

# IJETRM

**International Journal of Engineering Technology Research & Management**

Published By:

<https://www.ijetrm.com/>

## **AGILE APPROACHES IN LEADERSHIP AND EFFICIENT MANAGEMENT OF PROJECTS AT GOVERNMENT LEVEL**

**Marius ȘTEFAN**

**[mariusl\\_stefan@yahoo.com](mailto:mariusl_stefan@yahoo.com)**

Bucharest University of Economic Studies, Romania

---

### **ABSTRACT**

The public administration is that system made up of institutions and public authorities, which include certain structures of the administration and which carry out an activity with a certain specificity, which allows the organization of the execution and the concrete execution of the law. In a material sense, we are talking about the execution of certain benefits to the population, a good functioning of public services.

The public administration is active in all spheres of social life, having connections and links with many components of society.

Social influence represents the way in which the individual modifies his behavior and opinions in the presence of others. It can be exercised by a person, a group, an institution.

The civil servant is that person appointed to a public position, under the terms of the law, and who exercises prerogatives of public power.

Effective governance helps to strengthen democracy and human rights, promote economic prosperity and social cohesion, reduce poverty, protect the environment, rational use of natural resources and high trust in government and public administration. The efficiency of public services in the state administration is also determined by the quality of the staff.

A public administration system, equipped with sufficient material and financial resources, but with officials unprepared professionally and managerially, does not achieve the proposed results. Any civil servant must have a general training, specific to the field in which they work. The achievement of certain performances by civil servants can be the result of a permanent process that leads to professional competence.

Leaders, within public institutions, can help to disseminate, promote and maintain the new values that are necessary for a real reform of the public sector.

The competence, respectively the performance, marks the final moment of a permanent process of training and improvement of the training of civil servants in the field of specialization and management, in particular.

In Romania, as a member country of the European Union, the public administration is a determining factor in a series of specific activities: the implementation and monitoring of the implementation of the community acquis in various fields, the attraction and efficient management of funds from the European Union or other donors international, which also requires the existence of a body of civil servants specialized in managing European electronic business.

### **Keywords:**

synergy in innovations; intelligent technologies; e-business; digital transformation; awareness; agile approaches; leadership and efficient management; automation of processes.

---

### **INTRODUCTION**

Modernity is characterized by major transformations and developments, which penetrated deeply into all levels of human life, in all economic, political and social spheres, thus significantly increasing the quality of human life.

These legacies of modernity laid the foundations for an evolving present, characterized by a new model of society, in which production is replaced by services, knowledge and global information technologies, called the information society. The post-industrial society focuses, not on the production of goods, but on the use of mainly services, the evolution thus depending on the use of technology.

In this way, a re-hierarchy of knowledge is produced, so that the model of access to knowledge undergoes essential changes, the primary interest is no longer aimed at the universal aspect, the concern becomes centered on the local-individual space, introducing the transfer from word to image, from speech to personality.

The informational society" is the postmodern society, where old norms and ways of thinking are replaced by new technologies and new lifestyles. A transformation of civilization is thus produced, through three scientific and

# IJETRM

**International Journal of Engineering Technology Research & Management**

Published By:

<https://www.ijetrm.com/>

technological revolutions: conventional traditional craftsmanship, the scientific organization of production, as well as the automation of the intelligent artificial future.

Starting from the increasing role of science in production processes, in conjunction with the emergence of information technologies, the economy and society become centered on a new primary principle, namely theoretical knowledge.

The information society is a society in which the quality of life, as well as the prospects for social change and economic development, increasingly depend on information and its exploitation. In such a society, living standards, working patterns, the educational system and the labor market are all significantly influenced by advances in information and knowledge.

The theme of the information society is described by this phrase - the society based on theoretical knowledge, also being very well synthesized in the term "information age".

## OBJECTIVES

### **Intelligent approaches in leadership and efficient management of projects.**

The dynamics of contemporary social changes require a good ability to adapt the individual to the environment, which can only be achieved if we understand the extraordinary role played by the intelligent use of emotions. Modern theories about intelligence have developed by observing the fact that the person, throughout life, is in a permanent development. In order to be successful, certain conditions must be met. These conditions for achieving success in life depend on skills that are formed throughout formal education or at least should be pursued as objectives, beyond disciplines. From the works of scientists about intelligence, we can see the special interest given to emotional and social intelligence, which refers to the ability to understand yourself and others.

Through social and emotional learning, the emotional intelligence of individuals is developed, constituting enormous baggage for their personal and professional future. The most important element of emotional intelligence is emotions. They are very important because they ensure:

**Survival** – our emotions alert us when we lack the natural drive; when we feel alone, we lack the need to communicate with other people; when we are afraid we feel rejected, we lack the need to be accepted.

**Decision making** – feelings and emotions are a valuable source of information, helping us to make decisions.

Setting boundaries - our feelings help us to raise some alarm signals when we are disturbed by a person's behavior. If we learn to trust what we feel and be firm in expressing it, we can let the person know that we are uncomfortable as soon as we become aware of this phenomenon. This will help us draw the boundaries that are necessary to protect our mental health.

**Communication** – our feelings help us communicate with others. In communication between people, non-verbal communication represents at least 60%, and the truth about emotions lies more in "how" the person says than in "what" he says. For example, our facial expression can express a wide range of feelings: fear, joy, surprise, anger, disgust, anger, etc. If we are more skilled in the art of verbal communication, we will be able to express more of our emotional needs, thus having the possibility to feel them better. We are able to make them feel important, understood and loved if we manage to be as receptive as possible to other people's emotional problems. Paraphrasing the great philosopher Constantin Noica, understanding is completed by what is not expressed in words. Communication contains man, and man appears or hides through communication.

**Unity** – our feelings are perhaps the greatest source of unity among all members of the human species. Feelings are universal across religious, political and cultural boundaries, such as feelings of empathy, compassion, cooperation and forgiveness. These have the potential to unite us as a species. In a big picture, feelings unite us, beliefs divide us.

## METHODOLOGY

Modern theories of intelligence have developed from the observation that the person, throughout life, is in constant development. In order to be successful, certain conditions must be met. These conditions for achieving success in life depend on the skills that are formed during education, or at least should be pursued as goals, beyond the disciplines.

Activity is the way in which predispositions pass from possible to real, representing skills, and activity is also the one through which and in which aptitude (capacity) generates the phenomenon of creativity, a fundamental concept in relation to aptitude.

The creative process, involves going through the following four stages:

- Preparation - Telecommunications networks (telephone lines, cable, radio, optic fiber, satellite, 4G, 5G, 6G)
- Incubation - E-Services (e-mail, file transfer, virtual private network)

# IJETRM

**International Journal of Engineering Technology Research & Management**

Published By:

<https://www.ijetrm.com/>

- Illumination - Emerging technologies in the e-Business sector (IoT, EoT, Cloud, Fog)
- Verification - E-Applications (e-learning, e-working, e-banking, e-services, e-activities)

Project management is a real art and science of getting the project done. Starting from the well-known relationship Quality, Time, Cost, nicknamed the iron triangle, we have from the beginning challenges that influence our work and define its results. Historically speaking, project management began its evolution in industrial and construction projects, and in recent decades it has also been applied in the IT field to bring to fruition the vision of brave entrepreneurs or investors who saw IT systems as a "commodity" just as oil, electricity or the Internet. Achieving effective results, depends on the degree of fulfillment of the project management component.

The processes specific to the governing act, should be treated similar to the stages of business development. For better traceability and organizational efficiency, the stages of the implementation of the projects in question should be transposed into a cooperation platform type information system, so that they can be mirrored in the electronic and digital project management flow, all the activities undertaken, the deadlines, the cyber security incidents, as well as the achievements, which will ultimately define a high degree of fulfillment of the projects' objectives and the realization of a state of balance and assurance of cyber security.

## RESULTS AND DISCUSSION

Intrapersonal intelligence - consists in the ability to turn towards oneself, inside one's own person, to achieve an in-depth personal knowledge. Psychologists have shown that these abilities are not generated by a high level of academic/theoretical intelligence, but they constitute a kind of specific sensitivity towards practice and interpersonal relationships. Thus, a new form of intelligence was born - emotional intelligence. Some authors believe that emotional intelligence has several areas distributed from simple to complex:

- Identifying emotions: the ability to recognize one's own emotions, feelings and those of those around us, as well as their identification in different people, objects, art, stories, music or other stimuli.

- The utility of emotions: the ability to generate, use and feel an emotion as necessary in communicating feelings or engaging it in other cognitive processes (thinking, decisions). It involves the ability to relate emotions to other mental sensations, for example taste and color (engagement in artistic work) and the use of emotions in problem solving. (integrating emotions into thoughts)

- Understanding emotions: the ability to understand information about emotions, to understand the "combinatorics" of emotions, progress through relational transitions. It involves solving emotional problems by knowing similar or different emotions, but especially by what they convey or signify.

- Management of emotions: The ability to be open to feelings and to adapt them to one's own person and the emotions of others to promote personal growth and development. It involves understanding the consequences of social behaviors on emotions and regulating emotions according to personal needs and those of others.

Emotional intelligence is an important objective in the perspective of initial and continuous training, professionally or managerially, in any field of activity. Optimism and hope for success are traits that constitute what psychologists call personal efficacy, the conviction that you are in control of the events of your life and that you can face the challenges you are faced with.

Developing a competence of any kind strengthens personal efficacy and makes the person in question able to take risks and face challenges, which, once overcome, increase the sense of personal efficacy. This attitude leads to the valorization of skills and talents, in other words, to personal development.

Identifying and establishing the performance standard required of a leader (competencies, skills, abilities, requirements, etc.)

Over time, attempts have been made to define those traits that define a performing leader; these characteristics were placed at different levels: physical, intellectual (such as the intelligence index) or personality traits (such as perseverance, empathy, etc.). Even if, in the case of some, relationships can be made with managerial efficiency, it is practically impossible to identify the "type" set of characteristics that build the ideal leader. At the same time, the identification effort was not limited only to the general characteristics, but also aimed at situational evaluations as well as establishing the relationships between them; even if in the managerial literature the theories regarding "born leaders" no longer enjoy great success, there are some traits that can provide increased chances of success at the leadership level:

- Capacity: intelligence, agility, verbal skills, originality, judgement;
- Accumulations: training level, knowledge, skills, physical progress;
- Responsibility: initiative, aggressiveness, perseverance, self-confidence, desire to excel;

# IJETRM

**International Journal of Engineering Technology Research & Management**

Published By:

<https://www.ijetrm.com/>

- Participation: activity, sociability, cooperation, adaptability, humor;
- Status: socio-economic position, popularity;
- Situation: mental level, skills, needs and interests of subordinates, objectives to be achieved, etc.

In the practical approach to the manager-subordinate relationship, the following principles are of primary importance:

- the manager's leadership position can only be ensured if the formal side of power (authority) is combined with the informal side of power (the ability to influence);
- ensuring a coherent and continuous flow of information vertically (between the different decision-making levels) and horizontally (on the same decision-making level);
- ensuring subordinates' access to managers;
- adopting decisions, in accordance with the organizational objectives and the interests of the employees;
- after adopting the decisions, all employees must contribute to their application;
- compliance with the principle of equity regarding rewards;
- assuming responsibility at all levels of management or execution.

The managerial style is a set of professional, organizational, moral and personality qualities that manifest themselves more or less in daily activity and in certain relevant circumstances (repeatable or not) and which is characterized by a high degree of stability in time. When establishing the performance standard necessary for a leader, the necessary skills, we can also refer to the evaluation criteria for civil servants, but these are general skills that must be realized as a level for each public function.

## ACKNOWLEDGEMENT

The complex issue of leadership has been a point of interest for several decades, specialists being interested in finding out who are those who have the ability to impress their vision on organizations and influence their important activities, and whether these qualities are natural or can be developed.

Following some recent international research on the characteristics of leaders, four common competencies have been identified, respectively:

1. attention management;
  2. meaning management;
  3. trust management;
  4. the management of one's own person.
- Attention management refers to the leader's ability to:
- to attract people by creating a vision;
  - to communicate this vision to others;
  - to induce people, through the power of their own example, to try to fulfill this vision together.

Meaning management represents the leader's ability to communicate his vision to others in such a way that they can understand the meaning of the objectives, directions or aspects that it implies. Leaders have the ability to integrate facts, concepts and anecdotes into meanings that others can easily understand.

Trust management refers to the ability of leaders to inspire trust in others. A fundamental element of building trust is the solidity, longevity and consistency of this feeling. People like to follow leaders they can trust, even if they don't share their views, rather than leaders they agree with but change their position. Trust also takes into account the leader's ability to keep his word, to keep the secrets entrusted to him and to maintain the established value system.

Self-management starts from the concept that effective leaders understand themselves (they know their strengths and weaknesses) and act within the limits of their abilities. Because of this fact, leaders have confidence in themselves and do not see mistakes as failures. In the presence of leaders, people: feel important; they feel competent and have confidence in themselves; they feel part of a whole, a team; considers work as an interesting challenge.

The behavioral approach has often been used in leadership research, starting from the attempt to observe: what effective leaders do; what functions do they perform to ensure the achievement of objectives; how he motivates others. Thus, the focus is no longer on personal characteristics, but on the behaviors adopted by leaders in carrying out certain activities, actions or functions. The advantage of this approach is that innate characteristics are considered irrelevant, instead observable behaviors are important.

# IJETRM

**International Journal of Engineering Technology Research & Management**

Published By:

<https://www.ijetrm.com/>

Therefore, if the behavior that ensures effectiveness in leadership can be identified, then it can be learned, and if innate qualities are needed, then people who possess them will be selected, training becoming irrelevant. We can affirm that leadership, as a concept, is characterized by the following features:

- It is a process of intentional influence.
- It is a group phenomenon - to talk about leadership, you need a group of "followers" of the leader.
- It is an objective-oriented phenomenon - more precisely, the leader's activity has behind it a set of objectives that must be achieved by the "followers".

- It is a rather inspirational, non-material process - emphasizing the informal side of interpersonal relationships.

Leadership is an attribute desired and required by organizations for their managers. Leaders have confidence in their own strengths and generate confidence in others. Around true leaders, employees feel more competent and find work more interesting. Leadership is directly related to the ability to influence people's behavior.

The concept of Leadership can also be defined as the ability of a person to exercise a type of influence through communication on other people, orienting them towards the fulfillment of certain objectives. According to recent studies, several types of strategies for influencing people have been identified.

The research was carried out at the government level., with the main aim of creating scientific and technological excellence by analyzing the results obtained through the use of intelligent technologies at the central administration level

The period included in the analysis activity is between the years 2013-2023, including two programming periods of non-refundable financing from European funds, facilitated by the European Commission, as well as the National Recovery and Resilience Plan.

The three cyber projects carried out by the Cyber-int National Center, to ensure cyber security at the national level, constituting a security umbrella, over the critical infrastructure of national interest, which will be reinvented through the digital transformation generated with the help of emerging technologies, which have produced an evolution considerable in government digital transformation.

Emerging technologies and the integration of machine learning functionalities through artificial intelligence, at the government level., as a development measure through innovation, will produce positive effects including on the development of the national economy by increasing the absorption of European funds in a secure cyber environment.

## CONCLUSION

One of the definitions accepted at the European level regarding the concept of leadership is the following:

Leadership focuses on the issue of vision, ideas, direction and has to do with inspiring people, giving meaning, direction to their activity rather than routine day-to-day activities. A successful leader must be able to use more than his own abilities. A leader must be able to inspire the group to carry out certain activities without making use of formal means of control. The researchers found that at European level, successful leaders grant:

- a greater importance of certain management activities such as planning or training people;
- more trust in subordinates, being more people-oriented.

Although some leadership skills can be learned, trying to train those who do not believe they have a need to improve these skills is doomed to failure.

Leadership development is not a new or unique concept for the public sector in Romania or other European countries.

Leadership is not a singular notion. Even after decades of research, it is relatively difficult to identify with certainty the specific causal factors that lead to successful leadership and management in any time and place.

In general, Romania, as well as other countries, have noticed that there is a very big difference between how the public sector is perceived today and how the national interest should be seen now or in the future. An answer to the main problems faced by the public sector in Romania at the present time could be the development of a certain type of leadership that best fits the existing administrative structures in Romania. Leadership is practically the basic component of good public governance.

At the international level, there is a heated debate regarding the notions of leader and manager, notions that often merge in everyday meaning. There have always been leaders. Managers want to have the title of leader, but this does not happen very often. A good manager knows how to handle the resources at hand to accomplish goals, but a leader knows how to handle and influence people to do the same. Communication skills are essential for a leader. A successful manager or leader is the one who knows how to guide his team, in such a way that his presence would not be needed to lead it. When the team is trained in such a way that they can think effectively on their own, then the manager or leader is a



# IJETRM

## International Journal of Engineering Technology Research & Management

Published By:

<https://www.ijetrm.com/>

successful one. They know not to create dependencies between them and the team, but to develop and guide the team to manage itself. Although the importance of effective leadership is widely recognized, we must understand that the notion of leadership is difficult to define and has different meanings in different countries.

The concept of leadership is neither new nor foreign to the public sector. However, in Romania, the issue of leadership development has not been widely highlighted. On the other hand, other countries such as Germany, Iceland, the Netherlands, Norway, Great Britain and the USA, to give only a few examples, have given a high priority to this topic during the last years. Currently, in all the countries of the world, including Romania, more and more reasons are appearing for the purpose of developing and applying the science of leadership, this also because the formulation of visions regarding the way of their activity depends on the leader of public organizations future. The leader, who is bold, discerning, open to new ideas and insights, is essential for constant progress and superior achievements.

Holding the position of leader presupposes occupying a distinct place in the organizational architecture and provides access to a type of behaviors and approaches different from those of the majority of members (obviously, as long as they are justified by the leader's desire to satisfy common interests); this position entails responsibilities and offers opportunities and benefits; hence the increased sensitivity of this area and the permanent pressures exerted within it. It must be understood that leaders can appear and are needed at all levels of management within a public administration institution.

Achieving the performance of the public institution calls for a heightened concern for innovation, creativity, change. Successful leaders in the public institution will have the responsibility to create an institutional culture, employees being encouraged to seek new ideas, to build relationships of mutual trust, to create a climate in which to learn from each other. The efficiency of a leader does not depend only on his own abilities, but also on the involvement, support and participation of the entire team. Precisely for this reason, the leader in the local public administration must be in a permanent dialogue with the people, to communicate his own vision, so that they can notice the opportunities and form an image of the future. This new perspective on human behavior emphasizes the importance of social needs, attitudes and meanings that guide people's actions, even more so within public institutions. In the public administration of other European countries, leadership represents a way of mobilizing those who work in public institutions to be more receptive to the public, that is, to the citizens, and more intensively involved in designing and providing services to the public.

Therefore, in their view, leadership is a means of revitalizing public services. The leader is asked to focus on the organizational implications, on his potential to motivate the entire workforce, all employees.

Thus, the role of the leader in the formation of the organizational culture is major, as he is the one who promotes the values in the collective, and not at the individual level. In other European countries, special emphasis is placed on responsibility and cooperation within the public administration, which is why leadership is also given special importance, precisely in order to succeed in achieving all the objectives within the public sector.

In this sense, new institutions were established with the objective of identifying future leaders within the administrative sector and for the purpose of their professional development. Leaders, within public institutions, can help to spread, promote and maintain the new values that are necessary for a successful public sector reform.

While public leadership clearly includes public administration leaders as well as political leaders, the vision of leadership in the future tends to become broader. It includes leaders as change agents spread throughout public organizations to continue the reform process. Leaders prove to be effective through their ability to persuade, motivate public employees and direct their efforts towards a common cause.

The integration of machine learning and artificial intelligence functionalities, at the government level., can be seen in Tables 1 and 2 below, while the use of intelligent technologies such as Sandbox Analyzer and EDR - Endpoint Threat Detection and Response (ETDR) can be seen in Figures 1 and 3 below, and Computers – Endpoint policy compliance in Figure 2.

**Table 1. Integrating Machine Learning and Artificial Intelligence functionalities, at the government level.**

Implementation period	Protected workstations	Increasing the degree of cyber protection	Automate responses to detected and remedied cyber attacks	Fixed vulnerabilities	Possible security risks
2014-2017	250 to 450	200 Endpoints	About 50%	75%	25%
2020-2023	450 to 1700	1250 Endpoints	About 75%	90%	10%
2023-2027	1700 to 3400	3400 Endpoints	About 95%	95%	5%

Source: Author' own research

# IJETRM

## International Journal of Engineering Technology Research & Management

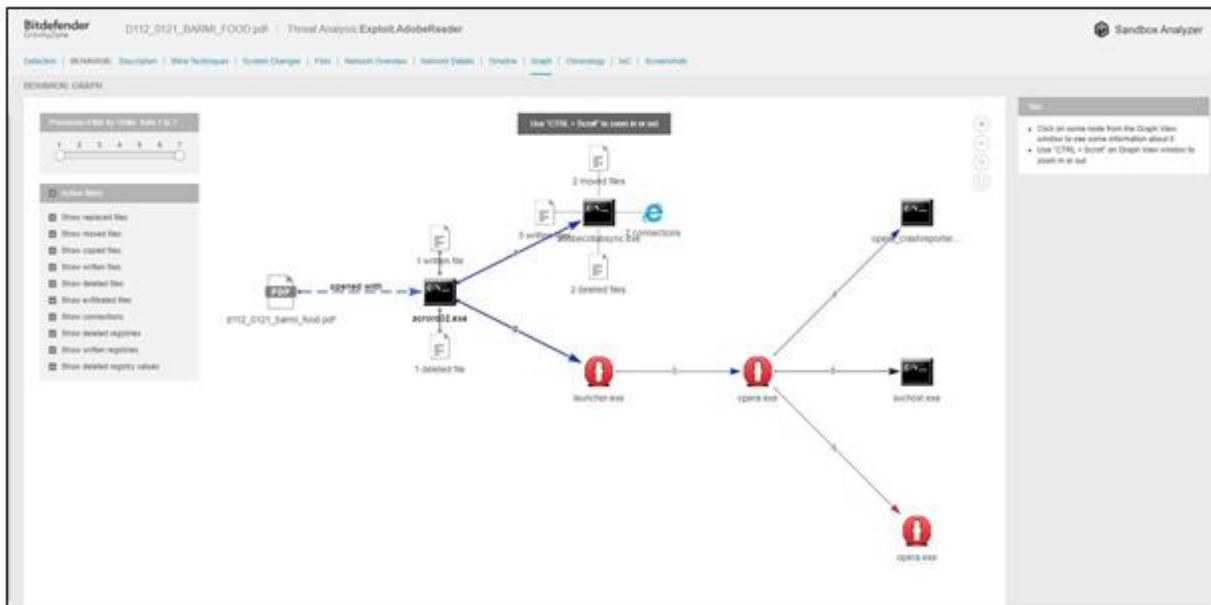
Published By:

<https://www.ijetrm.com/>

**Table 2. Results of Integrating Machine Learning and Artificial Intelligence functionalities, at the government level.**

Automation period	Protected endpoints	Increasing the cyber protection	Automated detected and remedied cyber attacks	Security vulnerabilities	Security risks
2014-2017	450	200 Workstations	50%	75%	25%
2020-2023	1700	1250 Workstations	75%	90%	10%
2023-2027	3400	3400 Workstations	95%	95%	5%

Source: Author's own research

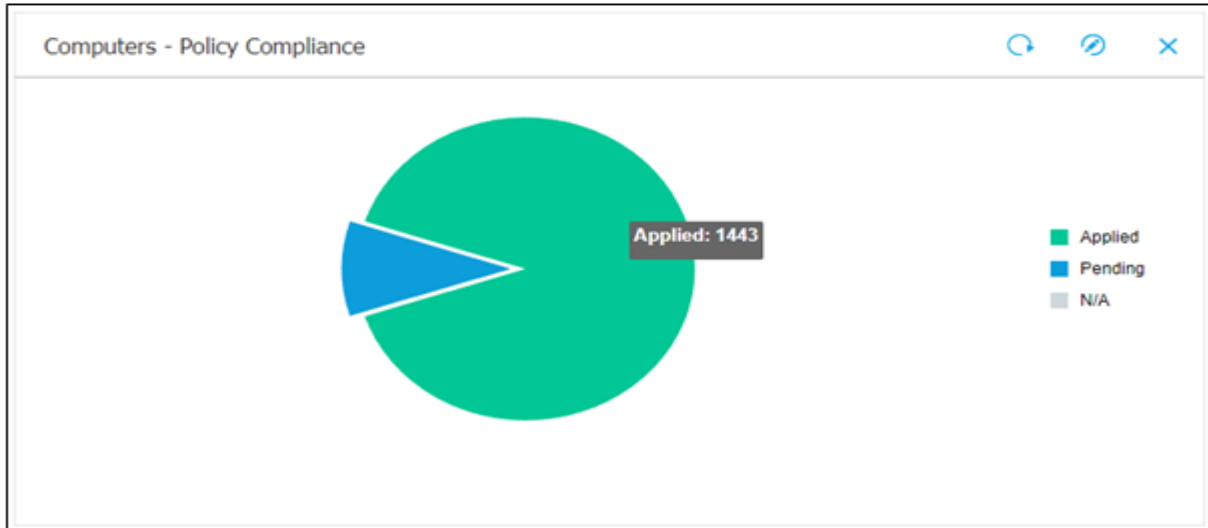


Source: [www.bitdefender.com](http://www.bitdefender.com)

**Figure 1. Sandbox Analyzer – at the government level.**

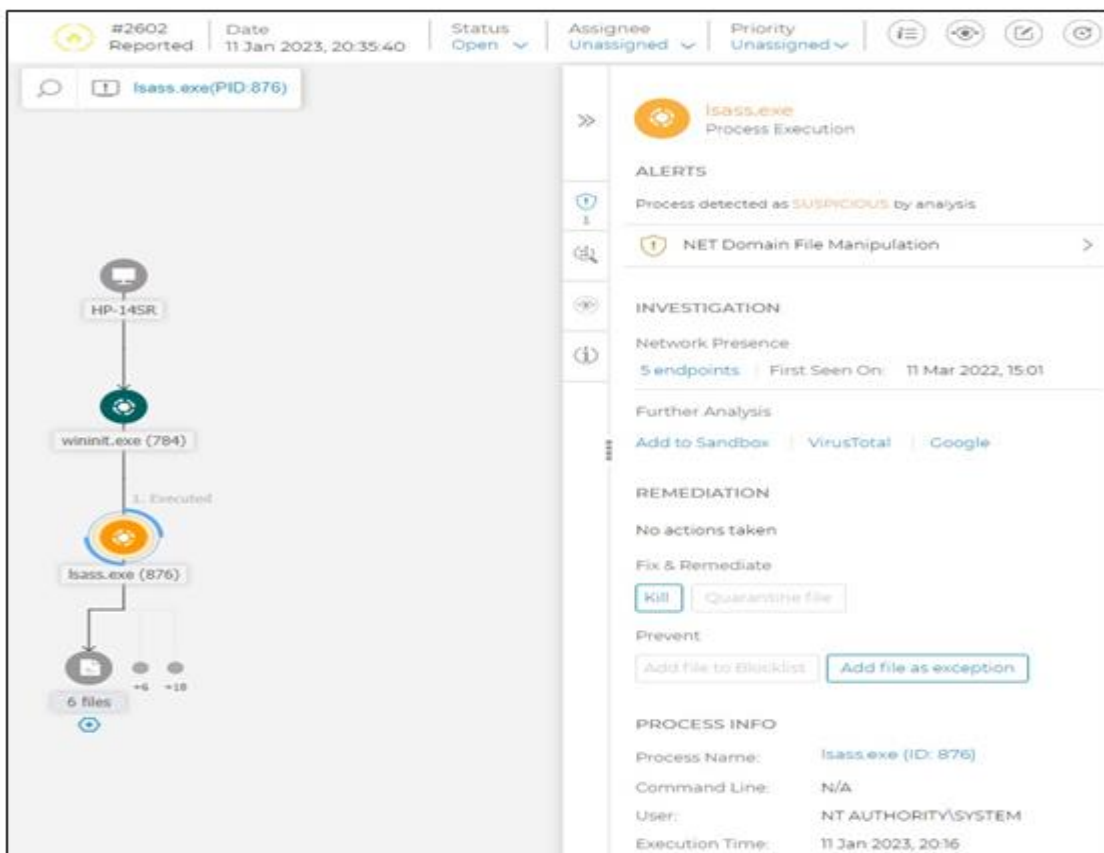
# IJETRM

**International Journal of Engineering Technology Research & Management**  
Published By:  
<https://www.ijetrm.com/>



Source: www.bitdefender.com

Figure 2. Computers – Endpoint policy compliance – at the government level.



Source: www.bitdefender.com

Figure 3. Endpoint Threat Detection and Response (ETDR) – at the government level



# IJETRM

## International Journal of Engineering Technology Research & Management

Published By:

<https://www.ijetrm.com/>

The development of future leaders in the Romanian public administration is highly practical and of great interest in the continuation of the reform process. The main steps that could be taken are:

- Identifying potential leaders. For this, public institutions should define and measure leadership competencies. Within the already existing staff. Another way is to recruit these future leaders from among the graduates of top universities in the country.
- Encouraging, motivating and training is an equally important measure for leadership development, once the right people or candidates have been found. A system of monitoring and training of leaders must ensure increased responsibilities for those who deals with the development of new generations of leaders. The importance of preparation should not be underestimated future leaders.
- Allocating more time by the heads of public institutions for the development of subordinate leaders is crucial for the leadership development program.
- Creating correspondence between performance and rewards because more effective leadership encourages civil servants to better perform their tasks and duties and reach their maximum potential, contributing to the institution's sustainable efforts to develop future employees leaders.

Emotional intelligence influences interpersonal relationships, everyday life, more than the intelligence quotient. In fact, emotional intelligence can underlie 80% of your success in life. To have positive results you must learn to combine IQ (cognitive ability) with emotional intelligence. "You must always ask for what everyone can give." (Antoine de Saint-Exupery ). It is found that aptitude (ability) is related to activity. It is normal to be like that. Skills (along with temperament and character) are considered essential elements of personality. Aptitude is not an entity in itself, but a psychic endowment that is constituted, manifested, in and through activity.

Aptitude is an essence that is phenomenalized in activity, and activity is the very way of constituting and being of aptitude. As is known, aptitude is also based on certain native elements (predispositions).

Activity is the way in which predispositions pass from possible to real, i.e. in skills, and activity is also the one through which and in which aptitude (capacity) generates the phenomenon of creativity, a fundamental concept in relation to aptitude.

Creativity is a mental activity, in the operational sense given by J. Piaget , as the totality of mental operations (intellectual, affective and volitional), complex, dynamic, composable and reversible, etc. Thus, the concept of creativity can actually be reported and reduced to a consistent concept, rigorously described and defined in genetic psychology. Starting from these premises, creativity can be defined as the essential and integral ability of the person, resulting from the combined activity of all his psychic functions (intellectual, affective and volitional), conscious and unconscious, native and acquired biological, psychophysiological and social , involved in the production of new, original and valuable ideas. The concept of creativity is linguistically and semantically very close to the concept of creation. The concept of creativity refers to the production of new and original ideas; the concept of creation aims at the completion of the idea, its transposition into artistic, scientific, technical work, into artistic, scientific, technical objects, etc. From creativity to creation is often a long and difficult road. The creative process involves going through the following four stages:

- Preparation - based on the following operations: identifying the problem in optimal terms (nature, specificity, time, etc.); analysis of problem data in order to clearly formulate them (premises, principles, possible and necessary resources), accumulation and selection of the necessary information for the correct approach to the problem; the processing and systematization of the stored information, the elaboration of the strategy for solving the problem at the level of an operative plan;
- Incubation- a complex action that can be carried out intensively or extensively through various operations of organizing and reorganizing the information previously prepared through processing, which capitalizes on the individual and social experience of the subject at the level of his consciousness but also in the plane of his deep links, dependent on the area of the unconscious but and the conscious;
- Illumination - the complex action of associating and combining information that triggers the moment of inspiration, respectively of discovering the optimal solution to solve the problem;
- Verification - the complex final evaluation action of the previously adopted solution, achievable through assessment, validation, application operations, under conditions of amendment, finishing, adjustment, reorganization, permanent improvement. The creative process involves notifying and solving some problems, a complex action based on the following operations: defining and understanding the type of problem, advancing some virtual solutions, hypothetical probable solutions, (re)updating - activating the knowledge and skills necessary to choose the optimal solution, choosing

# IJETRM

**International Journal of Engineering Technology Research & Management**

Published By:

<https://www.ijetrm.com/>

the solution optimal on the criteria of originality and efficiency, the application of the optimal solution within the specific framework defined by the existing problem; checking how to solve the problem in a managerial sense (systematic - optimal - strategic approach).

From a neurological point of view, everything that relies on intelligence is directed or controlled by the brain and its neural extensions in the body. We are born with a certain number of interconnected neurons. Further experience leads to the formation of new connections. We think with our brains and bodies but also with our spirit. Thinking is not an exclusively cerebral process, we also think with our bodies and emotions and with our spirit, visions, relationships, meanings and values. The human brain contains between 10 and 100 thousand million neurons. There are about 100 types of neurons, half of which are in the cortex. Neurons form connections between themselves through axon and dendritic endings called synapses.

Humans have three ways of thinking, depending on the types of connections between neurons:

- Serial thinking
- Associative thinking
- Unitive thinking

At the European level, continuous professional training is a strategic priority, being one of the actions that are the object of the social dimension of the "Europe 2020" strategy. In the European context, there is no longer only a need to train civil servants, but also to ensure continuity of professional training in accordance with the European principle of lifelong learning.

Unfortunately, the analysis of the training needs of the personnel from the central public authorities represents a less frequently used tool for organizational development and the increase of the quality of public services. The analysis of the training needs of civil servants and contractual staff within public administration institutions allows the identification of the ways in which the level of training of civil servants can contribute to increasing the performance of the institution in which they carry out their activity. The analysis can identify the discrepancies between the qualifications needed to fulfill the operational objectives of the institution and the real level of training of civil servants. Thus, it is identified how the qualifications necessary to achieve these objectives, as well as the profile of the corresponding activities, are correlated with the level of training and the competencies of civil servants. The principles that govern the system of professional training of civil servants are:

- The principle of efficiency - the principle according to which public authorities and institutions have the obligation to ensure the achievement of training objectives with a rational consumption of resources;
- The principle of effectiveness - the principle according to which training beneficiaries have the right to obtain results superior to the allocated resources;
- The principle of coherence - the principle according to which the rules established by H.G. no. 1066/2008 are generally applicable in the process of ensuring compliance with the law and fulfilling the obligation of training and professional development of civil servants;
- The principle of equal treatment - the principle according to which, in contracting training services, the contracting parties have the obligation not to discriminate between the categories of beneficiaries, respectively between the categories of training providers;
- The principle of decentralized management of the training process - the principle according to which public authorities and institutions have full competence in training planning, purchasing training services, monitoring and evaluating the training of civil servants;
- The principle of free access to training services - the principle according to which training providers have free access in the procedure of acquiring training services, under conditions of competition and equal treatment in the relationship with training beneficiaries;
- The planning principle - the principle according to which public authorities and institutions have the obligation to annually initiate the process of identifying the training needs of civil servants and to establish priorities in the acquisition of training services, based on the identified training needs and the available resources;
- The principle of transparency - the principle according to which public authorities and institutions have the obligation to make available to all those interested information of public interest regarding the professional training of civil servants.

At the level of public institutions, the training needs of civil servants are identified, following the process of evaluating their individual professional performances, for the activity of the year.

Also, in the analysis of training needs, it is necessary to focus on the aspects that have an impact on the need for training, such as the following:

# IJETRM

**International Journal of Engineering Technology Research & Management**

Published By:

<https://www.ijetrm.com/>

- identifying the need for professional training resulting from the legislative changes in the fields of competence of the civil servant;
- identifying the need for professional training by referring to the relevant changes to the job description

According to the European trend, administrative-territorial units put a lot of emphasis on image, the management staff and in recent years, on the mediation and negotiation of disputes and conflicts both in the employee-employee relationship and in the employee-taxpayer/citizen relationship.

That is why, in the public administrations of the member states of the European Union, great emphasis is placed on the following: leadership, strategic vision, communication, management of their human resources, orientation towards results, general management, awareness and public image, integrity, ethics, innovation, harmonization with EU standards, diversity, continuous professional training, etc.

European trends show that traditional values such as control hierarchies, authority by position, compliance and the command-control paradigm will slowly be transformed into new cultural values within the public administration, such as: openness, transparency, efficiency, effectiveness, authority through leadership and managerial culture. New cultural values are positively associated with multicultural skills, skills in working with people, understanding, innovation and organizational change, emotional intelligence and self-control. As it follows from the Training Strategy of Public Servants, in European countries an important role is given to the development of human resources and the promotion of their continuous training process.

In this sense, there are 3 models for organizing the continuous training of civil servants: centralized, decentralized and semi-decentralized. For the centralized model, decision-making and strategic orientations take place at the central level, and for the decentralized model, powers are assigned to each authority. The characteristics of the semi-decentralized model is the way of determining the training needs, the strategic guidelines being established at the central level, and the specific training needs being identified by the individual beneficiary.

Considering the fact that Romania is in full process of reforming the Public Administration, it is advisable to approach a semi-decentralized model of organizing continuous training. In this sense, even if the individual level must be given special attention, the definition and prioritization of training needs must be done centrally.

By the end of the 20th century, a third of the American workforce were 'knowledge workers', those whose productivity is marked by the added value of information - whether they are market analysts, writers or computer programmers. Peter Drucker, the eminent businessman who coined the term 'knowledge worker', emphasized that each individual worker is an expert in a particular field and thus his productivity depends on coordinated efforts as part of an organized team; writers are not editors; programmers are not software distributors. As people have always worked in tandem, Drucker observes, in the case of skilled knowledge work, teams become more important than working alone. This is why emotional intelligence and the skills that help people get along should become increasingly valued in the workplace, especially in the coming years.

At the European level, leadership focuses on the issue of vision, ideas, providing direction and meaning in the day-to-day activity of the staff and not on the activities that involve routine.

A successful leader must be able to use more than his own abilities, to be in constant dialogue with people and to communicate his own vision. He must inspire the group to carry out certain activities, without making use of formal means of control. In other European countries, special emphasis is placed on accountability and cooperation within the public administration, which is why special attention is paid to leadership, in such a way as to achieve all the objectives proposed within the institution.

The role of the leader in the formation of the organizational culture is major, as he is the one who promotes the values in the collective, and not at the individual level. The public administration reform process requires the introduction and use of modern concepts, characteristic of public management, used in the administrations of the member countries of the European Union. This approach will lead to more efficient management of public funds and improve the implementation of European standards. A modern public administration must be characterized by efficient and effective operation, transparency, adaptability and predictability.

The use of new information and communication technologies is the main means of putting these concepts into practice, promising to reduce the administration's operating costs, rationalize the decision-making process and increase citizen involvement in the administrative act. All this presupposes, in addition to ensuring appropriate technical equipment, the existence of personnel capable of using these technologies. The complex process of continuous training in the Public Administration must not be an isolated stage action, but a continuous approach with a significant character of adaptability

# IJETRM

## International Journal of Engineering Technology Research & Management

Published By:

<https://www.ijetrm.com/>

and flexibility. In this sense, the strategy of continuous training of civil servants must play an important role and represents a coherent and ordered set of different types of training actions needed by the central administration.

### REFERENCES

- [1] European Commission (2022) Jobs and the economy during the COVID-19 pandemic <https://ec.europa.eu/info/live-work-travel-eu/coronavirus-response/jobs-and-economy-during-coronavirus-pandemic.ro>.
- [2] European Information Society (2005) - Publisher: Foundation for European Studies.
- [3] European Commission - Brussels, 3.3. (2021) One year since the outbreak of COVID-19: fiscal policy response [https://ec.europa.eu/info/files/one-year-outbreak-covid-19-fiscal-policy-response\\_en](https://ec.europa.eu/info/files/one-year-outbreak-covid-19-fiscal-policy-response_en).
- [4] Presidential Administration - Bucharest (2020) Romania - National Strategy for National Defense for the period 2020-2024. [https://www.presidency.ro/files/userfiles/Documente/Strategia\\_Nationala\\_de\\_Aparare\\_a\\_Tarii\\_2020\\_2024.pdf](https://www.presidency.ro/files/userfiles/Documente/Strategia_Nationala_de_Aparare_a_Tarii_2020_2024.pdf)
- [5] European Council - Council of the European Union - March (2010) - European Union Internal Security Strategy; <https://www.consilium.europa.eu/ro/documents-publications/publications/internal-security-strategy-european-union-towards-european-security-model/>.
- [6] Decision of the Official Gazette no. 677 (2020 - August 14) - on the approval of the National Program for the digitization of micro, small and medium enterprises, financed under the Operational Program Competitiveness 2014-2020. <http://legislatie.just.ro/Public/DetaliuDocument/229226> - OFFICIAL GAZETTE no. 756 of 19 August 2020.
- [7] EU Directive 1148 / (2016) - Measures for a high level of security of networks and information systems in the Union. <https://cert.ro/pagini/ansrsi>.
- [8] Regulation (EU) (2016) / 679 - on the protection of individuals with regard to the processing of personal data and on the free movement of such data and repealing Directive 95/46 / EC (General Data Protection Regulation).
- [9] The European Union Agency for Cybersecurity (ENISA), (2021) September 13 - Methodology for a Sectoral Cybersecurity Assessment <https://www.enisa.europa.eu/publications/methodology-for-a-sectoral-cybersecurity-assessment>.
- [10] The European Union Agency for Cybersecurity (ENISA), (2020) April 15 - Advancing Software Security in the EU <https://www.enisa.europa.eu/publications/advancing-software-security-through-the-eu-certification-framework>
- [11] National Cybersecurity Directorate (DNSC) - (2021) September 30 - European Cybersecurity Month - ECSM <https://cert.ro/citeste/comunicat-luna-europeana-a-securitatii-cibernetice-2021>
- [12] Oracle Romania (2022) Emerging technologies: IoT, EoT, AI, Blockchain <https://www.oracle.com/ro/emerging-technologies/>.
- [13] Cloud Computing, Events - October 6, (2021 at 11:19 am) - Cloud Conference brings new technologies to the forefront - (clubitc). <https://www.clubitc.ro/2021/10/06/conferinta-de-cloud-adeuce-in-prim-plan-noile-tehnologii/>.
- [14] Patru strategii europene Smart City (2024) - <https://neos.ro/patru-strategii-europene-smart-city/>
- [15] Roja, The Impact of Information Technology on Digital Transformation (Impactul tehnologiei informației în transformarea digitală), Research and Education, 3, 18 (2019) - <https://researchandeducation.ro/2019/04/25/impactul-tehnologiei-informatiei-in-transformarea-digitala.html>
- [15] PM în Agile (2024) - <https://www.todaysoftmag.ro/article/773/pm-in-agile>
- [16] Principiile Manifestului Agil (2024)- <https://agilemanifesto.org/iso/ro/principles.html>
- [17] DIGITAL4ENERGY (2023) - <https://crenerg.org/Digital4Energy/wp-content/uploads/2023/07/LIVRABIL-2-A1-SA.1-IRINA-NITA-Digitalizarea-in-schimbarea-economiei-si-a-pietei-muncii.pdf>
- [18] Tranziția digitală în UE (2024) - <https://www.consilium.europa.eu/ro/policies/a-digital-future-for-europe/#digital%20transition>
- [19] Resurse MySMIS 2021 (2024) - [https://resurse.mysmis2021.gov.ro/ords/repo\\_bo/r/mysmis-2021/home](https://resurse.mysmis2021.gov.ro/ords/repo_bo/r/mysmis-2021/home)
- [20] Ministerul Investițiilor și Proiectelor Europene (2024) - <https://mfe.gov.ro>

# IJETRM

## International Journal of Engineering Technology Research & Management

Published By:

<https://www.ijetrm.com/>

- [21] Campania media „Bani europeni pentru idei românești” (2024) - <https://mfe.gov.ro/comunicare/campanie-media-bani-europeni-pentru-idei-romanesti/>
- [22] Emotional Intelligence (1996) - Publisher: Random House, David Goleman
- [23] Modern military espionage (2017) – Publisher: RAO, Gheorghe Savu
- [24] Monograph of the Romanian Information Service ( 2015 ) – Publisher: RAO
- [25] Leadership. Six studies of world strategy ( 2022 ) – Publisher: Litera, Henry Kissinger
- [26] Organizational culture ( 2024 ) – Publisher: HUMAN SYNERGISTICS, Iuliana Stan
- [27] Management of public organizations ( 2022 ) Publisher: C.H. BECK, Tincuta Gudana Vrabie, Nicoleta Cristache
- [28] General management Ed.5 ( 2019 ) Publisher: PRO UNIVERSITARIA, Laura-Georgeta Baragan, Marius Dan Dalota
- [29] Business simplified ( 2024 ) Publisher: ACT SI POLITON, Donald Miller
- [30] Leadership - The power of emotional intelligence. Selection of texts ( 2016 ) Publisher: Curtea Veche Publishing, David Goleman.
- [30] Agile Leadership in Practice ( 2022 ) Publisher: Springer Berlin, Dominik Maximini
- [31] Leadership Agility ( 2006 ) Publisher: John Wiley & Sons Inc, William B. Joiner, Stephen A. Josephs
- [32] Harvard Business Review Project Management Handbook ( 2021 ) Publisher: Harvard Business Review Press
- [33] Fundamentals of Project Management ( 2018 ) Publisher: HarperCollins, Joseph Heagney
- [34] The Harvard Business Review Manager's Handbook - The 17 Skills Leaders Need to Stand Out ( 2017 ) Publisher: Harvard Business Review Press,
- [35] How to Manage People - Fast, Effective Management Skills that Really Get Results ( 2022 ) Publisher: Kogan Page Ltd, MICHAEL ARMSTRONG.