

CRITICAL ANALYSIS OF QUALITY LEADERSHIP VISIONS IN ORDER TO INCREASE AND DESIGN A MANAGERIAL HYBRID WITH SUPERIOR ATTRIBUTES

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ABSTRACT

Several studies show that the approach of leadership and educational management is accompanied by eclectic statements. The uncritical treatment of the quality of dynamism with controlled and uncontrolled variations in the context of a continuous movement of technological advances and competition is amplified by the misinterpretation and misimplementation of concepts developed by leaders of quality and quality management.

This study examines the conceptual differences in a mechanical, hybrid of heterogeneous or even opposite concepts of quality. The authors have used a number of methodological and logical activities, including literature, problem identification, chain reactions, diagrams, selection, synthesis, formulation of ideas, and generating conclusions to balance the managerial hybrid with superior qualities. Finally, the result of this research is a conceptual model regarding the procreation of quality management models with functional and dynamic energy.

***Keywords:** managerial hybrid, quality dynamism, eclectic leadership*

INTRODUCTION

The current meanings of leadership and educational management show as clearly as possible a period of managerial crisis. It is well known that school organizations, especially formal educational environments, are adapting more slowly and heavily to other non-formal environments and especially to other areas.

This study began with the initiation of new approaches and new practical perspectives with increased functional and dynamic energy to provide models of good management practice in education. Educational management in Romania faces great difficulties in this transition period in the context of the continuous movement of informational progress, connections that must ensure a continuous, dense and profound flow in a flexible network of organizations with progressive dynamics and acceleration speed in the quality assurance process.

The Romanian education system has legislation that allows, besides the public system of educational services and the functioning of institutions providing private services, confessional schools or instructive-educational programs offered by non-governmental organizations to various categories of beneficiaries. The emergence and development of these alternative educational services is a real competitive factor, which can be directed towards increasing the quality of educational services, by harmonizing the needs of the community with the offer of the organizations.

The last decades of economic crisis have highlighted strategic management issues within educational organizations. Several studies question the concept and managerial theories and

justify treating in a critical manner the quality dynamics with controlled but also uncontrolled variations.

Reforms produced in the Romanian educational system have transformed school organizations into infallible copies of Anglo-American managerial strategies, from which misconceptions, concepts, managerial theories, and practices have been mistakenly implemented.

MATERIAL AND METHODOLOGY

A good understanding of the conceptual differences between the visions of the leaders of quality can lead to a mechanical combination of heterogeneous or even opposite conceptions of quality in education to perceive the right and accept the beneficial transformations of this quality movement.

It can speak in education about a tough eclecticism of conceptual quality management and a discrepancy over quality visions. Because contributions and policies related to the strategies and goals pursued are capable of generating an evolutionary path, such as customer orientation to leaders such as W. Edwards Deming and Joseph M. Juran, product orientation has been achieved at Philip B. Crosby and Genichi Taguchi or value, as is the case with Kaoru Ishikawa. [1]

Attention was also paid to the perspectives on the emphasis on the process as a common denominator and the different additions, namely with a focus on people at Juran and Ishikawa, a focus on performance, in Crosby's vision, for Taguchi to concentrate on design. It is interesting to note the dominant factors capable of generating a minimum of consensus in their uncritical combination of different styles of leadership and management. The complexity of this problem starts from variance control to make a correlation with the purpose and use according to the requirements to the critical dimension of total quality control of educational organizations.

The international trend towards decentralized management is one of the priority directions of the Romanian education reform, which aims to create an organized education system with strategic vision and thinking, administration and financing in line with European regulations. [2]

The current state of the strategic management theory aims to ensure customer-oriented quality as direct and indirect beneficiaries of education, which may be possible through a rigorous process of influence in providing services consistent with quality education providers (Figure No.1). These concepts and policies that emerged since the 1980s are proactive by including design quality in the education services offered and the correct identification of the causes of quality problems to improve it in real-time, compared to the reactivity of old managerial concepts.

With the explosion of technology, international quality competition has been stepped up among educational organizations and education providers through the emergence of alternative services with uncontrolled variations in the global vision. This quality movement can add value at national level to changing service visions with state-controlled variations by maintaining the enthusiasm of the beneficiaries of education, with great attention to anticipating their future requirements for quality management aimed at adapting innovative mechanisms in non-educational areas. [3]

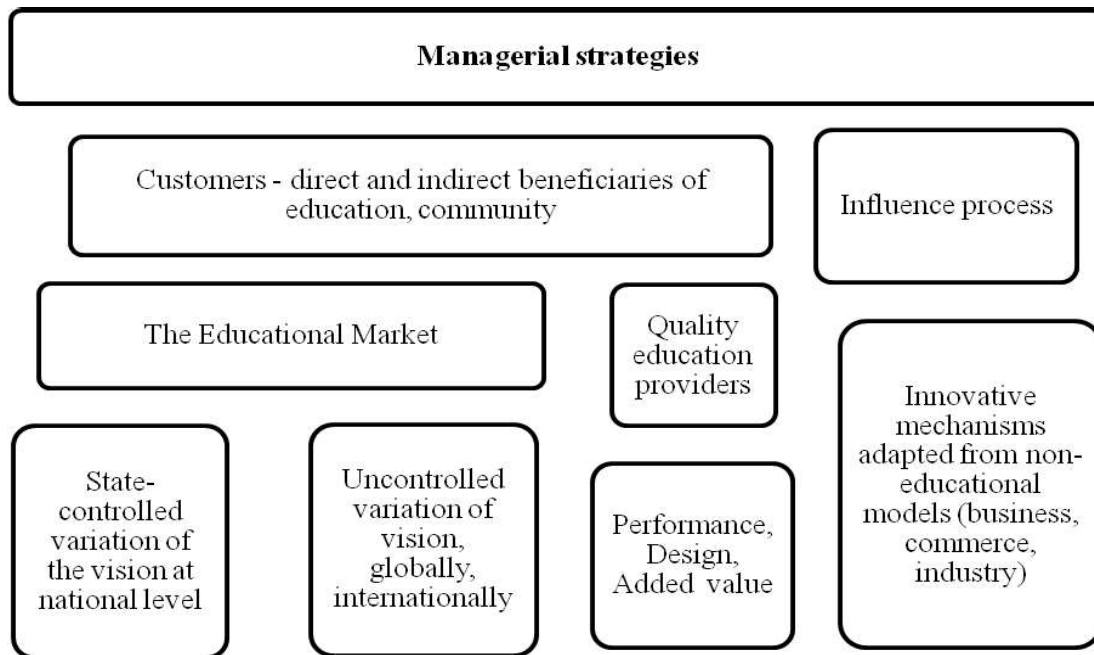


Figure No.1. Educational concepts and policies impacting the quality movement

Source: The authors' own concept about managerial strategy based on quality visions

Quality planning, taking into account expectations and forecasts, involves managerial planning that involves a careful investigation of actions and their consequences and the implementation of strategic plans through organizational dynamic policies that ensure a permanent adaptation to change from a strategic perspective of management over the long term. [4], [5]

Through a critical analysis of Deming's visions from the perspective of the chain reaction (Figure No. 2), it was found that the improvement of educational quality, understood as a systematic, interactive process of creation and improvisation in the best conditions through a strategic management, leads to greater satisfaction of beneficiaries with lower material resources. [6]

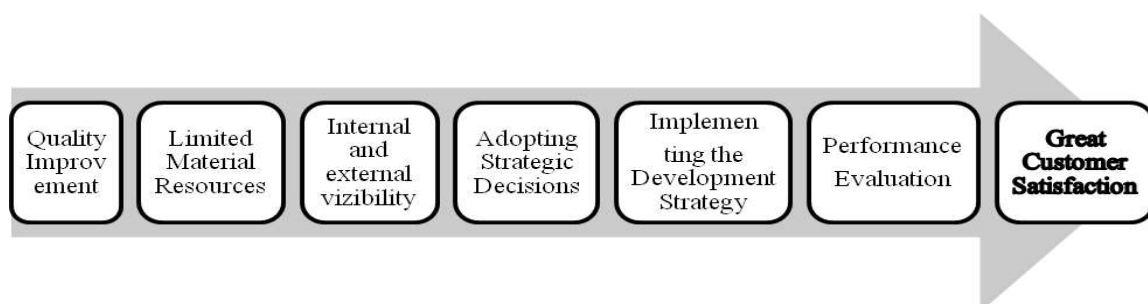


Figure No.2. Chain Reactions

Source: The authors' own concept based on Deming's vision on improvement of educational quality

Developing a strategy involves analyzing and evaluating the organization's internal and external environment. Internal visibility takes into account all the real and relevant information that must be known by all team members and education recipients. External visibility means ensuring success through the impact the organization has on the community's stakeholders.

Strategic management has a number of advantages, such as strong human resource motivation, adopting favourable alternatives, reducing resistance to change with the help of those involved in strategy development. The managerial practice of the authors at the level of the educational organization has led to the identification of some disadvantages of the strategic management, namely: the increase of the necessary time, unpleasant effects if the people who formulated the strategy were not involved in its implementation. [7]

THEORY

After careful observation of the conclusions reached by some quality leaders and correlating with other educational environments, but also with other fields of activity, rhetoric and the reality of education in Romania needs a serious analysis of the gaps to establish the correct percentage of organizational change. Although there are similarities between Deming's and Juran's vision of customer focus, with emphasis on the process of continuous improvement of quality management, while Deming supported the idea of a transformation, Juran argued that quality management could be integrated in the organization, and this is about continuity and evolution.

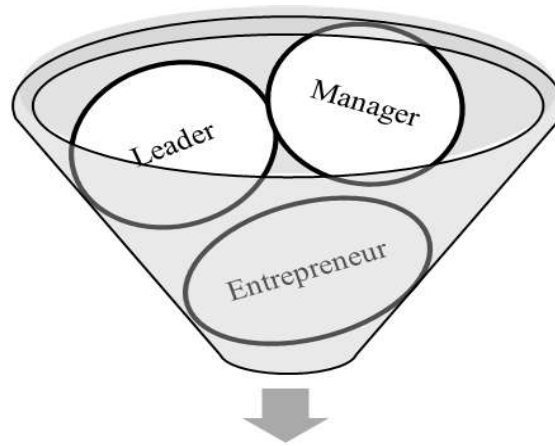
Like Juran, other leadership leaders such as Crosby and Taguchi have delivered the concepts of "compliance with requirements" and beneficiaries' needs, through an efficient design process with superior qualities such as reliability and quality, performance design, but the date this orientation has shifted from customer to product, to the results. [1], [6]

Another element specific to Japanese culture in quality assurance is performance variation, a concept that has been explored by Taguchi. Fortunately, this can be reduced by looking at and carefully studying the causes of quality variation in the production and planning process, as Ishikawa's philosophy provides for the responsibility of all employees and all departments of the organization, focusing now on people, valorizing the actors involved.

RESULTS AND DISCUSSION

In the last decades, organizational culture and leadership approach from a strategic perspective are of great interest in creating functional energy models of Top Management Education.

Although many specialists make conceptual delimitations about leadership and management notions, distinguishing them categorically through an obvious eclecticism at first glance, the present study results in a merger by crossing the two concepts into an indispensable vector increasing and enhancing the quality of the educational organization, to which entrepreneurship is added, as an organic piece of work that complements as a puzzle a managerial hybrid with superior qualities. (Figure No.3.)



Managerial hybrid with superior attributes

Figure No.3. Conceptual Model of Managerial Hybrid

Source: The authors' own concept based on leadership visions

A critical examination of these variables of the quality equation advances in the direction of erasing any differences between them, but in concrete terms neither the opposition nor the overlapping of the three visions seems to be exhaustive, which leads naturally and authentic to their mutual interaction and potentiation.

As a finding of the existing state of affairs, this situation is very difficult to translate into practice, but Alain Kerjean, however, in the *Le Manager Leader* (Editions d'Organisation, Paris, 2002), talks about the manager who has a vision, proposes the reflection, simultaneously with the action, by visualizing the "unlimited manager". Similar considerations are also found in Kotter in *"A Force for Change"* (New York, 1990), namely combining a strong leader with a strong manager and "using everyone to balance them" is a real challenge. The discussion with the same perception is completed by Craig Watson in *Leadership, Management and Seven Keys* (1983), which also states that "successful organizations are distinguished by the way their leaders and managers are harmonized in a common culture". [8], [9]

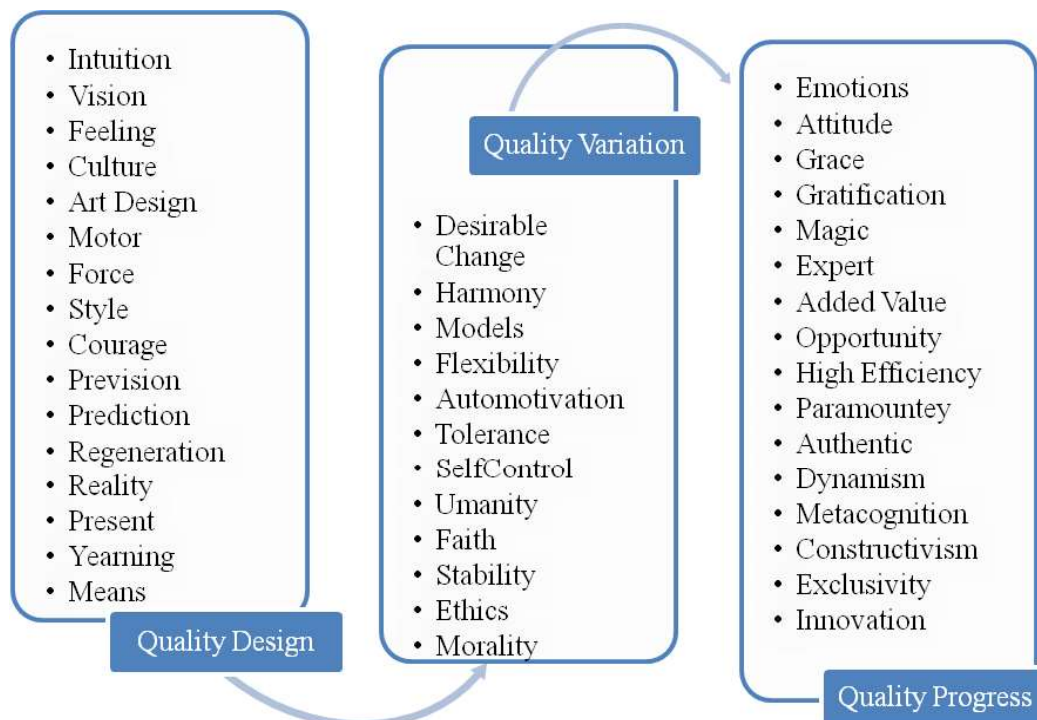


Figure No.4. Conceptual Model of the Quality Trilogy

Source: The authors' own concept based on Juran's Trilogy

The entrepreneurial spirit is conducive to the leadership of its own organization, as is the case with private education institutions, but it adds value to the public education system in a highly competitive environment within large educational organizations and providers of non-formal education with a complex activity. [10]

Starting from the quality trilogy concept created by Juran, he has reached a new conceptual model whereby superiors of hybrid leadership must have a natural and authentic intuition of all the variables the organization interacts with. It also needs to be a true engine of the organization, with an energy regenerator for superior performance. (Figure No. 4)

CONCLUSION

In conclusion, inventing the philosophies and visions expressed by many other authors, it can be argued that an organizer can be a leader, manager, leader or entrepreneur in varying proportions, varying according to personal qualities, with increased emphasis on the human side, the leader who gives them a broad vision.

The results of this study have shown that leadership and educational management are an assumed adventure, with many paradoxes, and quality assurance presupposes excellence, exclusivity, energy. A paradox is the responsibility for what others do, and here they need ethics and humanity at the same time, through a co-ordinated and harmonious management of one's own person, the coordinated team and the action network - the community, with great attention to the political side of the organization. As a further development, it is desirable to carry out a causal study on the actual avoidance of this side by managers and the difficulties encountered in this respect. The added value design is based on considerable time, dynamics and movement investments, on the constructive treatment of possible failures, on making critical connections with the external environment in order to permanently regulate the organization's internal environment in order to maintain its balance.

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