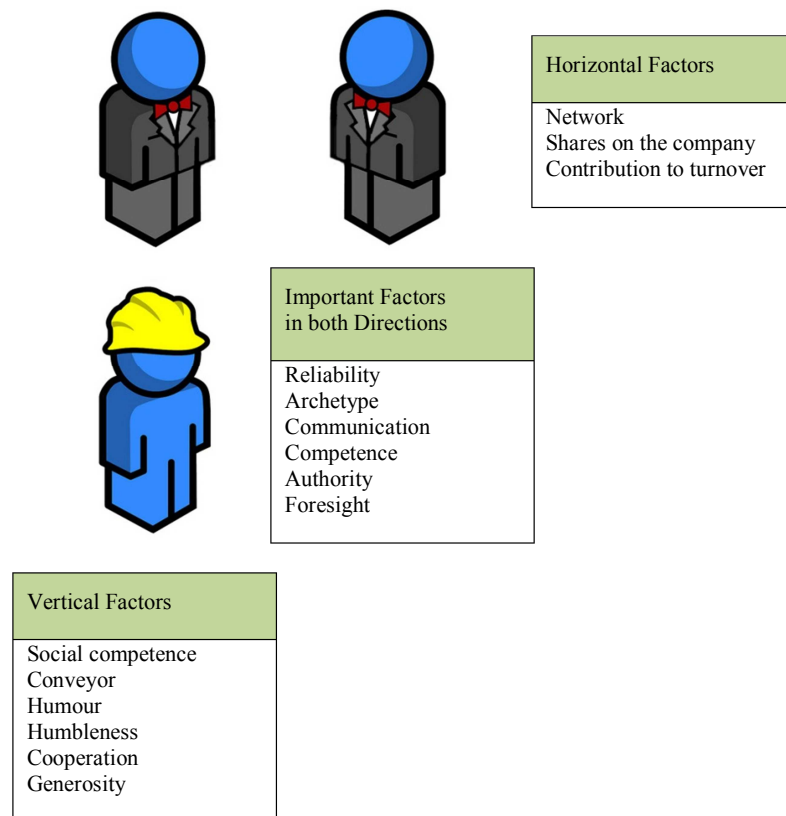


Characteristic of a Manager

To find the ideal attributes or characteristics which are describing a person in a leading position we have been going through a process of three steps: first we critically analysed data from over 50 interviews with members of top management teams in an earlier part of our studies, then we studied a large amount of adequate scientific literature, in order to qualify those findings and finally we asked for the public opinion in order to quantify our findings against each other. In the picture below we have separated the characteristics of managers into relevant factors in horizontal (relationship between two or more people on same hierarchical level) and in vertical (relationship between a supervisor to his or her subordinates).



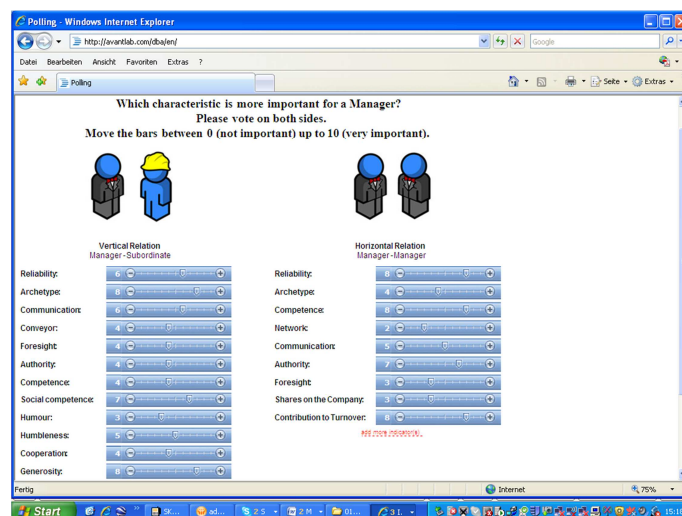
Picture 1: Previous Findings – Key Characteristics of Managers

It is interesting to know that there are six major factors which are relevant in both directions, horizontal and vertical. Factors like networking, shares on the company and contribution to turnover are only important between managers (horizontal). However shares on the company and contribution to turnover are not characteristics as they are not influenced by ones personality. Shares might be inherited for example and certainly having indirect influence in the company's steering though the Yves Clerc, Student No. 11407538

possession of shares is most likely rather to consider in someone's fit into the top management team which we have elaborated separately in the layer Constellation. Contribution to Turnover is another attribute which we would like to segregate as this is (except the situation that someone is the company's customer unison) given through the position someone holds in the company. The head of department of Marketing and Sales by default will have more influence on the turnover than the Head of the R&D department, even though the developments of the second mentioned will lead to turnover once pushed in the market. The evaluation of such factors in relation to the power of a Top Management Team member is discussed in Typology. Social competence, conveyor, humour, humbleness, cooperation and generosity are skills which are only important between managers and subordinates (vertical).

3.1.11 Public Opinion Poll

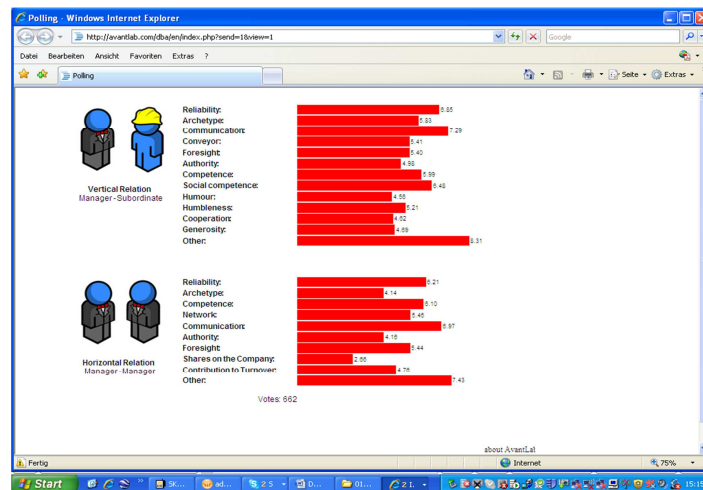
In order to allocate to each characteristic a numeric value to emphasise its particular importance, we set up a public opinion poll on the Internet where we requested to rate the importance of the key factors, both in horizontal and vertical direction. The directions were visualised by two small icons, symbolising a manager (wearing a suit) and a subordinate (wearing a safety helmet). For each direction of relationship, the relevant set of key-factors was listed and next to each Likert-type scale was shown. Likert-type scales are among the most popular tools for surveys where the interviewee can rate topics from low to high.



The link to the public opinion poll was sent to employees listed in our address books and posted to online forums with addressees who fulfilled the following criteria:

- living in Western Europe
- over 18 years old
- employed

After the rating, a second screen appeared on which the average results became immediately visible. So each voter immediately received an overview of the general results and was able to compare the public opinion to his/her own.



Picture 3: Online Opinion Poll – Online Results

From all 678 votes we have first of all eliminated those which were incomplete and even though the online poll was conducted anonymously but through the allocated IP address it was possible to sort out duplicates. At the end of we've been left with remaining 525 votes.

3.1.12 Methodology for the Data collection

The data collection for the layer Characteristics was influenced by three main considerations:

- Would the interviewee be losing motivation if we are asking too many questions, having in mind that in total there are 21 segregated characteristics?
- Does achieving a good result in one characteristic compensate for a bad performance in another?
- Are characteristics comparable in terms of importance?

As per appendix we have conducted a cluster analysis to identify if the different characteristics do have anything in common and it can be answered that this is not the case. We could not identify any commonalities or dependences among all criterions. Since the whole online form will lead the interviewee through several steps and some of the questions have to be answered for each member of the Top Management Team it seems to be inhuman to ask an interviewee to rate all Top Management Team Members about their 21 characteristics. Another point would be that having so many characteristics to choose from would literally make the impact of one characteristic irrelevant. In a first step we have sorted out the two characteristics 'shares on the company' and 'contribution to turnover' as per the explanation above that those two should be considered as attributes and not characteristics per se. Furthermore we have reduced those six characteristics which were named two times, as well in horizontal as also in vertical relationship as we do have the impression that it is exceeding ones judgement in an online interview if a member of a Top Management Team is more reliable towards colleagues on the same hierarchical level than towards colleagues on a lower hierarchy level. Finally we have then chosen those characteristics which got a mode of 10 and a median higher than eight out of ten. With those few steps we reached a selection of all characteristics which first of all have scored highest in the opinion poll, four of them being named to be important in horizontal and vertical relationships (Reliability, Archetype, Communication and Competence) plus having one characteristic which is only named in vertical (Network) and one which is only named in horizontal (social competence). With this we do believe to have chosen a balanced selection out of all 21 characteristics.

As the cluster analysis has shown that none of the characteristics has anything in common with another one, we had to ensure that performing well in one discipline would not compensate for underperforming in another discipline. For this it was decided to weight each characteristic in proportion how the voters from the public poll has voted for those characteristics. We calculated how many people rated this characteristic with a 10, a 9 or an 8 and so far. Adding up all the results gave an overall score for each characteristic. At the end the value of a characteristic is in proportion to the overall value of all characteristics; mean rating someone in Reliability with a value of 8 does not have the same value than rating someone on

Competence also with 8. Furthermore a cap in the value of each characteristic median was set in order to ensure, someone could not achieve more points than the ideal. However someone should also not be punished in having more of a specific characteristic, but it just doesn't matter having more of it after a certain point.

3.1.13 Conditions for the Section Characteristics:

Assuming the total score for all six characters are 400 and Reliability scored 100, Archetype 50, Competence 75 then their weight is:

- Reliability = $100/400 = 25\%$
- Archetype = $50/400 = 13\%$
- Competence = $75/400 = 19\%$
- ...and so far until the Total = 100%

Then let's say person A scored Reliability 10 points, Archetype 8 points, Competence 6 points, the score is $(10 \text{ points} \times 25\%) + (8 \text{ points} \times 13\%) + (6 \text{ points} \times 19\%)$. Similarly to the method applied for Typology also in the Section of Characteristics we would then weight the total score of one member of the Top Management Team against the total score of all managers in order to quantify his or her share in that section.

3.1.14 Summary of all Sections (Constellation, Typology and Characteristics)

The result is then the proportion of each member of the Top Management Team counting together as 100%. As for all Sections those 100% are only reflecting the influence on decision power in that specific Section and ignoring the proportion of the CEO. Once the CEO's value is deducted (34%) and the remaining is then weighted as 1/3 since there are three Sections: Constellation, Typology and Characteristics. So the combined total value of all Top Management Team Members for Characteristics is $(100 - 34) / 3 = 22\%$.