



FINAL REPORT

Managerial Style

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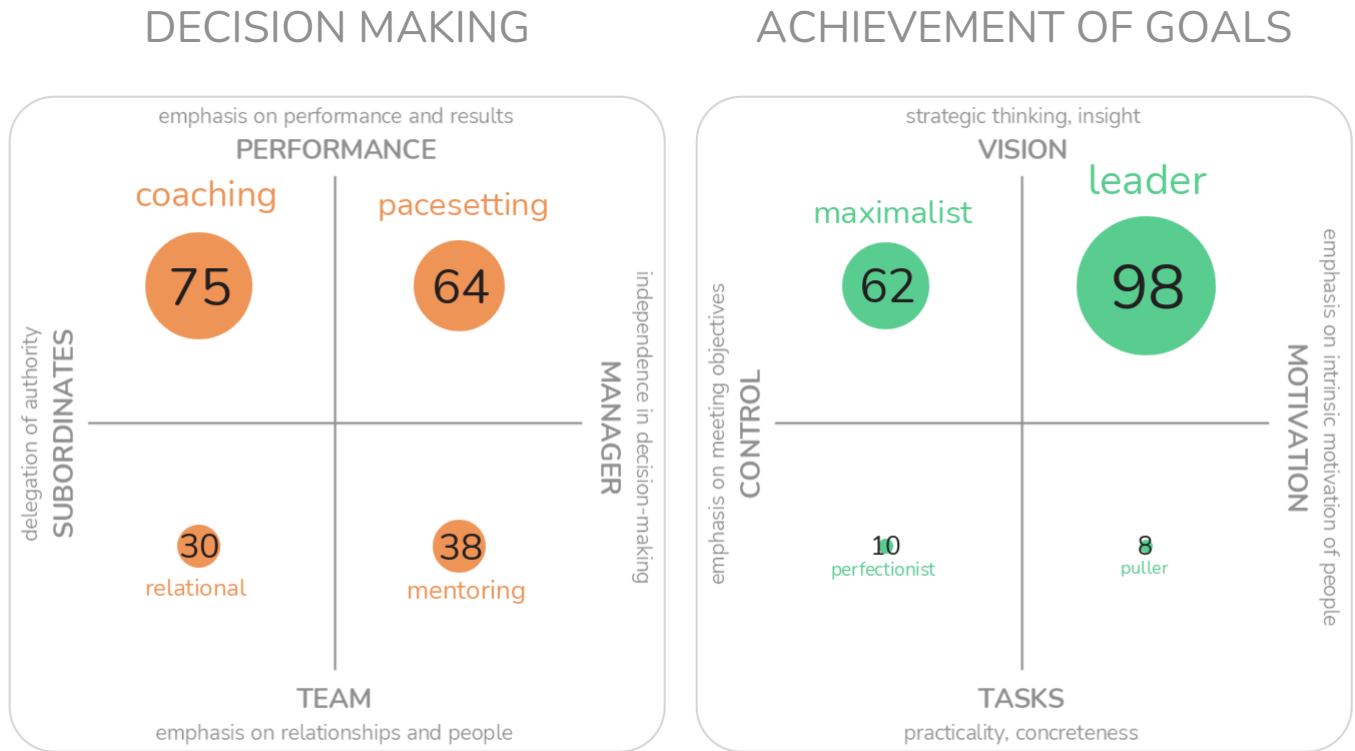
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You are receiving a report from the Managerial Style, which covers the applied managerial styles through the prism of achieving results and making decisions. These styles can be merged and intertwined, can develop over time and develop because of varying 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 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

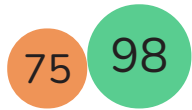
DIMENSION OF GOAL ACHIEVEMENT

- 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.

COACHING LEADER (87%)



The preferred managerial style is characterised by the ability to achieve and perform through execution of common visions and ideas. The coaching leader not only comes with their own strategy, but also offers their employees space to become actively involved in its formulation. Such a person is interested in the views of the team members, actively gives them space to participate in joint decisions, delegates a wide scope of authority. When working with the team, the democratic leader emphasises inner motivation, development of the team members' autonomy and their ability to work well independently of the manager's physical presence. The leader always directs the team to the best solution. The leader is usually very persuasive, has the ability to lead by example, in which their energy and enthusiasm help a lot – but there is always a real focus on tangible results. The leader knows how to reward good performance with positive feedback, and leads the team members to the highest efficiency. The coaching leader's success usually comes independently of the position or corporate culture, but this leader is better suited to an environment with a more complex structure of products and where there is an emphasis on value-added services. This leader feels less comfortable in a highly structured environment with simple products and an emphasis on quality – with the minimum fault rate. The attitudes of the team members represent a risk: the coaching leader finds it difficult to react and adapt in situations where there is a loss of trust or authority; this leader has less awareness of security risk. The democratic leader is given to trusting the team and individuals, and perhaps has an overly positive opinion on their abilities and attitudes.

ADVANTAGES

- involving and engaging subordinates, understanding their ideas and visions
- delegating authority and offering co-decision
- highly motivating approach, especially for senior subordinates
- the ability to enthuse with enthusiasm, energy and attitude

POTENTIAL RISKS

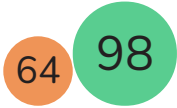
- less work with risks, tendency to underestimate them
- tendency to overestimate subordinates, little control
- less effectiveness where subordinates lack skills or abilities

DEVELOPMENT SUGGESTIONS

- Focus on better structuring processes and ensuring control of outputs. Be more consistent in this. Do not rely solely on the enthusiasm, skills and abilities of subordinates.

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

PACESETTING LEADER (81%)



- 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

COACHING MAXIMALIST (69%)



- high performance, ability to energize and motivate
- implementation of key strategic steps and projects with significant impact
- focus on finding the best possible solutions
- ability to advocate for big ideas, persuasiveness, determination

- openness and directness to criticality, risk of making subordinates uncomfortable
- tendency to go easily into conflict, even if functional, less diplomacy
- high demandingness, dissatisfaction, absence of praise work

MENTORING LEADER (68%)



- emphasis on the development of subordinates and their involvement in the topic
- passion for the subject, professional authority and willingness to mentor
- willingness to push the team and strive for excellence
- motivation by purpose and self-validation

- the tendency to be more of an expert than a manager
- limitations in own field, discomfort in other fields
- less specificity and thus less ability to describe the necessary procedures

LEAST PREFERRED STYLE (16TH IN ORDER OF PREFERENCE)

RELATIONAL PULLER (19%)

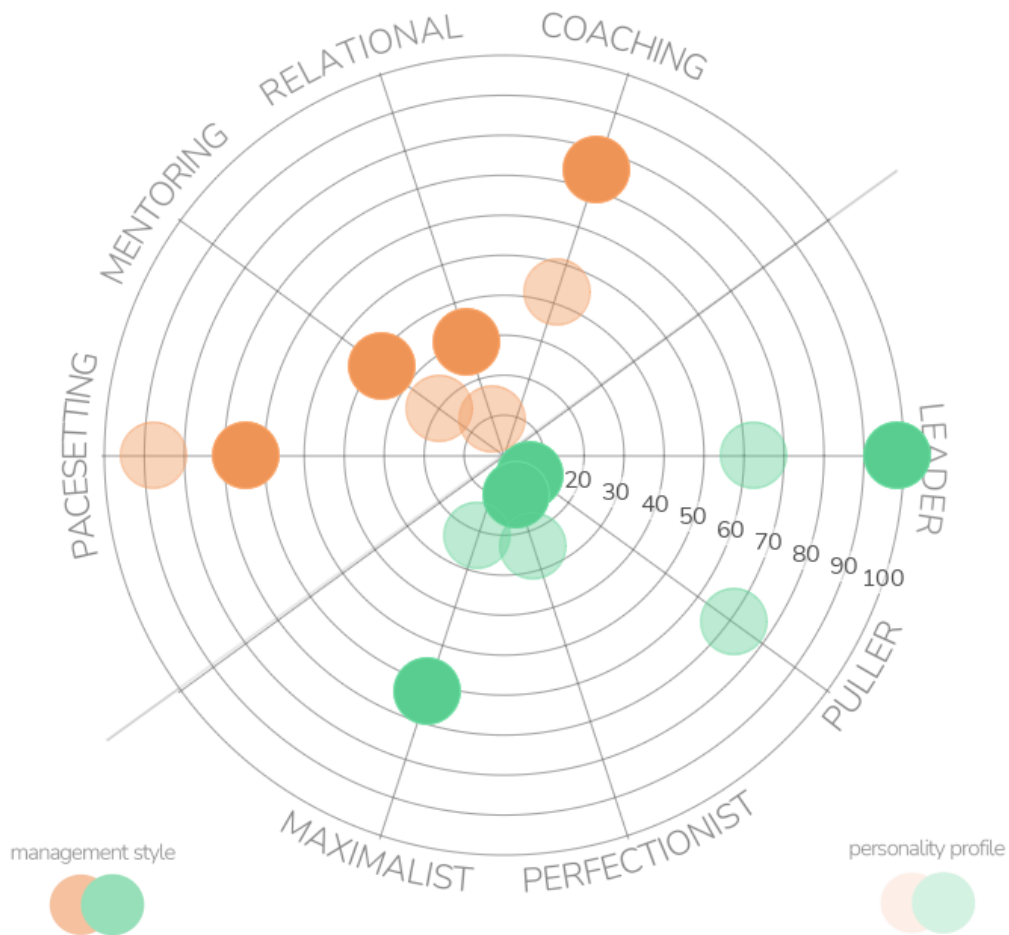
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- caring for the team and its needs, supporting and helping subordinates
 - individual approach according to people's abilities and skills
 - helpfulness, working with a positive and friendly atmosphere
 - working with praise and recognition
- in promoting the tendency to take on tasks for oneself, risk of overwhelming oneself
 - risk of looking at the role of a team member rather than a member of management
 - high tolerance to the point of being abused by subordinates

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: **69 %**



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 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 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
- taking decisions fast, authority, focus on performance, clarity

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.

- visionary, ability to inspire passion in others, power of persuasion, use of inner motivation, focus on priorities
- 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
- orientation on results, supporting teamwork, delegation of authority, giving space to joint decisions