

Journal of Engineering Research

RELATIONSHIP BETWEEN LEADERS' ATTITUDES AND THE EFFICIENCY AND EFFECTIVENESS IN PLANNING EXECUTION

Naiana Vieira Bazan

MBA in Leadership and Organizational Management, Universidade do Sul de Santa Catarina – UNISUL

<https://orcid.org/0000-0003-1167-1128>

João Pinheiro de Barros Neto

PhD in Social Sciences, Pontifícia Universidade Católica de São Paulo – PUC SP

<https://orcid.org/0000-0002-5680-6658>

All content in this magazine is licensed under a Creative Commons Attribution License. Attribution-Non-Commercial-Non-Derivatives 4.0 International (CC BY-NC-ND 4.0).



Abstract: The purpose of this work is to analyze the relationship between the attitudes of the leaders and the degree of efficiency and the degree of effectiveness in the execution of the planning of business strategies, highlighting the relationship existing between them. For that, a survey was conducted with 20 leaders of medium-sized companies in the state of São Paulo, representatives of the trade, industry and services sectors. It was possible to conclude that the time management carried out by the leaders and by the leaders, the knowledge of what the goals are and how to execute them, the cadence of execution of the planning by the teams and the frequency of monitoring of the execution carried out by the leaders; they present a direct relationship with the degree of efficiency and the degree of effectiveness of the execution. Other attitudes like having a systemic view of the business, and being committed and responsible for goals, have no direct relationship with the degrees of efficiency and effectiveness, although they are important for the companies.

Keywords: Leadership; efficiency; productivity; efficiency; execution; organizational management.

INTRODUCTION

The presence of a leader is vital for the good performance of organizations, which makes the topic of leadership widely discussed and researched. Given the various definitions, we can highlight that leadership is an example, influence and donation is an individual process of managing groups of people, with a common objective, the achievement of results (GOMES, 2015).

The definition of strategies is the first essential step towards achieving the results of the companies, but just defining the strategies is not enough, it is essential to execute them. It is noted that the stage whose leaders have the most difficulties to carry out is the

implementation of strategies (MESEL, 2017).

According to Petenate (2017), the unmotivated employee has a drop in productivity, and the unproductive employees generate inefficient deliveries, consuming more time and more resources for execution. In a world of high competition, it is essential that all stages, from business strategy to execution, are impeccable.

THEORETICAL FOUNDATION

Leadership is a skill that must be present in all organizations, because regardless of the area of activity, all organizations are composed of people and it is understood that leadership is:

Leadership is donation, it is to serve in a very intense way those whom we influence, it is an activity that concerns people, it is the action of leading. It is a skill that can be developed, used to influence people, so that they can perform their jobs with enthusiasm, joy and satisfaction, aiming to reach and even exceed previously identified objectives and results. (GOMES, 2015, p.1).

The leader has a strong influence on the motivation of his team, often being the guide, the calm, the stimulator of growth, the example, the manager of people and teams, the guide or boss, the good listener, the adviser; whose function is: to find opportunities, develop people and inspire them. Maxwell quotes that:

Responsibility for the development of people rests with the leader. And that means more than just helping them acquire professional skills. The best leaders help those they lead not only in their careers, but also in their personal lives. They help them become better people, not just good professionals. Leaders empower those they lead. And this is very important, because promoting people's growth generates growth for the organization. (MAXWELL, 2008, p.96).

To define the strategies, the leader elaborates

the Strategic Planning, which is the managerial planning process that allows the executive to establish the direction to be followed by the company (HAMEL; PRAHALAD, 1995).

The objective of this planning is to help in decision-making and in the search for more effective and competitive results, because when the company outlines objectives and goals, and seeks to achieve them, it has clearly defined why it exists, what it does and how it does it, and where it wants to go (DRUCKER, 1987).

It is in strategic planning that the company is defined, where it is and where it wants to go, concepts called Mission, vision and values. After these definitions, strategic goals and objectives are created for the coming years, for which internal and external factors, the global economic scenario and the market in which the company operates must be considered. It is essential that this plan is constantly reviewed and updated. (DE PAULA, 2015).

The next step is to start detailing the strategies, working in a shorter period, from 1 to 3 years, Tactical Planning is built, which will address the detailing of the strategies by areas of the company, where each area will plan how they can contribute to the result of the company defined in the strategic. When defining the tactical planning, it is time to operationalize what was planned, thus defining the Operational Planning. (DE PAULA, 2015).

Execution is how we connect people processes with strategies and the operational plan. It is the execution that defines the level of maturity of an organization. It is the ability to merge strategies with reality, align people and goals and achieve the expected results. (BOSSIDY, 2004, p.15).

Execution is the result of thousands of decisions made every day by employees acting on the information they have and their own best interests, and only solid execution of a brilliant strategy can keep you

on the competitive map).

Execution is the most difficult process of leadership, because in this regard, it depends on the consent, engagement and, above all, the behavior of the entire team, regardless of hierarchical level. The execution of the strategy is not the achievement of a vision or results. The big job of strategy execution is to change the organization's behavior on a large scale to achieve results and the vision. (CHRISTENSEN, 1997).

Strategy is not only an attribute of organizations, but is an activity carried out by people. Thus, it can be perceived as a social practice, while the people involved in this activity can be helped to better understand it and improve its practice (WHITTINGTON, 2004, apud KICH, 2010).

Execution is in the DNA of any organization, the differential of each institution will be in its assertive performance. Bill Moraes (2019, s/p) says that: "Execution is successful when it is based on principles, not techniques. Execution is successful when everyone in the organization has mastered the principles behind the actions, plans or slides."

We live in a world of constant turbulence, never experienced by humanity. In this constant and frenetic society, we must act and rely on points that do not change, regardless of the pace of the world. Regardless of society, or technology, or human evolution, principles never change (COVEY, 2018, apud Moraes, 2019).

It is natural for the leader to assume that the non-effectiveness of the strategy is caused by people as the central problem. But people are not the problem, the root cause is poor execution. This is because the enemy of execution is daily work, which in the book "The four disciplines of execution" they call the whirlpool (COVEY, 2017).

Efficiency and effectiveness are similar words, to understand this article, it is up to us to understand the differences. Efficiency

is when an activity is performed in the best possible way, avoiding wasting time, effort and resources, a concept often related to team productivity. Effectiveness is when we achieve the purpose, that is, the intended or expected result (MINTZBERG, 2004).

According to Barros Neto (2019, p. 14), it is understood as attitude, the desire to do, that is, behavior, manifestation, posture, intention and posture of individuals, so it is possible to evaluate the necessary attitudes for a good execution, making it possible to identify existing bottlenecks in the execution of some leaders.

Communication with the team for explanation and definition of defined Plans. Many leaders do not invite their teams to participate in the elaboration of the Tactical and Operational Plans, linked to this, many times these goals are imposed, and poorly communicated, which generates a lack of responsibility and commitment, on the part of the teams that do not know how to identify which are the main goals of the company, and often they do not feel committed and responsible for their execution (COVEY, 2017).

Another factor that directly influences this execution, and which has been intensifying over the years, is time management. Leaders and followers have a huge difficulty in managing their activities, and the available time they have, so it is essential that the leader takes action, showing what are the priorities and influencing the behavior of these people.

The starting point of Itaú's journey took place when the bank's top management called the HR people and said: there are a lot of things going on and the vast majority of them necessarily go through HR. It's not technology, it's not a product. There is a lot of organization, culture, and a lot of change in internal processes. We cannot stay behind (FAJERMAN, 2018, p.1, apud NUNES, 2018, p.1.).

Companies are challenged to test new ways of leading, and so flexible and adaptable leaders are expected, who have team motivation at the heart of their execution. Updating and adapting: this is the rule, which must have the leader as the center of this transformation. For efficient leadership, it is necessary to develop soft skills, which are intangible skills related to personality aspects (TREFF, 2018).

People who don't want to be used, who don't want to perform activities repeatedly just to increase productivity, but want to contribute fully with Spirit, Mind, Body and Heart. This is how an engaged team develops, and engagement generates effective results.

If our employees, who are the source of all business results, are trained, motivated and engaged, then our internal processes will run efficiently and effectively, and if this happens, then we will have customers who buy a lot and buy again from us, always and more, since we are making them satisfied and if our customers are happy with us, then they will spend their money with us willingly, buying our products and services. (BARROS NETO, 2017, p.56).

And that will always be the ultimate goal, high performance leaders, with motivated, engaged and qualified teams, satisfied customers and achieved results.

METHODOLOGY

According to Prodanov and Freitas (2013, p.51) this is a basic research, as its objective is to generate new useful knowledge for the advancement of science without foreseen practical application; involves universal truths and interests.

As for the research objectives, according to Prodanov and Freitas (2013, p.52) this is descriptive, as it will describe the characteristics of a given population, establishing a relationship between the variables, using standardized techniques for data collection, and interpretation of the

collected facts.

Regarding the approach to the problem, according to Prodanov and Freitas (2013, p.70) the research is quantitative, which means that opinions and information were translated into numbers to classify and analyze them, using statistical resources and techniques, resulting in a knowledge base that allows a rational and systematic approach to the subject studied.

To carry out this research, the Google Forms tool was used to collect data and information that were analyzed in the Excel tool. For this research, the following characteristics were defined for the target audience:

- Sample of 10 leaders in the commerce, industry and services sectors of companies located close to the capital São Paulo, with companies located in the following cities: São Paulo, São Caetano do Sul, Guarulhos, Sorocaba and Jundiaí, Ribeirão Preto, Sertãozinho, Barretos, Franca and São Joaquim da Barra, which were chosen due to the proximity of the researcher to the sample, since there was already professional contact with the researched leaders.

RESULTS AND DISCUSSION

The collected data were tabulated and analyzed in order to identify the correlation of time management indicators, knowledge about the goals and how to execute them, commitment and responsibility for the goals, execution cadence, systemic vision, and frequency of monitoring; with the efficiency and effectiveness of the execution of the planning to achieve the results.

In order to identify the average value listed by the leaders, we calculated the average (Me) of the values, which is calculated by adding all the values in the data set, from 01 to 20, and dividing this sum by the number of elements in this set, in case 20.

$$Me = (N1+N2+N3+...Nn)/n$$

Poor time management reflects low efficiency and low effectiveness, as shown in the graph. As well as good time management reflects in more efficient and effective execution, as expressed in figure 1.

When comparing the time management, effectiveness and efficiency indicators, that is, how much each leader reported that his team has in relation to the time management indicator, comparing with the answer he gave for the degree of efficiency, and with the answer he gave for degree of efficacy, we identified the same previously reported correlation in most cases. That is, there is proportionality between these indicators, whose time management by the leaders, impacts on the effective and efficient execution, as observed in figure 2.

Another indicator evaluated was the degree of knowledge of the teams and leaders in relation to the goals. Because in addition to knowing what the goals are, it is important to understand in depth about each one of them.

We noticed that 5% of the leaders understand that their teams have the lowest level of knowledge about the goals, 25% believe that they know little about the goals, being represented by level 2, 15% fit in level 3, and half of the surveyed leaders fit in grade number 4, and only 5% in grade number 5.

Differently from the evaluation of the teams, the leaders evaluated themselves as knowing the goals. Since 95% of those surveyed consider themselves to be in grades 4 and 5 on knowledge of goals.

The indicators were compared with the efficiency and effectiveness indicators individually by the responses of each leader. Figure 3 identifies the correlation between the level of knowledge of the goals by the team, with efficiency and effectiveness in execution.

Unlike the assessment made for the team, when comparing the relationship between the level of knowledge of the goals by the leaders, with effectiveness and efficiency, we did not

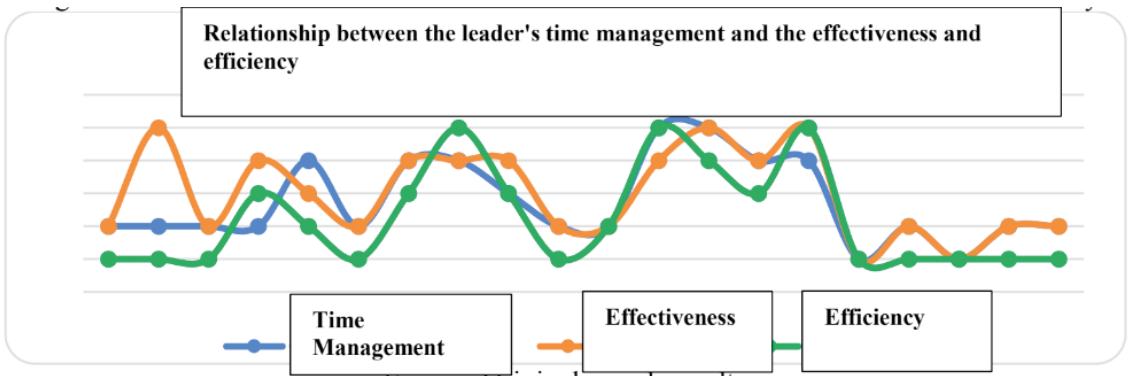


Figure 1. Relationship between team time management and its effectiveness and efficiency

Source: Original search results

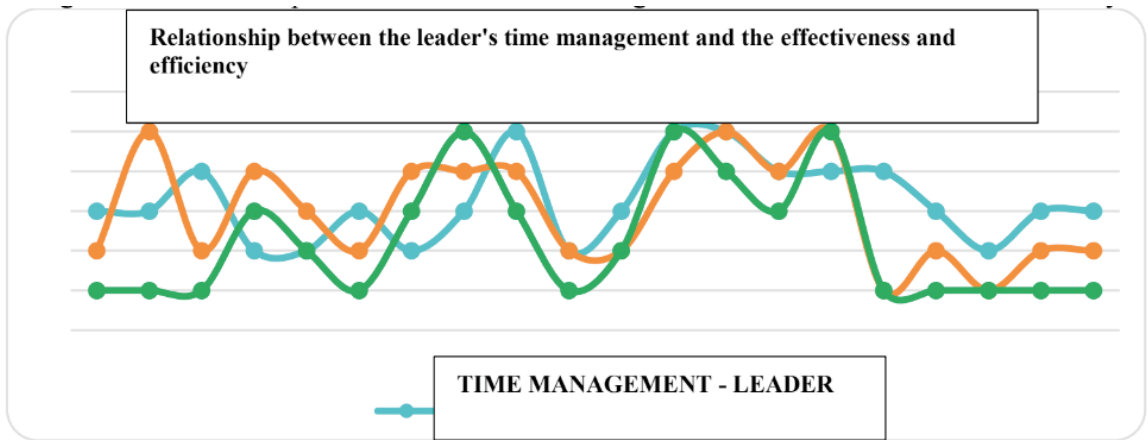


Figure 2. Relationship between leader time management and effectiveness and efficiency

Source: Original search results

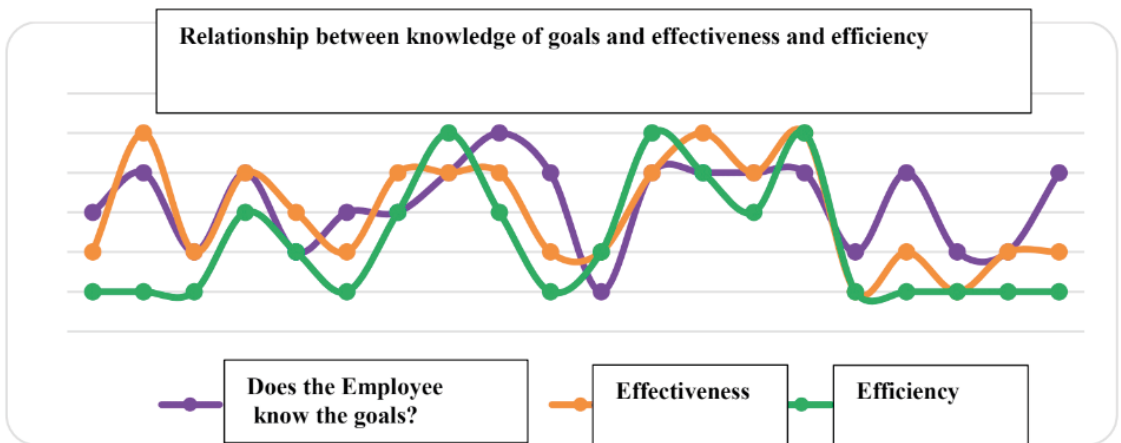


Figure 3. Relationship between the degree of knowledge of the goals by the teams and effectiveness and efficiency

Source: Original search results

notice the same relationship.

In order to verify the relationship between the attitude of knowing how to execute the goals with efficiency and effectiveness, we separately tabulated these indicators according to the groups collected when asking this question, thus, in Table 1 we can identify the relationship of those who said that the team does not know how to execute the goals, with effectiveness and efficiency.

In Table 2, we identify the list of those who said that most of their teams know how to execute the goals, with effectiveness and efficiency.

And in Table 3, we identified the relationship of the leader who said that in his team everyone knows how to execute the goals, with the efficiency and effectiveness of his team.

With the Tables above, and observing the averages of identified values, it is clear that knowing how to execute the goals has a direct impact on the execution, since the leaders who reported that their teams do not know how to execute the goals were the leaders who reported a low degree of efficiency and effectiveness, with a value of 1.1 as an average of the degrees of efficiency, and an average of effectiveness of 1.8. The leaders who reported that most members of their teams, or even all members, know how to execute the goals, were those who reported the highest degree of efficiency and effectiveness, with average values of 3.4 for efficiency and 4.2 for effectiveness.

Figure 4 identifies the correlation between the degree of commitment and accountability for goals, with efficiency and effectiveness in execution. By means of the graph we notice that there is no direct relationship between these indicators.

Leaders were asked about the execution cadence of their teams, that is, if the deliveries of results due to the execution of the teams are

regular. 90% of the leaders answered that their teams do not have a cadence of execution and only 10% answered that their teams have a cadence of execution and in order to show the relationship of this attitude with the effectiveness and efficiency in the execution, Table 4 was created.

From the Table above, we note that the absence of execution cadence implies low degrees of efficiency and effectiveness of execution, showing that these indicators are directly related, to complement the interpretation, we have Table 5 that shows us the relationship of these indicators with the teams that have a cadence of execution.

The average degree of efficiency and effectiveness in execution for this group that has a cadence of execution is higher when compared to the group that does not have a cadence of execution.

We evaluated the frequency with which leaders carry out monitoring, and we identified that most leaders carry out monthly monitoring of their teams, being represented by 55% of those surveyed. The others have the following profile: 10% carry out daily monitoring, 10% weekly, 5% fortnightly and 20% carry out monitoring on a scheduled date.

In order to identify the relationship between monitoring frequency and execution efficiency and effectiveness, we grouped the types of frequency identified in the survey, and we tabled the degrees of efficiency and effectiveness by type of frequency, as expressed in the tables below.

We started with the comparison between the daily frequency of monitoring and the efficiency and effectiveness of the execution, as expressed in Table 6, we showed that the daily frequency of monitoring is related to a high degree of efficiency and a high degree of effectiveness of the execution.

When comparing the weekly frequency

Employees know how to execute goals. They don't need my tips.	1	2	3	4	5	6	7	8	9	10	Average
Effectiveness	2	2	2	2	2	1	2	1	2	2	1.8
Efficiency	1	1	1	1	2	1	1	1	1	1	1.1

Table 1. List of teams that do not know how to execute the goals effectively and efficiently.

Source: Original search results

Employees know how to execute goals. Most of them clearly know.	1	2	3	4	5	6	7	8	9	Average
Effectiveness	5	4	3	4	4	4	5	4	5	4.2
Efficiency	1	3	2	3	5	5	4	3	5	3.4

Table 2. List of teams whose majority know how to execute goals effectively and efficiently.

Source: Original search results

Employees know how to execute goals. Yes, they all know it.	1	Average
Effectiveness	4	4
Efficiency	3	3

Table 3. Team relationship in which everyone knows how to execute the goals effectively and efficiently.

Source: Original search results

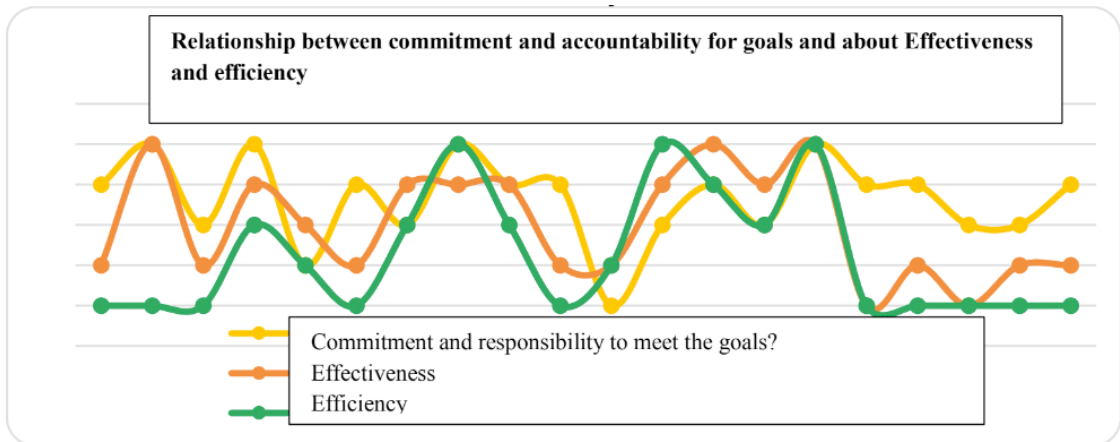


Figure 4. Relationship between the degree of commitment and accountability for goals and effectiveness and efficiency

Source: Original search results

Execution cadence - my team does not have results delivery cadence	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Average
Effectiveness	2	5	2	3	2	4	4	4	2	2	4	5	4	1	2	1	2	2	2,8
Efficiency	1	1	1	2	1	3	5	3	1	2	5	4	3	1	1	1	1	1	2,1

Table 4. Relation of cadence of execution of teams with effectiveness and efficiency.

Source: Original search results

Execution cadence - my team has a results delivery cadence	1	2	Average
Effectiveness	4	5	4,5
Efficiency	3	5	4

Table 5 Relationship between the cadence of team execution and effectiveness and efficiency.

Source: Original search results

Daily monitoring frequency	1	2	Average
Effectiveness	5	4	4,5
Efficiency	5	5	5

Table 6. Relationship between the daily frequency of monitoring results and the effectiveness and efficiency of execution

Source: Original search results

Weekly monitoring frequency	1	2	Average
Effectiveness	4	3	3,5
Efficiency	1	1	1

Table 7. Relationship between the weekly frequency of monitoring results and the effectiveness and efficiency of execution

Source: Original search results

Biweekly monitoring frequency	1	Average
Effectiveness	4	4
Efficiency	3	3

Table 8. Relationship between the fortnightly frequency of monitoring results with the effectiveness and efficiency of execution

Source: Original search results

Monthly monitoring frequency	1	2	3	4	5	6	7	8	9	10	11	Average
Effectiveness	2	5	2	3	2	2	4	2	1	2	2	2,5
Efficiency	1	1	1	2	1	1	5	1	1	1	1	1,5

Table 9. Ratio of the monthly frequency of monitoring results to the effectiveness and efficiency of execution

Source: Original search results

Monitoring frequency	1	2	3	4	Average
Effectiveness	4	4	4	2	3,5
Efficiency	3	3	5	2	3,3

Table 10. Relationship of other types of results monitoring frequency with the effectiveness and efficiency of execution

Source: Original search results

of monitoring and the efficiency and effectiveness of execution, as expressed in Table 7, we show that the weekly frequency of monitoring is related to a medium degree of effectiveness and a low degree of efficiency of execution, however there was a low sample size for collection of this information.

Comparing the fortnightly frequency of monitoring and the efficiency and effectiveness of the execution, as expressed in Table 8, we show that the fortnightly frequency of monitoring is related to a high degree of effectiveness and a medium degree of efficiency of the execution, however there was a low amount of sample for collection of this information.

Comparing the monthly frequency of monitoring and the efficiency and effectiveness of execution, as expressed in Table 9, we show that the monthly frequency of monitoring is related to a low degree of effectiveness and a low degree of efficiency of execution.

Comparing the respondents who reported carrying out monitoring on scheduled dates, with the efficiency and effectiveness of the execution, as expressed in Table 10, we show that this type of monitoring frequency is related to an intermediate degree of effectiveness and an intermediate degree of efficiency of execution.

Finally, when verifying the impact of commitment and accountability for the goals, it is noted that 60% of the teams are responsible and committed to the goals, according to the assessment of their leaders, a characteristic of the very generation of professionals that the Digital Age we live in brought, and a direct correlation of this indicator with efficiency and effectiveness in execution was not identified.

FINAL CONSIDERATIONS

With this work it was possible to conclude that there are attitudes of the leaders and their teams that directly influence the efficient

and effective execution of the planning of the companies to achieve the desired results, among them we can mention: the management of time by both the leaders and the team, the knowledge about the goals and how to execute them, the cadence of deliveries, the systemic view and the frequency of monitoring execution.

A direct relationship between these indicators was identified, it is possible to conclude that when these attitudes are present with a high degree of performance, efficiency and effectiveness in execution become a consequence. But if these attitudes are present at a primary level, we will automatically have low levels of effectiveness and efficiency in execution. This allows us to conclude the importance of leaders and their teams developing these attitudes.

Commitment and accountability for goals are present in most of the companies surveyed, however these attitudes were not directly related to the efficient and effective performance of execution, which allows us to conclude that although they are fundamental for the good performance of organizations and leaders, do not directly affect the efficiency and effectiveness of implementation.

Finally, the limitations of the study are recognized due to the size and selection of the sample, as well as for containing the unilateral view of the leaders on a group of individuals, their subordinates. Thus, it is suggested that new research be carried out to complement the analysis of this theme, with larger samples and questions applied to the team.

REFERENCES

- BARROS NETO, João Pinheiro de. *Gestão por competências*. 1ª ed. Curitiba: IESDE - Inteligência Educacional e Sistemas de Ensino, 2019.
- BARROS NETO, J. P. B. *Liderança de alta performance e pessoas como parceiras da organização*. 2017. 78f. Universidade do Sul de Santa Catarina, 2017.
- BOSSIDY, L.; CHARAN, R. *Execução: a disciplina para atingir todos os resultados*. 10. Ed. Rio de Janeiro: Editora Campus, 2004.
- COVEY, S. et al. *As 4 disciplinas da execução*. 1ª ed. Rio de Janeiro: Alta Books Editora, 2017.
- CHRISTENSEN, C. M. *Marketing strategy: learning by doing*. Harvard Business Review, vol. 75, no. 6, p. 141, 1997.
- DE PAULA, G.B. *Planejamento estratégico, tático e operacional – o guia completo para sua empresa garantir os melhores resultados*. treasury, 2015. Disponível em: <<HTTPS://WWW.TREASY.COM.BR/BLOG/PLANEJAMENTO-ESTRATEGICO-TATICO-E-OPERACIONAL/>>. ACESSADO EM: 10 DE MARÇO. 2020.
- DRUCKER, P. *Admirável mundo do conhecimento*. Barueri: HSM Management, 1997.
- EMPRESÔMETRO. Estatísticas. Disponível em: <<https://www.empresometro.com.br/Home/Estatisticas>>. Acessado em: 08 de março. 2020.
- GOMES, E. *Liderança nas organizações*. Rh Portal, 2015. Disponível em: <<https://www.rhportal.com.br/artigos-rh/liderana-nas-organizaes/>>. Acesso em: 10 de fev. de 2020.
- HAMEL, G.; PRAHALAD, C.K. *Competindo pelo futuro: estratégias inovadoras para obter o controle do seu setor e criar mercados amanhã*. Rio de Janeiro: Campus, 1995.
- KICH, J. et al. Um estudo da contribuição de Richard Whittington para a estratégia. Rev. Ciênc. Admin., Fortaleza, v. 16, n. 2, p. 472-491, jul./dez. 2010.
- MAXWELL, J.C. *O livro de ouro da liderança*. Rio de Janeiro: Thomas Nelson Brasil, 2008.
- MESEL, H. *Você executa (mesmo) seu planejamento estratégico?* LinkedIn, 2017. Disponível em: < <https://www.linkedin.com/pulse/voc%C3%AA-executa-mesmo-seu-planejamento-estrat%C3%A9gico-haim-mesel>>. Acesso em: 20 de fev. de 2020.
- MINTZBERG, H. et al. *O processo da estratégia*, 4ª ed. Porto Alegre: Bookman, 2006.
- MORAES, B. *Execução como princípio, não como técnica*. LinkedIn, 2019. Disponível em: <<https://www.linkedin.com/pulse/execu%C3%A7%C3%A3o-como-princ%C3%ADpio-n%C3%A3o-t%C3%A9cnica-bill-moraes>> Acesso em: 05 de fev. 2020.
- NEILSON, G. L.; MARTIN, K. L.; POWERS, E. The secrets to successful strategy execution. *Harvard Business Review*, v. 86, n. 6, p. 60, 2008.
- NUNES, A. *Além do engajamento: o novo RH e seus desafios na era digital*. CI&T, 2018. Disponível em: < <https://br.ciantd.com/blog/o-novo-rh-e-seus-desafios-na-era-digital>>. Acesso em: 05 de fev. 2020.
- PETENATE, Ademir. *Certificação lean six-sigma green belt*. Campinas: Escola EDTI, 2017.
- PRODANOV, C. C.; FREITAS, E. C. *Metodologia do trabalho científico*. 2ª Ed. Nova Hamburgo: Universidade Feevale, 2013.
- TREFF, M. *O desafio das soft skills*. Estadão, 2018. Disponível em: <<https://economia.estadao.com.br/blogs/radar-do-emprego/o-desafio-das-soft-skills/>>. Acessado em: 10 de abr. 2020.