

MANAGERIAL PROFILES AND CAREERS

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ABSTRACT

This paper investigates the correlation between managerial careers and managerial profiles. Research is based on the results of surveys conducted among final year students of Higher Schools of Business (HSB). Two parallel surveys were carried out, one with questions pertaining to building careers, and the other with questions for determining managerial profiles. A representative sample (250 respondents) was surveyed in two locations. The study confirms the hypothesis claiming that managerial careers and profiles are closely linked and that one conditions the other.

Keywords: career, managerial profile, survey, correlation, sample, hypothesis.

1. INTRODUCTION

The speed at which changes are taking place in companies and their environments is making it necessary to seek new business and organisational solutions. Changes within a company are caused by great advancements in, and impact from, its internal factors. The development of these factors is evident in the automatising of production and information processes, the structure of employees, new interpersonal relations, the democratisation of management, and so on. Wide-sweeping changes are also coming from the environment to which the company relates and in which it creates its products and services and acquires the input it needs. The environment imposes social and environmental values, which the company must accept and respect.

To respond to these challenges, that is, to adjust to changes that are happening within a company, as well as in its environment, the company must find the right business and organisational solutions. One way of anticipating day-to-day changes takes the form of adjustments to management through managerial profiles and careers. In this context, a study has been conducted and the results presented in this paper. The data from a survey¹ involving 250 students is used to test the hypothesis set forth. In formulating and

¹ Ružić, Pavlo: Survey in establishing managerial preferences and profiles
Study on tendencies in building specific managerial careers

presenting results and conclusions, scientific methods common to the field of economic and organisational research have been applied.

2. THE APPROACH TO DETERMINING MANAGERIAL CAREERS AND PROFILES

New trends in management and in business careers are emerging as a result of changes to the internal and external relations of organisations. The proficiency, self-assurance and expectations of company employees are continuously growing. This means that today's managers are working with employees who are highly critical, expect to be consulted, want to exercise influence, and who are frequently on the verge of breaking their loyalty with the company. Managers are confronted with a turbulent and unpredictable environment. In response to this social pressure, which is mounting both within the company and in its environment, new concepts and new trends of management have evolved.

These new management trends are the result of new business and organisational situations within the company. Profound changes are happening in the company to the role of human resources, knowledge, creativity, and above all loyalty to the organisation. Entrepreneurial behaviour in all employees is becoming crucial to a company's successful performance and development.

With the development of technology, that is, the rise of cutting-edge and highly sophisticated technologies, business performance is dependent upon people, in particular, upon highly qualified, competent and committed professionals.

Increasingly, business performance depends upon product and service quality, continuous innovations, and high flexibility. More and more today, managers are relying on their skilled co-workers. Managers are the ones who coordinate and guide the decision process by bringing together the right people around the right problems. For a management to be successful, Schein² claims that crucial importance lies in the skills and capability of managers to:

1. Recruit and coach (train) employees,
2. Create and lead all types of group meetings,
3. Handle all kinds of conflicts between strong individuals and groups,
4. Exercise influence and to negotiate on an equal basis,
5. Integrate the efforts of individuals possessing diverse technical specialisations.

The changing and turbulent environment of business today calls for managers to think and act as entrepreneurs. Mescon, Alber, and Khedouri stress that the entrepreneurial manager "is actively looking for possibilities and opportunities, and taking calculated risks in pioneering changes and improvements".³

² Schein, E. H.: Increasing Organizational Effectiveness through Better Human Resource Planning and Development in; DuBose P.H. (ed), Readings in Management, Englewood Cliffs, N.J. (Prentice Hall), 1988., p. 130-140.

³ Mescon, M.H., M. Albert, F. Khedouri: Management: Individual and organizational effectiveness, (2nd ed), New York, (Harper and Row) 1985. p. 25.

Leadership styles are also useful in defining managerial types. Vardman defines leadership style as “the manner in which managers perform, their *modus operandi*”.⁴ Bahtijarević-Šiber *et al.*⁵ focus on the best known and comprehensive analytical models of leadership style such as Likert’s leadership model and Blake and Mouton’s managerial grid.

The typology presented in the following section is based on the criteria of the above-mentioned management concepts, trends and styles used in typing managers. With regard to management styles, managers can be typed into four categories. They are the:

- Authoritative manager (autocrat)
- Paternalistic manager (democrat)
- Consultative manager (consultant)
- Participative manager (collaborator)

Numerous criteria can be applied in classifying managers according to the above categories. These are:

1. The types of motivations managers apply in the workplace (economic, social, miscellaneous),
2. Motivation factors used in the workplace (fear, threats, punishment, rewards, involvement),
3. Attitudes towards the organisation and its objectives (hostile, conflicting, positive),
4. Responsibility for achieving the organisation’s objectives (at the top, middle level, general),
5. Attitudes towards communication and information flows (top-down, with distrust, very little),
6. According to interactions and influences (teamwork and cooperation, seeking new ideas, the amount of influence subordinates exercise),
7. According to participation in decision-making (level at which decisions are made, involvement of employees in the decision process, decentralisation of decision-making, adequacy of information available for decision-making),
8. According to resistance to established goals (how goals are established, levels at which goals are established, level of resistance, analysis of goals and accomplishments),
9. According to the level of interest in control (concentration of control, informal resistance to formal organisation, purpose of data).

The best type of manager is the participative manager whose work is based on high goals and demands which serve to move individuals to action, develop their capabilities, foster group action in decision-making, and decentralise the decision process to those levels that have the best skills and greatest interest in making the right decisions. According to the attributes presented in the following table, managers can also be classified as old-style and new-style managers.

⁴ Vardman, T.: *Dynamics of Managerial Leadership*, Philadelphia, (Auerbach), 1973. p. 35.

⁵ Bahtijarević-Šiber, F. i suradnici: *Organizacijska teorija*, Informator, Zagreb, 1991. p. 240.

Table 1. Criteria for classifying old-style and new-style managers

Old-style manager	New-style manager
<ul style="list-style-type: none"> - 10 people answering to the executive - Assigns work - Enforces rules - Does a lot of planning - Focuses “downward” (or “upward”) in the structure - Communicates the needs of middle (higher) management downward - Provides new ideas for workers 	<ul style="list-style-type: none"> - 50-75 direct reports - Coaches, and listens to the ideas of the leaders/coordinators of self-managing teams - Facilitates work, by providing professional help to teams when required - Lets things drift - Horizontally focused, engages in other functions to spur action - “Sells” the ideas/needs of teams “upward” - Helps workers/teams to develop their own ideas, provides ideas to improve cross-functional systems

Source: Adapted from Bahtijarević-Šiber F. *et al.*: Organizacijska teorija, Informator, Zagreb, 1991, p.257.

As illustrated in Table 2, the role of the manager is shifting from a focus on planning, decision-making, controlling and other conventional forms of action to a situation where the manager must be the one who will eliminate barriers and facilitate work, and become an on-call expert, a bearer of good tidings, in general, a transmitter and distributor of information. The overall commitment of management must focus on motivating employees, enhancing their loyalty to the company and its goals, ensuring their continuous educations, and removing obstacles to creativity and enabling the job to get done quickly and successfully.

The rapidly changing and turbulent environment calls for managers to think and act as entrepreneurs. The need for entrepreneurial behaviour and a modern style of management does not pertain only to top management, but to the other managerial levels as well. We can distinguish between the entrepreneurial manager and the manager as administrator-bureaucrat according to the criteria outlined in the below table.

Table 2. Criteria for classifying entrepreneurial managers and administrative-bureaucratic managers

<i>Entrepreneurial manager</i>	<i>Administrator - bureaucrat</i>
<p><i>I. Active relationship with the environment</i></p> <ol style="list-style-type: none"> 1. Looks for and takes advantage of the opportunities and possibilities the environment provides 2. Creates the preconditions needed for new business and success 3. Creates, combines and changes resources 4. Makes the most of all external resources (information, ideas, capital) 5. Sees uncertainty and change as an opportunity for new achievements and new creations <p><i>II. Commitment to development and the future</i></p> <ol style="list-style-type: none"> 1. Focuses on the future and a long-term outlook 2. Sees the organisation and business in the “big picture” 3. Champions changes 4. Focuses on innovations and how to commercialise them quickly 5. Anticipates future events and trends – creates the future <p><i>III. Personal traits</i></p> <ol style="list-style-type: none"> 1. Uses intuition 2. Characterised by strategic thinking and commitment 3. Dynamic 4. Accepts and tolerates risks (but keeps them under control) 5. Motivated by achievements and success 6. Dedicated to objectives and action 7. Result-oriented (does not care how results are obtained) 	<p><i>and the opportunities it provides</i></p> <p>Focuses on problem-solving</p> <p>Makes use of former achievements and glory (resting on old laurels)</p> <p>Makes optimum use of existing resources</p> <p>Focuses exclusively on internal resources</p> <p>Sees uncertainty and change as a threat and inconvenience (prefers predictability and stability)</p> <p>Focuses on the present and the past</p> <p>Deals with individual current problems in business and is occupied with the short-term outlook</p> <p>Optimises the current situations</p> <p>Focuses on rules and on how efficiently existing tasks are carried out</p> <p>Sees the future as an extrapolation of the past and the present</p> <p>Uses only data and budgets</p> <p>Characterised by the precise planning of future activities</p> <p>Inert</p> <p>Avoids risks and prefers certainty</p> <p>Motivated by support and certainty</p> <p>Dedicated to carrying out procedures and policies</p> <p>Focuses on processes and how to control them</p>

<i>Entrepreneurial manager</i>	<i>Administrator - bureaucrat</i>
<p>IV. <i>Social relations – how interactions take place</i></p> <ol style="list-style-type: none"> 1. Prefers and chooses skilled and talented co-workers 2. Creates direct, intense and informal communication 3. Rewards ideas, knowledge, teamwork 4. Encourages confrontations and differences of opinion – successfully handles conflicts 5. Carefully listens to co-workers and constantly seeks their opinions and ideas 	<p>Prefers mediocrity and subjection in co-workers (to protect his/her position)</p> <p>Prefers formal communication (to protect the authority the position provides, not the authority earned)</p> <p>Rewards tasks properly carried out, quantity and function</p> <p>Wants conformity and avoids conflicts (fears conflicts, because they carry the risk of uncertainty and personal failure)</p> <p>Issues orders and is not open to discussions (which can call into question his/her competence and authority)</p>

Source: Adapted from Bahtijarević-Šiber F. et al.: Organizacijska teorija, Informator, Zagreb, 1991, p.260-261.

Entrepreneurial managers should have a proactive rapport with their environment. They should focus on development and the future, and develop a special personal and outgoing social rapport in interactions with co-workers.

With regard to the criteria presented above, eight managerial types can be established. According to the criteria of managerial systems, we can distinguish between four types of managers: the autocratic, democratic, consultative, and participative manager. According to managerial trends, managers can be classified in four more groups: the old-style manager, the new-style manager, the entrepreneurial manager and the administrative-bureaucratic manager.

The managerial profiles listed above can be linked to specific types of careers and career-building activities. These are:

1. The playing-it-safe career, in which managers seek steady and secure employment, such as within a government office;
2. The career in which managers seek to work independently as tax consultants, stock exchange consultants, independent accountants, etc;
3. The career in which managers pursue independence by setting up their own

- company;
4. The career level at which managers strive to build a system of their own in which they work and make money through the help of others;
 5. The career level at which managers know how to get money and manage it so that it works for them;
 6. The career level at which managers, aware of the necessity to invest, begin to plan and participate in investments;
 7. The career level at which managers are aggressively involved in the most high-risk investments.
 8. The career level at which managers are in charge of the money they are making and investing.

3. TESTING THE CORRELATION BETWEEN MANAGERIAL PROFILES AND CAREERS

A test was conducted among the students of HSB to establish the correlation between managerial profiles and careers. The test, based on the opinions of 250 students, has identified the following relations between career types and managerial profiles:

Table 3. *Links and relations between managerial careers and profiles*

Career type	% of responses	Rank	Managerial profile	% of responses	Rank
Playing-it-safe, pursues a steady and secure job in government office, or company	18.6	2	Autocrat	1.7	8
Pursues an independent job (tax consultant, broker, etc.)	6.1	7	Democrat	5.9	5
Pursues entrepreneurial work, sets up own business	16.9	3	Consultative manager	15.0	3
Strives to build own system in order to work with the help of others	13.8	4	Participative manager	27.1	2
Strives to gain money and make money work for him/her.	7.7	6	Old-style manager	2.8	7
Investment-minded, plans and takes part in investments	12.3	5	New-style manager	3.3	6
Aggressively takes part in high-risk investments.	1.5	8	Administrative-bureaucratic manager	12.1	4
In charge of the money he/she is making and investing into the business	23.1	1	Entrepreneur	32.1	1

Source: Compiled by the authors of the survey

The above data reflect the opinions of respondents regarding their personal careers and the managerial profiles to which they belong in response to questions regarding the criteria for eight managerial profiles and eight corresponding career types.

The data show that a high percentage of respondents have chosen the highest career level and the corresponding profile of manager-entrepreneur. A similar correlation is established for the consultative manager, the old-style and the new-style manager. Thus, this study confirms a strong link between managerial careers and profiles, and it supports the presented hypothesis claiming that “a correlation exists between managerial careers and profiles”.

4. CONCLUSION

Based on the criteria for classifying managerial profiles and corresponding careers, a system has been designed in this paper to test the correlation between managerial profiles and careers. The study conducted among HSB students has established managerial types and careers, and it has confirmed the prevalence of managers who focus considerably on human resource management and the company's strategic orientation. The respondents believe that, for managers to perform well, crucial importance lies in their skills and capability to coach employees, shape and lead all type of meeting, handle all type of conflicts between individuals and groups, exercise influence and negotiate on an equal basis, and integrate the efforts of individuals of diverse technical specialisations.

The students have also identified the role of the manager as shifting from a focus on planning, decision-making, auditing, and other conventional forms of action to a situation where the manager must be the one who will eliminate barriers, facilitate work and become an on-call expert, a bearer of good tidings, and, in general, a transmitter and disseminator of information.

To a considerable extent, the overall commitment of the manager should focus on motivating employees, enhancing their loyalty to the company and its goals, ensuring their continuous education, removing obstacles to creativity and enabling the job to get done quickly and successfully.

The changing and turbulent environment calls for managers to think and act as entrepreneurs. The necessity of entrepreneurial behaviour and action has been recognised not only in top management levels, but in the other managerial levels as well.

Only some of the 160 criteria have been listed according to which managers can be classified and a comparison drawn with their careers. The indicators presented confirm the hypothesis claiming that a correlation exists between managerial profiles and managerial carriers.

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