Inženjering liderstva za uspešno poslovanje organizacije

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Sadržaj: Liderstvo i promene su sinonimi. Menadžment je povezan sa efikasnošću, a liderstvo sa efektivnošću i promenama. Lider ima važnu ulogu za uspešno poslovanje organizacije i njegovi poslovi su jako važni, ali nisu hitni. Organizacija uspešno posluje na osnovu filozofije, funkcije i forme liderstva. Svaki zaposleni u organizaciji razvija liderske i timske veštine. Veština i sposobnost lidera je da brzo usvaja nova znanja, da prepozna savremene tokove i da ih implementira u buduće poslovanje organizacije. Odličan lider razvija osobine u kojima je iznad proseka i dovodi ih do savršenstva, njegova filozofija efektivnosti je: pojačaj osobine u kojima si snažan. Liderima se postavljaju zadaci koje će oni uspešno ispuniti ako shvate da je neprekidno učenje ono što liderima omogućuje visoke standarde i ambiciozne ciljeve.

Ključne reči: liderstvo, menadžment, organizacija, veštine, sposobnost.

Engineering Leadership in Successful Business Organization

Abstract: Leadership and change are synonymous. Management is linked to efficiency, and leadership with effectiveness and change. The leader has an important role to play for the successful operation of the organization and his work is very important, but not urgent. The organization operates successfully on the basis of philosophy, function and form of leadership. Every employee in the organization develops leadership and team skills. The skill and ability of the leader is to quickly acquire new knowledge, to recognize current trends and to implement them in the future business of the organization. An excellent leader develops the characteristics in which he is above the average and leads them to perfection, his philosophy of effectiveness is to: strengthen the strengths in which you are strong. Leaders set out tasks that they will successfully accomplish if they realize that continuous learning is what enables leaders to achieve high standards and ambitious goals.

Key words: leadership, management, organization, skills, competences.

1. Introduction

Prior to this work, I had the opportunity to talk to my colleagues more often about the issues of leadership that attracted me attention. Each conversation had the same outcome "Interesting, but what does it have to do with leadership?" - until I realized the essence of leadership. For scientific research, leadership is a very new thing, and as a term, very old. It is therefore necessary to define precisely and thoroughly what is implied by the leadership.

Leadership is a process in which one person affects other members of the group in order to achieve the defined goals of the organization. A person who influences dear people is called a leader. Although the definition of leadership is similar to the definition of management, there can not be a sign of equality between the terms manager and leader, and even less between leadership and leadership.

The six constants of leadership, according to Gardner (1996), are:

1. **STORY:** A leader must have a central story or message. It must be effective for a large and heterogeneous group. In crises, the story must be fast, which has the effect of simplifying the central message.
2. **PUBLISH:** Every, even the most eloquent story has no effect in the absence of the audience.

3. **ORGANIZATION:** Initially the leader speaks directly to the audience and achieves initial success. For an ongoing leadership, an institution based on an organizational base is necessary.
4. **STORY:** The creator of the story must in some sense be the embodiment of his story. This does not mean that he should be a saint, but not in contradiction with his basic message.
5. **REFLECTION:** Most creative leaders speak indirectly through a symbolic product that creates, while most political leaders speak directly to their audience. Direct dialing is more risky, but especially in the short term, it can be more effective and effective.
6. **SKILL:** Only those who achieve a high level of expert knowledge in their work or credibility in their lives have the chance to succeed as leaders. Direct leaders in principle have a lack of technical knowledge, while the power of indirect leaders is precisely based on their knowledge of specific things. (page 8)

2. Leader's Positions and Characteristics in Organization

Table 1: Time Management Matrix

	EMERGENCY WORKS	NON-EMERGENCY WORKS
IMPORTANT WORKS	I <ul style="list-style-type: none"> - crisis - problems - emergency meetings - emergency preparation 	II <ul style="list-style-type: none"> - most preparations - planning - training - equalization
NON-IMPORTANT WORKS	III <ul style="list-style-type: none"> - interruptions in business - some meetings - some conversations - outbound activities 	IV <ul style="list-style-type: none"> - trivial jobs - unimportant mail - non-business software - outbound activities

Source: Free Press, USA, 1996.

As we can see in the matrix, various activities take place at work (Covey, 1996):

- Some are urgent, some are not,
- some are important, some are not important.

Work is in practice going on at the following pace: First, urgent jobs are done in Quadrant I, then work on emergency operations in Quadrant III continues, then a person comes to take a little "nourishment" and drink coffee, spending time in Quadrant IV so that deals with Quadrant II, jobs that are of the highest importance, because only in the climate of these activities a vision of business and strategies for the future develops, the least time is spent. The job of the leader is the jobs in the II quadrant. The real leader is mostly concerned with the future, important but not urgent matters. This matrix shows us the necessity of having managers in the organization, since a large number of urgent activities are exactly the job of managers.

Character is the central part and the main pillar of the leader. Everything rests on him and stems from him, and the leader should:

- Make decisions thinking for the benefit of the organization, and to use their personal attitudes to influence decisions,
- To fulfill the given obligations and promises,
- to constantly work on oneself, to learn and to improve,
- It is always open for feedback,
- that everyone is available,
- To treat each associate with the same manners,
- not to make a difference between people at different levels in the organization,
- To trust people and always expect good intentions from them,
- to work team,
- not to be arrogant,
- Be consistent with obstacles, and

- to be elastic to change.

3. Foundations of Leadership in Organization

Leadership functions focus on the "business of leadership", that is, what the leader actually is doing. Leadership required by the organization is the leadership represented at all levels in the organization, each employee must make his own contribution to leadership functions in order for the organization to be successful.

Leadership function - enable, train, instigate - for the leader means (Block, 1991):

1. Be a teacher and mentor, bureaucratic behavior should be rooted.
2. Provide the necessary knowledge, skills and information for making good decisions.
3. Be proactive.
4. Remove barriers to training associates.

3.1 Organizational leader

The best way to arrive at an answer to the organizational leader would be to research the leader of effective companies. One such five-year research was conducted and published. (Collins, 2001). But first we give the sample data: from 1,435 Fortune 500 companies in the period from 1965 to 1995. the process of selection led to companies that had a growth index at least three times higher than the average of the New York Stock Exchange and held it for at least 15 years. We call such companies excellent. They had to be good companies, which had at least 1.25 times more stock growth than the stock market index. They had to be existing, not newly founded and that success did not come from the success of the industry. The final number of such companies was 11, with an average increase of 6.9 times that of the US economy. The dollar invested in these companies in 1965 after 30 years was worth 471 dollars, and the investment in the general market would have thrown off \$ 56. In this paper they are compared with good companies of similar size and age, from the same branch and similar products and services. Also, a group of non-permanent companies has been inserted, the companies also have some similarities, but companies that have had a sharp peak in the growth and rapid decline, with less than 10 years of cycle time. It is important for excellent companies to say that the criterion was to keep the growth of shares at the time of the survey.

Level 1 stands for individual ability, level 2 teamwork skills, Level 3 Competent Manager, Level 4 Traditional Leader. Level 5 contains all of this from the past levels with a "extra dimension": a paradoxical mix of personal modesty and professional will. Level 5 leaders channel their ego away from you, and as a higher goal, creates a great company.

After publishing the book, Collins collected a large database of fifth-level leaders from all areas of society. He concluded that in the human population there are many more such leaders than ego-centric leaders, who are more represented in the media. Our culture and the media like leaders who are more-than-life, not silent, modest and effective leaders. The problem is not the lack of a fifth-level leader. They are around us. The dynamic changes that we are expecting in this century will place our greater attention on them in order for the economy and society to cope with the changes successfully because they are the key to their effective overcoming. The task of society will be to identify them, cultivate them and develop them. (Collins, 2001)

The effectiveness of the fifth-level leader in the 21st century will be based on the following assumptions (Collins & Drucker, 1999):

1. Leaders should define the interior and exterior of the organization according to the firm's values and vision of the organization, not according to traditional boundaries and limitations. They need to preserve values to stimulate progress.
2. Leaders should build a mechanism of bonding and obligation based on freedom of choice, rather than relying on coercion and control systems. Democratic values and the democratic organization of the organization appear as the inevitability of the election.

3. Leaders should accept the fact that true leadership is in reverse proportional to power-driven behavior. The real leader of the 21st century is only the one that people follow when they have the freedom not to do so.
4. Leaders should include reality in all their complexity. All the walls that existed as obstacles must not exist for the leaders of the 21st century, all obstacles should become archaic.

4. From Good to a Great Organization

By researching this topic, I discovered that "from good to excellent organization" does not come about by setting new strategies that the organization has to apply, and that people will then be led on the basis of them. Research has shown that this is not the case. Excellent companies first start by engaging the right people, and only then by placing plans. If the right people are employed the problem of motivation and management becomes much easier. You can not have a great company with the wrong people. Excellent companies will place the best people on jobs with the greatest chances, not the jobs with the greatest problems. Leaders of excellent companies are rigorous, not merciless.

For the best companies it is most important to face "brutal facts". Data for such companies are far more important than wishes. Such companies also have a "culture of discipline" that does not only emerge from the organization's system, but from people who work in that organization. Such companies use "technology" as an accelerator of development. For excellent companies there is a simple truth: the great power lies in the possibility of continual improvement and achievement of results.

5. Excellent Leader

The foundations of the leader are: (Zenger, 2002)

1. CHARACTER,
2. PERSONAL CAPACITY,
3. FOCUS ON RESULT,
4. INTERPERSONAL SKILLS,
5. MANAGEMENT OF ORGANIZATIONAL CHANGE.

There are five fatal disadvantages that guarantee failure in leadership:

1. Lack of ability to learn from mistakes.
2. Lack of interpersonal skills and competencies.
 - a) A cold, rude, arrogant and egocentric manager
 - b) Lack of basic social values and home improvement.
3. Lack of openness for new and different ideas.
4. Lack of responsibility for (un) achieved results.
5. Lack of initiative.

Removing these defects in their core has an increase in the emotional intelligence of an individual. Technically, proper and exhaustive feedback needs to be organized and used by its results.

An excellent leader becomes when someone with a natural gift, and based on practice, learning and experience, develops this gift perfectly. Other findings from this research are (Ibid, 15 - 28):

1. When compared with good leaders, excellent leaders make a big difference.
2. One organization can have many excellent leaders.
3. The goals are too low in the development of leadership abilities.
4. The relationship between improved leadership and higher performance exists and is stronger than linear.
5. An excellent leader contains several "basic blocks" of the foundations of the leader.
6. Leadership is a crucial and critical element in success in change.
7. Not all competences are equal, some distinguish good from excellent leaders, while others do not.
8. Leadership competencies are closely linked.
9. Effective leaders have different personal styles; There is not one real leader way.

10. Effective leadership practice is specific to each organization.
11. The key to developing excellent leadership is to increase the strong leadership of the leader.
12. A powerful combination produces an almost exponential positive result.
13. The lack of weakness is not the cause of great leadership.
14. Excellent leaders do not have great weakness.
15. Fatal defects must be corrected.
16. Leadership attributes are often corrected in non-linear and non-standard ways.
17. The leader is not born, the leader becomes.
18. Leaders can improve their effectiveness by self-build- ing.
19. The organization and direct superiors can make a significant contribution to the development of leaders.
20. The quality of the organization often can not be better and not better than the quality of the leader at the head of the organization.

6. Conclusion

When you look at what the organization needs to fulfill to succeed, it seems that there are many. The most important role in all of this is the leader, and it consists of: planning, team formation, delegating responsibility and authority, controlling, coaching and rewarding.

Is leadership really so critical? An Internet research (Bennis, 2003) through Google, on the question of lack of leadership, produced 27,000 responses, each reporting a lack of leadership in various world and national organizations and institutions, virtually in every field of human life. One of the cover stories of Time magazine cried out: "The nation calls the leaders, but there is no one at home". (Loc. Cit.)

The situation is not so critical if it is immediately reacted. The task of becoming a successful leader as needed in today's world is not at all easy; however, numerous studies have shown that leadership potential lies in many, only with continuous learning, because it allows leaders to have high standards, ambitious goals.

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