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FINAL REPORT

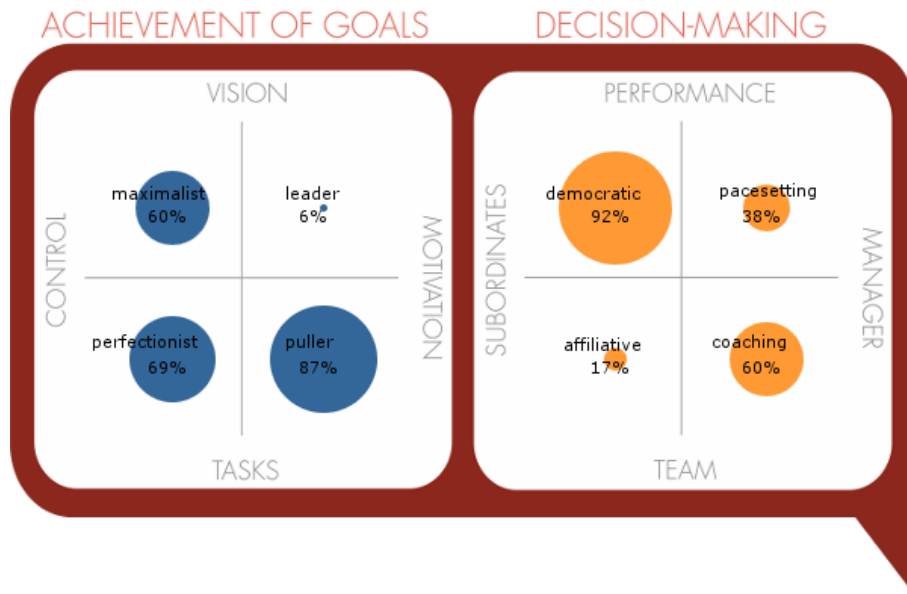Management style

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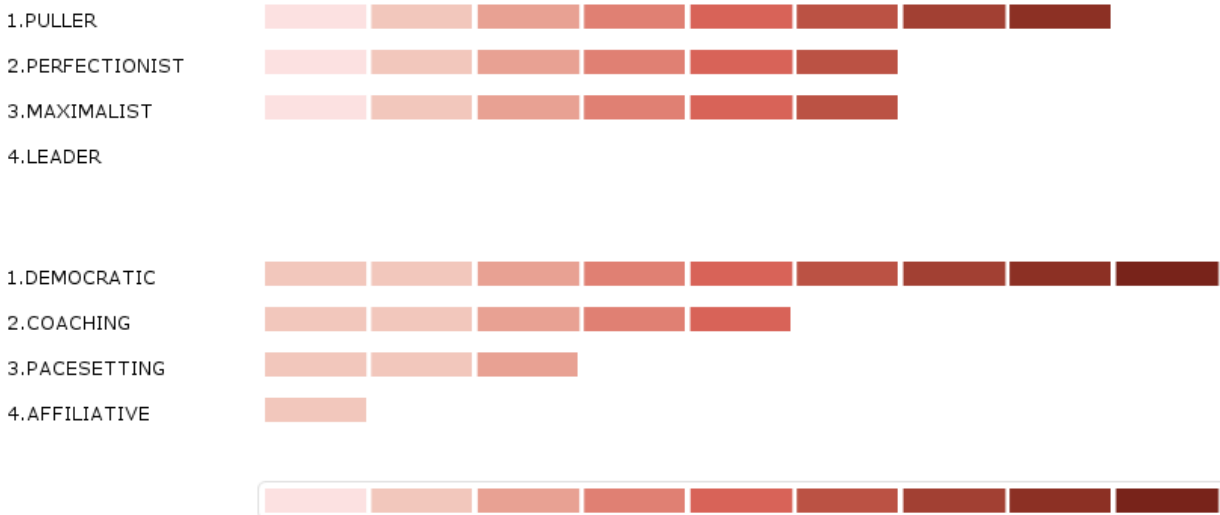
It is very important to mention that all managerial styles in this questionnaire are neither positive nor negative, better nor worse. Each of them is legitimate and working in a certain environment, context, in a certain team, etc. That is why is it useful to interpret these results concerning the situation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

## DISTRIBUTION OF BASIC MANAGEMENT STYLES

ACHIEVEMENT OF GOALS   DECISION-MAKING

VISION   PERFORMANCE

maximalist 60%   leader 6%   democratic 92%   pacesetting 38%

CONTROL   MOTIVATION   SUBORDINATES   MANAGER

perfectionist 69%   puller 87%   affiliative 17%   coaching 60%

TASKS   TEAM

The results are charted as percentiles.

ORDER OF PREFERENCE OF BASIC MANAGEMENT STYLES

1.PULLER

2.PERFECTIONIST

3.MAXIMALIST

4.LEADER

1.DEMOCRATIC

2.COACHING

3.PACESETTING

4.AFFILIATIVE

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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.
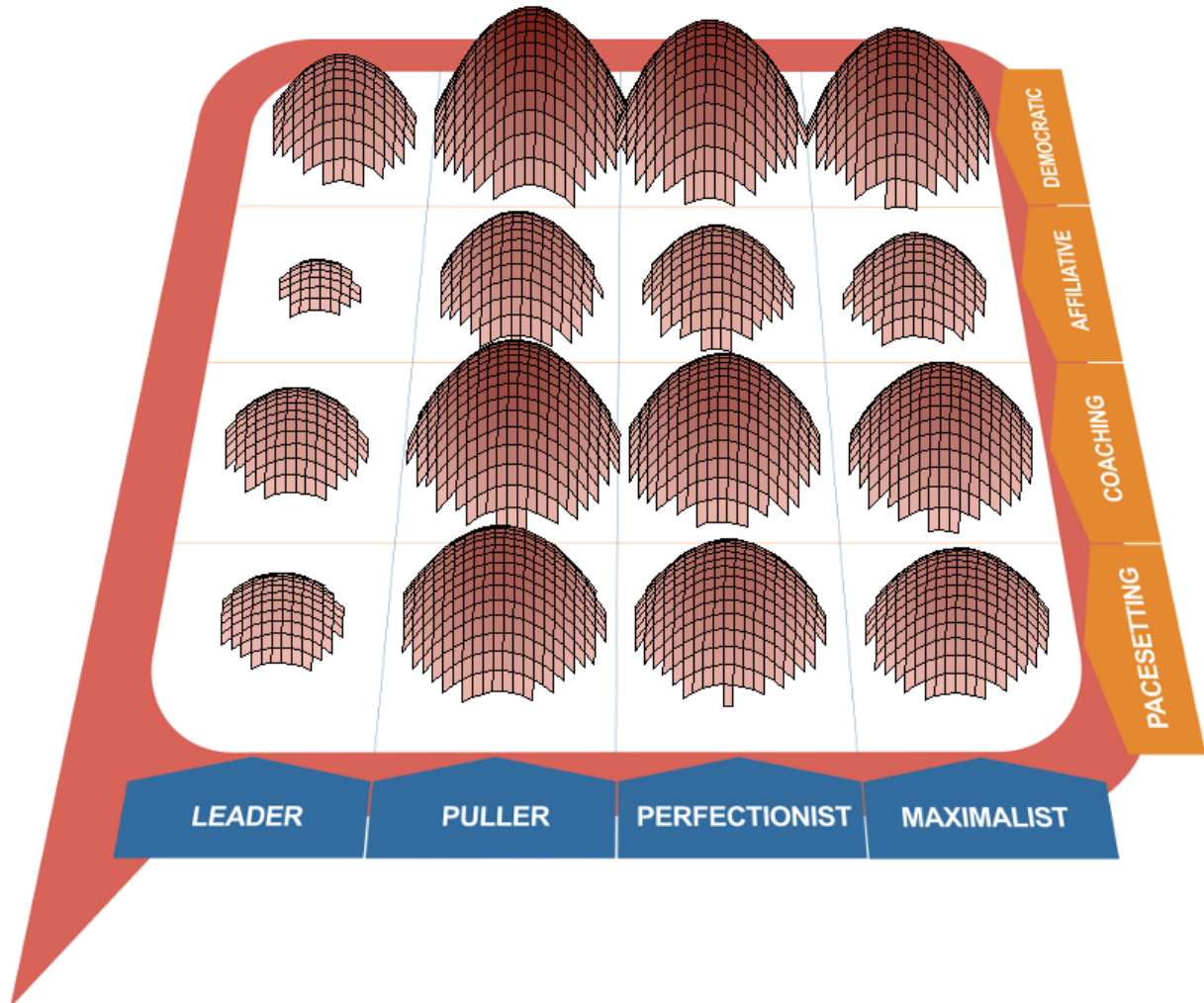
DESCRIPTION OF THE MOST PREFERRED MANAGEMENT STYLE

DEMOCRATIC - PULLER (89.47%)

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	POTENTIAL RISKS
■ 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	■ lacking plan view and vision, aversion to taking control ■ insufficient decisiveness

DEVELOPMENT SUGGESTIONS

■ prioritization, supporting independence, strategic thinking, accurate assessment of risk, emphasis on loyalty

■ development of subordinated employees, passing on experience, support and assistance to the team

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

2. democratic   perfectionist   80.73%

3. democratic   maximalist   76.3%

4. coaching   puller   73.05%

LEAST PREFERRED STYLE (16TH IN ORDER OF PREFERENCE)

16. affiliative   leader   11.49%

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: 58.47 %
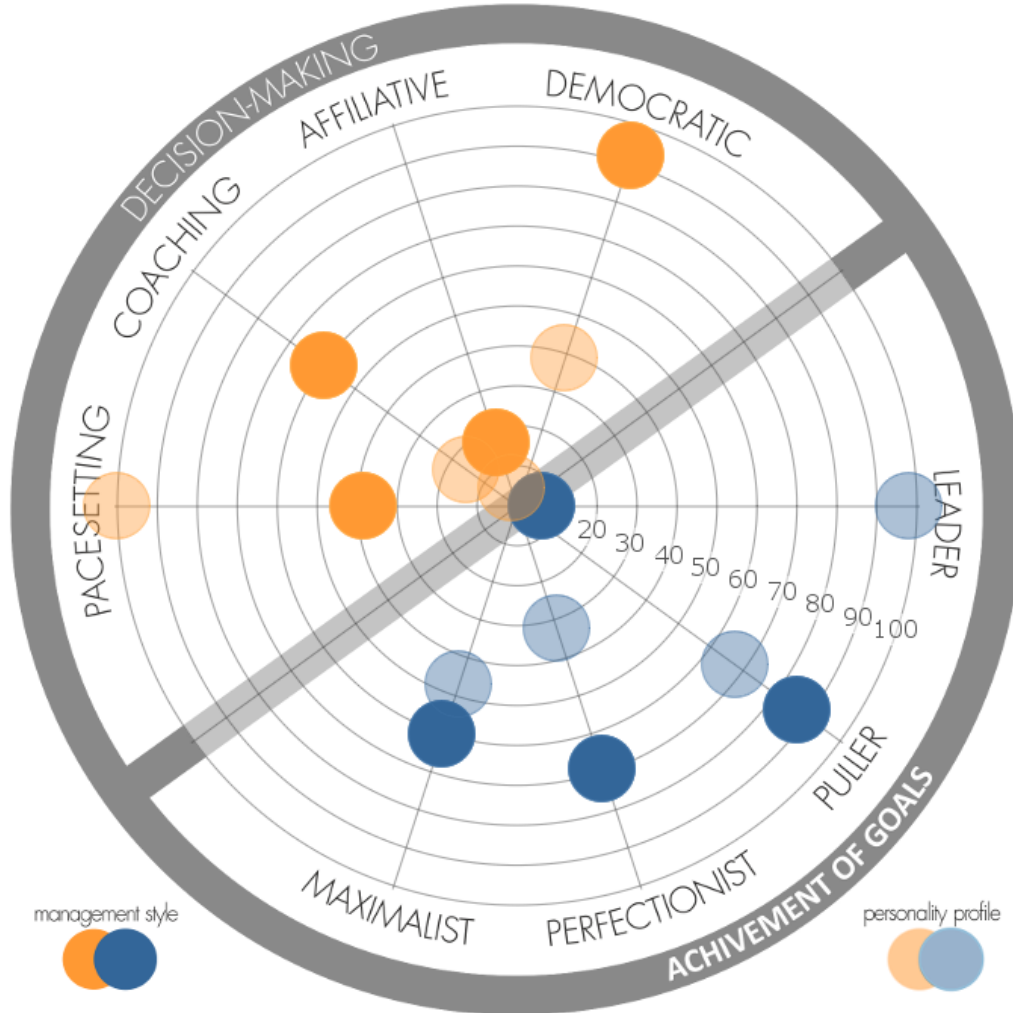
The chart illustrates the comparison of results of the Management Style Questionnaire and results of the Multi-factor Personality Questionnaire. The scores in the Multi-factor Personality Questionnaires are converted into management style profiles according to basic metrics common to both questionnaires. 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 generally lower 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.

- 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

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.

- clear formulation of tasks, work organisation, orientation on procedures and structures, using positive feedback and motivation

- emphasis on quality and accuracy, consistent control, giving immediate feedback, specific and detailed description of tasks and procedures

- 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