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MANAGERS AND THEIR STYLE OF LEADING

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Abstract

As main model for a manager, the German managers come from all walks of life, are graduates of higher technically and economically education, paying special attention to the individual qualities of leadership and to community professional competence to professionalism and to experience. In this paper we describe managers' style of leading. A key feature of the Euroentrepreneur and Euromanager activity is achieving a sixth feature (creating outposts in major economic centers of Europe) that is not addressing to traditional management techniques, but making use of specific techniques. The main conclusion reveals that the consolidation of European single market will grow the European management model rapidly, with its economic, social and cultural traits that will confer distinction from the North American and Japanese management.

1. INTRODUCTION

According to the opinions of Andre Laurent, a great specialist in comparative management in France:

a) The competence of German managers is their strength in their specialty, professionalism and skill coordination. Achieving managerial success is conditioned by CREATIVITY, which is considered an essential problem.

The typical German manager approach is characterized by rationality. The organization, the company and so on, is treated as a coordinated network of individuals, which is based on competence, professionalism, relevant expertise and skills and by adopting and implementing rational decisions.

In terms of origin, managers from Germany, unlike their counterparts in Britain and France come from all walks of life, are graduates of higher technically and economically education, paying special attention to

the individual qualities of leadership and to community professional competence to professionalism and to experience (technical, economic, and so on).

b) Managers in the UK are significantly different, they a focus on interpersonal-skills, the ability to influence others and negotiating effectively. (In their view, the ability to create a good image that is clearly noticed by others, is essential for a successful career).

The Organization (company, etc.) is approached as a network of inter-relationships, which carries action based on mutual influence.

The top managers graduated from elite colleges (partly in the U.S. and Canada) ,where they were prepared to become future managers.

Ch Lane, points out that British managers versus those continents appear underdeveloped in their work, pragmatism replaces professionalism through social origin, and not politics.

c) Managers in France, consider the organizational skills essential, even crucial. The Organization (company) is treated as a hierarchical network (linear hierarchical organization), like a pyramid with multiple hierarchical levels (power), where power derives from the hierarchical position of the manager. The success of management is provided by the ability to effectively manage power relations and work within a system. From a social perspective, the manager situation in France is similar to those in the UK. Thus, young people from the higher society, the graduates of "Grandes Ecoles", form an elite (more or less intellectual), are being recruited most senior managers.

2. 1. Managerial Styles Used

In those three countries we find the authoritarian and the parental management style mostly.

The Managers in France practice at large firms both styles, but more often the authoritarian style due to the high degree of centralization on the decision-making based on their elitist vision. (The index of the power distance calculated by Hofstede, French management is higher than that in Germany and the United Kingdom). In small and medium companies the management style is direct, the parentalist type. Managers in the UK are estimated to have a variety of styles, such as the

democratic style, participative, with council workers in the manufacturing sector. In the large German firms, it appears that the authoritarian style is not really working, the trend is towards the participatory style. The Specialists conclusion is that all three countries are different regarding "Management". [Sources: Ch Lane "Management and Labour in Europe, Edward Elgar, Aldershot, 1989 and Andre Laurent, the FORUM nr.1/1994].

2. EUROMANAGEMENT AND EUROMANAGERS. ENTREPRENEURS

U.E. premises meet legal, cultural, institutional, economic, scientific, technological and educational advantage to explore the:

a) all single-educated and skilled workforce;

b) number of sophisticated consumers with high purchasing power.

The major process that ensures the recovery mechanisms of the two features, quotes and other things is the europeanisation of the member states, due to "cultural" harmonization of the component countries.

This "harmonization" is based on cultural similarities and differences between EU countries Europeanization consists in a set of mutations in all areas: economic, social, scientific, educational and political, so that the entire set of elements that define "culture" in order to lead to a pronounced internationalization of EU activities. Sybern Tijnstra and Kenneth Casler, in "Managing Learning for Europe", European Management Review vol 10/1992 show that Europeanization includes the items shown below, these elements constitute the Europeanization process. The cultural outcome of Europeanization, will be represented by a stronger european identity that will reflect the cultural similarities and differences between the countries. The goal of Europeanization is to achieve a gradual convergence of cultural values, institutions, structures and mechanisms operating in Europe. For that they created the Single European Market (PUE) and recently the EURO (European currency), who is estimated by experts to be a

major component of Europeanization. The Europeanization is a highly complex process. More specifically, the pace and content of Europeanization, from where almost all management inputs, determines the speed and management features, whose outputs have their impact on the process of Europeanization.

3. EUROMANAGEMENT AND HIS DEFINITIONS

The Integration of European economies, by creating the PEU (European single market) and the MEU (EURO) creates a new economic environment for companies. Under these conditions, a new type of management is required, that is able to decide and act beyond the physical, invisible, but complex and important barriers and borders between the countries.

Accelerating Europeanization causes transnational flows of labor, capital, products, services, management, and so on, which implies innovative management practices, such as new structures, new methods and mechanisms. The multicultural and transnational PEU challenges the managers in different ways than before and it requires background management changes. Other items (not exhaustive) envisaged by the EU headquarters regarding the integration:

1. The Strategy, legal settlements, economic and social decisions;
2. Convergent evolution within the countries in terms of high performance components (economic);
3. Tax, environment and telecommunications settlements;
4. Unique strategic objectives, all this under a unified management view.

It is already proved that the experience and efforts of EU managers based on an management approach has to lead to substantial common elements and high achievements. An important factor in increasing the euromangement practice is transnational companies that develop european coordination centers and who are planning of operating subsidiaries in Europe. Transnational companies are interested directly or indirectly in the management approaches of the consistent branches in different parts of Europe. All

previously cited and others, have helped shape Euromanagement new type of management as distinct. [In "Toward European Management", K. Thurley, G. Shenton, treats in detail the issue of the factors that contributed to the emergence of this type of management]. Two interesting aspects on Euromanagement are given by the above.

1. Generalizations regarding management practiced in Europe, which means a combination of different elements (or even opposite) management in other parts of the world, is based on the beliefs and values implemented in the EU countries that incorporate the skills and competence in order to meet the Community needs.

2. All the EU national management styles and their synthesis is defined based on comparative studies. Please note some particular features:

a. The Euromanagement approach is not homeless but represents a set of specific components developed in response to "specific challenges" facing European firms.

b. Euromanagement involves particular qualities and skills that do not develop naturally in the national approaches and are a direct result of the specific conditions prevailing in the European context.

3. Euromanagement needs to be approached as a dynamic process that develops influenced by the evolution of the integration in the EU and who changes in the environment. In this note, Euromanagement is being "crystallization" (the English call it "emergent process"), with distinctive features. Another way of defining concerns about the same issues is by underlining that managerial problems at all hierarchical levels are distinctly and that the european focus is on planning (forecasting) implementation at the expense of the organization, coordinating ,controlling and evaluating account changes (due to control and correction on his behalf). It also emphasizes three aspects:

a. Is under capitalization.

b. Is organically linked to the idea that European integration will include other countries (EU enlargement)

c. Reflects values such as pluralism and tolerance, so on.

The fact is that it is in its evolutionary stage, with a view to define its function, content and methods of operation. [With regard to function, as seen above, there are significantly different from what we have already agreed in previous approaches.]. Soon it will become dominant located in the EU It supports the idea that the EU management roots have a multicultural feature (with heterogeneous accents), who creates conceptual methodological and empirical difficulties. Also, it is quite difficult to identify and analyze large and diverse events, which cannot be compared to the values of one culture and feed-backs are specific to the new EU's continuously changing. So Euromanagement cannot be located and analyzed within a single culture (as the Japanese for example). This handicap is gradually reduced, as his knowledge experience and know-how are increasing in the field. So Euromanagement is in a development stage.

4. EUROMANAGERS

The Euromanagers role is mainly to introduce specific priority approaches of Euromanagement. A defining feature of Euromanagers is their eurocompetence as stated by Gerrit Broekstra in "MAKING AN EUROPEAN MANAGER" published in EFMD FORUMS nr.4/1992. Other specialists (eg George Bain, Dean London Business School) rather like the idea of international manager and not euromanager.

Other specialists: Frank and Jean Hugues Chauchant Bournois in "MANAGING MANAGERS IN EUROPE", published in European Management Journal Vol 8 nr.1/1993 specifies four situations in which you can find the euromanager;

1. Manager of an EU member state;
2. Manager working in his own country for a foreign EU company;
3. Manager working abroad for a company of his own country.
4. Manager who has worked in several EU countries in a company with subsidiaries in several countries.

[Romanian specialists, Prof. O. NICOLAESCU etc. deepens the problem and comments considering that it takes place on three

levels according to the firms size and its position within a certain framework, arguing very well this concept, distinguished a final conclusion, namely that it will increase the number of firms led by euromanagers].

5. SPECIFIC CHARACTERISTICS OF EUROMANAGEMENT

These were highlighted by JJ VAN DIJCK in the "European Management Journal" nr.4/1992 vol.8, as the feature that distinguishes it from other types of managers:

1. Ability to know (understand) the European business environment and the specific cultural, social, political and economic complexity.
2. Ability to imagine, create and manage new forms of activities like the "Task Force", networks - commandos centered on achieving certain tasks or coordinating units that cross borders and cultures.
3. Ability to generate concentration staff regardless of its cultural values in order to achieve the company's mission and identity.
4. Ability to obtain support for the development of the companies activities in other countries.
5. Ability to accept and operationalize the transnational mobility, creating a European career.

Another specialist, Gordon Shenton believes that Euromanagement should be characterized by the:

- ability to collect and use information outside the company's immediate action;
- skills on the rules and laws issued by the EU;
- ability to deal with other European multinational context communication skills;
- ability to encode the professional behavior of people from other cultures;
- language skills F. Bournois and JH Chauchat emphasize that the most important feature of the euromanager is the ability to rapidly adapt to different cultures, to which we add work experience in another country, and his as well as his families mobility for traveling and living in other cultural contexts.

Summarizing the above, and more, we can draw a number of attributes:

- confidence in his own capacity for achievements;
- top management and technical training;
- enthusiasm and affection for different people and cultures (enthusiasm and empathy);
- discovering and solving problems (language skills, ability to communicate, cultural orientations etc.).
- awareness of his own personal values;
- ability to accept changes in the workplace over the entire life, flexibility.

So, in addition to native qualities including vocation, euromanagers should benefit from basic and special training. Thus, training centers and EAP in Paris "French Business School" in Lyon, believes that in training the Euromanager it is necessary to consider four elements: consciousness, knowledge, skills and aptitudes.

Acquiring the necessary knowledge and developing skills and aptitudes on Europeanization, coordinates are achieved as shown below:

Another prestigious European institution in the field is, "ROTTERDAM BUSINESS SCHOOL", providing management training, after a training program (European MBA) for young Euromanagers .It recommends six key elements:

1. Internationalization;
2. Integration;
3. Partnership with practice;
4. Skills;
5. Intuition and innovation;
6. Information technology.

However the European perspective focuses on specific development.

The Entrepreneurial phenomenon is in large firms, usually multinational operating across Europe. So their target is the European market, in whole or in its part.

Euroentrepreneurs can say that they have preceded crystallization Euromanagement. H. Henzler in "The New Era of Eurocapitalism" in Harvard Business Review nr.7/1993 euroentrepreneurs are artisans that show a large private sector revival in Europe. They are at the forefront of large companies like ABB, Daimler Benz, Société Lyonnaise des Eaux, Unilever, P & G, VOLKSWAGEN, BASF, BAYER, QWF etc.

They have abandoned traditional management, becoming more entrepreneurial, cosmopolitan and public people, they are more active. Their specifics are that they are owners of the companies they run, but in managerial positions and as a result of services rendered to the company, they become shareholders.

6. CHARACTERISTICS OF EUROMANAGERS

The main characteristics of euromanagers are:

1. Strong entrepreneurial act.
2. Aggression in a good way.
3. Taking risks by leading different firms.
4. Constant performances in order to achieve large organizations.
5. They base their work on new technologies and innovative products.
6. Creating a outpost network in the major economic centers across Europe.

A key feature of the activity or Euroentrepreneur and Euromanagers is achieving a sixth feature (creating outposts in major economic centers across Europe) is that it was not addressing to traditional management techniques, but making use of specific techniques . (In this sense it is often used what we called "task force", by creating a special commission for a limited period, delegation of tasks, skills and responsibilities well defined, while allocating resources). After that, euroentrepreneurs (euromanagers) of the kind quoted above are testing their advices through the public opinion, through public speeches or summaries of projects and prospects, etc. One of the success factors of this action is related to the technical - scientific opportunities of the decade.

Another feature of the Euroentrepreneur is related to the design and implementation relationships with the affiliates. Unlike managers of multinational firms in Japan or the U.S., the autonomy of subsidiaries in other countries, led by euromanagers is very pronounced. Heads of decentralized offices have a huge range of objectives, tasks, power and responsibilities. Under these circumstances there are exceptional results, although the products or activities are international.

The Organization promoted by euroentrepreneurs is predominantly organic with mechanical low-type items that are developed using mostly "soft" economic technical, and managerial elements and less through massive equipment purchases. (Reorganizations in recent decades from Siemens, Daimler - Benz, BASF, Volkswagen, etc..were of this type).

Often, instead of large structural adjustments widely used in "multinationals" in the U.S., EU calls to review areas of competence and responsibility that is assigned to frames that have the potential and desire to achieve expected goals.

The Europeanization will increase the number of Euroentrepreneurs multiplying the number of Euroentrepreneurs in large and medium firms, that are working on a European scale.

It is confirmed by researchers in the field that promoting the dynamic, creative entrepreneurs type, with the characteristics mentioned above, is the premise for extending Euroentrepreneurial.

7. THE EUROPEAN MANAGEMENT

The truth is that by this time you cannot discuss a European management because it does not have a formalized set of management, as we are accustomed to see. (Regardless of the type and management, scientific basis, formalized by rules, mathematical relationships, methods of research, design, production, programming, and so on are not clearly defined.).

According to EU experts in the field who believe that regarding the failing elements mentioned above we can apply to study European management, it has a number of schemes that provide an expressive vision of the firms structure, compartments, and their connection, etc., so that in time the European management model will be systematized, synthesized and formalized. We believe that many aspects are similar to those classics that we know, except that the functional approach will take a different form and the phenomenological research will be based also on the vision of the cybernetic systems economic- theory. The Belgian Professor Ph. For Woots the view of the

European management model is currently crystallizing and highlighting three elements:

1. New modernity, which takes into account that the evolving business environment is characterized by four elements:

a) the large perspectives of firms, given in Europe by the existence of the largest markets in the world and that the EU is the largest retailer in the world (50% of world trade).

b) high management capacity to lead different cultural companies.

c) flexibility and adaptability to the dynamic development of environmental businesses.

d) network management relations at European level (based on personal relationships between managers involved), some formed through traditional historical relationships and others in schools.

2. Balancing management and leadership
We know that the EU now puts more emphasis on leadership focused on the human dimension of management activities and unlike the U.S. where the problems are exactly the opposite.

Balancing management with leadership considers three issues:

a) in a turbulent world, leadership is more important than management;

b) to provide leadership with the ability to articulate a vision, a coherent concept that reflects the cultural differences involved, and to be able to seize the PEU and in the future also MEU, that and the other institutional changes produced in the EU.

c) assuming intense operational leadership and effective communication processes, which are modeled according to the cultural similarities involved.

Basically all the above are management opportunities.

8. FINAL CONSIDERATIONS

It is a particular problem with a strong cultural determination. In international management it is important to consider the following realities:

1. In the EU the managers power is larger than in the U.S.. In The U.S. the general managers power stands in the General Meeting of Shareholders. In the EU, managers, besides

shareholders depend on the employees, the union and in some cases by politicians or local authorities. (So more political character as in the U.S.).

2. In the EU the markets role in economic activities has a number of specificities. In this way, the markets role as a regulator is designed to a more limited economic activity as it is in the U.S.. In the EU the great majority of the population is Christian and is animated by ideas of socialism, so the management has a very strong social dimension, facing a "responsible capitalism" as said by WOOT. (So the thinking and behavior of economic agents and employees is different than those of pure capitalism). Certainly the consolidation of P.E.U. (European single market) will grow the European management model rapidly, with its economic, social and cultural traits that will confer

distinction from the North American and Japanese management. (The Euromanagers and Euroentrepreneurs role in this regard will be substantial).

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