

# “SECRETS” OF THE CREATIVE MANAGERIAL ACT FOR SUSTAINABLE BUSINESS

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## Abstract

*Starting from the challenge to configure the robot portrait of the creative manager, I have tried to identify the so-called “secrets” of the successful managerial act. As the expressed vision stops at the time range of 40-50 years, perhaps to allow the young people to verify their ideas, I have extracted the force ideas, respectively the **qualities of the manager of the future**: the new smart technologies will influence the way business will work, this is why one quality will be the **machine-manager**, the more and more necessary creativity will demand the **creative manager**, the need for direct communication will simplify the flow chart, demanding “**flattened**” structures, etc.*

*The preliminary results, synthesized from my personal scientific research, after applying a Questionnaire among top managers, selected into a conclusive sample, place **creativity** on the first position among the qualities of a manager of the future, “at a tie” with **integrity**, remotely followed by ... **intelligence** and, even more remotely, by the **study level**, etc., and these constitute the object of my communication; the conclusions have an interesting impact among the current managers.*

*The “desecretization” of the components of the successful managerial act may make our business truly sustainable.*

**Key words:** sustainable business, integrated management, creativity, innovation.

**JEL Classification:** O320 Management of Technological Innovation and R&D

## 1. Performant Manager - Sustainable Business

A foreshadow **portrait of creatively manager** is a challenge targeting the next 50 years, so it is natural to inquire what are the fundamentals **secrets** of the performant managerial act, especially since they were “**declassified**” at the beginning of the century when it was said (Alvin Toffler, “Creating a new civilization”, 1995) that for the year 2040 women will be the majority in top management and will have an unprecedented power of decision. It could be that a fundamental secret well hidden by existing managers, mostly men? I, as a future woman manager (successful!), I can’t comment on it, but report it.

Another prediction is beginning to confirm, as well as all of this recognized futurist, about he was saying, also at the beginning of the century, that **migration of Muslims** to the West will increase (quod erat demonstrandum), it is that going to office will not be topical, we can work from home for a company in South Africa, Canada, Brazil etc., especially because, the author justified that **high-speed internet** will become a veritable norm and criterion to distinguish in the field. Moreover, video conferencing, have already become a common practice nowadays that allow future employees not to consume time, money and others to go to office from every corner in the world.

Summarized in all the responses to the request from the executive forum of a remarkable publications (Andrew McAfee, Massachusetts Institute of Technology, The Economist, 2015), the **qualities of a Manager for more than five decades** are configured as follows:

1. A quality is expected to be the **Machine Manager**, an extrapolation of a first impact of humanity with modern cars, in fact, what we often use as an expression called modern management, involving a significant number of coordinators of the work performed by workers in industrial machines. **The new smart technologies will influence the well going once again in the business.** Much of the current work as Presidents / CEOs, executives, from complex analysis, staff recruitment and establishment of the first performance will be given by intelligent computer programs. Already step was taken in this direction by several

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companies (Google app for analyzing human performance, in September, 2014), leading already to sensitive areas such topics as: determining the best questions in recruiting candidates or optimization wage measures. It was imposed even a special algorithm staff at the head of the company, aimed at developing the company's future investments.

2. Will meet certainly outstanding qualities at a **Creative Manager**, specifically, the one who always reconsidering their position with the firm to remain not lost on the road of increasingly faster transition. Some tasks will be divided between creative managers, smart programs, more effective data analysis, and another part will be transferred based on the hierarchical chain to enable quick decisions after a rigorous analysis of data. Today's challenge for the manager are yet to come in areas where cars can't overcome us: **staff motivation and creativity in running the operations of the company**. It is hard to imagine a program able to negotiate or to motivate and lead a team creatively.

3. Performance will lead to **downsizing**: naturally - with an aging population and **ergonomic activities** of a company, through a performant management. Until now, the good economic results of a company were the effect of two simple reasons: productivity and number of employees.

4. **Productivity growth** is showing signs of becoming more weakening than during 15 years ago, and aging population is a global phenomenon. UN forecast shows that the globally annual rate of employment will be only 0.03% over the next 50 years, obviously lower than the 1.8% registered during the past half century. Data collected by the editors of McKinsey would be likely to reassure us but in terms of productivity, analysts interviewed by the publication of top indicating a technological revolution with spectacular results in areas with poor productivity or trade development. Example Alibaba in China and counter-examples of low productivity in India indicates that there are still plenty of areas that will be brought to the top of the productivity parameters (John van Reenen, London School of Economics).

5. **"The flattened"** structures belong to modern management, structures in working directly with a top manager with eight subordinates. Works directly and discreetly, not necessarily know each other, unless the activities are "intersecting" and become interdependent.

## 2. Common practices of Successful Managers

Current market studies could become useless in just a few decades (data centralized by the editors of McKinsey), globally, half of GDP during 2015-2030 will be conducted in 440 cities across markets in development.

Future managers will face mentality and **cultural differences** of some obscure areas such as Tianjin, Porto Alegre or Kumasi, which raises future challenge to another level. Who will be able to build a future manager to decipher obscure features of an area, the advisory firms or the electronic program guide?

Satisfaction at work depends very much on the relationships we have with managers. However, in our consumer society, where everything evolves so rapidly, managers are not always clear with what they should do so as to create a **pleasant environment at work** and have **happier employees**. From our experiences we encountered, however, some **common practices** that could be really useful for managers to successfully lead a team.

**We manage people, not teams.** Being in constant pressure, employees, unique individuals, interests, skills, goals and different learning styles, expect personalization in interactions with them. If managers try to be as available to the conversation with each one, they will create and adapt the development plan, their individual needs, and when it comes to promotion, occur ambition, talent and skills of each individual. Forget the general patterns that should all fit to be promoted. We work with people, not robots. We want people to learn how to think, not what to think.

**We offer purposes to employees.** Most people are looking for mission and purpose in what they do. Today we can't separate so real the personal life than professional life. We can't put on clothes the job for 8 hours and then go back to our environment and to do what we like, what we accomplished. Many employees want to produce change, want their work to make a difference. And to this sense of accomplishment, contribute their manager to. You can't rely only on external motivations to create this feeling, such as bonuses or other extra benefits to salary. The manager must inspire them with a vision to establish ambitious targets and to give them confidence. Therefore offer a clear purpose to motivate them to establish great expectations and to transmit that they can achieve anything.

**We focus on feedback.** A 2015 survey conducted by the Society for Human Resource Management in the US, found that only 2% of managers provides constant feedback to their employees. Only 2%! Lot of managers are limited to six months or yearly performance review. And when employees receive feedback, its importance is much diminished because mixed with discussions about the compensation plan, promotion etc.

What can we do? We establish weekly one-to-one meetings with our employees and give them feedback. We provide a clear and objective feedback. We do not cut the wings, we offer independence and encourage them to take initiative.

**We are listening.** Employees tend to be happier when they feel free to contribute with ideas and take the lead and most managers want such people in their team. Why did not this happen? Because, usually managers uphold their very own ideas, not to say that they impose. When employees ask "Why should I bother to come up with new ideas when the boss already has some fixed ideas?". The best leaders listen a lot, meaning active listening. They strung problems and challenges, and ask questions so the whole team can come up with solutions. Innovation and initiative are rewarded.

**We are consistent.** Who would feel safe with a manager who today says something and the next day do something else? It's hard to feel motivated when things are unpredictable, and in a continually changing and you have no perspective. So be consistent in management style, vision, employee expectations, feedback and open to new ideas.

There is no a certain behavior pattern that a manager should have and guaranteeing happiness to employees, but these **five practices** that I have outlined above, helps a higher retention of team members and also to increase productivity thereof.

The key message is to pay attention to each employee. Yes, requires more time and is consuming process to give a constant feedback, wear frequent discussions with each employee, to build trust, to provide vision and listen to their ideas. There is much work? Absolutely yes! But worth it!

### **3. Top managers take what is the best from the previous.**

We have from whom to learn! Believing that the world begins with us that all who were paraded before us are amateur functions, it's a big mistake.

For example, the Chinese philosopher Lao Tzu, 500 years ago, associate manager with a good knowledge of people, no matter how called it "one who knows people is wise. Wisdom is more than a science gathered in one place, so wise means knowledge and achievement, "and continues:" The best leader is the one that people barely know he exists, not quite as good when the people obey and acclaim him, worse - when it is despised But of a good leader, who talks little when the work is ready and the target is reached, they will say, "we ourselves have fulfilled the thought!" (Lao Tzu, 500 B.C.).

The manager is forced to be a player on the wire. He has to fight the three forces and must maintaining a balance: the people's interests; objectives of the organization; the competitive environment. Role of Manager: harmonize all these forces (adaptation, change, transformation, etc.) that determine individuals to act according to the interests of the

organization, but taking into account their interests in an environment that is never in equilibrium.

In homage to Peter Drucker, father of modern management, present some ideas promoted steadily working as a consultant in management:

1. To choose the most talented people;
2. To focus on opportunities rather than problems;
3. Putting the customer at the center;
4. Understand that you are competitive advantages and continue to develop permanent;
5. Permanent wonder what contribution they can make to the organization;
6. Do you know yourself and find place in the organization where you can bring the best contribution.

We intend to form a **working team**, the benefits they looming for those who wait for them to come with us? In a **debate initiated our Doctoral School** resulted in the following benefits: protects individuals involved; improves / enhances motivation; enables rapid exchange of information; causing emulation, synergy; creates business unit creativity; strengthens decision; facilitate proper application of decisions etc.

Trying to determine **from what are made the winners in a team**, we concluded that it is difficult to hire good people, the more good people to hire. Eliminary tests: **integrity**, people who tell the truth, keep their word, take responsibility of their actions, admit their mistakes, know and apply the laws, respecting rules and pursue success, are incorruptible. In time, many of us develop an instinct to recognize people of integrity. We should not be afraid to use it! Then **test of intelligence**, because education is only a detail, the **test of maturity**, regardless of age, does not leave boiling with anger, dealing with stress, have a sense of humor, enjoy and respect the feelings of others. Obviously, **the decision maker is the character**. Cicero said: *"Character means much without intelligence, intelligence without character does not mean anything."*

Recruitment for management positions involve outside the three eliminary tests and the 4 E's model, leading to a higher level, there is still **four important features**:

- Authenticity or credibility, without a trace of false;
- The ability to foresee events. The best leaders are in a brutally competitive environment, have a sixth sense for changes that will intervene in the market, they have the ability to imagine the unimaginable.
- Strong inclination to surround himself with better people and smarter than they are themselves;
- Greater ability to recover after a failure.

The learner is valuable if he learns from mistakes, refold and then starts again with force, conviction and renewed confidence. Jack Welch, manager of the 20th century, with experience at General Electric, said "I liked especially those who had passed through difficult circumstances, but proved afterwards that they work even better than before". A rule is drawn from experience is not to hire someone in the same position that he held before, except senior management positions. We should not reproach if sometimes hire the wrong person! Remember, our task to fix a bug!

Finally, it is concerned and breakups, layoffs. Not all separations are the same: there are dismissals for theft, lying, cheating or other ethical or legal violation, not subject leniency, then downsizing due to financial problems, and finally, there layoffs due to lack of performance. Every employee, not only the senior managers need to know the company's situation.

The most complex and delicate type of redundancy is that a person must leave the company because of its poor performance. By the time of his departure, our task is to make sure that does not feel ostracized. Give him confidence. To support him, to make him feel that there is

somewhere a good job for him, that his qualities are suitable. We can help you find the job. Every employee who leaves is still a company representative, and can speak ill or can eulogize.

### **Conclusions**

Performance manager is creative, develop their self-awareness and self-knowledge. It exhibits empathy for others, engage in problem solving, and even applying the famous "golden rule" Never do to others what you would not have them do to you. Very important are maintaining behavior within certain limits, to avoid any discrimination, and communication astute critics remain constructive effect.

Adapting to the personal style of each employee in order to strengthen the good relations, conclude own thinking on the qualities of an efficient manager, and declassified to reach us.

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