

## The manager of the future and the team performance

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**Abstract:** *The achievement of strategic objectives of any economic organization cannot be real without turning to account the professional potential of all its employees, of their abilities and knowledge. "Team work", as a method of activities organization, is a requirement in order to obtain success. The team work based on solidarity and cohesion is more performant than team work based on individualism and competition.*

*The confidence is the basic principle in order to build a performant team, within the team (confidence between the members of team) and, also, the confidence of the whole team in their leader (manager). The working style of a manager has an influence on the team working style leaded by him.*

*Manager of future will be a decisive progress factor through his open-minded personality for novelty and his involvement, and the prevalent feature of his activities will be "orientation to excellency".*

**Key words:** team, working group, objectives, performance, manager

In the business environment, nowadays, the achievement of strategic objectives of any economic organization cannot be real without turning to account the professional potential of all its employees, of their creativity and talent, of their abilities and knowledge, all these being emphasized in new organization type, different from those rigid ones, much more flexible and much easier adaptable to the changes of external environment.

One such method of activities organiza-

tion is represented by "team work" used on a large scale, on one hand as a requirement in order to obtain success (from efficiency and performance reasons) and on the other hand, as a reply to the emphasized need of Maslow theory, that is group affiliation.

During the time, the team work based on solidarity and cohesion is more performant than team work based on individualism and competition, and this was already proved. In other words, performance of team

is superior than totalized performances of its members, in case that those should work one by one. This is possible because in a team there is an additional component part besides the number of its members, which is in fact the binder that makes them from separate persons a whole. This intangible force intensifies knowledges and experience of each member and amplifies team performance.

Although the concept of "working group" and the one of "team" are related, finally these concepts are distinct. Choosing as analyses criterion the scope for which are established, structure and working manner, we can appreciate that not all teams can be considered as groups, not all groups can become teams. In order that a group of persons to be considered a team, there are four cumulative conditions to be accomplished:

- to be one of the set of workers group;
- to have a chief (manager);
- to have one objective allocated;
- to use concertized action practices.

A team contains a group of persons whose aim is to co-operate in order to achieve a common target, on the basis of a set of performance objectives, persons who, mutually, are assuming the responsibility for the obtained results.

We are talking today about teams in all kind of organizations: project team, team of experts, team of intervention, etc., which certifies that team work is suitable in any activity field, as a result of the awarded advantages:

- creates the possibility of bringing altogether various knowledges, abilities, which are exceeded by those belonging to any other member of team;
- teams which comes with better ideas than in case when persons should

work separately for different problems or matters which can be solved in real time;

- creates a positive working climate, based on confidence, cohesion, involvement, efficiency, collaboration, satisfaction.

The team work is recognized as being a success strategy, but is difficult enough to be implemented. The difficulty to implement is resulting, many times, from the following aspects:

- the techniques of team work are less known and less applied;
- in most of cases, the meetings of team took place in an non-efficient mode, due to the inability of moderator (usually, the chief of team);
- difficulties in defining some distinct objectives or the misunderstanding of assigned objectives;
- incompatibility between team work, as a type of developed activity and the evaluation systems of performances and of remuneration;
- the of the middle managers who are thinking frequently that subordinated teams are some threatenings for their position and authority.

The basic principle in order to build a performant team is the confidence within the team, confidence between the members of team, but in the same time is represented by confidence of the whole team in their leader (manager) and confidence in the management organization.

To gain confidence in his team, manager must be deeply acquainted with his team, in order to be able to change the potential into action, by training and continuous motivation. This involves: to identify and to understand

motivations belonging to each member as well as motivations of team, as a whole, to establish the existing connections between the team behaviour and the personality of each team member, to identify the informal hierarchy within the team. Here are some basic rules to be noticed by the manager :

- more than frequent communication with team members ;
- respect for all team members ;
- correctness given to team (when you have to estimate the performances and to establish the rewards) ;
- consistency;
- proficiency in solving the matters, as well as technical aspects .

Managers are interested to have teams who are working efficiently and have success in fulfilling of their objectives. Being preoccupied by this, managers can interfere within the teams led by them, using many types of actions :

- actions connected to human being – favoured by a good communication and development of mutual confidence between the members, between team and management ; to minimize the conflicts, fight for supremacy and threatenings from internal side of team ;
- actions connected to organization – manager is concerned in running and progress of team , is involved in important events and is rewarding the achievements ;
- actions connected to tasks – manager has to determine the objectives, directions, distinct plans for team, has to offer guidance and to give the necessary independence for tasks fulfillment.

Therefore, the role of leader for a team

is not easy to be carried out ; a good manager must have a lot of qualities and abilities : to be intelligent, well-informed, sensible to the feelings of team members, dynamic, intuitive, communicative, good listener, wise, patient, determined. In addition, a manager must be careful, with strength of character, intellectual robustness, innovation, to be able to take actions.

Is difficult to find a human being to fulfil all these requirements, taking into account the fact that future is coming with other changes and challenges which are imposed to all economic organizations to be guided by extraordinary managers (neo-manageri), in their way to reach the high performance .

The working style of a manager has an influence on the team working style led by him. An efficient working style of a manager is connected :

- to be concerned and to define distinct objectives of team ;
- to ensure an economic efficiency ;
- to organize in a rational way the activities of the team ;
- to call for discipline and respect of team ;
- to evaluate the performances of team depending on good settled criteria ;
- to be involved in studying and perfecting ;
- to recognize the contribution of team members and on the whole to recognize the contribution of team in order to reach the objectives and to give a corresponding remuneration ;
- to stimulate creativity and innovation to all the members of team.

Manager of future will be a decisive progress factor through his open-minded personality for novelty and his involvement.

A performant manager has the capacity to identify the problems and the needs of team, has new idea to solve the problems and to act, learning from results. According to condition of an increasing professional competition, increasing the possibilities to be in-

formed and human resources proficiency, the prevalent feature of activities for a tomorrow manager will be "orientation to excellency" (Thomas Peters), based on a total involvement of the whole team in order to reach the objectives of organization.

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