



## FINAL REPORT

Management style

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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 is it useful to interpret these results within the context of each situation and together with the intended goal.

### DISTRIBUTION OF BASIC MANAGEMENT STYLES



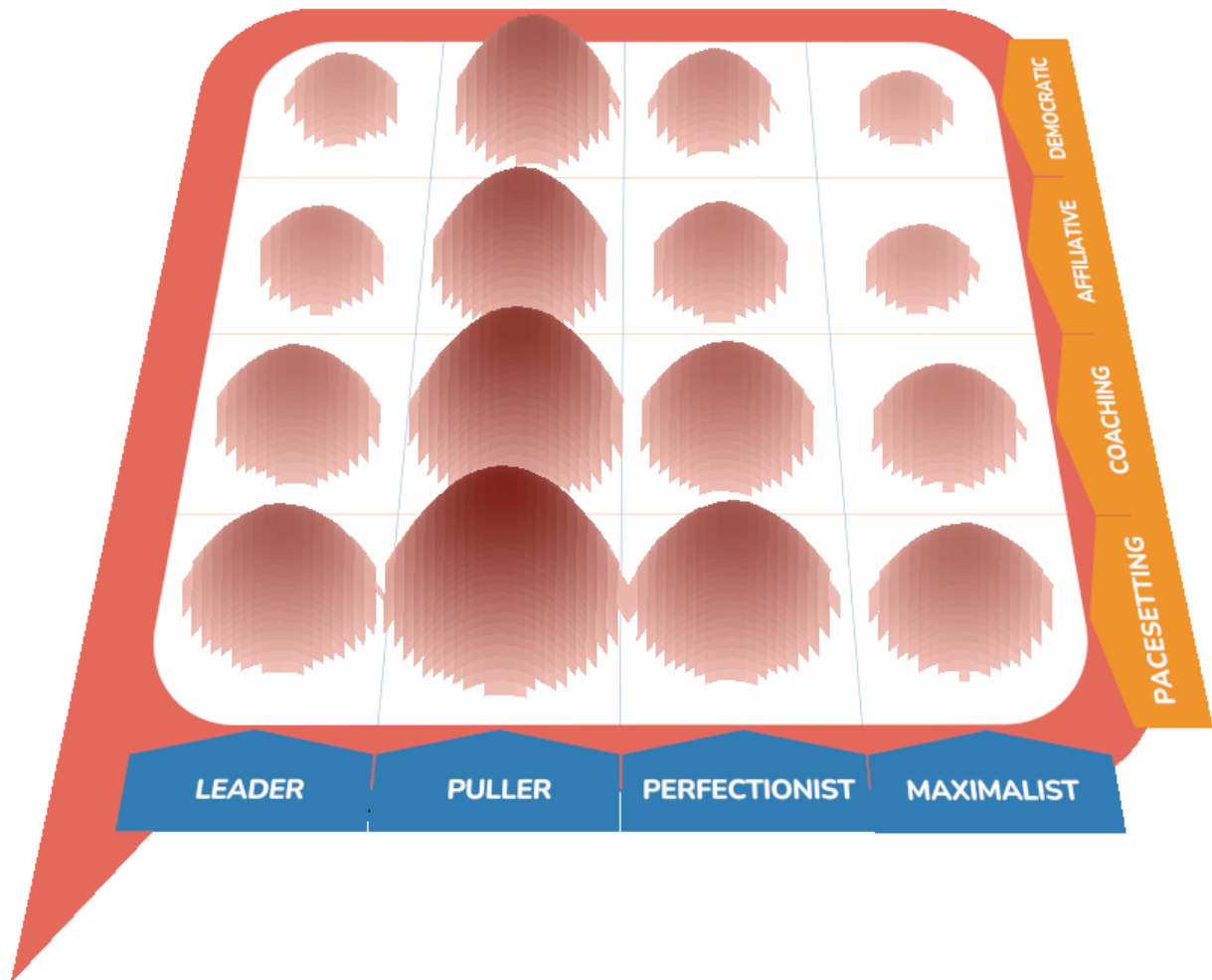
The results are charted as weighted scores.

### ORDER OF PREFERENCE OF BASIC MANAGEMENT STYLES



## 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

### 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 loyalty
- taking care of the team, emphasis on good atmosphere and relationships, taking interest in the views of team members

### 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%

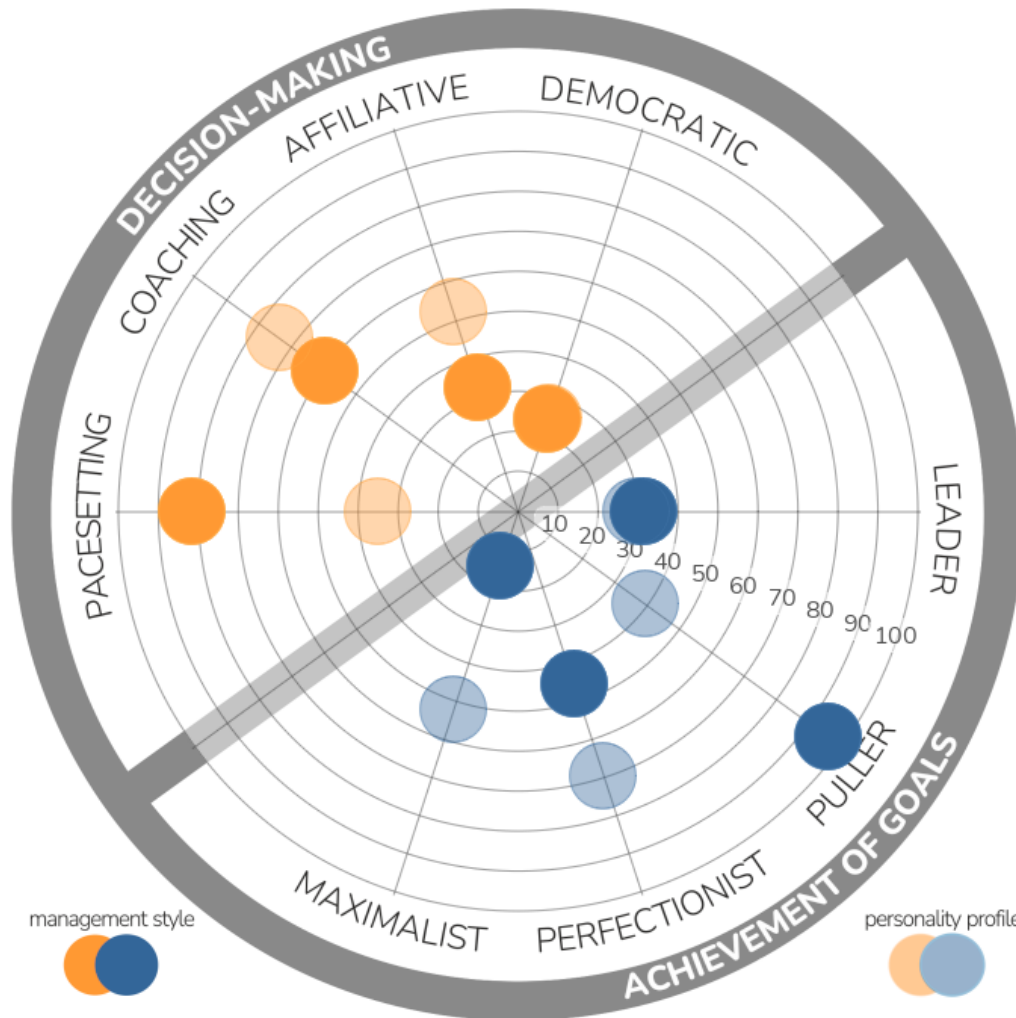
### LEAST PREFERRED STYLE (16TH IN ORDER OF PREFERENCE)

- 16. democratic maximalist 19.4%

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 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 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