

Contributions to the Definition of the Managerial Profiles



Dan Constantinescu

Ph.D. Senior Lecturer

Ecological University of Bucharest

Abstract. *Considering that the superior manager variety is a result of the different levels of “accommodation” of the characteristics met in the dedicated literature, in the beginning we have summed up the opinions of the subjects of a statistical research in some managerial profiles, closer to the real life. The same procedure was applied in middle management, making some adjustments regarding the main characteristics.*

The last part of the study is dedicated to define the best performing managerial teams (tandems), reported to the role of the two representatives of the organizational structures in accomplishing the general objectives of each company.

Key words: top-manager; entrepreneur; commandant; conductor; administrator; coach; middle manager; second; concertmaster; business administrator; team captain (project manager); managerial characteristics; optimal tandem.



The emblematic figure of every hierarchy, *the top-manager* is identified up to one point with all the organizational aspects. Most of the analyses regarding the role of the human factor upon the institutional behaviour, even if it refers to the so called “Managerial team”, refer in fact to the position of the “manager master” – the leader of the organization.

If the different approaches of the organization-lieder duo generate for the leader a more and more sophisticated profile, the analysis of “real” top-managers behavior reveals a great variety regarding the concrete means of realizing the leading function and the ways of acting with the subordinates.

There are at least three coordinates in order to establish the particularities of behavior defined through the management style:

- The top manager’s personality (Nicolescu, Verboncu (coord.), 2003);

- The specific of the organization (Hoffman, 2004);
- The managerial team characteristics (Nica et al., 1994).

From the criteria used for characterizing the management styles, we appreciate that the most significant regarding the organizational structures implications are:

- The attitude towards responsibilities (styles: repulsive, indifferent, dominant);
- Means of manifesting the authority (authoritarian, democratic, permissive);
- Interest for humans;
- Professional value;
- Interest for results and efficiency.

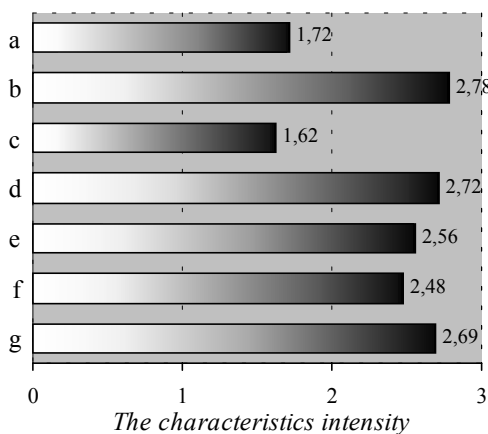
The multidimensional systems offer more complex managerial profiles, either by grouping the styles determined based on one-dimensional criteria, or based on a multiple criterion approach. For instance:

- The correlation between the decisions and the information, used for establishing the risk predisposition;
- The human-results binomial, proposed by Blacke and Mounon;
- The relationship between behaviour and attitude;
- The three-dimensional model developed by Reddin, based on the combination of the variables regarding the interest for humans, results and efficiency, which offers a pertinent but enjoyable typology (the altruist, the apathetic, the autocrat, the hesitant, the promoter, the bureaucrat, the consequent autocrat and the achiever) (Nica et al., 1994).

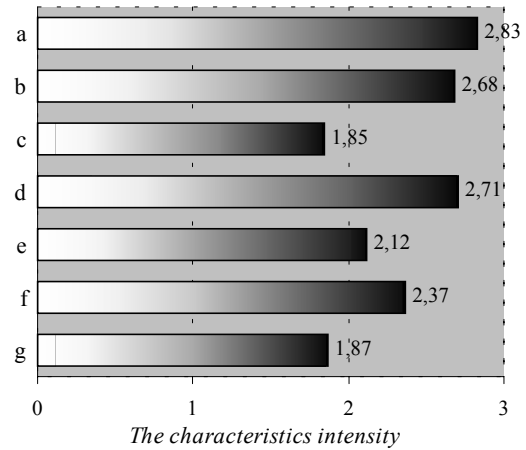
Without denying the cognitive significations of such an approach, we will observe that the superior manager variety results from the “accommodation” on different levels of the previously presented characteristics. This is the reason why we have summed up in some profiles, closer to the real life, the opinions of the subjects of a statistical research, expressed on a scale from 0 to 3 (Constantinescu, 2003): The selection has been made starting with grouping the representative population based on dominant characteristics (the first five from the seven included in the questionnaire):

- responsibility (a);
- authority (b);
- interest regarding humans (c);
- interest for results (d);
- interest for efficiency (e);
- professional value (e);
- risk approach (e).

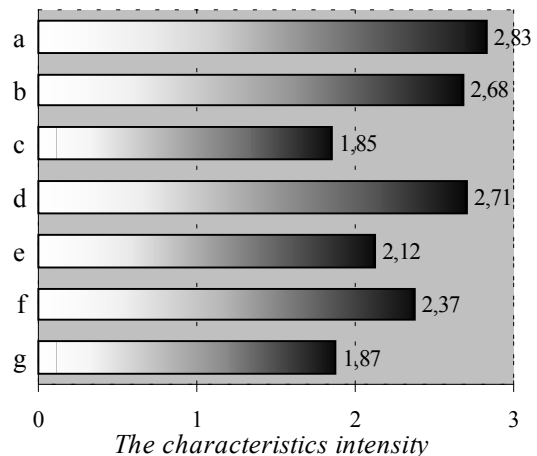
The entrepreneur is a manager who is too little preoccupied by his evolution within the company. The fact that we find him usually as top-manager (23% of the cases) is due to his shares (very often the majority number of shares) and to his authoritarian style, combined with a high consideration for himself. Not the same thing can be said about his consideration for the others. That is why his interest for results and for efficiency is much higher than his interest for humans. He is a competent manager, ready to assume risks in rational limits but the lack of communication with the employees makes him look like a proud or irrational person.



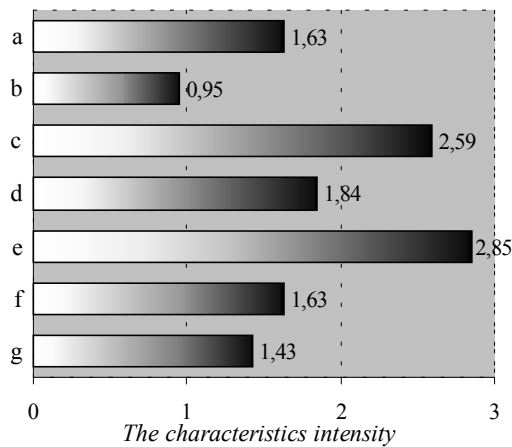
The commandant has most of the dominant style: an excessively high self-consideration, an authoritarian character, a professional competency proved in time and a constant equilibrium in the decision making process. The interest for humans exists as long as they represent factors for achieving the projected results. From here derives a low consideration for the subordinates and a lack of style in the inter-human relations.



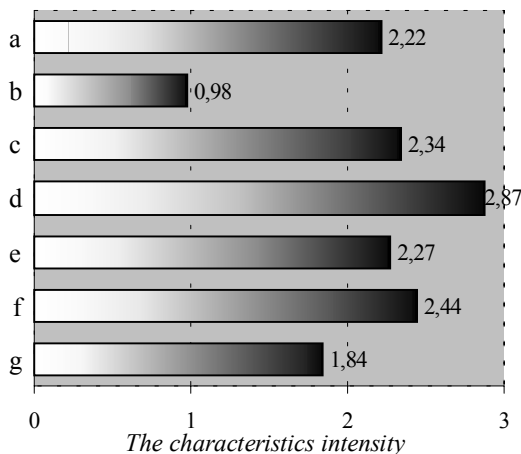
The conductor is not interested in his leading position, being a prototype of the democratic management. His interest for humans, the consideration for the subordinates – whom he considers partners, the behavioral abilities and, less, the professional value or the consideration for himself are the ways of achieving the goals. Being mainly preoccupied by performance, he is likely to take risks, sometimes even in a speculative way.



The administrator is a top-manager without vocation, being repulsive towards this position in which his abilities are not accordingly valued. Equilibrate both in self-appreciation and in the relationships with the others, he considers the results as a natural consequence, being more interested in the efficiency of obtaining them. He is a permissive manager that proves a remarkable prudence, not always necessary in taking the decisions.



The coach (the captain-not-playing) is different from the conductor through a permissive authority, encouraging the organizational and leading spontaneity. Thus, he manifests the same consideration regarding the subordinates and interest for humans, maybe just a more selective style, because he is equally preoccupied both by the results and the performance.



An interesting remark is the fact that, no matter the profile the subjects of the questionnaire have drawn based on their own superior manager's behavior, more than 80% out of them consider it adequate, at least approximately, to the organization they are part of. The percentage remains high (73%) even if we cut the top-managers' opinion.

Most of the considerations and of the systems of characterizing the management styles existing in the specialty literature are pointing to the top hierarchy, namely the top or superior managers (Nica et al., 1994).

In the same time, the analysis regarding the correlation between motivation and performance is found basically on the basis of the hierarchical pyramid (the performer employee) or, at most, on the first line managers (Mathis et al., 1997).

Because of these reasons and not only, we appreciate that an approach of the human factor within a hierarchy, more significant from the representativeness point of view, can be made on the *middle manager*, the "second line manager", existing practically in all the organizations.

The specialty literature offers us enough elements to highlight a diver's typology of middle managers, depending on the nature of their responsibilities, the specialization level, the managerial style and behavior, the capacity and the way of communication and other criteria (Nica et al., 1994).

According to the responsibilities, the middle managers can be:

- "Major state" managers – with tasks regarding defining and implementing the general politics and strategies of the company;
- The sectoral managers – having as main task the coordination of an organizational subdivision (functional, positioning etc.);
- The project managers – responsible for the initiation and execution of some strategic development, reorganize, promoting of new products and services programs.

According to the specialization level, the middle managers can be:

- Universal managers – those who have a general managerial and a corporate managerial education;
- Specialized managers – in the vast domains of the activity of the company (sales, production, service, human resources etc.).

The attitude towards the company leads to three distinct types of middle managers:

- Loyal manager – first of all, preoccupied of the problems of the company; he wants to be promoted inside of the company or, at most, as representative of it;
- Interested manager – to whom the company is only an instrument, mean or environment for achieving the personal desires;
- Indifferent manager – is too little interested in achieving the organizational goals, being more preoccupied of maintaining his position within the company.

The attitude towards performance reveals the way the interest for the organization goals are similar with his own accomplishments.

- The concerned manager – for him the organizational performances are the most important; the individual achievements are seen from the institution point of view;

- The individualist manager – for him, the most important are the individual or his group performances; even if he benefits from positive appreciations, on a long-term the lack of correlation with the general goals of the company reveals a reduced contribution to the organizational performances;
- The neutral manager – denotes a lack of preoccupation for the increase of an already existing performance level.

According to the professional competence, we can distinguish between:

- The performing manager – his permanent preoccupation is to reach and to exceed the projected standards;
- The speculative manager – preoccupied mostly by the realization of a favourable image, based on previous achievements;
- The mediocre manager – is the disciplined manager, not implied in the strategically objectives of the company and he resumes to the correct achievement of the tasks received from the superiors;
- The incapable manager – not able to realize the goals of the company or of the division he is leading.

The attitude towards the superior manager has significant implications:

- – The cooperating manager – he sees the subordination relationship in his own terms, contributing in a constructive manner at the efficiency of the decisional act;
- – The sufficient manager – manifests an attitude of superiority and an implicit permanent contestation of the subordination towards the authority centre, the decisions are selectively undertaken, interpreted, commented, losing – in this way – from efficiency;
- – The obedient manager – he accepts the position of simple transmission belt; he takes from the top manager the possibility of a contribution at the second level, raising the question whether the decision to keep him in that position is rational.

Also, the attitude towards the subordinates is significant in defining the role and efficiency of the middle manager:

- The autocrat manager – is characterized by his dictatorial imposing style of his own considerations, methods and instruments, without taking into account the subordinates' opinions;
- The formalist manager – he summarizes the subordination relationship to its institutional predetermined points, without manifesting the flexibility of realizing a functional connection;

- The stimulative manager – based on his capacity to communicate and on the way he implies and motivates the subordinates;
- The passive managers – neglecting, manager without span, he prefers to decide sometimes without judgment based on the subordinates' initiatives or actions.

In practice, very rarely or even just by accident, we will find the pure type of the previously described categories, because the human factor is individual and complex and, not once, contradictory.

Because of these reasons, based on the results obtained from the questionnaires, we preferred to draw the profile of some middle managers whose representativeness is given by the frequency we find them in the leading structures and that synthesize an area of compatible characteristics (Constantinescu, 2003):

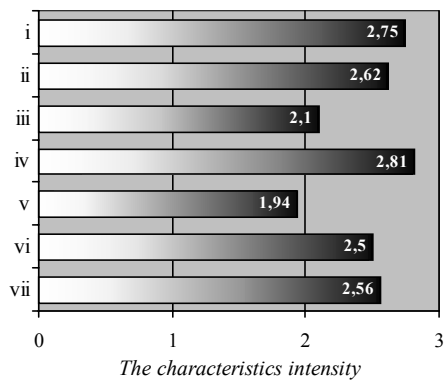
- Competency (i);
- Performing spirit (ii);
- Specialization (iii);
- Authority (iv);
- Respect towards subordinates (v);
- Loyalty (vi);
- Adaptability (vii).

The second, the potential successor, or command replacer, met under the name of prime-vice-president, executive vice-president or adjunct general director, has a double determination, according to the presence or the temporary no availability of the top manager; he is the link between the authority centre and the rest of the hierarchy, according to each case, he undertakes temporary or selective the top manager attributions, being the entitle person to replace him. Consequently, he is a potential candidate to the leader's position. The fact that he is maintained on the second position more than an usual period of time shows whether a managerial incapacity or significant behaviour problems.

The subordination relation towards the hierarchical chief is less emphatic than the subordinates his actual position generates and the perspective in the hierarchy, having a formative character.

The attitude towards subordinates is forming gradually, while the second stage is approaching the ending.

Being an universal manager, the second defines his attitude towards the company according to the promoting possibilities within or outside the company. A favorable perspective can be suggested by delegating some attributions in defining and implementing the strategies of the company. Otherwise, the professional valences are used on the project manager model, on the purpose of increasing the personal achievements portfolio.



Concertmaster or the substitute can be delegated-administrator, executive general director, general secretary or one of the vice-presidents of the company, even the human-resources manager. Knowing deeply the organization of the company, he coordinates the actual problems solving, being less implied in strategic decisions.

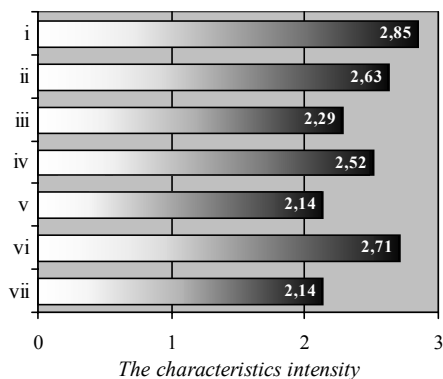
He is a factor of stability and equilibrium of the system, assuring – mainly – to maintain the reached performances and the existing structures.

Very useful in the conditions of a variable top management, in time he might become the centre of authority of an informal, acting as an inertial factor in the context of the chances of the management.

Usually, he is an adept of the explicit subordination relation towards the top-manager, the authority towards the rest of the hierarchy being executed more because of professional arguments, based on experience and length of service, than on formal arguments

The personal motivation has a complex character, regarding both the role recognition and individual contribution, and the results of the company. More, the formal and informal connections with the other members of the organization make him very sensitive to their satisfactions and frustrations, mainly when these are manifested at the group level (departmental or ad-hoc).

The lack of communication with the top of the hierarchy in the context of an inconsequence of the strategic decisions constitutes the most frequent premise to the evolution towards the bureaucracy manager.



The business administrator (the collaborator, the counsellor) can be, on a long-term, the most performing

and stable second line manager, generally having a complementary education with the top manager; his role is to put into practice the superior manager's ideas and to valorise in an efficient way his actions.

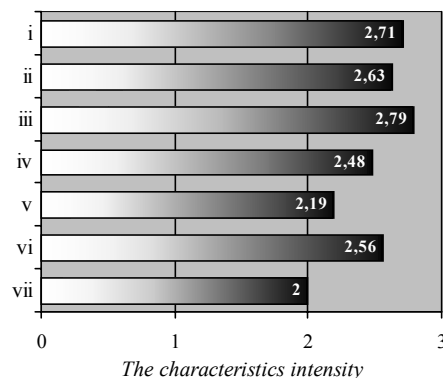
Similarly, through competency, equilibrium and interpersonal connections system of the concertmaster, he is different from him because of his permanent preoccupation and implication in the increase of the performances of the company.

He justifies the subordination towards the top-manager based on the priorities generated by the difference in the specialization and not in the differences in the competencies, considering himself more as a partner, than as an executor. He is not a direct competitor of that one, the eventual authority conflicts being generated because of ignoring his opinions in the strategic decision elaboration.

He has the same partnership relations towards the hieratical subordinates, being professionally and loyal to the company.

Regarding the personal motivation, he is reported to the general results of the company appreciated in a multi-criteria perspective.

The team captain (the project manager) manifests the highest flexibility in the organizational structures, being

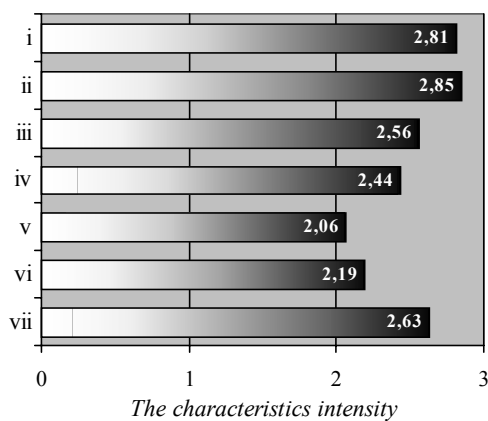


capable to lead a department, division or a program or project.

Adept of the principle that the performances of the company are determined priority by the sum of the performances of the component entities, he is firstly preoccupied by the capacity of realization of the standards of his own sub-system of his subordinates, being an individualist manager.

The loyalty towards the company is conditioned by his permanent motivation; in other case he is willing to value the achievements portfolio outside the system. A consistent and on a long term motivation can be the perspective of his permanency in the superior managers category or the possibility to gain this quality in a company associated with the group.

Being correct and cooperating with the superior manager, communication and the personal example are the most important in the relationships with the subordinates, managing with the same ability the whole connections system necessary for achieving the goals (formal – informal, permanent – temporary, administrative – functional etc.).



Much more significant than the simple illustration of the specific behavioral profiles of the top and middle managers can be the definition of *the optimal*, or at least acceptable, *tandem* reported to the role the two representatives of the managerial structures have in accomplishing the general objectives of each company⁽¹⁾.

Starting from the previously given information, a first approach might come from the maximization of the common score, obtained from the statistical research mentioned above.

	Entrepreneur	Commandant	Conductor	Administrator	Coach
	16,57	16,43	17,25	12,92	14,96
Second - 17,28	33,85	33,71	34,53	30,20	32,24
Concertmaster - 17,29	33,86	33,72	34,54	30,21	32,25
Business	33,93	33,79	34,61	30,28	32,32
Administrator - 17,36					
Team Captain (Project Manager) - 17,57	34,14	34,00	34,82	30,49	32,53

By accepting this hypothesis we should come to the conclusion that the most appropriate pair would be the one formed by the conductor style top-manager and a team captain (project manager) middle manager.

The cognitive valences of such a partnership cannot be ignored. The individual values are completed by the common effort of obtaining performance (specific to the conductor top-manager) and by the performing spirit based mainly on competency and the middle manager adaptability (team leader or project manager) to the standards imposed by the organizational leader. It is obvious that such a conclusion leads to some uncertainties:

- Prior accepting the idea that the most efficient managers, under a quantitative perspective, are the Concertmaster (from top-managers perspective), respectively the Team Captain (Project Manager), as measurement of middle-level manager;

- The attributes on which the qualities of the two categories of managers were evaluated to be maximum;
- A series of individual characteristics are not found in both categories of appreciations, this being the reason that some of the specifications of the two management categories can induce an overweighted proportion of those qualities.

Because of these reasons, we tried a revision of statistic results, starting from characteristics in both management categories, where we used a range of tools, like setting the same score to the interest for results, respectively for efficiency (specific for top-managers), as well as notions of efficacious spirit (specific for middle-managers). We considered the same way the attribute regarding the interest in the people (specific for top-managers) and the respect for the subordinates (specific for middle-managers).

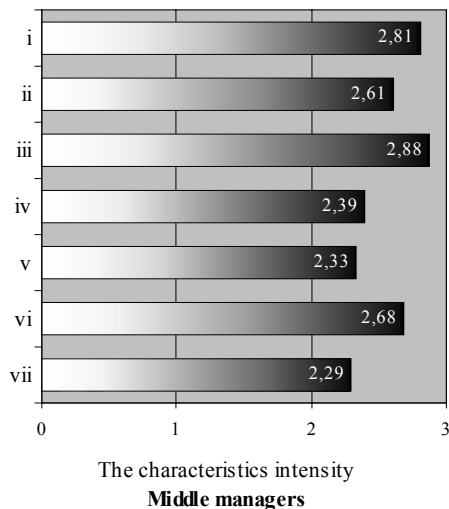
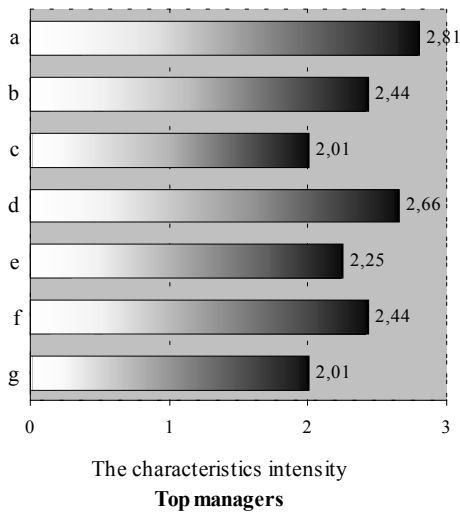
	Entrepreneur	Commandant	Conductor	Administrator	Coach
	12,16	11,73	12,54	9,86	10,9
Second - 10,80	22,96	22,53	23,34	20,66	21,70
Concertmaster - 10,64	22,80	22,37	23,18	20,50	21,54
Business	22,61	22,18	22,99	20,31	21,35
Administrator - 10,45					
Team Captain (Project Manager) - 11,01	23,17	22,74	23,55	20,87	21,91

The facts presented till now can be resumed with the specifications that the dominant position of the top-manager, Concertmaster type, continues to determine the classification and the discriminating localization of the same middle-manager (Team Captain, Project Manager) is not able to modify the classification.

More, we have to accept the fact that a series of management attributes, important in the context of the hierarchical position of the persons, were by-passed.

Because of these reasons, we consider that it would be necessary an extension of the initial study, starting from the statements of the in-field specialists, related to the

“ideal” profile of the two categories, based on the same characteristics we used on the profiles described above. Such an approach led to the following two standard profiles:



In this situation, the compatibility between the two manager categories can be determined with the following formula of squared standard deviation:

$$\min \sigma = \sqrt{\frac{\sum_i^n \left(\frac{x_i - x_s}{2} \right)^2}{n} + \frac{\sum_j^m (x_j - x_s)^2}{m}}$$

where:

\bar{x}_i is the mean of common characteristics of top-managers ($x_{i,t}$) and middle managers ($x_{i,m}$):

$$x_i = \frac{x_{i,t} + x_{i,m}}{2};$$

x_j are the characteristics specific for the two types of managers;

x_s is the standard characteristic of “ideal” manager.

The results are presented below:

	Entrepreneur	Commandant	Conductor	Administrator	Coach
Second	0,468	0,140	0,513	0,661	0,515
Concertmaster	0,418	0,199	0,446	0,676	0,470
Business Administrator	0,393	0,290	0,468	0,708	0,483
Team Captain (Project Manager)	0,433	0,229	0,481	0,686	0,448

It can be observed that we deal with adversity of management tandem, in which the specialization of the *Business Administrator* does not imply an authoritarian management system like the *Entrepreneur*, who makes a “team” also with an subordinate like *Concertmaster*, who’s loyalty to the company is appreciated by the leader, who is usually also the owner of the business he leads.

The most efficient combination seems to be the one between the *Commandant* and the *Second*, and this is not only because of the names (which were selected by the author mainly intuitive than on a quantitative measure), but mostly because of the complementary characteristics and also because of the closeness of the two models to the standard profiles.

Loyalty to organization and its authority makes the *Concertmaster* an important contributor to the *Conductor*, both recording above mean qualifications under the professional experience. Close to the Conductor in the terms of competence level is also the *Business Administrator*, whose authority is able to overcome the drawbacks of this top-manager.

The high level of standard deviation (for every middle-manager) confirms the inabilities of the *Administrator* as superior manager, even if the dimension of the characteristics specific for *Second*, respectively *Concertmaster*, indicates a certain level of compatibility with this profile.

Interesting is the tandem *Coach-Project Manager*, in which not the dominant characteristics of the last one (performance spirit, competence) justify the configuration of the management team, but the surplus of authority and the adaptability to the extreme challenges, made for compensating the approach way of the potential risks specific for organization leader.

The above considerations represent, mainly, an illustrative model of compatibility analysis between the two managers' categories, the author considering that a in-depth research in the field, at least in the following directions, is more than necessary:

- Realization of a statistic poll for defining the standard profiles of the two management categories discussed above, the examples presented here being obtained ad-hoc, with a small number of managers

being questioned in a meeting of Businessmen from Romania Association;

- The analysis of the possibility of creation of a hierarchy of characteristics of the managers' profiles and, eventually, setting some percentage (importance coefficients) associated to each characteristics;
- Rebuilding the statistic research on which the manager profiles used in this paper were created, for assuring the compatibility in time of the analyzed information.

Note

⁽¹⁾ A plastic approach of the subject, suggested by one of the leaders of management in business environment, separates the role of the two categories of managers, starting from the maximizing of the triangle area ($a = b$

$\times I/2$), assimilated to the organizational objectives. In such an approach, the role of top-manager is to develop the height parameter, where the role of middle-manager is to have as objective the lengthening of the base.

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