

ASSESSMENT OF THE SUCCESS OF POTENTIAL MANAGERS WITHIN AN ORGANIZATION AND PROPOSALS FOR IMPROVEMENT

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Abstract. Creating an excellent management team is one of the vital components within any organization aiming to success or to maintain the same. The authors conducted a research using two questionnaires: the manager success assessment (MSA) questionnaire and Hay's questionnaire for determining the working styles. The results provided by this survey within a company are analyzed and summarized, and are compared to the 13 manager success criteria previously set. Furthermore, the results are analyzed with regard to the working styles' results and the integral model which points to the corresponding Adizes' Roles, and several improvements possibilities related to candidates' skills are proposed.

Key words: Manager, Success Criteria, Teamwork.

Introduction

Previous research elaborated by Andonovic, Zhabevska-Zlatevski, Lisichkov & Dimitrov (2015). included a survey with experienced and proven managers worldwide. The research was aiming to successful identification of new managers, with regard to decreasing the risk of not achieving the targeted organization results, as a valuable addition to proven methods (Andonovic & Petkovski, 2013).

The following criteria for being a successful manager were generated for further comparisons, profiling and research:

1. The successful manager is generally in his/her 30's or 40's, educated in the area of social sciences, at undergraduate or at graduate level, with already completed significant additional training, where some managers have, and some have not publicized books or articles related to their profession.
2. The successful manager in most cases comes from a family with mixed or democratic family relations, usually as first born from two children, describes the relationship with both parents and siblings mainly as normal to strong, and in most cases considers that he learned the most regarding relations with people from his/her father (who was also considered as most powerful figure in the family), and has no immediate family associate or partner in the same business/profession.
3. In the family of the successful manager in some cases there is an eminent story / anecdote which is often told by the parents.
4. In some cases the family of the successful manager went through a period of economic crises, but generally describes the current financial situation as normal to average.
5. From the childhood years to date, the successful manager had and has many friendships who are mainly of same age as the manager (currently mostly in their 30' or 40's), same and to a lesser degree of mixed gender, and of different status. The successful manager considers that he/she doesn't spend enough time on socializing (less than 4 hours per week), however when he/she does, is as an active participant, is seeking fun and enjoyable time and to a lesser degree relaxation. In friendship he values mainly honesty, and considers that people like to socialize with him because of the fun and friendly nature, as well as the sense of humor.
6. The successful manager considers various factors, mainly determination to as well as, time management and organizational skills to have helped him/her the most to succeed in the new engagement when first assumed a managerial position.

7. Hard work and excellent education are the elements that the successful manager considers as most helpful to reach a high managerial position and success, which brings him inner satisfaction and content (to a lesser degree some successful managers anticipate success and expect it).

8. The successful manager self-rates his/her level of ambition as highest on the given scale, considers himself as initiative taking and doesn't need anyone to stimulate his/her initiative.

9. The successful manager dedicates 9 - 12 hours a day to work, and different managers spend different amount of time, mainly maximum 1-3 hours daily for rest and relaxation (reading or movies).

10. The successful manager likes to spend his/her free time mainly on sports, as well as family, and has had mainly two or more hobbies to date.

11. The successful manager is flexible and often decides to combine different management styles (democratic and autocratic) depending mostly on the specific given situations and feedback from the people he/she works with.

12. The successful manager has found himself under great pressure and stress at least once which mainly generated energy for more intense work and increased personal activity.

13. The successful manager promotes teamwork with normal to strong and friendly, open and cooperative relation with all team members keeping them on track, goal oriented and motivated.

The integral model created by two individually applicable theories, Hay's Working styles (Hay, 2009) and Adizes' Roles (Adizes, 1991, 2004), was used to determine the characteristic Roles and Styles of the surveyed persons using only Hay's questionnaire as presented by Andonovic, Spasovska, Temkov & Dimitrov (2014), also completed by each person.

Research

The survey was made in the production sector of a company, where 9 candidates for new manager voluntarily completed the two questionnaires. The first is the manager success assessment (MSA) questionnaire which is combination of factors explicitly structured as several sections and consists of 84 questions:

- Introductory section – factual details about the manager
- Section 1 - background and relations, focusing on education, family and interpersonal relations, as well as interests and hobbies. Consequently, the first section is organized in several subsections:
 - A. Area of education
 - B. Area of family dynamics and relations
 - C. Area of interpersonal relations
 - D. Area of interest and hobby
- Section 2 - type of organization where the manager is successful in terms of work related pattern, as well as various factors that the manager considers affected his/her professional success in an organization.

The time given for completing this questionnaire was 2 hours. The completed MSA questionnaires were processed independently for each surveyed person individually.

The second questionnaire given to the surveyed persons was Hay's questionnaire for determining the Working styles: Be Perfect (BP), Be Strong (BS), Hurry Up (HU), Please Others (PO), and Try Hard (TH). The questionnaire consists of 25 questions in 5 implicitly incorporated groups that are not known to the candidates. The time given for completing this questionnaire was 20 minutes.

Results and discussion

The results from MSA questionnaire were thoroughly analyzed and summarized as in Table 1 below. The surveyed persons are simply denoted as sp. Maximum number of points per each criterion is 5.

Table 1. Summarized results from survey with criteria questionnaire

Criterion 1	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
30 - 40 age	x	x	x	x	x	x	x	x	x
social studies							x		
undergrad or grad (university to PhD)	x PhD	x	x	x PhD	x	x	x PhD	x	x (in progress)
training (education, finished or in progress)		x (in progress)	x (in progress)		x (in progress)	x (in progress)	x		x (in progress)
have or not have published books	x	x	x	x	x	x	x		x
TOTAL	3	4	4	3	4	4	5	2	4
Criterion 2	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
mixed or democratic	x	x	x	x	x	x	x	x	x
first born from 2	x		x		x	x	(5)	x	
normal to strong parent/sibling	x	x	x	x	x	x		x	x
learned from father	x	x (mother and sister too)	x (mother too)		x (mother too)	x (mother too)		x	
father most powerful	x		x	x	x	x	x		
no family in business/prof	x	x	x	x	x	x	x	x	x
TOTAL	5	3.5	5	3.5	5	5	2.5	4	2.5
Criterion 3	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
story/yes in some cases			x (not publicly)		x		x	x	
TOTAL	0	0	5	0	5	0	5	5	0
Criterion 4	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
some cases crises	x		x		x		x	x	x
financial situation normal to average	x	x	x	x	x	x	x	x	x
TOTAL	5	2.5	5	2.5	5	2.5	5	5	5
Criterion 5	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
many friends	x	x	x	x	x	x	x	x	x
same age (30-40)	x	x	x	x older too	x	x	x older too	x younger and older too	x
same or to lesser degree mixed gender	x (mix)	x (mix)	male	x	x	x	x (mix)		x (mix)

different status		x	single	normal	married	x	x married and divorced	x	x
not enough time socializing (less 4 hrs/week)	x (responsibilities)			x	x				x
active participant	x responsibilities		x	x	x	x	x	x	x
seeks fun, enjoyable time, less relaxing			x	thoughts exchange	x other too		sharing	x other too	
values honesty	x	x		x	x	x	closeness and trust	x	trust
like him for fun, friendly nature, humor	x (honesty too)			open minded	x other too	trust	friendship	honesty, commitment	x trust charisma
TOTAL	4.5	3	3	4	4.5	4	3	4	4.5

Criterion 6	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
various factors mainly determination, time management, org. skills				conv. with previous manager	open minded				
TOTAL	0	0	0	1	0	0	0	0	0

Criterion 7	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
hard work & excellent education to reach success		discipline		responsibility	persistence	x		x persistence too	x persistence too
inner satisfaction & content (less they anticipate success & expect it)				x	x	week-ends out		x celebrates	new aims
TOTAL	0	0	0	2.5	2.5	4	0	5	2.5

Criterion 8	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
self rate (highest 5)			4		x	4	4	4	x
initiative taking	x	x		x	x	x	x		x
doesn't need stimulus	x	x	x			x			x
TOTAL	3	3	2	1	3	3.5	1.5	0	5

Criterion 9	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
9-12 hrs work						x			
1-3 hrs/daily for rest/movies (and different)	x	movies, no hours	x	x	x	x	x		x
TOTAL	2.5	0	2.5	2.5	2.5	4.5	2.5	0	2

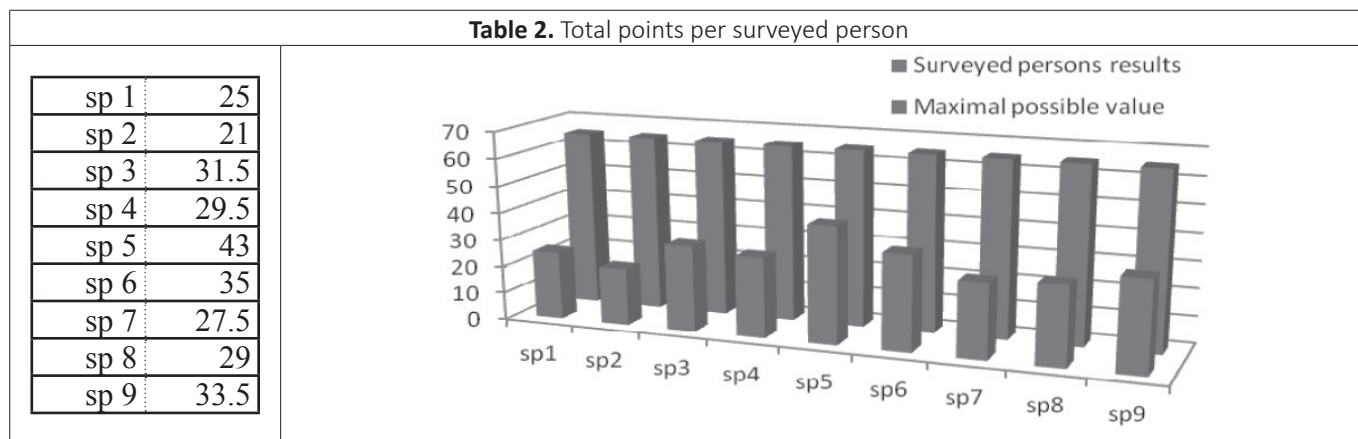
Criterion 10	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
free time, sort, family	reading	x	reading, walking	x domestic	x	reading, socializing	hobby	x	x
2-3 hobbies			x		x		one	x (one)	x
TOTAL	0.5	2.5	2.5	2	5	0	0.5	4	5

Criterion 11	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
flexible, combines different management styles (democratic & autocratic)				x trans-parent		x			
depends on situation & feedback from work people				x		x			
TOTAL	0	0	0	5	0	5	0	0	0

Criterion 12	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
pressure & stress at least once	x	x	x		x	x	x		x
generated energy for more work & personal activity									
TOTAL	2.5	2.5	2.5	0	2.5	2.5	2.5	0	2.5

Criterion 13	sp 1	sp 2	sp 3	sp 4	sp 5	sp 6	sp 7	sp 8	sp 9
teamwork				honesty	x				x
normal to friendly									
open & cooperative relationship				x	x				
on track, goal oriented, motivated					x				
TOTAL	0	0	0	2.5	4	0	0	0	0.5

Table 2. Total points per surveyed person



According to the summarized results given in Table 1, total points per surveyed person are obtained as in Table 2 above. We may notice that the highest results were obtained at sp3, sp5, sp6, and sp9. Sp4 and sp8 are also to be considered. Sp2 has the lowest results.

With regard to the Hay’s questionnaire, results were also summarized and analyzed as follows, for each surveyed person individually. The characteristics obtained for each person are directly derived from Hay’s questionnaire (denoted by H), as well as from the integral model (Andonovic et al., 2014) (denoted by I). Then there are corresponding improvement proposal given for each Sp, considering the outcomes from MSA questionnaire.

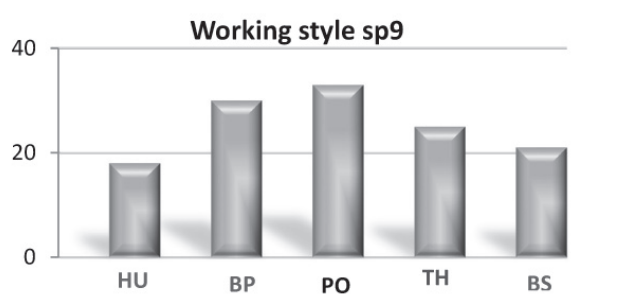
<p style="text-align: center;">Working style sp1</p> <p>MSA results improvement proposal: To increase the intensity of relation strength with coworkers, to thoroughly listen to feedback.</p>	<p style="text-align: center;">Sp 1 characteristics</p> <p>H. This person is directed to and open with others, is extrovert, is able to make many contacts. However, the attachment to others is weak, as well as their commitment.</p> <p>I. Type (PaeI), produces results, works a lot and gets along with people, but has weak vision and system. This person wants to be rewarded immediately. Although may come up with critiques, this person is good in creating teams. Not interested in exterior neighborhood of the organization – market, suppliers, bankers, and is not a formalist. Stimulates and supports those who are successful in their work.</p>
<p style="text-align: center;">Working style sp2</p> <p>MSA results improvement proposal: Not a manager type of person, but excellent team member. To be more open to tasks that require hard work and dedication.</p>	<p style="text-align: center;">Sp 2 characteristics</p> <p>H. This person is moderately extrovert, and his/her intensity of management ability is low. He/She becomes easily compatible with the teamwork, but is not a leader type.</p> <p>I. Type (pAeI), who is good functional administrator, directed to production and providing services. This person is flexible and changes proportionally to the needs. Cooperates with other employed.</p>
<p style="text-align: center;">Working style sp3</p> <p>MSA results improvement proposal: To dedicate time to additional trainings and to continue to work hard on demanding tasks during periods of stress.</p>	<p style="text-align: center;">Sp 3 characteristics</p> <p>H. This person is extrovert, is dominant, and is often within a role of “head of the family”. He/she has a tendency to take care and to control others.</p> <p>I. Type (PAeI), who tends to be good at each of the four roles. This person is powerful, objective, and is a leader type. This type of such combination of roles is rarely found and such a person would be great administrator.</p>
<p style="text-align: center;">Working style sp4</p> <p>MSA results improvement proposal: To work on ways to stimulate own ambition.</p>	<p style="text-align: center;">Sp 4 characteristics</p> <p>H. This person has a need to nurture and protect his/her colleagues, and with a tendency for everyone to be satisfied. Has high criteria, accompanied with the need for things to be accomplished by trying hard.</p> <p>I. Type (PaeI), remarkable assistant, expert in using compromises in producing short-term results. May create a good team. As a manager would function well as the most prominent supervisor oriented towards people.</p>

<p style="text-align: center;">Working style sp5</p> <p>MSA results improvement proposal: To consider greater flexibility and occasional application of different management styles based on team members' feedback.</p>	<p style="text-align: center;">Sp 5 characteristics</p> <p>H. This is type of person oriented towards people. Hard work and big ideas are important to him/her, although on the outside may seem neutral. The team members may not recognize him/her as a leader, as he/she is rather focused on realization then motivation.</p> <p>I. Type (PaEi), entrepreneurial type who knows what he/she wants and why he/she wants it. This person is creative, serious and focused with a set goal. Gets irritated by ideas which do not bring positive results, while those results that are not products of the "big" ideas, are not as worthy. Needs to work on ability to motivate people.</p>
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<p style="text-align: center;">Working style sp6</p> <p>MSA results improvement proposal: To dedicate some time to rest and relax, that could increase the effectiveness of projects.</p>	<p style="text-align: center;">Sp 6 characteristics</p> <p>H. This person is extrovert, is dominant, and is a leader type. He/she is thorough, has a tendency to take care of others and to motivate. Likes to listen to good ideas.</p> <p>I. Type (PAeI), who tends to be good at each of the four roles. This person is powerful, objective, and is a leader type. This type of such combination of roles is rarely found and such a person would be great administrator.</p>
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<p style="text-align: center;">Working style sp7</p> <p>MSA results improvement proposal: Not manager type, however, to increase work success needs to work on own ability to analyze and organize things.</p>	<p style="text-align: center;">Sp 7 characteristics</p> <p>H. This is a person oriented towards people. He/she has weak executive power, and is often under influences by other team members. He/she is good at things that demands hard work.</p> <p>I. Type (p--I), who agrees with people, but misses vision or system. This person is a remarkable assistant, an expert in using compromises in short-term goals achievement.</p>
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<p style="text-align: center;">Working style sp8</p> <p>MSA results improvement proposal: To work on ability to keep own ambition during periods of stress and be more open to team members' feedback.</p>	<p style="text-align: center;">Sp 8 characteristics</p> <p>H. This is a neutral type of person, who is dominant in the team, but cares for others. He/she may motivate people, but may also have difficulties in finalization of aims or projects.</p> <p>I. Type (PaEI), type of person who is management oriented, creates new directions, and motivates colleagues. Successful results that this person achieves are based upon the charisma. Takes care of the next generation too, not only the momentary. May have less success into being systematic and into understanding such a process.</p>
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 <p>MSA results improvement proposal: To combine different management styles depending on the situation and/or coworkers' feedback and increase focus to own time management.</p>	<p style="text-align: center;">Sp 9 characteristics</p> <p>H. This person is people oriented, is intelligent, with a tendency to achieve egocentric position. He/she wants to be the team pillar.</p> <p>I. Type (pael), having a leader tendency, enables others to come up with ideas and discuss them, although this person makes the decision independently on the others, which is to be approved by the others afterwards. This is a powerful and effective type, having a charisma, who is objective and restrained. The subordinates like this person and try to finish the assignment as they were asked to.</p>
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Conclusion

This survey, consisting of two independent questionnaires, was performed among individuals within a company who were potential future managers. Therefore, results for each candidate from both surveys were good to very good, with only a very few exceptions, relevant to a manager position. A few points with regard to the questionnaires results need to be stressed.

- First, both results pointed to the same individuals as best manager candidates.

However, while Hay's questionnaire results, together with the applied integral model, were more informative of each individual's personal characteristics, their working styles and functional roles, the MSA results strictly set apart the best candidates from the good ones.

- According to MSA scores, the best manager candidates were sp3, sp5, sp6, and sp9, while the worst was sp2. It is important to mention that, since MSA questionnaire is strictly manager selection oriented, low scores are never to be interpreted as the person's inability to be a valuable team member. Hay's questionnaire, together with the integral model applied, shows that sp2, as well as others with lower MSA scores, is a very good not leading team member.

- The MSA questionnaire gave the top three or four manager candidates. Followed by the Hay's questionnaire created the advantage of comparing the outcomes, bringing to light some of the personal characteristics of the surveyed person, particularly important with regard to the working environment. Therefore it was possible to propose the possible improvements in the best direction, based on the MSA outcome, and which were made individually considering each surveyed person Working styles and the distribution of Roles.

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