

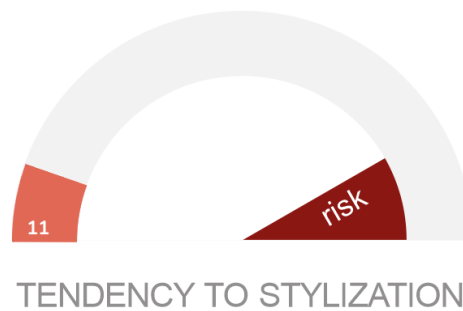
You are currently viewing a report from the Managerial Style, which covers the applied managerial styles through the prism of achieving results and making decisions. These styles can be merged and intertwined, can develop over time because of varying expectations or varying company cultures. However, we usually utilise some of these styles more often; some of them are closer to us than others.

When reading the results, keep in mind that your most strongly preferred managerial style alone does not tell the whole story. Every manager uses a combination of different styles, and no single style typically dominates one hundred percent. Therefore, it is crucial to evaluate the results comprehensively – to consider not only the strongest style but also the other styles that showed up as significant for you. Only their mutual combination creates a true picture of your managerial approach.

CONTROL SCALE

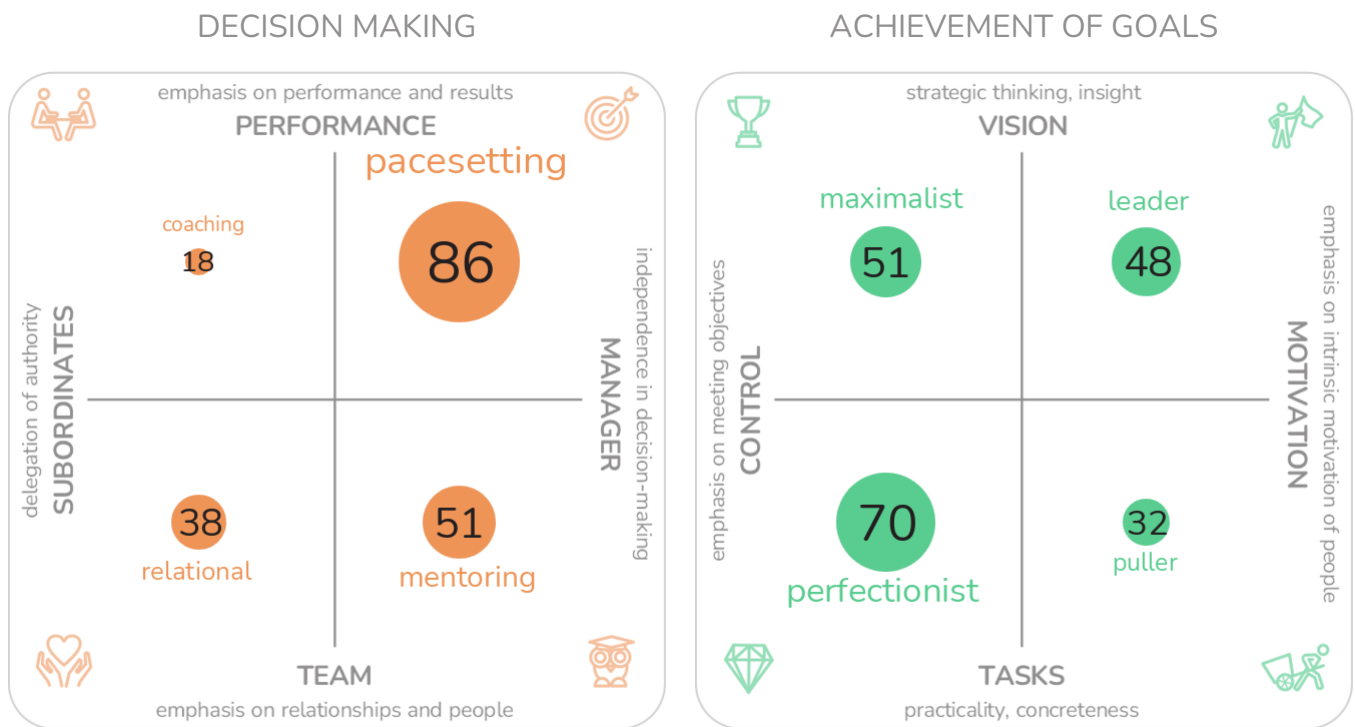
In addition to the main scales measuring the representation of individual managerial styles, the questionnaire also includes a control scale called *SOCIAL DESIRABILITY*, which reflects the reliability of the results.

The control scale indicates potential distortion caused by an increased need to present oneself positively and to choose socially desirable responses. If the *SOCIAL DESIRABILITY* exceeds the threshold of 85%, the questionnaire results are considered invalid and reflect more the respondent's wish of how they would like to be perceived than their actual managerial behavior.



The answers indicate a willingness to speak very openly about oneself without any attempt at positive distortion.





DISTRIBUTION OF BASIC MANAGERIAL STYLES







The results are charted as weighted scores.

BASIC DESCRIPTION OF ALL MANAGERIAL STYLES

DIMENSION OF DECISION-MAKING

- RELATIONAL  fosters a good atmosphere and relationships within the team, asks for ideas and opinions of subordinates, involves the team in decision making
- COACHING  delegates authority, encourages taking responsibility and finding one's own solutions, leads to proactivity and results orientation
- PACESETTING  emphasises performance, makes decisions and communicates decisions to the team, expects defined objectives to be met and clear results to be achieved
- MENTORING  passes on experience, offers support and advice, builds on and develops the skills and capabilities of the team

DIMENSION OF GOAL ACHIEVEMENT

- MAXIMALIST  expects loyalty and autonomy, defines priorities, milestones and ambitious goals, builds on proactivity, tells where the risks are
- LEADER  leads through a strong vision, uses people's intrinsic motivation, leaves a lot of freedom in the choice of course of action, says where the team is going and why
- PERFECTIONIST  assigns well-defined tasks, checks their performance, emphasises quality and reliability, tells in detail how to proceed
- PULLER  organizes, assigns tasks and motivates to complete them, defines competencies, rewards good performance, tells what needs to be done

DESCRIPTION OF THE MOST PREFERRED MANAGERIAL STYLE

In the following sections of the report you will also find more detailed interpretations of the most represented profile and a summary of the main benefits or potential risks and recommendations for possible further meaningful development.

PACESETTING PERFECTIONIST (78%)

86 70



The preferred managerial style is characterised by a strong emphasis on quality and precision, and on the requirement of total reliability. The pacesetter perfectionist gives precisely detailed tasks along with a detailed procedure of achieving them. Such a 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 the creativity or improvisation of others. They uncompromisingly insist on the procedure, and punish any deviation from it. Regarding their team members, the pacesetter perfectionist devotes a lot of time to systematic and detailed control, giving advice or feedback immediately. Focuses attention on deviations 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 place a lot of importance on the quality of their work, faithful observance of procedures and processes and require that employees are always ready to perform the 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 do their best at work – if that it is not the case, they do not hesitate to use sanctions. Another risk is the tendency to dwell too long on detail, even the smallest detail – and a lower ability to set priorities. May saturate the team with unimportant matters.

ADVANTAGES

- emphasis on accuracy, precision, quality and quantity of performance
- setting methodologies, procedures, rules and feedback on compliance
- emphasis on control and evaluation, definition of standards
- precise and clear assignment of tasks to subordinates

POTENTIAL RISKS

- tendency to cling to and become overwhelmed by lesser details
- minimal tolerance for own procedures and solutions on the part of subordinates
- lack of work with atmosphere and relationships, tendency to be impersonal

DEVELOPMENT SUGGESTIONS

- Pay more attention to the problems and needs of subordinates. Better separate essential priorities from details. Accept the risk of making mistakes with subordinates as a necessary part of the learning and empowerment process.

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

PACESETTING MAXIMALIST (68%)

86 51



- strategic thinking, ability to anticipate developments
- foresight, working with forecasts and possibilities
- open, direct and impartial
- ability to provoke and build up to high performance, urgency

- intransigence and low tolerance of different opinions, lack of listening
- tendency to treat subordinates as a resource
- less specificity and clarity in assignments

PACESETTING LEADER (67%)

86 48



- a clear, strong vision and ambitious goals
- the ability to inspire and encourage high performance
- persuasiveness, the ability to captivate, to gain authority
- emphasis on results and individual performance

- unwillingness to engage with, develop or support people
- high to unreasonable demands on performance, harshness in behaviour
- unwillingness to delegate authority and responsibilities below to subordinates, tendency to be more expert than manager

MENTORING PERFECTIONIST (60%)

51 70



- high emphasis on accuracy and reliability, detailed control
- training in correct procedures and sub-steps, supervision
- active work with corrective feedback
- emphasis on deep knowledge and expertise of its people

- tendency to cling to established procedures
- little room for innovation and creativity
- absence of a longer-term vision, tendency to look at the 'here and now'

LEAST PREFERRED STYLE (16TH IN ORDER OF PREFERENCE)

COACHING PULLER (25%)

132

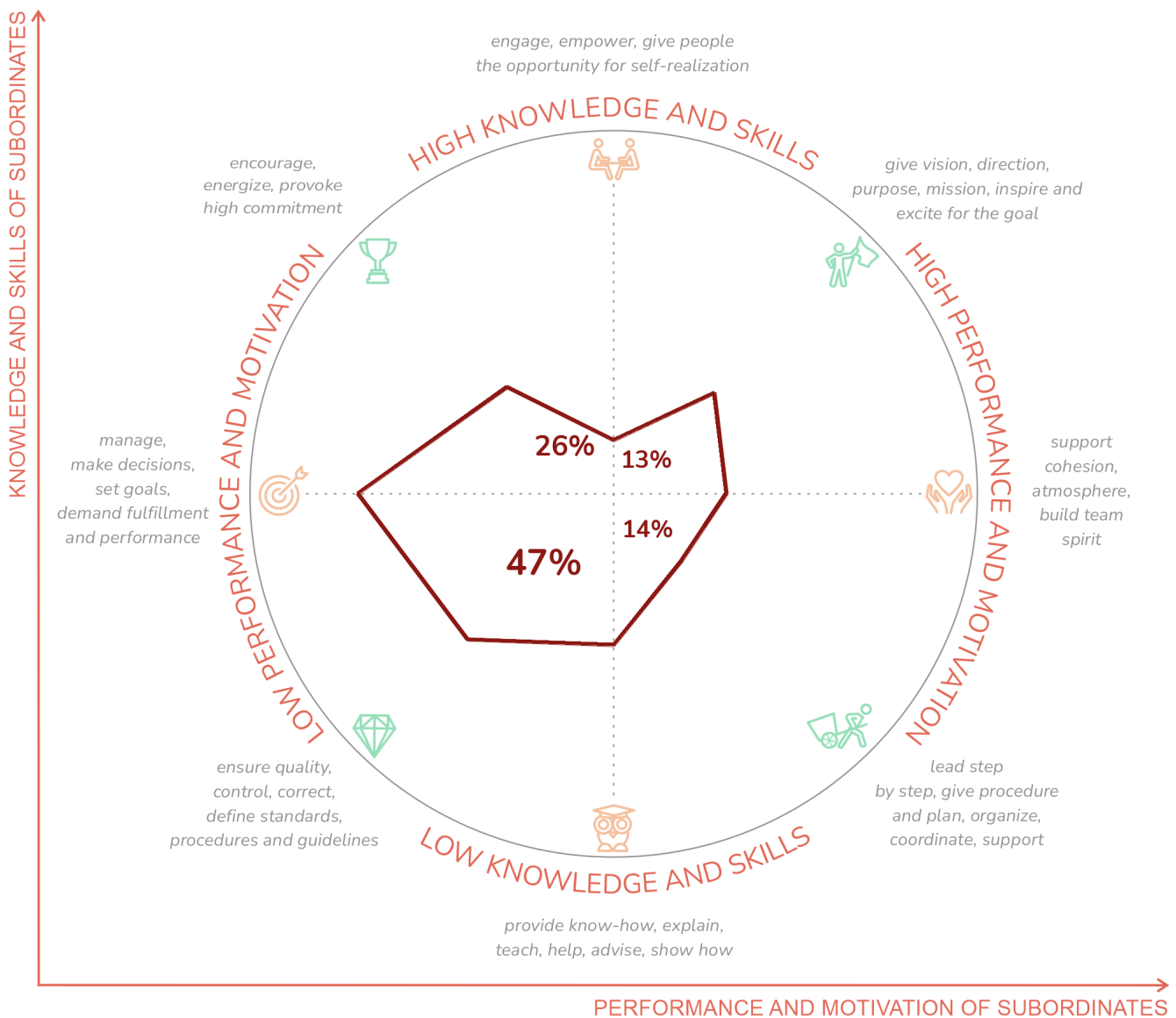


- raising competent, capable and independent subordinates
 - effective delegation, involving everyone, using the strengths of subordinates
 - emphasis on teamwork and sharing, including information
 - motivation for high performance and efficiency, organisational performance
- discomfort in a highly structured and hierarchical environment
 - the prevalence of practicality over strategy and longer-term concepts
 - weaker control and evaluation work, tendency to go from project to project

SITUATIONAL LEADERSHIP

The image below shows partial managerial styles arranged according to two axes, namely the performance of subordinates and their motivation to perform, and further the knowledge and skills of subordinates. The combination of both axes results in 4 types of subordinates: 1. performing, motivated and at the same time experienced and capable, 2. performing, motivated but at the same time without experience and abilities (e.g. newcomers or juniors), 3. experienced and capable, but without the necessary motivation with low performance, and 4. people without the necessary abilities and knowledge and at the same time poorly motivated, non-performing. The placement of individual managerial styles corresponds to the type of subordinates for whom they are most effective. On the perimeter of the circle below, techniques and activities typically associated with individual managerial styles are also listed.

Below the chart, you'll find a brief commentary on the results. If you notice a mismatch between how you lead and manage your subordinates and which managerial styles you prefer, you can take inspiration from the techniques and activities listed and incorporate them into your approach to better meet the needs of each type of subordinate.

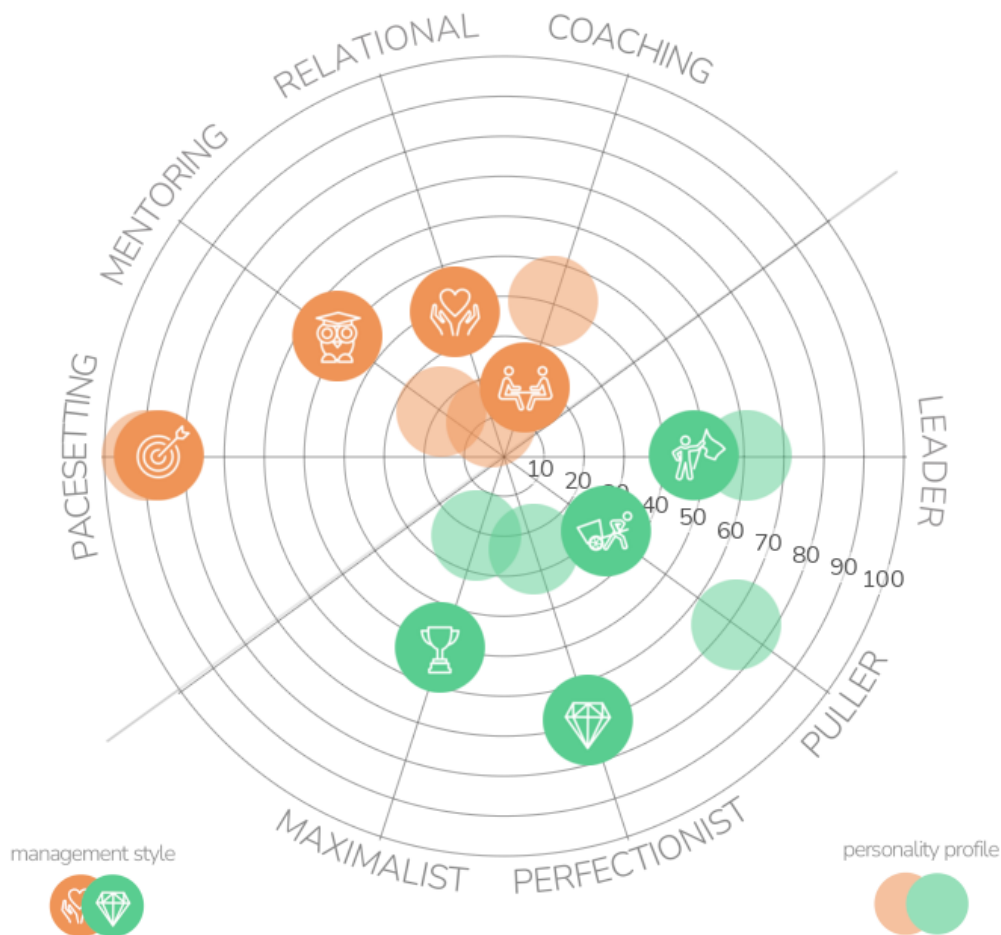


Your preferred managerial styles best match the needs of a team dominated by less productive and less motivated individuals who are also junior, lacking substantial knowledge and experience. Toward them, your managerial style will be very effective and efficient. If you are leading a team that includes high-performing and motivated individuals or senior and experienced ones, your preferred style may be less functional and could lead to a loss of motivation and enthusiasm. When managing such team members, you can make greater use of the techniques and activities listed in the less represented quadrants of the chart above.

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.

MANAGERIAL STYLE AND PERSONALITY PROFILE

Match between the managerial style and personality profile: **73%**



The chart illustrates the correlation between the results of the Managerial Style and the results of the Multifactor Personality Profile. The scores in the Multifactor Personality Profile are converted into managerial style profiles according to basic metrics common to both questionnaires. A match is shown, to a greater or lesser degree, when the value results overlap at least in part.

INTERPRETATION OF THE MATCH BETWEEN THE MANAGERIAL STYLE AND PERSONALITY PROFILE

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

The overall match between the preferred managerial 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 stylization 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 managerial 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 managerial 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
- 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 managerial style is much more preferred than the stipulated requirements for the position.

- 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
- development of team members, passing on experience, support and assistance to the team
- taking care of the team, emphasis on good atmosphere and relationships, taking interest in the views of team members

BRIEF CHARACTERISTICS OF ALL MEASURED MANAGERIAL STYLES



RELATIONAL

The Relational Manager emphasizes satisfaction and relationships within the team. They want people to enjoy their work and feel good there. They actively support a positive atmosphere and prevent conflicts. They aim to give supportive feedback and appreciate effort and commitment. They trust their people and give them room for independence. They ask for ideas and opinions from subordinates, prefer collective decision-making, and prioritize solutions that do not harm anyone. They enjoy shared time, support team meetings and rituals. They focus on subordinates, their wishes and needs, understand their problems, and are empathetic. For the relational manager, RELATIONSHIPS are key.



PACESETTING

The Pacesetter Manager emphasizes that people stay fully focused on performance and their work. They want both the team and individuals to meet their goals. They set order and rules, give clear positions and decisions, communicate them unambiguously, and expect the team to execute them. They give feedback on performance and achievement. They want their people to experience success and victory, and lead the team to be better than others. They motivate through rewards and goal achievement. They expect adherence to defined procedures and do not tolerate overstepping of competencies. Especially in non-standard or crisis situations, they achieve high results. For the pacesetter manager, RESULTS are key.



MENTORING

The Mentoring Manager emphasizes the knowledge and competence of their subordinates. They want them to understand their work, set procedures, define instructions, and explain. They provide feedback on mistakes and suggest improvements. They want people to be specialists and experts and offer them opportunities to learn. They lead subordinates through their own experience and expertise, offer support and advice, recommend ideal and proven solutions, and provide supervision. They actively share their knowledge, develop subordinates in their skills, and lead them to an awareness of their own areas for improvement. For the mentoring manager, the key is the ABILITIES and potential of subordinates.



COACHING

The Coaching Manager emphasizes the confidence and engagement of their subordinates. They want them to be able to handle various situations independently. They lead them through questions in a way that encourages independent decision-making, monitor the process, promote innovation, and provide feedback through description and questions. They want people to see meaning in what they do, and they enjoy shared brainstorming and collaboration. When achieving results, they prefer teamwork, offer subordinates room for self-realization, support them in accepting personal responsibility, delegate authority, provide space for co-decision-making, and prioritize the highest quality solutions. For the coaching manager, the key is INITIATIVE and the activity of subordinates.



PERFECTIONIST

The Perfectionist Manager wants their people to deliver work at the highest possible quality. They care about the team being reliable partners with no complaints about their work. They assign specific, precisely defined tasks, and set input and output parameters. They give feedback on specific aspects, point out mistakes and shortcomings. They set and enforce quality standards and personally check the work. They provide immediate feedback. They expect accuracy and reliability from subordinates and emphasize quality performance. They motivate through recognition and praise for well-executed work. The perfectionist tells subordinates HOW.



LEADER

The Leader Manager wants their people to know not only where they are going, but especially why. They define the purpose and future benefit. They set motivating and broad goals and give similarly broad feedback. They try to encourage and motivate their people. They support ideas and innovation and want the team to grow, not stagnate. They inspire and stimulate others, motivate through the chance to be part of great things. They bring visions that they try to excite the team about. They are persuasive, use people's inner motivation, focus on the essential, give subordinates relatively high freedom in choosing their approach, and care about the results. The leader tells subordinates WHY.



PULLER

The Puller Manager strives to ensure their people are aligned and efficient. They assign clearly time-bounded tasks and projects, set deadlines and milestones. They appreciate practicality and diligence and want their people to enjoy their work. They provide feedback on outcomes and chosen methods. They try to be a role model, show how and what to do, and use examples. They spend a lot of time with their people and enjoy when they are happy with their work. They organize team work, assign tasks, are clear, and focus on procedures, clear structures, and defined competencies. The puller tells subordinates WHAT they should do.



MAXIMALIST

The Maximalist Manager is not satisfied with average, they want more. They set ambitious goals and challenges, emphasize urgency and significance. They appreciate when their people can handle everything, give general feedback on how expectations are met and any deviations, and do not hide dissatisfaction. They challenge, provoke, and motivate through opportunities and entrusted responsibility, offering the chance to influence things. They expect loyalty and readiness to achieve high goals, focus on priorities, and demand independence. Good performance is considered the standard. The maximalist tells subordinates WHERE they should go.