The Necessary Leadership Skills for a Successful Manager

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akademický rok: 2011/2012

ZADÁNÍ BAKALÁŘSKÉ PRÁCE
(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Andrea MAČKOVÁ**
Osobní číslo: **H09734**
Studijní program: **B7310 Filologie**
Studijní obor: **Anglický jazyk pro manažerskou praxi**
Forma studia: **prezenční**

Téma práce: **Vůdčí dovednosti úspěšného manažera**

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Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

Seznam odborné literatury:

Beebe, Steven A., and Timothy P. Mottet. 2010. Business and professional communication: principles and skills for leadership. Boston: Allyn.
Daft, Richard L. 2010. Management. Mason: South-Western Cengage Learning.
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Vedoucí bakalářské práce: **Mgr. Kateřina Voráčová**
                                 Ústav anglistiky a amerikanistiky

Datum zadání bakalářské práce: **15. června 2012**

Termín odevzdání bakalářské práce: **24. srpna 2012**

Ve Zlíně dne 6. srpna 2012

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ABSTRAKT

Tato bakalářská práce se zabývá vůdčími dovednostmi úspěšného manažera. Zaměřuje se na pojem vůdcovství a jeho vývoj.

První část se zabývá dovednostmi, které jsou pro manažera nejdůležitější. Důraz je kladen na dovednosti jako komunikace, motivace, vedení týmu, plánování, jasná vize a organizování.

Druhá část tvoří výsledky výzkumu, kdy významní manažeři odpovídají na otázky, které jsou uvedeny v předem vypracovaném dotazníku. Podstatné informace jsou o dovednostech, které má mít vůdčí osobnost firmy. Výsledek bakalářské práce vede ke specifikaci nejdůležitějších dovedností uplatňovaných při vedení týmu pracovníků.

Klíčová slova: vůdcovství, manažer, vůdčí dovednosti, vlastnosti vůdce, charisma, úspěch.

ABSTRACT

This bachelor thesis deals with the leadership skills of a successful manager. It focuses on the concept of leadership and its development.

The first part deals with the skills that are the most important for a manager. Emphasis is placed on skills such as communication, motivation, leading a team, planning, clear vision and organising.

The second part consists of the results of research in which a significant amount of managers answered questions listed in the questionnaire. A substantial amount of the information is regarding the skills that a manager should have. The result of this bachelor thesis leads to the most important leadership skills applied during managing a team of employees.

Key words: leadership, manager, leadership skills, leader characteristics, charisma, success.

ACKNOWLEDGEMENTS

CONTENTS

INTRODUCTION

Nowadays, the most essential skill for all managers is leadership. This skill is the most important when coordinating team processes, as it enables the team to work more efficiently. Leading is inspiring, and influences others to work towards achieving an objective. Therefore, managers should be able to direct their employees and apply leadership skills which are a necessary tool. At the same time, managers should have a desire to lead an efficient team and achieve the best results.

The aim of this thesis is to identify the three most important leadership skills for Czech managers, which can be applied during the managing of a team of employees.

The first chapter of the theoretical section focuses on the term 'leadership' and its development. Further to this, the differences between managers and leaders are discussed. In the second chapter, the characteristics of managers are described. The following chapter gives a theoretical overview of issues related to leadership skills. The last chapter of the theoretical section deals with the requirements of managers and their experience.

The practical section consists of an analysis of the leadership skills. This analysis is based on the responses of Czech managers to a questionnaire. These managers work for various companies and they use different methods when leading their employees. I also mention the companies in which the managers are employed and where the survey was conducted. The practical part then focuses on the respondents and supplies more information about them. The respondents are of different ages, so their opinions sometimes differ. An analysis of the results is also described here; it is important to make managers consider their traits and leadership skills.

Recommendations form the final section of the bachelor thesis. The essential techniques for being a successful manager are laid out and I also propose some procedures which could be implemented by managers during the process of leading a team.

I.   THEORY

1 LEADERSHIP

Leading is a part of our lives; an individual often influences others to achieve their goal. Some people are leaders from birth, and others often have a natural respect and reverence for them.

According to Harvard Business School professor John Kotter, from his article: "Of course, not everyone can be good at both leading and managing. Some people have the capacity to become excellent managers but not strong leaders. Others have great leadership potential but, for a variety of reasons, have great difficulty becoming strong managers. Smart companies value both kinds of people and work hard to make them a part of the team." (John Kotter 1990)

Managers are leaders who are able to direct and motivate employees, and solve problems within their organization. We can say that they conduct the process of leadership by applying their managerial skills. Every manager should be able to create and communicate their vision. He or she, as a good business leader, ought to inspire others to do the same. In the future, more and more importance will be placed on the expertise needed for leading. Managers will be chosen according to their interpersonal skills that impact on the needs of employees. Nowadays, many companies are looking for leaders that employees could look up to. (Berger 2004, 41)

The aim of this chapter is to clearly define the term 'leadership'. The development of leadership is also described, which is important for understanding the differences between a leader and manager.

1.1 Defining 'Leadership'

According to the Merriam-Webster Dictionary, the term leadership first came into existence in 1821 and is connected to a chief who guides a group. There are many synonyms for it: management, direction, governorship, etc. (Merriam-Webster Dictionary 2012)

The Oxford Dictionary says leadership is "the action of leading a group of people or an organization, or the ability to do this." (Oxford Dictionaries 2012)

The term leadership can be interpreted in many different ways. There are many different types of leadership, such as political, non-profit, etc. In general, leadership is the ability of an individual to persuade others to follow him/her. In other words, the relationship between a leader and a follower plays a very important role.

"Leadership is generally defined as influencing others to work willingly toward achieving objectives. Leadership therefore means crystallizing a direction for subordinates and then tapping into all the facilities, charisma and traits the leader can muster to make the subordinates want to follow the leader in achieving the leader's goals." (Gary 2002, 206)

1.2   The Development of Leadership

What started as a method of leadership emerged at the time when the first national organization was needed. Take, for example, an ancient civilization: the Greek kingdom, wherein the sovereign was revered as a wise man and succeeded as a great leader and warrior. Also, during the development of modern civilization we find reference to leaders in all possible fields of human activity. These leaders, however, had never been taught in management schools; their leadership skills were natural to them. In those times, leadership was considered as one of the human virtues, and no one thought that leadership could actually be learnt. Of course, there were plenty of books on leadership, but these volumes were mostly filled with examples of great leaders and thinkers of the time such as Galileo Galilei, Thomas Alva Edison, Leonardo Da Vinci or Albert Einstein. (Hořický 2009)

1.2.1 The Development of Leadership during the 19th & 20th Century

From the turn of the 19th and 20th century, the term leadership gained new dimensions and the inherent characteristics of successful people became a feature of entrepreneurs, top managers, and even government officials. The industrial revolution brought about a huge turning point in the development of human civilization and emerging companies needed to be organized. It was necessary to establish leaders for separated departments and senior military officers, who had great experience in leading people. Although it is perhaps hard to believe, the roots of leadership lie in the armed forces. Military officers' activities were very useful, and this is why people started figuring out how to expand leadership and train more skilled leaders. Originally, leadership was associated with management. Eventually it was discovered that not every manager is a good leader, and this rule applies even today. (Hořický 2009)

"We have come to understand leader development as one aspect of broader process of leadership development. One way to see our early focus on individual leader development to understand it as rooted, like much of Western psychology, in values of individualism and achievement. Consider the immigrants who have come to the United States without friends or families and made a new life. Our political, economic and cultural systems

reflect this emphasis on individualism. These American values are strongly reflected to leader development. Our natural tendency has been to place less emphasis on the communities and forces outside the individual. However, we are not solely individualistics, a focus on the collective is simply our less developed side." (Velsor, McCauley and Ruderman 2010, 14)

1.3   'Leader' versus 'Manager'

When someone has a desire to become a leader, it is not necessary for him/her to be formally educated; such a person can be a leader by virtue of all of their personal qualities, which play an important role. A leader tries to help people and provides their development. A manager, on the other hand, is a person who takes care of his/her subordinates to help them work correctly and keep deadlines. (Management Study Guide 1994)

"Managers tend to adopt impersonal, if not passive, attitudes toward goals. Managerial goals arise out of necessities rather than desires and, therefore, are deeply embedded in their organization's history and culture." (Abraham Zaleznik 1992)

Subordinates follow their manager by virtue of their job description. Each manager only transmits instructions which are received from someone else. Simply, we might say that managers do not become leaders overnight. A manager is a controller who uses the power that is connected to his/her position; they could only become a true manager if they have the proper leader's attributes. (Management Study Guide 1994)

To conclude, there are several key distinctions:

- "While a manager supervises people, a leader inspires people.
- While a manager solves problems, a leader eliminates problems.
- While a manager responds to client needs, a leader anticipates client needs.
- While a manager implements vision, a leader creates vision.
- While a manager ensures people are doing the job right, a leader ensures people are doing the right job." (Wilkinson 1997)

Having a real leader in the team is of the utmost importance. Without such a person it is very hard to achieve objectives. The reality is that very often managers do not see the differences between leaders and managers. Therefore they lead people according to scripts and achieve goals by the formal power which is vested in them. However, this strategy is short-sighted and does not work in the long term.

1.3.1 The Importance of Leadership

Managers who wish to successfully lead a team need to have personal maturity, responsibility and determination, and it is necessary for them to have a wide range of organizational and communication skills. It is important to note that managers who are leaders encourage their employees and help their progress. They require employees to have physical, emotional and mental vitality. In addition, a leader never stands above or against his/her subordinates. However, such a leader cooperates with the team and gives correct and appropriate direction. When speaking of significant leaders in history, Peron, Mussolini, Churchill and Hitler may first come to mind. (Kopřiva 1997)

Athletes, like leaders, do not win by highlighting their weaknesses. They win because they apply their strengths. However, leaders have an advantage over athletes. They can utilize others to compensate for their own weaknesses. There are four basic principles identified in the success of leaders:

- Create a team to offset your weaknesses.
- Apply strengths. Realize in which environment one's strengths are best applied.
- Visualize success. Anticipate each stage of the event and think about how a successful outcome would appear. Try to imagine it vividly and then implement it.
- Think like a winner. Think of all the situations where you have managed something significant. Try to remember and relate to the feelings at that time. If you believe in your success, you can really succeed. In cases where a leader does not feel enthusiasm and confidence, no one else will feel enthusiasm and confidence. (Owen 2007, 189-190)

2 HOW LEADERS BECOME LEADERS

Several theories have been formulated to explain how a leader's style is related to his or her effectiveness. The basic message underlying most of these theories says that leaders perform two major functions. It is these functions that accomplish the task and satisfy the needs of team members. The way leaders behave influences this process. The characteristics of a great leader can reduce tension, and defend the values and attitudes of a group. (Dessler 2002, 213)

A report on Robert Graves, who was a soldier in the First World War, states: This man is willing to follow his officer only if the officer knows where he heads. Successful leaders have followers who want to feel they are guided in the right direction; they need to know where they are and where they are going, and they want to feel that their tasks are all worth doing. (Armstrong and Stephens 2008, 33)

2.1 Desirable Leadership Characteristics

The best leaders naturally care about relationships, solve problems, create harmony within a group and lead intuitively; such leaders retain a great loyalty to those who work for them. An excellent leader does all this at the right time and in an appropriate way. (Thorne and Pellant 2007, 37-38)

"Leaders do not command excellence, they build excellence. Excellence is being all you can be within the bounds of doing what is right for your organization. To reach excellence you must first be a leader of good character. You must do everything you are supposed to do. Excellence starts with leaders of good and strong character who engage in the entire process of leadership." (Nwlink 1994)

Among the most important characteristics of leaders are the traits of believability, confidence, enthusiasm and ambition; these are now going to be explored below.

2.1.1 Believability

Believability is the first level of trust and the most important component for building our relationships. First of all, if we want to be seen as trustworthy, we should tell the truth in any situation. When a group of people believes that their leader is honest then they trust him. Followers have more belief in a leader when they can see he or she has expertise. A leader should possess key abilities in building believability: they should always be willing to share information and admit mistakes. Sharing more information is highly

recommended. The person in charge of a company should give more context for decisions, and say what is happening and why; when people are well informed they do not feel left out. Sharing information as soon as possible is paramount, as almost everyone hates surprises, especially when it is obvious that the information was available earlier. Thus, it is always better to reveal all facts immediately. Admitting mistakes is also highly important; when we admit errors and misjudgments we are more believable in the eyes of the employees because they perceive us more honestly. (Eikenberry 2007)

To conclude, it is necessary for leaders to generate trust. "Leaders will have to be candid in their communications and show that they care. They have got to be seen to be trustworthy. The leader must generate and sustain trust, and that also means demonstrating competence and constancy." (Lawrence 2002, 105)

2.1.2 Confidence

It is necessary for leaders to have the confidence to achieve their objectives. Confident managers are undoubtably respected and obeyed by their team.

"Self-esteem is the extent to which a person believes that he or she is a worthwhile and deserving individual. Recent studies have linked self-esteem to job performance, job satisfaction, and the job search process. For example, a person with high self-esteem may be likely to seek a higher-status job, whereas a person with low self-esteem may be satisfied with the recent status." (Griffin and Moorhead 1986, 97)

Leaders must be seen as the best of the best, and therefore must have high self-esteem. They should demonstrate that they are, more or less, experts in all tasks which a group performs, even though sometimes they do not know better than their subordinates. However, they cannot give up demostrating that they can gain respect within a group. (Armstrong and Stephens 2008, 33)

2.1.3 Enthusiasm

We live in a cynical world. The media provide annual reports of disasters, crises and corruption and many organizations are influenced by these events. They struggle with the unreasonable behaviour of difficult customers and their requirements, etc. Therefore, it can be hard to find anything to be enthusiastic about. (Owen 2006, 45)

Surprisingly, most managers who participated in a survey conducted by Jo Owen had a positive attitude about their job. Seven hundred managers said they were looking for new

young employees who were ambitious, confident, active and reliable. Much of what they sought can be summarized as one attribute: positive attitude. (Owen 2006, 45)

Attitudes of employees influence the reputation of departments. Therefore the supervisor's task is to identify negative attitudes of employees, and once such an attitude is recognized, a manager should immediately deal with it. Often, subordinates adopt a 'wait-and-see' attitude about their supervisor, so the manager is the person who should maintain the right and positive attitude and his/her actions should set an example for others. (Greer and Plunkett 2000, 193)

Where others see problems, enthusiastic managers see opportunities. Managers often give the impression that they are able to be positive. Managers should have leader's qualities. Remembering Churchill's words of heroism during wartime, that still resonates today: "We will fight them on the beaches, it is their last hour." Nobody heard him say: "We are in deep trouble." He was most definitely a positive leader. (Owen 2006, 45-49)

2.1.4 Ambition

Every leader has certain goals, and without any ambition it is extremely hard to achieve them. Ambition is a driving force, and a desirable positive trait for a leader, especially if it extends to their organization. Moreover, ambition is a source of motivation and it keeps hopes alive. (Krutza 2011)

Belief in ambition is an integral part of every human soul, and it stimulates the energy that determines behaviour. If ambition is simply and clearly defined, people identify themselves with it. This will then encourage their own enthusiasm. (Freemantle 2006, 18)

Team leaders ought to be aware of a company's aims in the long term. Successful business management has defined objectives and ways to achieve them. There is a clear link between objectives and ambition; objectives can become a part of ambition. For example, Nelson Mandela, who was a South African politician and President, fought for an end to apartheid and the unity of South Africa. These were the objectives of this man and his ambition. (Freemantle 2006, 18)

3   LEADERSHIP SKILLS

Power is the ability to force others to do what you want, and it can be applied through leadership skills. Managers are often confronted with situations they have to handle, and they do this by applying their skills to assess the circumstances of the work situation where the problem appeared. (Armstrong 2008, 84)

Leadership skills include communication skills, which are a necessary tool for leaders to be understood. Other skills characterized in this chapter are motivation, leading a team, planning, clear vision and organising. Knowledge of leadership skills is essential for every leader when dealing with people.

I am convinced that the most important skills for managers are: effective communication, leading a team and planning.

3.1   Communication

Effective communication in leadership is not only about giving the primary information. Good communication requires one to imagine the situation and perspective of the person who is listening. When a leader sees the world through the eyes of other people, then the leader can begin to communicate effectively with employees. (Owen 2006, 158)

"Communication is the exchange of information, transmission of meaning and is thus a part of almost everything managers do. The sender puts a message in understandable terms and then transmits it via a communication channel, a vehicle that carries the message. But leaders or managers know that the information sent is not always the same as that received. Subordinates spend a lot of time communicating face to face, so knowing how to improve interpersonal communication is a basic management skill." (Dessler 2002, 255-256)

Included in the roles of managers is the ability to influence and create a corporate strategy or plan, and also to implement it effectively. Managers therefore inform their team members about everything connected to their plan. The team needs to feel that their superior is committed to and ready for this plan. Feelings of involvement, trust and respect, increase their performance. (O'Brien 2003, 143-147)

Another aspect of communication is showing an interest in employees. The advantage is that team members see that you value spending time with them, and this reduces the risk of alienation between staff and senior management. Lord Seiff, in his autobiography, talks about how he regularly telephoned the head of the branch network of Marks and Spencer.

The aim of these phone calls was to simply find out how the day went, and how well stock sales were going. After having a most tiring week at work, direct contact with their boss and witnessing his/her general interest in their work was a major boost for them. A manager's aim should therefore be to achieve a heightened status in the eyes of their employees. Productivity based on excellent communication with employees would then be significantly increased. (O'Brien 2003, 143-147)

Many organizations employ talented people who are likely to become leaders. In this context, talented people are educated, skill-fostered and supported. Thus, it is necessary that they receive approval and feedback from their supervisor. (Thorne and Pellant 2007, 84-85)

To run a team well, a team leader needs to be able to address and resolve issues relating to the team. Drafting a problem and its solution should be presented as firmly as any other basic idea. Emphasis should be on behaviour that characterizes communication between two mature individuals, and it is also important to minimize passive and aggressive responses. However, it is highly recommended to favor assertive behaviour. The key point here is to give the impression that what the manager presents is not so much a problem, but rather a solution. (O´Brien 2003, 143-147)

3.2 Motivation

It is important to motivate all subordinates, as this ensures that they are respected in their role on their path to success. A supervisor must check whether the system of pay conforms to all employees, and if the manager changes short-term objectives, roles and responsibilities then he needs to come up with new rewards. It is necessary for every team to be supported and assisted, so they will fulfill their role well. (Bruce and Langdon 2002, 58)

Some people may be self-motivated, and if that causes them to manoeuvre in the right direction to achieve what they want to achieve, then this is the best kind of motivation. However, most of us need to have, to a lesser or greater extent, external motivation.

Steps to achieve a high level of motivation amongst employees' at work include:

- Agree on challenging but achievable goals
- Provide feedback on performance
- Offer rewards (monetary and non-monetary)

- Create job roles, providing a feeling of success and the opportunity to use skills and competence in independent decision-making
- Give advice on developing the employees' career.

(Armstrong and Stephens 2008, 70)

3.3 Leading a Team

Currently, the word 'team' is very popular and used in various connections. 'Team', in its original meaning, is a clearly defined type of work and cooperation. It is a certain unit of people cooperating with time-limited goals, limited in size and utilizing a characteristic process of work. A teamleader should have the desire to have an effective team and achieve the best results. He/she can build a team in many ways, with the goal being to help a group of people to have greater productivity and take pleasure in their work. (Mohauptová 2009, 19-21)

The question is how a leader achieves a suitable combination of people in the team. Creating a connection requires more than just mechanically putting the right people together. A desire to learn and a willingness to share goals are two of the factors that should exist. "What is it that makes it different from any other kind of group and team? The key question to ask when you are trying to explore whether the group is a team or not is: Do all the members of my team share at least one goal that can be accomplished only through the joint efforts of all? If the answer is yes, then we are talking about a team. For instance, goals need to be understood in the same way by everyone in the team." (Dainow 1998, 64)

3.4 Planning

Planning is a process of deciding on a future course of action that ensures the use of the resources needed for carrying out the action. Managers usually plan for a relatively short period, for a maximum of two years, and their tasks and objectives are likely to be determined by a business plan or budget. The aim of planning is to enable managers to complete tasks on time so that a potential crisis can be avoided. (Armstrong and Stephens 2008, 50)

It is advised that managers prepare a written list of all of the matters he or she wishes to solve. When preparing the list, the best method is to start with the goals which are the

easiest to achieve. If a manager does not want to set himself/herself up for a fall, then he/she should not try to achieve many things all at once. (Greer and Plunkett 2000, 47)

"It is important to consider whether your goals are realistic: while you cannot change your physical attributes, you can learn new skills at any time. Think about skills you need to acquire to achieve the goals you have set. Finally, set a timetable and decide when you would like to achieve each of your goals." (Heller and Hindle 2008, 96)

Most planning is simply a matter of systematic thinking. Every plan includes four key components:

- Objective - what is to be achieved
- The activity - specifies the steps required to achieve the objective
- The necessary resources - what resources in terms of money, people, equipment and time are needed
- Impact - impact of planning for the organisation in terms of costs and benefits

When managers plan, they may take certain procedures or rules from other managers. However, they should try to make plans that can easily be changed without too much trouble. (Armstrong and Stephens 2008, 50)

3.5   Clear Vision

People need to know that they can perform a meaningful activity, followed by success. So when creating a vision, it is important to remember the four properties that will make that vision strong.

- Relevance: the vision should be relevant to the current tasks of an organization. It should also be important for each member of the organization.
- Uniqueness: the vision should not be easy to substitute with any other organization.
- Range: the vision should be able to go beyond ordinary boundaries; it should be expandable. This allows managers to understand where the priorities lie and then focus on their efforts, and helps them to understand exactly what to do.
- Simplicity: if the vision is not simple, it is not memorable. If it is not memorable, then it is unlikely that someone will be directed by its vision. (Owen 2007, 180-182)

A classic memorable vision was set out by NASA. John F. Kennedy famously formulated a national task: to send a man to the Moon and get him back, alive, within ten

years. It was a 'mission impossible' which led to the creation of NASA, and the mission was eventually accomplished.

Let's now investigate the above-mentioned properties of a strong vision:

- Relevance: the USA wanted to triumph over Russia in space, as the Russians had already sent the first satellite and the first cosmonaut into space (both countries were rivals in the Cold War).

- Uniqueness: we could hardly say that this vision set out by NASA could be a vision for a company such as Coca-Cola, Shell, etc. So it was a true and unique vision.

- Range: at the time, no one knew whether this vision was feasible or whether it would ever be possible to develop the necessary technology. So, we can say that this vision had a huge range.

- Simplicity: everyone can easily remember this unbelievable vision. (Owen 2007, 180-182)

People who share a common vision are bound to succeed through effort. Evidence of their strength can be seen when all employees clearly recognize what it is that the company seeks to achieve. Strong emotional identification is more important than an accuracy statement. (Thorne and Pellant 2007, 27-28)

3.6 Organization

Organization is a process that all managers should be familiar with, as it occurs in all different types of company. Business ensures that collective efforts to achieve specific objectives are kept organized.

"Organizing is typically followed planning and reflects how the organization tries to accomplish the plan. Organizing involves assigning tasks, grouping tasks into department and delegating authority." (Daft 2010, 6)

The daily routine of a manager includes organizing the work of employees and making sure everything is clear to everyone in the company. It is important to know that organizing runs concurrently with planning (see 3.4). A manager should distribute tasks to those individuals or groups that can actually ensure the implementation of that plan. (ipodnikatel 2011)

When a building or structure is being modified it is necessary to use a pragmatic approach. Firstly, it is necessary to understand the environment and the existing system regarding social relations, and only then is it possible to create an organization that matches

the specific circumstances. There are always numerous options, but those who create the structure should always attempt to achieve the best. When making a choice, one should be aware of the structural process and system factors that affect the creation of an organization. (Armstrong and Stephens 2008, 51-53)

4   LEADERSHIP AND CHARISMA

The aim of this chapter is to describe 'charisma', in order to emphasize the importance of this trait. In the first chapter I discussed leadership and the importance of the leader. Also, I mentioned some significant leaders such as Peron, Mussolini, Churchill and Hitler (See 1.3.1). There is no doubt that they all had considerable charisma.

The charisma that a person radiates is something that a listener is so charmed by that he/she follows the leader, even contrary to common sense. It has been proven that extraordinary leaders are attributed with supernatural characteristics. Charisma is therefore seen as a special ability that provokes admiration and loyalty in the eyes of others. (Nye 1997)

Charisma endows respect, appreciation, admiration upon a manager; it is an inherent quality that can secure a manager a position of respected authority. Charismatic leaders enjoy talking with enthusiasm about future job tasks and they dedicate the maximum energy to achieve a goal. In addition, they are not surprised by the sacrifice required to fulfill the task, openly acknowledging the obstacles. (Bělohlávek 2005, 19)

Scientific research points to the three components of charisma that are listed and explained below.

4.1   The Three Components of Charisma

The three main components of charisma are elusive essence, special force feedback and charisma as a vague synonym for personal attraction.

A recent study concluded that we know relatively nothing about charismatic leaders. Dick Morris, an American political consultant, says that charisma is one of the most unstable properties because it is not real. Charisma as such appears only in our perception. Also, many business books characterize excellent managers as charismatic when they were successful. When profits declined, the charismatic label was withdrawn. If we look at the U. S. presidents, they were very often compared to the charismatic John F. Kennedy. However, he was not later seen by everybody as being charismatic because he did not attain the majority of votes, and his popularity fluctuated during his term. This is why we can say that charisma has an elusive essence. (Nye 1997)

The second component of charisma is special force feedback. Charisma is easier to recognize retroactively. The old Chinese term mandate of heaven can be used as a comparison: it was said that the Chinese emperors governed because they had a heavenly

mandate. But the moment they were overthrown, they lost it, and no one could predict when this would happen. Using the concept of charisma to predict who might become a successful leader is much more difficult. Success is often used as a retrograde proof that a modern manager has charisma. (Nye 1997)

"Charismatic business leaders are often heralded corporate heroes by orchestrating turnarounds, launching new enterprises, engaging in organizational renewal or change, and obtaining extraordinary performance from individuals." (Howell and Avolio 1992, 43)

The third component is charisma as a vague synonym for personal attraction. Nowadays, physical appearance is a basic requirement because leaders and employees need to project a professional image of the company. Several dimensions of personal attraction, such as appearance and non-verbal communication, can be tested. It was discovered through research that attractive MBA graduates receive a higher salary in comparison with those judged as unattractive; an interesting point to note is that physical attraction was a factor primarily in men's salaries. Furthermore, personal style is recognized and judged by others. Most companies require employees to be dressed properly as employees should both represent their workplace and be taken seriously by others. Today, organizations also spend large amounts of money on uniforms. "Professional dressing is associated with a number of variables that benefit employees, such as perception of increased status, competence or knowledge, trustworthiness and the ability to influence others." (Beebe and Mottet 2010, 59)

Generally speaking, managers vary in their ability to attract people. Their attractiveness depends partly on their innate qualities, partly on their skills and partly on their appearance. Non-verbal signals are a significant part of human communication; simple experiments have shown that some people communicate non-verbally better than others. For example, a Princeton University study found that when pictures of two unknown candidates in the elections were submitted to ordinary people, seven out of ten cases could predict the winner because of their appearance. (Nye 1997)

5 SUCCESSFUL MANAGEMENT

This chapter focuses on the experience of successful managers, which can be helpful for those managers who plan to do their best. As we will see, an effective team is essential for the success of organization, as during the process of team planning, employees come up with interesting ideas that can work. Further to this, the size of the team and obstacles in the education of the managers are discussed. In the second subchapter, I state the requirements which current managers should meet. This subchapter deals with the skills and traits which are essential for all managers.

5.1 Management Experience

Most executives believe, through experience, that the core of success is in sufficient information, good ideas and an enthusiastic team. It is important from the beginning to engage the right people, to encourage a spontaneous discussion with views that lead to the best plan. Some managers ignore team planning because they are not sure if all employees will be involved later in the implementation of the strategy. This is a mistake because team planning is useful to estimate the ability of individual employees and gives them the opportunity to participate. In this way, employees can share their experience and knowledge. On the other hand, a manager's experience may tell him/her that it is not good to hire too many people. (Bruce and Langdon 2002, 12-13)

High ranking managers have experience with the fact that there are many obstacles in the education of rising managers. Firstly, there can be a lack of motivation on the side of employees; this can be influenced by the boss, who can offer monetary or non-monetary rewards.

Secondly, candidates often do not have enough true talent to become a manager. Often it is a question of low self-esteem, but this can also be improved.

Thirdly, there could be an insufficient system of management training. A Master of Business Administration degree is recommended, and for higher managers with praxis an Executive Master of Business Administration degree is recommended. It is therefore necessary to continuously expand one's knowledge and the use of educational programmes - today's managers must be able to use new knowledge and self-education continuously. Very often the experience is such that a great manager rises from staff, rather than from managerial training. The best solution is, therefore, a manager who knows the organization

and has been working there for some years before he/she becomes a manager, and who is educated and has certain managerial training.

5.2   The Requirements of Managers

Today's business world makes requirements of managers that relate to skills such as planning, organising, motivation, etc. Another important skill on which I wish to focus is flexibility. An army general once said that no plan would survive a collision with the enemy, so it is said that no strategic plan will survive a crash with the market. For a manager, it means changing a plan under new circumstances and being flexible. Also, he/she should be able to adapt to any development. (Bruce and Langdon 2002, 64-65)

A manager should always fulfill the expectations of his subordinates, using positive thinking which can be then spread through the team. Mental strength is a basic requirement, and only strong individuals may lead subordinates. 'Social maturity' is a factor of behaviour rooted in the capable manager; character traits are manifestations of the social maturity of a manager. A manager should therefore be ambitious, confident, trustworthy and enthusiastic at work (See 2.1).

6 PARTIAL CONCLUSION

The theoretical section focused primarily on leadership skills and leadership qualities. In the first chapter, I explored the term leadership and significant moments in its development. The word leadership first appeared in 1821 and it is connected to a chief who guides a group. Further, key differences between managers and leaders were discussed. It was found that having a real leader in the team has a huge importance; without such a person it is very hard to achieve objectives.

I also examined certain qualities of great leaders. The main emphasis was on believability, confidence, enthusiasm and ambition.

In the third chapter, leadership skills of great managers were described. This part dealt with communication skills, which are a necessary tool for leaders. When a leader sees the world through the eyes of other people, then the leader can begin to communicate effectively with employees. Motivation was then described; how highly motivated employees have to have a clearly defined objective, and take steps that lead to these goals. It is essential for every team to be supported and assisted to fulfill their roles well.

I also studied the process of leading a team, and it showed that a team leader should have a desire to have a capable team and to achieve the best results.

The following subchapters dealt with skills such as planning and organising. Planning means that managers are able to complete tasks on time, and organising runs concurrently with planning. A manager should distribute tasks to individuals who can ensure the implementation of that plan.

The next section of this bachelor thesis emphasized the importance of charisma as an important trait of extraordinary leaders. Charisma gives respect, appreciation, admiration to managers; it is an inherent quality that can secure a manager a position of respected authority.

The last chapter of the theoretical section concerned managerial experience. Most executives believe, through their experience, that the core of success is in sufficient information, good ideas and an enthusiastic team. It is important from the beginning to engage the right people, and to encourage spontaneous discussion and views. The final section of this chapter dealt with requirements made of managers. A manager should fulfil the expectations of his subordinates, utilising positive thinking which can then be spread through their team. Mental strength is a basic requirement, and only strong individuals may lead subordinates.

II.   ANALYSIS

7 ANALYSIS OF LEADERSHIP SKILLS

7.1 The Aim of the Analysis

This practical section analyses the leadership skills of particular managers who were asked to provide information in the given questionnaire. First, companies where the survey was conducted and the field of their industry are listed below. Following this, my analysis focuses on the respondents and gives information about them. Then the whole process and further methods of analysis of results are described.

Finally, the essential criteria for being successful managers are specified, the goal being to point out and conclude the leadership skills necessary for a successful manager.

7.2 Participating Companies

Research was carried out in these companies:

Barum Continental – the traditional tyre production in Otrokovice

Solar Global a.s. - solar energy

McDonald's - fast food restaurant chain

Česká pojišťovna - the leading insurance company in the Czech Republic

Axiom Tech s.r.o. - engineering

Triangolo spol. s.r.o.- engineering

Stabila ČR s.r.o. - engineering

Siga a.s. - chemical industry

Filharmonie Bohuslava Martinů - culture

Profi Home Reality - sale of real estate

Evektor - aviation

Kasko spol. s.r.o. - car industry

Mitas a.s. - tyre production

Obzor - car industry

SKD - engineering

KOMA MODULAR CONSTRUCTION s.r.o. - production of hi-tech modular buildings

TAJMAC a.s. – technology

As we can see, these companies all focus on different activities. The managers do not work under the same conditions, so we can predict that the results will vary, and this is

certainly reflected in their answers. Furthermore, the companies are all of different size. All of the companies can be found in the Czech Republic, mainly in the Zlin region.

7.3   The Characteristics of Respondents

The questionnaire was completed by managers working for the companies mentioned above (See 7.2). Despite being busy and under constant pressure, thirty-seven managers were willing to fill in my questionnaire. The respondents were men and women of different ages, so their opinions sometimes differ. I was interested in the primary reason that made them decide to become managers. This is analysed in the following sections.

Figure 1. Gender of the responding managers (own elaboration based on results arising from the questionnaire)
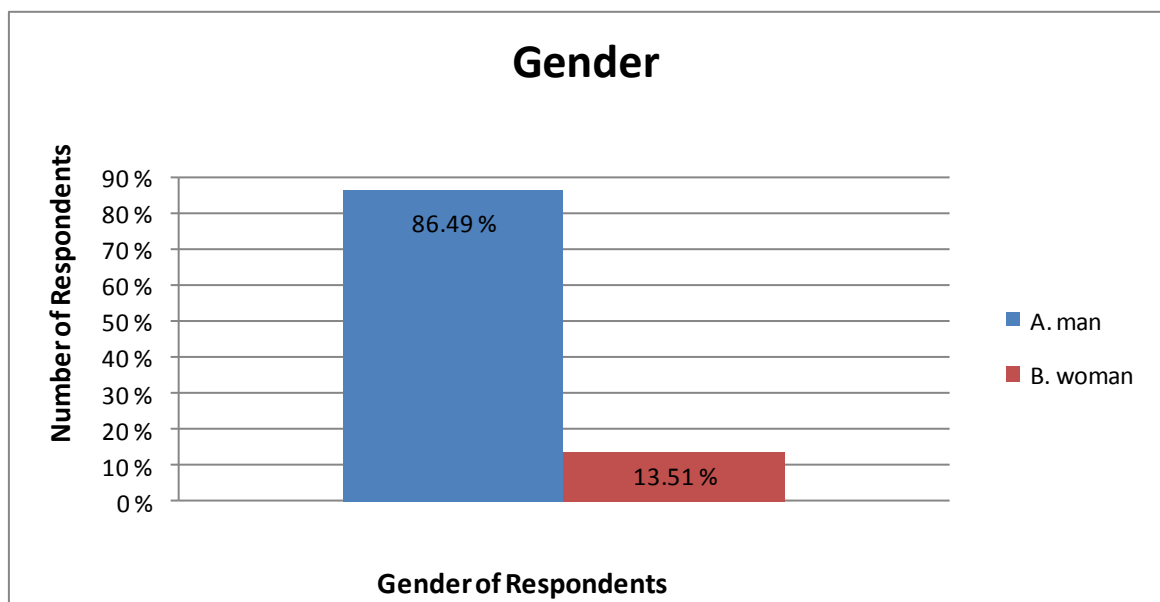
Out of 37 respondents, 86.49% were men and 13.51% were women. As we can see most respondents were men. When we consider 86.49% of the total, it is a high number. Women only accounted for 13.51%. This result could be caused by the choice of companies. We can see that almost all of the companies operate in an industry that is technical. Generally, it is regarded that the highest managerial positions are mainly occupied by men and these results confirm it. Even though many leaders consider women as capable (or even more capable) managers in comparison to men, this fact is still commonly disregarded. In reality, women are often more sensitive and responsive than men, and so women who go on to become top managers usually focus on building good

relationships within an organization. Furthermore, it is also regarded that when a woman is in a high position, she has to prove her skills to others and thus, is forced to work harder than men. Despite these facts, men predominate over women in high managerial positions as it is demonstrated by this figure.

Figure 2. Age differentation of the responding managers (own elaboration based on the results arising from the questionnaire)

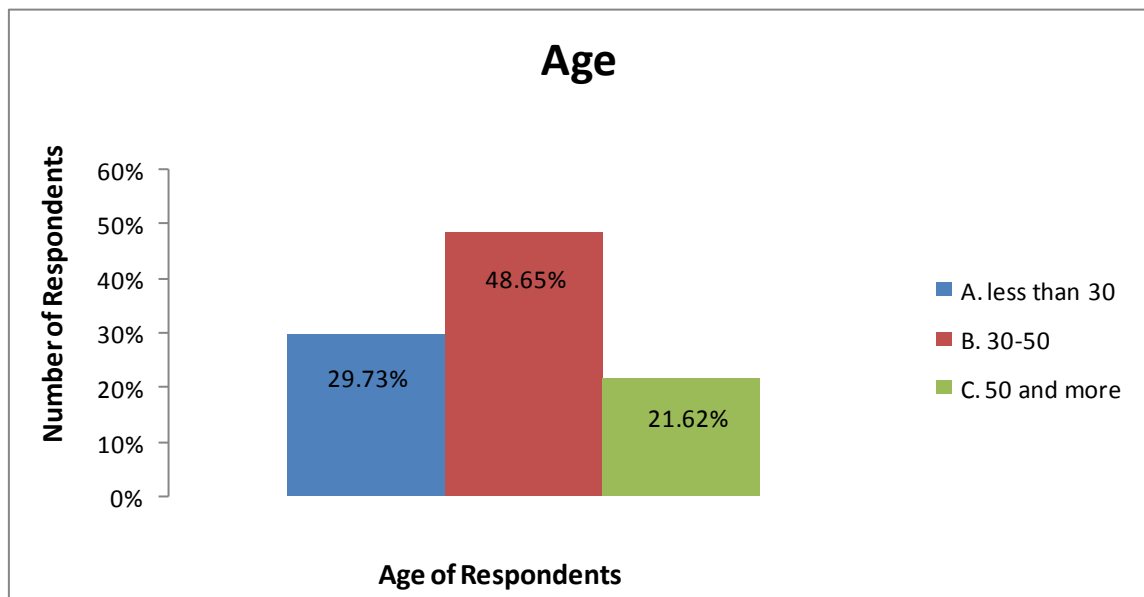Figure 2 indicates that 48.65% of managers who answered the questions are between thirty and fifty years old. This result is not suprising, and we can deduce that the average manager in the Czech Republic rises to a higher position later in life. It is unusual to lead a company at an age less than thirty years old. The figure shows that respondents below thirty years old make up 29.73% of the total. This means that the age of managers is slowly declining and soon there will not be any obstacles to becoming a manager in a high position, for example at the age of twenty-five. So it is obvious that the Czech Republic is rising to the world level, and opportunities are given even to young people. On the other hand, there is also 21.62% of managers in higher positions who are fifty-plus - acquired skills and experience at this age level are especially appreciated for leading teams, but of course, this depends mainly on the type of organization. There are organizations that prefer a young and enthusiastic team but there are those that favor highly the retention of permanent staff. These days, the average age in the Czech Republic at which people take retirement is increasing.

Figure 3. The main reason why respondents decided to become managers (own elaboration based on the results arising from the questionnaire)
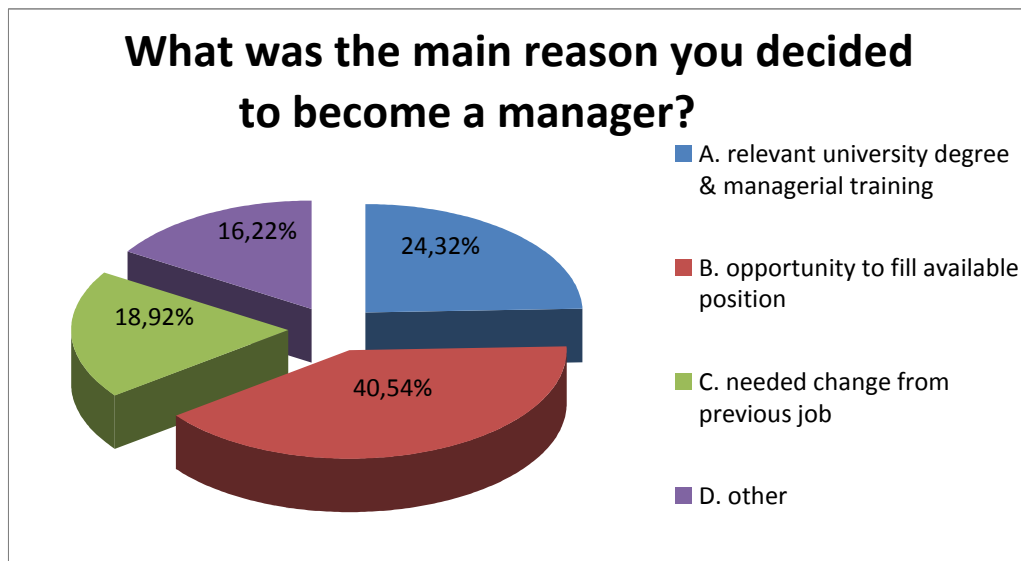
I wanted to find out if the respondents became managers because they had obtained a management degree, or whether they had took the opportunity to fill a free position. The reason could be also that they were frustrated of the stereotype of previous work and looking for a change.

40.54% of responding managers said they had simply been given the opportunity to fill an available position. It could have been an attractive offer within the department where they had previously worked in a lower position, and then offered promotion. Or the candidate was external to the company and following a lengthy selection procedure, was finally accepted.

24.32% of managers answered that they had obtained a university degree, which is quite often not required when the applicant is seeking such a position.

Also, 18.92% of respondents stated that they were looking for a change, and that was the main reason why they had become managers. In this case, one is persuaded that they were not satisfied with their current job; they could have been the targets of bullying, and this had forced them to leave their previous job. However, it is most likely that they did not have the opportunity to apply their skills and abilities.

16.22% of managers provided different answers (other); they wrote that good work results and the possibility of self-education was what had led them to become managers. In

addition to this, another reason given was self-realization; one of the managers wrote that he felt he was always a leader, and therefore wanted to be a leader at work.

7.4 Method of Analysis

I employed questionnaires as a method to canvas opinion, which had eighteen questions. Most questions were closed and multiple choice and the managers selected one answer for each question. However, at the end was also one question where the manager had the opportunity to write their own opinion. The questionnaire was distributed to managers working in various companies. Completing the questionnaire took between five and ten minutes. The introduction of the questionnaire outlined the purpose, and at the end of this questionnaire there was also an acknowledgement.

The structure of the questionnaire was clearly divided into several parts. Firstly, respondents filled in answers related to gender, age group and the reason why he/she had become a manager. Then they answered questions focused on leadership and the leadership skills of managers, which led onto questions about their own experience in leadership.

7.4.1 Method of Questionnaire Distribution

The whole process began with the fact that I had to find managers who would be willing to fill in the questionnaire, and also participate in the practical part of my thesis. Firstly, I contacted managers - those that I know personally and managers I had not met before. However, the number of completed questionnaires was not in accordance with my expectations, so I spent some time on the Internet searching for managers that worked mainly in the Zlin region in companies operating in differing fields, so the results would be more varied.

The questionnaires were sent to respondents by mail and I hoped that I would be able to collect a reasonable amount of information. Sometimes I called the companies to reassure myself that the managers filled in my questionnaire.

Eventually, I sent out approximately sixty-four questionnaires, and I had more managers responding than I had planned. The reality is that managers today are very busy, and not everyone can devote time to extra work. I finally received a total of thirty-seven questionnaires, in which managers often expressed themselves more than I had anticipated. Some had filled in the answers in their own words, which, for me, was a surprising finding. I appreciate that a lot of managers had completed and returned the questionnaires.

7.5   Analysis of Results

Managers answered questions which reflect the theoretical section of this thesis. The following questions concern leadership and the differences between a leader and manager. In this section, it was also important to make managers think about their personal character and traits. They also had to answer whether they felt it is necessary to develop any of their characteristics. In addition, as in the theoretical part, I asked them about charisma; the managers assessed whether the success of a leader really is because of charisma.

An important analysis of the questions concerning leadership skills is offered, and finally, I have included a section regarding the experiences and requirements of the responding managers. The main results of the questionnaire can be found in the following paragraphs.

Figure 4. The term leadership and its meaning (own elaboration based on the results arising from the questionnaire)
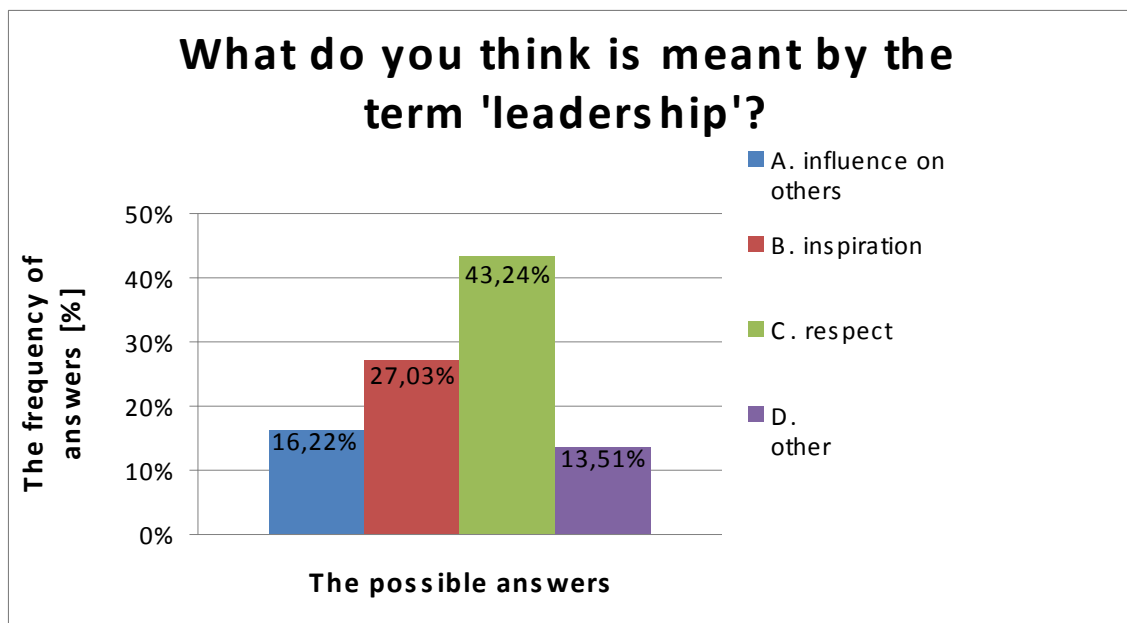
I wanted to discover if managers are familiar with the term leadership, by offering some common options: firstly, whether it can be defined by a high level of influence on others. This means that if a leader has charisma he is a capable individual who has the ability to influence subordinates. The other given options were inspiration and respect, and there was also space for managers who shared a different view. The results are as follows: The majority of managers clearly chose and identified with respect. 43.24% believe that a

leader should be respected by others, which means that a leader is valued as a person. The second most popular option, inspiration, was chosen by 27.03% of respondents, which also means that a leader is valued as a person. 16.22% of the managers felt that leadership is defined by a heightened level of influencing others.

However, 13.51% of respondents had their own ideas. Often, managers agreed that by leadership they imagined leading a group of people which followed the steps and ideas of their leader. Leadership was also associated with authority, which means that the leader should lead by their own examples and he/she held an interest in people and vision.

7.5.1 Differences between Leaders and Managers

Statement for managers: A person with leadership skills is also an excellent manager. Most respondents agreed with this statement. 72.97% agreed whereas 27.03% were against this idea. If a manager has minimal leadership skills then he/she is not respected by his/her employees and tasks are not fulfilled effectively.

Statement for managers: While managers solve problems, leaders eliminate problems. As the data shows, most managers think that this statement reflects reality. Therefore, 78.38% of the respondents answered that the sentence was correct, and that managers should solve problems whereas leaders should eliminate problems. However, 21.62% disagreed.

Statement for managers: While managers supervise people, leaders inspire people. Having a real leader in the team is one of the most important things; without such a person it would be very hard to inspire people and achieve objectives. As the results show, this statement is confirmed by 67.57% of managers, which is more than half. There are also some who believe the opposite, but they constitute only a minority of the respondents: 32.43%.

7.5.2 Characteristics of Managers

Question for managers: Which of the following characteristics describes you best?
Respondents selected one option from these characteristics: believability, confidence, enthusiasm or ambition. Enthusiasm received the best evaluation with 48.65%. Great leaders and managers often give the impression that they are able to be positive, and being positive and ethusiastic is an essential element in management. It is said that where others see problems, enthusiastic managers see opportunities. The manager is therefore the one who must maintain a positive attitude and his/her actions should be an example for others.

Believability was chosen by 40.54% of managers which is a relatively high number. In contrast, confidence was chosen by only 2.70% and ambition totaled 8.11%.

Question for managers: Do you have a need to develop any of the given properties? Managers assess that they essentially have shortcomings because they are still human beings. 13.51% of managers desired to improve qualities such as believability, enthusiasm and ambition. 29.73 % of them are convinced that they must develop confidence, while exactly the same percentage (29.73%), selected all of the traits, and that they felt it necessary to work on themselves and that they should use management training courses.

Statement for managers: The secret of success in leadership is in a leader's charisma. People who are perceived by others as leaders are charismatic, 89.19% of the managers agree. Only 10.81% of them are against this statement. Since a good manager should also be a good leader, it is necessary for he/she to have charisma, the special ability to provoke admiration and loyalty in the eyes of others.

7.5.3 Analysis of Successful Leadership Skills

This subheading deals with the leadership skills of a successful manager. Responding managers focused on skills which were fundamental to them or on skills which they personally lacked.

Respondents also had to consider motivation and the types of motivation that they prefer. We will look at the results from a different point of view, and at the end of this subheading is an emphasis on the skills that are essential in management, as is demonstrated and shown below.

Figure 5. The most important managerial skills (own elaboration based on the results arising from the questionnaire)
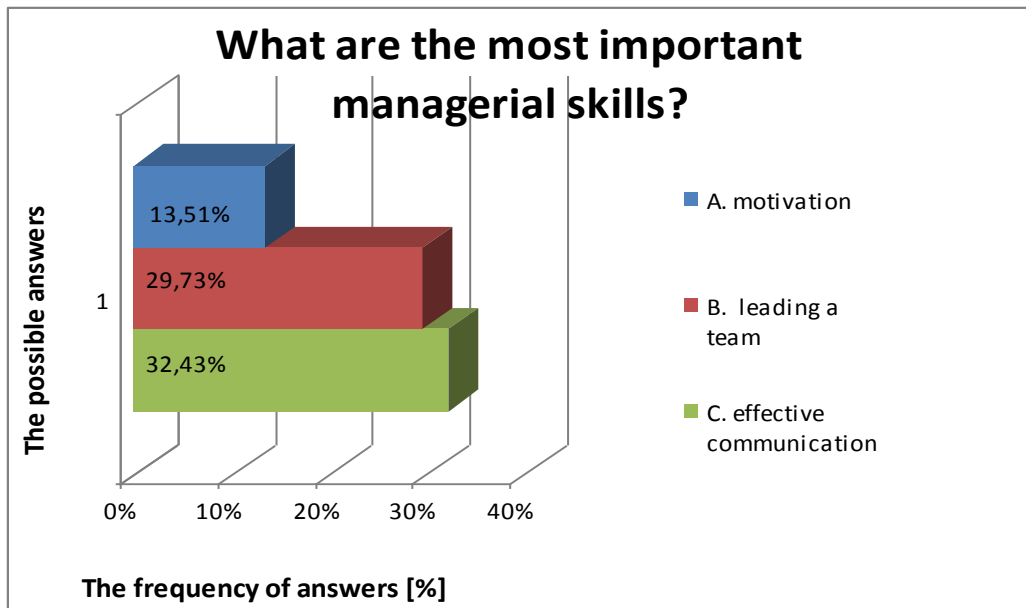
From the graph it is obvious that effective communication is the most important for 32.43% of the managers. Leading the team is essential for 29.73% of respondents. Motivation was only the most important skill for 13.51%. This proves that effective communication nowadays is essential, as this was identified by many Czech managers. Effective communication means the ability of a manager to communicate both verbally and non-verbally to be understood correctly by employees; a boss always has to provide relevant information. Effective communication requires one to imagine the situation and perspective of subordinates. When a leader sees the world through the eyes of other people, then the leader can begin to communicate effectively with employees.

The graph partly supports my expectation, but I was wrong about planning which I thought was one of the three most important skills that a manager should possess. On the other hand, my assumption about effective communication and leading the team was proven correct. To conclude, using this questionnaire I managed to identify the three most important leadership skills for Czech managers.

Figure 6. Skills which managers lack (own elaboration based on the results arising from the questionnaire)
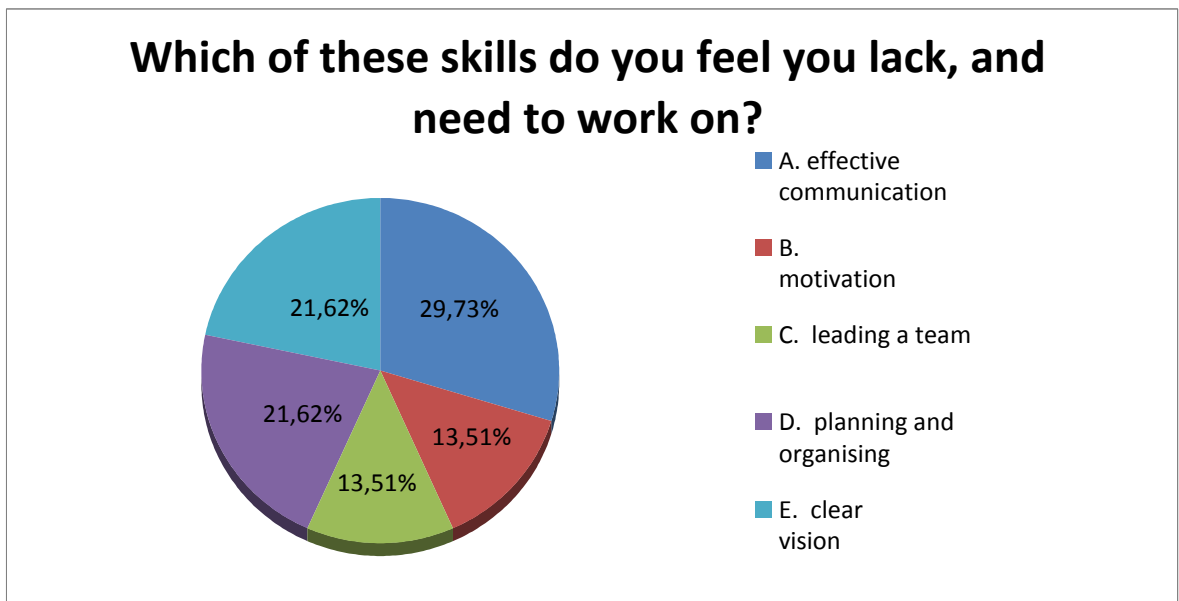
In figure 6, the answers from the managers to the question asking which of the given skills do they personally lack and need to work on are presented. For 29.73% of them, it is effective communication. Effective communication was also regarded as the most important leadership skill for the Czech managers. Therefore, we can certainly deduce that the ability to communicate properly and effectively is extremely important. 13.51% of managers answered that they try to work on and develop their skill to motivate subordinates. The same percentage (13.51%) of respondents chose the ability to lead a team as an area they needed to work on. Planning & organising and clear vision both accounted for 21.62% of the choices of responding managers, signifying highly popular lacks in the skills of the respondents.

Figure 7. Motivation at work (own elaboration based on the results arising from the questionnaire)
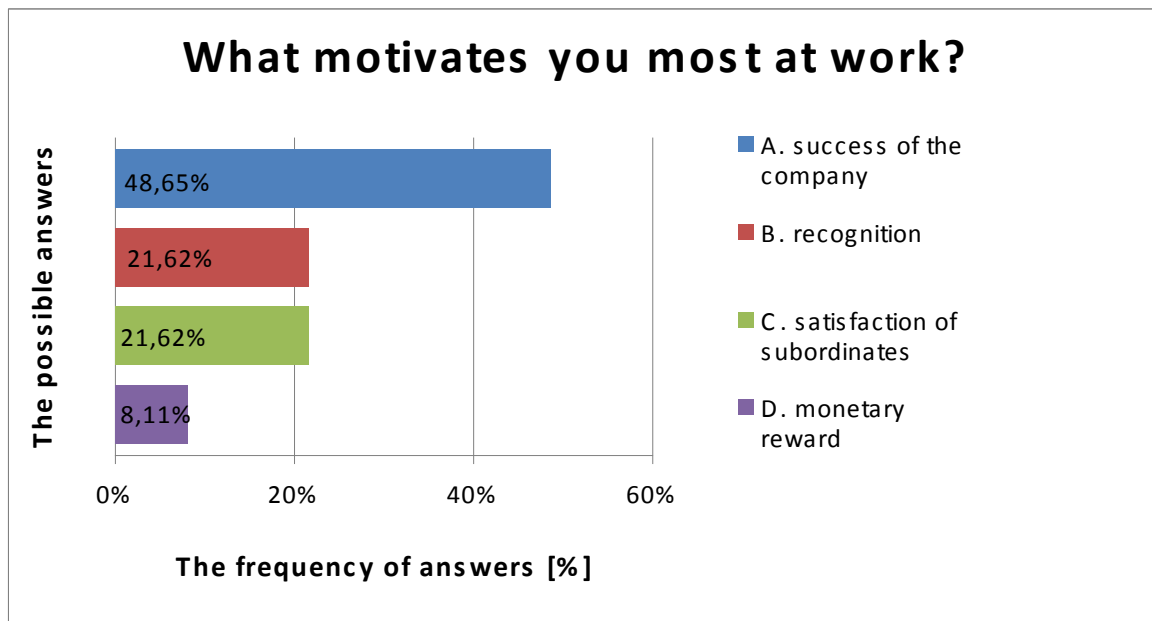
According to the answers of the responding managers, almost 50% stated that the success of the company motivates them the most at work. Recognition and satisfaction of subordinates both reached 21.62%. In contrast, only 8.11% of them marked monetary reward, which is an interesting discovery. A possible explanation for this is that managers intentionally avoid this designation, and even though many managers certainly do work mainly for monetary reward, the answers given here are different. There is also the possibility they imagine that, if the company experiences success, they will receive some monetary reward anyway.

Figure 8. Reasons subordinates are attracted to obey managers (own elaboration based on the results arising from the questionnaire)
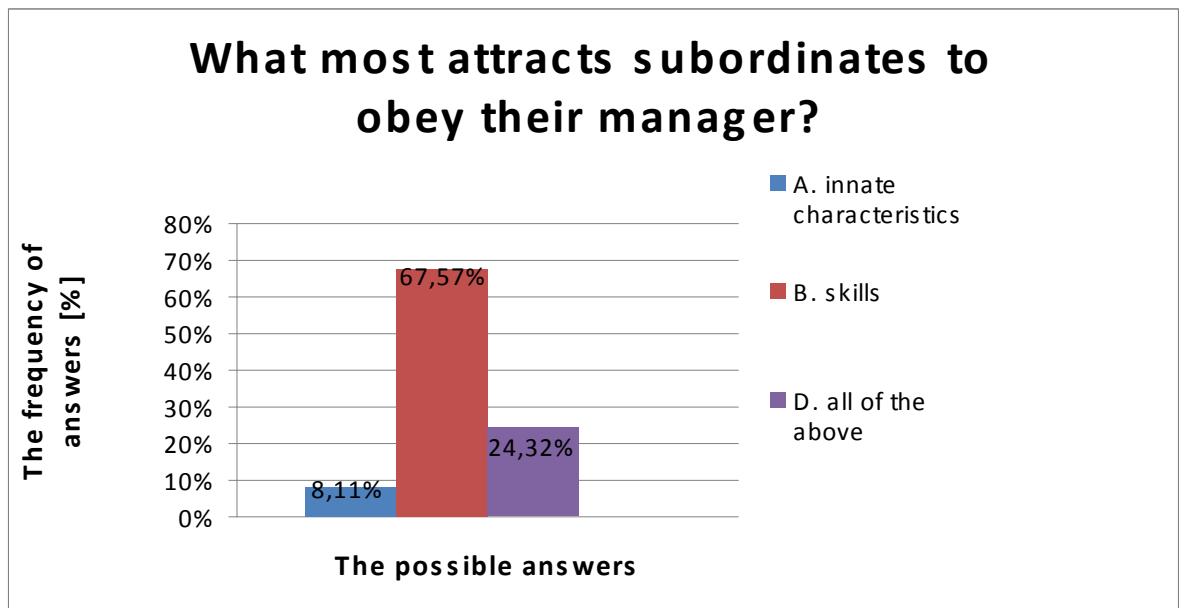

With this question, I was concerned with the most important factors which influenced the managers' ability to attract subordinates. The results show that most attraction depends on managerial skills. 67.57% of the managers are persuaded that a manager should be professional, and possess the necessary skills. Managers are often confronted with situations that they must deal with, and it is important to have the expertise to assess the circumstances of the work situation in case problems appear. In order to do this they should use those skills which are helpful in dealing with certain situations. 8.11 % of managers answered that innate characteristics was the most important reason for attraction. However, 24.32% of respondents marked all of these options.

7.5.4 Analysis of Experience and Requirements

The experience which a manager has is an essential factor in gaining professional skills and improving them. In the last part of the thesis, I will focus on obstacles in training.

High ranking managers have a lot of experience, but the fact remains that there are many obstacles in the training of managers. I will also look at the opinions of managers who answered a question regarding their requirements of candidates for a managerial position.

Figure 9. Greatest obstacle in the education of a future manager (own elaboration based on the results arising from the questionnaire)
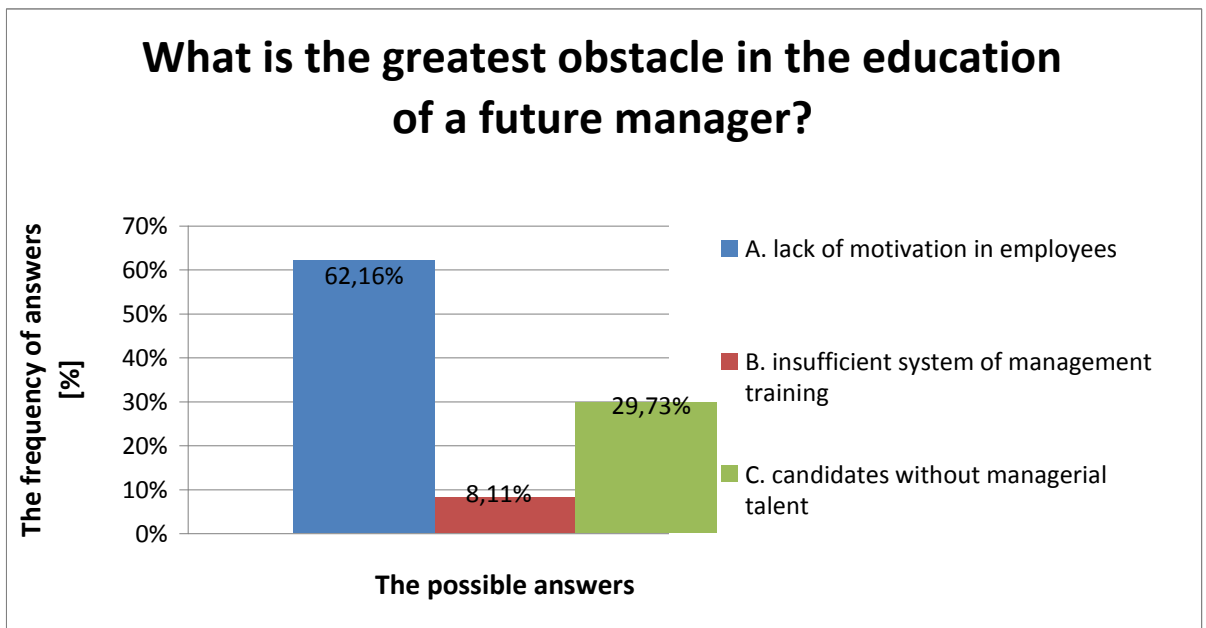
62.16% of managers are persuaded that the greatest obstacle is a lack of motivation in employees. The boss is the one who can offer monetary or non-monetary rewards and therefore influences this particular obstacle. The fact is also that candidates often do not have enough talent to become managers, as is stated by 29.73% of respondents. 8.11% of respondents believe that the problem is mainly due to insufficient systems of management training. It is therefore necessary to expand knowledge and use educational programmes.

Figure 10. Expectation of candidates in managerial positions (Own elaboration based on the results arising from the questionnaire)
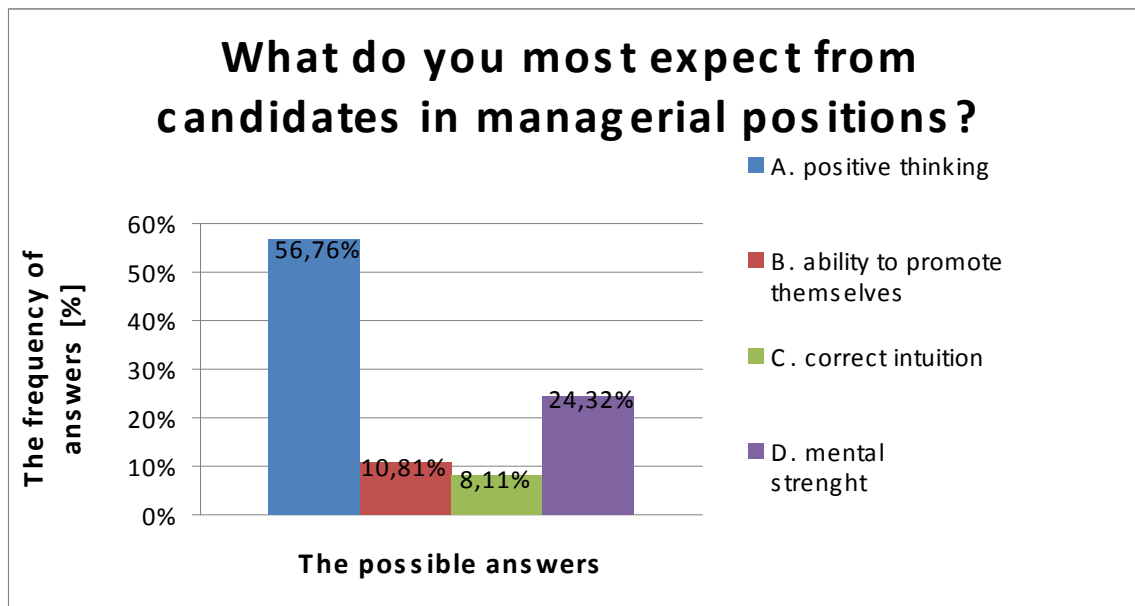

Figure 10 demonstrates the expectations managers have of potential candidates for managerial positions. More than half of them, 56.76%, answered that positive thinking is the most important aspect; to be positive is an essential element in the field of management. The second most highly desired attribute is mental strength with 24.32%. Therefore, one has to be very strong to be able to lead people. The ability to promote oneself reached 10.81%, and correct intuition, with 8.11%, is the least important attribute for the respondents.

A question for managers: Is it your experience that a quality manager who was originally a long term member of staff (with no managerial experience), or one who is a relative new-comer with plenty of managerial experience elsewhere?

Most respondents agreed with this statement, since 86.49% agreed with it, whereas 13.51% were against it. The best solution, therefore, is a manager who knows the organization and works there for some time before he/she becomes a manager, and at the same time they should be well educated.

A question for managers: What requirements are placed on today's managers? Responding managers answered many ideas on this open question, and there are selected responses that were repeated very often. According to respondents, today's managers should have the following skills and properties:

- Good timing and organization

- Effective tasking and measurable results for managers

- Communication skills to convince others of his/her thoughts

- Naturally self-confident and hard working

- Ability to assess risk and profitability

- Courage, vision and positive thinking

- Superior knowledge and willingness to learn constantly

- Resistance to stress

- Decent human qualities and primary skills

As we can see, Czech managers are creative thinkers. All of the listed ideas were very detailed, and the answers are very beneficial and useful for management. Perhaps it would be worth looking at them in detail for future managers, who could use them in practice.

7.5.5 Recommendations for Improvement

The findings showed that many managers have low self-esteem, and therefore are not highly respected by employees. When leading, confidence is necessary to achieve goals. To the question of which of the following characteristics describes you best only 2.70 % of managers answered with confidence. So, many managers do not have enough confidence but they try to hide this, which in turn does not seem natural. Confidence is expected from managers who should behave as leaders, ensuring that they are respected and followed by their team. During the process of leading, managers should give directions and need to be confident to be judged by others. When discussing this with one of the managers, in his words he would never have achieved his position if he suffered from low self-esteem. He looked up to his former boss, and that made him think seriously about carrier advancement. He remembered many pieces of advice of his former boss, and uses them in his daily life; the process of becoming confident took some time but it was worthwhile.

Also, approximately 60% of responding managers admitted that they needed to further develop their confidence. Managers should focus on confidence so that they are able to use it, as the minority of respondents who possess high self-esteem may be likely to seek a

higher-status job and become high ranking managers. On the other hand, the majority of responding managers with low self-esteem may be satisfied with their current status. I would like to highlight this issue and recommend the following procedure. There are courses or managerial training that focus on increasing self-esteem, and it can be useful to read books by authors such as Robert Anthony or Leil Lowndes, which concentrate on the secret of perfect self-confidence.

60% of respondents admitted that a lack of motivation on the side of employees is seen as the greatest obstacle in the further development of managers. In this case, the boss should think of how to make training attractive to managers. It is recommended to provide a higher salary after the potential training; this would be considered the most effective motivational force, and it is also possible to offer various corporate benefits and bonuses. Furthermore, the promise of a potential promotion can also be highly motivating. The aim of motivating managers is to increase their work efficiency. The aforementioned manager said that there were not enough possibilities for training in his previous employment. Employees were not even supported to attend courses since they were not permitted to use corporate resources. So when searching for a new job, this particular manager was mainly interested in the training programmes offered by the companies themselves.

The final issue here is effective communication, which was marked by the Czech managers as the most important leadership skill. 30% of them admitted that they lacked it, and that they would attempt to work on this skill. I would strongly recommend practising more effective methods of communication, as further development can be easily achieved. Certain types of managers are not natural speakers, and in certain situations can feel uncomfortable. In this case, there are highly recommended specialized books that focus on communication skills, with model situations in which managers can find useful advice.

In particular, a communication problem might occur in the context of a large group. The main factor that affects communication is stress, so it is useful to study tips on how to eliminate stress. However, self-education is not the only issue; I also recommend attendance of communication classes, where a specialist would be able to gradually get rid of this shortcoming. Each company should employ a tutor that could help employees to eliminate their problems; this person should be able to identify core obstacles which do not enable the employees to perform properly, and create good conditions in the work place. It is not possible for managers to avoid communication in their profession; managers have to

deal with communication and negotiation on a regular basis, and when communication is effective, it is possible to achieve a lot more, quickly and efficiently.

CONCLUSION

The aim of this bachelor thesis was to identify the three most important leadership skills for Czech managers, which can be applied during the managing of a team of employees.

Today, it is an essential skill to know how to lead employees and have the ability to influence them. It is neccessary for managers to use their leadership skills and be able to solve problems within their organization; they simply carry out the process of leadership by applying their managerial skills.

In the future, managers will be chosen more for their interpersonal skills that impact positively on the psychological needs of employees.

In the theoretical section I was concerned with the skills and characteristics which are essential to all successful managers, when dealing with people. Also, the term 'leadership' was defined and discussed further. The final section of the theoretical part dealt with the experience of managers and the requirements expected of them. Then, a partial conclusion was offered, related to the stated information and facts.

The theoretical section was followed by a practical section, in which I based my analysis on questionnaire results, collated from several different companies who had agreed to participate. The companies, for which the managers are employed, as well as their field of business, were also presented here.

The questionnaire was filled in by managers of different gender and age. At this point an interesting fact was discovered: one result shows that the number of Czech managers who have not yet turned thirty and lead a company is approximately 30%. This number is surprisingly high.

The most crucial issue was to analyse the results. The analysis section consists of an analysis of the leadership skills of the company managers; they focused on the skills which they felt were the most important.

As I mentioned earlier, the aim of this bachelor thesis was to identify the three most important leadership skills for Czech managers, which can be applied during the managing of a team of employees. I discovered that effective communication (the ability of a manager to communicate both verbally and non-verbally, to be correctly understood by employees) was noted by approximately 32% of the managers as the most important leadership skill. The point is that when a manager sees the world through the eyes of others, then he/she can begin to communicate more effectively with employees.

However, most of Czech managers also admitted that they felt that they needed to work on making their communication more effective. This proves that effective communication nowadays is a necessary skill, and lies behind the potential success of managers.

Leading a team was important for approximately 30% of the respondents. A manager can build a team with the purpose of helping a group of people to have greater productivity. Also, employees want to take great pleasure in their work, and it is up to the manager to ensure this. The importance of motivation totaled approximately 13.5%. The best motivation usually comes from inside the individual themselves, which should lead them to advance in the right direction to achieve what they want achieve. However, most of us require some external motivation.

I was not so surprised by the results of my research; I actually partly expected them after having read many books concerning the topic, and these issues have been the object of many recent company studies and researches. Management increasingly emphasizes all three of these skills: effective communication, leading a team and motivation.

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LIST OF ABBREVIATIONS

NASA   National Aeronautics and Space Administraion

etc.   etcetera (and so on)

i.e.   id est (that is)

e.g.   exempli gratia

LIST OF FIGURES

APPENDICES

P I   Questionnaire (Czech version)

P II   Questionnaire (English version)

APPENDIX P I: QUESTIONNAIRE (CZECH VERSION)

Dobrý den, věnujte mi, prosím, několik minut svého času k vyplnění následujícího dotazníku. Pomůžete mi tak s praktickou částí mé bakalářské práce. Na základě výsledků, které vyplynou z tohoto dotazníku, vyvodím závěry, jež napomůžou k možnému zefektivnění práce manažera.

    1   Vaše pohlaví

○ Muž

○ Žena

    2   Věková kategorie

○ Méně než 30

○ 30-50

○ 50 a více

    3   Co si představíte pod pojmem vůdcovství?

○ Ovlivňování druhých

○ Inspirace

○ Respekt

○ Jiná možnost: _____

    4   Osoba s vůdčími dovednostmi je také vynikajícím manažerem.

○ Ano

○ Ne

    5   Zatímco manažeři řeší problémy, lídři se jim snaží předcházet.

○ Ano

○ Ne

    6   Zatímco manažeři kontrolují lidi, lídři inspirují své následovníky.

○ Ano

○ Ne

    7   Která z těchto vlastností Vás nejvíce vystihuje.

○ Důvěryhodnost

○ Sebevědomí

○ Pozitivní myšlení

○ Ambice

8   Máte potřebu některou z daných vlastností dále rozvíjet?

○ Důvěryhodnost

○ Sebevědomí

○ Pozitivní myšlení

○ Ambice

○ Všechny výše uvedené

9   Tajemství úspěchu při vedení lidí spočívá v charismatu lídra.

○ Ano

○ Ne

10   Která dovednost je u vedoucího pracovníka naprosto nepostradatelná?

○ Efektivní komunikace

○ Motivace

○ Umění vést tým

○ Plánování a organizace

○ Jasná vize

○ Jiná možnost: _____

11   Která z těchto dovedností Vám osobně chybí a snažíte se na ní pracovat?

○ Efektivní komunikace

○ Motivace

○ Umění vést tým

○ Plánování a organizace

○ Jasná vize

12   Co Vás nejvíce motivuje ve Vaší práci?

○ Uznání

○ Spokojenost vašich podřízených

○ Úspěch firmy

○ Finanční odměna

13   Manažeři se liší ve schopnosti své podřízené zaujmout. Nejvíce v tomto směru záleží na:

○ Vrozených vlastnostech

○ Dovednostech

○ Vzhledu

○ Všechny možnosti jsou správné

14 V čem vidíte největší překážku ve výchově budoucího manažera?

○ Chybějící motivace ze strany zaměstnance

○ Nedostatečný systém manažerského vzdělávání

○ Uchazeči bez manažerského talentu

○ Jiná možnost: _____

15 Co očekáváte především od uchazečů o manažerskou pozici?

○ Pozitivní myšlení

○ Schopnost "prodat se"

○ Správná intuice

○ Psychická odolnost

16 Je Vaše zkušenost ta, že kvalitnější manažer je ten, který se vykrystalizuje z řad zaměstnanců než ten, který má sice manažerské vzdělání, ale nezná chod firmy?

○ Ano

○ Ne

17 Jaký byl hlavní důvod, že jste se stal(a) manažerem?

○ Vysokoškolské vzdělání s manažerským zaměřením

○ Příležitost obsadit volné místo

○ Stereotyp dosavadní práce a hledání změny

○ Jiná možnost: _____

18 Jaké požadavky jsou kladeny na dnešního manažera?

_____

_____

_____

Děkuji za Vaši pozornost a čas věnovaný k vyplnění tohoto dotazníku.

APPENDIX P II: QUESTIONNAIRE (ENGLISH VERSION)

Hello, please dedicate few minutes of your time to fill out the following questionnaire. This will help me with the practical part of my bachelor thesis. The thesis conclusion will be based on results of this questionnaire and it will help to make managers' work more efficient.

1   Gender

○ Man

○ Woman

2   Age

○ Less than 30

○ 30-50

○ Over 50

3   What do you think is meant by the term 'leadership'?

○ Influence on others

○ Inspiration

○ Respect

○ Other: _____

4   A person with leadership skills is also an excellent manager.

○ Yes

○ No

5   While managers solve problems, leaders eliminate problems.

○ Yes

○ No

6   While managers supervise people, leaders inspire people.

○ Yes

○ No

7   Which of the following characteristics describes you best?

○ Believability

○ Confidence

○ Positive thinking

○ Ambition

8   Do you have a need to develop any of the given properties?

○ Believability

○ Confidence

○ Positive thinking

○ Ambition

○ All of them

9   The secret of success in leadership is in leader's charisma.

○ Yes

○ No

10   What are the most important managerial skills?

○ Effective communication

○ Motivation

○ Leading a team

○ Planning and organising

○ Clear vision

○ Other: _____

11   Which of these skills do you feel you lack and need to work on?

○ Effective communication

○ Motivation

○ Leading a team

○ Planning and organising

○ Clear vision

12   What motivates you the most at work?

○ Recognition

○ Satisfaction of subordinates

○ Success of the company

○ Monetary reward

13   What most attracts subordinates to obey their manager?

○ Innate characteristics

○ Skills

○ Manager's image

○ All of the above

14 What is the greatest obstacle in the education of a future manager?

○ Lack of motivation in employees

○ Insufficient system of management training

○ Candidates without managerial talent

○ Other: _____

15 What do you most expect from candidates in managerial positions?

○ Positive thinking

○ Ability to promote themselves

○ Correct intuition

○ Mental strenght

16 Is it your experience that a quality manager who was originally a long term member of staff (with no managerial experience), or one who is a relative new-comer with plenty of managerial experience elsewhere?

○ Yes

○ No

17 What was the main reason you decided to become a manager?

○ Relevant university degree & managerial training

○ Opportunity to fill available position

○ Needed change from previous job

○ Other: _____

18 What requirements are placed on today's managers?

_____

_____

_____

Thank you for your attention and time dedicated to my questionnaire.