

## *Leadership in companies without managers*

*The evolution of cutting-edge technology has imposed another type of organization behaviour in relation to market stringencies. The dynamics of the company leads to the emergence of another type of management that requires the replacement of the manager with a group of decision-makers whose roles change, being influenced by the moment of the company. We can talk about the complementarity of the decision-making groups's abilities that requires, on the one hand, a great mobility of each member of the group, and, on the other hand, a great ability to understand the moment when the responsibilities change between the members of the group. Thus, trust becomes a defining element of the team without a manager because it means both assuming and respecting at the same time the skills of the others. The network becomes an essential element in the decision-making process, but also in the communication thereof at the organizational level. The design of an organization changes dramatically and innovation and creativity become the decisive competencies of the decision-making processes.*

*Within the evolution of such organizations any employee can become a decision maker because reality requires this type of behaviour by which talented and willing employees can become catalysts of the economic reaction.*

*Leadership in companies without managers represents a challenge because the traditional concept by which it is defined transforms itself and the management becomes an activity of the group (not of an individual) in relation to the real conditions in which the company carries out activity.*

*There are a few companies that demonstrate through their work the viability of this concept (companies without managers), and we mention here a few: Zappos, Valve, 37Signals, Morning Star.*

*Prof. Ph.D. Paul Marinescu*