THE LEADER'S PROFESSIONAL ENVIRONMENT

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Abstract

The term "professional environment" is essential for the study of the leader's profession. It ensures not only the achievement of the study's objectives, but also the essential elements for any leader's basic activities within an organization, adding proper value to all.

The concept of the leader's professional environment has, like others, many senses, a feature that is being generated by its inner complexity and the fact that, in time, it has been the investigation object of many sciences. In this situation, I tried to enlarge on the concept of the leader's professional environment domain, by integrating in its content different elements, especially the psychosocial-leadership and the dynamic forms of the leader's behaviour.

Keywords: leader, professional environment, evolution process, evolution climate, approaching pattern.

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1. The concept of professional environment

1.1. In general

We perceive the professional environment as an ensemble of juridical, moral, ethical, economic, social, ecological, psychological regulations, which compile the working and internal and external relations of the environment of a profession. The regulations aim the deployment of the relations between profession and career, between attributions, responsibilities and authorities, style and behaviour, between vision and logistic and many others.

We also, have in mind, the juridical framework and the ethical and moral value system, including the manner in which the person in discussion observes these values.

We involve in the definition elements of the professional environment concept, the capacity of approaching the national, European and world business relations, the belief in obtaining the business success, by adopting highly fundamental decisions.

Among the elements of the definition, we include the social restrictions, which are to be considered by the professional in his activity. Within this framework, the human resources play a major role.

In its whole, the professional environment concept appears as an ensemble which is structured by things, forces or conditions which are related to the professional, in our case, the leader. A big importance is for the constraints and shaping, the conditions in which the professional lives, its social life and the way in which it behaves due to the external factors.

1.2. In particular, the leader's case

The leader integrates in his professional environment, trying to use his behaviour visibility in order to transmit messages which are being inspired by the organization's reality. For this purpose, he deliberately creates activity environments in order to promote his values and priorities. It aims to achieve an alignment with the environment in order to internalize certain powerful messages with effects on improving situations.

Major attention is paid by the leader to the competition environment which is being approached as a social, complex creation, a part of the market and competition and its role in the professional environment. As factors that structure and influence the professional environment of the leader, we mention:

a) the organizational structures, with an accent on the professional, cultural and research training issues;

b) the institutional structures, the norms, formal and informal rules which are being emphasized by the organization's traditions, mostly the ones about the stimulation and answering system.

These aspects are being placed by the leader in complex connection conditions. There must be identified and differentiated the place and the role, the actions which take place in order to take control and reasonably follow the purposes. Practically, the leader is interested to identify the external cause-effect connections on overcoming the activity challenges.

2. The process of becoming a leader

2.1. The evolution climate of the potential leader

2.1.1. An axiom: Anyone is a potential leader

There must be said, that an affirmation like: „anyone is a potential leader" does not exclude the existence of the followers, the persons who follow the leaders. In time, anyone can be a leader or a follower. This position can be established by specific measures and actions of the moment. No matter a person's alternative, the preoccupation for developing the authentic potential of a leader must become dominant. The problem is finding the ways to apply to the leader's specific activities, which style is suitable to join these concerns. It starts with emphasizing the leader's own way of thinking and skills, which are able to create an efficient conceptual pattern. We also have in mind another type, which can't generate the leap from potential to true leader. There arise two issues: the first, the implications of the moment and second, the impact on the candidate and his working place. Identifying these problems and realistically solving them, represents a difficult and vital duty. These candidates must be identified from the beginning and then improved in order to become great leaders. These can be recruited among the ones gifted with the leading talent.

2.1.2. The qualities of the potential leader

The main qualities of the potential leaders must be searched. First of all, one must consider the person's character and his major behaviour, with an accent on some insufficiencies which are able to attack a leader's efficiency. It is being necessary to evaluate the behavioural imperfections, their amplitude and their possibility of affecting the organization. The evaluation, we have described below is highly difficult, because there must be considered very fine elements, like honesty, integrity, the capacity of being trust worthy, the permanent study, team working ability, the position towards the human relations.

Secondly, another quality that must be searched is the capacity to exercise his influence, which is able to determine the quality and efficiency of his actions. In order to evaluate the capacity of influencing, the following action parameters and directions are taken into consideration: (1) the influence level, especially the manner in which the power given by the position is used; (2) the presence of some important priorities in the chosen pattern; (3) the follower's qualities, which are being oriented towards efficiency.

Among the first of the required qualities for the potential leader stays his positive attitude which can be constitute as a generative factor for personal success and for his followers' success.

We add some other qualities: (1) the ability to work with people, asking for help, finding their secrets. For this it is necessary that the potential leader has the capacity to interact with people and his behaviour should be followed by them; (2) in order that the potential leader become a successful leader, he must have the capacity to achieve exceptional performances; (3) the presence of own forces trust, as an inspiration source for and power giving to his co-workers; (4) the ability of efficiently communicate, throughout which the potential leader can express his strategic vision and the calling that the people act following his behavioural pattern.

2.1.3. The dimensions of activating the leader's potential

On the scale of activating the leader's potential, there are two dimensional stages. The first stage: assuming and claiming leader's own capacities and qualities, with an accent on the leader's thinking and skills. The first dimension is based on the conviction of activating the leader's potential, having a highly important role and offering the possibility of a career. This claiming is made at the beginning to his own person and must have an engagement to themselves, which by sharing, becomes real and efficient. The listeners are necessary, from whom he chooses and who attach to the potential leader. The second dimensional stage aims at interacting with immediate contributors and the organization's employees, achieved at a superior level of efficiency which is being accepted by the market and the organizations he interacts with.

The second dimension needs creating a developing programme for the possibilities of passing from challenger to leader. Calling this instrument, the path of activating the leader's potential is built throughout a good knowledge of himself with a professional and motivational aspect.

Both stages are based on the potential leader's solid knowledge and involve the others in acknowledging the future leader. The strong points of the future leader are emphasized and the paths and manners of fulfilling the long term purposes are established.

2.1.4. Creating the evolution climate for the potential leader

This process relies on overcoming a few moments with a special signification. A first moment is overcoming frustration and the feelings which were generated by it. It is a present

objective for achieving the will to lead successfully. There will be gained much power, in order to create and develop a positive organizational culture, which is able to lead to the future leader's transition. Having a favourable professional environment, the potential leader has the possibility of learning, gain experience and form as a leader.

The evolution climate for the potential leader represents the certain state of the candidate, in which there the satisfaction of relations both horizontally and vertically is predominant. The climate is not necessarily positive; it can be negative, or indifferent. The problem is avoiding the negative or neutral forms of climate in favour of the positive ones. The nature of the climate elements is double: of spirit and behaviour. The climate in discussion results on one hand, from the merge between some cognitive and affective phenomena in which the potential leader is being employed and, on other hand, the psychosocial phenomenon and human relations.

In order to ensure a proper climate for the potential leader's evolution, different methods can be used. The most important is the conviction method. It plays an important role in forming a correct stereotype of behaving, orienting the potential leader. In practice, there can be seen many ways of convincing, which depend on the potential leader's features and especially, on his authority. In this framework, next to lessons and discussions, an important role comes to the organization's educational tradition.

In creating the climate, the potential leader has a fundamental role. Creating the evolution climate for the potential leader means creating the organizational framework for manifesting opinions, suggestions and critical observations. We are talking about creating a favourable ambiance for the potential leader's evolution climate.

2.2. From myths to the leading art or the transition from manager to leader

The road from a manager to a leader starts with the belief that the candidate has the leader potential. The power of convincing is manifested throughout his actions. With the help of those, the leader's qualities become visible and are appreciated by everyone, especially under the aspect of responsibility for what has been created. In this manner, the leader's behaviour becomes contagious and the leader's presence becomes necessary everywhere. The second stage of the transition from a manager to a leader is defining the potential. It calls for the expected feedback from every level. So, the candidate manages to find out where it is placed in comparison with the model – an evaluation criterion. The most interesting is the position towards the role of a „representative figure" in the efficiency plan.

Both in theory and in practice, the management and the leadership manifest themselves as two distinct and complementary systems of working with people in an organizational context. Every system has its own functions and specific actions.

A. C. Filley, R.J. House and S. Kerr have presented the differences between management and leadership in the following manner. „*The management can be defined as an intellectual and physical process that can lead to the fact that the subordinates fulfil some conditions, official established duties and solve some problems. The leadership is the process throughout a person exercises his influence over the group members* " (Filley, A.C., House, R.J., Kerr, S., 1976).

The managerial activities such as planning, organising, training, controlling and evaluating are the steps to be taken, until the leader motivates them enough and leads them to the established achievement (Donelly, J.H., Gibson, J.L., Ivancevich, J. M., 1989).

The first author that draws a categorical line is A. Zaleznik (Zaleznik, A., 1992) from the Harvard University. In his article called „Managers and leaders: are they different?" A. Zaleznik issues the idea that the leaders are different from the managers, not only through their role, but also through their belief regarding the organization. Using four criteria for the analysis, Zaleznik has concluded the existence of some significant differences between the two categories of leaders as we show in the next table.

Table 1.1.

Differences between leaders and managers
(after Mielu Zlate, 2007)

Criteria	Categories of leaders	
	Leaders	*Managers*
Purpose	They develop active, personal skills	They develop impersonal, passive skills
Vision over work	They stimulate work; they offer and create choices	They coordinate, balance the work. They make value compromises
Relations with others	They pay much attention to the signification of actions and events	They are not very much emotionally involved in the relations with the others
Self acknowledgement	They have a weak self identity, being constantly oriented towards change	They feel the need of preserving the current order, they are more conservative

Also other field specialists consider that the managers and the leaders are completely different by reporting to the following criteria: their personal history, the interpersonal relations from the organization, their public structure.

Considering the roles, M. Le Saget describes in the following manner the leaders and the managers:

„The manager is the administrator who tries to make the organization work, while the leader is the one who puts it together and offers motivation to people to point in one direction. The role separation between the two of them is based on five points:

1. the manager predicts and plans, the leader creates an inspirational vision (and often this vision will be „co-created" with the partners);

2. the manager sets budgets, evaluates investments and expenses, the leader issues a long term strategy and shows flexibility in the budget actions; the leader anticipates the opportunities and weak points, in trying to predict the unpredictable and to imagine changing scenarios in order to react and adapt to situations that have not been predicted by the budget;

3. the manager organises, the leader leads, adapts, shows opportunism in the actions, like a chameleon, with the eyes towards a long term vision;

4. the manager controls, the leader gives a quality and self control motivation;

5. the manager measures and fixes the deviation, the leader goes forward, it makes the vision evolve and he adapts the company and its products position, due to a permanent effort of anticipating and observing the market".

The general image of the difference between the managers and leaders can be described as follows:

➢ The manager maintains, the leader develops;

➢ The manager is concentrated on systems and structure, the leader is concentrated on people;

➢ The manager administrates, the leader innovates;

➢ The manager accepts the status quo, the leader disputes;

➢ The manager is based on control, the leader inspires trust;

➢ The manager imitates, the leader creates;

➢ The manager has a short term vision, the leader has a long term perspective;

➢ The manager is a good soldier and submits, the leader is his own master and he leads based on his values;

➢ The manager asks *how* and *when*, the leader asks *what* and *why* (Vagu, P., Stegăroiu, I., 2006).

Resuming the opinions of numerous specialists in the management and leadership domain (R. L., Daft, O. S., Vihanskii, A. J., Naumov, M. Kats de Uries, S. R., Covey, W. G.,

Bennis) Paraschiv Vagu and Ion Stegăroiu have achieved a complete and very useful comparing synthesis which we reproduce as follows.

Table 1.2.

Differences between the leader and the manager
(Vagu, P., Stegăroiu, I., 2006)

Manager	Leader
Administrator	*Innovator*
gives orders	brings things to life
organizes the resources in order to serve to the selected objectives in order to obtain results	his power lies in correct principles and values
works for others' objectives	follows his objectives
the plan stays at the actions bottom	his vision is the base of actions (the leaders are dominated by vision)
relies on the system	relies on people
uses proofs	uses emotions
controls	gives trust
supports the movement	gives an impulse to the movement
Professionist	*Enthusiast*
makes decisions	transforms the decisions into reality
is respected	is adored
Rational	*Dreamer*
skills for applying the decisions	flexibility in accomplishing the decisions
skills for establishing the situations	initiative in achieving the changes
has powers resulting from positions	has powers resulting from person
doesn't do anything outside the legal framework, being preoccupied by norms and regulations; concentrates on the instructions	inclined towards experiments
Attention	*Imagination*
persistent	creative
inclined to give advice	is not indifferent

is interested in the present time; concentrates on the results	is visionary; concentrates on ideas
takes care of ensuring the necessary structures and systems for obtaining the results	takes care of efficiency
prefers complexity	prefers making things easy
is based on logic	is based on intuition
is preoccupied only by the organization's problems	adopts a wider, more social vision
maintains	develops
controls	inspires
looks at the short term future	looks at the long term future
asks „how" and „when"	asks „what" and „why"
creates a state of mind	accepts a state of mind
makes correct things	makes things correctly

From all the above, it results that the managers act like some conservative administrators of an existent order with which they identify and act. They prove concern to the roles they fulfil and less care for the people they manage. They are preoccupied with self regard which they achieve by continuing the existing processes and order. They are not open to change and they take budget cuts measures. On other hand, the leaders are oriented towards objectives and issues; they address people in an empathically intuitive way. They plead change, with an accent on major transformations in the field of human, economic, public relations. They permanently generate creative actions.

Acknowledging the differences between the leaders and the managers, the belief that the leadership is most valuable in the situations where he feels the need to change, the ones who want to transform from managers to leaders, must follow ten steps which are described below:

1. listen to people and try to understand what they feel;
2. do not be excessively preoccupied with procedures and control;
3. first, set the purpose, do not concentrate on the planned objectives;
4. generate value through your work, instead of achieving planned targets;
5. do not fear risk, assume it;
6. approach new problems from new perspectives (which bring new options);
7. place under a question mark the old working ways, instead of accepting safe, routine practices;

8. get closer to people, do not isolate yourself;

9. develop your own intuition and trust it;

10. Find a mentor, a role model or a great author that should help you develop your leadership potential (Owen, H. M., Hodgson, V., Gazzard, N., 2006, p. 72).

So we can discover a leader who is not only recognised from the economic point of view, but also psychosocially, whose approach manner in the context (the group nature and the given situation) is described by Professor A. Neculau in figure 1.1.
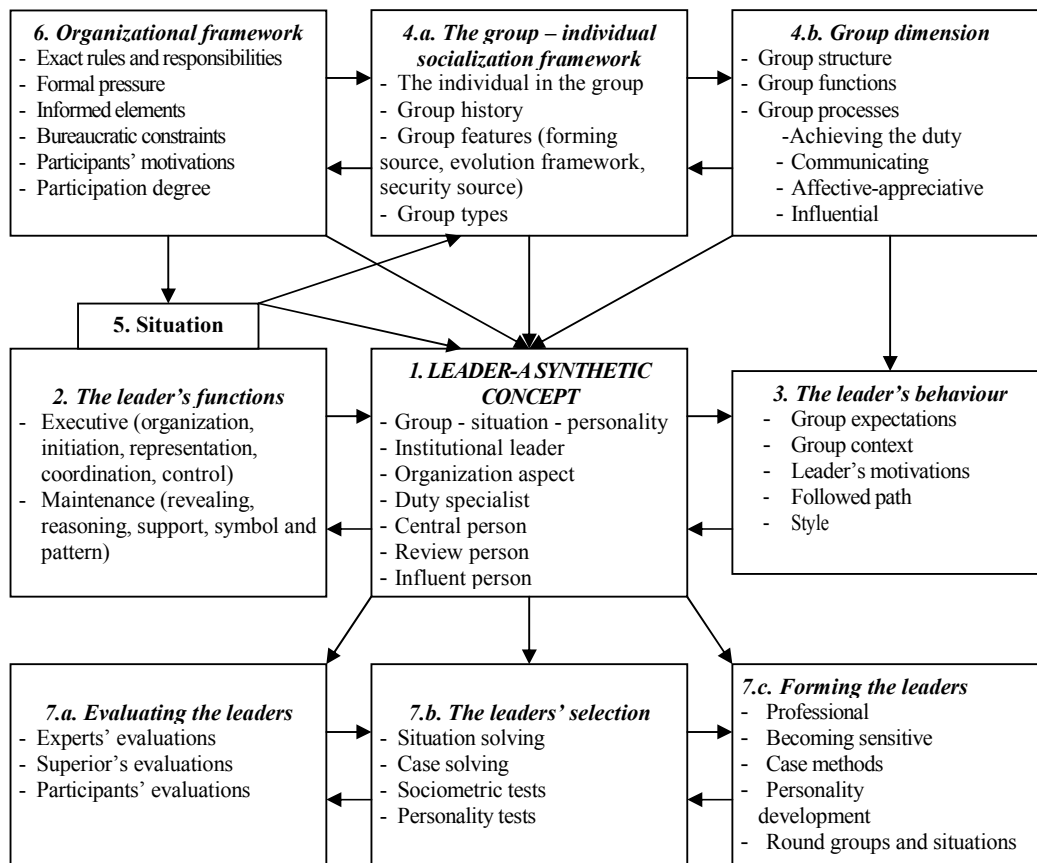
6. Organizational framework	**4.a. The group – individual socialization framework**	**4.b. Group dimension**

- Exact rules and responsibilities
- Formal pressure
- Informed elements
- Bureaucratic constraints
- Participants' motivations
- Participation degree
	- The individual in the group
	- Group history
	- Group features (forming source, evolution framework, security source)
	- Group types
		- Group structure
		- Group functions
		- Group processes
		  -Achieving the duty
		  - Communicating
		  - Affective-appreciative
		  - Influential

5. Situation

2. The leader's functions	**1. LEADER-A SYNTHETIC CONCEPT**	**3. The leader's behaviour**
- Executive (organization, initiation, representation, coordination, control) - Maintenance (revealing, reasoning, support, symbol and pattern)	- Group - situation - personality - Institutional leader - Organization aspect - Duty specialist - Central person - Review person - Influent person	- Group expectations - Group context - Leader's motivations - Followed path - Style

7.a. Evaluating the leaders	**7.b. The leaders' selection**	**7.c. Forming the leaders**
- Experts' evaluations - Superior's evaluations - Participants' evaluations	- Situation solving - Case solving - Sociometric tests - Personality tests	- Professional - Becoming sensitive - Case methods - Personality development - Round groups and situations

Figure 1. The model of approaching the leader (Neculau, A., 1977)

2.3. The freedom in the process of leader's creation and development

By definition, the freedom represents a conscious understanding of the social needs and a capacity of awareness of decisions. Trying to define the notion of freedom, the dictionaries refer to „personal freedom", to action freedom, to self determination.

The leader, knowing the social and organizational reality and himself, proceeds to transformations and self transformations. Through freedom, the leader perceives the path from real to possible.

During the leader's forming and developing process, the freedom has been oriented towards learning and practicing leadership and follows shaping the personal and employees' behaviour in assuming responsibility of achieving the organization objectives. In our opinion, the freedom of taking responsibility represents the essential definition element in defining the notion of leadership exercise freedom. We place in front, the organization's role in stimulating the leader's responsibility.

Ensuring the leadership continuity, based on the leader's personal freedom, can be achieved by involving the leading thinking and skills, the emotional welfare, the creativity, the dialogue, the co-workers- and self-confidence. The activity in such an environment does not allow a sustainable development for the leadership. At the same time, the environment in discussion will promote the leaders behaviour transformation, with an accent on purposes and communication, throughout learning and practice.

The possibility of starting and developing such a process depends on the leaders capacity and attitude regarding the organizational values, the creativity-conformism report, organizational culture and leadership, taking responsibility degree, leadership participating level and the level of developing the personnel relations, the involvement of the intellectual and technical competences, the personal achievements portfolio extension, the democratic process orientation towards consolidating the solidarity.

A success factor in the leaders forming and developing process is the report of interdependency and relations between the values and liberty. It becomes necessary, the issue of the values list, so there can be communicated the guiding principles which are involved in the organization welfare construction. The organizational values we refer to can and must contribute to developing the leader's career, encourage the leader and the employees to take responsibility in changing the attitudes and behaviour. As basic values, we see audacity, next to courage, the decency which is being oriented towards integrity and imagination doubled by vision and thinking to the leader's organization future. We add to these values for democracy and leadership, honesty, sincerity, respect, perseverance, tolerance, creativity, open communication, curiosity, reason in the changing process, the co-workers- and self-confidence, the ethical behaviour oriented towards efficiency.

There must be developed the art of authentic dialogue, placed in the centre of efficient communication and based on complete knowledge of own estates and feelings and immediate and correct reaction to those.

These orientations and preoccupations can arise only if it is estimated the personal responsibility towards attacking neglecting and conformism, the manner in which it injures the leader and its co-workers. Promoting the leader's forming and developing process must be encouraged throughout involving organizational culture and structure.

3. The leader's qualities and features. Theories and models

3.1. The leader's qualities and features

3.1.1. The leader's science and profile

3.1.1.1. Being oriented towards demands

In the market economy, the leader's activity represents an entire process, with a permanent ascendancy on many levels. Therefore, the leader's activity must change its content, methods and means. This involves choosing the ones who must act on this ground and their serious training.

The leader's work requires many theoretical knowledge and practical skills. This gives the leader the possibility to understand the activity theoretical base, to create a speciality research fund, to draw performance standards, its ethical criteria and behaviour.

The leader's activity presumes a calling, which requires knowledge, there are being necessary skills and attitudes which will be used in order to organize, lead, and guide the employees' activity.

The organization leadership is a complex relation between the qualities of leader and of the employees, the organization and the environment. The leadership has a precise shape and the leadership science and art can be taught. The leaders work can be exercised based on principles and demands, which can be controlled, guided and measured. This activity has distinct features, which can be taught, formed, followed and analysed.

3.1.1.2. The leader's character

The leader is placed in a duties and responsibilities with numerous contact manners, with rich and diverse problem. Therefore, the leader must know the basics of leadership and to apply it in its branch the theoretical and practical issues of its employees' profession, notions of psychology, sociology, logic, and labour ergonomics. It must also have juridical and labour protection, hygiene and other knowledge.

The leaders profile must constitute a research subject for numerous specialists, with the purpose of clearly and completely shape its character content.

The leader character – qualities, skills, features, knowledge – appears like a highly important preoccupation. From this point of view, we must observe the demands the leader must face, the knowledge and skills, the responsibilities, the efforts, the working conditions and others.

With the purpose of achieving his labour objectives, the leader must have a solid leadership, scientific training and a high organizatoric capacity. In other words, it needs a great amount of qualities, skills, attitudes, which are gained throughout efforts and are hard to keep in the conditions of multiple and complex changes which happen in a leader's life.

The leader's character comprises the qualities, features, skills, attitudes and knowledge, which, all together determine the capacity and profile of a leader. In this framework, an important role is the one of knowledge, which is the result of an organized and well guided training. The leader's character represents criteria for scientifically select and appreciate the training, improvement and appreciation of the leader's working style and behaviour.

3.1.2. The qualities of an efficient leader

A leaders qualities can divide in many groups, having as a criteria, o none side, the subjective qualities, like leadership knowledge, skills, character, an don other hand, the activity content, the leadership ability, knowledge and ability of working with the human capital.

Among the leader's features, we can also mention the intelligence, energy, insight, decision making capacity, initiative. An important place have some other features: emotional stability, intuition, intellectual flexibility, the passion for working with the employees, openness to the technical and social progress, sincerity, goodwill, integrity, justice. There are situations when the leader must prove other features: tolerance, the will to listen, quick appreciation and ability to discover good parts of the employees, the ability of efficiently communicate with the decision factors of the organization or the union leader.

Among the leader's qualities, there must be discipline of spirit, the devotion to the company objectives and activity, responsibility, respect toward the employees, the improvement effort in the leadership theory and practice.

Among these, an important place is the one of: intellectual capacity, leadership efficiency, and audacity and communication ability.

Throughout intellectual capacity, we understand the power of discovering the need for improvement, the issue of an action plan, adapting other people's ideas. The determinative

factors of the intellectual capacity are: the intelligence, distinguish innovative spirit and open views.

The presence of intelligence among the leader's qualities is necessary and obvious. The intelligence means the possibility of clearing up complex situations, understanding their sense, meaning a superior achievement of understanding. An intelligent leader discovers easily the sense of events and phenomena in the organization's life, determine the essential and the logic relations and finds solutions for solving the issues.

The intelligence expresses the creative part of a leader's mind. It represents at the same time, the general capacity of adapting, coincidently, to the new demands of the leading work.

Another necessary feature for the leader is thinking. It usually relies on logic, which can help the leader find adequate working methods for obtaining certain knowledge or information. Thinking manifests itself like an organization reality acknowledgement activity in the form of personal operations, among which, the most important are the analysis and synthesis.

Throughout analyse, we understand the leader's capacity of decomposing a certain object or phenomenon which is being directly perceived, to identify its components and delimitate the essential features from the unessential ones. This is how the leader penetrates the heart of objects and phenomena of the organization's reality, it sets logic rapports, it shapes resembling and differences, by calling analogies and impersonofications.

At the next stage, the synthesis, the leader must achieve the combination, the reintegration, in a general framework of the results from the before analyse operation. In this frame work, the leader do not resume to audition, it rapports, subordinates, integrates an object among others, a particular case facing a general one, calling complementary operations like classifications.

In order to be efficient, the analysis and the synthesis must be combined, operations that leads to knowledge of a new situation, in detail and in general.

The intellectual capacity of a leader is given by other factors. The acknowledgement is that quality of using the intelligence in a certain manner and in certain situations. The innovation spirit means the idea and its achievement. The simple idea represents the creativity, and the innovation arises when the idea is being applied in facts. The wide views can be emphasized in the personal contact.

Another essential capacity of the leader is the efficiency in the leading work; it refers to the possibility of mobilizing, the capacity of respecting and being respected and the capacity of making decisions and applying them.

The leader must have volitional qualities: initiative, intuition, strength, perseverance, independence, purpose stability, self conscience, self-control.

At the same time, the leader must be characterised by emotional stability, sincerity, seriousness, self confidence, energy, action capacity and faultless behaviour.

The intellectual qualities which are required by the leader's activity must be correlated to the moral qualities, like modesty, honesty, generosity, team working spirit. In the leader's training process, the following factors are essential: the features, behaviour and working style.

About all the above, it is necessary that every leader analyses his qualities and compare them to the demands we have described. The personal conclusions must be completed by speciality tests which can point out the directions towards it is necessary that every leader concentrate his perfection efforts.

3.1.3. The features required from a leader

Besides the features we have just presented, the leader must have certain features. They are correlated to the notion of creativity, imagination, temper and character.

The leader that wants to be efficient in leading the organization must have certain essential features which give the possibility of obtaining success, to achieve the established targets, the leaders common features can be classified in general (imagination, power of prediction, flexibility, self-respect, self-confidence, hope, clear exposion of ideas and others) and collaboration features (tact, kindness, friendly attitude and many others).

These features can be achieved in practice also. We set the following examples: knowing the employees mentality and infer their point of view, the objectivity in the relations with the co-workers and employees, the ability of maintaining the emotional balance, the skill of influencing the employees, the talent of specking and listening, and the art of working with the partners.

The leader must have some psychical qualities, in order to respond with competence to the rising demands it faces. These can contribute to the valuation of the leader's knowledge and intensifying of the company climate possibly. Among these psychical qualities we observe: passion and receptivity to the new, original thinking, insight, emotional stability, quick reaction, out passing personal will, humanity. The leader must be generous and modest, dynamic and participative.

3.1.4. The leader's attitudes

In order to efficiently lead, the leader must, next to other qualities, have some attitudes. A complex of leader's psychical qualities, the attitudes help it be successful in his activity. Having an attitude means taking an action, applying some knowledge, value them.

The leaders are very different, they selectively choose, by preference, one or other part of the company reality. These selective positions towards the different parts of the reality, are being constantly considered some features of the people, they are being called attitudes. The attitude is a synthesis of some psychical qualities which are being expressed in the leader's behaviour.

Characteristic for the leader is the fact that, being conscious, it has selective, preferential rapports with the company reality. This way, the attitude appears more like an aspect of the behaviour. From the psychology point of view, by attitude, we understand a relatively constant manner of reporting the individual or the group to life aspects and own self. In our case, the attitude must be considered important for investigating the leader character, it determines the behaviour in the leadership process and it is an element of the character. A good leader must not complicate things creating problems that are not he's to solve. We recommend that, when a leader is in a complicated situation, to find the simplicity, and reduce it to the essence.

In his activity, the leader has a hard moment, inevitably, that of transmitting to the employees his conception and apply it. During this process there can appear failures, but a leader that is known for his competence and energy calls for respect and attachment to his actions.

The leader must know the employees lives, in order to be able to observe the influential factors in the leadership activity and make competent decisions. It must acknowledge the conditions of the company activity and not allow to be distracted by the details. The leader must avoid making promises that can not be kept.

The leader must know asking and listening advices. These will be applied with fixity.

Any leader can make mistakes. A good leader is the one that realises that and tries to make the wrong right as quickly as possible. This attitude does not ruin the reputation, but strengthens the authority.

3.1.5. The leader's capacity and structure

Thinking of the leader, among his main features, besides thinking, action and behaviour, a basic condition for being a leader is the capacity. By capacity, we understand the ability of working in one domain, to achieve something, it means, skill, talent. The leader's capacity is being appreciated not throughout what it does, but also throughout what it achieves.

From our point of view, the capacity is a qualities and features complex, skills and attitudes, all concentrated in the leader's personality. To this, we add authority, responsibility

and training, which give competence to the leader. This calls for the continuous trading of the leader.

The capacity allows the leader to work with his followers, with the union's leader. In this process, the used working style and methods, the leader's personal qualities, the exigency and the principles in the debates with the employees and in solving the problems have a great importance.

We only looked at the human or so called psychosocial capacity. This represents the leader's ability to efficiently work with the personnel. It comprises the knowledge and the skills to train them. This way, the leader bonds and strengthens the company, creating stable motivations, achieving a favourable working climate.

Conclusions

The leaders must be taught to lead companies. There is a great waste of labour in changing some poor results. Inefficiency and waste appear where there is no leadership science. Therefore, the leader must understand the problems, to form a hierarchical system, and to solve them in order of their importance. Through his actions, the manager must try to inspire trust and respect, being unable to impose them, but earn them.

On the other hand, the competence means someone's capacity to speak about one thing, based on solid knowledge of the problem in question. The leader pays attention to the informing activity and speciality studied issues, competently leads the organization, in this manner, being able to know the employees' problems. The personal competence is a condition for the leader's authority and an element of his personality and psychological competence represents a real capacity in the leader's activity.

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