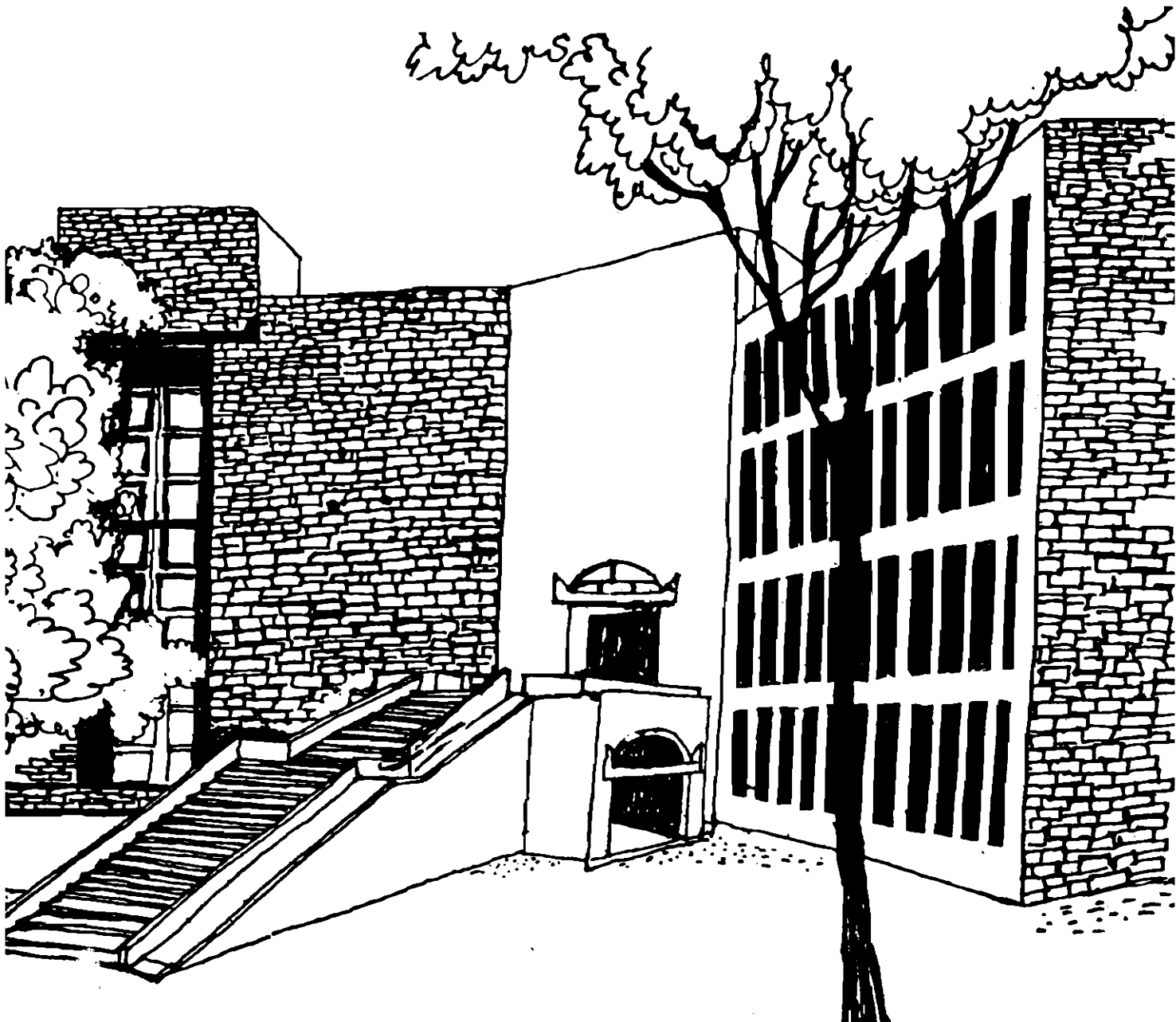




Working Paper



**SURVEY OF STRENGTHS AND
WEAKNESSES OF SENIOR
EXECUTIVES AS PERCEIVED BY
THEM AND THEIR JUNIORS**

by

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WP1006



WP

1992

(1006)

W.P. No. 1006

January, 1992

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SURVEY OF STRENGTHS AND WEAKNESSES OF SENIOR EXECUTIVES AS PERCEIVED BY THEM AND THEIR JUNIORS

Abstract

Survey of strengths and weaknesses of senior executives was undertaken in the context of increased use of self-awareness and personal growth programmes in the country and the use of open appraisal systems to enhance development through feedback and counselling. Survey had the objectives of finding out (i) Characteristics or qualities that are perceived by Indian managers as contributing to their effectiveness, (ii) Characteristics or qualities that are perceived as hindering the effectiveness of Indian managers; (iii) Most frequently mentioned strengths of Indian managers as perceived by their subordinates; (iv) Most frequently mentioned weaknesses of Indian managers as perceived by their subordinates and (v) Qualities or characteristics in which there is good degree of agreement in the perceptions of the subordinates.

Various characteristics that contribute to managerial effectiveness were grouped under six categories:

1. Technical or technological competencies;
2. Managerial and systems competencies;
3. Human relations competencies;
4. Group/team building competencies;
5. Leadership competencies; and
6. Other personal characteristics.

It was found that senior executives frequently mentioned managerial and human relations competencies (out of the six said above) as the qualities contributing to managerial effectiveness. Also, of the six categories, personal characteristics and human relations competencies have been identified by the managers as hindrances to effectiveness. Thus we find personal qualities and interpersonal competencies playing a greater role in making a manager to perform effectively.

Subordinates have perceived the strengths of their bosses and have stated that their bosses are technically knowledgeable, have planning and decision making skills, delegation ability, communication and motivation skills, leadership, commitment, hard work and possess other personal characteristics like coolheadedness and sincerity. There was agreement in perception relating to strengths like technical knowledge, hardwork, aggressive and cool headedness. In their perception of weaknesses of their bosses, subordinates have identified, poor communication abilities, poor delegation, inability to motivate subordinates and poor planning as some of the weaknesses. There was consistency in the cases of weak in communication, short temperedness and low involvement or aloofness.

Subordinates have felt that, improving interpersonal relationship, communication and time management would further enhance the effectiveness of their bosses. Thus, we are able to see a consistency in the case of human relations competency, a competency which both managers as well as subordinates feel is very important for improving managerial effectiveness. As a whole, the study brings out the relevance of personal development and human relations skill to management.

**SURVEY OF STRENGTHS AND WEAKNESSES OF SENIOR EXECUTIVES
AS PERCEIVED BY THEM AND THEIR JUNIORS**

T.V. Rao and S. Tamil Selvan

It is believed by some behavioural scientists that an increased awareness of one's own strengths and weaknesses enhances one's personal effectiveness as well as managerial effectiveness. It is believed that such an awareness: (i) leads to an intelligent choice of situations so as to use one's strengths and enhance the chances of success or effectiveness; (ii) leads to the avoidance of situations or better management of situations that expose the weaknesses of the manager; and (iii) help the individual to build on the strengths and overcome the weaknesses. In other words it is assumed that more the awareness more the movement towards growth and exploration of inner potential.

Sensitivity training or T-groups, and other forms of personal growth laboratories frequently used in the professional management and applied behavioural science worlds are based on such beliefs and aim at more and more of self-discovery, insights and self-awareness. Attempts are made in these laboratories to help the individual to explore more and more of his potential through experimentation and also become aware of his blind spots through feedback from others.

While it is assumed that self-awareness facilitates effectiveness, very little has been done in the past to identify the qualities that contribute to managerial effectiveness. Studies

using performance appraisal have not indicated any consistent results (Sarupriya, 1980), about the qualities that contribute to managerial effectiveness. Even then several organisations assume that qualities like initiative, team spirit, creativity, dynamism, perseverance etc., contribute to managerial effectiveness.

Most organisations believe that performance appraisals and review discussions should be used as instruments of enhancing self-awareness and through it growth and development of the employee.

In the context of increased use of the self-awareness and personal growth programmes in the country and increased use of open appraisal systems to enhance development through feedback and counselling, this survey was undertaken.

Objectives

This survey was undertaken to find out the following:

1. Characteristics or qualities that are perceived by Indian managers as contributing to their effectiveness.
2. Characteristics or qualities that are perceived as hindering the effectiveness of Indian managers.
3. Most frequently mentioned strengths of Indian managers by their subordinates.
4. Most frequently mentioned weaknesses of Indian managers by their subordinates.
5. Qualities/characteristics on which there is a good degree of agreement in the perceptions of their subordinates.

Methodology

In the first study 85 senior executives attending a senior executives programme were asked to recapitulate their managerial work

life and identify their own qualities that helped them to be effective whenever they were effective. Similarly they were asked to reflect about their past and identify the qualities that prevented them from being effective.

In the second study 73 senior executives attending another senior executives programme were studied for their subordinates' perception of their strengths and weaknesses. Each Senior Executive was sent a set of questionnaires for distribution to their subordinates directly supervised by him or interacting with him. Each subordinate (respondent) was required to answer the following three questions about the executive (their boss) who is being assessed.

- Q1. What do you see as three of his/her greatest strengths as a manager?
- Q2. What do you think are three of his/her weaknesses as a manager?
- Q3. What are your suggestions for improving his/her managerial effectiveness?

The respondents were requested to mail their answers anonymously to the Programme Coordinator. The respondents were assured that no individual questionnaire will be shown to the Senior Executive but only typed and tabulated responses will be given to him as feedback after adequate theoretical foundations have been laid in the programme.

Responses were received from 583 subordinates of the senior executives. Although each respondent was requested to mention three strengths and three weaknesses, some of the respondents listed as many as 'six' and a few others listed none.

Characteristics that Contribute to Managerial Effectiveness

Table 1 presents the characteristics more frequently mentioned by the senior executives as contributing to their effectiveness. Various qualities mentioned in Table 1 can be classified under six categories:

1. Technical or technological competencies (good understanding of the job and qualifications).
2. Managerial and systems competencies analytical and problem-solving skills, work-planning and work-organisation, result-orientation and role efficacy).
3. Human relations competencies (interpersonal skills).
4. Group/team building competencies.
5. Leadership competencies.
6. Other personal characteristics (hard work, commitment, confidence, adaptability, honesty etc.).

Of the six categories of competencies managerial and human relations competencies are the most frequently mentioned competencies. Although leadership and team building competencies are put separately they could be considered as heavily loaded with human relations skills.

Table 2 presents the characteristics that were perceived as preventing the managers from being effective. Table 2 indicates that most of the qualities that prevent managers from being effective are personal characteristics and human relations competencies. Very few have mentioned technological and managerial competencies as characteristics that are preventing them from being effective. Of the 23 characteristics mentioned, only one relates to technical skills, two relate to managerial capabili-

ties (not analytical, unorganised), about seven relate to interpersonal competencies (lack of tact, low sociability, high sensitivity, please all tendency, frank and straight forward, autocratic, poor communication skills) and the rest are personal characteristics mostly dealing with temperament and emotional stability.

Both the tables put together bring out the importance of personal characteristics and interpersonal competencies in managerial effectiveness.

Strengths of Managers as Perceived by their Subordinates

On the second sample of 73 senior executives 583 of their subordinates listed their strengths. A total of 1,866 strengths were listed by them. These 1,866 strengths were condensed to 130 after putting strengths of similar nature but marginal variations in language together. Only the strengths representing more or less similar characteristic were classified into that characteristic. Attempt was made to differentiate them as much as possible. Each strength after such editing was assigned a code number. Two types of analyses were done after such coding. Number of senior executives for whom each strength was mentioned by atleast one subordinate were calculated. This gives the commonality of a strength among the senior executives. This is given under the 'frequency' column in tables 3.1 to 3.6.

Number of respondents (out of 583) mentioning the strength was also counted for each strength. This is given under the 'status'

column in tables 3.1 to 3.6.

The strengths were further classified into the following six categories:

Category 1 : Technical/Technological competencies

Category 2 : Managerial competencies

Category 3 : Human relations competencies

Category 4 : Managing subordinates and team

Category 5 : Other leadership qualities

Category 6 : Personal characteristics.

This classification was arrived at after studying the list of 130 strengths. Human relations competencies were separated out from subordinate and team management due to the high frequency with which these characteristics were mentioned. Tables 3.1 to 3.6 present both the frequency and the status of each strength.

The tables reveal that the following strengths are more frequently found in Indian managers:

1. Technical knowledge
2. Planning, decision making (quick and accurate decision making) and delegation
3. Communication skills
4. Ability to motivate subordinates
5. Ability to get things done, leadership, commitment, hard work, analytical ability and task-orientation.
6. Personal characteristics like cool headedness and sincerity.

Agreement in Perception of Strengths

From the data on perceptions of strengths an attempt was made to study the strengths on which there is agreement in perception. The following question was proposed to be answered.

What are the strengths which are likely to be perceived more consistently by different subordinates?

For this purpose any strength perceived by more than 50% of the subordinates of each senior executive was taken as a strength with consistency. Table 4 presents details. The table presents the code numbers of each manager and the strength which was mentioned by more than 50% of their subordinates.

The table indicates that in case of 30 of the managers there is some consistency in the perceptions of their subordinates.

Technical knowledge appears to be one quality that is more prominently perceived. In nine out of the 30 cases this characteristic figures out. This is followed by hard work, aggressiveness and cool headedness.

Weaknesses of Managers as Perceived by their Subordinates

One hundred and twentyeight weaknesses have been identified by 583 subordinates. One thousand three hundred sixtyeight weaknesses were actually perceived by 583 subordinates. They were grouped according to similarities in responses resulting in 128 items. The same procedure as adopted in identifying strengths was adopted here.

Tables 5.1 to 5.6 give the details of weaknesses, their frequency and status. Status and frequency were calculated by the same procedure as it was done for calculating strengths.

Poor communication abilities, poor delegation, inability to motivate subordinates, poor planning are some of the weaknesses that seem to be relatively frequent. These seem to be prevalent among many managers (as perceived by their subordinates). Poor technical knowledge, poor delegation, delayed decision-making, non-participative approach in decision-making, inability to motivate subordinates, personal biases, lack of courage, stubborn nature, soft heartedness and impatience and loosing patience are some of the more frequently perceived weaknesses.

Agreement in Perception of Weaknesses

In order to assess the weaknesses on which agreement in perceptions exists the code numbers of the senior executives for whom more than 50% of their subordinates mentioned the same weakness were identified. The details are presented in Table 6.

The Table indicates that in 16 of the 73 cases of senior executives there is agreement on atleast one weakness of each of them. This is low as compared to the strengths where agreement was observed in 30 cases. From this it appears that there is more agreement about supervising officer's strengths than his weaknesses. Experience of the authors indicate that weaknesses are more often noticed and talked about than strengths. Data here show the reverse. Since anonymous data were collected for

this study, the issue of inhibitions in perceptions also is not significant.

Among the weaknesses weak in communication, short-temperedness and low involvement or aloofness seem to be more consistently perceived weaknesses.

Suggestions given by Subordinates for Improving Managerial Effectiveness

A total of 1159 suggestions were given by the subordinates of the 73 senior executives for improving their managerial effectiveness. The suggestions were grouped (as it was done earlier) which resulted in 79 different dimensions of suggestions.

Tables 7.1 to 7.6 present suggestions offered by the respondents for their bosses. Some of the suggestions given more frequently by the respondents include: exposures to programmes in his area, delegation giving proper feedback to subordinates, improving decision-making ability, improving communication, improving interpersonal relationships, should give proper feedback, must develop all, must listen to all rather than a few, should be more committed, should impose discipline, should learn to understand subordinates, should be firm and have patience.

Further analysis of the data revealed that for 12 out of the 73 respondents there was some agreement in the suggestions offered. Out of these three cases dealt with improving interpersonal relationships, in two to improve communication, and another two to improve time management. In other five cases delegating more,

be flexible and open, devote time for administration, attend training programmes and impart knowledge to subordinates were the suggestions mentioned.

Conclusion

Given the nature of environment in which our managers work and the type of roles they play, it is imperative that they have to be competent in human relations. The survey proves this point. Subordinates have indicated that their bosses are technically competent but not so in human relations. In a study on Indian Managers, Hari Das (1991)* has found that managerial activity in India, is intertwined with managing one's relations with friends, customers, suppliers and colleagues. Indian managers who participated in the survey appear to be in agreement with the statement made by Hari Das. Managers have felt that to be effective as a manager human relations skills are very important and human relations competencies and personal characteristics hinder them to be so. Thus, both superiors and subordinates seem to agree upon the importance of human relations skill for managerial effectiveness.

According to Hari Das (1991), "Management practiced in India is almost indistinguishable from the larger role of the manager concerned. Training in leadership and interpersonal skills may be even more critical for managers operating in countries like India". In the survey subordinates have suggested that their bosses will have to improve interpersonal relationships, communication and time management. Thus what Hari Das has predicted on

* Hari Das 'The Nature of Managerial Work in India: A Preliminary Investigation', ASCI Journal of Management, Vol.21, No.1, June 1991, p.1.

the basis of his study is found to be supported by our managers. Therefore, it can be suggested that human relations skills have to be imparted to our managers through various training programmes. It is for the trainers, academicians and researchers to identify the causes if any, for the lack of human relations competency and provide suitable measures to overcome them. A word of caution is that this survey brings out only the importance of human relations competency to our managers to become effective and does not clearly indicate the lack of this competency in our managers.

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Summary

Survey of strengths and weaknesses of senior executives was undertaken in the context of increased use of self-awareness and personal growth programmes in the country and the use of open appraisal systems to enhance development through feedback and counselling. Survey had the objectives of finding out (i) Characteristics or qualities that are perceived by Indian managers as contributing to their effectiveness, (ii) Characteristics or qualities that are perceived as hindering the effectiveness of Indian managers; (iii) Most frequently mentioned strengths of Indian managers as perceived by their subordinates; (iv) Most frequently mentioned weaknesses of Indian managers as perceived by their subordinates and (v) Qualities or characteristics in which there is good degree of agreement in the perceptions of the subordinates.

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as the qualities contributing to managerial effectiveness. Also, of the six categories, personal characteristics and human relations competencies have been identified by the managers as hindrances to effectiveness. Thus we find personal qualities and interpersonal competencies playing a greater role in making a manager to perform effectively.

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Table 1**More Frequently Mentioned Characteristics Contributing to Managerial Effectiveness**

(N = 85)

Sl. No.	Characteristics	Percentage of Executives Mentioning this
1.	Interpersonal relationships and good public relations skills	27%
2.	Analytical and problem-solving skills	25%
3.	Hard work	20%
4.	Leadership abilities	19%
5.	Systematic work-planning (Methodical - Organised)	18%
6.	Team building capabilities (Group cohesiveness and team spirit)	18%
7.	Sincerity - Integrity - Honesty	18%
8.	Good understanding of job	16%
9.	Result-oriented approach	15%
10.	Role efficacy	9%
11.	High qualifications	9%
12.	Commitment	9%
13.	Confidence	9%
14.	Adaptability	9%

Table 2**More Frequently Mentioned Characteristics that Prevent Managers from Being Effective**

(N = 85)

Sl. No.	Characteristics	Percentage of Executives Mentioning this
1.	Lack of tact and poor interpersonal relations	18%
2.	Poor communication skills	14%
3.	Introverted	13%
4.	Lack of modern technical knowledge and specialisation	13%
5.	Not fully adaptable	12%
6.	Emotional - Short tempered	12%
7.	Impatient	11%
8.	Low drive - Not assertive or aggressive	11%
9.	Impulsive	9%
10.	Lack of tenacity	9%
11.	Low sociability	9%
12.	Too much self-conscious and too sensitive to what others think	9%
13.	Unorganised - Not methodical	9%
14.	Low confidence level	8%
15.	Please all behaviour	8%
16.	Brutally frank and straight forward	7%
17.	Insecure	7%
18.	Oversensitive - Emotional	7%

Contd.....

Sl. No.	Characteristics	Percentage of Executives Mentioning this
19.	Low analytical power	6%
20.	Autocratic attitude	6%
21.	Procrastination	6%
22.	High anxiety	6%
23.	Avoidance of challenge	6%

TABLE 3.1
 STRENGTHS OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES
 Category 1: TECHNICAL/TECHNOLOGICAL COMPETENCIES

CODE	STRENGTH	FREQUENCY*	STATUS**
		N=73	N=583
6	KNOWLEDGEABLE	14	18
22	GOOD IN SOLVING TECHNICAL PROBLEMS	4	4
33	KNOWLEDGE IN THE FIELD OF OPERATION OR TECHNICAL KNOWLEDGE	52	149
78	EXPERIENCE IN THE FIELD	11	13
130	HIGH LEVEL OF FUNCTIONAL COMPETENCE	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a strength of their boss.

TABLE 3.2

STRENGTHS OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 2:MANAGERIAL COMPETENCIES

CODE	STRENGTH	FREQUENCY* N=73	STATUS** N=583
3	FOLLOW-UP	9	11
4	EFFECTIVE DELEGATION	29	35
7	GOOD PLANNING	33	49
8	GOOD ORGANISER	13	15
31	DESIGNING SYSTEMS	3	4
43	QUICK DECISION-MAKING	26	44
44	ACCURATE DECISION-MAKING	22	32
66	GOOD SOCIAL CONTACTS	3	4
67	SYSTEMATIC WORKING	26	32
69	ABILITY TO MONITOR AND CONTROL	16	18
85	FIRM DECISION MAKING AND IMPLEMENTATION	9	13
96	GOOD PUBLIC REALTIONS	9	9
98	TIME MANAGEMENT	3	3
100	EFFECTIVE IN MANAGING CRISIS	4	6
103	GOOD UNDERSTANDING OF THE ENVIRONMENT	4	5

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a strength of their boss.

TABLE 3.3

STRENGTHS OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 3: HUMAN RELATIONS COMPETENCIES

CODE	STRENGTH	FREQUENCY* N=73	STATUS** N=583
2	CLARITY IN INSTRUCTION	10	13
16	ACCEPTING SUPERIOR'S DIRECTIONS UNHESITATINGLY	1	1
52	RAPPORT WITH SUPERIORS	13	15
82	ABILITY TO PROJECT GOOD THINGS TO SUPERIORS	3	3
91	GOOD INTERDEPARTMENTAL RELATIONS	5	5
99	EFFECTIVE COMMUNICATOR	32	46
107	DIRECT APPROACH WITH OTHER DEPARTMENTS FOR INFORMATION	1	1
119	INFORMING SUPERIORS OF HIS DECISIONS	1	1
122	NEGOTIATING SKILLS	4	5

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a strength of their boss.

TABLE 3.4

STRENGTHS OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 4: MANAGING SUBORDINATES AND HIS TEAM

CODE	STRENGTH	FREQUENCY*	STATUS**
		N=73	N=583
11	WILLINGNESS TO LISTEN	20	27
12	UNBIASED OR IMPARTIAL	5	5
13	DECIDING ON MERIT	2	2
14	LESS INFLUENCED BY EMOTIONS	4	5
15	BEARING	1	1
20	NOT VINDICTIVE	4	4
26	PROVIDING OPPORTUNITY FOR GROWTH	1	1
29	PROTECTS SUBORDINATES	6	6
30	ENJOYS EMPLOYEES CONFIDENCE	10	11
41	OPTIMUM UTILISATION OF AVAILABLE POTENTIAL	9	10
42	ENSURING PROPER DISCIPLINE	4	5
45	ABILITY TO MOTIVATE SUBORDINATES/TEAM	45	79
47	EDUCATING SUBORDINATES	9	10
48	GENUINE CONCERN FOR SUBORDINATES	17	26
51	ABILITY TO DEVELOP SUBORDINATES	9	9
54	UNDERSTANDING THE NEEDS OF SUBORDINATES	14	22
55	USES PARTICIPATIVE APPROACH	7	8
57	REACHING SUBORDINATES DIRECTLY	2	2
59	ALLOWING SUBORDINATES TO TAKE DECISIONS ON THEIR OWN	15	18
60	SHARING INFORMATION WITH SUBORDINATES	4	4
63	APPRECIATES GOOD SUGGESTIONS FROM SUBORDINATES	2	3
68	ABILITY TO MANAGE PEOPLE	5	5
70	PROVIDING ADEQUATE SUPPORT DURING CRUCIAL PERIODS	3	4
71	EFFECTIVE PROJECTION OF HIMSELF AND HIS SUBORDINATES	4	6
72	EASILY ACCESSIBLE	8	11
73	GIVING FREEHAND	8	13
92	TREATING EMPLOYEES WITH RESPECT	3	3
93	COOPERATING WITH SUBORDINATES	7	8

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a strength of their boss.

TABLE 3.5

STRENGTHS OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 5: OTHER LEADERSHIP QUALITIES

CODE	STRENGTH	FREQUENCY* N=73	STATUS** N=583
9	MEASURING OR CALCULATIVE	3	3
21	STRONG IN VALUES	2	2
23	ABILITY TO GET THINGS DONE	24	29
25	APPROACHABLE	2	2
32	DISCIPLINED LEADERSHIP	32	46
37	DYNAMIC	9	11
39	CONCEPTUAL CLARITY	12	12
40	REACTING RAPIDLY TO DEVELOPMENTS	4	4
46	MAINTAINING A LIMIT IN ALL ASPECTS	2	2
49	PERSUASIVE TALKER	14	17
50	GOOD ANALYTICAL ABILITY	29	49
53	MAKING OTHERS FEEL AT EASE IN HIS PRESENCE	3	4
58	DIPLOMATIC	3	3
64	RESULT ORIENTED	18	22
65	ADAPTABILITY TO A GIVEN SITUATION	8	9
74	HARDWORKER	44	91
75	DESIRE FOR KNOWLEDGE/LEARNING	7	8
76	WILLINGNESS TO INVOLVE	11	11
77	INITIATIVE	14	18
79	COMMITTED	34	56
80	FORESIGHT	18	19
81	FLEXIBILITY	4	3
87	TASK ORIENTED	22	31
89	PROMPT ATTENTION TO PROBLEMS	2	2
90	ENDEAVOUR BETTERMENTS	8	9
95	SENSE OF HUMOUR	3	3
105	TACTFUL	7	7
109	UPTODATE INFORMATION	4	4
110	PUNCTUALITY	2	3
111	ABILITY TO TAKEUP CRITICISM	3	3
113	HELPER	9	9
115	ENTERPRISING	1	1
116	INNOVATIVE	2	6
118	PREACHING ONLY THAT HE PRACTICES	1	1
124	DOESN'T ALLOW OUTSIDE INTERFERENCE	2	2
127	KEEPING OFFICE POLITICS AT MINIMUM	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a strength of their boss.

TABLE 3.6

STRENGTHS OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 6: PERSONAL CHARACTERISTICS

CODE	STRENGTH	FREQUENCY* N=73	STATUS** N=583
1	SOFT SPOKEN	5	5
10	KEEPS HIS COOL OR COOLHEADEDNESS OR TEMPERAMENT	34	53
17	TRUSTWORTHY OR CONFIDENTIAL	11	12
18	OPTIMISTIC	9	9
19	SELF-CONFIDENT	12	13
24	GRASPING POWER	9	9
34	AGGRESSIVE	4	4
35	INTELLIGENT	19	28
36	PUSHY	3	3
61	LOYALTY	17	22
62	SINCERITY	22	30
83	GOOD OR PLEASANT PERSONALITY	19	22
86	MATURITY	7	7
88	SPEAKS LITTLE	1	1
94	PATIENCE	12	13
101	GOOD MEMORY	9	10
104	ENTHUSIASM	7	7
106	BOLD/COURAGEOUS	5	11
108	STABILITY	4	4
114	AMBITIOUS	4	6
115	ENTERPRISING	1	1
117	DETERMINATION	6	9
120	SIMPLICITY	1	1
121	DOESN'T GIVEUP	2	2
123	PERFECT GENTLEMAN	5	6
125	GOOD HEALTH	1	2
126	NON-EGOISTIC	3	2
128	COMPROMISING	1	1
129	FATHERLY FIGURE	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a strength of their boss.

Table 4

Perceived Strengths of Managers

(only those mentioned by more than 50% of their subordinates)

Sl. No.	Code No. of Manager	Strength	Frequency (No. of subordinates mentioning this)	Percentage of respondents
1.	17	Technical knowledge	9	64
2.	20	Technical knowledge	8	73
3.	36	Technical knowledge	5	62
4.	40	Technical knowledge	8	80
5.	43	Technical knowledge	6	67
6.	45	Technical knowledge	3	75
7.	46	Technical knowledge	7	88
8.	51	Technical knowledge	4	57
9.	55	Technical knowledge	2	67
10.	72	Accurate decision making	5	56
11.	48	Administrative skills	2	67
12.	50	Good planning	2	67
13.	9	Hardworker	9	82
14.	12	Hardworker	2	67
15.	67	Hardworker	2	67
16.	55	Disciplined leadership	2	67
17.	3	Ability to get things done	2	67
18.	32	Good analytical ability	7	54
19.	12	Concern for subordinates	2	67

Contd..

Sl. No.	Code No. of Manager	Strength	Frequency (No. of subordinates mentioning this)	Percentage of respondents
20.	48	Aggressive	2	67
21.	67	Aggressive	2	67
22.	24	Task oriented	2	67
23.	67	Patience	2	67
24.	18	Courageous/Bold	6	75
25.	63	Perfect gentleman	2	67
26.	44	Good health	2	100
27.	63	Keeps cool/Coolheadedness	2	67
28.	2	Trustworthy or confidential	2	67
29.	15	Keeps cool/Coolheadedness	4	67
30.	56	Honest/Frank/Open	3	60

TABLE 5.1
WEAKNESSES OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES
Category 1: TECHNICAL/TECHNOLOGICAL COMPETENCIES

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
38	POOR IN TECHNICAL KNOWLEDGE	20	25

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a weakness of their boss.

TABLE 5.2

WEAKNESSES OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 2: MANAGERIAL COMPETENCIES

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
2	POOR DELEGATION	28	47
6	POSTPONEMENT OF DECISIONS	20	44
18	NON-PARTICIPATIVE APPROACH TO DECISION MAKING	20	27
19	EXCESS DELEGATION	8	11
23	CLARITY IN PRIORITIZING OBJECTIVES	1	1
34	TENDENCY TO AVOID PROBLEMS	14	16
37	CONCENTRATING ON MORE THAN ONE ISSUE AT A TIME	3	3
41	POOR ORGANISING ABILITY	11	11
61	HASTY DECISIONS	6	9
63	NO PLANNING	26	32
64	POOR TIME MANAGEMENT	13	22
67	LACK OF INNOVATIVE IDEAS	3	3
73	NON CLARITY ABOUT MANAGERIAL RESPONSIBILITIES	5	6
86	MANAGING CHANGE	2	2
101	TOO PROFESSIONAL	2	2
106	DOES'NT GIVE PROPER FEEDBACK	2	2
108	NOT GOOD AT RESOLVING CONFLICTS	2	3
110	CUTS IN TO THE HIERARCHICAL LEVELS	3	3
113	DOES'NT CONFRONT WHEN NECESSARY	2	2

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a weakness of their boss.

TABLE 5.3

WEAKNESSES OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 3: HUMAN RELATIONS COMPETENCIES

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
1	WEAK IN COMMUNICATION	42	97
24	CLARITY IN COMMUNICATION	1	1
27	INTERPERSONAL RELATIONS-POOR	20	34
43	DOESN'T PUSH BEYOND A POINT WITH HIS BOSS	18	24
57	CAN'T PROJECT A TOUGH IMAGE TO OTHER DEPARTMENTS	2	2
94	DOES'NT GIVE DUE RESPECT TO THOSE WHO DOES'NT MATTER	2	2
113	DOES'NT CONFRONT WHEN NECESSARY	2	2

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WEAKNESSES OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 4: MANAGING SUBORDINATES AND TEAM

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
3	NON DISCRIMINATION DOWN THE LINE	4	4
9	DOES NOT MOTIVATE SUBORDINATES	26	32
10	DOES NOT DEVELOP SUBORDINATES	19	24
11	NOT INVOLVED/ALOOF/COLD	19	43
15	GIVING FULL FREEDOM TO SUBORDINATES	5	6
16	TENDENCY TO BUY PEACE	8	7
19	EXCESS DELEGATION	8	11
20	TOO FRANK/OPEN	13	17
29	INTOLERANT TO DISAGREEMENT OF HIS/HER VIEWS	13	23
30	PLAYING ONE AGAINST THE OTHER	5	5
31	INABILITY TO PERCEIVE HUMAN NEEDS	14	16
32	EXPECTS SUBORDINATES TO CONSULT HIM/HER	2	2
33	TRUSTS FEW	16	20
35	NON-AVAILABILITY AT THE OFFICE	2	4
40	TOO FRIENDLY RELATIONS	6	8
46	DOESN'T FOLLOW UP	5	5
47	BOASTING	10	10
48	CRITICIZING SUBORDINATES	19	28
50	NEED TO BE TACTFUL	6	8
51	BIASED	20	25
52	DOESN'T CARE FOR RULES AND REGULATIONS	4	4
53	TAKES TIME TO ESTABLISH RAPPORT	4	5
54	DOESN'T MAKE KNOW OF HIS INTENTIONS	3	3
55	DOESN'T SHARE INFORMATIONS	6	8
59	DOESN'T KNOW PEOPLE INTIMATELY	1	1

TABLE 5.4
WEAKNESSES...

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
66	SUBORDINATES DONT LIKE HIM/HER	2	2
71	UNREALISTIC COMMITMENT	7	8
75	NOT A TEAM MAN	7	8
76	DEMORALISES SUBORDINATES	4	4
78	CLOSE SUPERVISION	1	1
81	CONCENTRATING ON WORK ONLY	1	1
83	CREATIING A HOSTILE ATMOSPHERE AROUND HIM/HER	1	1
85	ONLY PREACHES	2	2
92	PASSES THE BUCK	4	6
93	AUTHORITATIVE/STRICT	7	10
98	TAKES HIMSELF THE CREDIT FOR THE JOB DONE	1	2
100	INVOLVING TOO MANY PERSONS IN DISCUSSIONS	2	2
103	FAILS IN ESTIMATING SUBORDINATES ABILITIES	6	6
106	DOES'NT GIVE PROPER FEEDBACK	2	2
110	CUTS IN TO THE HIERARCHICAL LEVELS	3	3
114	TOO MUCH VALUE TO PEOPLE	2	2
115	DOES'NT HELP SUBORDINATES	5	5
116	DOES'NT TRUST	3	3
117	MAKING SUBORDINATES RESPONSIBLE FOR FAILURES	3	3
118	DEPENDING ON OTHERS	2	2
123	OVER PROTECTIVE OF SUBORDINATES	1	1
126	EXPECTS PERFECTION IN WORK	2	2
127	TRUSTING PEOPLE	1	1

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** indicates the total number of respondents(subordinates) mentioning this as a weakness of their boss.

TABLE 5.5

WEAKNESSES OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 5: OTHER LEADERSHIP QUALITIES

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
7	INDISCIPLINED	6	6
12	SELFISH	9	13
13	NOT COMMITTED	11	14
16	TENDENCY TO BUY PEACE	8	7
17	OVERDOING THINGS	14	25
20	TOOFRANK/OPEN	13	17
22	OVER-CONFIDENT	6	8
23	CLARITY IN PRIORITIZING OBJECTIVES	1	1
25	LOW PROFILE	7	7
29	INTOLERANT TO DISAGREEMENT OF HIS/HER VIEWS	13	23
34	TENDENCY TO AVOID PROBLEMS	14	26
37	CONCENTRATING ON MORE THAN ONE ISSUE AT A TIME	3	3
39	LACKS COURAGE	20	25
45	TOO FAST	2	2
49	POOR LEADERSHIP	19	27
57	CAN'T PROJECT A TOUGH IMAGE TO OTHER DEPARTMENTS	2	2
58	NOT AGGRESSIVE	12	27
60	LOW ACHIEVER	5	5
65	CONCENTRATES ON ONE PROBLEM FOR THE WHOLE DAY	1	1
67	LACK OF INNOVATIVE IDEAS	3	3
68	WEAK PERSONALITY	9	11
69	TOO CAUTIOUS	5	5
70	POOR KNOWLEDGE - IN GENERAL	7	8

contd...

TABLE 5.5
WEAKNESSES...

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
71	UNREALISTIC COMMITMENT	7	8
72	OVER AMBITIOUS	7	7
74	PERSONALITY DEVELOPMENT-NILL OVER THE YEARS	1	1
79	NON-METHODICAL	5	6
80	NOT WIDE RANGE OF INTERESTS	1	1
81	CONCENTRATING ON WORK ONLY	1	1
85	ONLY PREACHES	2	2
93	AUTHORITATIVE/STRICT	7	10
95	NOT DEPENDABLE	4	4
97	AT TIMES CONTRADICTS HIMSELF	2	2
99	LACKS CONFIDENCE	4	5
102	NOT ALWAYS PRAGMATIC	2	2
107	TOO MUCH PATIENCE	3	3
109	TOLERATES MISTAKES	6	8
111	TOUCHY/EMOTIONAL	10	13
113	DOES'NT CONFRONT WHEN NECESSARY	2	2
120	LESS DYNAMIC	1	1
122	INFLUENCE OF FAMILY	1	1
124	FINDS EXCUSES	1	1
128	CONFINED MORE TO OFFICE	1	2

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TABLE 5.6

WEAKNESSES OF MANAGERS AS PERCEIVED BY THEIR SUBORDINATES

Category 6: PERSONAL CHARACTERISTICS

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
4	NOT OPEN /HIDING FEELINGS	7	7
5	VERY STUBBORN	24	33
7	INDISCIPLINED	6	6
8	LAZY	12	15
11	NOT INVOLVED/ALOOF/COLD	19	43
12	SELFISH	9	13
14	INTROVERT	19	24
20	TOOFRANK/OPEN	13	17
21	SOFT HEARTED	24	42
22	OVER-CONFIDENT	6	8
25	LOW PROFILE	7	7
36	LOOSING TEMPER/IMPATIENT	24	59
39	LACKS COURAGE	20	25
42	HAVING PRECONCEIVED NOTIONS	8	8
44	EXPECTS PRAISE	5	5
45	TOO FAST	2	2
47	BOASTING	10	10
53	TAKES TIME TO ESTABLISH RAPPORT	4	5
58	NOT AGGRESIVE	12	27
59	DOESN'T KNOW PEOPLE INTIMATELY	1	1
62	NOT SATISFIED	3	4
68	WEAK PERSONALITY	9	11

contd...

TABLE 5.6
WEAKNESSES...

CODE	WEAKNESS	FREQUENCY* N=73	STATUS** N=583
72	OVER AMBITIOUS	7	7
77	NARROW MINDED	2	2
88	SENSITIVE TO CRITICISMS	2	4
89	DOESNOT GO INDEPTH	15	21
90	DOESN'T REVEAL HIS/HER PERSONAL SIDE	1	1
96	FORGETFULNESS	2	3
97	AT TIMES CONTRADICTS HIMSELF	2	2
99	LACKS CONFIDENCE	4	5
104	POOR MEMORY	2	2
107	TOO MUCH PATIENCE	3	3
111	TOUCHY/EMOTIONAL	10	13
119	ADAPTABILITY	1	1
120	LESS DYNAMIC	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning this as a weakness of their boss.

Table 6

Perceived Weaknesses of the Managers

(only those mentioned by more than 50% of their subordinates)

Sl. No.	Code No. of Manager	Weakness	Frequency (No. of subordinates mentioning this)	Percentage of respondents
1.	1	Weak in communication	3	60
2.	2	Weak in communication	2	67
3.	30	Weak in communication	5	56
4.	31	Weak in communication	4	67
5.	45	Weak in communication	3	75
6.	2	Not involved/Aloof	3	100
7.	35	Not involved/Aloof	4	100
8.	38	Not involved/Aloof	4	57
9.	13	Loosing temper/Impatience	4	67
10.	24	Loosing temper/Impatience	2	67
11.	71	Loosing temper/Impatience	4	57
12.	50	Does not motivate subordinates	2	67
13.	67	Does not develop subordinates	2	67
14.	23	Tendency to avoid problems	7	58
15.	69	Not aggressive	4	57
16.	50	Does not go indepth	3	100

TABLE 7.1
SUBORDINATES' SUGGESTIONS FOR MANAGERS
Category 1: TECHNICAL/TECHNOLOGICAL AREA

CODE	SUGGESTION	FREQUENCY* N=73	STATUS** N=583
34	SHOULD BE EXPOSED TO PROGRAMS/COURSES	35	70
35	SHOULD BE PRODUCTIN ORIENTED	8	10
69	SHOULD AIM FOR HIGHER EFFICIENCY	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning the suggestion.

TABLE 7.2

SUBORDINATES' SUGGESTIONS FOR MANAGERS

Category 2: MANAGERIAL COMPETENCIES/SYSTEMS AREA

CODE	SUGGESTION	FREQUENCY* N=73	STATUS** N=583
1	MUST DELEGATE	40	66
3	MUST GIVE PROPER FEEDBACK	22	26
5	IMPROVE DECISION MAKING ABILITY	29	45
15	SHOULD SPEND MORE TIME IN PLANNING	21	29
18	SHOULD DEFINE PRIORITIES	10	13
26	DEVOTE MORE TIME IN ADMINISTRATION	10	13
31	ENSURE THE RESULT FOR HIS RECOMMENDATION	1	2
37	SHOULD NOT FORCE DECISIONS	4	5
40	PROPER UTILISATION OF RESOURCES	3	3
43	SHOULD IMPROVE TIME MANAGEMENT	19	30
70	KEEP COMPANY'S OBJECTIVE IN MIND	2	2
79	AVOID TOO MUCH DELEGATION	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning the suggestion.

TABLE 7.3
 SUBORDINATES' SUGGESTIONS FOR MANAGERS
 Category 3: HUMAN RELATIONS AREA

CODE	SUGGESTION	FREQUENCY* N=73	STATUS** N=583
2	IMPROVE COMMUNICATION	43	91
6	SHOULD REDUCE HIS DEPENDENCY ON HIS BOSS	11	13
12	SHOULD IMPART KNOWLEDGE WITH HIS COLLEAGUES	6	7
17	IMPROVE INTERPERSONAL RELATIONSHIPS	43	88
36	MUST USE COUNSELLING TO RESOLVE THE DIFFERENCES	6	7
39	LEARN TO SAY "NO"	4	4
41	SHOULD HAVE TOP MANAGEMENT SUPPORT	5	5
59	EXCHANGE IDEAS WITH PEERS, SUBORDINATES, CUSTOMERS	11	12

* indicates the response counted only once per manager.

** indicates the total number of respondents (subordinates) mentioning the suggestion.

SUBORDINATES SUGGESTIONS FOR MANAGERS

Category 4: MANAGING SUBORDINATES AND TEAM BUILDING AREA

CODE	SUGGESTION	FREQUENCY*	STATUS**
		N=73	N=583
1	MUST DELEGATE	40	66
3	MUST GIVE PROPER FEEDBACK	22	26
4	SHOULD IMPOSE DISCIPLINE	25	39
7	MUST LISTEN TO ALL -INSTEAD OF A FEW	26	36
8	MUST DEVELOP ALL -INSTEAD OF A FEW	25	33
9	SHOULD BE MORE COMMITTED	21	25
11	SHOULD ALLOW TO EXPRESS OPINIONS FREELY	2	3
16	HE NEEDS EFFECTIVE SUPPORT OF HIS SUBORDINATES	3	3
21	PROJECT HIMSELF TO HIS TEAM AS STRAIGHT FORWARD	8	9
22	DEFENDING TEAM/SUBORDINATES	5	5
29	INSPIRE SUBORDINATES/MOTIVATE	19	24
32	SHOULD NOT BE BIASED	15	20
33	SHOULD HAVE CONFIDENCE IN HIS TEAM	17	27
36	MUST USE COUNSELLING TO RESOLVE THE DIFFERENCES	6	7
46	SHOULD DEVELOP HIS ABILITY TO UNDERSTAND SUBORDINATES	22	28
48	AVIOD COMPARING ABILITIES WITH SUBORDINATES	3	4
50	SHOULD TREAT SUBORDINATES WITH RESPECT	13	18
52	SOCIABLE	6	8
58	SHOULD BE AN EXAMPLE	1	1
59	EXCHANGE IDEAS WITH FEERS, SUBORDINATES, CUSTOMERS	11	12
60	CHANGE HIS BEHAVIOUR WHEN ENCOUNTERING LABOUR	1	1
61	SHOULD NOT PASS THE BUCK	2	2
62	SHOULD BE ACCESSIBLE	1	1
63	NOT BE TOO RIGID ON RULES	1	1
74	BE LESS DEPENDENT ON SUBORDINATES	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning the suggestion.

TABLE 7.5
SUBORDINATE'S SUGGESTIONS FOR MANAGERS
Category 5: LEADERSHIP QUALITIES

CODE	SUGGESTION	FREQUENCY* N=73	STATUS** N=583
9	SHOULD BE MORE COMMITTED	21	25
10	SHOULD TAKE INITIATIVE	8	8
11	SHOULD ALLOW TO EXPRESS OPINIONS FREELY	2	3
18	SHOULD DEFINE PRIORITIES	10	13
20	HAVE BRODER PERSPECTIVE	14	16
25	ABILITY TO FACE PROBLEMS	10	11
27	IMPROVE LEADERSHIP QUALITIES	16	22
32	SHOULD NOT BE BIASED	15	20
38	SHOULD BE FIRM IN HIS OPINIONS	29	38
44	BE MORE AGGRESSIVE	12	17
45	MAKING HIM TO LEARN TO APPROACH WITH CAUTION	3	4
55	SHOULD REDUCE EXCESSIVE PERSEVERENCE	2	2
57	SHOULD LEARN TO IMPLEMENT	5	5
58	SHOULD BE AN EXAMPLE	1	1
62	SHOULD BE ACCESSIBLE	1	1

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SUBORDINATES SUGGESTIONS FOR MANAGERS

Category 6: PERSONAL CHARACTERISTICS

CODE	SUGGESTION	FREQUENCY* N=73	STATUS** N=583
14	SHOULD MAKE HIS OWN "SWOT" ANALYSIS	3	3
23	TO CONTROL EGO	5	5
24	PATIENCE	25	40
30	SHOULD NOT GET UPSET	5	7
32	SHOULD NOT BE BIASED	15	20
44	BE MORE AGGRESSIVE	12	17
47	SHOULD BE SYSTEMATIC	8	8
51	NOT TO BE TOO OVER CONFIDENT	3	3
52	SOCIABLE	6	8
54	TAKE CARE OF HIMSELF	4	5
58	SHOULD BE AN EXAMPLE	1	1
61	SHOULD NOT PASS THE BUCK	2	2
62	SHOULD BE ACCESSIBLE	1	1
64	SHOULD PROJECT HIS IMAGE	4	4
65	SHOULD NOT BE DEFENSIVE	1	1
66	SHOULD TAKE EFFORTS TO IMPROVE HIMSELF	1	1
67	AMICABLE DISPOSITION	1	1
71	MUST UPDATE HIS KNOWLEDGE	5	5
72	MORE ALERTNESS	5	5
73	MORE ENTHUSIASM	1	1
75	MORE CREATIVE	2	2
76	STOP CARRYING TALES	1	1
77	CONTINUE THE GOOD WORK	1	1
78	TRUSTWORTHINESS	1	1

* indicates the response counted only once per manager.

** indicates the total number of respondents(subordinates) mentioning the suggestion.

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