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## **WHY MANAGERS FAIL AND WHAT SOFT ELEMENTS SHOULD BE CONSIDERED WHEN AIMING FOR SUCCESS**

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**Abstract:**

No matter the number of books and articles that have been written on management and how to succeed as a manager, this is still a hot topic and much under debate. Unfortunately, management theory rarely meets practice, decisions are taken by those involved in top management without consulting lower management levels, without analyzing how and if certain objectives can be accomplished. Managers produce long term plans and protocols without any forecasting and sometimes even without taking into consideration the present situation, thus engaging on the road to failure.

*Key words: failure, management, credibility, respect, job status, participation*

### **1.Introduction**

Management nowadays is a key domain for the development of society, it is one of the most analyzed and researched domains, with plenty of courses, seminars, books, articles available to those who want to study it or to develop their skill and yet, there's still ample room for improvement. No new elements have been discovered, we are just trying to refurbish an old system that stops working from time to time. Many organizations face management issues, some of them so big that failure is unavoidable. Among those companies we could mention Dell which was destroyed by poor decisions, legal problems, and a lack of innovation, BlackBerry a company which used to be considered a symbol of excellence, but which fell victim of its own toxic management practices like personnel promotion that not based on merit, or names like Nokia and Kodak which were all successful business that failed to maintain their position [1].

### **2.Failure premises**

Business success relies on several factors that can be split into two broad categories: tangible and intangible factors. Tangible factors are all those elements that can be considered the “hardware” of an organization like people, materials, money, basically the three main resources that are necessary for the function of an organization. The intangible factors are the “software” of an organization, the elements that make up the organizational climate, that are part of the organizational culture and which can break even the strongest mechanisms, for example, no matter how performant is the equipment if the individual using it is not involved in the activity the result will be average.

Generally, when we think about success we think about resources, what is needed to accomplish the objectives, we think about financial, material and human resources,

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unfortunately in this order. Money seems to be first in the order of priorities, managers think that money is the solution for everything and tend to forget that behind any deliverable there is a person's hard work. Then we have the material resources which are closely connected to money and last we have the people. There is a vicious tendency of considering people as disposables, thinking that if the money is there, then people will come, well, nothing could be further from reality than this.

Such a situation occurs when managers do not have a real vision of business, when they do not have their performance indicators well-chosen and aligned to the objectives when what matters most is profitability even if official statements say otherwise. Managers should understand that high numbers are not synonym to good results. We can take the case of an educational institution where performance indicators should measure the number of students that graduated, but the number of students that could use their specific studies in their career.

Being the first in your line of activity means more than making a profit, it means providing quality, and quality comes only when people feel appreciated. An employee that feels appreciated will be more involved and more resourceful in their activity. A great number of managers tend to consider that motivating their staff is not important, employees should work and obtain results just because they are employed, and they get a salary. Even after more than 60 year since Fredrick Herzberg developed his Motivators and Hygiene Factors Theory salary continues to be seen as a motivating factor while it actually is a basic element, a hygiene factor [2].

Factors for Satisfaction	Factors for Dissatisfaction
Achievement	Company policies
Recognition	Supervision
The work itself	Relationship with supervisor and peers
Responsibility	Work conditions
Advancement	Salary
Growth	Status
	Security

Figure 1 Motivators and Hygiene Factors Theory

As can be seen from the picture above recognition, responsibility, advancement are actually motivating elements. Job status which comprises respect and career advancement is a truly motivating factor, the one that should be regarded as motion setting. Good work should always be appreciated, building trust and credibility should be part of any

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organizational culture, encouraging team work and fostering a positive climate will only bring about good results. Unfortunately, many managers fear a strong team (organization), one of the worst way to lead a team is to use the principle “divide et impera” *divide and rule* since it will only weaken a team. Trying to keep a team (the members of an organization) under control at all times and by all means is just a way of wasting resources and it will never produce results in the long run.

Many unsuccessful managers are unable to make the transformation which involves a profound psychological adjustment in themselves, they have poor interpersonal skills and they see their employees only as means to an end (personal success) or as tools. They suffer from the “Me Only” syndrome, they are the only ones who know how to do things, their opinion is the best, they do not accept advice or any kind of input from their subordinates if it does not say what they want to hear. Such managers are more interested in their own gain the kind of recognition or visibility they will get or how they will achieve a better position the hierarchy.

A manager position is not an individualistic position, a manager depends so much on his people that his first interest should be their opinion, attitude even well-being and not his personal benefit, he must be a team player and work towards the recognition of the team, not only his own recognition, taking all the credit for the results obtained through team work will force the team to leave

A good manager should be to be a good listener and also very conscious when communicating. Taking advantage of the position of power will never be a good long term strategy. It is more effective, even if more demanding, to try and understand what motivates the people. Some might be motivated by financial factors, but others will appreciate more when they are treated with respect, when their opinion is taken into consideration and when they are given credit for their work.

Managers believe that pretending to be busy and lamenting for all the burden they have to carry is an excuse for bad temper and impolite behaviour, it just makes the people feel unimportant and unheard. If work load is big delegation and empowerment a good solutions for the situation. They avoid establishing an open door policy with employees considering that their busy schedule is an argument in favour of not discussing with the staff. They avoid employees who come to them when problems arise, they avoid talking to people in order to feel the pulse and what is worse, they enjoy spreading rumours in order to scare and manipulate people

One of the greatest responsibility of a manager is to set the tone of the work environment, to develop a positive organizational climate. If the atmosphere is toxic, tense, negative, filled with fear progress will be hindered, results will decline. Part of good management is developing a psychologically stable climate within the organization. Building an organizational climate based on fear will poison the organization, personal accountability should be taken into consideration, people should know their responsibilities and the consequences of not accomplishing their job however, stressing too much the idea of personal accountability is not productive in the long run. Fear drives people only for a short term since they get either accustomed to the toxic atmosphere and they do not react anymore or they become saturated and they refuse to accept such an attitude any longer. Overemphasizing personal accountability only do so to pass the buck to employees results in an unfair amount of stress on employee and discourages them from talking about problems and getting involved into the matters that appear. Generally, if employees don't assume responsibility, the reason if the fact that the managers does not offer them the trust and possibility to decide upon certain matters in order to facilitate the work process or to succeed and then blames them for any failures.

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## **3. CONCLUSIONS**

Manager failure is the rule, not the exception. Why is that? Well the main reason is despise, lack of respect towards their own employees and arrogance. Many managers consider themselves as masters of the people who are their subordinates. They enjoy the atmosphere of fear and conflict because it covers their own incompetency. Holding the employees accountable, but at the same time giving them enough authority to decide on specific matters is a possible solution to work breakdowns. When people feel appreciated they are more involved, when they obtain status recognition they become more dynamic, more engaged and willing to find solutions. Management is about empowering others rather than glorifying ourselves, it is about team work and respect, about open discussions and the willingness to collaborate.

## **References:**

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