

## MANAGERS – QUALITIES AND ERRORS

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### ABSTRACT

*The managers represent the main component of the human resources. By their qualities, and most of all, by the decisions they take, they play a crucial part in the functioning of organizations and in ensuring their future. However, equally important, the managers' errors can have catastrophic effects on their organizations.*

*In this paper I have briefly presented the qualities essential for managers in order to be able to ensure their organizations' future and also the errors they should not commit, so as not to bring damage to the organization.*

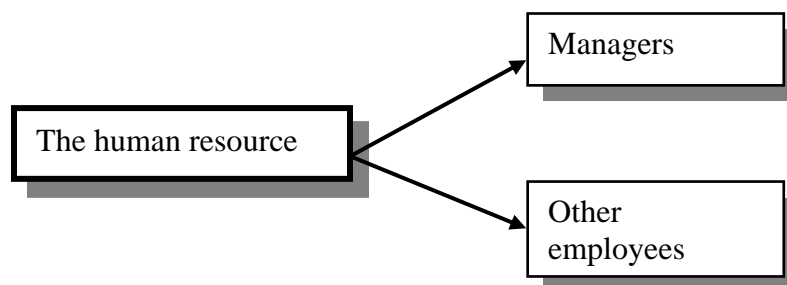
*The errors are divided into categories of activities and, therefore, constitute a helpful guide for the training of future managers.*

**Keywords:** managers, management, performances.

### 1. GENERAL CONSIDERATIONS

The main resource of an organization is represented by its human resource. It is the main determining factor of the "functionality, effectiveness, efficiency and competition ability of the organization".

The Human Resource has two components (Fig. 1.1):



*Figure 1.1. The components of the human resource*

Out of all these components, managers represent the engine of an organization. By their activity they can influence the organizational culture, the organizational behaviour and implicitly the achievement of the objectives.

## 2. MANAGERS' MAIN QUALITIES

Managers represent the main component of the Human Resource. With the development of the organizations, the position of manager underwent powerful transformation from the point of view of the specific activities, as well as in what concerns the qualities needed for occupying such a position.

At the beginning of the manufacturing companies, the position of manager was occupied by the owners themselves. Later on, with the development of the business, the owner had to hire specialized managers, keeping, thus, only the coordination of the commercial activity for himself.

Presently, the owners remain or not in their organizations' boards, and all their managing functions are carried out by the managers in their employment.

According to their function and the quality of their work, managers play an essential role in the organization, often conditioning in a decisive manner its performance. [1]

The essential qualities of a successful manager are presented in fig. 2.1

These qualities do not depend on age, sex, the profile of the organization or its size.

The manager has, next to his present tasks, the duty to ensure the future of the organization.

In order to accomplish this task the manager has to possess certain qualities as presented in fig. 2.2 [7].

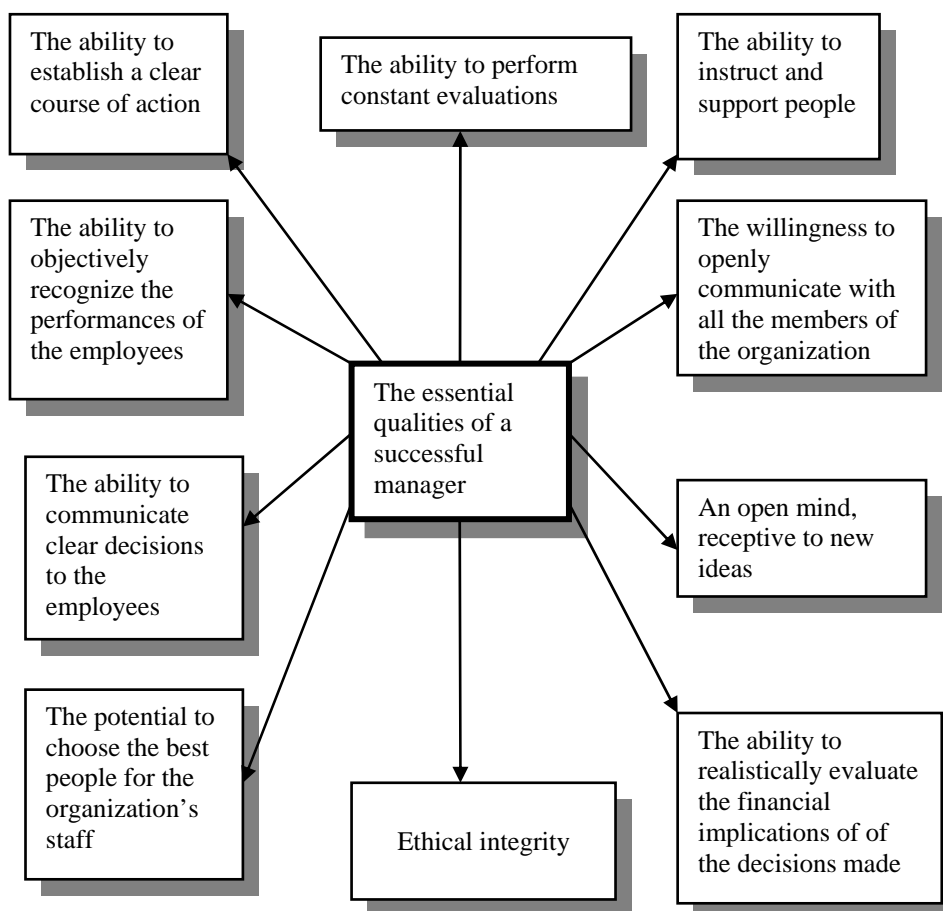


Figure 2.1. The essential qualities of the successful manager.

By communicating thus with the members of the group he is in charge of, by considering them as partners, by preserving values and seeking new talents, by adapting the goals to the requirements of the market, the manager will be able to fully ensure the future of the organization.

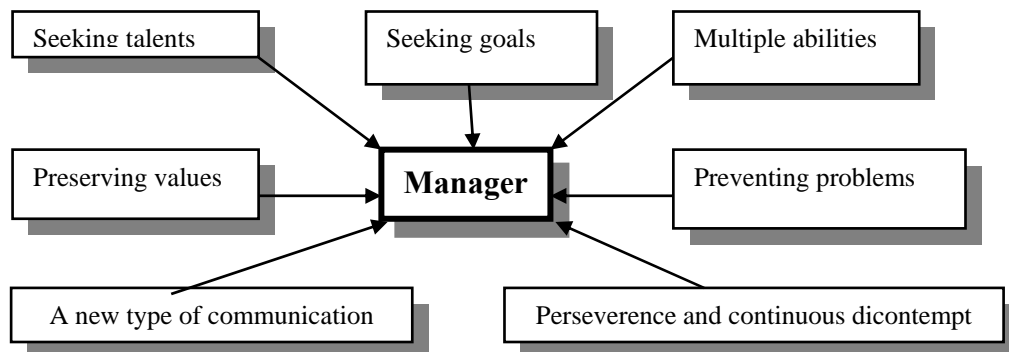


Figure 2.2. The manager's qualities for the future

The above mentioned qualities portray a successful manager , however being far from ensuring the fact that managers are perfect.

The acceptance of imperfections has a constructive role, for managers learn to „steal” from one another the qualities or experiences they lack.

Thus, in the next few lines we will present a different side of managers, that of the most frequent errors made in their daily.

### 3. THE MOST IMPORTANT ERRORS OF MANAGERS

Every manager has a certain ability to lead. It results from the "knowledge, the qualities, the abilities, the talent and the training of a manager, regardless of their hierarchical position, their sex or their age...and designates the inter-personal influence each manager exerts on his staff (his partners) in the process of defining and, most of all, achieving the objectives" [3].

Their errors may appear from their very ability to lead, by the lack or a very low degree of qualities essential for managers. We grouped these errors in several categories according to the activities and the formal relations of the managers (see fig. 3.1). [6]

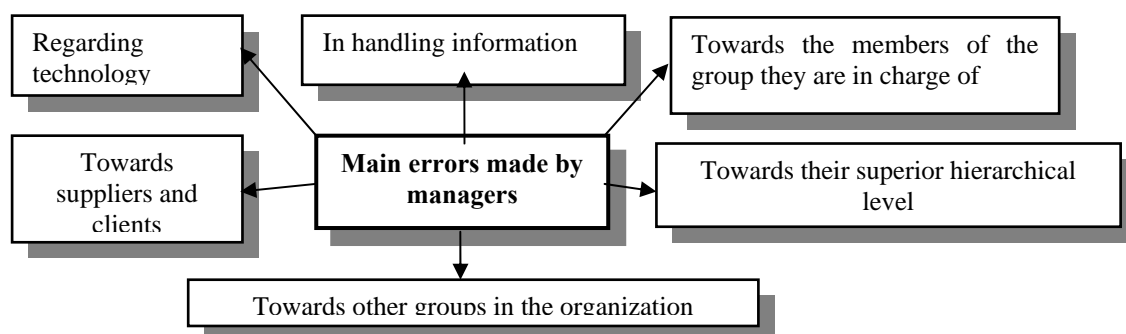


Figure 3.1. Main errors made by managers.

The effects of the managers' errors do not spread on to the group the former lead, or on to the organization, if they occur randomly and seldom. However it is an entirely different situation if their frequency increases or more errors occur at the same time, the effects produced in this case being potentially disastrous for the organization.

#### 4. CONCLUSIONS

By their position, managers play an important role in the organization, the quality of their activity being essential and often determining for the achievement of the organization's goals. Due to competition and the changes in the world market, the organizations have to face more demands.

This automatically implies a number of new requirements for the managers, respectively new qualities and a different type of training.

In each organization, with the help of a certain type of specific instruments, one may obtain information regarding the errors or the lack of qualities on the part of the managers.

Once these are identified the necessary measures can be taken and the organization is not thus affected.

The identified errors are not imaginary, being observed in the managers' activity.

If they prove to be seldom and the manager identifies them in good time, they can be corrected, thus the staff and the organization remaining unaffected.

If these errors are repeated or, even worse, cumulated, then the organization may face serious problems regarding the achievement of objectives and the insurance of the organization's future.

The identification of the errors has to be followed always by measures for their correction and avoidance in the future. [8]

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