

**VILNIUS UNIVERSITY**

**VADIMAS DISKA**

**THE IMPACT OF MANAGERIAL PROFILES ON TOP MANAGEMENT  
TEAM POTENCY**

Summary of Doctoral Dissertation  
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**VADIMAS DISKA**

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## INTRODUCTION

### **The relevance of the subject**

Encouraged by the challenges of globalization processes intensive changes take place, both, in business environment and company management. Although, business world is well aware of assumptions and opportunities of maintaining its competitive advantage, the problem is that these assumptions very often are individual and unique and chances of survival have to be taken into consideration. Because of more complicated and indefinite environmental conditions business companies in order to maintain their position and gain competitive advantage have to be of high capacity to anticipate and react timely to external and internal environmental pressure and initiate necessary changes.

The nature of response of an organization and its readiness to compete effectively largely depends on the characteristics and structure of top managers and their teams. The role of such teams in companies is exclusive and closely connected with strategic decisions which influence company results. There is no doubt, that success of company's activity is greatly influenced by potency of top management team (TMT), different factors, the most important of which is the managerial profile. Firstly, of great importance are – personal characteristics, skills and abilities, the management styles and attitudes. On how much, according to its managerial profile, is optimal the top management team, depends team potency to realize the existing potential and assess company results.

With regard to the role of top management and their teams and its importance to the organization, the scientists pay much attention to the investigation of activities of the company. In their opinion, company's top management team has a significant impact on strategy and is one of the main strategic resources (Barney, 1991; Castanias, Helfat, 1991; Michel, Hambrick, 1992; Finkelstein, Hambrick, 1996; Certo et al., 2006; Koufopoulos et al., 2008).

Despite great knowledge in management and big investments into the field (e. g. USA allocates big amounts of money for management development, more than 50 billion US dollars), many companies speak about the lack of successful managers (Fulmer, Conger, 2004). According to R. Hogan and J. Hogan (2001) approximately from 50 to 75 per cent of managers performance does not bring the desired results.

Therefore, the need for newly – minded top level managers, business leaders, who have abilities and skills to transform their companies in order to achieve the best results, to establish a prospective team, which could easily adapt to the changing environment, is increasing.

Therefore, it is not surprising, that lately the interest in the performance of top management and their teams, its influence in the organization, is growing. The growing popularity of scientific studies of top management is demonstrated by theoretical conception pioneers of “upper echelon” Hambrick and Mason (1984). So, e. g. in 2010 ISI scientific magazines it was quoted 1057 times and in Google Scholar – 2500 times. However, despite the popularity of investigation of TMT, the principal theoretical statements are not yet proved by empirical researches.

### **Scientific research problem**

The studies of top management teams spread widely in the 9<sup>th</sup> decade of the 20<sup>th</sup> century, which were based on theoretical concepts and models illustrating different aspects of TMT structure, decision making and aspects of performance context (Hambrick, Mason, 1984; Gladstein, 1984; Gist et al., 1987; Cohen, 1994; Hambrick, 1994). Though, for a long time, there was no strong consensus among scientists concerning the importance of top management in the organization, and today among different trends of science, e. g. management (Carr et al., 2003; Parker et al., 2003; Carpenter et al., 2004; Van Knippenberg et al., 2011), psychology (Peterson et. al., 2003), financial economics (Bertrand, Schoar, 2003), representatives of empirical investigations indicate that top level managers, in fact, have an impact on activities of an organization. However, the issue how important is TMT today in present investigation is vivid, whether the executives’ influence is important, the question arises under what conditions their impact on organization’s activity is important, i. e. when and how much top managers make a contribution to innovations, financial management and company activity (Carpenter, 2011; Malmendier, Tate, 2008; Kaplan et al., 2012).

According to Finkelstein and others (2009), in order to understand why organization operates in one or the other way, performs one or the other things, it is very important to understand the people who are at the top – their experience, skills, values, social connections and other factors, because relatively small influential group of people at the top can affect organization’s activity results. The researches confirm the existing

connection between TMT and organizational activity, which is very important under the conditions of quickly changing environment (Eisenhardt, Schoonhoven, 1990; Finkelstein, Hambrick, 1990; Hambrick, D'Aveni, 1992; Michel, Hambrick, 1992; Murray, 1989; Finkelstein, Haleblian, 1993; Shepherd, Wiklund, 2003; Covin, Green, Slevin, 2005; Handelberg, Vyakarnam, 2005; Haber, Reichel, 2007; Vasilaki, O'Regan, 2008).

The analysis of scientific literature indicated, that one of the restrictions in the studies of TMT is closely linked with the complexity of manager's assessment. Due to this fact, many investigations which seek to reveal its influence on the results of an organization are oriented towards the analysis of demographic characteristics of this level of managers, which are considered to be top management cognitive surrogates or substitutes (Datta, Rajagopalan, 1998; Tihanyj et al., 2000; Berg, 2001; Herrman, Datta, 2005; Jensen, Zajac, 2004; Lee, Park, 2006). In spite of the fact that TMT demographic heterogeneity study is popular, one can agree with the authors who criticize too excessive importance of the data and inconsistency of gained study results (Michel, Hambrick, 1992; West, Schwenk, 1996; Priem, Lyon, Dess, 1999; Barsade and others., 2000; Ferrier, 2001; Carpenter, 2002). Even today, a discussion is going on, whether the difference in top management managerial characteristics gives an advantage to the company (Cannella et al., 2008).

Because many authors state that demographic attitude has important restrictions, the cognitive approach is applied which is grounded by social cognitive theory which allows to raise the awareness of executives' impact on the organization. This fact is very important in the studies which are connected with top management efficacy with the understanding of team potency and connection with the effectiveness of an organization. Carpenter et al. (2004), Boal, Hooijberg (2001) propose to pay attention to more recent "upper echelon" studies where to characterize TMT psychological characteristics was applied, top management managerial behavior and personal qualities were of great importance, i. e. managerial profile but not its demographic characteristics is worth mentioning. However, there is deficiency of such type of investigations (Leonard et al., 2005).

Managers' qualitative – functional portrait and its elements were studied and simulated by many theoreticians of management: Boyatzis (1982), Woodcock, Francis

(1986), Druker (1988), Whiddett, Hollyforde (2005), Spencer, Spencer (2008). Nevertheless, the concept of managerial profile has not been widely studied yet, therefore, the clarity of its understanding and structural parameters are still the issues under discussion.

Different elements of managerial profile (personality type, personal qualities, abilities and skills, managerial behavior) were discussed by different scientists and researchers. To investigate personality types applying Myer-Briggs (MBTI) typology, which justified itself as a very important instrument in analysing different levels of managers' behaviour, such scientists as Oswald, Kroeger (1988), Marcia et al. (1989), Bushe, Gibbs (1990), DiMarco (1992), Davey et al. (1993), Furnham, Stringfield (1993), Clinebell, Stecher (2003), Till et al. (2010), paid much attention to this phenomenon. Personal qualities of executives were studied by Stogdill (1947), Mann (1959), Lord De Vader, Alliger (1986), Blake, Mouton (1990), Kirkpatrick, Locke (1991), Yukl (2002), Wilson (2004), Bagdžiūnienė (1982), Zakarevičius, Župerkienė (2008). Abilities and skills of managers were investigated by Katz (1974), Kotter (1982), Whetten, Cameron (1983), Carroll, Gillen (1987), Aupperle, Dunphy (2001), McKinsey (2004), Porter et al. (2004), Petkevičiūtė (2003), Seilius (2001), Marčinskas, Diskienė (2007, 2012), Skaržauskienė (2008), Buožiūtė-Rafanavičienė (2008), Buožiūtė-Rafanavičienė, Pundzienė, Turauskas (2009). Typologies of abilities and skills which are significant to higher level of managers were disclosed by Castanias, Helfat (1991) Christensen et al. (1978), Katz (1974), Yukl (2002), Bailey, Helfat (2003), Johnson (2006). However, according to Carmeli and Tishler (2006), not enough studies were made analysing TMT managerial abilities impact and their relative importance on companies' activity.

Carlson (1991), Kotter (1982), Mintzberg (1973), Stewart (1976, 1982), Hales (1986), Luthans et al. (1988), Kotter (1982), Whitley (1989), Barvydienė, Kasiulis (2002), Želvys (2003) analysed managerial behaviour focused on managers' performance in their day to day activities. Different elements of managerial behaviour e. g. manager types and their behaviour were investigated by Richardson (1994), Kuratko, Hodgetts (2007), Gilley et al. (2008). The other element – management styles – received most of the attention in studies produced by different authors, starting with the old paradigm of management (Lewin, White, 1939; Seilius, 1998) and ending with the latest



one (Conger, Kanungo, 1987; Sashkin, 1988; Burns, 1978; Bass, 1998; Tichy, Devanna, 1986; Yammarino, Bass, 1990; Curphy, 1992; Yukl, 1999).

From the 10<sup>th</sup> decade of the 20<sup>th</sup> century in the researches which were based on management teams, the aim was to reveal the team's ability to work together in order to achieve the set goals, to justify the collective understanding of the roles played. In the scientific literature two different points of view emerged in the convictions of understanding team abilities – team potency and collective efficacy (Collins, Parker, 2009). Potency, as a very important construct, was investigated in scientific publications (et al., 1993; Cohen, Denison, 1990; Gully et al., 2002; Sivasubramaniam et al., 2002) about team – work and its connection with teams' activity, revealed that team potency makes a great impact on the importance of company activity. It was observed, that team potency has a stronger influence on team effectiveness as the other variables, and other convictions about team potency allows to speak about employees' satisfaction, efficiency and team effectiveness.

Reviewing the different aspects of investigation about TMT, it has to be acknowledged, that the Lithuanian scientists do not practically investigate the problems concerning the top management teams. Different aspects of teamwork (teamwork nature, diagnostics, its particularity in different sectors) are discussed by Vijeikienė, Vijeikis (2000), Kasiulis, Barvydienė (2001), Dromantas, Merkys (the application of standardized „Team Pulls“ testing methodology) (2004), Merkys (2005), Sapežinskienė (2005), Žydžiūnaitė (2005), Dromantas (2008), Šalkauskienė, VVeinhardt (2008), Šimanskienė, Seilius (2009), Bagdonienė, Simanavičienė (2012). It is worth mentioning, that in the monograph presented by Šimanskienė and Seilius (2009), many theoretical and practical studies produced by different foreign authors are introduced which are closely related with top management teamwork, review and other relevant study problems are defined.

The increasing importance of the role of TMT, the relevance of activity studies, and, it could be stated, that insufficient top level managers' personal, cognitive and managerial characteristics assessment i. e. their managerial profile and its impact on team potency and the organization's effectiveness creates assumptions in formulating a **scientific problem** – how much top management managerial profile determines their team potency.

**The goal of the research** – is to formulate the concept of managerial profile, to structure it and empirically examine the impact of its different elements on TMT potency.

The following **tasks** are defined in order to achieve the goal:

- to review the transformation of top level management performance and their roles in the context of modernizing management and new challenges which might arise;
- to formulate and justify the managerial profile concept of top level management, to present the content of elements and approaches in detail, while presenting the structural model of managerial profile;
- to list the essential levels of interaction of TMT as a multidimensional construct;
- to evaluate and summarize TMT conceptions and models which allow to have a more conceptual approach to team potency description;
- to systematize the presented studies of TMT's and their potency;
- to empirically evaluate different managerial profile elements impact on the TMT potency on the basis of presented theoretical model of research.

**Scientific novelty, theoretical and practical significance.** The scientific novelty of dissertation is implied by innovative attitude towards TMT potency, expansion of management scientific apparatus spectrum.

**Theoretical significance of the research:**

- a survey of top management, their team conception and role review, was done;
- a possibility occurred to evaluate this phenomenon more conceptually under the context of current issues, to reveal new aspects of its analysis;
- presented comprehensive analysis of top management teams' theoretical conceptions and models allows academically, to give a better definition of TMT potency environment, to minimize that part which traditionally was called a "black box";
- the attempt of the author to systemize the research devoted to the top management teams, bearing in mind a long period of time which was dedicated to provide scientific analysis, to evaluate different management cultures and countries of different economic level, made it possible to disclose distinctness, specificity and multidimension of this phenomenon;

- exceptional theoretical significance in the study is gained by TMT managerial profile conception, which allows to define potential and actual team possibilities in a more focused way;
- presented TMT managerial profile, structuring of its elements will allow in future studies on managerial profile to insure the generality of methodological basis;
- a chosen unique model of scientific research will ensure the forthcoming, especially cross – cultural comparability study, and at the same time, significant continuity of the process.

**Practical significance of the research:**

- TMT managerial profile conception formulates an important practical order for their diagnostics and prognosis and at the same time the development of team managerial profile consulting;
- the results and insights of conducted empirical studies present opportunities for executives of the Lithuanian companies to evaluate interest of their team managerial profile compatibility and possibility to project the productivity growth;
- presented TMT role transformation, characterization of conceptions and models, managerial profile conception complies with the requirements of the universities' management study program;
- constructed managerial profile impact on TMT potency investigation instrument foresees a real practical perspective of its application in the studies produced by other scientists.

**The methods of research and data processing**

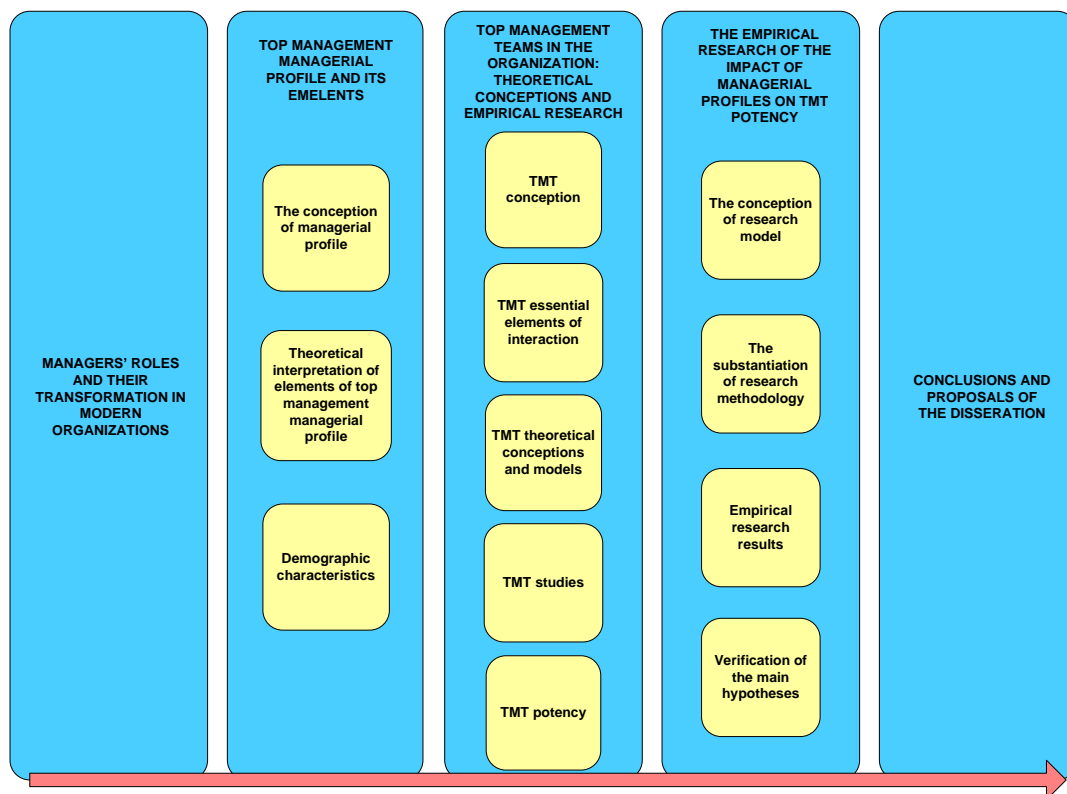
The systematic and comparative analysis of scientific literature was used in the dissertation defining the top management and their managerial profiles, the conception of team potency, listing the aspects of managerial profiles and team potency, generalizing theoretical and practical scientific researches.

The basis of methodological study covers the conception of quantitative methods, samples survey, multidimensional methods of statistics which are the fundamentals of social sciences. The empirical investigation is done on the basis of quantitative standardized method of a questionnaire survey. In order to clarify connection between variables which disclose different managerial profiles and team

potency, the aspects of company results interactions, the methods of mathematical statistical data analysis were applied in the research. Research data are processed applying statistical analysis and data processing software programme SPSS 16.0. Therefore, to process investigation results, descriptive statistical analysis was used. In order to determine managerial profile elements' impact on TMT potency, factor, correlation and regression analysis were applied. Internal reliability of the scale was evaluated calculating Cronbach alpha coefficients.

### The logical structure of the dissertation

The logical structure of the dissertation was determined by the goal of research and defined tasks (Fig. 1).



**Figure 1. The logical structure of the dissertation**

Theoretical part of the dissertation consists of three chapters. The first chapter of the dissertation speaks about managers' roles, their performance, revealing the aspect of top level management, its transformation in modern organization. The second chapter introduces a formed top management managerial profile conception and theoretical interpretation of its elements. The third chapter discloses TMT conception, the findings and conclusions of theoretical and empirical investigations.

The fourth chapter of the dissertation introduces the empirical part of research, conception and background of study model is discussed, and a chosen methodology is reasoned. The aim, tasks of empirical investigation are produced, hypotheses are formulated, quantitative investigation method is discussed, instruments and data analysis are presented. The next part of this chapter is dedicated to the analysis of empirical research results, to verify the hypotheses raised. On the basis of research data, top management managerial profile is defined, and its influence on TMT potency and impact on company performance results is presented.

The conclusions and proposals for further studies in this sphere make the final part of the dissertation.

## **REVIEW OF THE CONTENT OF THE DISSERTATION**

### **Theoretical background**

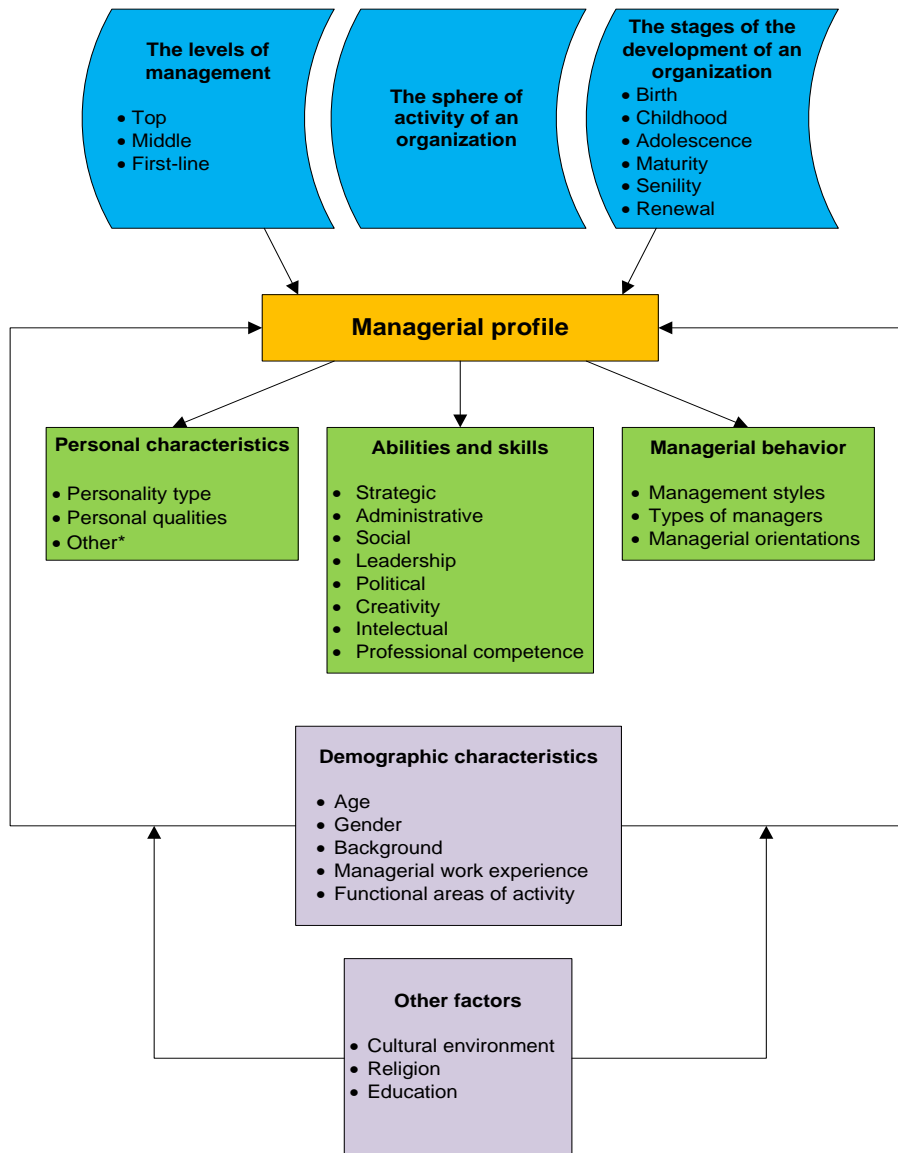
The first chapter of the dissertation presents *transformation of managers roles in modern organization*. Great external environmental changes influenced managerial environment too. It is understandable, that some changes in managerial work occur too, which in its turn, lead to changes in the roles of management and the emergence of new roles too. Top level manager today is considered to be a person who clearly and fully defines main performance trends (Finkelstein and et al., 2009). He plays the most important role in making strategic decisions, implementing innovations (Camelo et al., 2011), initiates and manages changes in the organization (Gebhardt et al., 2006), and the role of distributing resources is transformed into the role of the institutional leader.

The second part of the dissertation discloses *the conception of managerial profile and presents the theoretical interpretation of top management managerial profile elements*. Different well-known management theoreticians at different times (Boyatzis, 1982; Woodcock, Francis, 1986; Druker, 1988; Duffeld, 1992; Whiddett, Hollyforde, 2005; Spencer, Spencer, 2008 and others) analyzed and modeled managerial personnel quantitative – functional portrait and its elements, e. g. functional profile, professional competence, work experience, career plans, approach to decision making, type of thinking, personal qualities, skills, and demographic characteristics. However, managerial profile conception even today is not fully investigated. Therefore, clarity of its understanding and structural parameters are still the issues of discussion.

Profile, in general, indicates the aggregate of characteristics describing profession, speciality (Dictionary of International Words, 2001). Focusing on profile description, managerial profile should be understood as the aggregate of typical characteristics defining managerial performance. The conception of managerial profile is wider and sometimes it is understood as the conception of a manager's position profile, which implies a concrete set of characteristics complying with the manager's position in the organization, and is closely connected with the post profile, reflecting organization's needs and requirements. Managerial profile is rather the multidimensional construct reflecting the main parameters of characterizing a manager: personal profile, cognitive profile, model of professional competences and social demographic profile. Managerial profiles consist of the following structural elements: personal qualities, abilities, skills, managerial behavior orientation, experience, knowledge (Fig. 2).

Profile is rather flexible and can be modified depending on specific situational factors. Therefore, the content of managerial profile is strongly influenced by such factors as the level of management, the stages of the development of an organization and the nature of organization's activity. The level of management determines the profile peculiarities, because in different levels of hierarchy, tasks of diverse scale and quality are solved. In its turn, development stages of an organization and the nature of an organization's activity and the factors influencing it (market condition and tendencies, business environment, innovative policy, etc.) presupposes a set of different competences and significance of managerial behavior manifestation.

It is equally obvious, that managerial profile structure is determined by such factors as specifics of cultural environment, religion beliefs, value orientation, education (especially in management field). The evaluation of the influence of these factors is very significant, when process goes under the conditions of cross-cultural environment, the activities of global companies, the establishment of joint ventures, etc. are analyzed. Because the heterogeneity of the Lithuanian cultural environment is not significant and dominates only one religious confession, from the point of view of scientific research, the evaluation of the influence on such factors is not expedient.



**Figure 2. The model of managerial profile**  
Produced by the author

Speaking about assessment of the educational influence, it should be stressed, that education in the sphere of management in our country, reflects the tendencies which are prevalent in the world. It gives opportunity to speak, to some extent, about managers' managerial competences compliance with standards and competence requirements in Western countries. Therefore, while constructing managerial profile elements it was appropriate to focus on experience of foreign scientists and specialists in creating and developing system of competences which might help to achieve good results and ensure an effective management of an organization.

The third chapter of the dissertation presents *the analysis of the theoretical and practical investigation of the top management teams in an organization*. Organization's top management in managerial literature is called as top management group, top management team, dominant coalition, influential group (Matthews, 1998; Finkelstein et al., 2009). TMT in organization act differently from other teams. Its task in the organization is to ensure activity effectiveness and success. It indicates, that TMT takes all responsibility of appropriate strategy and has to ensure the implementation of the strategy and proper conditions, to use all existing resources in order to gain effectiveness and success in the organization (West, 2012).

The researches of TMT spread widely from the 9<sup>th</sup> decade of the 20<sup>th</sup> century. Conducted studies were based on theoretical conceptions and models, which illustrated different TMT structure, decision making and aspects of activity. The most famous is a theory of "upper echelon" (Hambrick, Maison, 1984), Gladstein (1984), Gist et al. (1987), Cohen (1994), Hambrick (1994), Carpenter et al. (2004) models. The above mentioned models assessing them from the systematic point of view are related to three categories – input, process and outcome. Gladstein (1984), Gist et al. (1987) also Cohen (1994) models, as a very significant element to be considered is a group size. All models, except Hambrick and Maison (1984) and Carpenter et al. (2004), much attention pay to the importance of salary as a very important element. Activity is a very important part of all models. Gladstein (1984) and Hambrick (1994), Carpenter et al. (2004) state, that environment is a significant variable in all models. But business strategy in models indicated both by Hambrick (1994), Gist et al. (1987) is one of the most inherent elements in assessing the TMT performance.

Previous upper "echelon" studies were connected with the approach towards organizational demographics (Pfeffer 1983). They confirmed the existing connection between top management teams and organizational activity (Eisenhardt, Schoonhoven, 1990; Finkelstein, Hambrick, 1990; Hambrick, D'Aveni, 1992; Finkelstein, Halebian, 1993; Shepherd, Wiklund, 2003; Covin, Green, Slevin, 2005; Handelberg, Vyakarnam, 2005; Haber, Reichel, 2007; Vasilaki, O'Regan, 2008). However, the results of similar studies are rather controversial. Top management teams demographic diversity impact on company's results varies from positive (Barsade et al., 2000; Carpenter, 2002), to negligible (Ferrier, 2001; West, Schwenk, 1996) and to negative (Michel, Hambrick,



1992). So far, the discussions continue, whether the difference in managerial profiles gives certain advantage to companies (Cannella et al., 2008).

The analysis of investigation performed on top management teams indicated, that depending on chosen guides and indicators several research trends could be identified: to orient towards organizational results, group processes, diversity of team members and formation and characteristics of TMT. By the way, the complexity and ambiguity of study object very often becomes an obstacle to acknowledge the objectivity of results produced by researchers.

Overview of studies revealed the fact, that the investigations of TMT influence is based on “upper echelon” theoretical conception, from internal organizational level stepped over to a branch, country, international levels and involved different type of organizations – both in business and public sectors, also the organizations functioning in different stages of life cycle. It was worth mentioning, that not only the number of theoretical and empirical top management studies increased, but also interdisciplinary aspect expanded, which covers a white spectrum of science, i. e. psychology, organization theory, strategic management, international business direction.

Since 1990 much attention in the research was paid to the ability of the team to work together in order to achieve set goals, and reveal the collective understanding of the role. Scientific literature defined two approaches connected with the convictions about understanding team’s abilities: team potency and collective efficacy (Collins, Parker, 2009). Therefore, when conviction is related to a specific sphere, it is possible to speak about collective efficacy (Bandura, 1997). Then, when the conviction is related to general assessment of team’s abilities covering many spheres, team potency is presented (Guzzo et al., 1993). Since this research investigates management teams which seek to achieve several goals and because of that, perform many different tasks, team potency construct is more suitable than collective efficacy construct, which is more oriented to a specific task. Moreover, according to Guzzo and others (1993), potency is very important for teams which function in complicated and changing environment.

Potency, as a significant construct, is analyzed in scientific publications about teamwork because of its connection with the team activity. The investigations confirmed, that team potency makes a great impact on activity performance (Cohen, Denison, 1990; Guzzo et al., 1993; Gully et al., 2002). It is worth mentioning, that team

potency makes a greater impact on team efficiency than the other variables. Campion, Medsker and Higgs (1993) who investigated the influence of team characteristics on productivity, activity performance and satisfaction, disclosed that the only significant variable is potency, i. e. convictions about team potency allow to expect employees' satisfaction, productivity and team effectiveness (Sivasubramaniam et al., 2002).

Team potency is also influenced by external and internal factors (Guzzo and others., 1993). External factors are related to the environment where team works, i. e. resources, salaries, management. External factors cover group characteristics, team goals and team member characteristics, their abilities and experience, i. e. managerial profile structural elements are closely connected with team potency. Internal factors also cover group processes, i. e. participation in team's activity, conflicts (both cognitive and emotional) as a reflection of behavior integration.

### **Methodological substantiation of a research**

*Research goal* – on the basis of the conception of managerial profile formed on the ground of theoretical scientific research to set managerial profile of top management and reveal how it impacts the TMT potency.

#### *Research tasks:*

- 1) to identify business companies top management demographic and managerial profiles and disclose the content of these elements;
- 2) to assess TMT potency (the way the managers understand the potency of their team);
- 3) to identify and assess the elements of managerial profile and their impact on management team potency;
- 4) to disclose how much TMT potency is related with company's results;
- 5) to define how much executives' managerial and demographic profiles are related to the results achieved.

#### *The main hypotheses of the research*

HI1: executives managerial profile has a great impact on TMT decision making.

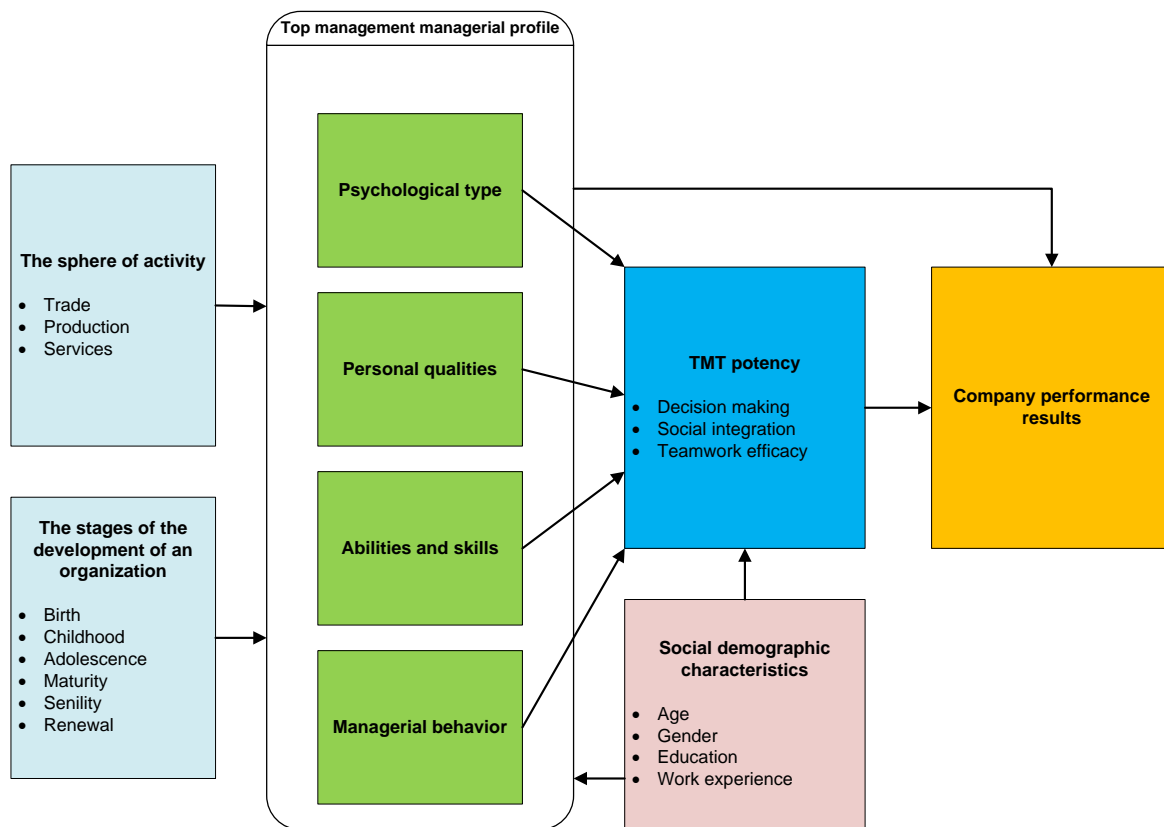
HI2: executives managerial profile has a great impact on TMT social integration.

HI3: executives managerial profile has a great impact on TMT effectiveness.

In order to conduct a research the model was formed (Fig. 3). Its methodological basis is:

- the conception of executives managerial profile;

- the conclusions about “upper echelon“ theoretical trend insights and grounded empirical investigation;
- the research results on top management personal qualities, cognitive peculiarities and other characteristics;
- the conception of TMT potency.



**Figure 3. Research model (produced by the author)**

Psychological types of personality are measured by applying Myers-Briggs type indicators (MBTI). This method allows to assess respondents' preferences in compliance with four MBTI typology aspects: extraversion – introversion, judging – perceiving, thinking – feeling and sensing – intuition (Myers et al., 1998). These preferences are related to the aspects of human perception and cognition.

To assess personal qualities of a manager such properties were chosen which are of great importance to top management. Without any doubt, if manager possesses such qualities, it might provide exclusivity and peculiar advantage to any type of management level. The presented set of personal qualities is based on the results of significant

theoretical and empirical studies (Stogdill, 1948, 1974; Kirkpatrick, Locke, 1991; Bresson, 2002; Yukl, 2002; Wilson, 2004).

The number of classifications which depict executives abilities and skills is great, but in this research only such abilities are distinguished which are significant only for top level management. Therefore, having summarized researches made by Katz (1974), Boyatzis (1982), Castanias, Helfat (1991), Analoui (1998), Whetten, Cameron (2001), Yukl (2002), Carmeli, Tishler (2006), Kaizer et al. (2011) typologies, widely spread research instruments indicating executives abilities and skills presented by Boyatzis and Kolb (1995), Executives skills profile (ESP) and Leadership skills profile (LSP) ability groups were chosen which have a great influence on top management performance.

To disclose top management managerial behavior specifics the following elements were paid attention too: manager type, managerial style and managerial orientation, i. e. manager's preferences towards one or the other indicators were assessed. The manager types chosen for the research form a continuum where administrator or leader's position plays the most important role. This choice is based on Drucker (1987), Mohran et al. (2006), Rowe (2011) studies.

A chosen management style classification is based on "old" (Lewin, 1939; Hackman, Johnson, 1996; Denhardt, Denhardt, 2003) and "new" paradigm (Burns, 1978; Bass, 1985, 1998; Tichy, Devanna, 1986; Avolio, 1991; Limsila, Ogunlana, 2008) conceptions. Therefore, the following management styles ,which are often observed in top management behavior, are distinguished: autocratic, democratic, passive, transactional and transformational. In order to reveal executives orientation towards tasks, relationship or changes the study was based on researches made by Yukl (2002), Martinsen (1999).

A quantitative survey questionnaire was chosen as a research instrument. It is produced on the basis of investigation model (Fig. 3), produced by the author, and its components which correspond to constructs applied in different researches. Top management of companies from different sectors participated in the investigation. In processing study results descriptive statistical analysis was used: frequency of response to the selected answers, modes, medians, averages, setting the standard deviation. Assessing the content of different managerial profile elements, a factor analysis was used, linking together all related factors. In order to clarify the connection between

variables which disclose different managerial profiles, team potency, and companies' performance interaction aspects, correlation and regression analysis was produced during the research. The internal reliability of the scale was calculated applying Cronbach alpha coefficients. To process investigation data a statistical data analysis package SPSS 16.0. was applied.

### **The results of the research**

109 senior executives of the companies participated in the investigation: 71,6 % were men, 28,4 % were women. The average age of the respondents is 43,8 years, the most frequent age is 35, the youngest respondent was 28 years old, the eldest – 65 years. According to education, many respondents had University education, Master degree (56,9 % respondents), 35,7 % – University (5 year study) education or bachelor degree, 4,6 – doctoral degree. The average general work experience in managerial sphere among respondents was 11,2 years. The lowest work experience was only 1 year, and the highest - 35 years. However, the average work experience of the respondents in current position was 6,9 years, the manager (executive) work experience in current company was 10,6 years. The absolute majority of respondents were hired executives (92,7 %) and only 7,3 % were company owners / co-owners. The average number of TMT members were 6 people.

The majority of respondents were engaged in corporate governance (36,7 % of respondents), sales (14,7 %), finance (11,9 %), production (8,3 %), other spheres – (15,6 % ). According to business sector, the greatest number of respondents were from service providing companies (48,6 %), from manufacturing companies (30,3 %), from trading companies (21,1 %).

***Psychological type of executives.*** On the basis of Myers – Briggs type of indicators it was determined, that in the total number of respondents ESTJ psychological type dominates, i. e. so called “supervisor” archetype, where the strong organizational value prevails. Therefore, extraversion is a dominant characteristic of a manager and sensors is the second most important (subdominant). The functions of an “judge” and a “thinker” are supplementing.

In the sphere of general management activity group a dominant type is ENTJ “fieldmarshal” who has good strategic qualities, such as to mobilize; while in other management group activities the dominant type is ESTP “activator” who has good

tactical qualities and the role is – to convince. Both types have distinguishing qualities like an extrovert and a thinker.

In four out of eight cases, a significant relationship between managers' psychological type expression of assessments and their impact on team potency was determined (in managers' opinion). The most significant connection is between a thinker who is of a psychological type and his impact on team potency ( $r=0,499$ ,  $p<0,01$ ). Weaker connections are between judger ( $r=- 0,294$ ,  $p<0,01$ ), perceiver ( $r=0,248$ ,  $p<0,01$ ) and extrovert ( $r=0,243$ ,  $p<0,05$ ) psychological types and their impact on team potency. It is also defined, that the stronger ETMV psychological type character is, the more positive approach towards management team potency exists from the managers point of view.

Regression analysis indicated that psychological qualities of a manager (executive) can't produce a satisfactory explanation of TLM team potency decision making dimension differences. Psychological characteristics of management which is the second TLM team potency dimension – team social integration – brings only a satisfactory result (15,4 %). On the other hand, applying psychological characteristics of managers can be explained a significant third – team work efficacy – TLM team potency part of dimension (29,9 %). The most important is assessor's characteristics, the less important are sentient and sensors qualities. It is worth mentioning, that assessor's characteristics influence on team work efficacy is positive, while sentient and sensors is negative.

***Personal qualities of executives.*** The distinguishing qualities of executives – respondents were reliability, responsibility and autonomy. The least appropriate qualities were ambition, eloquence and tendency to dominate. Analyzing, according to executive's opinion, how personal qualities affect team potency it was defined that the strongest quality is reliability (6,03 points), responsibility (6,16 points) and tolerance (5,94 points). It should be noted, that the least intrinsic properties of executives have a less favorable impact on teams potency.

It is defined that there exists a connection between prevailing qualities of an executive and their impact on team potency: the most dominant features have the biggest impact and the least dominant – the lowest impact on TMT potency. In all cases, strong connections between executives personal qualities assessment and their impact on team potency were defined (their reliability level is the same  $p<0,01$ ).

Several personal property groups were created, connecting certain (similar) properties. Factor analysis method was used. It was stated, that the strongest factor among executives is reliability and the weakest tendency is marked by dominant exuberance factor. The strongest positive relationships are set between a tendency to dominate ( $r=0,65$ ), responsibility ( $r=0,70$ ), correctness ( $r=0,64$ ), and their positive influence on team potency: between strictness and a favorable impact on team potency of this factor ( $r= 0,60$ ) the connection is weaker.

The results of the research analysis indicated the difference in strength factor which does not exist among significant factors of managers (executives) characteristics, comparing men and women groups, the age of respondents, evaluating the level of education of managers (executives), considering the managerial work experience in general and work experience in a current position.

Depending on the organization's development stage, it was indicated that the tendency to dominate and factors of responsibility are strong in companies, which are at the renewal stage compared to the companies which are at maturity stage. Factors of correctness are more vivid in the companies which are in maturity stage compared with the companies in other stages of development.

Analysing research data, much attention was paid to the fact which personal qualities make a bigger impact on team potency. Regression analysis indicated, that the biggest influence on team decision making is made by a factor of strictness (a model presents about 14,5 % of prevalence). Team social integration is influenced mostly by responsibility factor (a model presents 13 % of prevalence). Teamwork efficacy is influenced by a tendency to dominate and responsibility factors (a model presents 26 % of prevalence).

***Executive abilities.*** The performed analysis indicated that the most highly evaluated factors were creativity (8,33), intellectual abilities (8,29) and professional competence (8,27). The lowest evaluation got strategic (8,10) and political (7,69) abilities. The executives ability averages between men and women depending on their age, on managerial work experience in general, and on work experience in a current position, were not defined. Depending on education of respondents, only intellectual abilities produced higher assessments in such groups were executives had higher education ( $p=0,05$ ). Depending on the work experience in the current company,

creativity ( $p < 0,05$ ) and political ( $p = 0,05$ ) abilities were higher than in groups where work experience was shorter (up to 9 years).

Speaking about company development stage, leadership abilities ( $p = 0,05$ ) were higher in the adolescent – stage companies, compared to mature – stage organizations. Political abilities ( $p < 0,05$ ) were higher in the renewal – stage organizations compared to adolescent – stage companies. According to company business sector, significant differences of executives abilities were not defined.

Correlation analysis indicated that positive relationship is valid between existing abilities and their impact on team potency. Also the attempt was made to assess the influence of abilities possessed by executives on TMT potency (applying regression analysis). The obtained results indicated, that abilities produce rather a great influence on TMT work efficacy variation level (35 %), lower influence on team social integration (28 %) and decision making (14 %).

**Managerial behavior.** It was defined, that in the work of executives managerial behavior orientation focuses on relations (5,93), on tasks (5,67), type of a leader (5,67) and transformation leadership style (5,42). The least reflected styles in leadership performance are passive (2,13) and autocratic (4,00) ones. The analysis states, that the greatest impact on team potency in a manager's opinion is focus on the task (5,70) and focus on the changes (5,50) which are demonstrated by a leader or administrator (5,42). Strong connection was observed between autocratic leadership style and its impact on team potency ( $r = 0,65$ ), focus on changes and its impact on team potency ( $r = 0,626$ ).

Data analysis, according to social demographic parameters, showed that in the case of behavior of a manager, focus on relations and focus on changes, the average of components was higher among women ( $p < 0,05$ ). Concerning the age, applying transformational style the higher average of components was among elder respondents (5,64) than among younger ones (5,18), the role of a leader was stronger among elder managers (5,76). Transformational style was stronger among executives who had a bigger managerial experience (5,62), autocratic style of leadership was stronger among executives who had a bigger length of work in a current company (4,18).

Trying to explain TMT potency differences, applying the elements of managerial behavior, it was stated that the employment of these elements made it possible to explain rather big part of TMT work efficacy variation (44 %). The other TMT potency



dimensions which are clarified by the managerial behavior are more simple: 33 % of team social integration variations and 20 % of team decision making variations.

***The impact of managerial profile on TMT potency.*** While assessing the profile of managerial impact, such elements are chosen, which were of great significance in earlier creative models of regression. The complex regression models (see Fig. 4) showed, that applying managerial profile could be explained team work efficacy dispersion (48 %), less – team social integration (30,5 %) and team decision making dispersion (30,6 %). These summarized results indicate that the influence of elements on different managerial profile is the greatest in team work efficacy dimension.

## CONCLUSIONS AND SUGGESTIONS

1. Environmental changes today make a great influence on managers, structuring their roles in the organization. Much more attention is paid to the importance of managerial processes, the flexibility of performance procedures are more actualized, the number of subordinates possessing unique skills is growing gradually. At the same time, the construct of roles played by managers remains universal, which is more applied to top management than to other managerial levels.

2. The new conceptualized top management managerial profile concept is nothing else, but the consequence of logical scientific terminology synthesis. In general, profile is understood as the aggregate of typical features defining profession and speciality. Top management managerial profile is considered to be a multidimensional construct reflecting the most important parameters characterizing executives: personal and cognitive profiles, the model of professional competences and socio-demographic profile. The main structural elements of managerial profile are considered to be personal qualities, abilities, skills, focus on managerial behavior, knowledge and experience. It is sensible to investigate managerial profile in the context of the level of management, business type, the organization's development stage. Therefore, only on the basis of systematic approach, it is possible methodologically to structure the top management managerial profile as well as to transform it into the object of empirical study.

3. Assumption is made those psychological types of an executive personality is of great importance in the construction of managerial profile. Therefore, the integrity of executive's personal qualities, abilities and skills are emphasized. It should be noted, that

this interaction transforms depending on the changes in an organization activity. Moreover, the managerial behavior, as an element of managerial profile, is formed on the basis of inherent characteristic of an executive and at the same time brings internal competition in management teams. However, in any case, it is important to define such managerial behavior traits which could define the current realities more adequately.

In its turn, a demographic characteristic of an executive has a defined spectrum variation. But, at the same time, demographic characteristics of top management are rather sensitive fortuity, they do not have any strict normative limitations and, therefore, quite often a structure of concrete management team is formed spontaneously.

4. The performed systematic analysis of scientific literature in the sphere of management indicates, that the conception of top management is not fully settled, both, in terms of hierarchy of management and what makes it exclusive. It gives possibility, while evaluating the defined goals of scientific research, to focus only on the level of strategic management and estimate the qualitative parameters of teams: heterogeneity, the interdependence of roles, processes which are related to the interactions of top management.

Therefore, theoretical models of TMT's (Hambrick, Maison, Gladstein, Gist et al., Cohen, Carpenter et al.) providing a systematic analysis, have many contact points in models which are specific in three categories (input, process, outcome). In some cases, the size of a group is defined as a significant element, in other cases – the importance of salary is a distinguishing factor. It is understandable, that information of research conception, attention should be paid to other elements which are considered to be of great importance in other models.

5. All analyzed TMT studies are divided into several groups according to reference points and indicators. It can be stated, that the mostly spread investigations are directed towards organizational results which are characterized as the object of study group diversity. Work, activity as a focus group, was the object of investigation from 1989 to 2008. Many researchers considered innovations to be a part of focus group (period from 1989 to 2010). Other studies which follow the same direction of organizational results, according to the chosen objects of research, are more episodic than inconsistent.

Investigations focused on group processes are more decomposed according to their study object (communication and social integration, conflicts, etc.), were not intensive

and discontinued since 1999. Therefore the studies, which were closest to the theme of research focused on the diversity of team members, are divided into two parts: 1) indirect diversity impact of team members on organizational results (researches made in 1999 – 2003); 2) comparative and cross - cultural studies (1987 – 2001).

6. Analyzed research indicate, that interdisciplinary aspect, the spectrum of investigation impact on demographic characteristics of team expanded, but at the same time new problematic aspects about TMT performance occurred. A more detailed research is necessary: 1) to investigate the company's internal and external environmental factors influence on team structure and effectiveness; 2) to define the most critical characteristics of executives; 3) to reveal the content of so called "black box". The above listed items form and define requirements which are of great importance to the investigation in this research.

7. The selected goal of the research is directly connected with the answer to the following question "what factors allow teams to function effectively?" The performed analysis of scientific literature indicated that there exist two approaches in understanding team's abilities: team potency and collective efficacy. It is appropriate to focus on potency which is a very important cognitive factor in team performance, bearing in mind, that it is a collective belief for a group to function effectively.

8. This research investigates the formulated top management managerial profile conceptual model together with TMT potency. The model, as a multidimensional construct integrates four elements: the psychological types of a personality, personal properties, abilities, skills and characteristics of managerial behavior. In order to validate empirical applicability of the model, the research instrument was created which made it possible to define all indicators of the elements.

Whereas, there are no strict criteria in assessing team potency, TMT potency is assessed employing its dimensions – decision making, social integration and teamwork efficacy.

Both formulated constructs have a certain restriction which is related with the application of self – assessment scale, though this type of assessment is widely spread in "upper echelon" study group. The study conducted provides the fundamentals of the defined precedent.

9. The conducted study of top management managerial profile identified prevailing characteristics of managers according to different groups of elements.

It is worth noticing, that top management demographic characteristics employ wide spectrum of variations. However, their demographic profile reveals the homogenous group were middle – age men dominate, who have University education, rather than a big work experience in management (about 10 years) and have the position of a hired senior manager. Heterogeneity in this group is related to the trends of education, the gained experience and functional sphere of work.

Because the concept of executives profile is multiscale, the separate dimensions of top management profile were analyzed. The profile of company managers was generalized:

- 1) Dominant psychological type of a personality is – ESTJ or “supervisor” who has strong organizational values. Extrovert is a prevailing characteristics of an executive too, and sensorics is the second according to its importance (subdominant). “Judgers” and “thinkers” functions are supplementing ones. In corporate sphere of management dominant type is ENTJ or “fieldmarshal” in other managerial sphere dominating type is ESTP “activator”. The difference exists between psychological types of men (ESTJ) and women (ESTP).
- 2) The executives have the following dominant personal qualities: reliability, responsibility, autonomy. The least qualities specific for executives are: ambition, eloquence, and tendency to dominate. The results of factor analysis of personal qualities indicated that the most significant factor is responsibility/ reliability and the least significant – tendency to dominate/ exuberance.

The research identified that there does not exist significant differences between executive properties intensity factor and demographic characteristics (age, gender, education, corporate work experience in management).

- 3) The superior abilities of executives are as follows: creativity, intellectual skills and professional competence. Strategic and political abilities are evaluated as insufficient. The analysis of assessment of executives abilities indicated that significant differences in demographic characteristics of managers were not defined.
- 4) In top management managerial behavior the transformational style of leadership is most vivid, their orientation towards relationship and tasks and prevailing manager

style is a leader type. Less significant are passive and autocratic management styles, the role of an administrator and focus on changes is distinct. The research revealed certain managerial behavior differences subject to gender, age, managerial work experience and work experience in current job position.

10. The research stated that, in fact, all managerial profile elements have close correlations with TMT potency. The produced regression models made it possible to evaluate different managerial profile elements impact on dimensions of team potency. A personal quality, managers' abilities and managerial orientation impact on team work efficacy is the greatest, but a little bit smaller for social integration of the team and decision making. Different impact of elements on managerial profile presents different TMT potency dimensions variation.

11. The performed empirical research verifies "upper echelon" insight of theoretical analysis about management and their team specific impact on the organization. The managerial profile and its influence on TMT potency causal relationship model is empirically verified. The produced results of a study make it possible to conclude that the identical elements of top management profile give opportunity to forecast TMT potency and company's efficiency too.

12. Both, companies providing consulting services and business enterprises, should employ the concept of managerial profile and research methodology produced by the author, which will present the possibility to diagnose TMT profiles, their compatibility and team potency while seeking organizational goals and define the weaknesses.

13. Institutions of higher education, where the disciplines of management, leadership, strategic management are taught, should introduce the problematic issues of top management and their teams managerial profile.

14. The further perspectives of scientific research are related to the investigation made by the author broadening it out in the cross cultural sphere in the member countries of the European Union.

#### **List of academic publications:**

1. Marčinskas, A., Diska, V. (2009). Priorities of Leaders' Managerial Roles in the Public Sector. *Public Administration*, Vol. 3 – 4, p. 45 – 54.

2. Stankevičienė, A., Diska, V. (2010). *Leader in the strategic management system of organization*. The Proceedings of International Conference “Global Challenges for Economic Theory and Practice in Central and Eastern European Countries”. Vilnius, p. 333 – 339.
3. Binkauskas, G., Diska, V. (2011). The Leader and Innovation Processes in the Time of Change. The Proceedings of the 4 th International Conference “Managerial Challenges of the Contemporary Society” Cluj Napoca, Romania. Issue 2, p. 28 – 35. <http://www.cceol.com>.
4. Diska, V., Marčinskas, A. (2013). The role and impact of top management teams on organizations performance in the context of knowledge-based society. *Information Sciences*, Vol. 66, p. 64 – 77.
5. Diska, V. (2013). The evidence of top managers’ managerial profiles in organizations. *Public Administration*, Vol. 3, p. 35 – 43.

#### **Presentations in international scientific conferences**

1. Stankevičienė, A., Diska, V. (2010). *Leader in the strategic management system of organization*. International Conference “Global Challenges for Economic Theory and Practice in Central and Eastern European Countries”, September 16 – 17, Vilnius.
2. Binkauskas, G., Diska, V. (2011). *The Leader and Innovation Processes in the Time of Change*. 4 th International Conference “Managerial Challenges of the Contemporary Society” June 3 – 4, Cluj Napoca, Romania.

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Business management, strategic management, top management teams performance.

## DISERTACIJOS SANTRAUKA

### *Temos aktualumas*

Paskatinti globalizacijos proceso iššūkių vyksta intensyvūs pokyčiai tiek verslo aplinkoje, tiek įmonių valdyje. Nors verslo pasauliui yra žinomos konkurencinio potencialo išsaugojimo prielaidos ir galimybės, problema yra ta, kad tos prielaidos neretai būna gana individualios ir netgi unikalios, o išlikimo galimybėmis būtina mokėti pasinaudoti. Dėl sudėtingėjančių ir neapibrėžtų aplinkos sąlygų verslo įmonės, siekdamos išlaikyti savo pozicijas ir įgyti konkurencinį pranašumą, turi būti pajėgios numatyti ir laiku reaguoti į išorės bei vidaus aplinkos spaudimą ir inicijuoti būtinus pokyčius.

Organizacijos reagavimo pobūdis ir pasirengimas efektyviai konkuruoti labai priklauso nuo aukščiausio lygio vadovų (ALV) ir jų komandų charakteristikų bei sudėties. Šių komandų vaidmuo įmonėse yra išskirtinis ir glaudžiai susijęs su strateginiais sprendimais, veikiančiais įmonės rezultatyvumą. Neabejotina, kad įmonės veiklos sėkmę daugiausia lemia jos aukščiausio lygio komandos pajėgumas, priklausantis nuo įvairių veiksnių, iš kurių vienas svarbiausių – vadovų vadybinis profilis, t. y. visų pirma asmeninės savybės, gebėjimai ir įgūdžiai, vadovavimo stiliai, požiūriai. Nuo to, kiek pagal savo vadybinį profilį yra optimali įmonės aukščiausio lygio vadovų komanda, priklauso tiek pačios komandos pajėgumas realizuoti savo turimą potencialą, tiek įmonės veiklos rezultatyvumas.

Atsižvelgdami į aukščiausio lygio vadovų ir jų komandų ypatingą vaidmenį bei svarbą organizacijai, strateginio valdymo ir kitų sričių mokslininkai daug dėmesio skiria jų veiklos tyrinėjimams. Jų nuomone, įmonės aukščiausio lygio vadovų komanda turi reikšmingą poveikį jos strategijos kryptiai ir yra vienas iš įmonės strateginių išteklių (Barney, 1991; Castanias ir Helfat, 1991; Michel ir Hambrick, 1992; Finkelstein ir Hambrick, 1996; Certo ir kt., 2006; Koufopoulos ir kt., 2008).

Nepaisant sukauptų vadybos srities žinių ir skiriamų didžiulių investicijų (pvz., JAV vadovų tobulinimui kasmet skiriamos milžiniškos sumos, daugiau nei 50 mlrd. JAV dol.), daugelis organizacijų pabrėžia sėkmingų vadovų stoką (Fulmer ir Conger, 2004). R. Hogan ir J. Hogan (2001) teigimu, apytikriai nuo 50 iki 75 proc. vadovų veikla neatneša siekiamų rezultatų. Taigi vis labiau didėja poreikis naujai mąstančių aukščiausių įmonių vadovų, verslo lyderių, turinčių gebėjimų ir įgūdžių transformuoti

savo įmones, kad būtų pasiekta tiek geriausių veiklos rezultatų, tiek būtų suburta perspektyvi komanda, gebanti greitai adaptuotis besikeičiančioje aplinkoje.

Nenuostabu, kad pastaruoju laiku didėja susidomėjimas aukščiausio lygio vadovų ir jų komandų veikla bei jų įtaka organizacijoms. Didėjantį aukščiausio lygio vadovų mokslinių tyrimų populiarumą akivaizdžiai demonstruoja „aukščiausio ešelono“ teorinės koncepcijos pradininkų Hambrick ir Mason (1984) citavimo lygis: 2010 m. ISI moksliniuose žurnaluose buvo cituota 1057 kartus, o Google Scholar – 2500. Tačiau nepaisant aukščiausio lygio vadovų komandų tyrimų populiarumo, pagrindiniai teoriniai teiginiai dar nėra pakankamai patvirtinti empiriniais tyrimais.

### ***Mokslinės problemos ištyrimo lygis***

Aukščiausio lygio vadovų komandų (ALVK) tyrimai plačiai paplito nuo 20 a. 9 dešimtmečio ir rėmėsi teorinėmis koncepcijomis bei modeliais, iliustruojančiais skirtingus aukščiausio lygio vadovų komandų struktūros, sprendimo priėmimo ir veiklos konteksto aspektus (Hambrick ir Mason, 1984; Gladstein, 1984; Gist ir kt., 1987; Cohen, 1994; Hambrick, 1994). Nors ilgą laiką tarp mokslininkų nebuvo tvirto susitarimo dėl aukščiausių vadovų reikšmingumo organizacijoje, o dabar ir tarp įvairių mokslo krypčių, kaip antai: vadybos (Carr ir kt., 2003; Parker ir kt., 2003; Carpenter ir kt., 2004; Van Knippenberg ir kt., 2011), psichologijos (Peterson ir kt., 2003), finansų ekonomikos (Bertrand ir Schoar, 2003) atstovų empirinių tyrimų rezultatai pabrėžia, kad aukščiausi vadovai iš tiesų turi poveikį organizacijos veiklai. Tačiau aukščiausių vadovų komandų dabartiniuose tyrimuose nuo klausimo, ar vadovų įtaka reikšminga, dažniau pereinama prie klausimo, kokiomis sąlygomis jų įtaka organizacijos veiklos rezultatams yra reikšminga, t. y. kada ir kaip aukščiausi vadovai prisideda prie inovacijų, finansų valdymo ir įmonės veiklos (Carpenter, 2011; Malmendier ir Tate, 2008; Kaplan ir kt., 2012).

Anot Finkelstein ir kt. (2009), siekiant suvokti, kodėl organizacijos veikia vienokiu ar kitokiu būdu, daro vienus ar kitus dalykus, būtina gerai suprasti jų viršūnėje esančius žmones – jų patirtį, gebėjimus, vertybes, socialinius ryšius ir kitas charakteristikas, nes organizacijos viršūnėje esanti santykinai maža įtakingų žmonių grupė gali iš esmės paveikti organizacijos veiklos rezultatus. Tyrimai patvirtina egzistuojantį ryšį tarp aukščiausio lygio vadovų komandų ir organizacinės veiklos, o tai ypač svarbu greitai besikeičiančių aplinkos sąlygų kontekste (Eisenhardt ir Schoonhoven, 1990; Finkelstein



ir Hambrick, 1990; Hambrick ir D'Aveni, 1992; Michel ir Hambrick, 1992; Murray, 1989; Finkelstein ir Halebian, 1993; Shepherd ir Wiklund, 2003; Covin ir kt., 2005; Handelberg ir Vyakarnam, 2005; Haber ir Reichel, 2007; Vasilaki ir O'Regan, 2008).

Mokslinės literatūros analizė leido pastebėti, kad vienas iš aukščiausio lygio vadovų komandų tyrimų apribojimų yra susijęs su vadovų vertinimo sudėtingumu. Dėl to dauguma tyrimų, siekiančių atskleisti jų įtaką organizacijos rezultatams, yra orientuoti į šio lygio vadovų demografinių charakteristikų, laikomų aukščiausių vadovų kognityviniais surogatais arba pakaitalais, analizę (Datta ir Rajagopalan, 1998; Tihanyj ir kt., 2000; Berg, 2001; Herrman ir Datta, 2005; Jensen ir Zajac, 2004; Lee ir Park, 2006). Tačiau nepaisant aukščiausio lygio vadovų komandų demografinio heterogeniškumo tyrimų populiarumo, galima sutikti su autoriais, kritikuojančiais pernelyg didelį šių duomenų sureikšminimą ir gautų tyrimų rezultatų prieštaringumą (Michel ir Hambrick, 1992; West ir Schwenk, 1996; Priem ir kt., 1999; Barsade ir kt., 2000; Ferrier, 2001; Carpenter, 2002). Taip pat iki šiol diskutuojama, ar aukščiausių vadovų vadybinių charakteristikų skirtingumas suteikia įmonėms pranašumą (Cannella ir kt., 2008).

Kadangi įvairių autorių teigiama, kad demografinis požiūris turi svarbių apribojimų, taikomas kognityvinis požiūris, pagrįstas socialine kognityvine teorija, leidžia padidinti vadovų poveikio organizacijai aspektų supratimą. Ypač tai reikšminga tyrimuose, susijusiuose su aukščiausių vadovų veiksmingumo ir jų komandų pajėgumo suvokimu ir sąsaja su organizacijos rezultatyvumu. Carpenter ir kt. (2004), Boal ir Hooijberg (2001) siūlo atkreipti dėmesį į naujesnius „aukščiausio ešelono“ tyrimus, kuriuose aukščiausio lygio vadovų komandoms apibūdinti naudojamos psichologinės charakteristikos ir sutelkti dėmesį į aukščiausių vadovų vadybinę elgseną bei asmenines savybes, t. y. į vadybinį profilį, o ne į jų demografines charakteristikas. Deja, panašaus pobūdžio tyrimų dar stokoja (Leonard ir kt., 2005).

Vadovų kokybinį-funkcinį portretą bei jo elementus nagrinėjo ir modeliavo ne vienas žinomas vadybos teoretikas: Boyatzis (1982), Woodcock ir Francis (1986), Druker (1988), Whiddett ir Hollyforde (2005), Spencer ir Spencer (2008). Vis dėlto vadybinio profilio sąvoka iki šiol nėra pakankamai išnagrinėta, todėl jos supratimo aiškumas ir struktūriniai parametrai vis dar lieka diskutiniai klausimai.

Atskiri vadybinio profilio elementai (asmenybės tipas, asmeninės savybės, gebėjimai bei įgūdžiai, vadybinė elgsena) buvo nagrinėjami įvairių mokslininkų ir tyrėjų

darbuose. Asmenybės tipų tyrimams, taikant Myer-Briggs (MBTI) tipologiją, kuri pasiteisino kaip naudingas tyrimo instrumentas analizuojant skirtingų lygių vadovų elgseną, dėmesį skyrė Oswald ir Kroeger (1988), Marcia ir kt. (1989), Bushe ir Gibbs (1990), DiMarco (1992), Davey ir kt. (1993), Furnham ir Stringfield (1993), Clinebel ir Stecher (2003), Till ir kt. (2010). Asmenines vadovų savybes tyrinėjo Stogdill (1947), Mann (1959), Lord De Vader ir Alliger (1986), Blake ir Mouton (1990), Kirkpatrick ir Locke (1991), Yukl (2002), Wilson (2004), Barvydienė (1982), Zakarevičius ir Župerkienė (2008). Vadovams būdingi įgūdžiai ir gebėjimai nagrinėti Katz (1974), Kotter (1982), Whetten ir Cameron (1983), Carroll ir Gillen (1987), Aupperle ir Dunphy (2001), McKinsey (2004), Porter ir kt. (2004), Petkevičiūtės (2003), Seiliaus (2001), Marčinsko ir Diskienės (2007, 2012), Skaržauskienės (2008), Buožiūtės-Rafanavičienės (2008), Pundzienės ir Turausko (2009) darbuose. Įgūdžių ir gebėjimų, reikšmingų aukštesnio lygio vadovams, tipologijos atskleistos Castanias ir Helfat (1991) Christensen ir kt., (1978), Katz (1974), Yukl (2002), Bailey ir Helfat (2003), Johnson (2006) darbuose. Tačiau, anot Carmeli ir Tishler (2006), iki šiol nepakanka tyrimų, analizuojančių aukščiausio valdymo lygio komandos vadybinių gebėjimų įtaką ir jų santykinę reikšmę įmonės veiklai.

Carlson (1991), Kotter (1982), Mintzberg (1973), Stewart (1976, 1982), Hales (1986), Luthans ir kt. (1988), Kotter (1982), Whitley (1989), Barvydienė ir Kasiulis (2002), Želvys (2003) gvildeno vadybinę elgseną, orientuotą į vadovo darbą, analizuojant jo kasdienę veiklą. Atskiri vadybinės elgsenos elementai, kaip antai vadovų tipai ir jiems būdinga elgsena, tirti Richardson (1994), Kuratko ir Hodgetts (2007), Gilley ir kt. (2008) darbuose. Kitas elementas – vadovavimo stiliai – sulaukė bene daugiausia dėmesio įvairių autorių darbuose, pradedant senąja vadovavimo paradigma (Lewin ir White, 1939; Seilius, 1998) ir baigiant naująja (Conger ir Kanungo, 1987; Sashkin, 1988; Burns, 1978; Bass, 1998; Tichy ir Devanna, 1986; Yammarino ir Bass, 1990; Curphy, 1992; Yukl, 1999).

Nuo 20 a. 10 dešimtmečio vadovų komandų tyrimuose siekiama atskleisti komandos sugebėjimų dirbti kartu, siekiant numatytų tikslų, kolektyvinio suvokimo vaidmenį. Mokslinėje literatūroje išryškėjo du požiūriai į įsitikinimų dėl komandos gebėjimų supratimą – komandos pajėgumą ir kolektyvinį veiksmingumą (Collins, Parker, 2009). Pajėgumas, kaip reikšmingas konstruktas, nagrinėjamas mokslinėse

publikacijose (Guzzo ir kt., 1993; Cohen ir Denison, 1990; Gully ir kt., 2002; Sivasubramaniam ir kt., 2002) apie komandinį darbą dėl jo sąsajos su komandos veikla, atskleidė, kad komandos pajėgumas daro didelę įtaką jos veiklos atlikimui. Pastebėta, kad būtent komandos pajėgumas turi stipresnį poveikį komandos efektyvumui nei kiti kintamieji, o įsitikinimai dėl komandos pajėgumo leidžia numatyti darbuotojų pasitenkinimą, produktyvumą ir komandos efektyvumą.

Apžvelgiant aukščiausio lygio vadovų komandų skirtingų aspektų tyrimus, tenka pripažinti, kad Lietuvos mokslininkai aukščiausių vadovų komandų problematikos praktiškai nenagrinėja. Atskiri komandinio darbo aspektai (komandinio darbo prigimtis, diagnostika, jo specifika skirtinguose sektoriuose) gvildenami Vijeikienės ir Vijeikio (2000), Kasiulio ir Barvydienės (2001), Dromanto ir Merkio (standartizuotos „Team Pulls“ testavimo metodikos pritaikymas) (2004), Merkio (2005), Sapežinskienės (2005), Žydžiūnaitės (2005), Dromanto (2008), Šalkauskienės ir VVeinhardt (2008), Šimanskienės ir Seiliaus (2009), Bagdonienės ir Simanavičienės (2012) darbuose. Paminėtina, kad Šimanskienės ir Seiliaus (2009) monografijoje yra pateikta įvairių užsienio autorių teorinių ir praktinių tyrimų, susijusių su aukščiausio lygio vadovų komandų veikla, apžvalga ir išskirtos aktualios jų tyrimo problemos.

Didėjanti aukščiausio lygio vadovų komandų vaidmens svarba, jų veiklos tyrinėjimų aktualumas ir, galima būtų teigti, nepakankamas aukščiausių vadovų asmeninių, kognityvinių bei vadybinių charakteristikų, t. y. jų vadybinio profilio ir jo poveikio komandų pajėgumui bei organizacijos veiklos rezultatyvumui, įvertinimas sukuria prielaidas suformuluoti **mokslinę problemą** – kaip aukščiausio lygio vadovų vadybinis profilis lemia jų komandų pajėgumą.

**Darbo tikslas** – suformuluoti vadybinio profilio koncepciją, ją struktūrizuoti ir empiriškai ištirti atskirų elementų poveikį aukščiausio lygio vadovų komandos pajėgumui.

Darbo tikslui pasiekti sprendžiami šie **uždaviniai**:

- apžvelgti aukščiausio lygio vadovų veiklos bei vaidmenų transformaciją vadybos modernizavimo ir kylančių naujų iššūkių kontekste;

- suformuluoti ir pagrįsti aukščiausio lygio vadovų vadybinio profilio koncepciją, detalizuoti jo elementų turinį ir raiškos būdus, pateikiant vadybinio profilio struktūrinį modelį;
- įvardyti aukščiausio lygio vadovų komandos esminius sąveikos elementus kaip multidimensinį konstrukta;
- įvertinti ir apibendrinti aukščiausio lygio vadovų komandų koncepcijas ir modelius, leidžiančius konceptualiau priartėti prie komandos pajėgumo apibūdinimo;
- susisteminti aukščiausio lygio vadovų komandoms ir jų pajėgumui skirtus tyrimus;
- remiantis sudarytu teoriniu tyrimo modeliu, empiriškai įvertinti atskirų vadybinio profilio elementų įtaką aukščiausio lygio vadovų komandos pajėgumui.

### ***Tyrimo ir duomenų apdorojimo metodai***

Disertacijoje buvo naudojama sisteminė ir lyginamoji mokslinės literatūros analizė, apibrėžiant aukščiausio lygio vadovų ir jų vadybinių profilių bei komandų pajėgumo sampratą, įvardijant vadybinių profilių ir komandos pajėgumo sąsajos aspektus, apibendrinant teorinius ir praktinius mokslinius tyrimus.

Metodologinį tyrimo pagrindą sudaro socialiniuose moksluose susiformavusi samprata apie kiekybinius metodus, atrankinį tyrimą, daugiamačius statistinius metodus. Empirinis tyrimas atliktas naudojant standartizuotos anketinės apklausos metodą. Siekiant išsiaiškinti ryšius tarp kintamųjų, atskleidžiančių įvairius vadybinių profilių ir komandų pajėgumo bei įmonių rezultatų sąveikos aspektus, tyrimo metu buvo taikomi matematiniai statistiniai duomenų analizės metodai. Tyrimų duomenys apdoroti statistinės analizės ir duomenų apdorojimo programine įranga SPSS 16.0. Apdorojant tyrimo rezultatus, naudota aprašomoji statistinė analizė. Siekiant nustatyti vadybinio profilio elementų įtaką aukščiausio lygio vadovų komandų pajėgumui, buvo pritaikyta faktorinė, koreliacinė ir regresinė analizės. Vidinis skalių patikimumas įvertintas apskaičiuavus Kronbacho alfa koeficientus.

***Mokslinis naujumas, teorinė ir praktinė reikšmė.*** Mokslinį disertacijos naujumą rodo požiūris į aukščiausio lygio vadovų komandų pajėgumą inovatyvumas, išplečiant vadybos mokslinio aparato spektrą.

### ***Teorinė darbo reikšmė:***

- atlikta aukščiausio lygio vadovų ir jų komandos sampratos ir vaidmenų apžvalga;

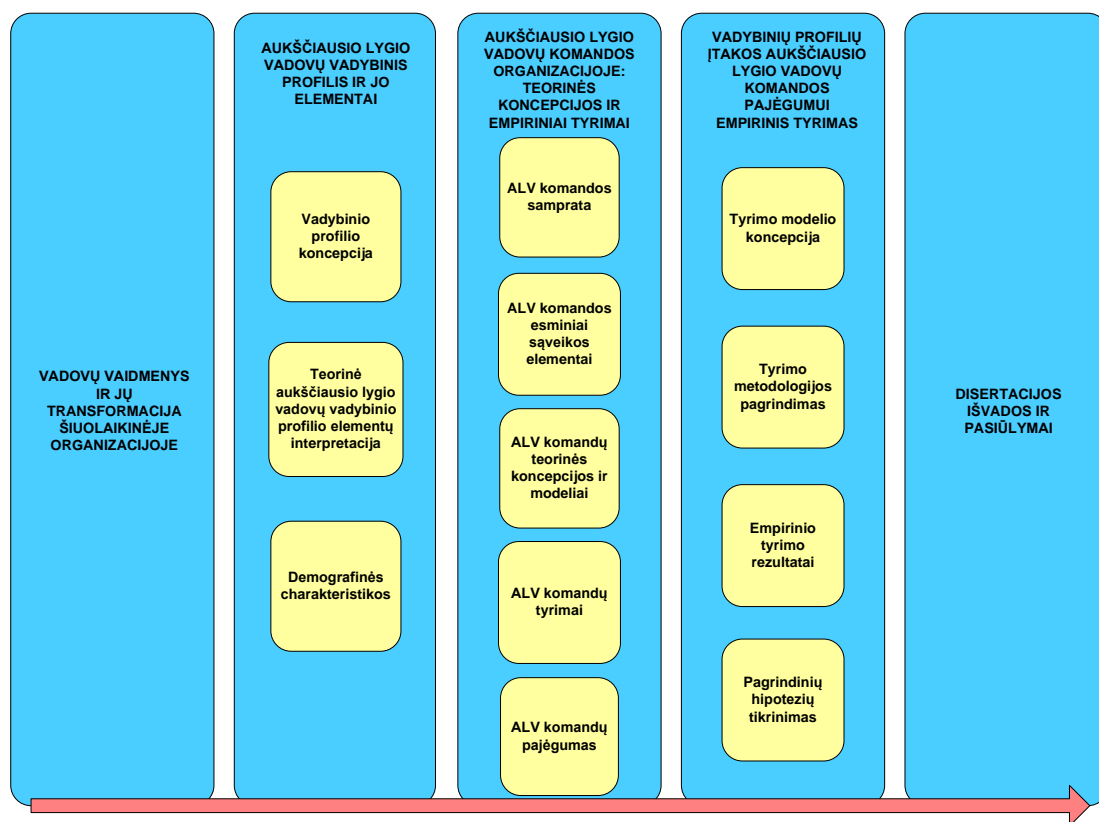
- atsirado galimybė konceptualiau įvertinti šį fenomeną dabarties aktualijų kontekste, atskleisti naujus jo nagrinėjimo aspektus;
- pateikta iššami aukščiausio lygio vadovų komandų teorinių koncepcijų ir modelių analizė leidžia akademiškai korektiškiau apibūdinti aukščiausio lygio vadovų komandų pajėgumo lauką, sumažinti tą jo dalį, kuri tradiciškai buvo priskiriama vadinamajai „juodajai dėzei“;
- autoriaus bandymas sisteminti tyrimus, skirtus aukščiausio lygio vadovų komandoms, orientuojantis į pakankamai ilgą mokslinei analizei skirtą laikotarpį ir skirtingas vadybos kultūras bei ekonominio pajėgumo šalis, leido atskleisti šio fenomeno raiškos specifiškumą ir daugiaplaniškumą;
- išskirtinę teorinę reikšmę darbe įgauna pati aukščiausio lygio vadovų komandos vadybinių profilių koncepcija, leidžianti labiau fokusuotai apibūdinti potencialias ir faktines komandos galimybes;
- pateiktas aukščiausio lygio vadovų komandos vadybinio profilio elementų struktūrizavimas leis ateities vadybinio profilio tyrimuose užtikrinti metodologinio pagrindo bendrumą;
- darbe pasirinktas unikalus mokslinio tyrimo modelis užtikrins būsimų, ypač tarpkultūrinių, tyrimų palyginamumą, o tuo pačiu ir prasmingą tęstinumą.

***Praktinė darbo reikšmė:***

- aukščiausio lygio vadovų vadybinių profilių koncepcija suformuoja reikšmingą praktinį užsakymą jų diagnostikai ir prognozavimui, o tuo pačiu ir komandų vadybinio profilio konsultavimo plėtrą;
- atlikto empirinio tyrimo rezultatai ir išvalgos Lietuvos įmonių vadovams suteikia galimybę įvertinti savo komandų vadybinių profilių suderinamumo susidomėjimą ir galimybę projektuoti jų produktyvumo augimą;
- pateiktas aukščiausio lygio vadovų komandos vaidmenų transformacijos, koncepcijų ir modelių apibūdinimas, vadybinių profilių koncepcija atitinka vadybos universitetinių studijų programos poreikius;
- sukonstruotas vadybinių profilių įtakos aukščiausio lygio vadovų komandos pajėgumui tyrimo instrumentas numato realią praktinio jo taikymo perspektyvą ir kitų mokslininkų tyrimuose.

## Disertacijos loginė struktūra

Disertacinio darbo loginę struktūrą (1 pav.) nulėmė tyrimo tikslas ir užsibrėžti uždaviniai.



1 pav. Disertacijos loginė struktūra

Teorinė darbo dalis susideda iš trijų skyrių. Pirmame skyriuje pateikta vadovų vaidmenų ir jų veiklos, atskleidžiant aukščiausio lygio vadovų aspektą, transformacija šiuolaikinėje organizacijoje. Antrame skyriuje pristatoma suformuota aukščiausio lygio vadovų vadybinio profilio koncepcija ir jo elementų teorinė interpretacija. Trečiame skyriuje atskleidžiama aukščiausio lygio vadovų komandos samprata ir teorinių bei empirinių tyrimų radiniai ir išvados. Ketvirtame disertacijos skyriuje pristatomas vadovų vadybinių profilių įtakos ALV komandų pajėgumui empirinis tyrimas. Aptariama tyrimo modelio koncepcija ir jos pagrindimas. Atskleidžiama pasirinkta metodologija: empirinio tyrimo tikslas, uždaviniai, suformuluojamos hipotezės, aptariama kiekybinio tyrimo atlikimo metodika, instrumentai ir duomenų analizės metodai. Analizuojami empirinio tyrimo rezultatai ir tikrinamos iškeltos hipotezės. Remiantis tyrimo duomenimis nustatomas aukščiausio lygio vadovų vadybinis profilis ir jo įtaka ALV komandų pajėgumui bei kaip tai lemia įmonių veiklos rezultatus. Darbas baigiamas išvadamis ir pasiūlymais tolesniems šios srities tyrimams.

## IŠVADOS IR PASIŪLYMAI

1. Šiuolaikiniai aplinkos pokyčiai daro didelę įtaką vadovui, jo vaidmenų naujai struktūrizacijai organizacijoje. Vis labiau aiškėja valdymo procesų svarba, nes sparčiai aktualizuojamas veiklos procedūrų lankstumas, pavaldinių, turinčių unikalių įgūdžių, laipsniškas didėjimas. Bet tuo pačiu vadovų atliekamų vaidmenų konstruktas išlieka universalus, o tai labiau nei kitiems valdymo lygiams taikytina aukščiausio lygio vadovams.

2. Naujai konceptualizuojama aukščiausio lygio vadovų vadybinio profilio sąvoka yra ne kas kita, kaip logiška mokslinės terminijos sintezės pasekmė. Bedriausia prasme profilis suvokiamas kaip tipišku bruožų, apibūdinančių profesiją, visuma. Aukščiausio lygio vadovų vadybinis profilis laikytinas veikiau multidimensiniu konstruktą, atspindinčiu pagrindinius vadovų charakterizuojančius parametrus: asmeninį bei kognityvinį profilus, profesinių kompetencijų modelį, sociodemografinį profilį. Pagrindiniais vadybinio profilio struktūriniais elementais išskirtini asmeninės savybės, gebėjimai, įgūdžiai, vadybinės elgsenos orientacijos, žinios ir patirtis. Laikoma prasminga vadybinį profilį nagrinėti valdymo lygio, organizacijos veiklos pobūdžio, organizacijos vystymosi stadijos kontekste. Tik remiantis sisteminiu požiūriu galima tiek metodologiškai patikimai struktūrizuoti aukščiausio lygio vadovų profilį, tiek paversti jį tinkamu empirinio tyrimo objektu.

3. Darytina prielaida, kad vadovų asmenybės psichologiniai tipai yra išskirtinai svarbūs jų vadybinio profilio konstrukcijoje, galimai tarnaujantys jam apibrėžtu pagrindu. Savo ruožtu pabrėžtinai vadovo asmeninių savybių, gebėjimų ir įgūdžių integralumas. Kartu akcentuotina, kad ši sąveika transformuojasi priklausomai nuo organizacijos veiklos pokyčių. Pabrėžtina, kad vadybinė elgsena, kaip vadybinio profilio elementas, formuojasi vadovo prigimtinių savybių pagrindu, o kartu užprogramuoja vadovų komandoje vidinę konkurenciją. Tačiau bet kokiame atveju būtina nustatyti tuos vadybinės elgsenos bruožus, kurie gali įmanoma adekvačiau atspindėti dabarties realijas.

Savo ruožtu demografinės vadovo charakteristikos turi apibrėžtą variacijos spektrą. Bet kartu demografinės aukščiausio lygio vadovų charakteristikos yra pakankamai jautrios atsitiktinumui, jos neturi griežtų normatyvinių apribojimų, o dėl to neretai gana stichiškai susiformuoja konkrečios vadovų komandos struktūra.

4. Atlikta sisteminė mokslinės literatūros vadybos srityje analizė rodo, kad aukščiausio lygio vadovų samprata nėra nusistovėjusi tiek pagal valdymo hierarchiją, tiek pagal tai, kas ją gali apibūdinti kaip išskirtinę. Tai leidžia, įvertinant užsibrėžtus mokslinio tyrimo tikslus, orientuotis išskirtinai tik į strateginio valdymo lygmenį ir įvertinant komandų kokybinius parametrus: heterogeniškumą, vaidmenų tarpusavio priklausomybę, procesus, siejamus su aukščiausio lygio vadovų sąveika.

Savo ruožtu aukščiausių vadovų komandų teoriniai modeliai (Hambrick ir Maison, Gladstein, Gist ir kt., Cohen, Carpenter ir kt.) juos vertinant sistemiškai, turi nemažai sąlyčio taškų visiems modeliams būdingų trijų kategorijų (indėlio, proceso ir rezultato) kontekste. Vienais atvejais kaip reikšmingas elementas išskiriamas grupės dydis, kitais – labiau akcentuojama atlyginimo elemento svarba. Suprantama, kad formuojant tyrimo koncepciją turi būti atsižvelgta ir į kitus, atskiruose modeliuose laikomus reikšmingus, elementus.

5. Visi analizuoti aukščiausio lygio vadovų komandų tyrimai skirstytini į keletą grupių priklausomai nuo pasirinktų orientyrų ir rodiklių. Galima teigti, kad plačiausiai atstovaujami tyrimai orientuoti į organizacinius rezultatus, tačiau pasižymi dėmesio centro įvairumu. ALV komandų darbas, veikla buvo tyrimų objektas nuo 1989 m. iki 2008 m. imtinai. Gausi tyrėjų grupė dėmesį skyrė inovacijų aspektui (vėlgi laikotarpis nuo 1989 m. iki 2010 m.). Kiti tyrimai, kuriuose išlaikoma ta pati organizacinių rezultatų kryptis, pagal savo kitus pasirinktus tyrinėjimo objektus vertintini labiau kaip epizodiniai, o ne nuoseklūs.

Tyrimai orientuoti į grupinius procesus yra labiau išskaidyti pagal savo orientaciją (komunikacija ir socialinė integracija, konfliktai ir kt.), nebuvo intensyvūs ir nutrūkę apie 1999 m. Tuo tarpu artimiausi pasirinktai darbo temai tyrimai, orientuoti į komandos narių įvairovę, pasiskirstę į du srautus: 1) netiesioginis komandos narių skirtingumo poveikis organizaciniams rezultatams (tyrimai nuo 1999 iki 2003 m.); 2) lyginamieji ir tarpkultūriniai tyrimai (1987 – 2001 m.).

6. Analizuoti tyrimai rodo, kad išsiplėtė tarpdisciplininis aspektas, komandų demografinių charakteristikų įtakos tyrimų spektras, o tuo pat metu iškilo ir naujų probleminių aukščiausio lygio vadovų komandų veiklos aspektų. Išsamesnė analizė reikalinga: 1) tiriant organizacijos išorės ir vidaus aplinkos veiksnių įtaką komandos struktūrai bei veiksmingumui; 2) nustatant kokios vadovų charakteristikos yra kritinės;



3) atskleidžiant vadinamosios „juodosios dėžės“ turinį. Išvardyti dalykai formuoja ir apibrėžtus reikalavimus šiame darbe vykdytam tyrimui.

7. Pasirinktas darbo tikslas tiesiogiai sietinas su atsakymo paieška į klausimą „kas leidžia komandoms efektyviai funkcionuoti?“ Atlikta mokslinės literatūros analizė rodo, kad egzistuoja du požiūriai į įsitikinimų dėl komandos gebėjimų supratimą: komandos pajėgumas ir kolektyvinis veiksmingumas. Tikslinga orientuotis į pajėgumą, kaip svarbų kognityvinį poveikį komandos veiklai, laikant, jog tai kolektyvinis įsitikinimas, kad grupė gali būti efektyvi.

8. Šiame darbe testuojamas suformuluotas aukščiausio lygio vadovų vadybinių profilių koncepcinis modelis jo sąveikoje su ALV komandų pajėgumu. Modelis, kaip multidimensinis konstruktas, integruoja keturis elementus: asmenybės psichologinius tipus, asmenines savybes, gebėjimus ir įgūdžius bei vadybinės elgsenos charakteristikas. Siekiant patvirtinti empirinį modelio pritaikomumą, parengtas tyrimo instrumentas, apibrėžiantis visų modelio elementų indikatorius.

Kadangi nėra griežtai nustatytų komandos pajėgumo vertinimo kriterijų, aukščiausio lygio vadovų komandos pajėgumas vertintinas per jos dimensijų – sprendimo priėmimo, socialinės integracijos ir komandinio darbo veiksmingumo – turinio suvokimą.

Tiek vienas, tiek kitas suformuoti konstruktai turi tam tikrą apribojimą, susijusį su savęs vertinimo skalių naudojimu, nors tokio pobūdžio įvertinimai yra plačiai paplitę „aukščiausio ešelono“ tyrimų grupėje. Atliktam tyrimui tai suteikia apibrėžto precedento pagrindą.

9. Atliktas aukščiausių vadovų vadybinio profilio tyrimas identifikavo dominuojančias vadovų charakteristikas pagal atskiras elementų grupes.

Paaiškėjo, kad demografinės aukščiausio lygio vadovų charakteristikos turi gana platų variacijos spektrą. Tačiau jų demografinis profilis atskleidžia pakankamai homogenišką grupę, kurioje vyrauja vidutinio amžiaus vyrai, turintys aukštąjį universitetinį išsilavinimą, nemažą vadovaujančio darbo stažą (apie 10 m.) ir užimantys sandomo vadovo poziciją. Heterogeniškumas šioje grupėje siejamas su išsilavinimo profiliu, turima patirtimi ir funkcinė darbo sritimi.

Kadangi vadovų vadybinio profilio koncepcija yra daugiamatė, todėl jos analizė turi būti atlikta pagal atskiras dimensijas. Apibendrintas įmonių vadovų profilis:

5) Dominuojantis asmenybės psichologinis tipas – ETMV arba dar vadinamas „prižiūrėtojas“, kuriam būdinga stipri organizuotumo vertybė. Ekstravertiškumas yra dominuojanti vadovo savybė, o sensorika yra antroji pagal svarbą (subdominantė). „Vertintojo“ ir „mąstytojo“ funkcijos yra papildančiosios. Bendrojo valdymo veiklos srityje išryškėjo ENMV tipas arba „feldmaršalas“, kitų veiklos sričių valdymo grupėje nustatytas dominuojantis tipas ETMS „aktyvatorius“. Skiriasi vadovų vyrų ir moterų grupėse dominuojantys psichologiniai tipai: vyrų grupėje vyrauja ETMV tipas, o moterų – ETMS.

6) Vadovai pasižymi šiomis dominuojančiomis asmeninėmis savybėmis: patikimumu, atsakingumu, savarankiškumu. Mažiausiai vadovams būdinga ambicingumas, iškalbingumas ir polinkis dominuoti. Asmeninių savybių faktorinės analizės rezultatai, kaip stipriausiai išreikštą faktorių, atskleidė atsakingumą / pasitikėjimą, o silpniausiai – polinkį dominuoti / energingumą.

Tyrimas identifikavo, jog reikšmingų vadovų savybių faktorių stiprumo skirtumų, lyginant jų demografines charakteristikas (amžius, lytis, išsilavinimas, bendras vadovaujamo darbo stažas), nėra.

7) Aukščiausiai vadovų įvertinti tokie jų gebėjimai kaip kūrybiškumas, intelektiniai gebėjimai ir profesinė kompetencija. Tuo tarpu strateginiai ir politiniai gebėjimai vertinti kaip nepakankamai reikšmingi. Vadovų gebėjimų vertinimo analizė parodė, kad reikšmingų skirtumų priklausomai nuo vadovų demografinių charakteristikų nebuvo nustatyta.

8) Aukščiausio lygio vadovų vadybinėje elgsenoje labiausiai atsispindi transformacinis vadovavimo stilius, jų orientacija į santykius bei į užduotį ir vyrauja vadovo lyderio tipas. Mažiau vadovams reikšmingas pasyvus ir autokratinis vadovavimo stiliai, administratoriaus vaidmuo ir orientacija į pokyčius. Tyrimas atskleidė tam tikrus vadovų vadybinės elgsenos raiškos skirtumus priklausomai nuo jų lyties, amžiaus, vadovaujamo darbo stažo ir darbo stažo einant dabartines pareigas.

10. Teoriniame tyrimo modelyje buvo įvardyti hipotetiniai vadybinių profilių ir ALV komandų pajėgumo bei organizacijos rezultatyvumo priežastiniai ryšiai. Empiriniu tyrimu buvo siekiama patvirtinti jų reikšmingumą. Tuo tikslu buvo išanalizuota, kiek vadybinis profilis ir jo atskiros dimensijos veikia ALV komandų pajėgumą ir kiek tai siejama su organizacijų ekonominiais bei socialiniais rezultatais.

Tyrimo rezultatai atskleidė, kad iš esmės visi vadybinio profilio elementai reikšmingais koreliaciniais ryšiais susieti su ALV komandų pajėgumu. Sudaryti regresijos modeliai leido įvertinti atskirų vadybinio profilio elementų įtaką komandos pajėgumo dimensijoms. Asmeninių savybių, vadovo gebėjimų ir vadybinių orientacijų poveikis komandinio darbo veiksmingumui yra didžiausias, bet mažesnis komandos socialinei integracijai ir sprendimų priėmimui. Atskirų vadybinio profilio elementų įtaka paaiškina skirtingą ALV komandų pajėgumo dimensijų variaciją.

11. Atliktas empirinis tyrimas patvirtina „aukščiausio ešelonu“ teorinės analizės įžvalgas dėl šio lygio vadovų bei jų komandų ypatingo poveikio organizacijoms. Empiriškai patvirtintas vadybinio profilio ir jo įtakos ALV komandos pajėgumui priešastinių ryšių modelis. Gauti tyrimo rezultatai leidžia daryti išvadą, kad aukščiausio lygio vadovų profilio elementų identifikavimas suteikia galimybę prognozuoti ALV komandų pajėgumą ir tuo pačiu įmonių rezultatyvumą.

12. Tiek konsultacinėms, tiek verslo įmonėms būtų naudinga įsisavinti autoriaus pasiūlytą vadybinio profilio koncepciją ir tyrimo metodologiją, kurios leistų diagnozuoti ALV komandų profilius, jų suderinamumą bei komandų pajėgumo, siekiant nustatyti tikslų, silpnąsias vietas.

13. Aukštosioms mokykloms tikslinga būtų, dėstant vadybos, lyderystės, strateginio valdymo disciplinas, įvesti aukščiausio lygio vadovų ir jų komandų vadybinio profilio problematiką.

14. Tolesnių mokslinių tyrimų perspektyva sietina su autoriaus atlikto tyrimo tarpkultūrinio aspekto praplėtimu Europos Sąjungos šalyse.

### ***Mokslinio darbo rezultatų aprobavimas ir sklaida***

#### **Disertacijos pagrindu paskelbtų publikacijų sąrašas:**

1. Marčinskas, A., Diska, V. (2009). Vadovų vadybinių vaidmenų prioritetai viešajame sektoriuje. *Viešasis administravimas*, Nr. 3 – 4, p. 45 – 54.
2. Stankevičienė, A., Diska, V. (2010). *Leader in the strategic management system of organization*. The Proceedings of International Conference „Global Challenges for Economic Theory and Practice in Central and Eastern European Countries“. Vilnius, p.333 – 339.

3. Binkauskas, G., Diska, V. (2011). The Leader and Innovation Processes in the Time of Change. The Proceedings of the 4<sup>th</sup> International Conference „Managerial Challenges of the Contemporary Society“ Cluj Napoca, Romania. Issue 2, p. 28 – 35. <http://www.ceeol.com>.
4. Diska, V., Marčinskis, A. (2013). Aukščiausio lygio vadovų komandų vaidmuo ir poveikis organizacijų veiklai žiniomis grindžiamos visuomenės iššūkių kontekste. *Informacijos mokslai*, Nr. 66, p. 64 – 77.
5. Diska, V., (2013). Aukščiausių vadovų vadybinio profilio raiška organizacijose. *Viešasis administravimas*, Nr. 3, p. 35 – 43.

**Pranešimai tarptautinėse mokslinėse konferencijose:**

3. Diska, V., Stankevičienė, A. (2010). *Leader in the strategic management system of organization*. Tarptautinė mokslinė konferencija „Global Challenges for Economic Theory and Practice in Central and Eastern European Countries“. Vilnius, September 16 – 17.
4. Binkauskas, G., Diska, V. (2011). *The Leader and Innovation Processes in the Time of Change*. 4<sup>th</sup> International Conference „Managerial Challenges of the Contemporary Society“ June 3 – 4, Cluj Napoca, Romania.

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**Išsilavinimas**

2003 – 2007. Vadybos ir verslo administravimo bakalauras.

2007 – 2009. Vadybos ir verslo administravimo magistras (personalo vadyba).

2009 – 2013. Doktorantūros studijos, vadybos mokslo kryptis.

**Darbo patirtis**

2005 – 2011. Pardavimų ir projektų valdymas IT įmonėse.

2010 – 2012. Vadybos dalyko dėstytojas Vadybos ir verslo administravimo bei Ekonomikos bakalauro studijų studentams.

2011 – dabar. UAB Vilniaus pramonės projektai, direktorius.

**Moksliniai interesai**

Verslo valdymas, strateginis valdymas, aukščiausio lygio vadovų komandų veiklos tyrimai.