


## Importancia de los directivos compet

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Volume 23, Issue 3, July-September 2014, Pages 127-136 Senior Manager. Has been said a lot, but perhaps it can be accurate. His presence is smaller, but his role has been greatly enriched in recent years. The competitive profile of intermediate managers requires new hard and soft features, for the sake of collective efficiency, as well as the satisfaction of all. Leadership must be constantly imbued with new beliefs and values that are adapted to the growing and responsible value of 21st century workers. Bosses should make an effort to self-awareness and self-awareness, as well as contribute to the creation of an atmosphere of professional care and trust in which the best people are manifested, and the worst is neutralized. If the reader is interested, it may be worth taking another look at the evolution of the role of middle managers. First, we can agree that today's bosses should promote lifelong learning, and emotionally energize their employees after the collective good. His actions must feed on elements such as honesty, empathy and ideal and inspiring leadership, while contributing to his own challenges and to improving the organization's effectiveness. In addition, if they are good observers, their feedback can be particularly helpful to the prosperity of the organization. All this, although it sounds indoctrination, seems to be absolutely true; but the experts provide us a lot more about it. Twelve years ago, Tom Peters said that the interim managers, as we knew them, were in the process of extinction, so attention to this team comes many years ago; but, on the one hand, not all the changes have materialized, and on the other hand, there are new needs, and we are not sure that they have been well analyzed. Companies often do not have reflection because little thought, and when we think that we often lack data, so we are not always aware of the new management needs. Some tests are done, but there are also reckless. Senior managers often talk a lot about the importance of people, but as perhaps exaggerating, Tom Peters himself recently said in Madrid, they almost always lie. Instead of lying, I would say that some throw messages hollow, abstract or directed to the gallery; who don't really believe what they're saying. Intermediate managers - closer to 20-foot employees - would be better off to give more meaning to people and be more compatible with this reality, although each company is unique and should be summarized with caveats. As it is, bosses have direct, if sometimes unequal, relationships with employees (knowledge workers, in many cases) and their desirable leadership function should be understood as supported by a good set of intra- and interpersonal strengths. You will never finish developing, even thinking that they are extragenetic. However, it would seem that organized training activities, facilitating the right leadership at the intermediate levels, have not yielded satisfactory results. Undoubtedly, seminars or workshops can be improved - perhaps making them more mayatic - but they will never be enough. (If you may say so, don't expect much e-learning if your engineering expertise is a convenient metamorphosis or metempsychosis: no presence of expert teachers). The real culture of organization and the example of the authenticity of senior management must serve as a solid reinforcement of programmed training; and, of course, interim leaders must constantly make an effort for self-criticism and professional development. All people should do it; but in this group it's unforgivable. Let's say, in the age of knowledge, the leader is not the one who knows the most; but it has the keys to organizational synergy: the controls depend on aligning day-to-day with the organization's strategic goals. The employee absorbs part of the day-to-day management that belonged to the bosses, and assumes more responsibility and autonomy; however, they face new challenges related to collective development, not to mention a growing interest in quality of life at work. (This interest, by the way, seems very justified, because the work was often too immersed in unnecessary negative emotions.) Trying specific, we would like to say that the new bosses, today's bosses (2004), correspond, among other more specific tasks. Caring for daily alignment with the strategy and goals of the company. Ensure that your area of influence is highly productive. Address of continuous improvement and innovation. Contribute to the flow of knowledge within the organization. Increase positive emotions and neutralize the negatives in your area. Create synergy with other areas or departments. Promote the development of your employees. Promoting the progress of technical, functional, cultural change, etc. to solve problems and conflicts, but above all to prevent them. To cultivate, where appropriate, common aspirations and values. To serve the outside world of the company. It is convenient to report to the Directorate. This to-do list ends with some forgotten, which will be remembered by the reader, as well as the specifics of each company and each designated project. All this after achieving results, customer satisfaction and customer satisfaction. But just as important as tasks, they are necessary competencies in the profile of these controllers. In an article published to me by the Spanish Association for Personnel Management (AEDPE) in symbolic 2000, I drew the perfect boss (although then I called him If we clarify in the profile of a good leader, we find competent and complete people, exemplary behaviors who know themselves well, genuine, intuitive, able to learn continuously, good dominants of their emotions, focused on achieving results, empathetic, optimistic, humorous, effective, knowledgeable about the value and potential of their employees, receptive to them, creators of teams of good performance, with clear ideas, committed, with a good ability to analyze and synthesize, with a systemic concept of a company interested in developing its employees, able to get the best of them, ready to help them in their difficulties... It's not hard for these people to find others to follow. I reproduced this in confidence that the reader would accept it, even if it was still lacking. This article was called Leaders and Followers, and in this regard it should be remembered that bosses are usually both at the same time. But they must be, above all, what one, and does not share, senior management and employees. After 30 years in a big company, I think there was more separation than union, but we've already recognized that times are changing. By the way, Bennis said back in the 1980s, that trust was an emotional glue that unedded leaders and followers; he well insists that middle managers should build trust within the organization. It was not free for us to talk at the beginning of integrity, empathy ... Twenty competences of today's boss It would not be good for us to simplify it by saying that the boss should be a good manager and a good leader, especially since the management remains something that lends itself to many readings and many styles. By the way, I would bet on the leadership of the service that Greenleaf postulated to us 30 years ago, and which has recently been remembered by several authors; however in each case the style of leadership should be adapted to the culture of the organization. On the other hand, the list of competencies, even if we speak only of the ubiquitous soft competencies, can be very long. Let's try to define, within these, Top Twenty: Knowledge and Control over Yourself. Creativity and intuition. Commitment and honesty. Communication and empathy. A self-reuretic concept of work. Cultivating positive emotions in the environment. Be careful when neutralizing the negatives. Political and organizational awareness. Courage and the pursuit of achievement. The ability to analyze and synthesize. The company's system concept. Collaboration and influence. Concentration and attentiveness. Catalise changes. Ability and constant attitude to learn. Creating functional synergy. Construction when evaluated or feedback. Curious discourse and serendipity. Reconciliation and flexibility. Inner calm (non-hentropy) and external energy. Add five more, and The license I take to use the same original letter - Contest C; so I want to remember that there are many similar names for the same or similar competencies. But tell me, do you think you can be a good manager without any of these skills? Isn't the ability to act as a catalyst for fundamental change? And the ability to communicate satisfactorily and effectively with others? Doesn't it seem unforgivable to feel involved and act with sufficient honesty, away from careless or greedy corruption? Shouldn't a manager know about the social and political currents that underpin him in order to better perceive the realities? Isn't tandem a non-gentle calm and virtuous energy, in the face of depravity of excessive tension and physical and mental fatigue? Were these traits used to elect bosses a decade ago? By what criteria were the bosses chosen in previous decades? What criteria do you choose now? With that? Another step we have talked about cooperation and influence, but it seems that we are eluding the difficult question of the exercise of power. I also dodged, I do not know if abstract or somewhat, the concept of leadership. I no longer like leaders and followers because it reminds me of a shepherd and his sheep; but I believe in the need to use the magic of positive emotions, as well as the need to reduce the negative. I believe that workers, as they take on prominence and shared future, should also become a self-sustaining cover, and that it is up to the boss to establish the microclimate and the conditions under which it is possible, always in accordance with the large corporate formulations if they are genuine. It seems to me that an arrogant or conceited boss is becoming more ridiculous, not to mention narcissism (it happens more at a high level). If a person is responsible and effective and contributes to collective efficiency, he will have recognition for it and should not do a suspicious gala anything. In this humble attempt to attract, with a few touches, the best relationship between bosses and employees, I would add that discrete efficiency is definitely what makes us more respectable in the company other than the power we hold, and especially if we hold it defiantly. The moral authority of the chiefs is postulated, so that their pedigree or influence works with some independence from the hierarchical position. Therefore, there are no gestures of power that, on the other hand, are ineffective or counterproductive; There are ways to stand firm without being autocrats, and power should also be put at the service of the community, not whoever runs it. It should not be difficult for us to recognize that the boss must have a good control over his level of claims and be placed in an informational, assertive or persuasive zone, avoiding the dysfunctional area over the subordinate. Of course, this style of command requires Profile in collaborators; if this profile was not ideal - which, today, usually not - it is up to the boss to adapt to the circumstances: each subordinate is unique, and also shows differences at different times. Thus, in addition to being intuitive, the boss must be observant and empathetic, receptive and generous. I would also say that you should not practice recognition, praise, emotional approach if you do not do so with authenticity and horizontality; But what else do you say about the new role of bosses? 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