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FINAL REPORT

Management style

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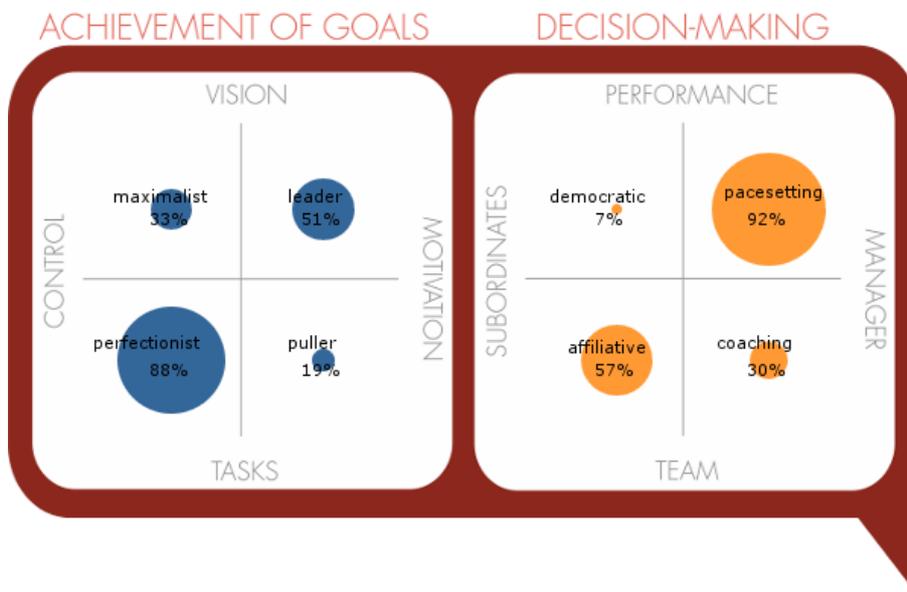
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You now hold in your hands a report from Management Style QUICK questionnaire, which covers used managerial styles through dimensions of achieving results and a way of decision making. These styles can be merged and intertwined, can develop in time and develop because of various expectations or various company cultures. However, we usually prefer some of these styles more often, some of them are more close to us than others.

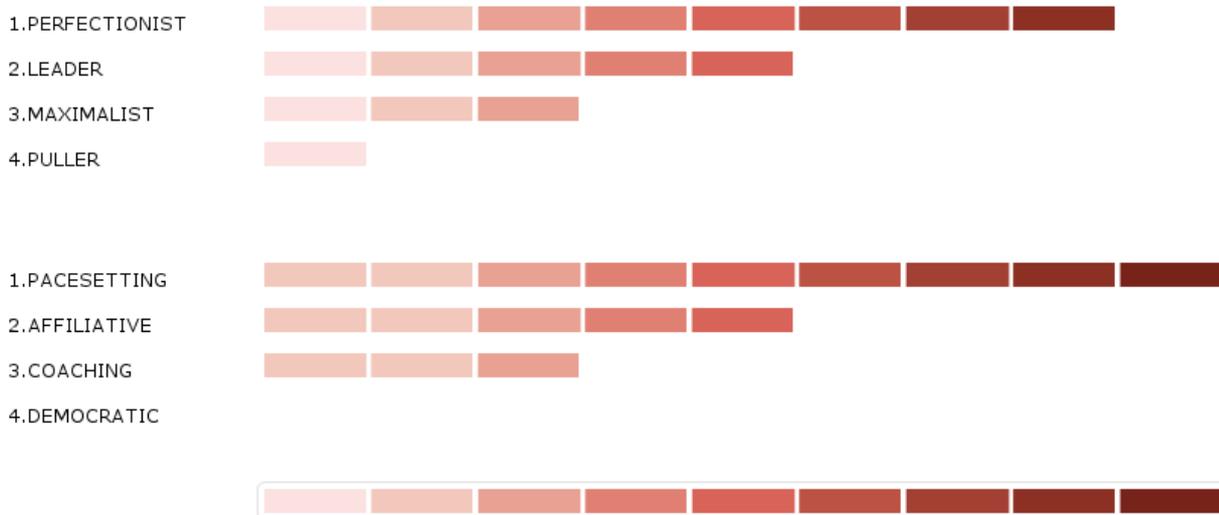
It is very important to mention that all managerial styles in this questionnaire are neither positive nor negative, better nor worse. Each of them is legitimate and working in a certain environment, context, in a certain team, etc. That is why is it useful to interpret these results concerning the situation and the goal of using them.

DISTRIBUTION OF BASIC MANAGEMENT STYLES



The results are charted as percentiles.

ORDER OF PREFERENCE OF BASIC MANAGEMENT STYLES



MAP OF PREFERENCE OF COMBINED MANAGEMENT STYLES

The combination of four basic management styles in two areas produces 16 combined management styles.



DESCRIPTION OF THE MOST PREFERRED MANAGEMENT STYLE

PACESETTING - PERFEKCIONISTA (90.31%)

The preferred management style is characteristic of a high emphasis on quality and precision, and of the requirement of absolute reliability. The pacesetter perfectionist gives precisely detailed tasks along with a detailed procedure of achieving them. Such person is dedicated to methodology and process, which they describe with precision, highly specifically; they give a lot of attention to all details, leaving nothing to imagination or improvisation of others. They uncompromisingly insist on the procedure, and punish any deviation from it. In relation to subordinated employees, the pacesetter perfectionist devotes a lot of time to systematic and detailed control, giving feedback immediately. Focuses attention on variations and discrepancies. This manager's strength and at the same time weakness is their focus on micro-management. The pacesetter perfectionist thrives in highly structured environments, especially in companies which attach a lot of importance on the quality of outputs, faithful observance of procedures and processes and require that employees are always ready to perform tasks and instructions of the manager. This manager focuses on tasks and deliverables; does not develop the team; does not work with the team members and treats them rather mechanically. The disadvantage is this manager's lack of consideration for atmosphere, relationships and motivation. They regard as a matter of course that people apply the best of themselves to the work – if it is not so, they do not hesitate to use sanctions. Another risk is too much dwelling on detail, even the smallest detail – and a lesser ability to set priorities. May saturate the team with unimportant matters.

ADVANTAGES

- emphasis on quality and accuracy, consistent control, giving immediate feedback, specific and detailed description of tasks and procedures
- taking decisions fast, authority, orientation on performance, clarity

POTENTIAL RISKS

- dwelling on detail, inability to prioritize, absence of motivation
- lacking interest in subordinated employees and their problems, harshness

DEVELOPMENT SUGGESTIONS

- visionary, ability to inspire passion in others, power of persuasion, use of inner motivation, focus on priorities
- taking care of the team, emphasis on good atmosphere and relationships, taking interest in the views of subordinated employees

THREE OTHER PREFERRED STYLES (2ND-4TH IN ORDER OF PREFERENCE)

AFFILIATIVE - PERFEKCIONISTA (72.82%)

The preferred management style is characteristic of a high quality of output combined with caring for the team and all its needs. The affiliative perfectionist is very attentive and sensitive to employees. Such person takes interest in the team members' views, often trying to be very forthcoming. When working with the team, such person values quality, precision and reliability. They spend a lot of time controlling, but they are often tolerant of deficiencies and benevolent if mistakes are found. Such person will often take on other people's work and do it themselves, to make sure that things are just as they are supposed to be. The affiliative perfectionist is usually popular. The team members know they can go to their boss asking for help or advice. This manager understands them and shows them compassion. Not in favour of radical solutions. Finds disputes or tense situations unpleasant. Appreciates the team members, does not want to lose them – but is often at loss how to motivate them effectively. The affiliative perfectionist is often good-natured and tends to succeed managing small, specialised teams, where they are the one to do most of the specialist work. In this constellation, the department has a very good reputation for quality output. The affiliative perfectionist never lets anything leave the department without a thorough control. This type's weakness is the vulnerability to manipulation by less active team members who know that if they turn in lesser quality product, the manager will do their work for them. There is the risk of the whole team getting lazier; individuals not feeling responsible for the results of their work. Another risk is the manager's overload – they are the point through which everything goes, and they may become a sort of bottleneck.

ADVANTAGES

- emphasis on quality and accuracy, consistent control, giving immediate feedback, specific and detailed description of tasks and procedures
- taking care of the team, emphasis on good atmosphere and relationships, taking interest in the views of subordinated employees

POTENTIAL RISKS

- dwelling on detail, inability to prioritize, absence of motivation
- little focus on performance, being too soft, indecisiveness

PACESETTING - LEADER (71.51%)

The preferred management style is characteristic of strategic thinking and the ability to make visions and great ideas a reality. The pacesetter leader is often a strong and charismatic individual, who is a natural authority and easily earns prestige. Such person is usually the carrier of the strategy and vision; they use their colleagues to make their plans a reality. They are uncompromising, a hard negotiator – yet they can enthuse others for their ideas. They are aware of the power of motivation and use it effectively as a tool. The pacesetter leader tends to be successful in bigger companies in higher positions, where there is not so much emphasis on developing and cultivating the team – where they can realize their ambitions without infringements on their authority and powers. They mesh well with independent people; they expect a lot from others and have high demands from others. Despite thinking that achievement is the very foundation of success, they are not economical with praise and motivation of others. Such person can usually rise through the ranks quickly to a position of power. They can lead large teams and successful businesses. They are often regarded as a textbook example of a successful executive by others in the company. Their advantage is mainly in macro-management. Their disadvantages may include less clarity and automatic expectation that their vision and strategy will be executed regardless of the real possibilities and conditions. Another risk is that the team/company may become too dependent on the manager who has fingers in all what is happening in the company; without them, the team/company would lose actionability. Such person does not develop employees, does not support substitution, builds up their own personality cult.

ADVANTAGES

- visionary, ability to inspire passion in others, power of persuasion, use of inner motivation, focus on priorities
- taking decisions fast, authority, orientation on performance, clarity

POTENTIAL RISKS

- vagueness, aversion to taking control, impracticality
- lacking interest in subordinated employees and their problems, harshness

PACSETTING - MAXIMALISTA (62.78%)

The preferred management style is characteristic of strategic thinking, excellent 'nose' for risk and the ability to effectively micro-manage. The pacesetter maximalist is often a strong and charismatic individual, a natural authority, a person whom others respect as a matter of course. Such person can predict future course; they have a very accurate outlook and estimate of future developments. This manager is often uncompromising, a hard negotiator, and will readily and openly say what they think. Often acts from the position of power; treats subordinated employees as a 'resource'. Others usually see them as transparent and direct, saying what they think, attaching a lot of significance to ethics and principle, fair and just. The pacesetter maximalist likes independent employees, and expects that they will meet what the manager expects of them. Demands a lot from others; does not praise; regards excellence as a necessary pre-requisite of success. Does not hesitate to voice dissatisfaction, is often critical yet not very specific. Is able to quickly rise through the ranks to positions of power, lead large teams and companies, but the risk is in this manager's lack of interest in the general atmosphere in the company and in corporate culture. Such person will easily lose contact with others, often not respecting the team members' real ability. Insists on having own decisions respected, does not tolerate differing views, has a tendency to mistrust. This manager is often not specific, which opens space to misunderstanding. Often lacks sufficient people skills to resolve such situations constructively – has the tendency to resort to extreme actions, i.e. personnel measures.

ADVANTAGES

- prioritization, supporting independence, strategic thinking, accurate assessment of risk, emphasis on loyalty
- taking decisions fast, authority, orientation on performance, clarity

POTENTIAL RISKS

- vagueness, absence of motivation, criticism
- lacking interest in subordinated employees and their problems, harshness

LEAST PREFERRED STYLE (16TH IN ORDER OF PREFERENCE)

DEMOCRATIC - TAHOUN (12.95%)

The preferred management style is characteristic of team performance and autonomy – the manager is more like a coordinator. The democratic puller leaves a lot of space for joint decision making involving subordinated employees. Entrusts team members with a lot of authority and power; puts emphasis on their active participation in planning and organisation. This manager likes active people with an opinion. When carrying out tasks, this manager prefers and supports teamwork, especially information sharing, mutual inspiration and know-how sharing. They regard employee motivation and the feeling of accomplishment when work is done as important. Despite giving a lot of space for joint decision making, this manager never lets the focus slip from the objectives – and consistently pulls the team members as a team or individually towards them. Clear and transparent communicator. The democratic puller often has the ability to bring others to accepting won responsibility and identification with the company – seeing it as their own. The natural flair for substitution and breaking up powers among the wider team, the democratic puller supports the autonomous and efficient work of the team, regardless of the manager's physical presence. This manager tends to be successful irrespective of the environment or corporate culture, with the exception of highly structured and hierarchical companies. This manager usually excels in project management or everywhere the team works outside one regular office. The risk can be this manager's lesser need to control and lesser actionability in situations requiring fast and clear-cut decisions.

ADVANTAGES

- clear formulation of tasks, work organisation, orientation on procedures and structures, using positive feedback and motivation
- orientation on results, supporting teamwork, delegation of authority, giving space to joint decisions

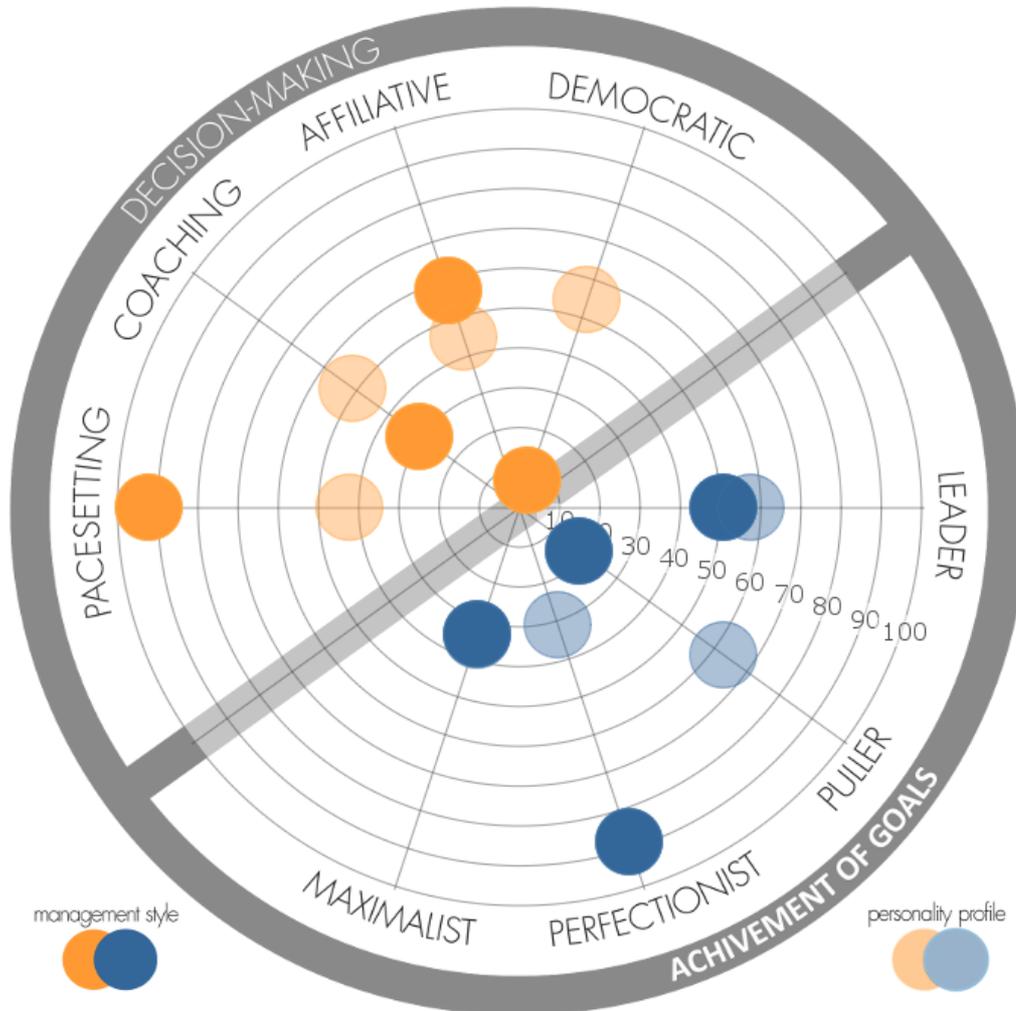
POTENTIAL RISKS

- lacking plan view and vision, aversion to taking control
- insufficient decisiveness

The used managerial style can or do not have to be a reflection of our natural personality setting – so it is a good idea to connect this questionnaire with reports from Multifactor Personality Profile questionnaire. Because the data are available, the following part is focused on possible harmony or disharmony of personality setting and the used managerial style.

MANAGEMENT STYLE AND PERSONALITY PROFILE

Match between the management style and personality profile: 70.05 %



The chart illustrates the comparison of results of the Management Style Questionnaire and results of the Multi-factor Personality Questionnaire. The scores in the Multi-factor Personality Questionnaires are converted into management style profiles according to basic metrics common to both questionnaires. The match of given profiles is based on their percentual match which is shown in their relative distance in the chart.

INTERPRETATION OF THE MATCH BETWEEN THE MANAGEMENT STYLE AND PERSONALITY PROFILE

The results indicate a good match between the preferred management style and the personality profile.

The overall match between the preferred management style and the personality profile may give rise to authentic and consistent behaviour in the role of manager. At the same time this can indicate a certain resistance to development of management skills and stagnation. A dissonance, on the other hand, may indicate unauthentic and unsustainable stylisation in the role of manager, as well as the ability to develop one's management skills, regardless of personal limits. The results need always be interpreted in the context of familiarity with the corporate environment in question, the sought-after management style and additional information about the interviewee (in particular employment history, track record of management courses and the requirements for the position).

AREAS IN WHICH RAPID DEVELOPMENT CAN BE EXPECTED, GIVEN THE PERSONALITY PROFILE.

These areas are those where the requirements for the position determine the given management style much more than what is the actual preference of this style.

- clear formulation of tasks, work organisation, orientation on procedures and structures, using positive feedback and motivation
- development of subordinated employees, passing on experience, support and assistance to the team
- orientation on results, supporting teamwork, delegation of authority, giving space to joint decisions

AREAS IN WHICH FURTHER DEVELOPMENT MAY BE LESS EFFECTIVE, GIVEN THE PERSONALITY PROFILE.

These areas are those where the management style is much more preferred than what the requirements for the position determine.

- emphasis on quality and accuracy, consistent control, giving immediate feedback, specific and detailed description of tasks and procedures
- taking decisions fast, authority, orientation on performance, clarity