

## CHARACTERISTICS OF THE IDEAL MANAGER

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*В настоящата разработка се разглежда образът на идеалния мениджър - ръководителят, който управлява, но същевременно мотивира и допринася за удовлетвореността на хората, с които работи. Следователно, за целите на емпиричното изследване се представят, както спецификите на мениджърската роля и дейност, така и класическите и съвременни подходи към проблема за лидерството. Целта на проведеното проучване е да се анализират характеристиките, описващи стереотипа за идеален мениджър, с помощта на създадена за целта оценъчна скала. Установяват се факторите, съставляващи този стереотип и тяхната йерархия. Разглежда се степента, в която физическата привлекателност се счита за важна за идеалния мениджър. Представен е анализ на получените резултати.*

### MANAGERIAL POSITION AND LEADERSHIP STYLES

The successful business leader in contemporary organizational world has to combine in himself/herself professional skills of a manager, who organizes, controls and directs corporate activity, as well as personal qualities of a respected informal leader, who is capable of maintaining a good communication with his/her colleagues and subordinates, they appreciate his/her opinion and his/her instructions are followed willingly. In the present study, the image of the "ideal" manager is explored - the supervisor, who directs the organization, but at the same time motivates his/her subordinates and is concerned about their work satisfaction. Therefore, for the purposes of the empirical investigation, specificities of manager's role and activity as well as classic and contemporary approaches towards leadership are presented.

Managerial position is complicated, complex, strategically important for the organization and is often related with the assumption of a great amount of risk. To cope successfully with his/her activity, a manager has to

possess the required professional qualification, knowledge and skills to work with other people, as well as certain personal qualities (Русинова, В., Василева, Л., Жильова, С., Андреев, Б., 1999). Undoubtedly, managers are a main factor, which organizational effectiveness depends on. Their activity is concentrated in two basic ways — it is related with technical equipment, finances and conditions of work, on the one hand, and is orientated towards career development of subordinates, good relationships in work groups and staff's loyalty to organization, on the other hand.

The basic functions of a manager could be differentiated as follows:

- **planning** — *related with the formulation of a certain task, the assignation of its goal, the elaboration of a convenient consequence of activities for its realization and the establishment of work policy;*

- **organization** — *manifested in the grouping of activities and resources in a determined structure, their coordination and correct distribution of obligations and responsibilities between subordinates;*

- **control** — *includes the observation of the realization of the activity and an objective evaluation of the result obtained and, when it is necessary, allows some corrections in the way work tasks are performed (Гоцевски, Т., 2004).*

*The successful combination of these three important functions in the manager's performance with the skill to create satisfactory relationships in the work environment, guarantees the development of an effective team activity and a competitive organization.*

*As it was mentioned above, an inseparable part of the problem of managerial role and activity is the issue of leadership skills, especially in the case of the description of qualities and capabilities of the ideal manager. With the purpose to explain the nature of leadership and the mechanisms of its manifestation, a lot of theories were created.*

## CLASSIC AND CONTEMPORARY APPROACHES TOWARDS LEADERSHIP

### The Trait theory (the charismatic theory)

The basic postulate of **the trait theory** is the existence in leaders series of innate characteristics, which differentiate them from their followers. Therefore, it results that “**the leader is a born leader**” and not anybody could become a leader (Русинова, В., Стоицова, Т., Пенчева, Е., Василева, Л., Христова, А., Жильова, С., 2001).

A great number of psychological researches are carried out with the purpose to explore the leadership traits of real successful leaders. It is important for scientists to determine a general set of stable personal characteristics — an achievement, that could give the possibility to make prognoses of who could be an effective leader.

However, the trait theory is not able to embrace and explain the whole mechanism of realizing leadership processes. In consequence of the deep sci-