaviour that will most effective to affects employees greatly depends on its position of power and personal power which he has employed over the existing style of behaviour situation. The choice certainly depends on the expertise and characteristics of leaders.

Efficiency means that the leader of its activities and conduct adds value to the company that is directing. The result its activity should be greater than the output input. Competitive leaders is reflected in the ability to in a situation with a number of limitations

contribute to the value of directing, coordinating and to motivate employees to hire the best possible way of achieving the objectives of enterprises (companies). There is a feedback about that adds value and can, based on the information gained to their activity and mode of behaviour adjusts.

Management represents all business activities carried out by managers within the appropriate business engagement. Success of management is to look through the two opposite dimensions of business, i.e. ensuring a balance between effectiveness and efficiency, which can be high and low. Effectiveness means to do the right things, to be focused on the market, the needs of the buyer (customer), with the aim of satisfying the needs of end users. Efficiency means do things the right way, or desire to be desired thing done in the right way with the lower cost, which represents a rational and analytical behaviour of managers. Inserts managers are seen in the relationship these two components, i.e., offer the real thing in the right way. Organizational success of managers is reflected through the time dimension or maintenance of balance between effectiveness and efficiency in both the short and long term, and to ensure the survival and the achievement of organizational vision.

Table 1

Organizations with high performance and effective and efficient

		EFFICIENCY	
		LOW	HIGH
E F F E C T I V E N E S S	HIGH	<p>Manager has chosen "the right thing "but is a way of using Resources poor_</p> <p><u>Result:</u> The product / service you want customers, but very high sale price</p>	<p>Manager has chosen "the right thing "and use the resources in" real way "</p> <p><u>Result:</u> The product / service customers want by sale price that they can afford</p>
	LOW	<p>Manager was not chosen "the right thing "and use the resources in the" bad way "</p> <p><u>The result:</u> Products / Services poor quality that customers do not want.</p>	<p>Managers did not choose "the right thing, "but used involved resources in the "right way"</p> <p><u>The result:</u> Quality product / service that customers do not want</p>

MANAGEMENT AND LEADERSHIP

MANAGER AND LEADER AS A PERSONALITY

Notes that, the problem with non-successful companies in a large number of managers. There is difference between managers and leadership. To guide is conducting something of what we have done, but leadership is influence and challenging future actions enterprises. Leadership deals with effectiveness and manager efficiency. Managerial skills are a prerequisite for leadership. It is possible to be an excellent manager, and to never become a leader. Good managerial skills not only provide the basis for good leadership, but also enough time to conduct, because it is not possible to become a good leader and the management of the operations do not happen successfully.

Often indicates the following differences between the management and leadership. The leadership based on the relative impact and management in relation authority. The secondly, leadership and leaders engage followers, and the management of managers and perpetrators

The third, leadership involves leaders and a successor who want real change in the company. It is normal for the success of the enterprise and need leaders and managers. In general, managers rationally resolve problems, and leaders are more intuitive and have better vision. The leaders were primarily interested in results. To be a manager is regarded, if you be the boss in the company, a leader requires training aides for action. Manager seeks to control people, a leader that they authorise freer to set their professional skills. Managers are often internally focused and deal with events in the middle and place in the enterprise industry and economy.

PROCESSES IN MANAGEMENT AND LEADERSHIP

Problems with the companies face at the beginning of the third millennium, is difficult to be well solved without successful enterprises, and enterprises can not be successful without effective leadership. All other sources that are missing, technology, capital and so on, company may obtain with greater or less effort. However, enterprises that do not have the leadership have a limited chance to face the problems that brings the world economy globalization. In the absence of leadership enterprises continue to deal with those which deal with for years, and the manner in which this deal. Continues with the improvement of existing routines, and existing business orientation

Management creates the ability to achieve by organizing a plan (providing the necessary personnel and the creation of organizational structure).

The key role is to connect people, a new design direction that creates coalitions that understand the vision and interested in its realization. Management relies on control and problem solving, and leadership requires motivation and inspiration to people going in the correct direction. Since the function of leadership that comes to change, setting the direction of change is fundamental for leadership.

Good vision often includes well-known ideas. The company, which has no direction of development and short-term planning, takes a lot time. Creating a great vision always requires a special energy. Motivation and inspiration encourage people not pushing them in the right direction as to what constitutes a mechanism of control, but meet the basic human needs for a variety of ways. What is more change in the middle, more leaders must motivate people to provide leadership.

TYPES OF LEADERSHIP AND STRATEGIC CHANGES

STRATEGIC LEADERSHIP

Strategic leadership is defined as the ability to influence the others to voluntarily adopt the daily decisions that improve the long-term vitality of enterprises, and to be simultaneously held short-term financial capacity. Strategic leadership to see as the ability to anticipate, create and maintain flexibility, strategic thinking and working with others to initiate changes that will allow profitable future.

VISIONARY LEADERSHIP

Management through vision can help the company in 5 ways:

1. expanding the number of benchmarks enterprise performance,
2. Promote change,
3. Provides the basis for the strategic plan,
4. Mobilizes individuals and the supplies and recruiting talent
5. Helps to maintain decision-making in context.

In order to create a vision of the leader does not need to anticipate the future but said that future events as they affect the enterprise. Specific future events and should be integrated in a scenario that describes sets of potential and relative future.

A company whose leaders have no vision convicted to operate under the burden of tradition. The requirement is the ability to see what is present and that creates a future that grows out of improving the present. Leader with vision is able to look into the future, not for short-term preoccupied present. The role of leaders is not only explains clarification, he creates and communicates a vision in a way that people in the organization want to actively participating in its realization.

LEADERSHIP OF TRANSFORMATION SYNCHRONIZATION TYPE OF LEADERSHIP WITH CHARACTER CHANGES

The leadership is a vital concept for transformation. That is the place where everything should begin. The leadership is dealing right things in the company to achieve transformation process. It is a process in which it is to achieving real change and not just a process to achieve a business goal. The leadership involves leaders and a successor who wants real change in enterprise. The change of direction must be the result of the planning process in which the participating leaders and followers.

In the first economy must go to the major changes and that without guarantees for success. The leader must run to the other would be the initiator of change. Enterprise is changing simultaneously with the change in thinking and action. Changes are not always clear and always have run a business idea, they always encounter some kind of resistance, and therefore, their termination important. The leader must not be hesitant, he must be elected or not elected course of action. In fact, leadership is a performing election. If the leader decides not elected someone will decide for him.

THE ACTIVITIES OF TRANSFORMATIONAL LEADERSHIP

Transformational leader identifies himself as an agent and thus behave, without transformational enterprise leadership by continuing the old. While the leader interprets the centre creates a vision and creating strategic change in middle management translates the vision into reality, reality. The lost in trust in top management by the central management leads to sabotage the process of changes. Transformational leaders know that they bring enthusiasm to middle management.

In transformational leadership there are 4 essential elements:

1. To react quickly and decisively, to create a sense of urgent,
2. To create and communicate a vision and plan,
3. To expand objectives and enable others to take responsibility, and
4. To initiate action to institutional changes.

What characterized transformational leader is the ability to observe needs to change.

Small is the number of enterprises which, directly or indirectly, does not feel the consequences of globalization, the world economy. Need to review basic prejudice of business orientation and the manner of functioning of enterprises. Performance of the organization must measure otherwise than what it is until now been granted. It is necessary to avoid consent to quickly retrieve the current state of things. It helps employees to leave the old beliefs and values. The real transformational leader takes upon himself the responsibility for possible failure of the process of change. However, at the same time it increases the confidence of employees to successfully implement the process of transformation.

CONCLUSION

We live in a time of rapid, sudden, united and devastating changes that essentially leave deep traces on the functioning of processes and activities of the enterprises and society as a whole, which for many is opening new possibilities of great opportunities if new favourable circumstances skilfully and to properly take advantage of the other, they unprepared (organizational, personnel, production, management) expect great difficulties, losses and liquidation. Changes caused by both internal, and external factors can affect crucial to the process of directing the organization within the desirable or undesirable direction.

Leadership is the process of encouraging others to volunteer to be the obligation of achieving the vision of the leaders. Key things in leadership are a vision as a certain image in desired future. Manager without a vision is not a leader, but an administrator.

The leader makes a few things:

- o must have followers;
- o the leader is about making results, not popularity
- o those leaders who do not create and do not have results really are not true leaders;
- o leaders must be an example to others - with the leaders there is reputation effect;
- o leadership is the responsibility first of all, and then the position, title, privileges, power and money.

A successful leader is one who creates a vision for the future of successful business; you can connect and motivated his team to scald with vision. Leadership has an important role in achieving the commitment of employees' arbitrary mission and goals of the organization. The leader needs to create a vision for employees and for clients.

So, what can be considered a key to survival and further development of successful enterprises as well as society as a whole is a need for people who are capable of management and leadership thinking.

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