

THE NEXTGEN LEADERS AND THEIR ORGANIZATIONAL BEHAVIOR. A CASE STUDY AT UNIVERSAL ALLOY CORPORATION EUROPE





Introduction

- Leadership styles encompass a variety of approaches that leaders utilize to guide, motivate, and manage their teams. These styles have a profound impact on the organizational culture, productivity, and overall success.
- Effective leaders are those who can adapt their leadership style to meet the specific needs of their team and the challenges they encounter, fostering an environment where employees feel appreciated and empowered.
- Each leadership style comes with its own set of strengths and weaknesses. The most **successful leaders** are those who can **seamlessly transition** between **different styles** as situations demand. By understanding these various styles, leaders can better **connect with their teams**, enhance engagement, and achieve **greater organizational success**.

APPROACHES TO MANAGEMENT STYLES



1. The two-dimensional approach of R. Blake and G. Mounton

Using an 81-square grid, they outline 5 managerial styles, based on two principles:

- a. the concern that the manager manifests regarding people,
- b. the manager's concern about the production, objectives and results.

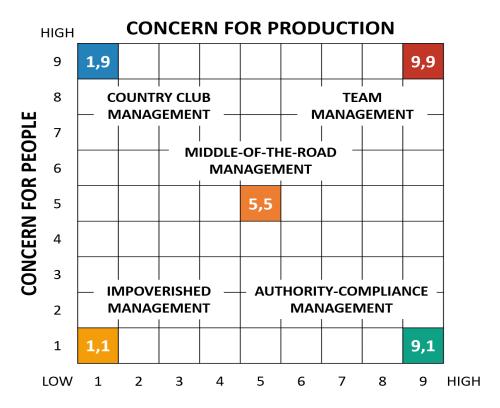
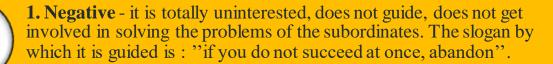
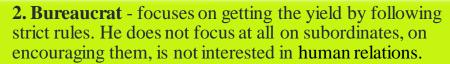


Fig. 1 Two-dimensional model of management styles

Significance of symbols

- Style 1.1 The manager's interest in people and production is minimal, he does not get involved in meeting the organization's objectives.
- Style 1.9 The manager's interest is high for human relations and low for production.
- Style 9.1 Manager's interest is low for human relationships but high for production.
- Style 5.5 The style of the manager is balanced, with an average interest for people and production.
- Style 9.9 This style characterizes the manager of the future, outlines the profile of the ideal manager who has a special focus on the development of production so that it is efficient and on solving the problems of the subordinates.





3. Autocrat – for it are priority tasks of the moment, which come before everything else. It is focused on achieving a higher yield.

4. The goodwill autocrat – focuses on production, is ambitious, knows the problems of the company, but also new metods to perform tasks.

5. The altruist – is not focused only on performing tasks, the first place is solving the problems of the subordinates.

6. Hesitant – He takes decisions only when is constrained by circumstances. It does nothing to get the yield.

7. The promoter. He works a lot, getting others to work. He is convinced that personal example has a great power over the subordinates, being concerned with discovering and increasing the talent of others.

8. The Realizer – its main purpose is to organize the efforts of those with whom they are in relationships so that they can achieve immediate and forward-looking results.



2. Classification of Reddin

W.I. Reddin used a **three-dimensional approach** to management, considering the following aspects:

- interest in tasks,
- •interest in human relationships,
- •interest in efficiency.

Using this approach, he highlighted 8 management styles, suitable for 8 types of managers.

PRESENTATION OF UACE

XGEN

MOTTO

"WE DO WHAT

WE SAY"

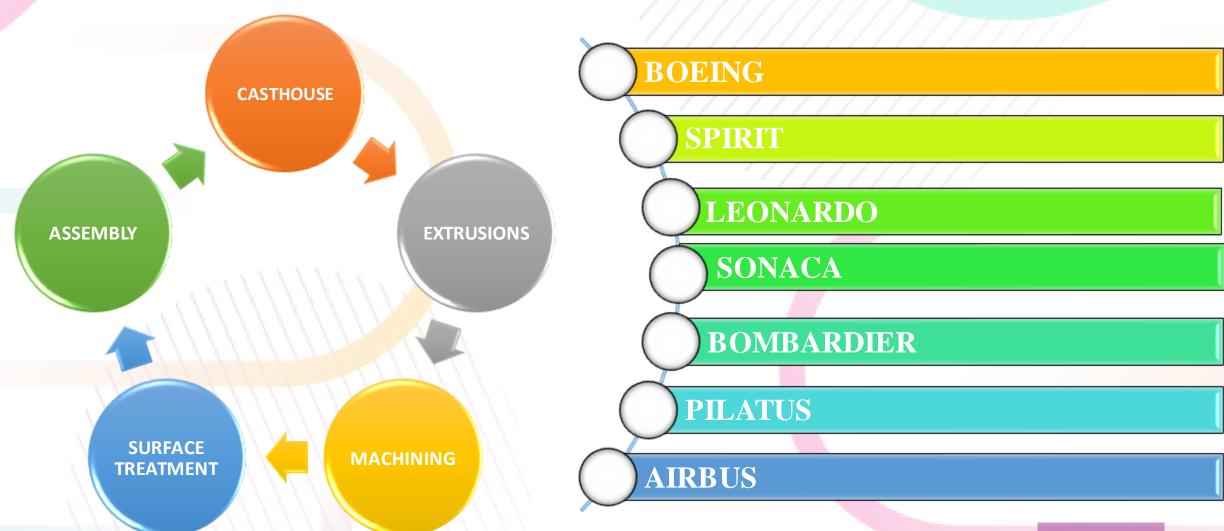
VALUES



PRESENTATION OF UACE



ACTIVITYES CLIENTS:





THE ECONOMIC-FINANCIAL SITUATION OF UACE

Analysis of Turnover

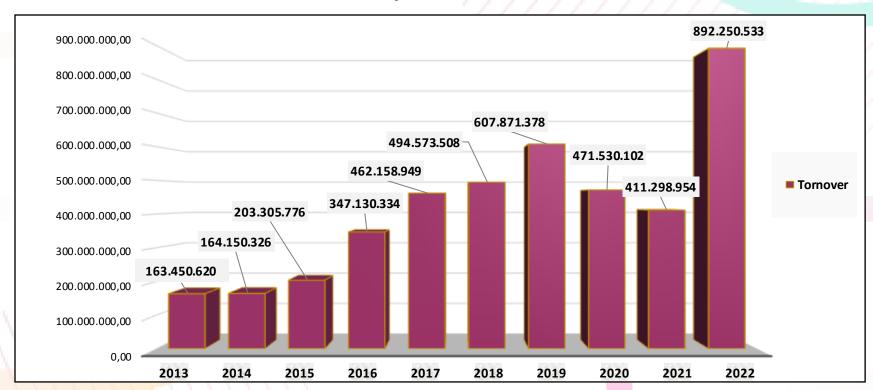


Fig. 2 Analysis of Turnover in the period 2013-2022 within UACE

The turnover had an upward trend, increasing from 163.450.620 lei in 2013 to 892.250.533 lei in 2022, a significant increase. The exception is the period 2020-2021 when the aviation industry was affected by the negative effects of the Covid pandemic and the company registered a decrease in turnover.





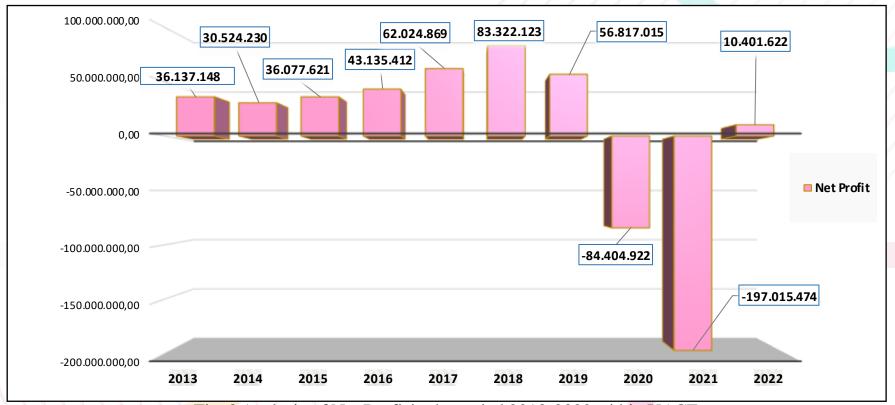


Fig. 3 Analysis of Net Profit in the period 2013-2022 within UACE

The company **started** from a Net Profit of **36.137.148** lei in **2013** and had an **upward trend** until 2019 (56.817.015 lei) when the Covid crisis was felt, that is why in the period **2020-2021**, the company suffered **financial losses**, since **2022**, when the Net Profit recorded positive values again.

Analysis of the Average Number of Employees



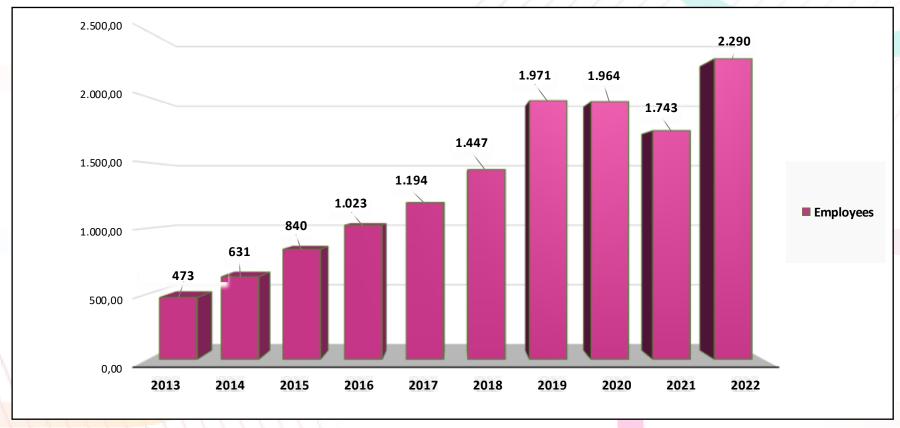


Fig. 4. Analysis of the Average Number of Employees in the period 2013-2022 within UACE

The average number of employees **increased** from **473 employees** in 2013 to **2.290 employees** in 2022. In the period **2020 and 2021**, the Covid crisis is felt because without having so many orders, the company was forced to reduce the number of existing employees and the hiring for that period.



ANALYSIS OF MANAGEMENT STYLES WITHIN UACE DUMBRAVIŢA

In order to analyzed the management styles used in UACE, we did a survey which we apply inside our company. For this purpose, we distributed the **survey to 14 managers** from the **Top Management of the UACE**. Using the Type of Leader questionnaire, from the managerial literature, we identified the **democratic, authoritarian, and permissive leadership styles.**

- the questionnaire consists of 12 questions, with 3 answer options, for each question, an answer is chosen that is considered appropriate for the respondent.
- the variant **A** of each question corresponds to the authoritarian style, the variant **B** to the democratic leadership style and the variant **C** to the permissive leadership style.
- because of the protection of GDPR, their names remain anonymous, they were noted with numbers from 1 to 14.
- > we applied this questionnaire via email, during April 2024.



Analysis of the Democratic Management Style within UACE Dumbravita



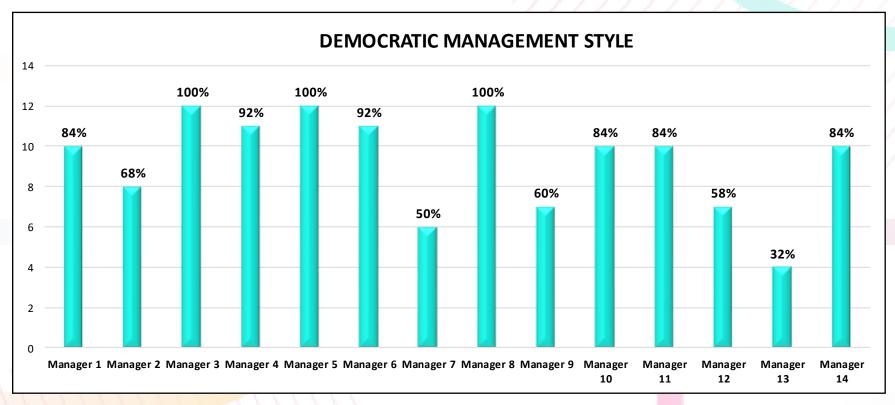


Fig 5. The share of Democratic Management Style among UACE managers

Regarding the **democratic management style**, the situation is: no manager obtained between 0% and 25%, 1 manager obtained between 25% and 50 %, 4 managers obtained between 50% and 75% and 9 Managers obtained between 75% and 100%.

It is worth noting that 3 of them fall 100% into the democratic management style.

Analysis of the Authoritarian Management Style within UACE Dumbravita



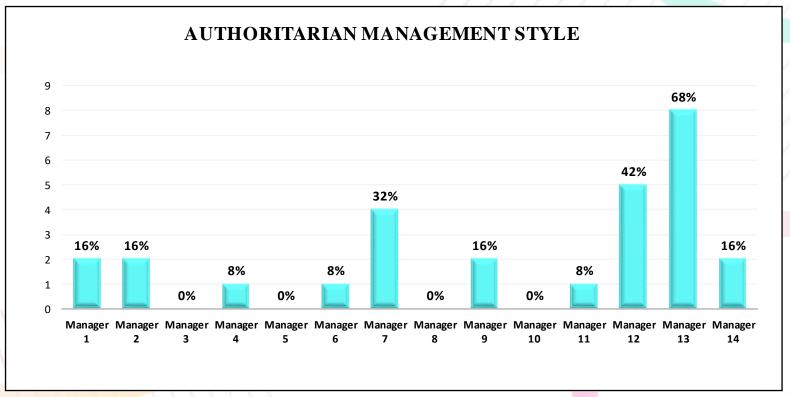


Fig 6. The share of Authoritarian Management Style among UACE managers

As you can see from the chart above, 11 managers obtained between 0% and 25%, 2 managers between 25% and 50% and 1 Manager over 50%.

Analysis of the Permissive Management Style within UACE Dumbravita



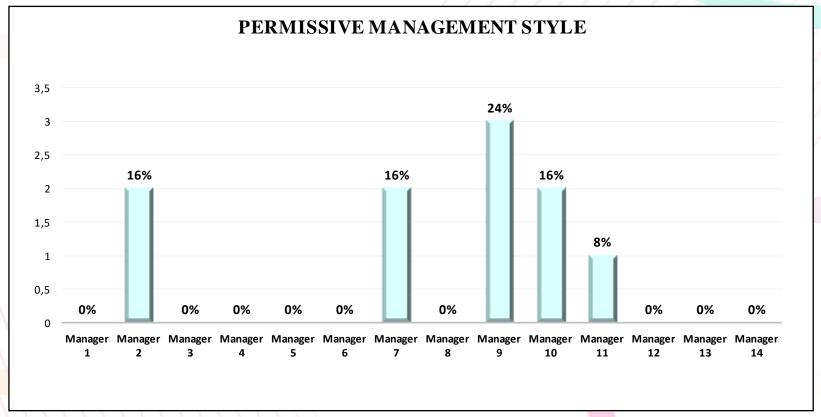


Fig. 7 The share of Permissive Management Style among UACE managers

As for the **permissive style**, we can say that: 9 managers have no influence on permissive leadership style in their leadership style and 5 managers obtained between 0% and 25%.

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THE SHARE OF THE MANAGEMENT STYLE

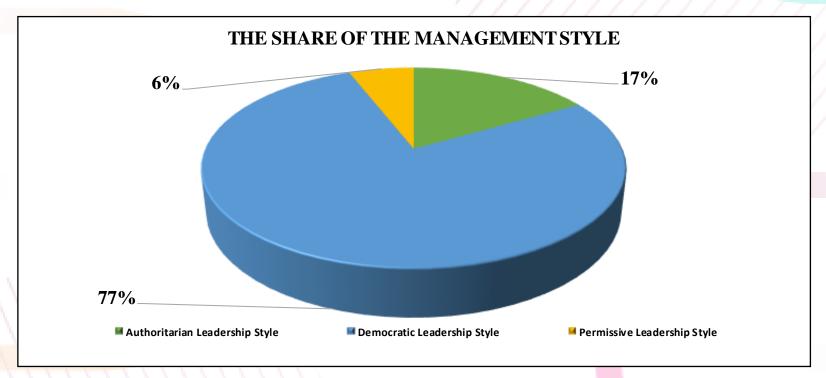


Fig. 8 The share of the Management Style among UACE Managers

We can say that in UACE Dumbraviţa, the predominant style of management is democratic (77%). The authoritarian style is under 25% (17%) and the influences of the permissive leadership style are weak (6%).

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NextGen Leaders



A **NextGen Leader** is typically characterized by a unique set of skills and qualities that prepare them for future leadership roles. Here are some **key traits**:

Pursuit of Excellence and Lifelong Learning:

A commitment to ongoing professional development is key.

Resilience and Emotional
Intelligence: These leaders show resilience in challenging situations and possess high emotional intelligence.

Social Responsibility:

They are driven by a desire to make a positive impact on their communities and the world.

Forward-Thinking

Vision: NextGen Leaders are adept at looking ahead, anticipating trends, and strategically planning for the future.



Commitment to Diversity and Inclusion: These leaders prioritize creating inclusive environments.

Networking and Collaborative Skills:

Building and maintaining professional relationships is a core strength.



NextGen Leader in UACE Dumbrăvița

- In order to **perfect themselves**, UACE managers take part in both **internal trainings** supported by the Internal Training Center and **external trainings** either trainers come from outside the company, or they are sent to certain courses.
- Also, since UACE is part of the **Montana Aerospace Group**, managers are also sent to certain courses held for them in various locations.





NextGen Leader in UACE Dumbrăvița

Analyzing all the managers from UACE that we questioned, we believe that the **Quality Director** is the one who best fits the category of the **Efficient Manager** and **NextGen Leader**.

In order to outline his profile, we will list some of the qualities it has:



Good capacity to delegate tasks

Very attentive to the collaboration with the subordinates,
Empathyc

Is attentive to details

A good ability to solve problems on time

Plan and organise the activities efficiently

Has the desire to always improve the way of working and himself, perseverant

Ability to listen

Good adaptability to change

Understand the objectives of the organization

He has a risk-based thinking

Uses the PDCA (Plan, Do, Check, Act) method



XGEN

Conclusions

- Successful leaders understand the needs of their team members. They understand the employees attitudes and fears. And when employees feel confident, they will grow with their leaders, who give them the energy to perform at a higher level and evolve professionally.
- Within **UACE Dumbrăvița**, the democratic management style prevails, which ensures employees the chance to develop and grow together with their manager. This has positive effects for both the employees and the company.
- Managers within **UACE Dumbrăvița** are lucky and advantaged by the fact that they work in an organization that has a healthy organizational culture and where they can to practice a democratic leadership style. This is not possible in all companies.

"Train people well enough so they can leave. Treat them well enough so they don't have to." (Richard Branson)



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