
THE MANAGER AND THE FUTURE MANAGERS

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Abstract

The modern society is in a constant process of change and development. Changes in the world achieve superior improvements so a new financial asset, larger better. Throughout this paper we presented the defining features of management and future managers and the main problems they face in the new organization. Today, more than ever, the science is science that defeats management, management. The change management role and success of a manager depends on his ability to keep pace with these changes and be a role model for employees, companies are moving toward a more flexible structure, more agile, less hierarchical, so the managers will have to change their role to develop anticipation, adaptability, to think and act globally. All these features are essential for the future manager. Future developments of management can be characterized by the fact that they will cover all areas of economic, social and political, allowing a better understanding and approach to market issues and customer needs. The motivation for choosing this work is in the interest to discover the most effective ways of management in the future, and to identify the main qualities required future manager.

Keywords: Future manager, Globalization, Rational manager, Manager intuitively.

1. INTRODUCTION

The new millennium has two defining features of the world economy: globalization and modern organization, prerequisites for creating value in the new knowledge-based era. Organizations do not change for change sake, but because they are part of a wider development process and must react to the new changes in the environment, restrictions, requirements and opportunities that arise in this area.

The market economy is characterized mainly by the trend of globalization of competition, major changes and rapid technological and labor. These features are forces that compel both organizations and managers to increased efforts to make the necessary changes and permanent survival and efficiency. Therefore, any change in an organization is considered as a function of both the external environment (social, economic and political) and the relations between members of groups or subgroups within organizations.

These changes involve, obviously, new methods of organization and management of organizations, new skills that managers must possess and exploit them to grow and to lead the company towards performance.

2. ARGUMENTS FOR THE FUTURE MANAGER

The pace at which things are developing is alert, it exceeds many who have inspired or forced to understand that the future is closer than it seems. As manager, the future is now, and for many of those seeking to understand the future, the near future manager, is very close. Man develops. The pace and direction of its development are adaptive tools which are dictated by the law of evolution of more integrated. In a world where education, training, information and culture are available to all, elite advantage is given by the quality of skills acquired.

He said that "we inherited this land from our ancestors. I borrowed it from our children and grandchildren. "As managers and employees, we have an obligation to repay the debt with interest, making this country to be a place in which to live better, providing more opportunities for development and prosperity for future generations. Managers have a major responsibility to pay this debt. Our employees can not do. Of course, they can help, but the responsibility lies primarily in managers. The problem is not the employees, but the lead. Managers must be willing to change their behavior example to be hoped that employees change their behavior's time for those in leadership to assume leadership responsibility, ensuring that the stakeholders have from performance of the organization, not just managers and investor's role of leadership must change. Managers must remove the main barriers you put in the way employees before their zeal to be freed. a simple rule says that the management team must solve 50% of problems faced herself before asking employees to solve those problems 10-20% under their control (Harrington, 2002: 165).

We hear often, it said that, of the three priorities - quality, cost and timeliness - quality must come first. But the golden triangle of quality, cost and time requirements for managers today to see that all three conditions are satisfied as well. It is easy to fulfill one of the conditions, sacrificing them on the other two. You meet deadlines decreasing and increasing cost or poor quality can achieve high quality at high cost and long terms. But today's customers will all three at the same time. Managers who meet these requirements will advance and prosper, while others will leave the race.

According to a study by Thomas J. Peters (1982) in 37 companies, considered as the best managed in the world, success factors in management are: orientation towards action, taking into account customer needs, using simple shapes and improvement human resources, continuous contact with customers, improving employee productivity, operational autonomy and encourage entrepreneurs, business oriented and high value key; each employee orientation to what he can do better and use a rigorous control system.

TABLE 1 - THE DIFFERENCES BETWEEN THE OLD STYLE AND NEW STYLE OF MANAGEMENT

THE OLD STYLE OF MANAGEMENT	THE NEW STYLE OF MANAGEMENT
Give an order	Seeks consensus on objectives
Hide information	communicate information
Employees to work overtime claims	claims arising
Focus on individual performance	Focus on team performance
Get up approval decision	Decisions after discussion with the employees affected by these
The main objective is to achieve tasks	The main objective is to allow employees to carry out tasks
Takes credit for the work of employees	Recognizes the merits of employees
Tells how to make	Explains what to do
Work respecting organizational structure	Change organizational structure, tailoring it to work requirements
The main reward is self promotion	The main reward is the formation of employee skills
It is considered a boss	Consider a manager of human resources development
Respect hierarchy	Collaborate with anyone who is required to perform tasks
It is considered a discipline Manager	It is considered the process manager
Establishes deadlines	Highlights the urgency of the task, approves the proposed time employees
Avoid unpleasant tasks	Immediate action on handfuf
Especially delegate tasks unimportant, boring	Assign tasks based on personal skills and competences
Give more tasks best worker	Keep a balance between the tasks of performing well and the underachievers
Payment is based on the time spent in function	Payment is based on knowledge and contribution
Is isolated by employees	Employees and management are common activities outside work
Adopt the same style of leadership to all employees	Adopt their leadership style based on personality of employees

Source: Harrington, 2001-2002

American Management Association effective managers characterized by the following features: achieve results through others, assuming responsibility for these results are oriented environment, make decisions regarding business purpose, trust in subordinates assigning them responsibilities expected results to be obtained , we recognize the possibility of error and welcomed their initiatives, decentralized organizational system and appreciate people according to the results obtained (Görg, 2007: 15).

Change management role and success of a manager depends on his ability to keep pace with these changes and be a model employee.

Examining the current responsibilities of managers find that in most cases, it comes down to solving current problems and finding solutions to time. While we have made some major changes in the functioning of the economic system, due to lack of management vision and coherent strategies coexist, especially in the public sector, the principles of economic democracy and fundamental features of the control system

The impact of political factors, as a reflection of the past, continues to have an important role in career management. However, it to performance, to creativity in decision making skills are a vital resource in a knowledge society, owning quality information at the right time, is the management and organization power factor.

2.1. From manager to manager intuitively reasonable

It is becoming increasingly clear that today's management action is to not only a person who produces, but a man 'global' expectations and objectives with sensibility to. Effective manager must regard the other to get all they can give the best of themselves, leaving a sufficiently emotion in the work relationship.

Every day we witnessed even more: the real is rational. The figures lean more on to manage a business, thinking you can leave emotional and intuitive world outside the enterprise, the more reliable methods give you away from reality.

Current manager should be able to have a comprehensive and nuanced perception of the world. He must also be able not only to manage the tension between individuals and emotional turmoil of a group, but rather, make time emotional solidity to his colleagues and team (Kanter, 1999: 64). For managers today, chaos is not just a theory scientifically. It is an everyday experience. Keeping the same structure for a long time to not talk about the fact of being organized can seem like a miracle.

The computer manufacturing companies to the consumer goods manufacturing, continuous surprises, whether production programs errors or unexpected movements of competition are now more the rule than the exception. The need for rapid action makes traditional planning tools such as projections based on figures become ridiculous.

Flawless plans, rules, strategies launched without corrections along the way-things "absolute" that they do not relate to the task of driving. Now, more than ever, management is an act of maintaining balance - a juggling contradictions to try to get the best of appealing alternatives, but opposite. Control is an illusion Act temporal strategy - a moving target.

Business success today is due to their ability to generate change. Products and services now offer only a temporary competitive advantage. A sustainable competitive advantage is based on its capacity to master change. Sources of competitive advantage of an organization are basic skills, time compression, continuous improvement and closer relations with key partners. In short, organizations are concentrated, rapid movements, flexible and "friendly" with key partners, will be able to better support the capacity to cope with market changes and even create new markets.

As companies move toward an organizational structure vertically less developed, less hierarchical, more flexible, more agile, specialized in change, managers must also be to change the role. The future business environment requires new kinds of leadership. According to new business strategy, managers must find new ways of leading and motivating people. Old political bait and threats applied to the remuneration and promotion, is less relevant for new organizations, less developed vertically. Some managers feel threatened because erodes traditional privileges and new skills are required. Managers must be leaders who mobilized his people through an inspiring mission and focus on learning ability. They should use their power to stimulate and work direct interoperable and cross-company teams, which supports new strategies to create markets. CEOs can be sure that they will have to listen and learn, to highlight the capabilities related to processes, not just products, to cherish allies and be subjected to greater scrutiny by all stakeholders of the company. In this new context, the work manager is an act of maintaining balance.

One who has followed the evolution of personality type called managers in the literature in recent years, could not save them this: the tendency to depart right information and the adoption of intuition.

Intuition suggests sometimes vague signals to pay attention to subjective facts and data rather than factual, objective, and we need it (intuition) because, quite simply, not enough concrete data are available. Growing importance of intuition is directly proportional to the increasing complexity of managerial issues. The speed with which this complexity increases is greater than the rate at which develops our ability to manipulate facts and objective information.

2.2 The management style in the future

In this environment, management style must be multi-faceted. Today, we expect managers to adapt their management style based on the employee's personality.

In the future, we will need to adapt management style to the personality, and the workload

In terms of personality at work, people can be divided into four categories:

1. **Planners.** People who excel in taking an idea and design a method of implementation. Planners are generally introverted.
2. **Connectors.** People who facilitate communication between groups. They are excellent negotiators and politicians. Connectors are generally extroverted.
3. **Performers.** Persons acquiring a plan and implementing it. They like to be given a problem to solve. Carry out the tasks entrusted to them.
4. **Leaders.** People through charisma, appearance, or example, attract others. People follow them because to do otherwise would be unpopular.

Each of these personality types has very different requirements in terms of management style. These requirements can be classified into:

- **Social requirements.** They are satisfied with contact management, public recognition, interest in the person, to his career and his personal life.
- **Technical requirements.** Skills to perform a particular task.

TABLE 2: HOW TO CHANGE DRIVING STYLE

Activity	Yesterday	Today	Tomorrow
Management style	Dictatorial	Coordinating	The direct involvement
Setting the direction	The order	Consensus	By defining results
Setting goals	Management objectives	Common goals	Employee goals
Evaluation	Criticism	Appreciation	Assessments in both directions
Decisions	Management decisions	Team decisions	Individual decision
Criteria for the remuneration	By age	Performance	Depending on the knowledge
How to solve problems	Focus on individual	Focus on business	Focus on process

Source: Harrington, 2001

Table 2 shows how we should change management styles in relation to the performance of the employee. It is easy to see that, depending on individual performance - dual management styles must change to meet the needs of employees.

- Employees who do not meet the job requirements need a "coach", someone to tell them what to do. Correct Show them how to do when you can not complete a task. Minimize the

possibility that they may make a mistake. Such employees need someone to help them have a good opinion of themselves, even if they have very good performance.

- Employees who meet the minimum requirements need a "teacher", someone to help them understand the concept of work, someone to measure performance and to tell them when they made an error. They need someone who to appreciate their successes and help them succeed (Harrington, 2002: 179).
- Employees who meet the requirements they need a "head" of someone who trace their tasks and to seek to ensure that they are met. Someone should help them progress and improve productivity and quality of work.
- Employees who exceed sometimes the requirements they need a "leader", someone who knows what to do and who has delegated employees to take responsibility for what they do. Leader working with employees to ensure that remove barriers tasks. Leader concentrates its efforts on relationships with employees and the feedback. Leader is an example of professional employed by attitude and passion towards work.
- Employees always above requirements need a "friend" at this level of performance, management may delegate tasks employee responsibility, making one responsible for the results obtained. Managers must establish a relationship in both directions with such employees to share her experience with they and family concerns.

Understanding and professional interest is formed by the willingness to discuss modalities of projects and exchange ideas, but technical decisions are taken by the employees. The employee is delegate to take decisions and take action in relation to the tasks assigned, without further address management.

As a result, management style should vary and depending on the tasks they have that individual. Management-1 can not liable to an employee for poor performance if the tasks entrusted wrong with his skills.

3. CONCLUSIONS

It is indisputable that much of the world is moving towards a society increasingly globalization, especially in economically important barriers have begun to be removed. There are new regional trade partnerships, such as the Free Trade Agreement North America (NAFTA) and the Asia Pacific Economic Cooperation (APEC). Driven by new information and communication technologies, multinational corporations have acted aggressively to offer their products and services worldwide.

However, the trend towards globalization is a reality, it is not a panacea. Although the struggle for new markets can improve living standards in host countries, it can sometimes be troublesome because of problems such as environmental degradation, illegal immigration and economic disruption. Why do some leaders succeed while others fail. More specifically, the combination of skills and knowledge necessary leads to effectively across borders? How can be identified, learned and passed on to others these skills? How can they help to set up new organizations and alliances able to respond to external environment changes rapidly?

First, a warning: leadership concept itself is full of cultural significance. Although leaders were glorified and examine centuries separate study of leadership is relatively new. Probably for reasons of culture and leadership fascination, was something American specific idea or emergent leaders who are ready and not monarchs, pharaohs or the aristocracy. Some cultures have a word corresponding to leader (leader) or management (leadership). In others, the word leader has a negative connotation, since evokes dictators who brought misery and suffering to millions of people in this century. Awareness of different meanings attached to this concept is important when we talk about leadership across cultural boundaries.

The capacities less quantifiable, occurring continuously, are those that decide to analyze because they provide us with important landmarks to go beyond cultural boundaries. They include the following five essential qualities:

1. **A high sense of self.** Thorough knowledge of our own strengths and weaknesses, how we are perceived by others and its influence others is essential. The effect is the emergence of many mirrors in which we see, this self-knowledge may enable the leader to change behaviors that affect efficiency, strengthen those behaviors that improve efficiency and develop a plan for personal growth and improvement that can be achieved within a few months or years. Top leaders can effectively lead their organizations in change only when they understand and will go through their own personal transformations.
2. **Encourage the habit of reverse connection.** By encouraging candid reverse connection, but construction of others, bosses, peers, direct subordinates, leaders develop self-awareness that can become the basis for change and personal action. Ability to provide and receive quality reverse connection is difficult to acquire, but is a powerful tool for helping people to develop their full potential as leaders, allowing them to identify strengths and weaknesses of that may not be aware of. These weaknesses and strengths can have a positive or negative impact on the organizations they run (Hesselbein et al., 2010: 211).

Reverse connection can be used also as an active instrument that is passed on to improve group behavior and team spirit: it should not be limited to the relationship between two people.

Leaders who are brilliant in wider use reverse connection and groups can help people to better know their values hidden and so invisible to become visible, and what seems unattainable to become tangible. Such leaders go over the relative gap between what is and what could be. This is a rare, but one that may well define successful leaders of the future.

- 3. A thirst for learning.** Receptivity to new knowledge and desire to change the outlook and behavior of a person may be essential. Research has found that workplace experience is the best teacher. The challenge is to learn how to consistently learn from this experience and adjust our behavior accordingly.

The passion for learning is also linked, creativity and the ability to set up new perspectives, to think about things in new ways. A positive learning environment creates a safe space where people can be optimistic can check new ideas and behaviors and can look through new lenses or old, but in different ways. This outlook changed significantly helps leaders to extract meaning from very chaotic and ambiguous situations. Leadership as "producer" of meaning is a powerful concept, especially when the meaning is shared and understood by a larger community.

- 4. Integration between work and life.** Driving and living are closely related, as effective leaders must have a strong sense of themselves as people completely, and not just people who are defined by their careers or their job status. Today you can not do simple division between work and home. Family and community demands must be balanced or, perhaps more correctly integrated with work demands. This does not translate into fewer hours, which would be an unrealistic goal for most leaders. This means that in order to be authentic leader must try to feel comfortable in those settings and adjust them, as all rooted in the same deep reservoir of personal values.
- 5. Respect for differences in others.** To be effective in the new global environment, the global leader will have front being aware and sensitive to the existence of mentality significantly different situations. By this we mean more than the sensitivity front of language, customs and cultures, which is certainly important through it. We understand the ability to discover and synthesis of complementary viewpoints radically different and in many ways to give voice to the perspectives and values of others.

This is the most difficult lesson that goes beyond the leader or manager. Such leaders need three things. They must first know their own culture and how it will be perceived by others. Then will be aware of their place in the culture of origin and to know whether their personal values representing or acting against it. Finally, they will be able to see world in terms of culture of the country where it operates, without losing sight of their own culture. This sense of being anchored while the move is related to the ballet dancer who, while spinning, keeps his eyes fixed on a certain point. Such skills command respect and admiration.

We see global leader capabilities and those of the future leader as the same. Even if the leader does not operate directly in an international environment, he should settle their differences and take a global perspective beyond local boundaries. If the organization future will be a great feature, with constant change, it will be the existence of very divergent views. John W. Gardner recently wrote in National Renewal, a publication of the Independent Sector and the National Civil League: "If we analyze the global scene today, we are inclined to believe that the great aim of our time, the task of our generation both at home and worldwide, is incorporating diversity integration".

What about the future organization? Needless to add that an organization truly productive will create a climate in which leadership capacity we have reviewed will be constantly better? These organizations will no doubt many configurations: uniform virtual team based on large, but not as matter, what matters is not only encouraged self-awareness, reverse connection, learning, integration of work and life and respect for differences, but that opportunities to develop these skills through development channels to work, become an integral part of corporate culture, in these organizations appears next generation of global managers.

"Globalization is everything and the opposite of everything. It can give you incredible power and can be incredibly compelling. It can democratize opportunities and can democratize panic. She's more than fast and catch you all soon. Homogenize culture but at the same time, it gives the opportunity to share their unique individuality growing areas and more remote. Empowers us to enter a world away than ever and empowers people to enter into new demic ever deeper" (Gorski, 2004: 54).

The globalization is one of the factors shaping business today. Many large organizations operating currently as transnational organized manufacturing and marketing products and services worldwide.

The evolution makes the management company and managers are inevitably subject to change. Management is new technology that transforms the present and the future organization. Market economy is characterized mainly by the trend of globalization of competition, major changes and rapid

technological and labor. All these changes lead to the need for better management, able to adapt to any situation at any time.

The management function is generally that of leadership, but leadership must be seen as a system is achieved through specific functions, which, taken together, contribute to ensuring the highest possible performance. Management is equivalent to driving people. As a result, managers have a crucial role in terms of unit size led performances.

To cope with constant changes facing new manager, he has become a specialist. Instead of having many subordinates, the future must act directly, which means that decisions will take in the future will be more efficient and faster because the correctness of this decision will depend on its achievements effective immediately.

The manager daily tasks become more complex, requiring a deeper specialization because the company is in a constant process of change, of improvement. We presented in this paper several features and qualities necessary future manager, but they certainly will in the future be improved and adapted to the respective needs.

In the new era, intangible resources, information and knowledge become more important than the tangible. Information and knowledge have become fuel, power and initiators of change, of revolution of information and knowledge revolution, the industrial revolution taking place gradually. It seems that in the new era of information and knowledge exploitation is the basis of wealth, prosperity and power. Today, more than ever, organizations use information and knowledge to achieve sustainable competitive advantage, began to understand that what you do not know can turn at any time, a source of advantage for competitors.

To meet environmental challenges and a highly complex and dynamic organizations together with their managers should behave intelligently. Must be able to establish and implement the best alternative use of resources so that you can achieve organizational objectives.

The future will, more than ever, to face acceleration in the pace at which we bring new ideas, constantly proposing solutions adapted to the new business environment. Managers will have to think very seriously about strengthening strategic partnerships with other companies (preferably in the same field, or business area adjacent) to share the cost and results you will gain from the implementation of these ideas. It will take as many employees able to think in depth, while tasks that can be automated will decrease. One of the challenges: creating a culture that encourages enterprise and attract people with such qualities of reflection required in a context of tough competition and will reveal a greater

independence of working people. You will need to move from a culture of strong business commitment to a more consensual and less discouraging.

Managers will need to know to convince you to influence your employees to be more independent than they are today. It also will require a rethinking of how strategic decisions are made - up - or rather less elevated levels of the hierarchical pyramid. Rather, to make the management a real force to facilitate cross only work cut only by decision - it will be one of the challenges of the future.

4. RECOMMENDATIONS

In a rapidly changing society and development organizations as, managerial qualities required of continuously evolving. Managers who are unable to cope and adapt to these changes begin to lose their jobs, and this trend will increase ever more.

The future organization can be likened to a nucleus with an electronic center where people of different professions are related. Hierarchy will be restricted computer and interpersonal relationships will be less intense and more depersonalized. Encouraging intelligence and creative spirit of its employees and their proper motivation, motor activity of the organization will be the future.

In such a context, it is hard to say exactly what will be the future manager profile and personality. The future will require managers to measure the time, who know how to run a large organization in continuous changes. Certainly, such a manager will be a factor in personality development, opening the new, the flexibility and participation. This implies, first, the ability to identify changes and referral needs, and secondly, the action instead of contemplation. Performance manager has the ability to identify problems, to deliver new ideas to solve them, apply them and put.

Dominant side of the business managers of tomorrow will be the orientation towards excellence. In the increasing competitive spirit, the possibilities of information and quality of human resources, business managers can no longer be "almost acceptable" or "satisfactory". To succeed it must be excellent.

That can work with the public, the manager must possess three qualities: First, individual persuasion, based on the ability to rationally discuss different opinions, the 2nd line manager must possess eloquence and ability to replicate spontaneously, if possible, with a certain amount of humor, and 3rd place must have intuition right time for public appearances.

Large firms choose their managers through interviews with professionals in the cameras and see how they are made public exposures and participate in discussions with listeners. Quality management to work with the public is too important for a company to be able to afford not to give importance.

Every manager must have knowledge for his own and its own capacity. Of its own is something innate that can still be learned and which famous business school graduates practiced more diligently daily (Gorg, 1997: 38).

Unstoppable trend is the globalization of the economy, this means that the way of thinking and acting manager should be expanded with another category. Economic globalization require thinking and managerial work, which translates into the ability to understand the world as a single market, the very large differences in rule conditions and laws are extremely different. The strategic international alliances partnerships and even mergers will be only natural completion of a global vision of the business. Strategic vision, perspective is another new manager as required. He must be one step ahead of current events to help prepare future ones. Knowledge of new problems arising in the business will help to form a clear picture regarding the development organization, subordinates and himself.

Certainly, we can say that a true global thinking not only manager who can not distinguish between the country and abroad. Managers have become public figures, the more often we see on TV or in various magazines. Thus, the top manager of the future will be able to give to his business prowess published data, to know how to mobilize public opinion and, if necessary, be able to defend their publicly. Competition for talent is becoming harder to achieve in the future and intensity that today we hardly can imagine. Advances in this trial will have those companies who will know to make publicly known the style, level and success.

Thus, surely, the new profile manager will change, because you have to adapt to changing market needs, managers will begin to invest in themselves, choosing to train through MBA programs abroad, to make to permanent changes occurring well. Innovation can only come from some staff with a strong entrepreneurial spirit and intuitive.

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