

CHIEF BETWEEN MANAGER AND LEADER

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ABSTRACT

The term chief is perceived, in the Romanian managerial culture, a variety of meanings, being preferred by comparison with other terms which designate authority within the organizational space, respectively the manager or the leader. This uncontested popularity, doubled by an exaggerated use of the term, led to dilution and stereotype use, being rendered innocuous and used in connection with a multitude of activities and life situations.

Starting from the concepts of manager, leader or manager – leader, I have tried, through a qualitative study, to analyze the perception of the employees regarding the meaning of the notion of chief and to place the chief, according to the perception of the employees, between the manager and the leader.

I made this research in two stages. In the first stage, I have interviewed 100 persons with authority in the public and private area, using the Delphi technique, trying to identify the main 15 abilities necessary to a manager and 15 necessary to a leader, in the opinion of the respondents. I relied on their managerial experience, minimum 3 years on management positions, without structuring the specimen based on the management level, age, studies or gender. The only structuring I made was based on the field where the management was manifested – public or private.

After the identification of the abilities, I requested to a number of 100 employees in the private and public environment, to choose, undifferentiated, 20 of them, which would be adequate, in their opinion, for the chief. I analyzed if the 20 identified features belong to the psycho – behavioral profile of the manager or of the leader. In this way, I wanted to find out if the employee in the public field, for instance, when he thinks about his chief, considers him closer to the manager or closer to the leader.

KEYWORDS: chief, manager, leader, psycho-behavioral profile, managerial competences, managerial roles.

JEL CLASSIFICATION: D01, D23, M12

1. INTRODUCTION: CHIEF POPULARITY IN THE ROMANIAN MANAGERIAL CULTURE

In the theory and practice of management and leadership, the terms of manager and leader not only play a primary role, being considered basic concepts, but, based on their use in the daily language, these are the best known terms. Many books were written about the manager and the leader, there were performed many studies and researches from different perspectives, and also behavioral profiles and "robot portraits". These were analyzed complementary or in opposition, and actions were performed in order to identify the similarities or differences between them. The subject remains open. The opportunity of this situation is represented by the fact that a large and updated database exists for the interested persons. The management and leadership were also involved in these conflicts.

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In the Romanian managerial culture, there is a third term which, in my opinion, dominates in an authoritarian manner, both in the preferences of the employees in the public or private area, and also in the ones of the management, being understood as all the persons which occupy a position of authority within an organization, respectively the chief. Said in unison within the organizations, subject of jokes or, to the contrary, seen with fear by the employees, the chief succeeded to achieve a reputation. The use of the term in so many different situations had as result the dilution of the term in its content, and therefore, the chief covers currently the entire spectrum of the authority, from the lowest one to the highest one, from the simplest to the most complex one. In the Oxford dictionary, the chief means the person who leads an organization. As an unofficial form of communication, we use the term chief to address to a person with a superior statute (<https://en.oxforddictionaries.com/definition/chief>).

On the other hand, in the explanatory dictionary of the Romanian language, the term chief, on one hand, has the same meaning as in the English language, respectively the person who leads an organization, and, on the other hand, it also has a familiar meaning, being a term with which somebody addresses to a person considered equal or inferior. To possibility to address to somebody with an inferior statute using the term of chief is not specific, for instance, to the British managerial culture.

Based on this study, I tried to analyze the perception of the employees regarding the term of chief, through the concepts of manager, leader or manager – leader. Starting from the portfolio of the two important authorities within an organization – the manager and the leader, I tried to see how the employees place, based on responsibilities and tasks, the chief, in relation to the manager or the leader.

The study tries to answer, among others, to the following questions:

- In the opinion of the employees, is the chief closer to the idea of manager?
- In the opinion of the employees, is the chief closer to the idea of leader?
- Do the employees assign characteristics and features in approximately equal proportions, both from manager area and leader area, so that the chief could be a manager leader?
- Are there differences between the public and private sectors with respect to the perception of the employees regarding the chief?

Before presenting the research methodology used, its objects and assumptions, it is necessary a short comparative analysis between management and leadership. The concepts of management and leadership, analyzed a lot in the specialty literature, are still not fully defined. A few randomly chosen definitions show us that:

- „management means to forecast, to plan, to organize, to rule, to coordinate and to control” (Taylor, 1967)
- management is “the fulfillment process of the objectives of an organization through its five functions: forecast, organization, coordination, involvement and control”. (Constantinescu, 1998)
- management refers to: “to report to a superior authority for the work performed by others”; (Peel, 1993)
- management is “a process of design and maintenance of a climate in which individuals, working together within a collective, achieve, in an efficient manner, the established objectives”; (Koontz, 1980)
- “management means the efficient fulfillment of the tasks through other persons”. (Prună, 2012)

In a synthetic manner: management refers to the manner in which the personnel with authority fulfills the objectives of the organization through direct subordinates; the fundamental question in management is: how can the subordinates be determined to execute what the manager asks them; the management rationalizes, paying attention to the manner in which things are made, drafts procedures, methodologies, regulations, etc., in order to standardize the execution modalities.

On the other hand, a small comparative analysis on leadership can be instructive. Therefore:

- "leadership means vision, encouragement, enthusiasm, love, energy, passion, obsession, consistency, use of symbols, paying attention to other persons' priorities, adequate drama (caused also by management), creation of heroes at all levels, training, efficient walks through the organization and a lot of other things" (Peters & Austin, 1986).
- leading means influence, you must influence, must determine the actions of others, must make them accept your ideas, must transform them into followers. "The person which thinks that he is a leader and has no followers, just walks"; (Maxwell, 2001)
- "we consider leadership as an activity through which the behavior, beliefs and feelings of the members of the group are influenced to an intentional direction". (Wright & Taylor, 1984)
- "the process through which a person establishes a purpose or a direction for one or more persons, and determines them to act together with competence and full commitment for the fulfillment of the established objectives or directions". (Clement, 1991)

From my point of view, leadership is the process through which the subordinate is influenced to do what he is asked to do, without feeling an obligation for this purpose.

In synthetic manner: leadership refers to the manner in which subordinated persons can be influenced, by re-directing their behaviors, so that they fulfill the requirements; the fundamental question in leadership is: how can you transform the subordinate into a follower; leadership directs – pays attention to the things that must be done.

With respect to the reports between management and leadership, I shall underline the fact that they vary from contradiction to complementarity. So, Bennis and Nanus try to clarify this issue by simply proposing to remove the management: "People don't want to be directed. They want to be ruled. Who has heard about a manager of the world? Leader, global ruler, yes. Educational ruler. Political ruler. Ruler of the community. Syndical ruler. They rule. They are not managers. The oats is always superior to the stick. Ask your horse. You can lead your horse to the water, but you cannot make it drink. If you want to lead somebody, lead yourself. Do this right and you'll be prepared to stop leading. And you start to rule". (Bennis & Nanus, 2002). This positioning of the two authors is significant for the rigid promoters of the leadership concept by comparison with management. The reduction of management to the simple leading seems to me simplistic and inefficient.

Where does the repulsion towards management come from? Peter Drucker (1973) explains the phenomenon as follows: "... after a few years from their set up, most organizations lose sight of their essential role and mission and start to focus on doing things right, on efficiency instead of doing the things that must be done, on effectiveness. Organizations relate to the past, to past practices transformed into rules for the future...".

The differentiation is done between efficiency and effectiveness, in fact the difference between the management which relates and the leadership which directs represents the base of the explanations of Drucker. Effectiveness is related to things which must be done and, from this point of view, it is very important for us to ask continuously which things must be done. As we have showed, this approach is related to leadership. From this point of view, leadership is closer to the identification of the realistic objectives, meaning those which deserve to be followed and reached. In the objective drafting process, especially using the SMART technique, realism is an important characteristic. The initial R from the technique (realistic) is centered on the idea that an objective must deserve to be followed. From my point of view, this is one of the concerns of leadership.

In the attempt to "bring together" management and leadership, Stephen Covey (1998), in his book, starting from the theory of brain hemispheres, according to which it is divided in two hemispheres, the right and left ones, the two being specialized in processing certain type of problems, suggestively says: "do management with the left hemisphere and leading with the right hemisphere". For Covey management and leadership are important and they compulsory complete one another because, at the level of an organization, both the rationalization – to know how things must be done, and also leadership – to know which things must be done, are necessary.

2. MANAGER OR LEADER

The disputes between management and leadership were doubled by almost endless disputes between the manager and the leader. It is enough to invoke the example of Maxwell to understand the manner in which they developed (and continue to develop). He speaks about the differences between the leading manager and the "trashy" manager (Maxwell, 2001).

These are:

- The leading manager is a perspective thinker, who sees beyond the crisis of the moment and the quarterly report;
- The interest of the leading manager towards the organization is not limited just to the department he leads. He wants to know how departments are engaged in a whole and always look beyond their influence area;
- The leading manager has a strong ability to face the complex conflictual situations.
- The leading manager focuses on forecast, values and motivation.
- The leading manager does not accept the status-quo.

Without turning operational the two terms – the leading manager and the trashy manager, Maxwell comes down to put them in antithesis, in a stereotype frame, black and white, in a subjective manner, preferring the leading manager.

The manager and the leader are characters directly related to organizations. These appeared because of the fact that many activities in the company cannot be performed by a single person, but they need the effort of several persons. The work in common raises a series of problems: how can you bring together the personal interest and the interest of the group? who rules and who effectively works? what can we do with the ones who do not observe the rule of the "game"? how can we obtain the consensus?

When several persons work together to reach an objective, they are divided, de facto, in persons who have the image on the whole, know what has to be done and assign responsibilities to others, and persons who receive tasks they must fulfill. This is valid not only within the organizational space but also in the daily practice.

The ones who have the image on the whole, know what has to be done and assign tasks to others, etc., are persons with authority – managers or leaders (in the daily practice they are called informal leaders). In the specialty literature, the competences and roles they play are different.

For managers, the focus is on the rationalization of the labor process, on the drafting of standard instruments of labor and of unitary working procedures. Trying to answer to the question: which is the effective job of a manager?, Mintzberg (1989) identifies three types of roles – organized set of behaviors which can be identified at the level of the managers, played by the managers in the everyday life: informational roles (gathering of information, sending of information, representation of the organization in front of other entities); interpersonal roles (the creation of a working climate, psychological knowledge of their subordinates, the creation of the direct interpersonal relation with the subordinate); decisional roles (the identification of the decisional options in various situations – when new ideas and methods to make labor more efficient emerge – decisions of changes, when there appear failures, conflicts – decision for the correction of a situation, when resources are distributed – allocation decisions).

In order to complete the answer to the question: what managers do?, Mintzberg identifies the main categories of competences of the managers: intrapersonal competences (reflection, time management, stress management, planning of the personal career, etc), interpersonal competences (to select, train, direct, to build teams, to manage meetings, to facilitate processes, to organize, to promote, etc); informational behaviors (to listen, to interview, to gather and distribute information, to evaluate, to model, to speak, to write, etc); competences of action (to prioritize, to establish the agenda, to authorize, to establish objectives, to plan, to synchronize, to manage projects, to mobilize, etc).

In synthesis: the manager is the person who reaches the objectives of the organization, through the direct subordinates; the manager creates working conditions for the people to be able to fulfill their tasks; the manager uses the formal authority, meaning the right made available by the organization in order for him to have authority over the employees.

In antithesis with the manager, the leader is the persons who leads, who influences the employees to determine them to reach the maximum level of efficiency. The ideal of the leadership and of the leader is focused on the situation in which people follow him without being obliged to do so. The influencing process is very important to ensure this conformism brought to obedience. In general, all persons have the capacity to influence. There are three fundamental categories of influencing used by the leader:

- influencing with the help of the pattern – the others see, it is probably the most often used method in leadership. One of the most common qualities of the leader is the personal example.
- influencing by building affective relations – the others feel, the approach to the subordinate from a human point of view, to consider him a personality not only a simple employee, to pay attention to the interests of the subordinates and to put a lot of effort to satisfy them.
- influencing based on advice – the others listen, the building of the informal authority, so that the leader receives from the subordinate the necessary authority, meaning the right to work his will upon him and, so, the authority shall no longer be limited to professional matters but also to personal aspects from the life of the subordinate.

The studies regarding the psycho-behavioral profile of the leaders are not as structured as the ones related to managers. The basic idea in the analysis of the characteristics and features of the leader was related to the question: which are the main qualities a leader should have? This is why we can currently find many "check lists" regarding the "robot portrait of the leader" (Bennis & Nanus, 2002, de Vries, 2001, Adair, 2003, Tichy & Cohen, 2000). For instance, de Vries considers that the most important features of the leader are:

- he focuses on the future
- he is interested in changes
- plans on long term (5-10 years)
- cultivates visions
- concerned with the question "what".
- prefers simplicity (not oversimplification)
- empowers the subordinates
- he relies on intuition

On the other hand, Bennis & Nanus consider that the key abilities of the leader are:

- the ability to accept people as they are and not as you would like them to be
- the ability to treat the familiar persons with the same polite attention as the strangers or casual friends
- the ability to approach the problems and relations with others more in terms of present than in terms of past.
- the ability to trust other persons even if the risk seems to be too high.
- the ability to act without a constant approval and recognition from others.

The leader relies upon change and influence. For him, important are: the establishing of the direction, creation and amplification of the commitment towards vision, the image on the whole, the choosing of the most adequate strategy, team building, motivation and inspiration of people, the use of the emotional intelligence, etc. All these characteristics a leader should have, have the purpose to ensure the efficiency of the influence over subordinates. With respect to this aspect, I agree with Maxwell who says that the leader forms the followers. The employed follower is that person who not only does what the leader says (the mentor) but also promotes the system of values and thinking of the leader when he is not present.

In synthesis, the leader is the person who leads the organization, being continuously preoccupied with the things that must be done and which form the follower employee, an employee able to get rationally and affectively involved at the work place.

Starting from the idea of Covey regarding the theory of the brain hemispheres, I consider that the manager and the leader are complementary in what I call the manager – leader. This is the person who has both competences achieved based on the logics of the left hemisphere (rational) and also competences achieved based on the logics of the right hemisphere (affective). The manager – leader is the person who rationalizes and leads at the same time. He rationalizes the work in regard to the superior hierarchic authority structures and directs the activities in relation to the authority structures inferior to him.

As a conclusion, the manager – leader should be able to rationalize, to create norms, rules, work indicators, impersonal evaluations and must also have the ability to capacitate and to animate, must be able to create attachment and loyalty around him.

3. INDICATORS SPECIFIC TO MANAGERS AND LEADERS – MANAGEMENT PERSPECTIVE

3.1. Several considerations regarding the research methodology

The qualitative study I have made in the article has as general objective the analysis of the perception of the employees vis a vis their direct chief in relation to the concepts of manager and leader. In other words, I wanted to underline if the employee identifies at his chief the basic characteristics assigned in the specialty literature to the manager or leader. I paid attention both to the situation in which the perception over the chief could be located somewhere in the middle, between the characteristics of the manager and of the leader, and to the situation in which the assigned characteristics would be closer to the characteristics of the manager – leader.

Together with the general objective, I also considered a few functional objectives:

- If there are differences of perception between the interviewed managers in the public field and the ones in the private field regarding the main 15 features of the manager and leader.
- If there are differences of perception between the interviewed employees in the public field and the ones in the private field regarding the 20 features identified at the direct chief.
- if the perception of the interviewed managers is similar regarding the features of the manager and leader.

In the first part of the study based on the Delphi technique, I asked the managers in the public area – 50 respondents and the managers in the private area – 50 respondents to identify the main 15 features of the managers, based on each one opinion. I did not operate with preset lists, giving the respondents the freedom to orientate to the features they consider to be important. The answers were centralized and the first 15 features in order of the scores were kept for analysis. I have analyzed separately the answers of the managers in the public area and the private area, practically, I have identified the first 15 features specific to the managers in the opinion of the respondent managers in the public area and 15 features specific to the managers in the opinion of the respondent managers in the private area. The manner in which these are presented in image 1 does not observe the scores assigned because my intention was to prioritize the identified characteristics. As it can be seen in the fig.1, the features specific to the managers differ in the options of the managers in the public area compared to the ones in the private area. Except from the 5 common features, the rest are different. The managers in the public area introduced among the features aspects related to the manager – employee relation, for instance: to evaluate in an objective manner, to explain the problems, to observe the working schedule of the subordinates, to be able to hold a meeting and to have no favorites. The managers in the private area have orientated to features which enable the obtaining of efficiency by the manager: to enforce rules, to allow dialogue, to coordinate people, to motivate, to face changes or to manage time.

PUBLIC MANAGER	PRIVATE MANAGER
<ul style="list-style-type: none"> ▪ the capacity to plan ▪ the ability to control ▪ the capacity to assign tasks ▪ to tell people what they have to do ▪ must have no favorites ▪ must be preoccupied with the problems of the people ▪ must observe the working schedule of the subordinates ▪ must be very well trained from a professional point of view ▪ must communicate clearly the demands he has from the subordinates ▪ must follow the objectives ▪ must establish daily the agenda ▪ must explain the problems ▪ must gather information ▪ must objectively evaluate people ▪ to know how to hold meetings 	<ul style="list-style-type: none"> ▪ the capacity to plan ▪ a good organizer ▪ time management ▪ must face changes ▪ must motivate ▪ must tell people what they have to do ▪ must coordinate people ▪ must communicate clearly the demands he has from the subordinates ▪ must follow procedures ▪ must be able to implement the found solutions ▪ must hierarchize the requests ▪ must assume risks ▪ must gather information ▪ must allow dialogue ▪ must impose rules

Figure 1: The features of the managers in the opinion of the respondent managers in the private and public sectors

Source: author

I have applied the same methodology also for the identification of the features of the leaders by the respondent managers in the public and private sectors. Also in this situation I found differences of opinion in the answers of the subject managers (figure 2). Additionally to some common features, the managers in the public field consider that the features specific to the leaders are related to some necessary competences to be able to influence the subordinates: to assume liability, the capacity to overcome ambiguities, time management, to remain polite with people, to offer vision, to have character, to be accessible, to establish expectations. The managers in the private area have orientated to features necessary for the relationship with the subordinates: to say thank-you, to encourage other points of view, to accept errors, ability to inspire, to assign tasks.

We can notice that, in the case of the specific features of the managers, the respondent managers in the public area orientated to features necessary for the establishing of the relationship and the ones in the private area to features necessary for the improvement of the activity. With respect to leaders, the situation is inverted, the managers in the public area orientated to features necessary for the influencing / obtaining of efficiency, and the ones in the private area to features necessary for the establishing of relationships.

For a general image, to the respondents there were made available all identified features, both in the case of the managers and also in the case of the leaders, and they were guided to choose only 15 features for each category. You can find the obtained results in the figure 3.

In this stage of the research I have identified the main 15 features assigned to the managers and the main 15 features assigned to the leaders by the 100 respondents, managers from the public and private field.

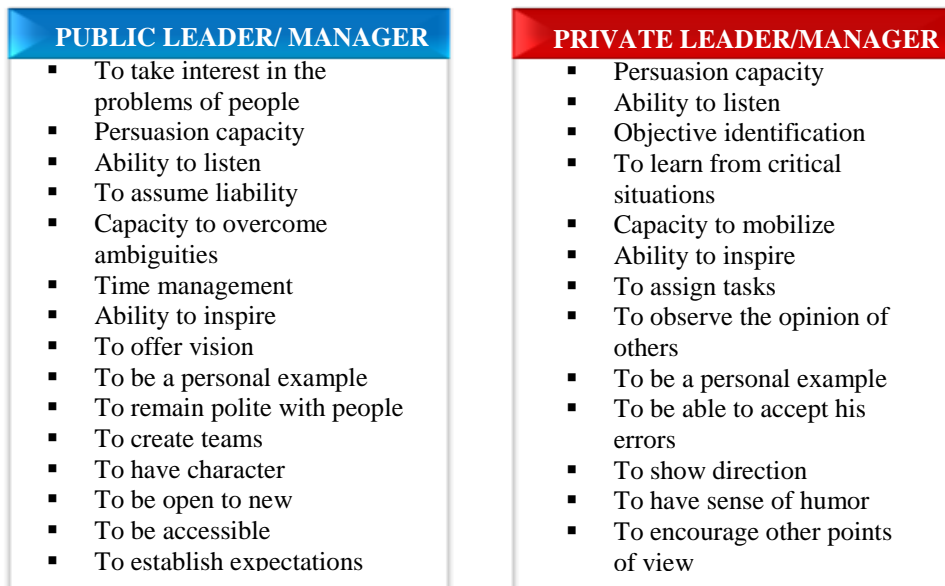


Figure 2: The features of the leaders in the opinion of the respondent managers in the private and public sectors

Source: author

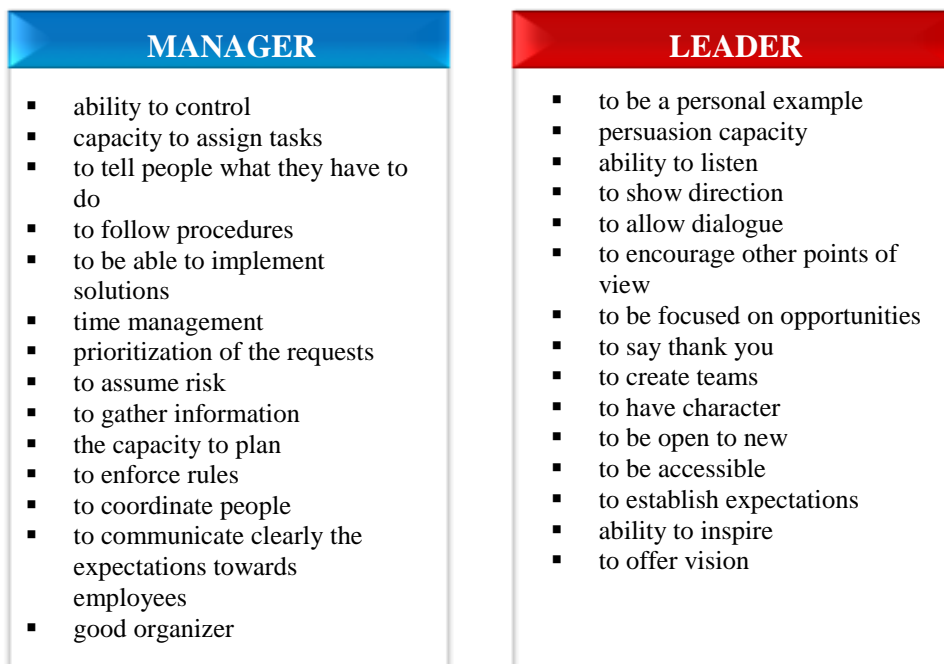


Figure 3: The 15 final features "manager and leader" based on the selections imposed to the manager respondents

Source: author

4. CHIEF - MANAGER OR LEADER – PERSPECTIVE OF THE EMPLOYEES

In the second part of the study I have reunited all features of the managers and leaders, 30 in number, in a single list, I have interposed them and I have asked the employees in the public environment – 50 respondents, and the ones from the private environment – 50 respondents, to select 20 features, which their direct chief must have to be efficient from their point of view. I have

not pre-listed a definition of the chief, because my assumption was that this term is very well known and, also, being diluted as content, refers to many aspects related to the management process. I have structured the opinions of the respondent employees in figure 5.

As you can see from the distribution of the answers, there are significant differences between the manner in which the employees in the private and public environment retrospect to the chief based on his features. Additionally to the common features, the employee in the private environment identifies the chief through features specific to the manager: to communicate clearly the expectations he has from the subordinates, to enforce rules, good organizer, the capacity to assign tasks. Alternatively, with respect to the respondent employees in the public environment, through the identified features, the chief is closer to the idea of leader: to focus on opportunities, to encourage other points of view, to establish expectations, to be accessible, to say thank you, to have character. This observation is interesting, because I expected for the distribution of the results to be reverse, the employees in the private environment to perceive the chief based on the features of the leader and the ones in the public environment to consider the chief based on the features of the manager.

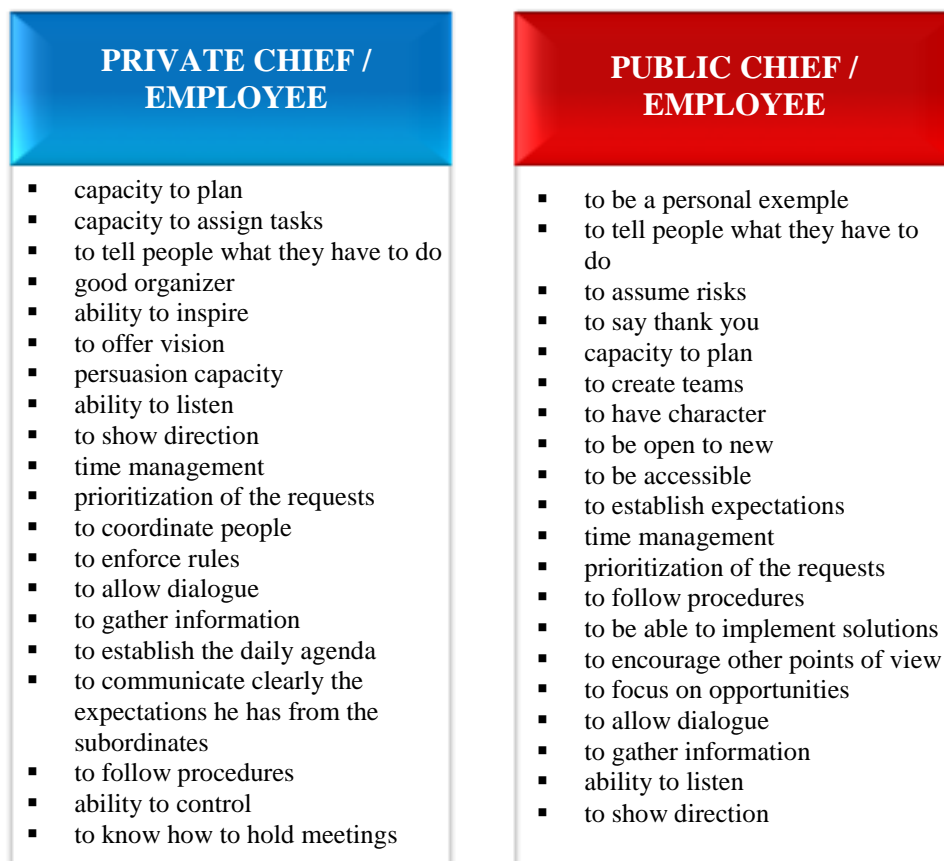


Figure 5. The features of the chief, 20 choices, based on respondent employees in the public and private field

Source: author

With respect to the inclination of the whole picture of the chief features, I can notice that the percentage, in the opinion of the employees in the private environment, is of 0.70 in favor of the features specific to the managers. This score can be obtained by dividing the number of options of the employees in the private environment, directed to characteristics of the managers, to the total number of possible options. In other words, from 20 selections, the employees in the private environment have chosen from the list with intercalated characteristics, 14 characteristics specific to

managers and 6 characteristics specific to leaders. With respect to the employees in the public environment, the inclination of the whole picture of the features of the chief is in favor of the leaders, the obtained score being of 0.60. This means that, from 20 possible options, the employees in the public environment have chosen 12 features specific to the leader and 8 features specific to the manager.

It can be also noticed that the weighted average of 0.60 in the case of the employees in the public environment is closer to an average value, respectively 0.50 (in the situation in which, from the total of 20 features, there would be chosen 10 features specific to the manager and 10 features specific to the leader), which allows me to say that it is possible for the employees in the public environment to consider the chief closer to what I call the concept of manager – leader, an almost equal combination of features between the manager and the leader. With respect to the employees in the private environment, the weighted average of 0.70 shows a more determined inclination to the features specific to managers.

5. CONCLUSIONS

In the study I have drafted, starting from the term of chief, I have tried to assess the perception of the employees regarding this term, based on the concepts of manager and leader. In other words, I have tried to see the position of the employees towards the chief, considering him rather a manager, a leader or manager – leader. The research consists of two stages. In the first stage I have identified the features of the managers and leaders in the opinion of 100 managers in the public and private environments. I have noticed that there are differences of opinion regarding the features of the managers and leaders from the perspective of the respondent managers.

So, I noticed that, in the case of the managerial features, the managers in the public area orientated to features necessary for the establishing of relations, and the ones in the private area to features necessary for the improvement of the activity. With respect to leaders, the situation is inverted, the managers in the public area orientated to features necessary for the influencing / obtaining of efficiency, and the ones in the private area to features necessary for the establishing of relationships. In the second part of the study I have analyzed the opinion of 100 employees from the private and public environment, with respect to 20 features specific to the chief.

The 20 selections have been done from a total of 30 intercalated features of the managers and leaders, obtained from the manager respondents in the first stage of the research. Additionally to the common selections, I have also noticed differentiated selections. So, the employees from the private environment orientated to features specific to the manager and the respondent employees in the public environment orientated to features specific to the leaders.

With respect to the whole picture regarding the inclination of the characteristics of the chief, in the opinion of the employees to manager or leader, I have noticed that the employees from the private environment orientated to characteristics specific to the manager, 14 selections from 20 possible, an weighted average of 0.70, and the employees in the public environment, in a smaller percentage, orientated to features specific to the leader, 12 selections from 20 possible, an weighted average of 0.60. As a conclusion, I may say that the employees in the private environment consider that their direct chief should manifest features, in order to be efficient, specific to managers, rather than specific to leaders – 14 selections for managers and only 6 for leader.

On the other hand, the employees in the public environment consider that their direct chief should manifest features, in order to be efficient, specific to leaders rather than to managers – 12 selections for leaders and 8 for managers. This last score, rather close, enables me to say that, in fact, the employees in the public environment tend to a chief who fulfills the characteristics of the manager – leader, a balanced combination between the characteristics of the managers and the characteristics of the leader.

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