

DEVELOPING MODELS OF MANAGERIAL COMPETENCIES OF MANAGERS: A REVIEW

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Abstract

The purpose of this paper is to analyze the managerial competencies models. The literature review comprises peer-reviewed journal articles, white papers, conference proceedings and the topic of managerial competencies and models. This study aims to present models of managerial competencies from many authors. Managerial competencies are becoming one of the key building blocks of success of the company to achieve both the mission and vision in creating added value and improve business performance and especially the development of their own people. Managerial competencies play a pivotal role in organizational effectiveness. The competency model is a tool for detection and identification of needs for its development. The models managerial competences in many organizations have become an important part of human resources management. In the professional literature we can read about the different competency models that are designed for managerial competencies. Research into competencies which in this study is the underlying attributes of a manager, started mainly in the USA, followed by the UK and later the interest for this topic spread to the rest of Europe.

Keywords: Managerial competencies; Competencies models; Manager; Organizations; Factors

INTRODUCTION

According to Armstrong (2001), a competence is a work-related concept that defines the areas of work in which a person needs to be competent. Managers are required to ensure that organizations achieve their objectives. Managerial competencies are defined as sets of knowledge, skills, behaviors and attitudes that a person needs in order to be effective in a wide range of managerial jobs and various types of organizations (Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen, 2004). Organizations applying several managerial competencies which draw attention to the need to understand how different these competencies are working in organizations, this require to highlight the most effective competency in order to enhance it for a good performance.

Competency is an important concept in organization management since it is closely related to excellent work performance (Levenson, Van der Stede & Cohen 2006). Individual competencies, according to Hoge, Tondora and Marrellu (2005), are one of the factors which determine the effectiveness of organization performance. Managerial competency models located in the literature capture business skills, intra-personal skills, interpersonal skills, and leadership skills as important competencies for effective performance.

Managerial competence is the ability for managers and leaders, to direct work streams and define outcomes clearly. Identifying the requisite of competencies for achieving an occupational field is a critical process in management, where the task of identifying qualities defines the efficiency of managers. Competency often means “a fairly deep and enduring part of a person’s personality” (Alec Levenson, 2011). Competent managers have been required by the organizations from the early 1950’s Boyatzis (1982). Managers are required to ensure that organizations achieve their objectives. Many researchers over a period of time have tried to identify and establish competencies which are required for managerial effectiveness leading to superior performance. Managers may thus be seen as seeking to give, take, and manage meaning through work and the organization. Boyatzis (1982) defines managerial competencies as characteristics that are causally related to effective and/or superior job performance. Organizations applying several managerial competencies which draw attention to the need to understand how different these competencies are working in organizations, this require to highlight the most effective competency in order to enhance it for a good performance. Boyatzis (2008) also analyzed managerial competencies and defined competencies as an underlying characteristic of a person that could be a motive, trait, skill, aspect of one’s self-image, social role, or a body of knowledge which he or she uses. These characteristics are revealed in observable and identifiable patterns of behavior, related to job performance and usually include knowledge, skill and abilities.

In another definition, competencies are specified as a mean of 'being able to perform a work role to a defined standard with reference to real working environments'. A competency model is "a list of competencies which are derived from observing satisfactory or exceptional employee performance for a specific occupation" (Draganidis and Menzsaz, 2006) and used to categorize competencies for common use. Hellreigel et al (2005), define manager as "a person who plans, organizes, directs and controls material, financial, information and human resources in order to achieve organizational goals."

Each company wishes to have the most capable managers. The road to success with these people is much easier. More and more businesses are beginning to realize the value of their workers. Shirazi and Mortazavi (2009) found that responsiveness, pro-activeness, effective communication, team building, negotiation and decisiveness are the main characteristics of an effective manager.

LITERATURE REVIEW

Set of managerial competencies creates so-called competency model. Today is a very important basis for effective management of managers in organizations. Major organizations are seeking to form these models for all employees, particularly managers. According to F. Hroník, the main problem of competency models is their insensitivity to context. A competence model in a managerial context, describes the performance criteria or the description of the characteristics of a competence performance against which a managers' performance is measured, reviewed and evaluated. It identifies and describes the knowledge, skills and behaviours needed to perform a role effectively in an organisation to achieve the organisation's goals. Building on McClelland's (1973) view, Competency term that was defined by Boyatzis (1982) as underlying characteristics that the person possess lead to achieve outstanding performance. It is basically a mix of knowledge and skills that are needed for an effective performance, (Bhardwaj, 2013). Commission of the European Communities (2005) competence includes: a). cognitive competence involving the use of theory and concepts, as well as informal tacit knowledge gained experientially; b). functional competence (skills or know-how), those things that a person should be able to do when they are functioning in a given area of work, learning or social activity; c). personal competence involving knowing how to conduct oneself in a specific situation; d).ethical competence involving the possession of certain personal and professional values.

Armstrong, Stephens (2008) perceive the managerial competence as: a). any individual characteristic that can be measured or counted reliably and that can demonstrate significant distinction between effective and ineffective performance; b). basic skill and have facility needed

for good work performance; c). all personal traits related to the work, knowledge, skills and values which encourage people to doing their job well. Asumeng, (2014) showed skills and knowledge are behavioral attitudes that mostly predict success, and considered these behaviors are important for any organization thinking strategically and seeking prosperity. Managerial competencies have been used and are recommended regularly by several authors constructed initially on the basis of (Boyatzis and Goleman 2007; Boyatzis 1982) work. It is as follows.

Table 1: Contents of managerial competencies

No.	Blocks of Managerial Competencies	Managerial Competencies
1.	Professional competencies	Planning, problem solving, information gathering, analytical thinking, abstract thinking, strategic thinking, learning from one's own and others' experience, striving for results, initiative, business-like orientation, generation of ideas, diligence, resolution, global perspective, organizational skills, team-work, negotiation skills, leadership, conflict handling, communication, organizational awareness, systemic logics, written communication, creativeness and ability to implement innovations, modern knowledge, time management, risk assessment, risk-taking, defining the circle of personal interests.
2.	Social competencies	Communication and influencing others, verbal communication, convincing communication, effective relations, orientation to customer, goal-setting, delegation of authorities, change management, performance management, fairness, responsibility, flexibility, cultural awareness, qualification, group-building and development skills.
3.	Personal competencies	Self-confidence, stress management, personal reliability, loyalty, self-control, self-confidence, self-management, listening skills, system of personal values, personal goals, continuous personal self-development, personal responsibility for taken decisions, awareness of ethics relevance in business.

Source: D. Goleman and R. E. Boyatzis (2008);

M. Woodcock and D. Francis (1982); A. Baležentis (2006)

Many studies Bhardwaj (2013) mentioned (e.g.) (Luthans, 1998; Lala, 1986; Smart, 1998) for the 50 managerial competencies models as seen in table (2) and argued that managerial competencies are include a comprehensive skills.

Table 2: Managerial Competencies

Author	Year	Managerial Competencies
Lala	1986	Communication, Competence, Decision making, Humility and love, Compassion, Vision, team-work, training, Stamina, Integrity, man management and Courage
Smart	1998	Intelligence, Analytical skills, Strategic skills, Judgment and decision making, Risk taking, Team player, Communications, Assertiveness, Ambition, Adaptability, Creativity, and Balance in life
Pandit	2001	Commitment, Persistence, Risk-taking, Difference, values, Learning, Persuasiveness, Focus, humility, Leadership skills, customer focus, Result orientation, Problem solver, Communication skills
Abraham et al.	2001	Leadership skills, Customer focus, Result orientation, Problem solver, Communication skills and Team leader
Hellriegel et al.	2005	Communication, planning and administration, teamwork, strategic action, global awareness, and self-management
Rao	2007	Job knowledge, hard work, effective communication skills, team skills, calmness
Ram Charan	2007	Ambition, appetite for learning, drive and tenacity, psychological openness, realism, self-confidence
Hopkins and Bilimoria	2008	Self-confidence, achievement-orientation, inspirational leadership, change catalyst
Qiao and Wang	2008	Team building, communication, coordination, execution, continual learning
Shirazi and Mortazavi	2009	Responsiveness, proactiveness, effective communication, team building, negotiation, and decisiveness

Source: Bhardwaj A. (2013)

In his paper on “Managerial Competencies and Organizations Performance”, Hawi et al., (2015) provided a model on Managerial Competencies.

Figure 1. Managerial Competencies Model



Source: Hawi et al., (2015)

According to Asumeng (2014), the Holistic-Domain model expands the existing models of managerial competencies by incorporating key managerial competencies.

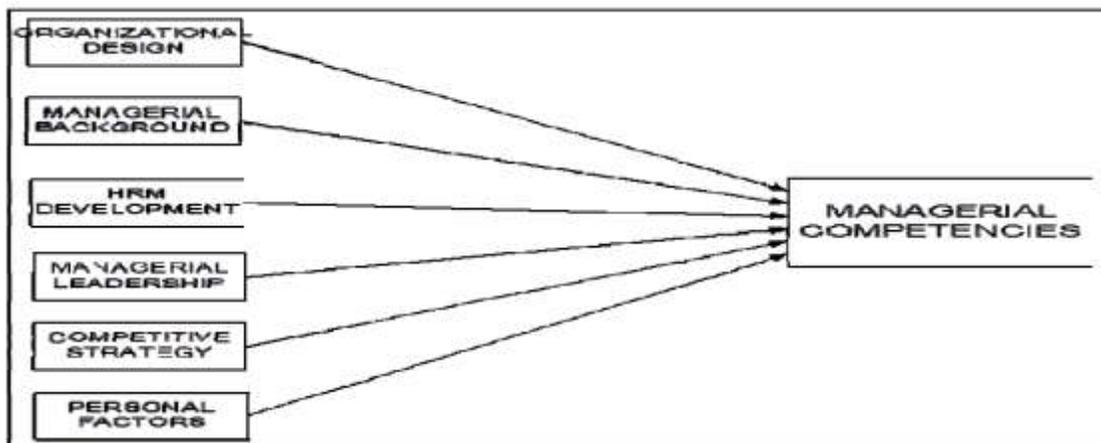
Figure 2. Holistic-Domain Model of Managerial Competencies



Source: Asumeng (2014)

In his paper on “The Influence of the Factors of Managerial Competencies”, Yahya et al., (2012) provided a model on this line.

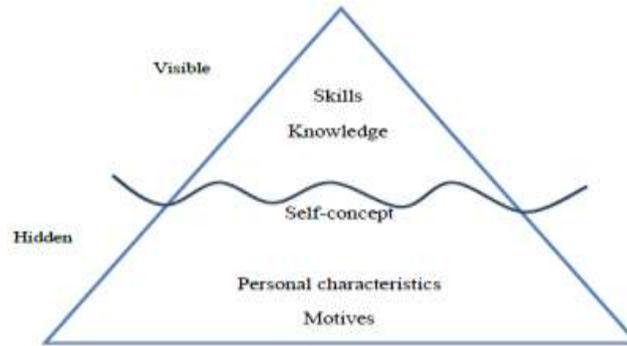
Figure 3. The Influence of the Factors of Managerial Competencies



Source: Temtime et al., (2005) and Chye et al. (2010)

Olan et al., (2012) presented in the paper “An Empirical Testing of Managerial Competencies of Industrial Managers in Sichuan Province of China”, two Managerial Competencies models, as following.

Figure 4. Iceberg Model of Managerial Competencies

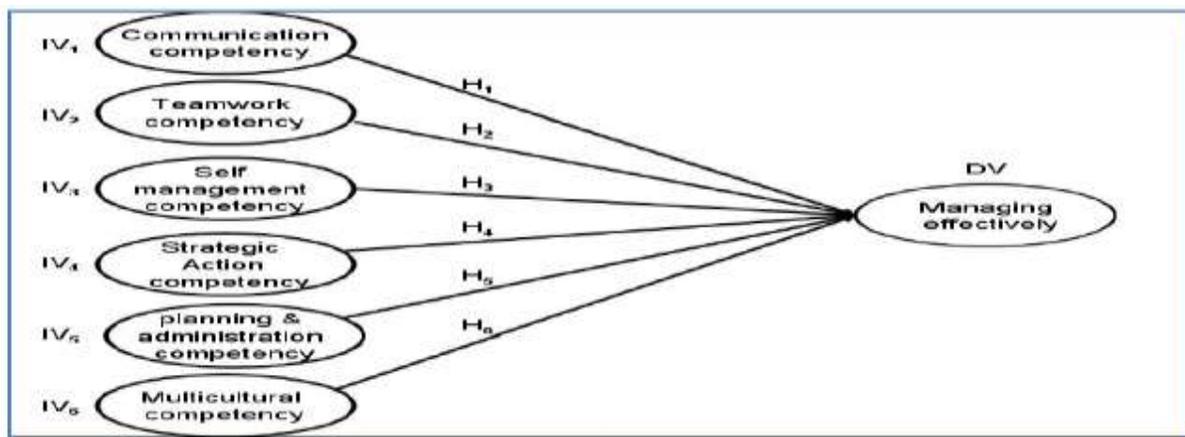


Source: Tucker et al., (1994)

Competence iceberg model, on the other hand, divide competencies into two main categories, one upside water surface such as knowledge and skills and the other is below the surface that includes mainly viewpoint of value, self-image, character/personality, self-force/social motivation and so on (Liu, et. al, 2005).

Hellriegel et. al. (2005) recommended that to be a successful manager one needs to develop six core managerial competencies namely: Communication Competency, Planning and Administration Competency, Teamwork Competency, Strategic Action Competency, Global Awareness Competency, and Self-Management Competency. Current study primarily focuses on Planning and Administration Competency of Working managers.

Figure 5. A Model of Managerial Competencies



Source: Hellriegel et al., (2008)

Mbokazi et al., (2004) in the paper "Management perceptions of competencies Essential for middle managers" presented this model as following.

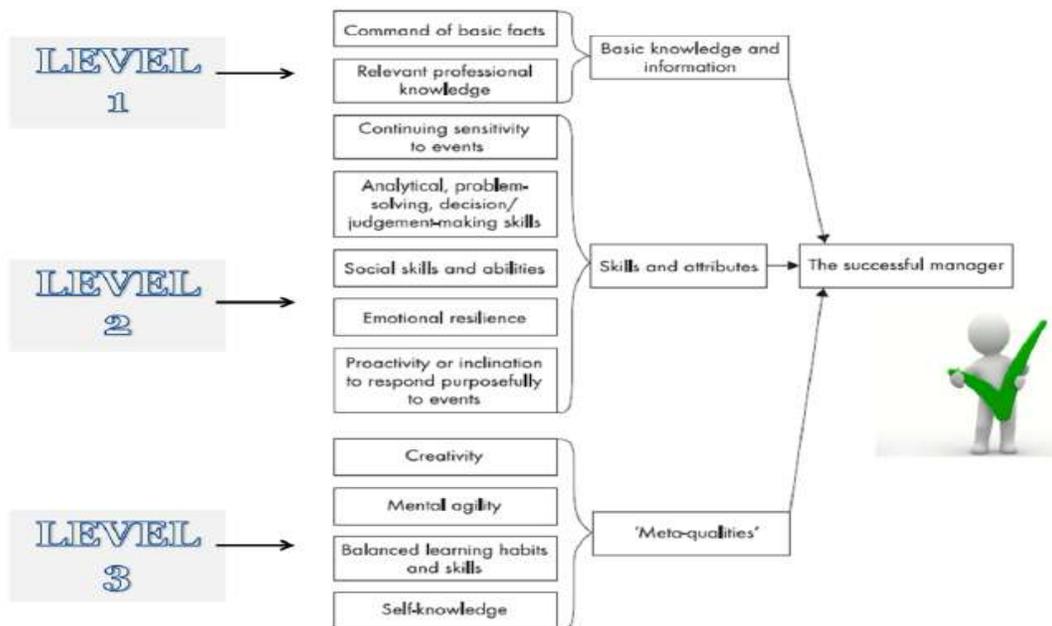
Table 3: Perspectives on managerial competencies model

<p>LEADERSHIP</p> <ul style="list-style-type: none"> • Providing direction • Empowering • Motivating • Developing others • Attracting and developing talent 	<p>INTERPERSONAL</p> <ul style="list-style-type: none"> • Interpersonal sensitivity • Teamwork • Building and maintaining relationships • Integrity • Flexibility • Stress tolerance • Tenacity • Cross cultural awareness
<p>ANALYTICAL</p> <ul style="list-style-type: none"> • Judgment • Information gathering • Problem solving • Objective setting • Management control • Written communication skills • Technical skill and competence 	<p>BUSINESS AWARENESS</p> <ul style="list-style-type: none"> • Organisational awareness • Strategic perspective • Commercial orientation • Cross functional awareness • Innovation • Career and self development
<p>DYNAMISM</p> <ul style="list-style-type: none"> • Self confidence • Impact • Decisiveness • Drive • Initiative • Persuasiveness • Oral communication 	<p>OPERATIONAL</p> <ul style="list-style-type: none"> • Concern for excellence • Customer service orientation • Execution

Source: Mbokazi et al., (2004)

According to Jacob et al., (2015), paper “Competency mapping: a multidimensional competency based performance analysis framework”, presented: The Lancaster (Burgoyne) Model of Managerial Competencies (Burgoyne and Stuart, 1976)

Figure 6. The Lancaster (Burgoyne) Model of Managerial Competencies



Source: Jacob et al., (2015)

McCarthy et al. (1999) in his paper “The grand model of managerial competence”, stated competences are common for all the managers, who is responsible for resources of organization.

Table 4: The grand model of managerial competence

1. Controlling of operations	2. Controlling of knowledge	3. Controlling of finances	4. Controlling of information
1.1. Effective controlling of time. 1.1.1. The control of time planning 1.1.2. The control of the project 1.2. Planning and making decisions 1.2.1. The control of planning 1.2.2. Assessing of potential 1.2.3. Assessing of realization of the plan 1.3. The control of alterations 1.3.1. Finding of potential development 1.3.2. Formulating of the aims of alterations 1.3.3. Monitoring and assessing of alterations 1.4. The control of quality 1.4.1. The assessment of quality. 1.4.2. Monitoring and diagnostic of conditions. 1.4.3. The control of the systems	2.1. Administration of the team 2.1.1. The styles of administration. 2.1.2. Structurized teams . 2.1.3. Delegation. 2.1.4. Meetings 2.1.5. Stimulating of cooperative work 2.2. Measurement of activity 2.2.1. Assessment of competencies. 2.2.2. The design and reconsideration of incombencies 2.2.3. Setting of the goal and reconsideration of it 2.2.4. Motivating of employees 2.3. Having authority over the people 2.3.1. Planning of the processes of administration 2.3.2. Negotiation 2.4. Juridical issues of employment 2.4.1. Health security and safeness 2.4.2. The provisions of employment 2.4.3. Technical relationships	3.1. Financial control 3.1.1. Monitoring of outlay 3.1.2. The analysis of financial accounts 3.1.3. Presenting of results 3.1.4. Knowledge about financial systems 3.2. Financial planning 3.2.1. Estimating of investments 3.2.2. Creating of the systems 3.2.3. The control of external supply	4.1. Communication 4.1.1. Presenting of information 4.1.2. Selling of ideas 4.1.3. Interpretating of behaviour 4.2. Marketing 4.3. Competencies of behaviour 4.3.1. Capability of performing as an entrepreneur 4.3.2. Creative intellection 4.3.3. Managerial synergy 4.3.4. Logical intellection 4.3.5. Analytical abilities

Source: McCarthy, M.A., Thomas, N.G. (1999)

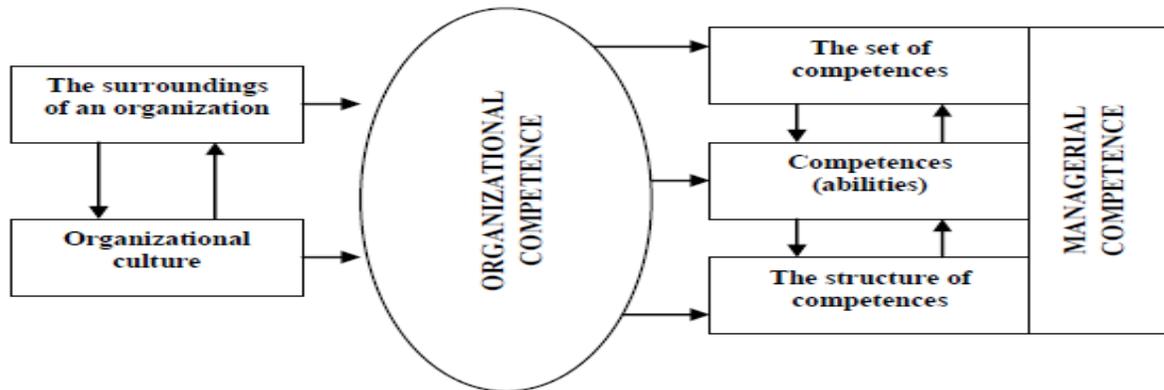
According to Kurschus et al., (2012), in the paper “The conception and models of managerial competence in modern theories of management”, propos two models (table 5 and figure 7) of managerial competencies.

Table 5: The model of the competence of euro-manager

The groups of skills				
1. Capability of “including” other people (interpersonal capabilities)	2. Skills of internationality	3. Flexibility	4. Intuition	5. Broadness of vision
1.1. Communicative skills 1.2. Psychological skills 1.3. Capability of working in teams of diverse hierarchic level 1.4. Capability of coordinating an activity, motivating people 1.5. The control of conflicts	2.1. International experience 2.2. Speaking several foreign languages 2.3. Geographic mobility 2.4. Global intellection 2.5. Understanding of cultural diversity 2.6. Capability of working in multicultural and multinational teams	3.1. Capability of controlling of alterations 3.2. Capability of controlling of diversity 3.3. Tolerant attitude towards uncertainties and ambiguities 3.4. Controlling of stresses 3.5. Development of skills of self-assessment 3.6. Capability of teaching	4.1. Intuition 4.2. Creativeness 4.3. Being interested in innovations 4.4. Capability of solving problems	5.1. Striving for making a total view of the situation 5.2. Systemic understanding 5.3. Sociological, philosophical and ethical understanding of phenomena

Source: Kurschus et al., (2012)

Figure 7. The model of managerial competence



Source: Lindsay et al., (1997)

According to Collins et al. (1994), Dale (1990) available models of managerial competence being in their contemporary shape are still able to elucidate and define the manager's behavior and skills, which are useful nowadays, whereas little attention is given to encouraging organizations to invest their resources in a rising, dynamic, flexible and conformist manager, who is capable to accept future challenges. Having summarized the attitudes of such authors as (Burgoyne, 1990; Spencer et al. 1993; Doyle, 1995; Siriwaiprapan, 1996; Lindsay et al. 1997; Nyhan, 1998; Clarke, 1998; McCarthy et al. 1999; Seige, 1999; Woodruffe, 2000; Cheetham et al. 2005; Ruth, 2006; Rappe et al. 2007; Brinckmann, 2008; Qiao et al. 2009; Heilmann et al. 2011) towards the models of managerial competence it is possible to maintain that the structure of managerial competence depends on a concrete situation, however, anyways it must include the following items: Common managerial and technical knowledge; Communicative skills; Psychological and behavioral abilities; Cognitive skills. Managerial competency has been studied from many perspectives in academic research, including: the impact of competency-based methodologies on HRD (Rothwell, Lindholm 1999); the role which competencies play in education and training field (Camuffo, Gerli 2004; Hansson 2001; Kersh Evans 2005; Tovey 2006); individual and contextual factors influence competency levels (Wickramasinghe, De Zoyza 2008; Agut et al. 2003); the competency approach to study entrepreneurial and leadership characteristics (Wickramaratne et al. 2014; Jena, Sahoo 2014; Quintana et al. 2014; Jantti, Greenhalgh 2012; Man et al. 2002; Schmitt-Rodermund 2004); the specific character of managerial competencies depending on the type of company, industry or market which the company operates in. (Cappellen, Janssens 2008; Suh et al. 2012; Trivellas, Drimoussis 2013; Chong 2013; Kożuch, Szczepańska-Woszczyzna 2014; Vila et al. 2014), evaluation of behavior, skills and commitment of managers (Moradi et al. 2011). These managerial competencies are transferable from one organization to another (Hellriegel et al., 2004).

CONCLUSION

The literature on managerial competencies is a wide area and it has been more actualized in recent years. This can especially be attributed to globalization, which has put strong pressure on management skills. Therefore, management competences have been put firmly on the research agenda. Some managers use the advantages that globalization offers with great success and others are not able to handle this situation. The interesting question is what makes some managers successful while others fail. Most progressive organizations today are using managerial competencies models to outline the key skills and behaviors they want to see in their supervisors, managers, and executives. Managerial competencies models can provide a structured framework for defining and developing those behaviors that have the biggest impact on an organization's performance. Managerial competencies identification and development are important tools of human resources management that is aimed at achieving strategic organizational goals. The value of the managerial competencies model consists in its application and may be identified in particular.

A competency model describes a specific combination of knowledge, skills and other personality characteristics. They are necessary for the efficient execution of tasks in the organization. The competencies in a model may be organized in a variety of formats. Managerial competencies are not fixed and should correspond to the needs of the organization. Despite the variety of models of managerial competence they do not avoid being criticized. Nyhan (1998), Seige (1999), Ruth (2006) express the opinion that any set of managerial competence does not exhibit the role of a manager completely, because every activity needs the whole range of specific competences, which influence effectiveness of a concrete role. Besides, they noticed, that the generalities, which exist in managerial competences, are still sophistic improvements on the works written by Fayol (1949), where the work of manager and the skills connected with it are described while using four categories: planning, organization, coordination, and control. Competencies are different for the manager at the operational, tactical or strategic level. Therefore is necessary to shape managerial competence in varying degrees and quality. A successful organization is an organization where human resources have the required competencies to achieve business success and the strategic objectives of the organization. A competency model describes a specific combination of knowledge, skills and other personality characteristics. They are necessary for the efficient execution of tasks in the organization. The competencies in a model may be organized in a variety of formats.

Future studies need to be directed to identify new trends and challenges that are not present in this current study, but are important for becoming further research especially

empirical on managerial competencies. Furthermore, it would be interesting to compare managerial competencies of private SME's managers between the public sector managers.

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