TEAMWORK - GUARANTEE OF MANAGERIAL SUCCESS

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Abstract: The management team appears as a response to the need of a manager feeling to use the special competence of certain employees for analysis, planning, organization, tracking the completion of major objectives in the life of the enterprise. The purpose is to improve management communication system, to save time, to increase competence in handling executive or financial issues, to develop politics and to outline measures.
This study refers to the overall implementation of research regarding the role of the management teams in organizations from Brasov.
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JEL classification: M12, M51, M54.

1. The general framework for approaching of a managerial team

The management team is defined as „.. a kind of team of managers who work together in pursuit of common management of an organization or of areas within it. Frequently, management team develops participatory bodies: Board management, committee managerial etc. Management team proliferate as a result of practicing participatory management" (Nicolescu, O., 2011, p.213). Obviously, there is a risk. Thus, it has been found a strong correlation between the managers that are making the distinction between the risks and uncertainty by using the calculation of the probabilities and the managers that are very often and often using the risks calculation when

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making decisions regarding green processes (Negulescu, O., Doval E., 2014, pp. 339-343).

No mention is made of the fact that the management team is formed to carry out a task for the accomplishment of which there is no component in the organization's diagram. And it should be also kept in mind that the manager has no obligation to adopt all the points of view of the team. In practice, he has the duty to consider with a critical spirit the proposals made to him, to outline the usefulness and effectiveness, to determine their scope of applicability, in short, to prevent any failures to what he could be the subject of, following the shallow application of some suggestions coming from the team (Petrescu, I., 2005, pp. 171-199).

In a large part, the efficiency or inefficiency of the management team is due to its composition. Therefore, it must be selected with great care. The management team is called to inform, educate, disseminate ideas and management plans, to help change some attitudes, in order to put facts and actions in order, to galvanize, to explain and clarify, to temperate conflicting states and to moderate behaviours.

To be able to fulfill this role, the management team must be formed with much care and sense of responsibility. Its members may come from different hierarchical levels. It is recommended that the number should not be too large, excellent and of action employees must be attracted, capable of motion setting and positively influence the collaborators. They must possess the ability to easily target the difficult problems, to have a highly specialization, to be mature on the emotional plan, to show maturity in handling the analyzing and treating management phenomena.

Maxwell provides a list of the first 20 demands of personal order in the event of a potential member of the management team (Maxwell, J., 2003, pp.196-197):

1. Positive attitude - the ability to see people and situations in a positive light.

2. High level of energy - strength and willingness to work sustained without fast extenuation.

3. Personal warmth - a way of attracting people.

4. Integrity - a solid, reliable, consistent in words and deeds.

5. A sense of responsibility - always solves problems to the end, does not find excuses, drawn task -completed task.

6. A good self-presentation − he has a positive representation on himself, on others and life.

7. Mental capacity - the ability to learn as the requirements grow.

8. Vocation as a manager - influence on others.

9. Vocation as a follower - the ability to submit, to play in a team and to follow the leader.

10. Lack of personal problems – personal life, family life and business are in order.

11 Ability to work with people - the talent of attracting people and to forming them.

12. Sense of humor - to enjoy life, and to do not take him too serious.

13. Elasticity - the ability to „leap back" when problems arise.

14. Personal records – proves experience and success, preferably in two or more situations.

15. Large wishes - hunger for success and personal development.

16. Self-discipline - willing to "pay the price" and set value on successes.

17. Creativity - the ability to see solutions and solve problems.

18. Flexibility - is not afraid of change; fluid; progresses alongside the organization.

19. Sees "prospective images" - capable to see beyond the personal interests and to see the overall picture.

20. Insight - the ability to discern and to feel a situation without holding the concrete data on that particular situation.

The situation of being a member in the management team offers the possibility to activate, to learn, to acquire experience, to gain confidence in oneself and use the opportunities which are available in the best way. This requires that the one who has been selected by manager should: enter the team's competence, be animated by a desire to work in a team and to contribute to increasing the authority and prestige of the respective group.

In the formation of the team management it is recommended that a part of the members should be from outside the enterprise. They pronounce themselves, as a rule, in an objective and categorical way. The presence of some members from inside the enterprise is useful, because they have opportunities to provide specific technical and economic information specific to the unity in the team debates.

Regardless of their provenance, it is desirable that team members have a wide experience in managerial problems. At the same time, to work

effectively as members of the management team, they should be characterized also by other qualities: to be honest, to be able to assume responsibility over the risks of the enterprise, to prove courage in handling difficult problems, to possess insight and flexibility in thinking.

Maxwell recommends that in the process of raising the management team, the general manager should hire the best co-workers. In case he fails, then he will seek to attract a young man who in prospect will be the best. Then, the manager will comply with the recommendations - requirements listed below (Maxwell, J., 2003, p.200):

- believe in them - this will encourage them to risk;
- guide them - it will awaken their respect;
- love them - this will strengthen the relationship;
- know them - this will embody the progress;
- teach them - this will enhance the development;
- trust them - this will encourage loyalty;
- form them more plans - this will encourage them to accept challenges;
- raise them - this will guarantee results.

In the process of formation and development of the management team, the understanding of the essence of management team work by the manager is included, with its major components: planning responsibilities, the position of manager and the team members, the balance between the manager and the management team members.

The complexity of the problems that are put before the creation of conditions so that every action has a solid background and a well defined efficiency. Superficial treatment of this matter may lead to unnecessary and excessive loading of the work team, to the diffusion of the efforts towards marginal and insignificant activities.

The manager must strive to achieve a balanced system of response-bilities distribution between the members of the management team. In the process he has as a duty to organize activities in such a way that he may use the opportunity to promote personality and responsibility of each member.

It is recommended that during the planning of the responsibilities, the manager solicits the team members to express their points of views on how they can contribute most effectively to the realization of the objectives and tasks. In this way it is monitored and, of course, a correlation can be made with the tasks, qualities and interests of the members.

Regardless of their origin, inside or outside the organization, the level of organizational affiliation, the hierarchical step or work compartment, the

management team members are on an equal position as long as they have the quality of components of the manager's consultants group. As a result, each member of the management team has the same rights and obligations arising from the core of the work of the respective group (Pânzaru, S., 2013, p.57).

2. Study regarding the role of management teams in organizations from the Brasov County

The study was conducted through a questionnaire applied to a total of 74 representatives belonging to organizations from the Brasov County. The questionnaire contains 10 questions. Anonymous questionnaires were used in order to get honest answers and to conduct impartial investigation.

The questions in the survey had a closed character, with several variants of answers.

The methodology of the research involved the use of methods and instruments specific of the managerial scientific investigation: observation, questionnaire, survey, analysis, synthesis etc. (Dragomir, C., 2013, p.73).

The study highlights the key role of the management in team in organizations belonging to the Brasov County. 85.25% of the respondents believe that management in team is the most important aspect in the work of an organization (Figure no.1).

The study has pointed out the fact that, at the level of the organizations from the Brasov Country, the management in team ensures a democratic management of the resources, favorably perceived by the employees.
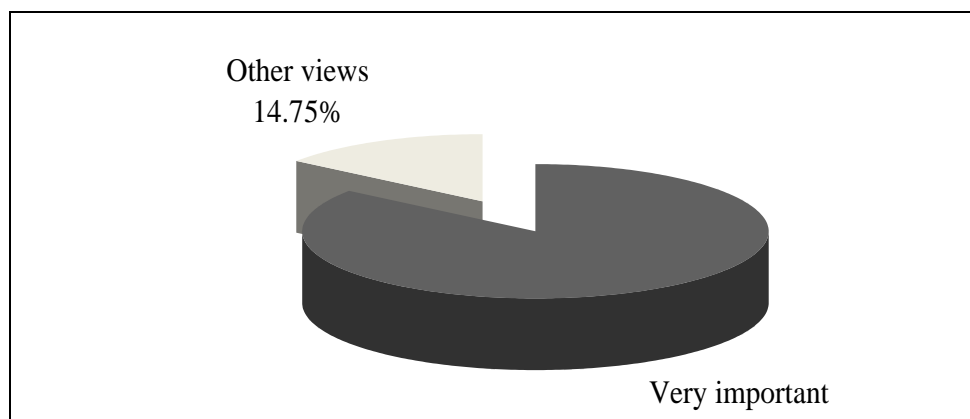

Figure no.1. Role of the management in team in organizations within Braşov County

Thus, the results of the survey by questionnaire carried out on a representative sample of employes show that 56.53% of the employees consider the style of management of management team is democratic, while only 25.35% perceive it as an authoritarian and autocratic. Moreover, only 18.12% consider that subordinates have complete freedom of decision and action. (Figure no. 2).
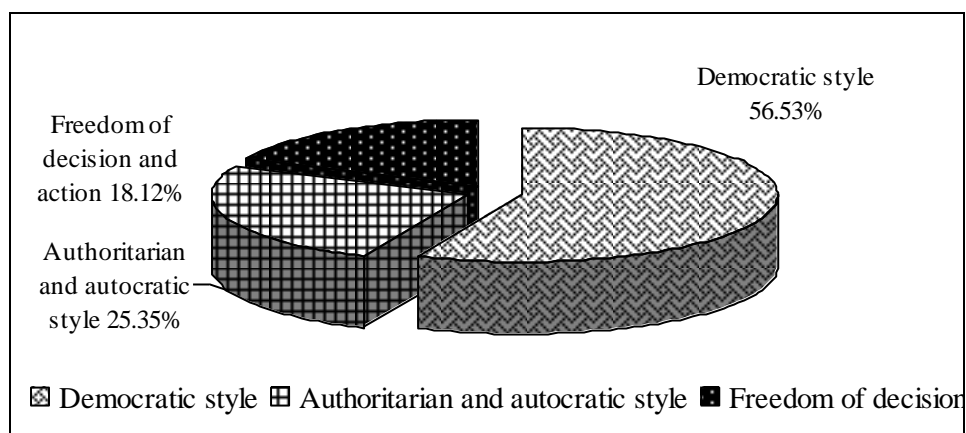

Figure no.2. Styles adopted by a team of management of the organizations from the Braşov County

The relations between the team of management and employees are exceptional in proportion of 3.44%, very good in proportion of 19.66% and good in proportion of 75.22%. We have to emphasize that a quite high percentage of the employees - namely 1.68% - have declared that the relations are tensed (Figure no.3).

It should be noted that 6.16 % of the questioned samples of employees have declared that the decisions have always been made following the consultation by the management team of the employees, while 72.74% maintained that such decisions are more often not made following the consultation of the employees.
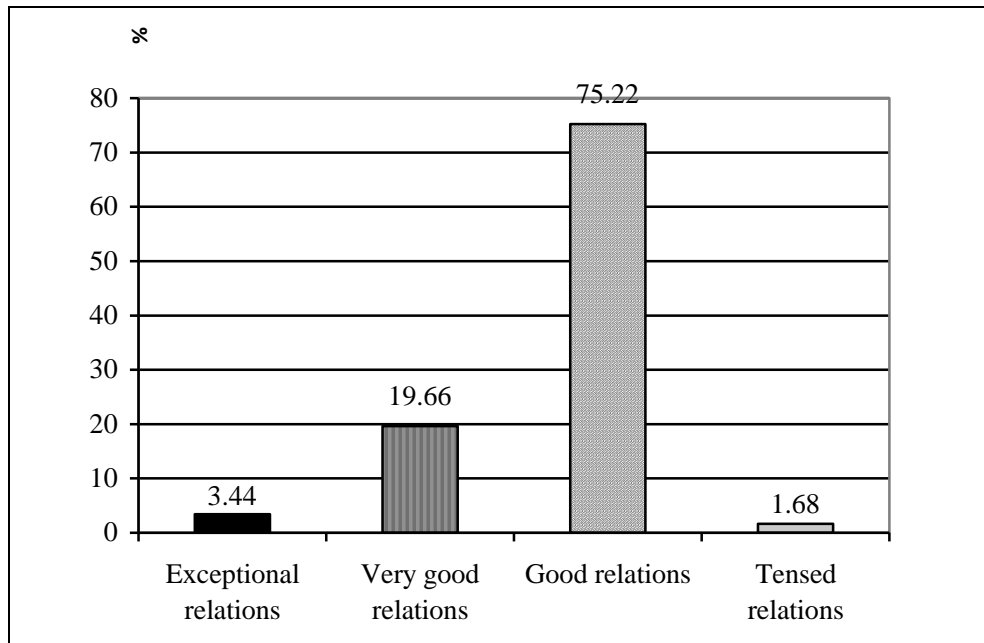
Figure no.3. Types of relations between the team of management and the employees of subordinated departments

21.1% of the questioned employees said that decisions are made without consulting employees (Figure no.4).

Focusing on the activity of the team of management, the conducted research has pointed out the following lines of action:

- correct understanding of the manager's role in the management team;
- increasing the role of the management team in developing variants of decisions;
- create and maintain a climate of trust and cooperation within the organization;
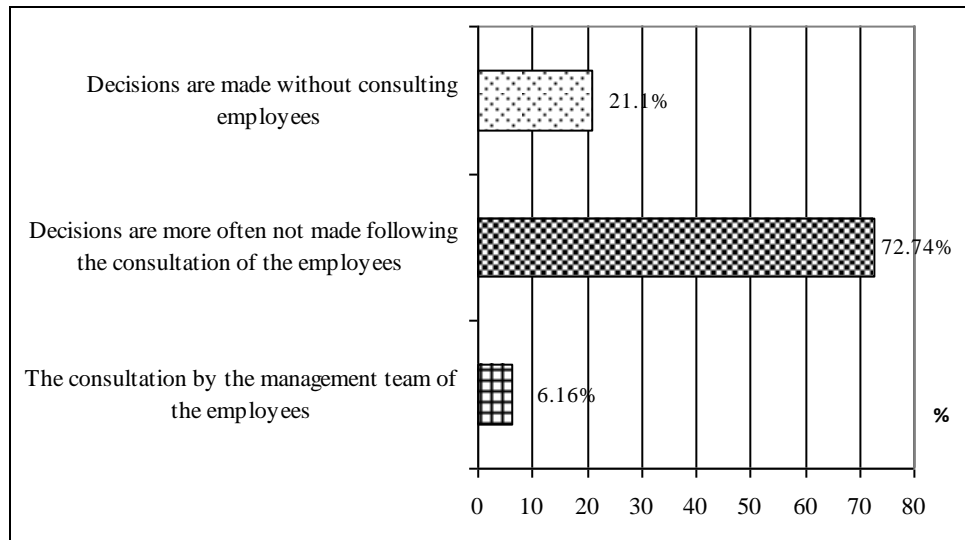- encourage employees to participate in decision making.

Figure no. 4. Opinions of the decision-making process by the management team

Within the framework of the applicative research, the questioned subjects have pointed out, as relevant for a good team of management, the following qualities: competence and professionalism; authority; visionary ability; ability to quickly adapt to changes; responsibility for organization welfare; capacity to listen and convey messages, both within the institution and the community, and outside the sphere thereof; correctness and honesty; concern for community and employees.

Conclusions

The purpose of our approach was to come up with feasible managerial solutions regarding the possibility of stimulating the team of management, in such a manner that it could significantly influence the actions and decisions aimed at increasing performance in the sphere of activities of the organization.

The results of the research have led us to a series of recommendations which shall give the team of management a more qualified and realistic perception of the complex issues raised by human resources management. These recommendations are aimed at:

- achieving the transfer of knowledge and information;
- encouraging continuous education;
- improving the skills of managers;
- redefining the content of the relations between organizational subdivisions situated on different hierarchical levels;
- creating a climate of confidence and openness towards of the members of the organization;
- correctly informing members of the organization about actions regarding the problems of the organization;
- adopting efficient models of the team of management.

The results of the survey indicate that, generally, the teams of management have acted for improving their activity.

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