The Profile of a Successful Manager in Small and Medium-sized Companies in the Olomouc Region

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Analyzujte profil manažera podle předem stanovených kritérií na zvoleném vzorku manažerů malých a středních firem Olomouckého kraje.
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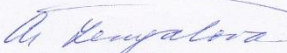
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ABSTRAKT

Tato bakalářská práce se zabývá profilem úspěšného manažera malých a středních firem Olomouckého kraje. V teoretické části jsou definovány pojmy, které s tématem souvisí a také teorie týkající se manažerů. Praktická část je zaměřená na výzkum, který byl zpracován na základě rozhovorů. Cílem výzkumu je odpovědět na otázky, jak vypadá profil úspěšného manažera Olomouckého kraje a zda úspěšné manažery motivují peníze.

Klíčová slova: manažer, manažerské funkce, styly vedení, motivace, zaměstnanci

ABSTRACT

The bachelor thesis deals with the profile of a successful manager in small and medium-sized companies in the Olomouc region. The theoretical part defines terms related to the topic, as well as the theory regarding managers. The practical part is focused on the research which was prepared based on interviews. The aim of the research is to answer the question of how the profile of a successful manager in the Olomouc region looks like and whether money motivates successful managers.

Keywords: manager, managerial functions, leadership styles, motivation, employees

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CONTENTS

INTRODUCTION

The words of Tomáš Baťa, one of the famous and inspiring entrepreneurs were: If you want to build a company, build yourself first. (Zelený 2005, 24) And that is what this bachelor thesis will be about. As the title reveals, it is focused on the profile of a successful manager in small and medium-sized companies in the Olomouc region. In today´s world, the requirements for performing a function of a manager are constantly increasing.

The goal of this thesis is to determine how does a successful manager of small and medium-sized companies in the Olomouc region looks like. Last but not least, it is aimed at the question, whether the money motivates successful managers. These questions will be answered on the basis of interviews with managers.

The bachelor thesis is divided into two parts - the theoretical and practical part. The beginning of the theoretical part aims at the basic concepts related to the topic which include definition of a manager and specifies the term of small and medium-sized companies. This section also describes different levels of management, managerial skills, development and education. Planning, organizing, leading and controlling are four main functions of managers and they are also explained. Managers can choose how they are going to behave to their subordinates from different leadership styles and the most common ones are autocratic, democratic and laissez faire styles. The last part is about leading a team which is an everyday work for managers. There is mentioned commanding, conflict resolution and motivation, from its own development, and theories to how managers can motivate their employees.

The practical part deals with the research itself. The aim of analysis is described there as well as the description of the research why the author decided to do the interviews and examples of questions which the author asked during the interviews. Furthermore, there are the results of the research. It is also stated there what kind of managers gave an interview to the author and which company they work in. Managers' responses are analysed there and some of them are illustrated with graphs. Summary and recommendation is the last part of the analysis.

I. THEORY

1 BASIC TERMINOLOGY

The term manager can be interpreted in many different ways. There are several types of managers. For example, a manager who directs the performance and training of a sports team - a football or a baseball manager, or the one who plans and organizes the resources needed to complete some projects - project manager. (Business Dictionary 2016)

The following definitions are connected with business managers. The Business Dictionary (2016) says that a manager is "an individual who is in charge of a certain group of tasks, or a certain subset of a company. A manager often has a staff of people who report to him or her." According to Oxford Dictionary (2016), the manager is "a person responsible for controlling or administering an organization or group of staff." Another dictionary has a definition of the manager that it is "a person responsible for supervising and motivating employees and for directing the progress of an organization." (Your Dictionary 2016) The last, Merriam-Webster Dictionary (2015) have a simple definition, and says that manager is someone, who is in charge of some department or business.

Small and medium-sized companies have an irreplaceable role in the Czech economy. In particular, they are associated with enterprise and society of their region. The decisive and initial criterion for determining the category to which the company belongs to is the number of employees. The small companies are defined as enterprises, which employ fewer than 50 employees and whose annual turnover or annual balance sheet total does not exceed 10 million Euros. The medium companies are those that employ fewer than 250 employees and which annual turnover does not exceed 50 million euros or an annual balance sheet total does not exceed 43 million Euros. (Czech Invest 2016)

2 DEFINING A MANAGER

This part is focused on defining the manager. There are various levels at which the managers can be. These are top, middle and low levels. This section also discusses the managerial technical, human and conceptual skills. Managerial functions are also mentioned here. They include planning, organizing, leading and controlling. The last part includes the styles which managers can use to lead people.

2.1 Levels of management

Managers can be distinguished on the basis of the responsibilities and their organizational position. Generally, there are three levels of management – top, middle and low-level management. The managers at these three levels perform different functions. The share of managerial work increases from a lower stage to the upper organizational level. (Bagad 2008, 12)
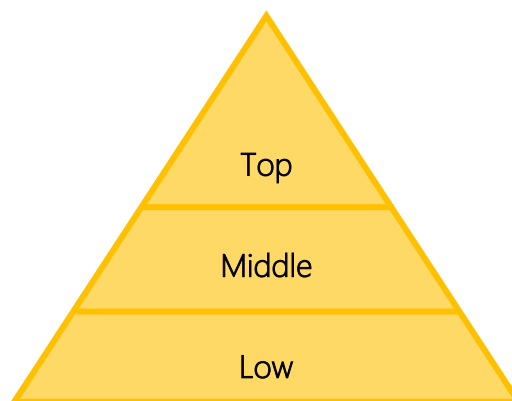
Figure 1. Levels of managers

Source: Data from Zlámal, Bačík and Bellová 2011, 46

2.1.1 Top management

Top managers, also called top management, are the largest and the most important group, and that is why they are located on the top of the pyramid. The final results depend on their work. These managers are responsible for the overall performance of the organization. They are mainly focused on the conceptual issues, strategy, long-term planning, and decision-making about key issues, business development, and major problems of a company. They also determine the objectives and plans of the organization. Such managers do not occur in organizations very often. (Zlámal, Bačík and Bellová 2011, 45-46) The status of these people also corresponds to their titles, positions and functions. They must have the skills and

knowledge, education and certain qualities of character, the ability to lead and organize. Top managers include positions such as board of directors, chairman, chief executive officers, executive directors and president. (Bagad 2008, 12)

2.1.2 Middle management

Middle management is the part that is between the top and low management. That is why they have limited authority and responsibility. This level of management is selected by the top management and requires more technical and managerial skills. Middle level management carries out functions for achieving specific objectives, establishes programs for department and gives advice to the top management. They are also training and developing employees and integrating different parts of department. The examples are department, sectional and divisional heads. (Havinal 2009, 15)

2.1.3 Low management

Front-line managers, also called low-level management, are at the lowest level of the managerial hierarchy. They perform activities that are associated with the performance of daily tasks, such as daily, weekly and monthly planning, everyday dealings with people or with a certain team. These managers are also responsible for the smooth functioning of the organization and for directing the work to subordinates. Front line supervisors and senior supervisors are examples of this level of management, as well as a foreman. (Bagad 2008, 14)

2.2 Managerial skills

Being a manager is a demanding job. This job requires adequate knowledge in the field and also assumptions of how to manage a team. According to Business Dictionary (2016), managerial skill means to have the ability to make decisions and lead subordinates within a company. For every manager, we distinguish three most common skills – technical, human and conceptual skills.

2.2.1 Technical skills

Technical skills are needed in order to achieve a specific task and they consist of two parts. The manager should know the work of his subordinates and should understand the issues. The manager must be capable to convince his subordinates that his order is real. It means that every manager should give such orders, which he believes are enforceable. He should

be able to handle the order himself and if necessary he should show his subordinates how to get the work done. (Zlámal, Bačík and Bellová 2011, 52) Managers often develop these skills through education or training. (Bagad 2008, 15)

2.2.2 Human skills

Interpersonal skills, also known as human skills, in managerial positions are often more valued than the technical skills. It means that the manager has an ability to work with others as a leader and also as a team member. A manager, who has effective human skills, can communicate properly, motivates subordinates to perform well and also understands the needs of others. (Bagad 2008, 15) This part consists of thinking and decision making, dealing with people and communication, the ability to motivate subordinates and creativity.

Thinking and decision making

The manager must see things from a different point of view, and especially outlook, than his subordinates. He has to think in a larger context and needs to prioritize the perspective of long-term efficiency, for example, instead of short-term profit. The higher the position of the manager is, the more he needs to analyze the surroundings, predict the future and implement his decisions. (Zlámal, Bačík and Bellová 2011, 53)

Dealing with people and communication

As Carnegie (2009, 13-17) claims, when dealing with people "we are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity." He also says that there is only one way to get anybody to do anything, by making the other person want to do it. The primary task of the manager is negotiation. There are three different levels of negotiation. The first one is about dealing with subordinates, then follows dealing with superiors and the last one is dealing with customers, business partners and institutions.

Negotiations with subordinates are based on the assumption that if the consequences of behaviour are positive for an employee, he will repeat this behaviour. Communication with employees is an everyday manager's job. It is important to know how to behave to subordinates and to show them what they do in a wrong way. (Zlámal, Bačík and Bellová 2011, 53-54)

Dealing with superiors involves negotiation to solve conflicts, complaints or discussions about work tasks and creation of necessary conditions for their fulfilment. What

is crucial here is the manager´s assertiveness, understanding the intentions of the organization and concluding an agreement which should be the best possible solution.

The situation, which deals with customers, business partners and institutions, contains mainly the conflict solving and complaints, or how to prevent them. It is necessary to realize that negotiations towards the surroundings are the most visible. Any mistake in negotiation can mean a significant problem and a loss of confidence. (Zlámal, Bačík and Bellová 2011, 55)

2.2.3   Conceptual skills

If the manager has conceptual skills, it means that he has an ability to visualize the company as a whole and maintain the interrelationships among departments. By having these skills, the manager can also determine the root-cause of any problem, analyse a situation and figures out an appropriate plan. He needs to be able to look at good and also bad situations relating to the company. These skills are primarily required for the top managers because they set the goals of the company and plan the future. (Bagad 2008, 15)

2.3   Personal development of managers

The development Manager can be implemented by methods of self-education and gaining experiences. An education, which a manager should achieve, is not given. Just like any other profession, managerial profession also requires the acquisition of knowledge, skills and experiences. Courses and other programs cannot be successful until a manager is motivated enough and oriented towards the self-improvement. In a modern society, it is a lifelong cycle of employee development from the lowest positions to the top managers.

2.3.1   Self-education

For the hardworking managers and for those who cannot attend regular courses due to various reasons, the self-education is the only way they can improve their qualifications. (Prokopenko, Kubr and Kolektiv 1996, 201) The examples of self-education are reading, learning techniques, how to remember things; working with people who differ in some ways or improvement of management style. Self-education requires a big amount of discipline and will. (Šuleř 2008, 26)

2.3.2   Training programmes

The training programmes are other ways that lead to education. The examples of those programmes are professional workshops for the public, which deal with observation of general trends, new methods and procedures of individual managerial specializations or special private corporate programmes that are targeted to the individual groups of managers. Lectures, lectures combined with discussions, brainstorming and learning by using computers are also considered as Training programmes. (Šuleř 2008, 26)

2.3.3   Gaining experience

Gaining experience is happening at work. It is, therefore, a development of manager through performance of work tasks, during which he mainly develops the skills but he also expands the knowledge. Acquisition of experience includes methods such as assisting, delegating, individual coaching, and rotation, expansion of work and job enrichment.

Assisting represents the cooperation of the developing manager with the superior, more precisely with an older and more experienced colleague. The manager learns the work under the supervision or guidance. Delegating is based on authorization of the developing worker to perform certain activities or tasks which belong to the work of superior, a senior manager. Individual "coaching" is a systematic process during which an external consultant tries to stimulate workers and help them develop, solve problems and achieve better results through discussion which includes asking questions and providing feedback. Rotation is based on converting the manager´s job into another. Expanding of work means to expand the current activities by other different activities which are approximately at the same level of difficulty. It consists in gaining further experience. And the last method is the job enrichment which represents the refilling of work by more accountable and demanding activities. (Šuleř 2008, 25-26)

2.4   Managerial functions

Managerial functions are typical activities that the manager performs in his work. In general, the functions can be divided into four major parts, including planning, organizing, leading and controlling. These functions are necessary to achieve the goals of the organization. If the goals are not set, then there is nothing to plan, organize, direct and control. (Havinal 2009, 23)
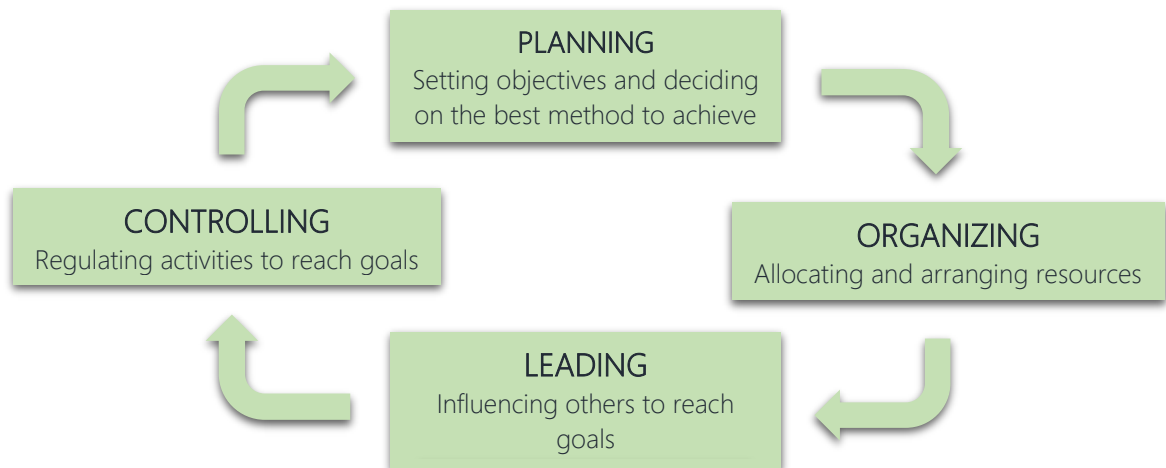
Figure 2. Managerial functions

Source: Data from Bagad 2008, 9

2.4.1 Planning

Planning is a basic managerial function on which other functions depend. Planning is an activity where the manager formulates goals and pathways that lead to the achievement of the objectives. It is deciding in advance what is to be done. The manager is trying to find possible, realistic and necessary goals, defines the means required to achieve them, lays down the conditions for their use and finds the best ways to achieve the planned objectives. (Havinal 2009, 23) The result of planning is a plan. The plan should answer two questions: what is to be achieved and how.

In terms of function, plans can be divided as strategic, tactical and operational. Strategic plans formulate the main objectives of the company, determine directions of business as well as the markets which the company will focus on and also specify the investments that the company wants to realize in the future. Tactical plans are based on the strategic plans. They specify the means of how to achieve them. Operational plans are common plans that respond to the immediate situation. It is more detailed tactical plan. They have mostly short-term time horizon - monthly, weekly or daily plans. (Zlámal, Bačík and Bellová 2011, 26)

The plans can be also divided in terms of time as long, medium and short-term. Long-term plans are those that can extend to 10 - 20 years. These plans are mostly based on a concept of development of the company. Nowadays, they are considered to be rather indicative. Medium-term plans exceed 1 year. They specify long-term plans. Plans up to 1 year are called short-term plans. (Havinal 2009, 28)

2.4.2 Organizing

Organizing is a second managerial function. According to Zlámal (2011, 39), organizing is a process of continuous organizing resources, especially people, which will realize the plans of the organization. The result of organizing is a certain type of organization. It is basically a continuous process which depends on changes in the situation and the behaviour and reaction of the people. Even if the manager plans the goals, he may not be successful because he has to organize it in the way so that the achieving of the objectives is real. (Bagad 2008, 10)

2.4.3 Leading

The task of a leadership is to lead, regulate, stimulate and motivate the employees so that the organization achieves their aims and goals. Leading the people basically consists of the effective application of an appropriate leadership style, the effective assigning of tasks to the subordinates, efficiency in motivating workers and the effective method of communication. In order to lead the subordinates successfully, the managers need to be familiar with the personality of their subordinates, their characteristics, working abilities, skills and qualifications. The manager should also know the character and extent of work which the employee performs and should have leadership experience. (Fiala 2009, 45)

2.4.4 Controlling

A feedback by which the manager becomes convinced of the fulfilment of his orders and the resulting effect of his decisions is called controlling. The term refers to the process of monitoring, analysis and finding out deviations between the desired state and reality. If controlling is missing somewhere, it will have an early impact on the increase of chaos, mess and a total loss of the functioning of the entire system. Controlling also has a cognitive function, which means that it allows quick removal of shortcomings and ensures the efficient running of the company. In general, the phases of controls are finding the facts, comparing it with the model, determining the causes and consequences of deviations, the conclusions of the control, checking the implementation of conclusions and the last phase is handing the information to other control authorities. (Zlámal, Bačík and Bellová 2011, 78-80)

2.5   Leadership styles

There are many management styles. Management styles are about making decisions and involving the employees as well as the managers. Usually the use of the style depends on the type of task, situation and people. Leadership style and behaviour of a manager influences the performance of subordinates, which is reflected in the productivity and effectiveness of their work. People react to fulfilment of their tasks according to how they are treated. (Mašlej 2010) The main and best known leadership styles are autocratic, laissez faire and democratic.

2.5.1   Autocratic style

If a manager uses this management style, it means that he behaves authoritatively and does not admit discussion. The manager also does not tolerate opposite opinions, he makes all the decisions by himself and closely supervises and controls workers. In this case, the manager does not trust workers and simply give orders that he expects to be obeyed. This type of leader does not admit criticism, expects fulfilment, precision, tidiness, discipline and obedience of subordinates. He feels to be responsible for everything and for everyone. The advantage of this style is primarily the speed, usually the fulfilment of the task, and quick decision making. The disadvantage is that the manager does not use the possible creative potential of his subordinates. (Hamilton 2007, 288)

2.5.2   Democratic style

This management style is based on mutual respecting. The employees have an overview of the objectives and contribute to the decision making. The manager does not give many commands, he is open to suggestions, but the liability in the final decision making belongs to the manager. The manager also offers to his subordinates choices and support. Friendly relations are typical for this style. The productivity of group is mediocre, but it consists of a good quality. This style is considered to be the most suitable for the enterprise. The common share of managers and workers on the results of operations, their mutual motivation and a feeling of belonging to the company are considered as an advantage. The disadvantage may be time loss associated with the principles of decision making. (Zlámal, Bačík and Bellová 2011, 17)

2.5.3   Laissez faire style

In this second management style, the manager is focused mainly on creating and maintaining the good personal relationships between the members of a team. He takes care of understanding, trust, he accepts some degree of personal freedom of every worker and the worker´s own decision on how to do the activity. The manager assigns tasks, explains their importance, says his opinion, but he also admits different opinions or criticism. The leader avoids power and responsibility.

The manager´s role is to create the conditions for good work, organize teamwork and direct employees to meet the objectives of the organization. The advantage is that the manager intervenes just a little bit, the dependence of subordinates is low and there is a freedom, not chaos. Everyone has an individual responsibility. On the other hand, the disadvantage is when the group does not have the proper experience or knowledge needed to complete the tasks or make decisions. (Zlámal, Bačík and Bellová 2011, 17)

3   LEADING A TEAM

Managing a team is often an everyday matter of each manager. Managers must know when to lead because the moments of leadership inspire and align people and the organization. (Haneberg 2007, 13) The most important activities that belong to the leading a team are commanding, motivation and conflict resolution.

3.1   Commanding

Commanding contains important rules which should be fulfilled. The rules are: the formulation of commands must be specific, clear, addressed and complete. It is necessary to insist on uncompleted tasks to be fulfilled. The manager should know the degree of the number of commands. It is not possible to give a lot of small commands during a day. The time and logical sequence of commands must be retained. That means that the new order should not overlap an important, unfulfilled previous task. The last rule is to give the commands calmly, but urgently and emphatically. That indicates that the non-fulfilment of a command is not taken into the consideration. (Zlámal, Bačík and Bellová 2011, 68)

There are also shortcomings in formulation of commands that usually lead to their failure, incorrect results and also to communications faults. Unclearly formulated statement is one of them. In this case, manager formulated the statement inaccurately and unintelligibly. The opposite is when the order was formulated correctly, but the person, who should do the job, did not understand. The subordinate cannot accept a command which he does not understand. It happens in situations where a subordinate has an authoritarian manager and is scared and is afraid of saying that he does not understand the formulation. Sometimes happens that an employee has no interest in performance. The reason is that the employee is not convinced of the correctness of the statement or not motivated enough. Then manager must evaluate the motivational system and perform its update. (Zlámal, Bačík and Bellová 2011, 68)

3.2   Motivation

According to Armstrong (2006, 252), motivating other people means to get them move in the direction you want in order to achieve a result. Motivation and needs are the reasons that lead people to perform certain activities, do work. Motivation focuses on the satisfaction of human needs. Many theories are associated with motivation.

3.2.1 Theories of motivation

Maslow's hierarchy of needs

Maslow's theory, also known as a theory of human motivation or pyramid of needs, was formulated in 1954. This theory is used for the motivation of people in the organization. Maslow suggested that there are five major need categories which apply to people in general. (Armstrong 2006, 257) The pyramid of needs is arranged hierarchically. As Armstrong says, when a lower need is satisfied the next highest becomes dominant and the individual's attention is turned to satisfying this higher need.
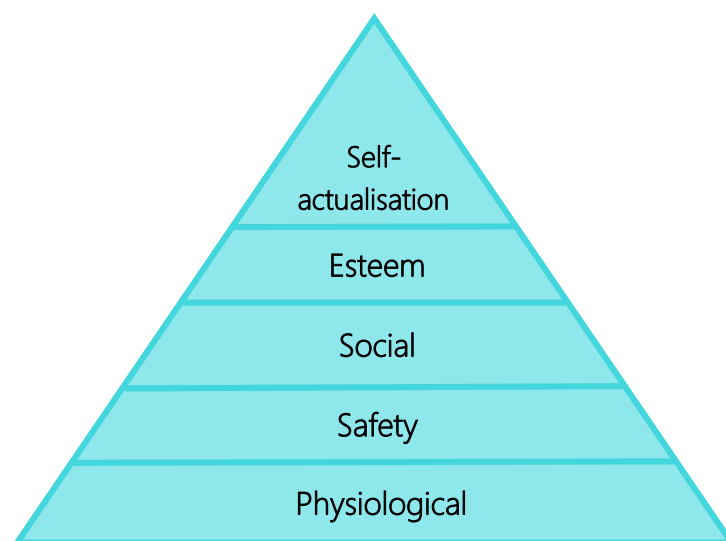
Figure 3. Maslow's hierarchy of needs

Source: Data from MacKenzie 2010, 16

Physiological needs are basic human needs necessary for survival. The example is the need for oxygen, water, food and sleep. Safety needs are considered as the needs for protection against the danger, security, stability and the deprivation of physiological needs. Social needs include love, having friends, relationships and acceptance as belonging to a group. Esteem needs expresses the desire of the individual to have the respect, reputation, status and authority. The last part of the pyramid is called self-actualization needs which are essential for personal development and growth. (Armstrong 2006, 257-258)

Herzberg´s two-factor model

In 1957, Frederick Herzberg named two basic factors which are a source of employee satisfaction and motivation – satisfied, also known as motivational factors or motivators and

dissatisfied, also called hygiene factors. The satisfied are seen to be effective in motivating the individual to outstanding performance and effort while the dissatisfied basically describe the environment and are used to prevent job dissatisfaction. (Armstrong 2006, 263) He followed an investigation into the sources of dissatisfaction and job satisfaction of engineers and accountants. The subjects were asked to tell about the times during which they felt exceptionally good and bad about their jobs and also how long their feelings persisted. Based on this, it was found that, most frequently, good times in a job concerned the content of a job, especially achievement, recognition, responsibility, advancement, autonomy and the work itself. (Fairweather 2007, 208) On the contrary, bad times in a job are concerned with the context of the job, for example working conditions and relationships, salary, supervision, job security, company policy and administration. (Armstrong 2006, 262)

Theory X and Y

Employers can treat their employees in two very different ways. An American expert on the psychology of work, Douglas McGregor, outlined two opposing theories of work and motivation and named them theory X and theory Y. (MacKenzie 2010, 16) This theory was published in 1960 in the book which is called The Human Side of Enterprise.

Theory X is rather pessimistic approach to workers and working. It is said that employees are lazy, non-independent, they will avoid work and responsibility if they can, and that they do not like to work. In this case, workers have to be closely controlled and supervised, the managers have to say them what to do. Employees have reluctance to changes. They have to be threatened, for example with losing their job, and also rewarded with incentives. The manager of factory workers in large-scale manufacturing is an example of this theory. (Fairweather 2007, 202)

On the other hand, theory Y is more positive. This theory assumes that most people have a psychological need to work, if they are given the right conditions, such as financial rewards or job security. Thanks to that, workers will be self-motivated by the satisfaction of doing a good job, ambitious, creative and they really want to do their best at work. Those employees accept independence, responsibility and consider work as an entertainment or recreation. The examples of this theory are managers, specialists, scientists and programmers. They need achievement, status, responsibility and personal growth. (MacKenzie 2010, 16)

Alderfer's ERG theory

Another theory is an ERG theory, founded by Clayton Alderfer, in 1972. Alderfer's theory concerns the subjective state of satisfaction and desire. ERG theory abridges Maslow's theory into three categories: existence, relatedness and growth. Existence needs represent the need to achieve and maintain the balance of the organism through the material objects. The first two levels of Maslow´s theory represent existence needs. The example is food, water, wage and working conditions. Relatedness needs are connected to the process of sharing, reciprocity and acceptance of understanding. It is third and fourth level of Maslow´s theory. Growth needs stimulate the development of creative and productive efforts. It is Maslow´s fifth level. (Kocianová 2010, 28-29)

McClelland´s theory of needs

This theory dates back to 1975. McClelland studied the work of managers and identified three main needs: achievement, affiliation and power. The achievement need is defined as the need to succeed in the competition, to achieve and prove something and to overtake others. The affiliation need is associated with the need to belong somewhere, to be part of something and want to develop relationships. Regarding the power need, these people have a need to govern, influence others and have power over them. Different people have different levels of these needs. High need for achievement is important for lower and middle management positions whereas in higher positions the interest in power becomes more important. (Armstrong, Taylor 2015, 221)

3.2.2   Definition of motive, stimulus and need

According to Business Dictionary (2016), motive is "a concern, desire, emotion, or need that energizes people to action and determines their choice of behaviour." Oxford dictionary says (2016), that stimulus is "a thing that arouses activity or energy in someone or something; a spur or incentive." Need is considered as the lack of something necessary and absolutely essential. Need is something that we want to achieve in order to be satisfied.

3.2.3   Intrinsic and extrinsic motivation

An intrinsic motivation is defined as factors that influence people to behave in a certain way or to move in particular direction. This motivation is innate. The factors include responsibility, when the employee has a feeling that the work is important and has control over someone else, freedom to act, challenging work, opportunities to advancement and

developing skills and abilities. This motivation is likely to have longer-term and deeper effect because they are inherent in individuals, not forced from the outside. (Armstrong 2006, 254)

On the other hand, an extrinsic motivation is connected with what is done to people to motivate them. The examples of this type of motivation are rewards such as praise, promotion, bonuses and increased pay and also punishments, such as criticism and disciplinary action. This motivation can have powerful and immediate effect but it may not last for a long time. (Armstrong 2006, 254)

3.2.4   Tangible and intangible stimulation

Incentives are also known as tangible and intangible stimulations. They focus on the individual employee. Not always what stimulates one worker stimulates another one. Every employee is different, has different needs, wants and interests. At the front position, the tangible benefit for the employee is salary. The tangible stimulation includes wages, rewards, bonuses, courses and training, the use of car, computer or mobile phone for private purposes, flexible working hours, and work from home. The examples of intangible stimulations are good working relationships, manifestation of trust, image and goodwill of organization, and an opportunity to improve qualifications. (Porvazník, Ladová 2010, 205-209)

The international survey by KPMG Puls of economy shows that three quarters - 72 % - of the Czech companies are planning to increase the salaries of employees in year 2016. Because the economy is growing, Czech firms want to invest in their people. That way, the managers want to maintain the employees with the high qualities. They are also reacting to the competition on the labour market. (Hospodářské noviny 2015)

3.2.5   Lack of motivation

If the manager finds any of the following symptoms among employees it does not mean that people are demotivated. However, if there are several of them it should be taken as a warning signal and the manager should react to this situation. The features of the lack of motivation are: late arrivals to work, early departures, frequent requests for short-term leave without serious reasons, blaming others because of the failure or problem and not sticking to the rules of the breaks and specified dates. Neglecting and forgetting instructions, not adapting to the requirements and constant complaints are also features of lack of motivation. (Zlámal, Bačík and Bellová 2011, 71)

3.3 Conflict resolution

The term conflict has no clear definition. However, most people associate conflicts with frustration, tension, annoyance, incompatibility, rivalry, verbal or physical abuse and disagreement. (Carter, Byrnes 2006, 2) According to Cambridge Dictionary (2016), conflict is an active disagreement between two or more people with opposite opinions or principles. There are two basic kinds of conflict that are common to every organization. They are called structural and interpersonal conflicts.

Structural conflict is rooted in the very nature of organization. Structural conflict is connected with the division of labor and that is why it creates interdependence. When the work is not done correctly or on time, other positions suffer. It also creates different priorities and interests. Interpersonal conflict is a conflict between two people or a conflict within the group. This conflict is rooted in the differences personalities, values and communication styles and is the most common at the workplace. (Carter, Byrnes 2006, 3) There are also other types of conflicts, such as intrapersonal conflict that takes place in every person - his psyche. Additionally, there are group conflicts that are taking place inside the group and intergroup conflicts that take place between two or more groups of people. (Veteška 2015, 72)

Manager, as a third person in the conflict, can choose from the following three options to resolve the conflict. The first option is called arbitrage, which is quick and very definitive approach. In this situation, the manager will take the role of a "judge". The manager will determine who is right and will suggest solutions. This method can be applied only in a situation when both sides respect the authority of the "judge", even the side that broke clear rules. However, this method is not very frequent. The second option is called delegating, which occurs when a supervisor lets staff to clarify the conflict themselves. This approach selects managers, who are not actively trying to solve the conflict. Delegating, as well as arbitrage, it is not very effective. The mediation approach, the last option, is generally considered as the most effective. The Cambridge Dictionary (2016) says, that a mediator talks to two people or groups involved in disagreement in order to help them to agree or find a solution to their problems. The mediator does not make the relations worse, on the contrary, he often substantially improves the relations. That is why the principle of impartiality and neutrality of the mediator is essential, especially in conflicts between superiors and subordinates. (Holá 2011, 183)

4   MARKETING RESEARCH

The marketing research is an action or activity of collecting information about people´s needs and preferences. (Oxford Dictionaries 2016) The information can be gathered in many different ways, such as direct observation, mail surveys, face-to-face interviews, telephone and also from published sources, such as demographic data. (Business Dictionary 2016) As Karlíček (2013, 80) claims, marketing research is the systematic collection, analysis and interpretation of information that are the basis for marketing decision. He also says, that the aim of this process is to obtain information about marketing environment.

4.1.1   Primary and secondary research

The primary and secondary research is the basic division for collecting information. Primary research means that the data are collected for the first time. This research is also called field research. It is based on a direct contact and the collection of information can be done by interviewing, observation or experiment. Secondary research means that the information has been gathered in the past by others for a different purpose than the current research. Typical sources of this type include the annual reports of companies, newspapers, magazines and the internet. (Karlíček 2013, 83)

4.1.2   Quantitative and qualitative research

Marketing research can be divided also as quantitative and qualitative research. The quantitative research answers the question "how much." This type of research is working with a large amount of respondents, hundreds or even thousands of respondents. Most frequently, respondents answer questions in the form of questionnaires, which are then processed and statistically evaluated. The result of this type of research is descriptive and measurable information. This research is usually used because of its simplicity. (Pavlečka 2008)

On the other hand, qualitative research examines the causes and relations and answers the question "why." This research works with a small number of respondents, smaller groups of no larger than a few tens of respondents. The results cannot be generalized to the whole. Qualitative research mostly takes place in the form of interviews. (Karlíček 2013, 85)

4.1.3 Interviews

In-depth interviews will be used in order to collect information for the practical part of the bachelor´s thesis. It is a face to face communication which means an interview with one respondent, usually on a single topic, without influencing by others. The researcher prepares certain questions and issues in advance, in order to reach objectives.

Questions should be formulated in a way that the respondents cannot answer just "yes" or "no." Respondents should answer in their own words and further expand their ideas, opinions. Semi-structured format is another key feature of interview and it means that the interview should also be conversational and follow the previous questions if possible. The third feature is to strive for understanding and interpretation. The interviewer should use active listening skills to reflect upon what the speaker is saying. The interviewer should try to interpret what is being said and also strive for the clarity and understanding during the interview. The last key feature is to record responses. That means that answers are recorded, usually with audiotape and written notes which include observations of verbal and non-verbal behaviours as they occur, and immediate personal considerations about the interview. (Guion, Diehl and McDonald, 2011)

II. ANALYSIS

5 METHODOLOGY

This part of the bachelor thesis is no longer about the theory. It is a practical part. The collection of information was done by using a qualitative research, more precisely in-depth interviews. That means that it is a primary research. This analysis is prepared based on the responses of managers which the author has collected. Some quotations of manager´s ideas and opinions will be included here as well as graphs, which illustrate the responses.

5.1 The aim of analysis

The main goal of this analysis is to determine how does the successful manager of small and medium-sized companies in the Olomouc region look like. In addition to that, the focus is also on the following question: Do money motivate successful managers? The answers to these questions will be interesting not only for the author but also for others, who take interest in this topic.

5.2 Why interviews

Someone may wonder why the collection of information for this section was done by interviews. And that was also author´s task to figure out the best channel through which the author can get the ideas and opinions of managers. The author had to wonder what would be the most effective way to get the answers to the questions. Even though it is time-consuming, in-depth interview was the best way. This type of research is more suitable than, for example, questionnaires based on the topic of this bachelor thesis. There is no need to know just "yes" or "no" answers. The need was to gather managers' thoughts, their opinions and further explanations of their answers.

5.3 Description of the research

While writing the theoretical part, the author also had to think about the research. As the theory has been continuously increasing, the author got more ideas about how the interviews might look like and what kind of questions will be asked. This research is based on the very title of the thesis. As the title reveals itself, it is about the profile of a successful manager in small and medium-sized companies in the Olomouc region. This implies that the first criterion was to find a manager who comes from any city in the Olomouc region. The biggest cities that belong to the Olomouc region are Olomouc, Prostějov, Přerov, Jeseník and Šumperk. If the manager came from this region, the second criterion took a turn. The

manager has to come from a small or medium-sized company. This means that the company employs a maximum number of 250 employees.

When the requirements were met the author began to request about arranging a personal interview. In this first step, the author used a simple way by writing emails and also personal contacts and acquaintances. To get an idea of what the interview will be about, the author attached few questions for an imagination. Altogether 15 managers were addressed out of which 2 were women and 13 men. Only half of all respondents, 8 managers, were willing to provide an interview. As reasons for the rejection managers stated, that they do not want to disclose such information. After the acceptance of agreement from managers, the author negotiated the date and place of the interview with them. All interviews took place at manager´s office.

5.4   Type of questions

Before the interviews took place, the preparation of few questions was needed. Questions were constructed in a way to find out what the profile of a successful manager of small and medium-sized companies in the Olomouc region is. All the questions were the same for each manager. The responses of managers have been noted down. Notes from the interviews are scanned in the appendix where you can have a look at them. The following questions are the ones that were asked during the interviews:

- Introduce yourself and the company where you work.
- Which managerial position do you perform?
- How long have you been working as a manager?
- What is the highest level of education that you have achieved?
- Why do you work as a manager?
- What do you imagine when you think of a term of a successful manager?
- Do you self-educate somehow?
- What are the 5 qualities that you think are the most important for a manager?
- What kind of plans do you implement and what they are related to?
- How does the organization of work take place in your company?
- Which leadership style do you use?
- Do you control your employees?
- Do employees understand your commands?

- Do you insist on the fulfilment of tasks which are not completed? Do you give new orders although the previous important task has not been fulfilled?
- What motivates you? How do you motivate your employees?
- What kind of conflicts occur the most often?

In addition to these questions, the author had prepared two tables in advance and printed them for the interviews. In the first table, managers ticked off characteristics and abilities which describe their personality. The second table was the same but it was focused on a question: In your opinion, what are important qualities for a successful manager? The table is placed in the appendix.

6   RESULTS OF THE RESEARCH

Altogether this research consists of 8 interviews in order to create the analysis. The interviews took place in companies where the managers work. Because the managers from the Olomouc region are the objective of this thesis, they come for example from Prostějov, Přerov and Hranice. Interesting fact is that out of 8 managers there is only one woman. That confirms the truth that managerial positions are performed especially by men.
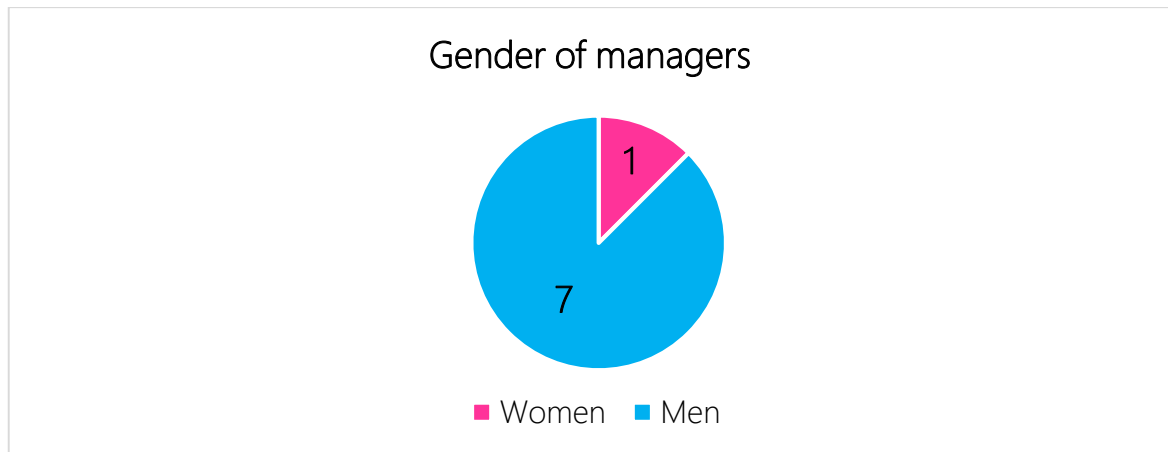

Chart 1. Gender of managers

Source: Own creation

6.1   The characteristic of managers and companies

This part is a short introduction of the managers and companies where they perform their work. The section contains the names of managers whom I arranged interviews with. Moreover you will find out, how old the managers are and in which specific company they work. That is also connected to the focus of the company and the number of employees.

Jaroslava is the only woman out of the nine interviews. The manager Jaroslava, who is 52 years old, works for a company named Alois Pospíšil APO, which is located in Prostějov. The company is a small-sized company of electric installations and the number of employees is 10. The company deals with the electrical installations of small and large orders, such as repairs for private entrepreneurs, citizens, housing associations, houses, hotels and banks. Furthermore, the company does outdoor lighting, installation and repair of lightning conductors and the revision of electricity.

Zdeněk, who is 42, works as a manager in Elektro S.M.S s.r.o., which is also located in Prostějov. The company focuses on the sale of electric installation materials and their

motto is "from cables to lamps," which also describes their scope of business. They offer, for example, circuit breakers, switches, sockets, led tapes and cables. Elektro S.M.S s.r.o. has 210 employees, which means, that it is a medium-sized company.

Stavební společnost Navrátil s.r.o. has a manager named Tomáš. He is 34 years old. The company is engaged in the construction, reconstruction, rebuilding and modernization of residential, civil and industrial buildings. They also provide assessment of the state of objects, project documentation and building permits. Stavební společnost Navrátil s.r.o., which is situated in Prostějov, focuses on sport and relaxation facilities, historical and cultural buildings. There are 60 employees and this means that they belong to the group of medium-sized companies.

The manager Jan works in a small-sized company called Servis staveb a budov s.r.o., which provides services related to the real estate and is also located in Prostějov. This means they offer masonry, plumbing, tinsmith, carpentry, roofing, electrical, painting, varnishing and ground works. They also carry out installations and repairs of roofs as well as the clearing out of buildings. Jan is 34 years old. There are 10 employees in the company.

The manager Michal, who is 40, works in company Lachman Interier Design s.r.o. which produces and assembles furniture. They deal with architectural designs, realise the complete equipment of interiors, for example hotels, restaurants, banks and shops in shopping centres, houses and apartments. Refurbishing of historic windows and doors is also a service that they provide. The location of this company is also in Prostějov. Michal states that the company has from 100 to 150 employees.

Zdeněk is a manager of company SOFIZO s.r.o. He is 29. It is a medium-sized firm due to the number of employees that is 47. They offer construction and reconstruction of apartments and run road freight transport. The company also does ground, painting works and renovates doors and furniture. SOFIZO s.r.o. is located in Smržice, which is in the vicinity of Prostějov.

Aleš, who is 34, is another of the surveyed managers. The main activity of KK stav concrete s.r.o. is the realization of industrial floors, concrete floors and the renovation and restoration of damaged floors and staircases. As Aleš states the company employs five people plus hired self-employed groups of about 22 people. The company is situated in Hranice.

The company called JAP spol. s.r.o. is located in Přerov. They offer stairs and stairways of various shapes, types and material solutions. They produce and deliver quality building cases for sliding doors. The number of employees is 160, which proves that it is a medium-sized company. Manager Petr comes from this company. He is 44 years old.
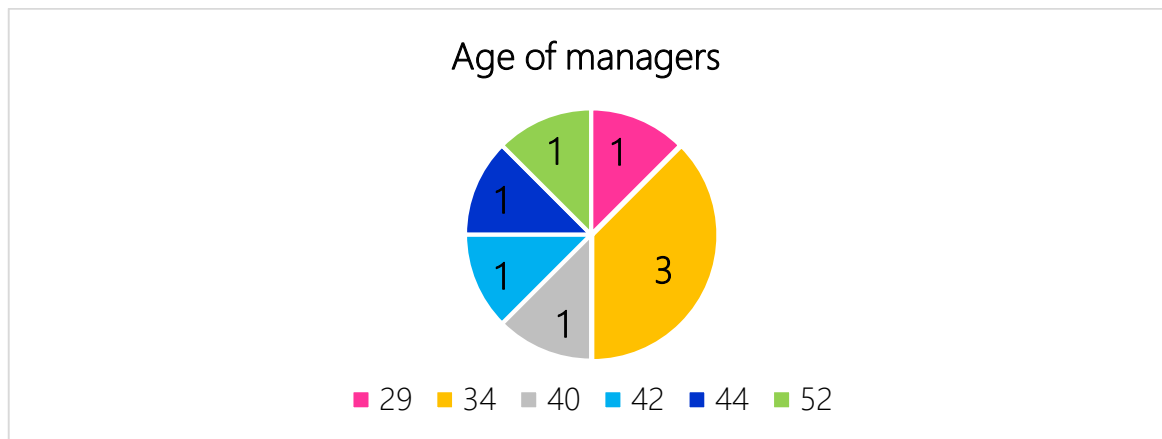

Chart 2. Age of managers

Source: Own creation

From this graph it is easy to see the age of the eight managers whom the interview was done with for the practical part. It also shows that the age of managers ranges from 29 to 52 years. In this range, five managers are of different age but three managers are of the same age which is 34.

6.2 Managerial positions

Since there are several positions, which managers can perform, surveyed managers were asked what their function in the company is. Managerial positions that the managers perform are illustrated in the following graph.
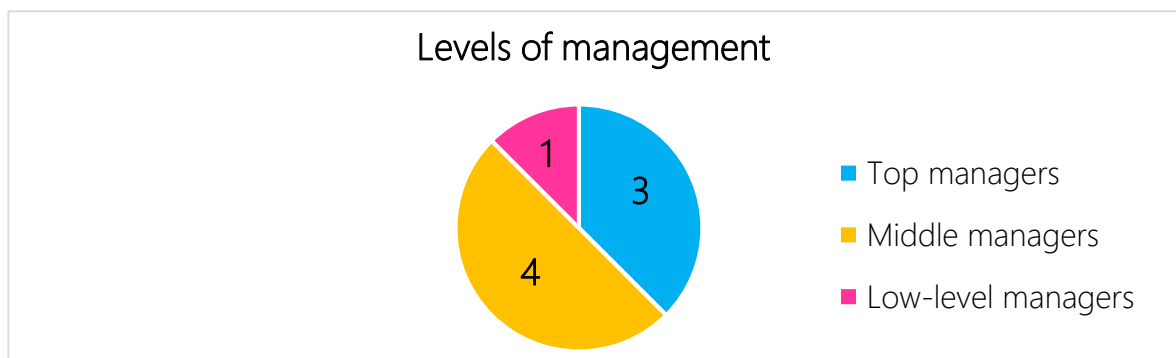

Chart 3. Levels of management

Source: Own creation

The most frequent answers regarding the functions were:

- chief executive officer,
- construction manager,
- branch manager,
- department head,
- warehouse manager.

Answers to the question of how long they have performed the function of manager were various. Some of them have worked as managers for more than ten years, so they are experienced. On the other hand, some of them have performed this job for four years. It is about half to half. The results are shown in the following graph.
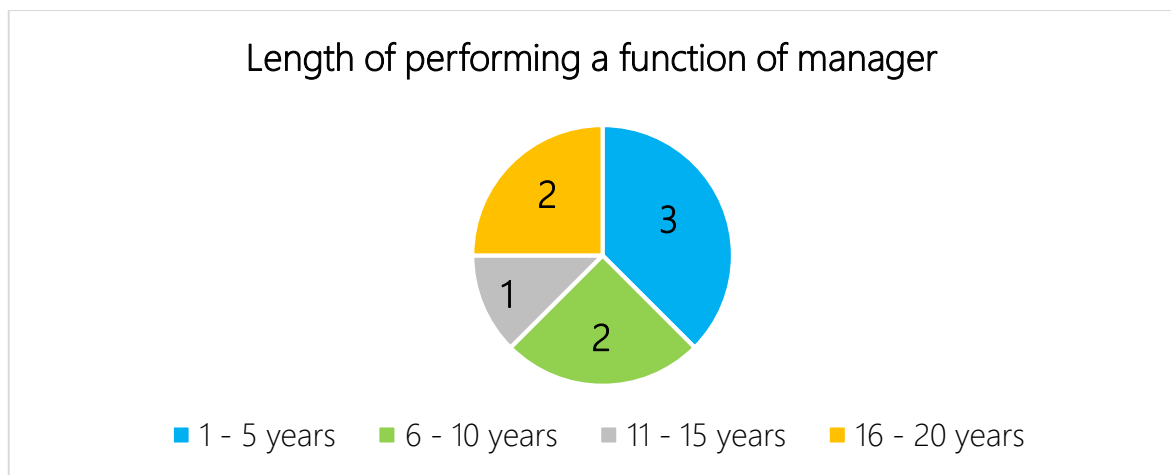
Chart 4. Length of performing a function of manager

Source: Own creation

Managers also answered why they worked as managers. Some responses are listed below:

- "I work in a family business and I enjoy this work."
- "I like to organize the work for others."
- "The company must be managed in some way and without fixed rules and leadership it cannot work. That is why I do what I do. I enjoy the work when it is successful – probably as everyone."
- "After the studies I had an opportunity to work in this position and due to the fact I was curious, I tried it and it impressed me. Working on projects and with people is interesting for me."

- "Because I am a manager I have the opportunity to influence the running of activities which lead to the successful completion of orders. Because it is a varied job I enjoy it."
- "I do this work because my superior offered me this job. Previously I had worked in the same company but on a lower position. I considered this opportunity as a challenge and partly as a dream that came true. I do this work with pleasure."

The author of this bachelor thesis also wanted to find out what the managers imagine when they think of a term successful manager. The answers were as follows:

- "Anyone who has a heart at the right place."
- "Functioning and growing organization that makes profit. This is result of a successful manager."
- "Large portfolio of satisfied customers who will always return back."
- "I believe it's the one who does his job well and on time despite the obstacles in the form of human resources."
- "A successful manager is the one who successfully coordinates the activities of subordinate and plans their collaboration within the whole."
- "The manager behind whom you can see the result of work. The manager who appreciates his subordinates and is fair and equal to everyone."

6.3 Education

According to the theory, there is not given any level of education that managers should achieve. That is the reason why the author asked the question: What is the highest level of education that you have achieved? The responses of managers give us a hint, whether anyone can perform a function of manager with secondary education and also, how many of addressed managers have university degree.
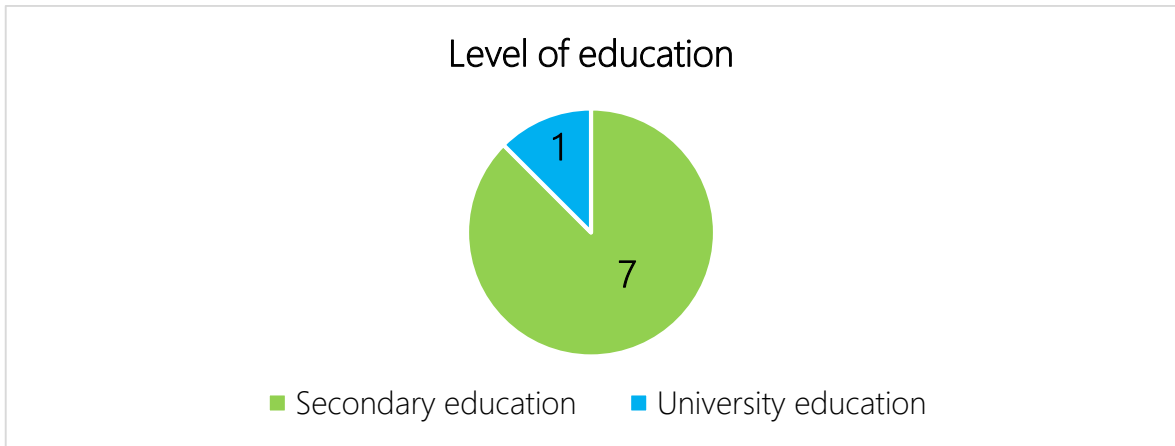
Chart 5. Level of education

Source: Own creation

Apart from that, another question was included to find out what their educational method is or methods in order to make their skills better. Everyone can educate themselves differently. This chart shows the most common responses.
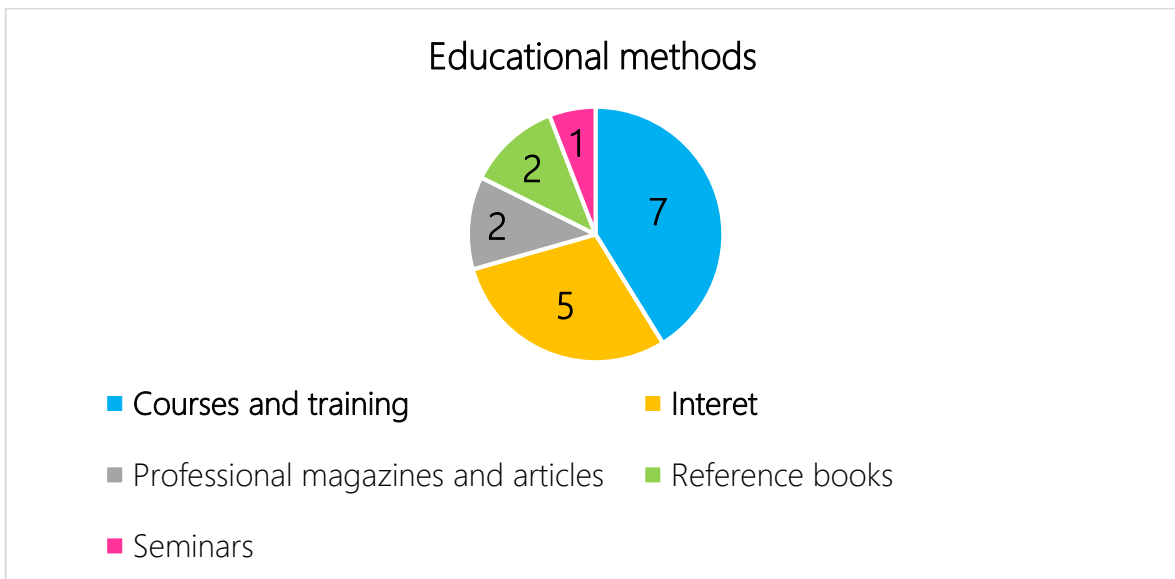
Chart 6. Educational methods

Source: Own creation

Besides the most frequent answers, which are illustrated in the graph, one answer was different from the previous ones. Michal belongs to the group of low-level managers. His answer to this question was: "I learn from my own successes and failures. It is said that we learn from mistakes. I have made a lot of mistakes and that is why I am still learning. Another source of my knowledge are my colleagues, literature, practice and, last but not least, the Internet."

6.4   Manager´s qualities and skills

In this part managers had to decide which qualities and skills describe them. They had to tick their answers in the table. Managers had to choose from the answers certainly yes, rather yes, rather no or certainly not. Because every manager is different, these answers are objective based on the most ticked responses.

	CERTAINLY YES	RATHER YES	RATHER NO	CERTAINLY NOT
Arrogant				✖
Cheerful		✖		
Communicative	✖			
Concessive			✖	
Creative	✖			
Decisive	✖			
Experienced		✖		
Expert knowledge		✖		
Flexible		✖		
Friendly	✖			
Hardworking	✖			
Honest		✖		
Intelligent		✖		
Labile				✖
Language skills			✖	
Modest		✖		
Moody			✖	
Non-conflict		✖		
Optimistic		✖		
Purposeful		✖		
Self-assertive		✖		
Self-confident		✖		
Self-critical		✖		
Selfless		✖		
Trustworthy	✖			
Vain			✖	

Table 1. Manager´s qualities and skills

Source: Own creation

Based on the table, managers have some strengths and weaknesses. The strengths of managers include trustworthiness, communication skills, creativity, industriousness,

friendliness, decisiveness and not being labile. On the other hand, the weaknesses of managers, which they could improve, are language skills and moodiness.

This table was followed by another two questions which are related to this topic. The first question was connected to the previous table again and the question was: In your opinion, which characteristics are important for a successful manager? Most managers agreed that almost all of the qualities and skills from the previous table are important for a successful manager. They said that the characteristics which a successful manager does not need are being arrogant, vain, labile, moody and concessive.

The second question was: Which 5 qualities do you consider the most important for a manager? The manager´s replies are illustrated in the following chart.

Chart 7. Five most important qualities for manager

Source: Own creation

6.5 Managerial functions

The managerial functions include planning, organizing, leading and controlling. These four functions are related to the following part. The question which the author asked was: Which plans in terms of time do you realize and what the plans are related to? Some companies use only a short-term planning and the other ones use medium and long-term plans. However, short and medium-term plans predominate. Jaroslava said that in their field it was important to get orders so that the company could run. That means that they use short-term plans. Manager Aleš claimed that he realized short-term plans - increase of turnover and the number of employees as well as medium and long-term plans in order to remain on the market and

to be a synonym of quality for the customers. Michal makes use of short-term planning, especially in logistics and planning of services for the maintenance of machines, cars and buildings.

Organization of work varies in different companies. In few companies the organization of work is based on the customers´ requirements and orders, in different companies it is based on a plan and what the manager commands, as Aleš said. Manager Jan said that he firstly defined time, for a certain project, and then he managed and organized human resources. Sometimes, the companies just follow the current priority.

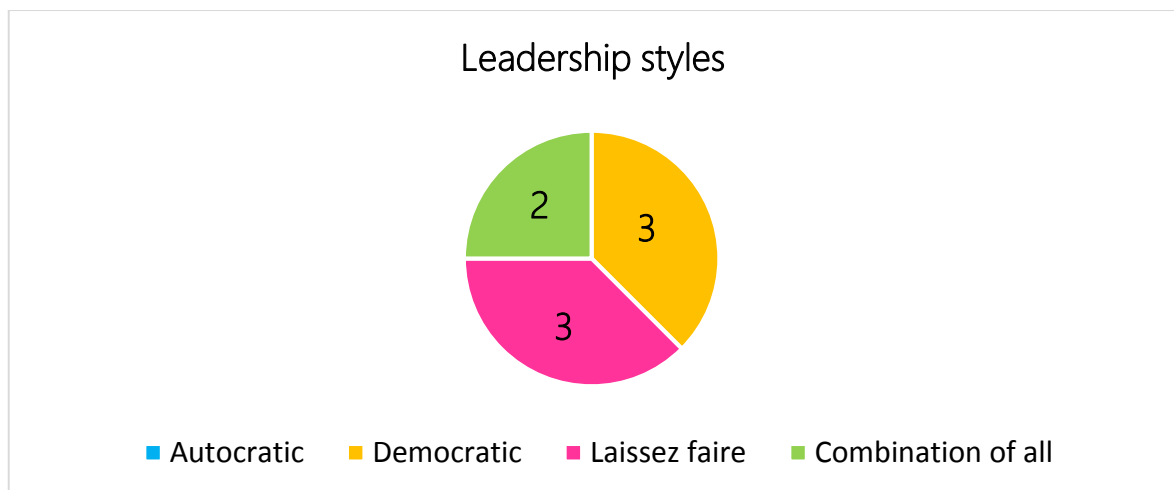Next graph shows which type of a leadership style do the managers in the Olomouc region use.

Chart 8. Leadership styles

Source: Own creation

More than half of the managers said that they controlled their subordinates. One of the managers does not control his subordinates at all and one manager said that he controlled his employees randomly. The words of manager Zdeněk were: "I do not control my employees. Their results give evidence on how they do their job."

6.6 Leading a team

According to a theory, leading a team consists of three activities - commanding, motivation and conflict resolution. Regarding the commands, all the managers agreed on one thing. They all insist on the fulfilment of the command as long as they are finished. Manager Petr has probably quite a good tactics. He said: "I think that my orders are concrete and clear. But each time I let my subordinates to repeat my instructions to make sure that the employees

understand what I want." The words of manager Jan were: "My commands are clear and concrete. Uncompleted tasks are important in terms of continuity, so I insist on their fulfilment. I give new orders but they are not superior to the previous ones."

Motivation has many forms. That is why one of the questions was: How do you motivate your employees? All managers motive their subordinates by financial rewards. The results are mentioned below.

Chart 9. Motivation of employees

Source: Own creation

The aim of this thesis was to find out what motivates managers. And in contrast to how managers motive their subordinates, financial rewards are not in the first place. Answers to the question what motivates them were similar. These are some of them:

- "What motivates me is that our company is functioning."
- "Growth of the company and profit are the things that motivate me."
- "Competitiveness, aim to achieve something and then to see the results, that is what motivates me."
- "What inspires me are the results."
- "Praise for the work done and benefits - company car and mobile phone."
- "My family and the desire to break through to a new customer is what motivates me."

- "The goals that I want to achieve and also competition. I want to be the best."

The following question focused on the subject of conflicts. The managers were asked: What kind of conflicts occur the most often and how do you solve it? The most frequent answer was that managers mainly face conflicts which arise from misunderstanding. Jaroslava added that she solved conflicts with a cool head. Other ones said that they solved conflicts at the workplace among employees - human factor which consists of understanding and cooperation among themselves. Jan´s answer was: "I solve conflicts which are related to unequal employee performance. I solve them by an agreement or by transferring the employee to other work." Michal said that he frequently solves problems related to the dissatisfaction or a different opinion. He tries to prevent them. Manager Tomas resolves conflicts with mutual agreement and motivation. The conflicts are connected to the weak labor productivity, he said. Zdeněk has a slightly different answer: "Most commonly I come across a problem regarding the delivery of goods to customers - delayed delivery of material. I'm trying to solve it, if possible, with a calm head and in seclusion, outside the customers."

6.7 Inspiration and mottos of managers

At the end of the interview the author asked if there was someone who inspired them and whether they had a motto which they followed. The responses relating to the inspiration were as follows:

- "I am inspired by everyone who accomplished something and who was not useless."
- "Although nobody inspires me I have my own visions and I am trying to achieve them."
- "I am inspired by the ordinary people with an enthusiasm for life."

Not each manager has a motto which he follows. These are mottos which managers stated:

- "What does not kill me, makes me stronger."
- "Carpe diem."
- "Honesty is the best policy."
- "Never put off till tomorrow, what you can do today."
- "There is no shame in not knowing."

6.8 Summary and recommendations

The practical part was created on the basis of interviews that the author performed with the managers. Every interview was different. Each time, the interview took place in a different place. There were various types of managers and that is why some of the answers were similar and few of them differed from the others. Some of their responses were quoted. However, there is one restriction, which connects these managers. They had to come from a small or medium-sized company in the Olomouc region. The manager´s replies were absorbing as well as the whole research. The charts were also used in this section in order to illustrate the answers.

The aim of this part was to find out the answers to the following two questions: How does the successful manager of small and medium-sized companies in the Olomouc region look like? Does money motivate successful managers? The research proves that managerial positions in the Olomouc region are performed by managers of various age bracket. Specifically, this research was carried out by managers at the age from 29 to 52. Half of them were middle managers. They do not do this work due to money but because they enjoy it, they like to achieve some goals and organize work for others. Most of them have secondary degree and they use various educational methods to educate themselves. The results prove that all the managers are communicative, creative, friendly, hardworking, decisive and trustworthy. They use different leadership styles which depend on what is needed at the moment. Most of the managers motivate their subordinates with financial rewards. But money in the the thing that motivates them. Their motivation is that the company is growing, functioning and that they can see the results of their work.

Because nobody is perfect, the managers also have some weaknesses. Even though the managers are improving themselves, they should enhance their language skills, since the majority of managers stated that they do not dominate in them. Although it is time consuming because of the function that they perform, it can be done by courses or self-studying. Based on the answers, managers are occasionally moody, which should not often occur in their job. However, mood is probably connected with the workload the managers undertake. The mood is also often associated with the need to solve variety of unusual and crisis situation.

CONCLUSION

The purpose and aim of this bachelor thesis was to find answers to the research questions. The analysis was supported by the theoretical part of the thesis. The first author´s step was to request the managers by writing them emails and also by the use of personal contacts and acquaintances, if they are willing to provide the author with an interview. It was the most difficult part because out of 15 addressed manager, only 8 agreed, including one woman and the rest were men. After agreeing, there were arranged the dates and places of interviews. The practical part was created based on manager´s replies.

The author came to the following conclusions. What is the profile of a successful manager in small and medium-sized companies in the Olomouc region? In this region, the managerial function is performed mainly by men. It is not stated there what age someone can perform this work. Based on this research, there was a range of 29 years old manager up to 52. As the theory says, it is not specified what kind of education the manager should have. The analysis shows that only one out of 8 managers has university degree. The rest of them have secondary degree. The successful manager should constantly develop, educate and work on his personal growth. Most of the surveyed managers answered that the methods of education. which they used, were courses and trainings. Then, they also mentioned the Internet and few of them mentioned professional magazines, articles and reference books. Doing this job brings a high demand on both knowledge and expertise, as well as on personality. The results also came to the agreement that managers are creative, communicative, decisive, trustworthy, friendly and hardworking. They all claimed that they had the expert knowledge which was also their strength. However, they are worse off with moodiness and language skills which they should improve with courses for example.

The managers mostly motivate their subordinates with financial rewards and benefits but some of them also motivate with praise and advancements. And what motivates the managers? Their first reaction was not financial rewards. They are motivated by the results which they achieve and by the fact that their company is functioning and growing. These managers enjoy their work and like to organize the work for others. A positive finding was that some of them have their own inspirations and mottos which they follow. Being a manager is really challenging. They have to cope with the crisis situations, the right decisions, to plan and organize, and to motivate their subordinates.

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APPENDIX P I: MANAGER´S QUALITIES AND SKILLS

	URČITĚ ANO	SPÍŠE ANO	SPÍŠE NE	URČITĚ NE
Arogantní				
Cílevědomý				
Čestný				
Důvěryhodný				
Flexibilní				
Inteligentní				
Jazykové znalosti				
Ješitný				
Komunikativní				
Kreativní				
Labilní				
Náladový				
Nekonfliktní				
Obětavý				
Odborné znalosti				
Optimistický				
Pracovitý				
Průbojný				
Přátelský				
Rozhodný				
Sebevědomý				
Sebekritický				
Skromný				
Ústupný				
Veselý				
Zkušený				

APPENDIX P II: NOTES FROM INTERVIEWS

Představení Vás a společnosti: *Tomáš, 34 (Prostějov)*
Stavební společnost Navrátil s.r.o. - 60 zaměstnanců
- zabývá se výstavbou, rekonstrukcemi, přestavby, modernizací, bytových staveb, projektové
dokumentace, stavební povolení, zaměřuji se na sport. a relax. zařízení

Jakou manažerskou pozici vykonáváte? *stavbyvedoucí (střední manažer)*

Jak dlouho vykonáváte funkci manažera? *8 roků*

Jaké je Vaše nejvyšší ukončené vzdělání? *Vysokoškolské vzdělání*

Jakým způsobem se vzděláváte? *Internet, školení, kurzy*

Proč pracujete jako manažer?
„Baví mě práce s lidmi a to, že je zamnou vidět konečný produkt (stavba). Baví mě řešit
situace, které se v mém oboru často mění."

Co si představujete pod pojmem úspěšný manažer?
„Manažer za kterým je vidět výsledek práce/kterého si váží jeho podřízení, je spravedlivý
a ke všem rovnocenný a když udělá nepopulární rozhodnutí - neschová se za jiné a
narovinu řekne pravdu."

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?
zkušenost, odbornost, důvěryhodnost, rozhodnost, pracovitost

Jaké plány z hlediska času realizujete? Čeho se týkají?
krátkodobé (do termínu realizace stavby, cca 1rok)

Jak probíhá organizace práce ve Vaší firmě?
Oddělení přípravy = snaha získávat zakázky
Oddělení realizace = po získání zakázky se určí, kdo ji bude realizovat. Dotyčný dostane
podklady pro realizaci a dál už odpovídá za celou zakázku až do
jejího dokončení. Větší rozhodnutí podléhá schválení nadřízenému.

Jaký styl vedení používáte?
Demokratický - částečně v některých situacích autokraticky

Kontrolujete své zaměstnance? *Ano*

Přikazování = Pokud dotyčný daný úkol nesplní, dám
mu i nový, ale za předpokl. že do nového termínu
předchozí úkol splní.

Jak motivujete své zaměstnance a co motivuje Vás?
Manažera - pochvala za provedenou práci, benefity (auto, telefon), finance
zaměstnance - pochvala, finance, prac.doba

S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?
Slabá produktivita práce = šetření si práce na delší čas.
Řešení : domluvou, motivováním

Inspiruje Vás někdo? *„Spíš si všimnu situace u někoho a řeknu si, že bych to příště řešil stejně u sebe."*

Máte nějaké „motto" kterým se řídíte?

Představení Vás a společnosti: Aleš, 34 let (Hranice)
KK stav concrete s.r.o. - 5 zaměstnanců + najmuté OSVČ - zhruba 22 lidí
· betonové podlahy, renovace schodišť/poškozených podlah

Jakou manažerskou pozici vykonáváte? vrcholový manažer (stavbyvedoucí)

Jak dlouho vykonáváte funkci manažera? v této firmě 4 roky

Jaké je Vaše nejvyšší ukončené vzdělání? střední škola s maturitou

Jakým způsobem se vzděláváte? kurzy a školení

Proč pracujete jako manažer?
"firma se musí nějakým stylem řídit a ubírat a bez pevného řádu a vedení to nejde.
Proto dělám to, co dělám. Práce mě baví, hlavně když se daří."

Co si představujete pod pojmem úspěšný manažer?
velké portfolio spokojených zákazníků, kteří se vždy vrátí
kladný hosp. výsledek za dobu jeho působení

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?
Odborné znalosti, komunikativní, charismatická osobnost, znát správné lidi na
správných místech, kreativní

Jaké plány z hlediska času realizujete? Čeho se týkají?
krátkodobé - zvýšit obratovost a počet zaměstnanců
střednědobé - zvyšování obratu v zachovaných ziskovostech
dlouhodobé - udržet se na trhu a být postupně pro odběratele symbolem kvality
Jak probíhá organizace práce ve Vaší firmě?
"Mám na starosti výrobní pozice ⇒ řídit se platem a prosazovat ho. Co řeknu se udělá."

Jaký styl vedení používáte?
"Dle situace, snažím se liberální."

Kontrolujete své zaměstnance? "Nemyslím si, že je to adekvátní. Když si každý plní své povinnosti, má
možnost si "oddýchnout po svém". Nikdo není robot a i to si myslím
Jak motivujete své zaměstnance a co motivuje Vás? že podřízení ocení.
manažera = cíl něco dokázat a vidět za sebou, soutěživost
zaměstnance = finanční ohodnocení

S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?
na pracovišti mezi pracovníky (porozumění a spolupráce mezi sebou)
řešení = ponecháním času - vše přejde
Inspiruje Vás někdo? "Sám mám své vize a snažím se jim dostát."

Máte nějaké "motto" kterým se řídíte? /

Představení Vás a společnosti: Zdeněk (42), Prostějov; Motto: od kabelu po svítidla
Elektro s.m.s. s.r.o. - 210 zaměstnanců
- prodej elektroinstal. materiálu (zásuvky, vypínače, jističe, kabely, led pásky)

Jakou manažerskou pozici vykonáváte? ředitel pobočky

Jak dlouho vykonáváte funkci manažera? 5 let

Jaké je Vaše nejvyšší ukončené vzdělání? střední škola s maturitou

Jakým způsobem se vzděláváte? školení v oboru elektro (které pro nás připravují dodavatelé - představují novinky na trhu a vše s tím spojené)

Proč pracujete jako manažer? „Tato práce mi byla nabídnuta nadřízeným (dříve jsem pracoval na nižším postu v této firmě. Považoval jsem nabídku za výzvu a částečně splněný sen. Práce mě naplňuje a dělám ji s radostí."

Co si představujete pod pojmem úspěšný manažer?
Pracující osobu na manažers. postu v prosperující firmě na trhu a zároveň spokojené podřízené které práce baví a naplňuje stejně jako manažera.

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?
Komunikativní, kreativní, flexibilní, zkušený, obětavý

Jaké plány z hlediska času realizujete? Čeho se týkají?
sestavování ročních plánů plnění prodeje - na začátku kalend. roku (pro sestavení se berou výsledky z předešlého roku.)

Jak probíhá organizace práce ve Vaší firmě?
podle zakázek

„Příkaz musí být jasný, aby ho bylo možné splnit (a pochopit) a poté i provést."

Jaký styl vedení používáte?
liberální

Kontrolujete své zaměstnance? Ne, jejich výsledky vypovídají o tom, jak pracují

Jak motivujete své zaměstnance a co motivuje Vás?
zaměstnance - plněí. odměny za splnění plánu prodeje
manažera - rodina, touha prodat k novému zákazníkovi, fin. hotovost

S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?
problémy ohledně doručení zboží pro zákazníky => opožděné dodávky materiálu
řešení: s klidnou hlavou a v ústraní mimo zákazníky

Inspiruje Vás někdo? /

Máte nějaké „motto" kterým se řídíte? Co můžeš udělat dnes, neodkládej na zítřek.

Představení Vás a společnosti: *Jaroslava, 52 (Prostějov)*
Alois Pospíšil APO – 10 zaměstnanců, kompletní práce elektro (elektro instalace malých i velkých zakázek, opravy pro soukromníky, rodinné domy, atd.) – venkovní veřejné osvětlení, revize

Jakou manažerskou pozici vykonáváte? *výkonná ředitelka (= vrcholový manažer) elektro a hromosvodů.*

– Alianční partner E-ON.

Jak dlouho vykonáváte funkci manažera? *10 roků*

Jaké je Vaše nejvyšší ukončené vzdělání? *středoškolské s maturitou*

Jakým způsobem se vzděláváte? *školení, internet*

Proč pracujete jako manažer? *„Pracuji v rodinné firmě, práce mě baví."*

Co si představujete pod pojmem úspěšný manažer? *„Ten co má srdce na správném místě."*

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?
inteligentní, komunikativní, pracovitý, rozhodný, měl by mít odborné znalosti

Jaké plány z hlediska času realizujete? Čeho se týkají?
krátkodobé = důležité sehnat zakázky, aby firma mohla fungovat

Jak probíhá organizace práce ve Vaší firmě?
podle zakázek a požadavků zákazníků

Jaký styl vedení používáte?
demokratický

Přikazování: „Příkazy jsou jasné a trvám na jejich splnění - jednoho po druhém."

Kontrolujete své zaměstnance? *Ano*

Jak motivujete své zaměstnance a co motivuje Vás?
zaměstnance - finančně a vstřícností
manažera - To, že firma funguje a skvělá!

S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?
které vzniknou nedorozuměním   „Řeším konflikty s chladnou hlavou."

Inspiruje Vás někdo? *„Každý, kdo v životě něco dokázal a nebyl zbytečným."*

Máte nějaké „motto" kterým se řídíte? *Co mě nezabije, to mě posílí.*

Představení Vás a společnosti: Petr, 44 (Přerov)
JAP spol. s.r.o. nabízí schody a schodiště různých tvarů, typů a řešení. Nabízí také stavební pouzdra (tzn. systém pro zasouvání dveří do příčky.) Grafosklo, skleněné stěny. 160 zaměstnanců.

Jakou manažerskou pozici vykonáváte? Vrcholový manažer

Jak dlouho vykonáváte funkci manažera? 20 let

Jaké je Vaše nejvyšší ukončené vzdělání? Středoškolské s maturitou

Jakým způsobem se vzděláváte? Kurzy, odborné knihy

Proč pracujete jako manažer?

„Baví mě organizovat práci ostatních."

Co si představujete pod pojmem úspěšný manažer?

„Fungující a rostoucí organizace, která je v zisku. To je výsledek práce úspěšného manažera."

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?

Pokora, schopnost empatie, spravedlnost, přizpůsobivost + odborné znalosti

Jaké plány z hlediska času realizujete? Čeho se týkají?

Střednědobé a strategické (dlouhodobé)

Jak probíhá organizace práce ve Vaší firmě?

„Podle toho, jak jsou naplánované zakázky."

Jaký styl vedení používáte?

liberální

Přikazování: „Nechám si svůj pokyn zopakovat podřízeným, abych zjistil, jestli to dobře pochopil."

Kontrolujete své zaměstnance? namátkově

Jak motivujete své zaměstnance a co motivuje Vás?

zaměstnance = benefity, finanční odměny
manažera = růst společnosti a zisku

S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?

konflikty, které vzniknou nedorozuměním / jiný názor
- vzájemnou domluvou

Inspiruje Vás někdo? /

Máte nějaké „motto" kterým se řídíte? Žádný učený z nebe nespadl.

Představení Vás a společnosti: Zdeněk (29) 47 zaměstnanců, Prostějov
  Sofiro s.r.o. výstavba a rekonstrukce bytů
  malování, malířské a natěračské práce, renovuje dveře a nábytek)

Jakou manažerskou pozici vykonáváte? Střední manažer

Jak dlouho vykonáváte funkci manažera? 4 roky

Jaké je Vaše nejvyšší ukončené vzdělání? středoškolské s maturitou

Jakým způsobem se vzděláváte? Semináře pořádané českou komorou autoriz. inženýrů a techniků
  časopisy zabývající se konkrétní problematikou, internet. články,
Proč pracujete jako manažer? školení pořádaná partnery v oboru

Ten, který dokáže zapálit a strhnout své podřízené k odvedení skvělé práce, která je baví.
Výsledek se samozř. musí projevit jako kladná čísla hospodaření společnosti.
Co si představujete pod pojmem úspěšný manažer?
„Jsem vůdčí typ a rád věci organizuji. Baví mě jednání s lidmi, vymýšlení nových věcí a
                                              postupů."

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?
  cílevědomost, kreativnost, flexibilita, odbornost, komunikativnost

Jaké plány z hlediska času realizujete? Čeho se týkají?
  Střednědobé – developerské projekty
  Krátkodobé – zajištění zakázek
Jak probíhá organizace práce ve Vaší firmě?
  Porady 1x týdně, neustálá komunikace po telefonu

Jaký styl vedení používáte?
  demokratický   Příkazy jsou jasné a konkrétní včetně termínu.

Kontrolujete své zaměstnance? „Ano, bez kontroly to nejde."

Jak motivujete své zaměstnance a co motivuje Vás?
  manažera = cíle, které chci dosáhnout a konkurence. Chci být nejlepší.
  zaměstnance = peněžní odměny + zaměstnan. výhody
S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?
  Pohodlnost ze které pramení nekvalitní provedení zadané práce.

Inspiruje Vás někdo? Otec

Máte nějaké „motto" kterým se řídíte?

Představení Vás a společnosti: Jan, 34, Prostějov

Servis staveb a budov s.r.o. - 10 zaměstnanců
- služby spojené s nemovitostmi = zednické, klempířské, pokrývačské, malířské práce
- vyklízení objektů

Jakou manažerskou pozici vykonáváte? vedoucí pracoviště (střední manažer)

Jak dlouho vykonáváte funkci manažera? 15 let

Jaké je Vaše nejvyšší ukončené vzdělání? střední škola s maturitou

Jakým způsobem se vzděláváte? vzdělávací kurzy a školení, odborné články

Proč pracujete jako manažer?
"Po studiích se naskytla tato možnost a ze zvědavosti jsem to vyzkoušel. Zaujalo
mě to. Tato práce mě baví. Práce s lidmi je zajímavá."

Co si představujete pod pojmem úspěšný manažer?
"Ten, kdo nekončí v ústavech, na pračárech, svou práci odvádí relativně v čas a kvalitně
i přes překážky v podobě lidských zdrojů."

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?
Komunikativní, inteligentní, cílevědomý, kreativní, odborně znalý, důvěryhodný

Jaké plány z hlediska času realizujete? Čeho se týkají?
krátkodobé plány

Jak probíhá organizace práce ve Vaší firmě?
Podle vymezení času na daný projekt, zajištění a zorganizování lidských zdrojů

Jaký styl vedení používáte?
Kombinaci všech - základem je komunikovat, ale také nepodléhat

Přikazování: "Nesplněné úkoly jsou důležité
Kontrolujete své zaměstnance? ✓ z hlediska návaznosti. Proto trvám na jejich splnění. Nové
příkazy dávám, ale nejsou nadřazeny

Jak motivujete své zaměstnance a co motivuje Vás? předcház. úkolům.."
manažera - benefity
zaměstnance - perf. odměny, možnost využívání firemních zařízení

S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?
Konflikty vlivem nestejné výkonnosti zaměstnanců.
Řešení: Domluvou či přeřazením pracovníků na jiné práce.

Inspiruje Vás někdo? Kolegové

Máte nějaké „motto" kterým se řídíte? /

Představení Vás a společnosti: Michal (40), Prostějov
Lachman Interier Design s.r.o. - vyrábra, montuje nábytek, kompletní vybavení interiérů (hotelů, restaurací, bank, obchodů v nákup. centrech.) Renovace histor. oken a dveří.

Jakou manažerskou pozici vykonáváte? Nejnižší manažer (ved. skladu) a dveří.

Jak dlouho vykonáváte funkci manažera? 12 let

Jaké je Vaše nejvyšší ukončené vzdělání? středoškolské s maturitou

Jakým způsobem se vzděláváte? "Vlastními úspěchy a neúspěchy. Říká se Chybama se člověk učí - i já se stále učím. Další zdroj vědomostí jsou literatura, praxe, internet."

Proč pracujete jako manažer?
Jako vedoucí mám větší možnost ovlivnit průběh činnosti, které vedou ke zdárnému dokončení úspěšných zakázek.

Co si představujete pod pojmem úspěšný manažer?
Ten, který koordinuje činnosti jemu podřízených pracovníků a dokaže plánovat jejich součinnost v rámci celku.

TABULKA – vlastnosti a schopnosti

Jakých 5 vlastností považujete u manažera za ty opravdu nejdůležitější?
odb. znalosti, cílevědomost, pracovitost, flexibilita, komunikativnost

Jaké plány z hlediska času realizujete? Čeho se týkají?
krátkodobé = plánování, logistika, součinnost plánování servisu pro údržbu strojů, automobilů a budov. Dále řešení akutních kriz. situací na projektech.

Jak probíhá organizace práce ve Vaší firmě?
Jednak předpisy, plánováním ale víceméně spíš domluvou a prioritou.

Jaký styl vedení používáte?
"Jsem autokratický, liberální demokrat."

Kontrolujete své zaměstnance? Ano

Jak motivujete své zaměstnance a co motivuje Vás?
zaměstnance = odměny
manažera = výsledky

S jakými konflikty se nejčastěji setkáváte a jak konflikty řešíte?
Jiný názor, nespokojenost
"Snažím se jim předcházet."

Inspiruje Vás někdo? Obyčejní lidé s chutí do života.

Máte nějaké "motto" kterým se řídíte? Carpe diem.