**THE MANAGER'S LEADERSHIP SKILLS AND EFFECTIVE PERFORMANCE MANAGEMENT PRACTICE IN ORGANIZATIONS: "BALANCED SCORECARD”**

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**ABSTRACT**

Organizations operating in all countries integrated in the globalization process have to survive and continue their activities in an intense competitive environment. At this point, organizations should create a more effective personnel management structure in order to gain superiority over their competitors in this intense and fierce competitive environment under constantly changing conditions. Personnel management department, or human resources department as it is known today, is one of the most important parts of the organization in order for the employees of the organization to perform above the current standards. In order for organizations to continue their activities, it is necessary to establish a successful performance management system as a result of effective human resources practices within the organization. With performance management practices, it is important to determine the current abilities of the employees of the organization, to identify the deficiencies and to design the necessary trainings for the deficiencies. Organizational managers should know the performance of their employees very well and should strive to improve their deficiencies. In fact, at this point, we come across the leadership qualities of managers. Is every manager a leader? Or is every leader a manager? Its questions are an important issue that has been discussed in management literature for years. However; In this study, starting from the argument that every manager does not have the qualification of a leader, the concepts of manager and leader were examined and how leadership theories emerged and developed in the management literature was emphasized. In summary, it can be said that; Managers who manage an organization, which is essential, must be both very good managers and have effective leadership qualities. Leader managers are the people who can manage the organization in the most effective way and perform the management function by leading the employees of the organization. In fact, the presence of leader managers in an organization will affect the performance of the employees of that organization in a very positive way. Of course, the manager must have leadership qualities, but it is important for organizations to get rid of the traditional and try more modern practices in order to ensure effective performance management. In fact, two important ways for organizations to survive in the global world and in an intense competitive environment are the management of organizations by people who can both lead effectively and are good managers, and they can effectively apply new performance management practices within today's modernity within the organization. At this point, we come across the “Balanced Scorecard” application. Balanced Scorecard; It is a measurement-based strategic performance system that creates a framework for strategic performance measurement and management by transforming the vision and strategies of organizations into a comprehensive set of performance criteria. The emergence of this method is based on the research called “Performance Measurement in the Organizations of the Future”, which was sponsored by the Nolan Norton Institute in 1990, which lasted for one year, on the condition of meeting once a month, and which was attended by a company operating in the fields of production, service, heavy industry and advanced technology. This application is based on the principle of "unmanageable, unmeasurable". In this study, the necessity of effective leader managers and effective performance management is emphasized in order to ensure effective management in organizations. The importance of the Balanced Scorecard application in the implementation of an effective performance system within the organization is explained. In the study, first of all, the concepts were emphasized, then the literature was searched on the concepts that were the subject of the study, and finally, the practices in the organization and the effects of these practices on the organization were evaluated.

**Keywords:** Organization Manager, Performance Management, Balanced Scorecard.