LEADERSHIP – MAJOR INFLUENT FACTOR IN CHANGING ORGANIZATIONS AND THEIR DEVELOPMENT

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In the approaches to organizational change, the interest for the contribution of the leaders to the saturation demands challenged by this process is decisive. Leadership it is a vital process in managing change, accepting the idea that leaders are the interface between keeping the identity of the organization and the pressures to produce change.In the relation between leadership and change, the subordinates expectations are heavily interffering, they are targeted to their leaders, in the posture of pioneers and defenders of the overall security of the organization in a hostile environment, marked by profound transformations.

On the other hand, organizational culture can act as a barrier or as a factor to encourage a change, either as it occurs at the level of structure, form of ownership, management strategies or technologies used. Cultural change is a dynamic process, no matter the size or the activities of the organizations and must also take into account the concept, intitled by G. Hofstede, "cultural shock", which has as subject both individuals, including managers and collectivities, in contact with a new culture. In this context, confronted with change, genuine leaders are required to be omnipotent, overfocussing on their power and charisma as the attributes playing an essential role in change.

One of the major problems linked to managing change in pluralistic settings is the development of a sufficient coherence. In the first instance, the initiator of change may be an individual or small groups of individuals. These people could be approached as heroes, the ones who are leading the change, but, later on, the leadership has to be multiplied and shared, as the change to be successful.organizations are becoming more complex, their external boundaries are increased and they engage in a diversity of business and cultural arrangements, also they outsource many of their operations. Within organizations the growth of the network structures and the move from functional to more process-oriented forms of these structures is generating conditions where traditional command and control cultures are antiquated and where managers have to collaborate with their employees in order to accomplish their tasks.

The role of actual leadership in a changing organization is viewed as a creative function, aligning relationships around an unique vision and inspiring others to achieve this vision. Also, leadership is considered as a collective process, maintaining coherence between internal and external organizational forces. Some points in a check-list are important to leaders, in order to promote an efficient change.

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