

TRAINING IN OBTAINING ORGANIZATIONAL EXCELLENCY

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***Abstract:** Work hygiene should begin from the quest for joy, stopping us from approaching things in a destructive manner if they don't go according to the plan. We could be less attached of our goals just because we like more the path to achieve them. This paper contemplates explaining successful managers policy, which is based on the faith that people want to do their work so much the better, be creative and if offered the proper environment they really would do that.*

***Key words:** management, development, efficiency, responsibility.*

1. JOY INSTEAD HAPPINESS

All our objectives, no matter they are tied to business, career or obtaining a relationship, power, beauty, health, wealth, personal development have a secret purpose. We think that when we will obtain them we will be happy. Only this hope supply us the energy of seeking them.

When we are involved into an activity that suits us upon us descend as a grace state joy. This joy sprigs from our inner universe, independently of how depressing circumstances could be. Joy reflects our creative and evolving potential, the same way happiness connects us to people and things. During their whole life, people seek for things and other human beings that would make happy.

This is a part of human condition, but the nursing of joy makes the quest for happiness much easier and delightful. We could be less attached of our goals just because we like more the path to achieve them seeking joy instead of happiness we will stop viewing things in a destructive manner if they don't go according to the plan. On the contrary, we will be able to notice their potential of change and development.

There is no straight way neither to joy nor to happiness, except for our attitudes.

Accepting our painful emotions and working creatively to transform them in the same, time we allow them to transform us we can live many spontaneous experiences of joy. We can considerably increase our chances to feel joy understanding much more about the way in which it appears; even we cannot control the coming out of this state of mind.

2. THE TRANSFORMATION OF THE EFFICIENT MANAGER INTO A LEADER BEGINS WITH THE BELIEF THAT PEOPLE WANT TO DO THEIR WORK SO MUCH THE BETTER

A generally human problem is that we prefer to be overwhelmed with praise words instead of being saved by critics.

An efficient leader will make his subordinates to understand that he expects from them the best they are capable of and simultaneously control them to assure that he will get what he expects. He will criticize the work of his subordinate if necessary and praise him if the man deserves it. There is nothing more discouraging for a subordinate than to create a project ignored or unverified, after he put his soul in that project. The most important thing a manager can do for his subordinates is to discover and show them their talents. Successful managers (leaders) policy springs

from the faith that people want to do their job so much the better, be creative and if offered the proper environment they would.

On the other hand praising a person for mediocre achievements, which represent less than person's capacity, means to encourage mediocrity.

A manager owns his fellow laborers subordinates much more than that.

To raise hell's delight or be extremely critical to an employee can destroy the subordinate's trust and choke the initiative for next projects. So what is to be done? A leader has to criticize the deed and not the one that did it. The effective management requires this type of approach. In the same time he offers an encouraging hand to the person, the manager exposes clearly his expectances and asks him/her to use his/her skills to achieve maximum results. Organizational success depends on the way in which leaders come off victorious in imposing the idea that they respect and appreciate truthfully the skills, competency and abilities of their subordinates and this is why work which is not consistent with those capabilities is unacceptably.

Leaving from the three fazes of managerial process (provisional – of establish ming goals and standards that must be realized from the point of view of the right progress strategically and operationally concerning the activity that implies management post operational – of receiving consequences of the activity displayed through praises or punishment) we can observe that only 15-25% of what influences the realizations of an institution result from the first faze and the rest 85-75% results from the last one. It seems that what happens after a person did something has a bigger impact that what happens before. The best managers have a priority in discovering the good in others during preparing the managerial process (that means – to be more accurate – in the previsional faze). This seems to be in contradiction with the role of managers in conformity with their daily tasks fit for a leading post – similar to that of a police officer or in the most fortunate case – a teacher who tries to mountain discipline. The manger will point out verbally the fact that he

appreciates the effort – the fastest possibly, after he notices a success in his fellow laborers behavior. Discipline is required from leaders for them to remember and pursue the activity of subordinate fellow laborers.

If people succeed in carrying out their duties, 85-90% they will want to have someone to emphasize some of the good aspects of their work, not only the fact that they didn't achieve their individual goals of the post in proportion of 10-15%. Recognition of abilities can be an excellent tool in learning and motivating any activity. Managers have to point out the good things but also the negative things concerning the employee and that without implying both the boss and the subordinate in the dangerous game of 'hurting' each other.

True managers instruct their subordinates towards obtaining success – pointing always the direction and taking into consideration the actual level of capacities the subordinate disposes of.

Leaders do not ignore mistakes. Permissively means neglecting responsibility and who will have to answer of his subordinates' actions. Leaders try continuously to improve their performances in the field of according advice in the personal development of his subordinates – not as a task on its own, but for fulfilling with maximum efficiency of strategically objectives of the organization. If they will have in consideration only it make happy their subordinates, flattering them they will participate to a kind of conspiracy consisting in stopping the future development of the employees and eliminating the occasions that could appear, by encumbering them to serve the organization the best they can.

This does not mean that managers could ever achieve perfection and never lose their temper. This thing is not possible, even leaders are human beings and have feelings. Never the less these people have to choose much often to answer than to react, and in the second case – against the wrong behavior, not against the person. We have to make a clear difference between what means to react and what is

usually understood by answering to the behavior of a person.

It is the same thing with going to a physician who prescribes you a treatment and asks you to come back the next day. When you go again to his consulting room he says he has to change the treatment because your body reacts to the drug and this will probably make you worry.

On the other hand if the medical practitioner says that your organism responds to the drug you will breathe freely because you know you are about to get healthy.

To react is something negative and to respond is positive. The manager will choose. He will never be able to design the life situations occurring at his job, but he will be able to construct his own attitude fit for different happenings before they even happened.

Anyone is free to choose, but choices of today will affect what one will have, be and make in the next period of his/her life.

As a manager you can choose to ignore the experience of successful managers and abide consequences you and your employees or you can decide to pass through the stages necessary for obtaining Excellency in the institution whose employee you are together with your them learning the people that they are responsible for their behavior and actions – and also free to the point where they have to choose and then supervised about their choice by reflecting consequences that emerge from it upon the one who manifested the option.

The response or the reaction to negative situations point out what lies inside us, bringing up to surface who really we are.

The big problem is that a majority of people have the tendency to react instead of respond which means they tend to blame everything and everybody for the hard times and life over turnings. Almost all people have the tendency of blaming some one else for their difficulties and keep the honor of success only for themselves.

It is obvious that if this one more important than the goals of the institution, which hired him, or even in conflict with it considers individual goals, the organization will suffer.

Here comes the role of managers in motivating the employees to accept that they – the leaders are the ones supposed to direct their energy in the maximum benefit or them both (employee and institution). Through the practice of “lateral thinking” (concept fathered by Edward de Bono), managers should encourage this common interest and assure that individual goals and organizational goals are as possible complementary. Management efficiency begins with winning the benevolent cooperation of the others.

A manager does not start his actions from determining the subordinates to do what he wants, rather to determine them to want to do what he wants and above all he to want the respecting of the best interests of the organization.

The basic rules in obtaining employees cooperation are the following:

- understanding the fact that is very probable not to possess all the facts and feelings towards a certain item;
- accepting the fact that the real management implies to make yourself understood, to work and obtain maximum of productivity from those you are not in a perfect harmony with;
- presenting cooperation/lack of cooperation implying advantages/disadvantages for the employees, explaining in terms of benefit/loss the yield of cooperation, instead of plainly asking them;
- projects planning, choosing the moment and the place in which is very probable to be accepted by the employees and presenting these ideas in clear, concise form;
- taking into consideration the premise that probably the other part is right at least partially and subsequently enabling his/her own prejudices to block the way of accepting some valid ideas.

3. SELF-IMAGE – THE KEY OF THE HUMAN BEHAVIOUR

It seems that the one we would like to have as manager is person who will inspire us to be what we know we could be.

The task of manager is to promote the abilities his subordinates have and then

motivate them to use these abilities in a productive way. Often, challenges in being a manager consist of situations when an individual proves himself very gifted with talents, but because of some personality features, nasty habits or just because he refuses to function as a part of the team he becomes a “minus” for the institution.

Either managers or simple workers, the way we perceive our fellow men affects the manner in which we relate to our neighbor and the manner of behaving towards the ones around us, eventually the measure of realizing something in private or professional life. As much true is the fact, that self-image is the key of human behavior. Any change of it will determine redefining of what one could or couldn't do. Expanding self-image involves broadening the aria of what is possible to achieve.

Principles that must be applied to increase self-esteem of the employees and also improve the perception of people are:

- encouraging realizations by offering a constant feedback - positive/negative – generating a healthy work environment;
- offering opportunities of learning and development to those employees from whom are expected special performances;
- organizing activities/ceremonies and offering information helpful in understanding if their efforts are productive;
- achieving strategic objectives proposed in the development strategy of the institution by generating the expected results, in conformity with the standards and rewarding/punishing according to the same standards.

In organization, very few employees realize when they are successful in what they do.

They have work standards and strict dispositions concerning their activities and beyond that extra information from discussions with their managers that have the role to make them understand, they can become people successful in their work. Such information could be:

- the minimum standard in the activity beginning with the mutual agreement manager-employee;

- successful achievement;
- exceptional achievements (when the employee excels in all the areas involved and achieves exceptional performances).

The advantages of discussions involving work results from which subordinates find out the minimal standard of their activity, what a successful achievement means and all the way they have to pass through to achieve remarkable performances are the following:

- the manager spends more time discussing concretely about each subordinate's performance in his/her activity;
- the manager and the subordinate get to know each other better with the help provided by these discussions and mutually identify their levels of expectations;
- the manager has the opportunity to identify the level of performance the employee can achieve and by mutual agreement he/she will help the employee to be fully aware of the importance of his/her will in achieving more and more notable;
- it takes place a shifting of the upper limits in subordinates activities as a result of developing their self image;
- a basic (minimal) level is imposed in every employee's activity the way neither the employee nor the organization are and angered of becoming less performing;
- applying this discussion system about the carrying on of the activity will lead to a situation where managers are almost never forced to sack an employee-some of them decide themselves to leave the organization and managers are rarely confronted with the unpleasant and inconvenient situation of firing people.

The whole staff of an organization ought to be informed of the fact that the same error made for the third time should lead to their discharge (Zig Ziglar and Jim Savage, Special performances, Business and Tech, page 76).

The employee who repeats mistakes makes a statement regarding his feelings towards his/her fellow men (colleagues and society in general) and to the institution that hired him/her and his/her level of professional

capability. This statement would sound something like this:

“What is taking place in my work place is not really a high level priority for my life. My enthusiasm and devotion are not very lofty either. I do not pass the necessary ability to handle this job.”

When the manager is sure that the essence of the responsibility problem belongs to the employee, he/she must then assign a period of probation.

The duration of this period can vary between two weeks and six month depending on the plan of mistake correction and the work place of the employee.

Some employees less qualified may prove betterment in their activity in only a few weeks while an employee in a higher position might need two years.

If the minimal level of achievements is not attained in a reasonable period mutually agreed by both manager and employee it can be considered as demonstrated the fact that the employee signaled the inappropriateness of his position in the actual work place. If the working process is lead the way it should by the manager the employee who has not been

placed in the scheme in conformity to his/her aptitudes/abilities will leave him/herself or at least will agree with the boss about the necessity of changing the work place in the organization, a profitable change for both parts involved.

In the workplace an employee is hired he/she could discover many aspects that he/she likes or the contrary dislikes. It depends on what he/she expects from life because that is exactly he/she will look for.

Significantly, the more good things or on the contrary the more bad things we find around us the better or worse we will become in our activity.

The mentality of human resources in an organization can be changed starting with the attitude of a person towards his/her profession, performances, but also trust and mutual respect to fellow men, hierarchy and society.

REFERENCES

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