



## MANAGERIAL STYLE QUICK



### Special guide

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## **DESCRIPTION OF THE QUESTIONNAIRE**

The Managerial Style Questionnaire examines the degree to which the participant favors various managerial styles or their combinations. It is primarily a diagnostic tool for employees at managerial positions, team leaders or project managers. However, it can be also used to monitor preferences in managerial style throughout the company.

It is based on the same concept as the Multifactor Personality Questionnaire which uses four areas, each of which is defined by two bipolar scales. Whilst the Multifactor Personality Questionnaire describes the basic characteristics typical for each scale using adjectives only, the Managerial Style Questionnaire employees a range of complex characteristics and behavior patterns in managing positions, always in relation to a combination of two bipolar scales. At the same time, the scales in the Managerial Style Questionnaire are more specific and closely related to activities typical for managers. Moreover, the questionnaire combines several sub theories of managerial styles within its own original methodology.

The questionnaire contains 36 pairs of statements about respondent's behaviour as a manager and what is important for him/her in the role. Respondent should select and mark the statement which best matches his/her management style and the way of working with the members of the team.

Expected time to complete: 10–15 minutes.

## Theoretical Framework

### Classical leadership theory

A pioneering piece of research in the area of leadership was the 1939 study by Lewin, Lippitt and Whit. This study allows us to identify three basic styles of leadership, which can, to a greater or lesser extent, be found in each of the following theories (Košťan, Bělohlávek, & Šuleř, 2006): autocratic, democratic and laissez-faire.

### Theory X and Theory Y

Today, the classical theory of X and Y management behaviour follows on from the theory of Douglas McGregor, which changed thinking and practice in management. This change in thinking primarily meant that instead of leading and controlling subordinates, managers should strive for them to reach their full potential (Kopelman, Prottas, & Davis, 2008).

### Management grid model

Another classical and well-known method for assessing management styles is the managerial grid model developed by Blake and Mouton (1964). Its basic approach is to compare managers according to two scales: concern for people and concern for production.

### Situational Leadership Theory

The Situational Leadership Theory developed by Hersey (2000) views this issue differently. According to the theory, managers must be flexible in their leadership style, according to how mature their employees are. Maturity here refers to how mature, or developed, the work of the employees is; specifically the level of ability and commitment.

### Vroom and Yetton's decision model and the Leadership Judgement Indicator

Another of the well-known leadership style tests is the Leadership Judgement Indicator, which is based on the theory developed by Vroom and Yetton in 1973. This model is based on a situational or contingency concept, which is focused on the

selection of a specific leadership style according to the requirements dictated by a given situation (Dědina, & Cejthamr; 2005).

## Description of the dimensions and scales of the Management Style questionnaire

### Responsibility for achieving goals

The first basic area is responsibility for achieving goals. In the achievement of goals, the manager may tend to focus on the overall vision and strategy or on specific tasks when communicating with subordinates.

This approach is largely reflected in the structure of the position of the manager in the company. A focus on specific tasks, short-term and medium-term goals is necessary especially for line (lower) managers and middle managers. On the contrary, in order to achieve success in the position of a top manager, it is usually necessary to focus on the long-term vision and strategy of the company (Košťan, Bělohlávek, & Šuleř, 2006).

When ensuring the achievement of goals, a manager may focus more on providing motivation and positive feedback to the team or on checking that the way the task is being performed complies with their requirements and ideas and provides subordinates with corrective feedback.

This dimension may also be supported by the theories mentioned above. In extreme cases, a manager focused more on controlling the fulfillment of tasks behaves in accordance with theory X or an authoritative management style according to Classical Management Theory. On the contrary, a focus on motivation and a positive approach to subordinates may be found to a large extent in theory Y and the laissez faire approach (Dědina & Cejthamr, 2005; Košťan, Bělohlávek, & Šuleř, 2006).

Based on a combination of these two scales, we obtain the following four management styles:

### Leader

A leader brings a vision, which they try to inspire the team with, they are convincing, they use people's internal motivations, they focus on the essentials, they give their

subordinates a relatively large amount freedom in choosing the approach – they are interested in the results. A leader tells their subordinates WHY.

### Puller

A puller organizes the work of the team, assigns tasks and motivates subordinates to fulfil them, they are understandable, focus on procedures, clear structures and definitions of competencies, and they use praise and are able to appreciate good performance. A puller tells subordinates WHAT.

### Perfectionist

A perfectionist assigns clear and precisely defined tasks, checks their fulfillment, highlights mistakes and shortcomings, gives immediate feedback, expects accuracy and reliability from subordinates, and emphasizes the quality of performance. A perfectionist tells their subordinates HOW.

### Maximalist

A maximalist expects loyalty and readiness to achieve the set goals from their subordinates, focuses on priorities, requires independence, considers good performance to be standard, provides rather general feedback, and clearly expresses their dissatisfaction. A maximalist tells their subordinates where the RISKS are.

### Decision-making

The second basic area of management styles is decision making. When making decisions, a manager may take into account either the need to achieve the highest possible performance, or the needs and capabilities of their team.

The Blake and Mouton Managerial Grid is a good tool for describing managers with a narrow focus on one of the poles of this scale. In the case of an extreme focus on the needs of the team and its possibilities, we can talk about a *Country Club Manager (1,9)*, who is described in the theory of Lewin, Lippitt and Whit as having a *Laissez faire* leadership style. On the contrary, if the manager is highly performance-oriented, he is an *Authority-Compliance Manager (9,1)*, which is aptly described in the Classical Management Theory (Dědina & Cejthamr, 2005; Košťan, Bělohávek, & Šuleř, 2006).

At the same time, managers differ from each other in whether they prefer to make decisions entirely on their own and only communicate their decisions to subordinates or involve subordinates in their decision making to varying degrees, and in extreme cases leaving the decision entirely to the subordinates.

The Vroom and Yetton Decision Making Model can describe this dimension very well. According to this model, a manager who makes their own decisions follows an autocratic style. In extreme cases where decision-making is delegated to a team, the authors mention a collaborative style of decision-making. As the authors point out in their work, each of these styles is appropriate to use in a specific situation (Vroom, & Yetton; 1973).

In the area of decision-making, four management styles can be distinguished:

### **Pacesetting**

A pacesetting manager places emphasis on performance, makes their own decisions and communicates them clearly, expects adherence to established procedures, does not tolerate exceeding of competencies, especially in non-standard, crisis situations and achieves high results. RESULTS are key for a pacesetting manager.

### **Coaching**

A coaching manager leads subordinates through their experience and expertise, offers support and advice, helps to find solutions, teaches them the right procedures, uses supervision, passes on their experience, develops the skills of their subordinates, leads them to realize their reserves. The SKILLS and assumptions of their subordinates are key for a coaching manager.

### **Affiliative**

An affiliative manager focuses on their subordinates, their wishes and needs, understands their problems, is empathetic, cares about the good atmosphere and relationships in the team, asks for ideas and opinions of subordinates, prefers collective decision-making, and prefers solutions that do no harm anyone. RELATIONSHIPS are key for an affiliative manager.

## Democratic

A democratic manager places emphasis on results, for the achievement of which they prefer teamwork, they offer subordinates space for self-realization, delegate powers, support them in accepting their own responsibilities, offer space for collective decision making, prefer the best quality solution. The INITIATIVE and activity of subordinates are key for a democratic manager.

## Control scales

The questionnaire works with one control scale. Its result is given in the introduction to the final report.

## The need to succeed

The control scale follows the tendency to choose socially desirable answers, i.e., a lie score. If this tendency is high, the outputs of the questionnaire are less relevant and there is a risk that the respondent answered in order to be perceived positively. If, on the other hand, this tendency is significantly low, it indicates a high level of openness of the respondent's answers, but it may also indicate an understanding of the principle of the control scale.



## ITEM ANALYSIS

### Item difficulty and item-total correlation

By a rule of thumb, all items with a difficulty lower than 0,1 and higher than 0,9, should be checked for content. The item total correlation is a correlation between the question score and the overall assessment score. A small item-correlation provides empirical evidence that the item is not measuring the same construct measured by the other items included. A correlation value less than 0,2 indicates that the corresponding item does not correlate very well with the scale overall and, thus, it may be dropped or replaced.

We present data from the pilot study.

LEADER		
ITEM	DIFFICULTY	CORRELATION
L1	0,57	0,44
L2	0,69	0,38
L3	0,7	0,40
L4	0,49	0,53
L5	0,48	0,39
L6	0,61	0,41
L7	0,57	0,36
L8	0,37	0,53
L9	0,49	0,44

PULLER		
ITEM	DIFFICULTY	CORRELATION
T1	0,51	0,46
T2	0,8	0,34
T3	0,81	0,31
T4	0,41	0,40
T5	0,52	0,47
T6	0,88	0,17
T7	0,3	0,35
T8	0,52	0,39
T9	0,52	0,42

PACESETTING		
ITEM	DIFFICULTY	CORRELATION
V1	0,36	0,45
V2	0,4	0,41
V3	0,33	0,53
V4	0,36	0,48
V5	0,22	0,49
V6	0,17	0,41
V7	0,12	0,38
V8	0,3	0,35
V9	0,19	0,31

COACHING		
ITEM	DIFFICULTY	CORRELATION
R1	0,37	0,39
R2	0,81	0,39
R3	0,52	0,43
R4	0,35	0,42
R5	0,33	0,40
R6	0,6	0,41
R7	0,53	0,51
R8	0,88	0,21
R9	0,24	0,21

DEMOCRATIC		
ITEM	DIFFICULTY	CORRELATION
D1	0,64	0,29
D2	0,76	0,43
D3	0,89	0,26
D4	0,45	0,33
D5	0,67	0,33
D6	0,7	0,44
D7	0,83	0,30
D8	0,48	0,45
D9	0,56	0,27

AFFILIATIVE		
ITEM	DIFFICULTY	CORRELATION
A1	0,44	0,43
A2	0,67	0,56
A3	0,65	0,50
A4	0,47	0,48
A5	0,55	0,56
A6	0,78	0,47
A7	0,11	0,30
A8	0,63	0,48
A9	0,63	0,45

## Reliability – Cronbach's alpha

Cronbach's  $\alpha$  is an estimate of the internal consistency of a psychometric test. It is a function of the number of items in a test, the average covariance between item-pairs, and the variance of the total score.

The alpha coefficient for questionnaires should be 0,6 and higher.

LEADER	PULLER	PACESETTING	COACHING
0,68	0,54	0,62	0,72

PERFECTIONIST	MAXIMALIST	AFFILIATIVE	DEMOCRATIC
0,67	0,56	0,60	0,76

## NORMS

LEADER	
TOTAL SCORE	PERCENTILES
0	0
1	0,6
2	2,4
3	8,8
4	20,4
5	37,1
6	57
7	75,8
8	90,1
9	97,6

PULLER	
TOTAL SCORE	PERCENTILES
0	0
1	0,1
2	4,1
3	15,1
4	36,3
5	62,5
6	83,1
7	95,3
8	99,5
9	100

PERFECTIONIST	
TOTAL SCORE	PERCENTILES
0	1,3
1	8
2	21,1
3	39,2
4	60,4
5	79,5
6	92,2
7	98
8	99,4
9	99,8

MAXIMALIST	
TOTAL SCORE	PERCENTILES
0	0
1	1,2
2	6,4
3	20
4	42,5
5	66
6	83,9
7	94,6
8	98,8
9	100

PACESETTING	
TOTAL SCORE	PERCENTILES
0	1,3
1	8,7
2	24,3
3	45,5
4	66,8
5	83,4
6	93,7
7	98,3
8	99,5
9	99,8

COACHING	
TOTAL SCORE	PERCENTILES
0	0
1	0,4
2	3,3
3	12,8
4	32,4
5	59,2
6	82,1
7	94,4
8	98,6
9	99,5



AFFILIATIVE	
TOTAL SCORE	PERCENTILES
0	0
1	1,1
2	4,2
3	12,1
4	27,6
5	50
6	73,7
7	90,3
8	97,6
9	99,7

DEMOCRATIC	
TOTAL SCORE	PERCENTILES
0	0
1	0
2	2,6
3	10
4	25,1
5	46,2
6	68,6
7	87,7
8	97,7
9	100

## SAMPLE DESCRIPTION

The normative group consists of European English-speaking population (N=362).

SEX	
✓ 59 % women	N=213
✓ 33 % men	N=119
✓ 8 % unfilled	N=30

AGE	
✓ 8 % to 29	N=30
✓ 62 % 30–44 years old	N=226
✓ 21 % over 45 years old	N=76
✓ 8 % unfilled	N=30

EDUCATION	
✓ 0 % primary	N=0
✓ 10 % secondary	N=38
✓ 31 % university	N=114
✓ 47 % higher education	N=170
✓ 11 % unfilled	N=40

POSITION AT WORK	
✓ 75 % I have subordinates	N=272
✓ 15 % I do not have subordinates	N=53
✓ 10 % unfilled	N=37

CONTACT WITH CLIENTS	
✓ 70 % I am in direct contact with clients	N=252
✓ 21 % I am not in direct contact with clients	N=77
✓ 9 % unfilled	N=33

## FINAL REPORT

The output of the questionnaire includes a statement of the person's degree of assertiveness, a chart of the overall degree of assertiveness and a chart of the degree of assertiveness in various areas of communication. In addition, there is a text which includes an interpretation of the general profile as well as an overview of advantages and recommendations. It is based on two control scales, including a check of aggressive tendencies, i.e. the assertion of oneself at the expense of others.



Front page – basic information about the respondent (name and e-mail).

John Doe - john.doe@example.com

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You now hold in your hands a report from the Management Style QUICK questionnaire, which covers the applied managerial styles through the prism of achieving results and making decisions. These styles can be merged and intertwined, can develop over time and develop because of varying expectations or varying company cultures. However, we usually utilise some of these styles more often; some of them are closer 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 works in a certain environment, context, in a certain team, etc. That is why it is useful to interpret these results within the context of each situation and together with the intended goal.

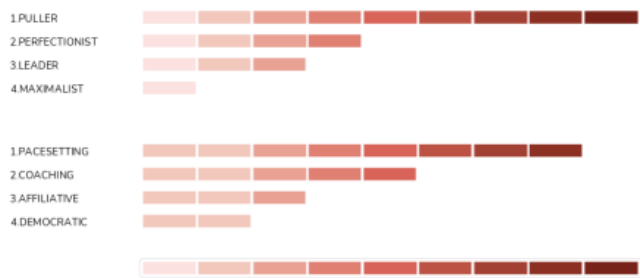
**DISTRIBUTION OF BASIC MANAGEMENT STYLES**



Distribution of basic management styles.

The results are charted as weighted scores.

**ORDER OF PREFERENCE OF BASIC MANAGEMENT STYLES**



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### MAP OF PREFERENCE OF COMBINED MANAGEMENT STYLES

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



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

**DESCRIPTION OF THE MOST PREFERRED MANAGEMENT STYLE**

**PACESETTING - PULLER (88.7%)**

The preferred management style is characterised by high to extreme productivity, excellent organisation of one's own work as well as the team's work, and the ability to achieve great results. The pacesetter puller knows how to communicate very clearly what needs to be done and how; this manager delegates powers and authority and organises work so that things flow seamlessly, without misunderstanding or delay. This manager is decisive, able to respond quickly even in an unfamiliar environment; they formulate effective and clear procedures. In relation to the team, this leader uses focused praise, using motivation effectively as a tool, and leads by example. This puller expects a lot of themselves and others; achievement is necessary and expected. This puller is specific and clear in the definition of tasks and measurable goals. They are usually considered firm but fair. Their style of work is often labelled as 'carrot and stick'. The advantage is mastery in micro-management. The pacesetter puller is usually successful in companies which consistently monitor and assess performance – in companies which are managed by objectives. The leader sets the procedures and processes, and insists that they be observed. The disadvantage is a decreased ability to accept the autonomy and independence of others, and the consolidation of all authority in the puller. It may be that in the manager's absence the team is paralysed – employees are afraid of overstepping the line of their authority, which negatively affects their performance.

**ADVANTAGES**

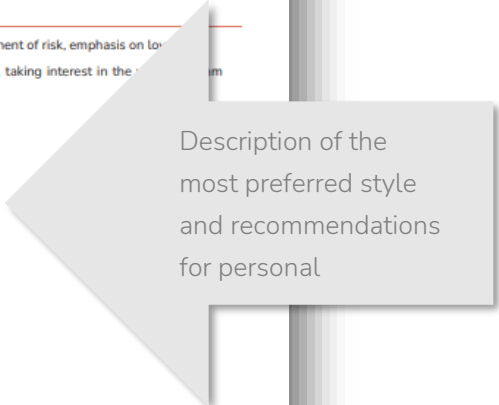
- clear formulation of tasks, work organisation, orientation on procedures and structures, using positive feedback and motivation
- taking decisions fast, authority, focus on performance, clarity

**POTENTIAL RISKS**

- lacking overview and vision, aversion to taking control
- lacking interest in team members and their problems, harshness

**DEVELOPMENT SUGGESTIONS**

- prioritisation, supporting independence, strategic thinking, accurate assessment of risk, emphasis on long-term goals
- taking care of the team, emphasis on good atmosphere and relationships, taking interest in the team members



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

- 2. coaching puller 77.77%
- 3. affiliative puller 64.3%
- 4. pacesetter perfectionist 63.36%

**LEAST PREFERRED STYLE (16TH IN ORDER OF PREFERENCE)**

- 16. democratic maximalist 19.4%



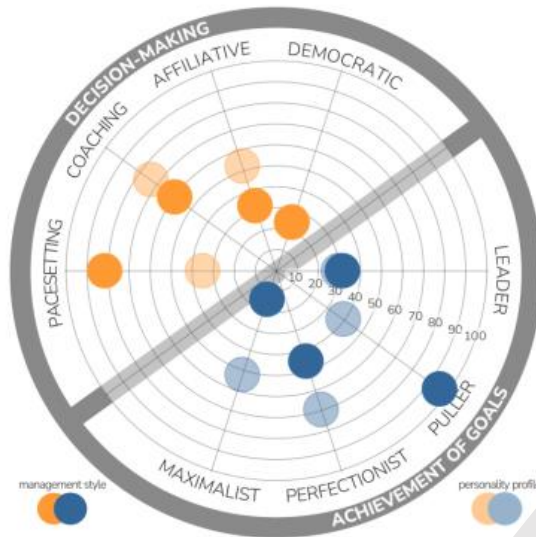
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The used managerial style can but does not have to be a reflection of our natural personality – which is why it is a good idea to connect this questionnaire with reports from the Multifactor Personality Profile questionnaire. Because the data is available,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

**MANAGEMENT STYLE AND PERSONALITY PROFILE**

Match between the management style and personality profile: **75 %**



The chart illustrates the correlation between the results of the Management Style Questionnaire and the results of the Multifactor Personality Questionnaire. The scores in the Multifactor Personality Questionnaires are converted into management style scores. A match is shown, to a greater or lesser degree, when the value results even.

The chart illustrates the comparison of results of the Management Style Questionnaire and results of the Multi-factor Personality Questionnaire.

## 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 always need to 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.*

- emphasis on quality and accuracy, consistent control, giving immediate feedback, specific and detailed description of tasks and procedures
- prioritisation, supporting independence, strategic thinking, accurate assessment of risk, emphasis on loyalty
- taking care of the team, emphasis on good atmosphere and relationships, taking interest in the views of team members

## 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 the stipulated requirements for the position.*

- clear formulation of tasks, work organisation, orientation on procedures and structures, using positive feedback and motivation
- taking decisions fast, authority, focus on performance, clarity

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