

Charisma - Leadership Versus Holistic (Synergetic) Competence of the Managers

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Abstract

There has been the use of the term manager together with a leader – an individual with charisma. Nowadays, they are found even more within the various subjects of management and also in scientific literature. If activities of manager are called managing, activities of leader are named leadership. Publications titled “Managers and leaders” are issued in order to underline the differences between the activities of managers and humans endowed with charisma on the other side. The demands for the inclusion of the subject of leadership in the curriculum of faculties of management tend to appear in the academic field. The leadership subject is already lectured at many business schools abroad. Even though it is hard to express any restrictions on the introduced approaches in management, it is necessary to realize that features credited to leaders, which are claimed impossible to be possessed by managers (charisma - often given by higher power or mysticism, ability to rouse or to lead corps for achieving inhumane aims etc) lead to the need for introspection as to whether the manager with a developed competence is not disposed with all the attributes of the charismatic leader. However, it is often argued that managers tend to be focused on the filling of appointed tasks by humans’ leading, whereas leaders concentrate on the formation of good relations. Both of these roles are useful. The usage of concrete activities for the sake of establishing and achieving real targets depends on the degree of competence of the members of a team or group, who participate in activities for achieving specific targets as well as on the degree of competence of the manager and/or leader of the organization or team. This indicates that, managers with advanced holistic degree of competence are capable of leading people in the same way as a leader. Some questions that are raised in this paper are: Is it possible to understand the competitiveness of countries and companies as well? How is a charismatic human a subject of management perceived in scientific literature?

Key words: charisma, leadership, holistic competence, pillars of competence, essence of competence social maturity, application skills, and professional knowledge

1. THE HOLISTIC DEFINITION OF COMPETENCE

The object of Holistic Management is still in its infancy. However, its use in everyday practice has already brought indisputable benefits. The systems approach to general management knowledge enables an integrated view of management in Holistic Management.

The consists of the formulation of the holistic management object as being the comprehensive, integrated and complex system of knowledge about the properties, skills and attainments of management subjects. Step-by-step, we will investigate, explain, and interpret this highly general definition of the object of holistic management in order to use its knowledge so as to secure the sustainable development of man on Earth and in the Universe.

Natural interest in management as science should be to clarify just what this means for the capability of a man to hold a certain appointment, or to execute certain work - whether individually, in a team, or in an organization. Management should answer the question of what requirements are placed on “competence” - i.e. the capabilities of management subjects. In the following we describe in detail the meaning of the term competence. On this place we will only stress that it is necessary to distinguish thoroughly between the term competence and competency. The meaning of the term competencies clarifies what obligations, authorities has the individual, group of people (team) or organization (institute, body). The competencies can be delegated. The competence can't be delegated. It can be only acquired by means of the education, skills. This show, that if somebody has competences, he does not necessarily need to carry them out competently.

The management subject is, generally speaking, an individual, team leader, or top manager in an organization. Every individual manages their working tasks and personal life. On top of this, the team leader leads the team members and manages their tasks. The top manager of the organization, in addition to the management of his tasks and personal life, leads the team leaders, manages their tasks and the tasks of the whole organization.

In current management practice, the level of social capability or socialization of the individual is accentuated - especially in business companies (organizations), namely by the owners, managers, managers and employees. The knowledge is theoretically developed and forms little or none of the requirements for the competence of management subjects in political parties and bodies, state and public government, and self-governing bodies, as well as in other organizations - especially in public institutions.

The object of holistic management is the system of knowledge about the requirements of the capability of management subjects in their:

- Professional ability – attainments – what they know,
- Practical skills – the ability to apply the attainments – what they shall prove,
- Social maturity – personal qualities – how they shall be

Prior to describing the qualities, attainments and skills the competent management subject should have at their disposal, we will explain what shall be understood under the term “competence”. We have already said that competence is the capability to discharge a certain position. In a wider meaning of the word, it is the capability to perform the position in a person's working, personal, and also social life. It means the ability to be a top manager of the organization, team leader, but also minister, dean, doctor, teacher, mayor, etc., and also, to be a capable father, mother, daughter, son, grandfather, grandmother, friend, etc., or a politician, deputy, ambassador, etc.

In general management theory, the term “competence” is less traditional; it is a relatively new term. The difference between the word and term consists in the expression of unique and general. If the word is used to denominate the unique and individual subject, activity, function, etc., it remains word. Any word becomes a term if it is used to denominate the higher quantity of similar subjects, activities, functions as though they were equal. As we have already mentioned, the term “competencies” - by which we understand the obligations, authorities, responsibilities of workers (i.e. employees, managers) to carry out certain jobs, tasks is better

know. Just because competence – i.e. capability to perform certain position is a new term - and many positions, not only work- related ones, are performed incompetently by people without the capability to perform them, we will pay greater attention to the definition of competence. We will list seven points we allocate to the definition and characterization of the term competence:

1. As French author shown, L. Paguay (1995), he understands capability as a system of declarative procedural and conditional knowledge organized into procedure rules (i.e. an operative scheme), enabling one not only to distinguish (identify), but also solve problems in certain situations.
2. In our understanding an generalization, the competence of a management subject is given (determined) by the extent of their capability to concurrently, and holistically apply, human attitudes (i.e. social maturity), professional knowledge (i.e. theoretical attainments), and practical usefulness (i.e. acquired experience and skills) for the identification and solving of problems
3. The above definition and delimitation as well as a study of the literature dedicated to competence demonstrate that the capability of the man is predominantly their individual dimension. Capability is exclusively the “personal affair” of management subjects - of each of us. The reason is that every person disposes of so-called Tacit Knowledge (i.e. knowledge that characterizes only themselves, their make-up, and which cannot be shared with anybody else). In addition, the knowledge acquisition process – i.e. education with the objective of achieving the relevant necessary competence level (i.e. educational, study and training processes) are specific to each of us.
4. The term capability has its origin in the activities of people connected with the world of work, and the level and quality of its execution. However, today, it also applies to capability in either personal or social life.
5. The capability of management subjects can, and has to be, evaluated. Great attention is paid to the evaluation of managerial competence in the theory of management. It is the prevailing effort of the professionals to express the level of managerial competence of individual subjects, where the major degree of their attention is paid to the evaluation of their IQ level and skills, the so - called application intelligence by which we evaluate the ability to use one’s the attainments (AQ). Our effort is to evaluate the holistic manager’s competence (intelligence) - which also includes the evaluation of one’s personal qualities originating from the emotional qualities of an individual. That is to say, that holistic intelligence is expressed as $HQ = SQ, IQ, AQ$.
6. An independent chapter will be dedicated to the evaluation of the measure of managerial competence, and the principles and methods of assessment. Here, we will state that in the professional literature this is determined as follows:
 - Basic competence rate,
 - Higher competence rate and
 - Developed competence rate.
7. These requirements not only come up to the level of complex organizations with complicated structures but also parts thereof, - i.e. on the professionalization of the managerial

profession. This means that this profession should be carried out exclusively by persons who have received a relevant certificate based on assessment. It is expected that holistic management theory will elaborate the managerial skills expected from managers on an individual levels. The need for the managerial profession is not a question of fashion at all. Competence can be measured not only by manager's qualifications and holistic intelligence, but mainly by the results achieved.

2. CHARISMA – THE HOLISTIC (SYNERGETIC) COMPETENCE OF MANAGERS

CHARISMA:

The word “charisma” is translated as “gift of grace”. The origin of the word (the same) is Greek and it is composed of the word “charis” = grace and word “ma” = acting.

It is used mainly to express the fact that the individual concerned disposes with the extraordinary “gift” of the abilities he/she didn't get by own effort but was given them from “above”. It is not possible to agree with the statement that the term “charismatic” or “charismatic person” would be used in negative sense. Only if ironically. It applies, that it has a positive meaning and as such it is also used.

This expression is taken over (probably) from the Bible – The New Testament, in which it can be found quite oft. It means that it is originally connected with Christianity, but it is used ordinarily today.

The charisma is interpreted by encyclopedia as the ability of an individual to get and lead the group without formal mandate, only by the influence of own personality. The religious interpretation of charisma explains that it is the anticipated special ability of transcendental origin (for instance healing of ill people, gift of language, prediction or prophecy, etc.), whereby it is a peculiar and personal grace, given ability to live and act in an exemplary way (religiously).

The pedagogical psychology states that charisma means ability. It describes the abilities in three independent extensive interpretations without speaking about charismatic abilities. The listed authors only state, that in the normal spoken language the word competence - sense of something or talent - is used as the synonym of the word ability, although this term is often used more specifically in the meaning of ability level, only apparently higher than the average. Talent is related to the gift, it is an in-born present, it means something given that shall be developed and not got rid of.

The term of charisma is interpreted in a different way in the professional literature about management. As charisma we can imagine the set of qualities recognized by the environment, on the basis of which the man with this quality can become a leader, influencing by his acting the neighborhood. He can influence the people in such way that they will be willing to accept the ideas, thoughts and opinions he submits to them.

The charisma is usually the source of success and various people have it. These people can be entrepreneurs, artists, politicians or managers; equally, they can also be cheats and megalomaniacs from all sorts of professions. The charismatic man has a personal charm, magic, certain magnetism; however, the influence on the others does not need to be only positive. Well, Hitler

and many other leaders were considered to be charismatic leaders too. And, on the contrary Gandhi and many others are considered charismatic personalities as well.

What is charisma- a blessing, an objective quality - or something in between? What's truth? Is it what I'm saying, or you (or somebody else), or something in between?

The managing is the control of tasks, affirms the classical management; managing is leading of people – affirm the psychologies; management is also control of tasks and leading of people simultaneously, affirm the system conceptors. The classical manager is compared to the bureaucrat, leader to the visionary. The leader is more charismatic than manager, because the qualities are attributed to him like cleverness in motivating, irradiation of attractiveness, force, humor, charm, self-confidence, etc. The leader shall motivate, manager ask (and order) and control. It is a question whether the collaborators free from ordering (task setting) and control would accept the charismatic leader. It is known that also the practice develops of managing of people is developing, but the manipulating with them can be developed too.

The professor Malík from the University in St. Galenne considers the charismatic leading to be charlatanism. He mentions the parallel with military and political “leaders”. In his opinion it is necessary to distinguish between the leaders and seducers and he adverts to Hitler, Mao, Stalin, but also to Kennedy and Andreotti. The real leaders were often persons without charisma, only few people were giving the chance to.

It is being argued whether the charisma is a positive or negative for management subjects. The charisma is conditioned by the power of personality. It is one of the characteristics of the personality the man gets as a gift. It helps to lead the others and to enforce the objectives. If these objectives are in the interest of the society, the charisma works for the good of things. It is different if the charismatic person manipulates with his collaborators. He pursues only his own interests and tries to persuade the others that what he does he does it right. „The charismatic managers leave ruins behind. What we need today is the leadership personalities who got their power by practice. The leadership power doesn't mean aggressiveness and brutality, but power of personality and ability of self-criticism.” (Zucha, 1995)

Some specialists say that the charisma is not inevitably necessary for the success in the management and business. They show the examples from practice. Many personalities considered to be more pragmatic than charismatic achieved big success in business. Their strong will to win, demandingness not only on the own work, but also on the work of the others and other personal qualities enabled to help the companies out from crisis and lead them to prosperity.

The charismatic people are emotional and very persuasive and they are able to transfer their enthusiasm to the others. They influence not only the mind but also the feelings of their listeners. Their firm will to achieve the goals is contagious, as well as the ability to motivate and change the thinking of the employees. The charismatic persons have an extraordinary ability to summarize the whole complex of ideas into the simple mission. When communicating with people, they like to use the analogy, symbolic and metaphors. They can express it in a way understood by everybody.

The question emerges, whether it is useful or not to speak about charisma in the management? Several specialists think that charisma as special capability of management subjects is right. However, the interpretations are different of getting, acquiring of charisma.

It is proven that the manager who has this relatively precious quality is dealing better because everything goes easier to him. Why? It is because in the today's uncertain situation full of setbacks and changes in the business and management, the charismatic leaders are able to force their collaborators to work voluntarily beyond the limits of their obligations. Therefore charisma has a great importance today. The boss unable to raise confidence and enthusiasm of his people can hardly move to the excellent performance. The best manager methods and strategies don't help than. "The super-chief has character, he is a personality. His personality manifests in his dealing with people. It shows in the small extravagances the people like him for. His personality gives certain colorfulness to their ordinary life." (Reemantle, 1995)

So, is the charisma hereditary givenness? Is it possible to acquire it also otherwise than from the nature? Do we speak by the charisma about act of grace?

If we take it literally, it is possible that certain grace giving action happens in the other world before we are born that decides about who will have the charisma and who not. However the philosopher Max Weber thinks that the charisma is not an in-born givenness. "Everything depends on what the supporters of charismatic personality think".

Simply put, charisma is what others imagine it to be under this term. It means that charisma is not a character quality, but quality attributed to the individual concerned by the surroundings. For instance, the majority of people think Madonna is a charismatic star; however behind the footlights she looks like the cashier from the supermarket.

Many times it is enough to appear for a couple of minutes in a TV advert and the spectators have the impression to have known a charismatic person. Performing in front of the cameras doesn't mean that this is the way of acquiring the quality of the irresistible personal charm. "Everybody has already experienced that he has a charisma" says the psychologist Wolf W. Lasko. "The one who feels to be creative, happy and vital can direct the others and keeps his destiny firmly in his hands radiates charisma in such moments." (Lasko, 1999)

The above approaches show that it doesn't need to be that difficult to be, or to become a charismatic person. The man must first of all want to be charismatic and work on it more or less hard. The psychologist Lasko (1999) thinks that the real charisma is, "if the man with all his power and from his deep persuasion devotes himself to his task...Sometimes, the porter has stronger personal charm than the company director".

3. HOLISTIC MANAGERIAL COMPETENCE

On one hand, such person can be charismatic who has an in-born talent, if he/she is able to use it by effort. On the other hand it can also be the individual working hard on him and for the others. Under charisma it is possible to understand such holistic competence, capability of the personality that is, as synergy (co-operation, co-acting, strengthening), the result of the person's social maturity, professional efficiency and practical skills. The holistic competence (charisma) (Hc) is though the synergetic function (Sf) of social maturity (Sm), professional efficiency (Pe) and application skills (As), it means

$$Hc = Sf (Sm, Pe, As) \quad (1),$$

Where:

- **Social maturity** (S_m) is the synergetic function (S_f) of the character qualities (Chq), the cognition and creative qualities ($CnCq$), the temperaments of the qualities (Tq), the somatic qualities (Sq)

$$S_m = S_f(Chq, CnCq, Tq, Sq) \quad (2),$$

- **Professional efficiency** (Pe) is the synergetic function of the knowledge of management object (Kmo), knowledge of the management functions (Kmf), knowledge of the information in the control (Kic) and knowledge of the system application of management functions on the management object by means of the control information ($Ksofi$)

$$Pe = S_f(Kmo, Kmf, Kic, Ksofi) \quad (3),$$

- **Application skills** (As) is the synergetic function (S_f) of communication skills (Ks), motivation skills (Ms), team skills (Ts), self-control skills (Scs)

$$As = S_f(Ks, Ms, Ts, Scs) \quad (4).$$

A study by the consultancy firm Anderson Consulting processes the requirements on the competent manager of the future. It comes out from the fact that in the past, the manager was the executor, at the present he is an executor and it is assumed that in the future the competent manager will be a teacher. His mission will be to develop the competence of people and human potential. He will not plan the company events, but he will increase its fighting power, flexibility of reacting to the requirements of the surroundings. More than on other types of assets he will concentrate on the knowledge capital.

The study forms the following most important requirements on the competent managers:

- His vision, values, setting of priorities (now-a-days: self-confidence, vision, personal professionalism),
- Perceive the company as customer, build the teams, listen,
- Build alliance with other organizations, make decisions with respect to the globalization, build partnerships in the whole organization, and deal with people with respect and dignity.

It is the image of the manager as partner, inspirator, social guide, executor, mediator, first among the peers. The leaders and the holistically competent managers of present day have and interesting insight on evaluation of competitiveness of nations and multinational corporations. The leaders do not assume what in reality constitutes the integrity and they consider, in terms of competitiveness, the nations and the corporations as identical units. From the perspective of general theory of systems and holistic concepts however, the nation and corporation are, in terms of competitiveness, two distinctive units. "In fact, however, trying to define competitiveness of a nation is much more problematic than defining that of a corporation. The bottom line for a corporation is literally its bottom line: if a corporation cannot afford to pay its workers, suppliers, and bondholders, it will go out of business. So when we say that a corporation is uncompetitive, we mean that its market position is unsustainable – that unless it improves its performance, it will cease to exist. Countries, on the other hand, do not go out of business. They may be happy or unhappy with their economic performance, but they have no well-defined bottom line. As a result, the concept of national competitiveness is elusive." (Krugman, 1996)

One of my students within her exam from the management at the Faculty of business of the University of Economy in the extramural studies as the answer to the question: use and misuse of the information literally said: “The information uses to be misused in favour of the individual in order to get certain advantage. Only the man will misuse the information, that doesn’t have the necessary measure, dimension of social maturity – it means wisdom. A friend of mine who studies theology, philosophy and mass-media communication – i.e. three universities said that all those who decided to study the economy are aimed at the self-provision and will even go through corpses in their lives. He kept persuading me until I believed. In the book of the Prof. Ján Porvazník (2008) “Competence dimensions in management” I subsequently found a statement by Karel Čapek I’m not able to quote literally, but its meaning is, that the wise man doesn’t pursue only his own profit, because he loves people too much to worship any other values. And also, that the reason is in the acts, wisdom in the survival. Therefore I think that if there will be enough holistically competent and mainly socially mature economists, owners and managers, we don’t have what to be afraid of- not even from the misuse of information. It is unnecessary to add anything to this wise contemplation.

Economics is the science of the man. Until recently the economical theories affirmed that the man, if he wants to survive, must behave as “homo economicus”. Now-a-days also the economical theories introduce still more the need to perceive and consider the man at work, in the working process as “homo sapiens”. And thus not only from the point of view of distribution of the created added value, but also from the point of view of the need for the effectiveness of product development as such.

Economical science - though it introduces the problem, is not very successful in grappling with it. Its solution is not helped by the current manager theories, models and approaches either. They reckon for social maturity or competence of the managers that which is in reality practical skills (communication, motivation, self-acceptance, team and self-management and others) that can be acquired by exercise, training or “on the job” (practice). They call emotional intelligence (Goleman, 1998) that which is in the reality the volition intelligence – practical ability, it means AQ. In reality it is the totally unjustified and with no arguments supported approach. The social maturity, based on the social emotionality EQ is something totally different. The social maturity, - social intelligence is connected with the qualities of the man, his character and temperament, perceptive, creative and physical (somatic) dispositions.

As flows from what we said until now, the holistic competence is created by three, not by two pillars and three, not two intelligences.

$$CQ = Sf (SQ, IQ, AQ)$$

The holistically competent manager (but also the owner, employee) is the one who has the necessary professional knowledge (necessary rate of knowledge intelligence IQ), necessary social (human) qualities (necessary social intelligence rate SQ) and the necessary practical skills (necessary rate of practical, realization abilities and volition intelligence AQ).

4. CONCLUSION

Holism is a dynamic category and therefore also the manager competence must be perceived as dynamic, complex process. In reality, if somebody is for instance not able to work with com-



puter, or doesn't speak a foreign language, or has no knowledge of the types of organizational structures, etc. it doesn't mean that he can't be a competent manager. On the other hand if somebody is excellent in communication, motivation, has all knowledge of the management, it doesn't mean that this makes him a competent manager.

The manager competence, his holistic, emergent feature is a characteristic given by his professional ability, social maturity and practical skills. On one hand the human is the most perfect creature of the nature, on the other hand, he must continuously learn to be competent in relation to the nature, to other people. The competence is such holistic quality of manager when the humanity prevails over egoism, knowledge over ignorance to realize things in practice.

The holism is a unique unit feature that is not characteristic for any element, any part of the unit, but it is something new, emerging (being born), being created from common interacting of elements (parts). The manager competence is his holistic (emerging) quality. The competent manager is not, and can't be a manager that is only professionally skilled, or any worker with huge knowledge, but practically unable to apply them and if, than only in his favour, because the feature of egoism prevails among his personal qualities.

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