



almost a need to think that somebody has a miraculous quality that will be able to solve all the problems that they face.

But the profound economic crisis has created a real challenge for leaders. But also for their followers! Many employees see their entrepreneurs as charismatic! People who have a lot of initiative and know how to manage. And for sure, they are going to find solutions for the present situation, too!

Such approach is often met in the SME's sector where, for a lot of time, the entrepreneur as the leader of community, involved in all aspects of the organization, making the most of the decisions.

But, the pressures that the entrepreneur is subject to, the need for speed and the complexity of his environment place a lot of pressure on him, in order to start trusting more his employees and if he wants to get people to listen to him, he has to be also prepared for the vice-versa.

There is a real need for the professionals who are able to assist him and who can stand beside him in order to attain the objective proposed for these difficult times.

Innovation and change become attributes that are now stronger connected to the knowledge based leadership as actions that are more often associated with a leader's decision in order to assure that competitive advantage will be reached. Building an organizational knowledge map is one of the most difficult action for a leader, as he has to thoroughly assess the knowledge potential of the organization and how it can be better valued.

Learning organization can be developed only when the leader succeeds to transform the organization and himself in both sender and receiver of information, building a climate of trust and embedding it within the organizational culture (N stase, 2008).

It's not possible to set and achieve challenging objectives without creating a team of capable, creative and committed employees. The communication process get new value, regardless of the fact that we talk about horizontal, vertical or oblique communications. Permanent monitoring of the environment, meeting the stakeholders' needs means to be able to connect with a solid informational system, able to provide the raw materials for decision making process.

Attaining the organizational objectives is a process that imposes a better cooperation among the people from inside and outside of organization and finding the right balance between internal conditions and external requirements.

## **CHALLENGES FOR ROMANIAN SME'S**

The specialists demonstrated that the level and particularities of the business environment vary from one country to another. The entrepreneurship is a social and economic phenomenon that is influenced by economic and non-economic conditions. The economic conditions comprise: access to profit, the existence of some groups with a leaders position, opportunities, chances and capital.

The non-economic factor can be grouped in non-economic motivators, the dissatisfaction generated by the present job, values or by factors regarding the business environment.

After a period of powerful economic growth Romania knows a deep crisis with major negative effects in all the society's fields.

Till now the SME's sector proved to be one of the most dynamic sector from the Romanian economy, generating over 80% of GDP. But, at the same time, it proves to be the most affected by the economic crisis.

The present financial crisis has a negative impact over the most part of SME's sector, contributing dramatically to the increase of failures; the most exposed being the starts-up. It is normally, if we think that they don't yet have the required resources for resisting and surviving.

The negative impact is easily noticed over the SME's in the fields of real estate, trade and services. The diminishing of exports, the crash of investment and the financial blockage generate more pressures on the entrepreneurs. It is estimated that at least 90% of 600.000 SME's are affected and 1/3 face the spectrum of closing.

It's really a necessity to be able to develop new competencies that will provide the Romanian entrepreneurs and leaders from SME's sector, with the necessary managerial tools for survival and development.

But, the leaders offer the possibility as the personnel, to the large extent, to find itself, to identify with the promoted elements. They promote the dialogue and they are under permanent interaction with the organization's members.

Developing and posting the new values, attitudes and mechanisms that are required by changes will not be possible without a continuous learning process that has to take place at all organizational levels.

Today's knowledge based entrepreneurs have to rely in implementing strategies, on quality and customer, but also with a special emphasis on the employees' leadership abilities. They have to be able to master decision making at every organization level. Lonely individuals at the SME's top cannot implement themselves a successfully business strategy, but there is the need for a team and a competitive organizational culture.



25. Viitala, R. (2004), "Towards knowledge leadership", *Leadership & Organizational Development Journal*, Vol. 25 No. 6, pp. 528-44
26. Zecheru, V., N stase, M., (2005) *Managementul, „obiect” de audit intern. Sinteze teoretico-metodologice, proceduri utilizabile i aplica ii*, Bucure ti, Editura Economic
27. \*\*\* *Revista de Management Comparat International/Review of International Comparative Management*, (2007) Vol. 8, Bucure ti, Editura ASE
28. \*\*\* *Revista de Management Comparat International/Review of International Comparative Management*, (2008) Vol. 9, Bucure ti, Editura ASE
29. \*\*\* *Revista de Management Comparat International/Review of International Comparative Management*, (2009) Vol. 10, Bucure ti, Editura ASE

\* This work was supported by CNCSIS –UEFISCSU, project number PNII – IDEI code 1867/2008, contract no. 899/2009