

SUCCESSFUL LEADERSHIP - THE KEY TO PERFORMANCE

Iulia Georgiana UDRICĂ

ORCID: <https://orcid.org/0009-0001-2258-2473>

University of Craiova, Craiova, Romania

Email: georgiana.udrica07@gmail.com

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Abstract:

Leadership is about taking responsibility to succeed, to create an effective environment in which people find themselves, perceiving it as the key to achieve success. True leadership means hard work, time, effort and a desire to inspire the people from your team. Leaders are the first to march into the future and the unknown. Although leadership has certain common definitions and characteristics in all organizations, regardless of the subject of activity, it can be seen more strongly in a public defense system. The strongly constructed culture and clearly defined values of these organizations, the importance they give to relationships between people and the desire to create real teams demonstrate that leadership is more than managerial and professional skills.

Keywords: leadership, performance, team, inspiration, success

1. Introduction

I have chosen this topic to reflect some key aspects of leadership in the success of the overall strategy of an organization in the public system.

First of all, human resource-oriented leadership leads to an effective management of the institution, regardless of the pursued goal.

Secondly, it is necessary to understand that a leader needs to motivate the people he leads, in order to make them feel heard and appreciated, because effective leadership is not only about order, authority and hierarchy, but also about motivation, trust and inspiration to become the best version of themselves.

Destructive feelings such as discouragement, aggressiveness, fear, exaggerated authority have to be replaced by a leadership that is oriented towards open communication, giving trust, support and motivation.

In the public system, leadership involves a combination of strategic, tactical and decision-making competences, adapted to the specifics of each institution.

2. Relevance of the topic

The central objective of the paper is to identify and highlight key aspects of successful, effective leadership in public institutions.

2.1. A brief definition of leadership

The key aspects of successful leadership, such as: vision, the ability to influence, to inspire, to transform, to help the continuous development of the team are reflected in two aphorisms that have changed the perception of this concept.

Starting from the essence of the idea that "A leader is one who can influence people without using force" (Mahatma Ghandi), it can be argued that a true leader does not show his power and position through authority, physical force or fear transmitted to people, but through the ability to listen to them, to guide them and to show that each of them counts in achieving the goals and success they are pursuing.

Also, this aphorism emphasizes the vision of a leader who inspires by personal example, who is focused on becoming the best of him, so that the people in his team are proud to belong to the group he leads, aiming to promote common values that are shared and appreciated by all of them. The finesse with which a leader should lead his team is reflected in the goals he accomplishes, and the more he demonstrates persuasiveness, understanding and trust in people, the more they will appreciate him.

Steve Jobs said: "Leaders don't create followers. They create other leaders". This profound insight reflects the idea that real, authentic and successful leadership does not leave its mark on subordinates through imposed orders and exaggerated authority, but through the ability to inspire them to take responsibility and ideas, to take the reins and to work constantly on their development so that they can become, at some point, valuable leaders themselves. Strong leaders who are confident and in control of what they stand for share their vision with those they lead, encouraging the development and training of future leaders who can carry their values forward.

2.2. Assumed Leadership - the key to success

The value of authentic, successful leadership is based on 3 essential pillars: inspiration, motivation and communication.

Leadership has, in all areas of activity, the same objective: to achieve success (whether it be profit, increased sales, successful accomplishment of a defense mission, etc.). Although it takes different forms in this process of achieving success, a strong and obvious defining note can be observed in the state system. I will focus on some key features in a state order and defense domain, where leadership is characterized by a particular strength.

In general, people tend to obey authority and see the leader strictly defined by orders and power, as Stanley Milgram shows in his book 'Obedience to Authority', even if sometimes his vision and principles are contrary to the beliefs of the team members (Milgram, 2009). However, there can be cases where extreme authority-based leadership can lead to harmful behaviors. So the leaders who make the difference between success and failure are observed in this situation.

In his book "Leaders Eat Last", Simon Sinek argues that "authority must be given to those closest to the information" and recounts an episode of a superior in the Marine Corps, L. David Marquet, who is distinguished by his mastery and strength of character, qualities necessary in such a field. (Simon, 2017) Confronted with an attempt to lead a new team that was characterized by weak results, he began his experience with this one by the practice usually chosen by most of those in positions of leadership, such as exposing his orders and authority. The most important aspect presented in this episode is the element of novelty that this superior

faced. A new team, a new submarine, new information. When he tried to conduct a test on his team, who wanted to obey his superior's orders (this is what happens in most companies/institutions as an unwritten law), he realized that a catastrophe could have occurred, because in this case, the subordinates had information essential to the operation, information that they did not express precisely because they did not want to override his orders and authority. At that moment, he realized that the control he was used to did not define leadership, but on the contrary, to achieve success, he had to change this into a culture of intention. He made the decision to support his team, to offer guidance, changing the idea of submission that persisted in most institutions. He has totally changed the concepts in his team, encouraging cooperation, support and collective orientation towards solving problems, and by transforming the leadership strategy, he has succeeded in shaping a successful team.

L. David Marquet mentions in his book „*Turn the Ship Around*” that "Leadership is not about controlling and giving orders, but about creating the conditions for others to be leaders", showing by his own example how he has managed to change the culture of a team by encouraging the exposure of ideas, creativity and the involvement of each member. (L David M. , 2015)

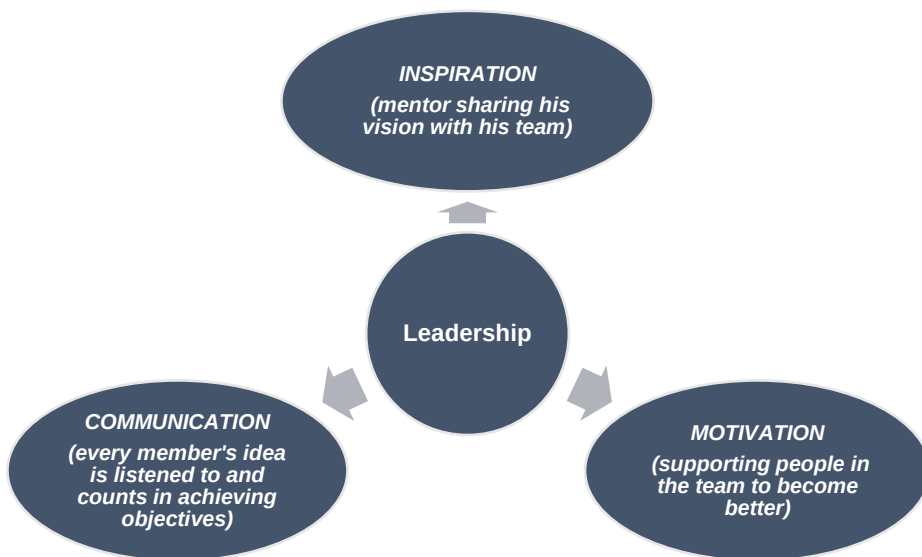


Figure 1. Pillars of successful leadership

Marquet was able to adopt a management style based on effective communication with his people, giving them guidance in accomplishing their tasks, being a leader's duty to provide training and to take responsibility and accountability for the success or failure of a task.

In his book "*Emotional Intelligence*", Daniel Goleman highlights how important interpersonal relationships are for the success of an organization (Goleman, 2018). He argues that emotional intelligence is the key to success, even more important than technical knowledge. Leaders who demonstrate emotional intelligence are

empathic, able to communicate actively and effectively manage conflicts in their team. A leader who is concerned about the needs of his team, who wants to build relationships based on trust and mutual respect will set a positive example to subordinates, inspiring and motivating them to be more effective.

In a successful organization, both the leader and the other team members share the knowledge and information they have in order to ensure continuous development and the best possible variation of that team.

Each team member has a responsibility to protect and uphold the values of the organization.

This is what good leaders do. The leader just sets the tone: he is followed by the people in his team, who are trained and encouraged to share their knowledge.

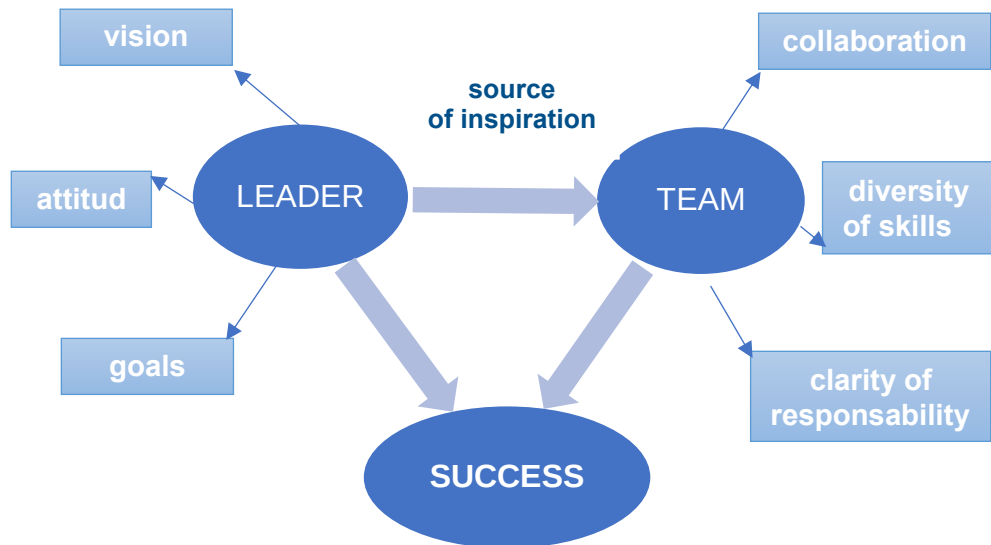


Figure 2. The relationship between leadership and team

3. Leadership from responsibility to authenticity

Attracting and retaining professional or potential employees is an extremely common challenge. In addition to constantly having to be careful to make the best decisions, leaders must also ensure that they create an environment which is conducive to the continuous development of subordinates.

Simon Sinek explains in his book *"Start with Why: How Great Leaders Inspire Everyone to Take Action"* that leaders must understand the purpose and vision of the organization and pass it on to the people in their team (Sinek, 2012). It also emphasizes that the success of an organization is based on a leader who motivates his subordinates by his example, by the principles he promotes, and by the way he knows and understands his team. Thus, although some managers may have professional skills, a leader needs more: he needs to put the team at the center of his attention. Simon nuances certain traits of human behaviour that determine the

long-term success of an organization and make the difference between success and failure. People must not be led by rules and directives alone, but first of all, they need to feel that they matter. And this can only be ensured by a leader with a genuine perspective, who constantly inspires his team and provides a role model.

A leader has to take responsibility even in moments of crisis and when the results are not exactly what he wants. He must be the team's main man, the one able to manage every difficult situation and inspire people to recover and not give up when things seem not to be going towards success, proving resilience, strength and self-control.

Bill George claims in his book "*Authentic Leadership*" (2003) that the real leaders demonstrate transparency and trust in their team, setting an example for those they lead. (Bill, 2003). Thus, he develops Authentic Leadership Theory.

Leaders as defined by Bill George act with integrity at all times, upholding their core values regardless of outside pressures, being oriented to the development of the people they lead and promoting honest and open communication with them. Also, an authentic leader is not innate, but is the result of continuous professional training and experiences gained over time.

Authentic leadership provides a number of advantages necessary for a successful team:

- increased motivation: the team will be motivated by a strong leader, finding an example in him/her, delivering better results because they are supported and encouraged;
- transparency: when a leader is transparent and communicates openly with his/her team, the members will be clear about the purpose and process by which success is achieved;
- balanced leader-team relationship: a true leader knows that objectives can only be achieved with the help of all team members and promotes his principles and values with them, being a source of inspiration by the example he offers;
- developing future leaders: by personal example, by encouraging and sharing information and knowledge, an authentic leader is the key to shaping future leaders.

4. Conclusions

True leaders inspire, and this is reflected in the fact that with their help, people tend to look forward to a promising future, and want to constantly learn new things and broaden their horizons so that, over time, they show that they are truly committed to the organization they are part of and become successful leaders themselves at some point. In a public field, where hierarchies are clearly defined, it is extremely important that subordinates truly understand and perceive the essence of a leader, who will help them to pursue success and show them that he or she is supporting them on this journey. People need to feel understood, appreciated and included in the strategies they follow and only a person who leads them towards the fulfillment of the common vision can make them proud to represent an institution.

The relevant element, which will form the basis and subject for my future research, is that a leader, in order to be successful, must first and foremost be a role model for his subordinates. In the end, there are probably as many types of leaders as there are people, each one adapts his style according to his personality, so it is necessary to have a particular character, which attracts the interest of the team. True

leaders are those who manage to lead the group and go along with it, who are recognized as leaders by the people they work with, not just because they have been appointed to that position.

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