
INFLUENCE OF MANAGER LEADER AND TOXIC LEADER CHARACTERISTICS ON THE SUCCESS OF ORGANIZATION

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ABSTRACT

This study examines all stages that a “manager-leader” must navigate, along with the essential actions required for developing into an effective manager. It considers the manager’s role as both a leader of self and of the organization, and emphasizes changes as critical prerequisites for achieving success. Furthermore, the impact of the positive and negative traits of a “Level Five Manager” and a “Toxic Leader” on the performance and success of contemporary organizations is analyzed. Changes have been proposed, and their implementation has resulted in a model of modern, flexible organizations in which people enjoy working, as they are neither constrained nor stressed. The discussion further examines how conflictual and stressful situations within an organization can be minimized. A contemporary manager model is proposed, one that consistently strives to prevent stressful situations and, when they occur, to address them effectively.

The concept of the “art of dealing with people” is presented as a key factor for success, within organizations where individuals perceive themselves as members of a cohesive team. The manager, as a leader, stands out through their activity, practicality, persuasiveness, and the ability to consider and seriously evaluate ideas that may seem impossible to others. The discussion also covers fear and strategies for overcoming it, analyzing the fears encountered on the path to success and why focusing on them is not productive.

Keywords: manager, manager-leader, "fifth level manager", "toxic leader", organizational changes, communication. Effective communication, fear control, success, egotism, "balance in effective management"

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INTRODUCTION

Despite accumulated knowledge and experience, there is still a lack of interaction and communication in modern organizations. Let's consider most basic and dense actions that lead to both harmony in the organization and imbalance during the relationship/communication.

Everyone knows that a good manager would not always be a leader, and the fact that he manages an enterprise/organization well does not necessarily mean leadership. However, a manager would have the personality traits of a leader that contribute him manage the organization effectively and give him the ability to deal with difficulties more effectively than another person. Becoming a leader is possible if we start studying and learning the characteristics of a leader. However, it is reasonable to assume that it is innate. Personal characteristics that highlight the strengths of an individual are either innate or can be developed. Traits that facilitate leadership can be acquired through consistent effort, which requires careful effort to ensure development is maintained. Leadership is a lifestyle, driven by circumstances and interests. So leadership would be learned. Studying leadership qualities and applying them in practice allows us to become authoritative, both in personal and professional activities.

A leader becomes a leader when he has followers. When we see employees of any company or organization working selflessly, we must remember that they are not doing so because of any particular person, but because of the values and ideas that the leader has created. Creating these values requires first of all understanding and then implementation, which a true leader makes “easy.” We know that in an organization where there is a diversity of employees, it is never “easy” to accept a new idea and, accordingly, spend time and effort on its implementation. Selflessly - you can only work for a brilliant idea, for an idea that you consider “real”. Only a true leader can be “convinced” of this.

MAIN PART

What does a good manager do like a strong leader and how does it all work out? There is a common opinion that a manager should possess personal characteristics of a leader in

order to be able to "manage effectively". The manager, as a leader, creates a vision of the future and uses all means to make the organization such in the process of its management. He tries to ensure the high quality of the performed work and to inform everyone on the achieved results. He would really make the organization successful through revolutionary transformations, achieve exceptional rates of development in a short period of time, strive to create not just a good, but the best organization. He is distinguished by activity, practicality, analytical ability, logic, criticality, certainty, iconography, persuasiveness, prognostication, speed, mobility, gentleness (the ability to accept an opinion and seriously consider something that someone else imagines impossible), resistance to uncertainty. This type of manager is called "5th level manager". Therefore, when a person is oriented in such a way to present himself in front of an organization, a team, it is certainly impossible for him to have difficulties in communication/relationship with people, because his interest is not only to win the situation, which he achieves not alone, but with the help of a unified team, because he internally is a leader. A good manager should constantly take care of avoiding stressful situations, and if they exist, he eliminates them. People should perceive themselves as members of a whole team, because the "art of human relations" should be protected, which is the job of the manager to regulate.

It is widely acknowledged that a manager is both a manager and a leader. However, this concept is often applied solely in the context of organizations, enterprises, or companies, while it is frequently overlooked that, first and foremost, individuals are the managers of themselves. We must first master ourselves in order to be able to lead others. How would we talk on changing anything if we do not change ourselves and do not take care of changing our own visions (if, of course, it is necessary). When you change the perception and approaches, the results will change. This is undoubtedly true and also achievable. The desire to change oneself never means denying oneself. If we ourselves understand and analyze all this, it will definitely bring about a change in the result for the better.

Would a manager be a leader? Why should we care on developing the characteristics that emphasize the strong side of our personality? It is already clear from the question that

it will be more beneficial for us, because we will be more efficient, confident in our current or future activities. When you believe in yourself, you will easily convince others of the correctness of your choice. Confidence does not mean deception. By your actions or approach, any person will have the opportunity to see the real picture, that your offered model is more profitable than the current one, and he will follow you, not because he is afraid, but because he clearly sees that this situation offers better results than the existing one.

Leaders and managers possess many common personal traits. The mode that is created by both the manager and the leader, seems to be built and formed on one common axis, whose motto is victory.

Leadership is the ability to overcome challenges and cope with change. Leaders set a direction by creating a vision for the future, then they transfer their vision to people and motivate them to overcome obstacles. A successful leader changes behavior, not goals. Leaders do what they love and enjoy. The result of their dedicated work is a realized goal. A person with the personal qualities of a leader is an outstanding, extraordinary worker in the professional field; he is, in a word, a “human success.”

In life we have to choose whether to follow the herd and be content with what we get from life or to have our own different opinion. Everyone has a choice between being a member of the crowd and a community. Believe me, leadership is better than being in line. Leadership requires the ability and courage to clearly state one's opinion. Share the opinion of others, but do not make it the content of life, but analyze it analytically and only after that apply it to your own “self”.²

A leader is simply a leader, he is "great" and a role model, such leaders can withstand all criticism, time and value breakdowns and remain leaders for a long time, but random leaders come and go.

Leaders are characterized by perspective. They have the ability to see events as a whole, to create a unified picture. They can see in what ways and means it is possible to achieve

² L.Shamugia, *Way to Itaka*. Tbilisi, 2023, p. 79.

the set goal and what effect it will have on them and the lives of those around them, then they return to the "here and now" and act accordingly.³

A common characteristic of leaders is realism. They are brave, fair to themselves and others, have a reputation as a decent person, are uncompromising and live in absolute reality. Internal harmony is the most desirable characteristic of a leader.

Leaders are characterized by a sense of responsibility. They take full responsibility for themselves and the people around them. "Being a leader is a character, not a status".⁴

However, things get complicated when we become familiar with **toxic forms of leadership**. It would be a good idea to first understand the phrase "toxic leadership" and why "toxic" is an accurate term to describe such leadership. As **John Lipman-Blumen** (American professor, sociologist) in his book "The Appeal of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians and How to Get Rid of Them" conveys that toxic leaders bring "toxic effects that cause great harm to their organization and followers." Toxic leaders can be described as leaders who engage in destructive behavior and display dysfunctional personality traits. These leadership behaviors and traits are toxic when they have the potential to cause serious and lasting damage to their organizations and followers. The intention to harm others or advance oneself at the expense of others seriously distinguishes toxic leaders from careless and unintentionally toxic leaders. Such managers are usually characterized by an excessive tendency to control, which is undoubtedly caused by low self-esteem or insufficient qualifications. He exaggerates the importance of discipline to hide the lack of information he has in this field.

Toxic leaders, at the other extreme, see their success and glory in destructive actions toward others and thrive on the **psychological or physical harm** they cause to those around them. Either way, such toxic leadership will "undermine productivity and stunt organizational growth and stunt progress." Toxicity can be reflected in many negative

³ T.A. Vanishvili, T.L. Gegelia, „Implementation of management modern model in organizations with taking into account features of „fifth level manager“ and „new type leader“. National Defense Academy. Transactions № 1 (2), 2016. p.38

⁴ Management and Business Administration, <https://surl.li/bjfbaz>, (Accessed 22.12.2025)

personal characteristics, such as: incompetence, insatiable ambition, sense of inadequacy, irresponsibility, immorality, cowardice, egotism (focus on oneself), arrogance, dishonesty, lies, etc. This is detrimental to any organization, because in this case people leave their leaders, not their jobs. (US Army Field Manual)

Toxicity in general is damaging to both the organism and relationships. Whether it's destructive or not, it still has a devastating effect. Therefore, taking into account modern, civil approaches, it is promote to develop such a "managerial leader" that will not only harm the organization, but his every action or step will be a guarantee of the organization's progress. It is also significant that taking into account the positive and negative consequences of all the factors or approaches discussed above, both in personal and organizational relationships, will resolve, regulate the efficiency and flexibility of management, help the manager to establish effective communication with the team, which all modern organizations care about, because this is one of the benefits. There is one main factor.

How to reach this stage? The stage that involves the formation of a manager as a leader. A leader who is not a carrier of toxicity, who maintains balance and, as surprising as it may be, this does not necessarily mean only linear "good management" nor "threats with punishment". "Balance in effective management" - where all elements of effective management are adjusted and combined so that the "golden mean" is protected and not violated. How do we discover and develop this strength within ourselves? Strength, which means creating values and values first and then establishing them, which is not so easy.

One can obtain better results than is possible to have today by starting work on yourself. Here the first and inevitable stage is self-change. The need arises when you understand that modernity has already moved to completely different approaches or models. Currently, the only thing we need to do is keep up with these changes and not slow down. Development begins with changes, and the effective result is success. It is important to understand that there is no point in opposing progress - it is useless. We must accept it as a necessity and follow it, but not blindly. This includes the most difficult but surmountable stages that

would be constantly accompanied by fear, which, if you do not work on eliminating it at the initial stage, will negate the desire to at least begin to change.

Striving for the goal and tireless work, that is what requires the synthesis of different approaches. Also, in many cases, we have to reject old, established rules and customs that often is inconvenient, since everything novel requires implementation, and this takes some time and adaptation. In many cases it requires us to change the paths to the goal, not the goal itself. In this case, this is what causes an increase in the likelihood of achieving the goal. Therefore, when we would proudly look at our own “self”, look into the eyes and admit out loud that it’s time to start changes and they should start with us first of all - after that everything becomes easier. Everything is brilliant, simple. Simplicity is simplicity, which is of course not easy to achieve. This is based on a lot of hard work. The main thing is not to get tired during this work. And the feeling of satisfaction received from achieving our goal will make us.

CONCLUSION

Lack or absence of communication causes organizations to break down, modernity gives the possibility to us to take care of establishing and maintaining effective relationships between people. Observations and analysis have shown us that a good manager, as the head of an organization, will also carry the personal qualities of a leader or take care of their acquisition/formation.

In this case, the manager's tasks are:

- ✓ To become a "manager leader";
- ✓ To maintain balance on the way: person, manager, effective manager, manager, leader;
- ✓ To maintain a balance between "effective management" and "threat of punishment";
- ✓ To follow the "golden middle" that in effective management - implies the complete removal of the characteristics of the "toxic leader", because as we have seen, even the smallest deviation towards it gives a final destructive effect.
- ✓ Undoubtedly, this requires certain changes.

Changes are often associated with fear. Overcoming fear is possible: by releasing it from all accompanying emotions, placing it on an open and broad surface, and realizing that it

stems from past negative experiences that no longer exist, as well as anticipations of the future, which are equally nonexistent in the present. By analyzing all this, we will be able to reject such fears and it will be easier for us to start changes.

Always allow the probability that success is guaranteed, because in the universe, if there is a probability of failure, there is also a probability of success - in the same dose and at the same rate. Focus on success and it will surely come. Be here, now and in the present. Take the past as experience and work to create the best version of your future, because it doesn't matter when or where we start, it's where we end up that matters.

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