Research Article
Araştırma Makalesi

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Good Governance, Leadership and Making Decision

Abstract

Frequency in recent years, the term «good governance», which was reduced in some of the literature of political science and systems of governance under the word «governance» is not enough .I believe that the worst thing we suffered in our modern history can be shortened in the «lack of vision» and «weak insight» or « poverty of imagination ». We were not inspired by the footsteps of enlightened thought or culture rooted, but the past is always in dispute and clear among the holders of power and decision-makers in the side and awareness of history and political culture on the other side, so missed opportunities and wasted resources and disappeared vision and missed awareness.

The reviewing what happened in the last three decades, we will discover that great sin lies in the poverty of imagination and lack of foreseeing vision in every field from education through to health and access to a low of basic services and the decline in indicators of social justice, which means clearly the absence of «good governance» and the disappearance of its components for the benefit of individual agendas, and with a case of lack of clarity or the ability to read the future, including making us prisoners of random intellectual reflected.

Therefore, the objective study of recent years will put our hand clearly citizen malady underlying causes of error which robbed judgment vitality and its ability to regenerate and wounding some kind of sag due to aging political and ending life span, length of the growing period to stay in power leads to disastrous results paid for by the people of present and future, as they move away necessarily about the characteristics of good governance.

Keywords

Leadership, Governance, Descision.

1. Leadership Definition

The search for the characteristics or traits of leaders has been ongoing for centuries. Philosophical writings from Plato's _Republic_ to Plutarch's _Lives_ have explored the question "What qualities distinguish an individual as a leader?" Underlying this search was the early recognition of the importance of leadership and the assumption that leadership is rooted in the characteristics that certain individuals possess. This idea that leadership is based on individual attributes is known as the "trait theory of leadership".

The trait theory was explored at length in a number of works in the 19th century. Most notable are the writings of Thomas Carlyle and Francis Galton, whose works have prompted decades of research (Carlyle 1841: 22) In _Heroes and Hero Worship_ (1841), Carlyle identified the talents, skills, and physical characteristics of men who rose to power. In Galton's _Hereditary Genius_ (1869), he examined leadership qualities in the families of powerful men. After showing that the numbers of eminent relatives dropped off when moving from first degree to second degree relatives, Galton concluded that leadership was inherited. In other words, leaders were born, not developed. Both of these notable works lent great initial support for the notion that leadership is rooted in characteristics of the leader.

Functional leadership theory is a particularly useful theory for addressing specific leader behaviors expected to contribute to organizational or unit effectiveness. This theory argues that the leader's main job is to see that whatever is necessary to group needs is taken care of; thus, a leader can be said to have done their job well when they have contributed to group effectiveness and cohesion. While functional leadership theory has most often been applied to team leadership, it has also been effectively applied to broader organizational leadership as well. In summarizing literature on functional leadership observed five broad functions a leader performs when promoting organization's effectiveness. These functions include environmental monitoring, organizing subordinate activities, teaching and coaching subordinates, motivating others, and intervening actively in the group's work (Vroom 1973:76).

A variety of leadership behaviors are expected to facilitate these functions. In initial work identifying leader behavior, Fleishman observed that subordinates perceived their supervisors' behavior in terms of two broad categories referred to as consideration and initiating structure. Consideration includes behavior involved in fostering effective relationships. Examples of such behavior would include showing concern for a subordinate or acting in a supportive manner towards others. Initiating structure involves the actions of the leader focused specifically on task accomplishment. This could include role clarification, setting performance standards, and holding subordinates accountable to those standards.

Engaging as part of leadership style has been mentioned in various literature earlier. Stephen Cohen has mentioned engagement as one of four key leadership practices for tough times. He writes, "these initiatives do for the organization is engage both leaders and employees in understanding the existing conditions and how they can collectively assist in addressing them. Reaching out to employees during difficult times to better understand their concerns and interests by openly and honestly conveying the

impact of the downturn on them and their organizations can provide a solid foundation for not only engaging them but retaining them when things do turn around.

Engagement as the key to Collaborative Leadership is also emphasized in several original research papers and programs. Becoming an agile has long been associated with Engaging leaders - rather than leadership with a hands-off approach (Van Wormer et al. 2007: 112).

2. Leadership and Organization

An organization that is established as an <u>instrument</u> or means for achieving defined <u>objectives</u> has been referred to as a *formal organization*. Its design specifies how goals are subdivided and reflected in subdivisions of the organization. Divisions, departments, sections, positions, <u>jobs</u>, and tasks make up this work <u>structure</u>. Thus, the formal organization is expected to behave impersonally in regard to relationships with clients or with its members. According to Weber's definition, entry and subsequent advancement is by merit or seniority. Employees receive a salary and enjoy a degree of tenure that safeguards them from the arbitrary influence of superiors or of powerful clients. The higher one's position in the hierarchy, the greater one's presumed expertise in adjudicating problems that may arise in the course of the work carried out at lower levels of the organization.

It is this bureaucratic structure that forms the basis for the appointment of heads or chiefs of administrative subdivisions in the organization and endows them with the authority attached to their position (Miner 2005:213).

In contrast to the appointed head or chief of an administrative unit, a leader emerges within the context of the *informal organization* that underlies the formal structure. The informal organization expresses the personal <u>objectives</u> and <u>goals</u> of the individual <u>membership</u>. Their objectives and goals may or may not coincide with those of the formal organization. The informal organization represents an extension of the social structures that generally characterize human life, the spontaneous emergence of groups and organizations as ends in themselves.

In prehistoric times, humanity was preoccupied with personal security, maintenance, protection, and survival. Now humanity spends a major portion of waking hours working for organizations. The need to identify with a community that provides security, protection, maintenance, and a feeling of belonging has continued unchanged from prehistoric times. This need is met by the informal organization and its emergent, or unofficial, leaders (Tittemore 2005: 45)

Leaders emerge from within the structure of the informal organization. Their personal qualities, the demands of the situation, or a combination of these and other factors attract followers who accept their leadership within one or several overlay structures. Instead of the authority of position held by an appointed head or chief, the emergent leader wields influence or power. Influence is the ability of a person to gain co-operation from others by means of persuasion or control over rewards. Power is a

stronger form of influence because it reflects a person's ability to enforce action through the control of a means of punishment (Spencer 1841:62).

A leader is a person who influences a group of people towards a specific result. It is not dependent on title or formal authority. an effective leader "as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society." Leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist (Fiedler 1967:54). An individual who is appointed to a managerial position has the right to command and enforce obedience by virtue of the authority of their position. However, she or he must possess adequate personal attributes to match this authority, because authority is only potentially available to him/her. In the absence of sufficient personal competence, a manager may be confronted by an emergent leader who can challenge her/his role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions. It follows that whoever wields personal influence and power can legitimize this only by gaining a formal position in the hierarchy, with commensurate authority. Leadership can be defined as one's ability to get others to willingly follow. Every organization needs leaders at every level.

3. Developing Leadership at a Collective Level

Leadership development refers to any activity that enhances the quality of leadership within an individual or organization. These activities have ranged from style programs offered at university business schools to action learning, high-ropes courses and executive retreats.

Development is also more likely to occur when the design of the development program:

- Experiential learning: positioning the individual in the focus of the learning process, going through the four stages of experiential learning as formulated by David A. Kolb: 1. Concrete experience 2. observation and reflection 3. forming abstract concept 4. testing in new situations.

- Self efficacy: The right training and coaching should bring about 'Self efficacy' in the trainee, as Albert Bandura formulated: A person's belief about his capabilities to produce effects

- Visioning: Developing the ability to formulate a clear image of the aspired future of an organization unit.

A good personal leadership development program should enable you to develop a plan that helps you gain essential leadership skills required for roles across a wide spectrum from a you the environment to the corporate world (Hemphill 1949: 33).

More recently, organizations have come to understand that leadership can also be developed by strengthening the connection between, and alignment of, the efforts of individual leaders and the systems through which they influence organizational

operations. This has led to a differentiation between leader development and leadership development.

Leadership development can build on the development of individuals (including followers) to become leaders. In addition, it also needs to focus on the interpersonal linkages between the individuals in the team.

In the belief that the most important resource that an organization possesses is the people that comprise the organization, some organizations address the development of these resources (even including the leadership).

In contrast, the concept of "Employee ship" recognizes that what it takes to be a good leader is not too similar to what it takes to be a good employee. Therefore, bringing the notional leader together with the team to explore these similarities (rather than focusing on the differences) brings positive results. This approach has been particularly successful in Sweden where the power distance between manager and team is small.

The development of "high potentials" to effectively take over the current leadership when their time comes to exit their positions is known as succession planning. This type of leadership development usually requires the extensive transfer of an individual between departments. In many multinationals, it usually requires international transfer and experience to build a future leader. Succession planning requires a sharp focus on organization's future and vision, in order to align leadership development with the future the firm aspires to create. Thus successive leadership development is based not only on knowledge and history but also on a dream. For such a plan to be successful, a screening of future leadership should be based not only on "what we know and have" but also on "what we aspire to become". Persons involved in succession planning should be current leadership representing the vision and HR executives having to translate it all into a program (Hersey & Blanchard & Johnson 2008: 105)

4. Leadership and Decision-Making Ability

It is said that leadership and management is the process of decision-making, the foreman or leader does not work only through others, and this situation makes taking decisions for a variety of workers and to raise them to work (Pijanowski 2009: 6).

Some argue that the leadership process secures which the individual (leader) cooperation of others (followers) toward achieving the goals in a particular environment are of the leadership is a process through which arouse the interest of others and release their energies and direct them in the desired direction.

The concept of leadership will not be characterized by accuracy and specifically what was not differentiate between the relevant vocabulary. Ie: Commander LEADER LEADING and practical leadership and leadership LEADER SHIP and say that person realize a group leader or the number of people that an individual who has practiced for a long time or a short influence, authority or power in a particular position. Leading process: the work of a person or realize the number of people he did impressively in

others in order to achieve the goal. Leadership: A process aimed at achieving the objectives of the social system through the use of power and authority of a person or group**.**

4.1. The ability to make the decision:

1- Individually leader or manager to take the decision.

2- Make decisions by personal judgment and appreciation of the leader.

3- Decision-making through settlements or (compromise).

4- Bureaucratic decisions (Schacter 2011: 372).

4.2. Decision-making:

Recent trends in management science itself is considered a management decision-making process, and knows that the decision to choose a particular alternative from among a set of alternatives. The decision-making process known as: Activity intellectual mind objective seeks to choose the most appropriate alternative to the problem on the basis of a set of steps.

Opinion or position of the decision or order was chosen from among several substitutes (Alternatives) have been available to him in order to achieve what very or solve a specific problem.

Taking or making important decisions mental process may be simple or complex one to reach for the selection or the selection or order or the idea of substitution between facing up to the goal that he wants. It can differentiate between the decision-making process and the decision-making process in terms of the stages through which each of them. Periods. Decision-making include the following stages:

A-stages determine the problem.

B- The process of identifying and evaluating alternatives.

The decision point include the following stages:

A - Study alternatives

B - Choose one of these alternatives.

C - The stage of monitoring and evaluation of the implementation processes.

B/Stages of decision-making:

First stages of the decision-making

1- Identify the problem.

2- Analysis of the problem.

3- Identification of alternatives.

Secondly, the stages of decision-making

1- Select the best solution alternatives.

2- The stage of implementation of the resolution.

3- Follow-up and monitoring and evaluation (Triantaphyllou 2000: 123).

Ways to make the decision within the team (Ways Team Can Make decision)

1- Decision-making and take on the principle of majority voting or by members.

2- One or two members of the team would do well for the team decision (minority)

3- Seek the opinion of the members of each group separately and then make the decision alone.

4.3. Staff of the legal decision:

Means the conditions that must be met in the administrative decision in order to be a legal decision, namely:

1- Corner reason (why make the decision)

2- Corner of jurisdiction (of the decision is taken)

3- Corner end (for the benefit of the decision is taken)

4- Corner shop or corner impact (to be affected by the decision)

5- Corner clarification (how make the decision).

4.4. Obstacles to decision-making:

1- Unavailability of leading cadres efficient.

2- Non-safety methods and techniques to choose administrative leadership.

3- lack of job stability and reassurance psychological administrative leaders.

4- lack of interest in leadership quantitative methods for decision-making.

5- adoption of administrative leadership on foreign expertise and advice.

4.5. How to take a rational decision:

To make a decision on a rational decision-maker must follow the following steps:

- Identify positions to be full decision.
- Report the best time to make a decision.
- What can collect from the facts that had to study.
- Back to the facility's policy for guidance when making the decision.
- Invite all of the decision will be referred to participate in the take. Decision-
- making among the alternative solutions.

4.6. Types of decisions:

Can be divided decisions taken by managers, according to multiple criteria, including:

1- In terms of the composition of the decision. (Simple or complex)

2- In terms of the method of decision-making. (Democratic or bureaucratic)

3- In terms of the extent of the resolution and generality. (Organizational or individual)

4- In terms of the strength of the decision and the extent of undergoing reconsideration. (Preliminary or definitive)

5- In terms of the form of resolutions. (Written - verbal - explicit - implicit)

6- In terms of the area of interest. (Socio - economic - political)

7- In terms of the possibility of programming or scheduling decisions. (Programmed or unprogrammed) (Kepner & Tregoe 1965: 36)

Results

- To make a decision on a rational decision-maker must follow the following steps: Identify positions to be full decision, and Report the best time to make a decision.

- Engagement as the key to Collaborative Leadership is also emphasized in several original research papers and programs. Becoming an agile has long been associated with Engaging leaders - rather than leadership with a hands-off approach.

- An organization that is established as an instrument or means for achieving defined objectives has been referred to as a *formal organization*. Its design specifies how goals are subdivided and reflected in subdivisions of the organization.

- The *informal organization* that underlies the formal structure. The informal organization expresses the personal objectives and goals of the individual membership.

 - Some argue that the leadership process secures which the individual (leader) cooperation of others (followers) toward achieving the goals in a particular environment are of the leadership is a process through which arouse the interest of others and release their energies and direct them in the desired direction.

- We look to the future through theses interested in modern education «gateway ownership» to enter into a new world with a focus on the nation to take advantage of the efficiencies of each of his sons in all fields without marginalization, exclusion or exception.

- The concept of «good governance» which missed him sometimes in natural resources and human competencies of intellectual, scientific, cultural and creative abilities, as well as the accumulation of civilized and we cannot find his counterparts around.

İyi Yönetim, Liderlik ve Karar Alma

Özet

"İyi yönetim" kavramı ki o son yıllarda sıklıkla yönetim sistemlerinde ve siyaset bilimi literatüründe "yönetim" terimine indirgenmiştir, kesinlikle yeterli değildir. İnancıma göre modern tarihimizde başımıza gelen en acı şey, "vizyonsuzluk", "zayıf kavrayış" ya da "hayal gücü yoksunluğu" ile özetlenebilir. Bizler, ne aydınlanmış düşüncenin ayak izlerinden, ne de köklenmiş bir kültürden ilham almaktayız, fakat geçmiş her daim güç sahipleri ve karar vericiler tarafından tartışılıp belirlenir ki sonuçta fırsatlar kaçırılır, kaynaklar tüketilir, vizyonlar kaybolur ve farkındalık kaçıp gider.

Son otuz yılda olanlara ilişkin bir inceleme bize, eğitimden sağlığa ve temel ihtiyaçların giderilmesinden toplumsal adaletin gerilemesine kadar her alanda esas kötülüğün, hayal gücü yoksunluğunda ve geleceği göremeyen bir bakışta yattığını gösterecektir, ki bu da açıkça iyi bir yönetimin eksikliğine ve bireysel amaçlar uğruna bu yönetime ait öğelerin kaybolmasına işaret eder. Böylece bizler geleceği göremeyen bir takım mahkûmlara dönüşürüz.

Anahtar Sözcükler

Liderlik, Yönetim, Karar.

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