

Specific Features of the Concepts of what “Immediate Environment”, Management Team, Methods for Its Selection, and One’s Own Managerial Role are for Executives of Different Management Levels

Yury V. Sinyagin

Abstract--- *The article presents the results of studying the specific features of the concepts, the executives of various management levels have about their “immediate environment”, management team, methods for its selection, and their own managerial role. A huge array of 5240 executives is used to demonstrate the data of verifying heuristicity of the three-component model of executives’ orientation in the space of organizational and one’s own tasks. Subjective models of forming effective management teams in the public administration system are presented. The specific ideas about the methods preferable to form an immediate environment are characterised. The new data are compared with the results of personal and professional diagnostics of executives and the level of their managerial position.*

Keywords--- *Management Team, Executive’s Personality, Activity-related Mediation of Interpersonal Relations, Three-component Model of Management Readiness, Team Formation, Executive’s Immediate Environment.*

PRACTITIONER POINTS

1. The described specific features of the concepts, which executives of various management levels have about their immediate environment, management team, methods for its selection, and their own managerial role may be helpful to real executives in their managerial activity, assisting them in building an individual model of the most effective selection and formation of their immediate environment considering own managerial resources.
2. The data about orientation of executives in the space of organizational and one’s own tasks (leader, manager, expert) may be applied by personnel departments when identifying the most effective way of using the executive’s resources in one position or another.
3. The provided results may also be useful in the system of continuing education for executives.

NOVELTY

The ideas of the three-component model of executives’ orientation in the space of organizational and one’s own tasks (leader, manager, expert) have been substantiated on the array of 5240 executives. Subjective models of forming effective management teams in the public administration system are described. The new data about the

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specific features of the concepts, which public service executives have about the methods preferable to form an immediate environment, have been obtained and compared with their personal characteristics and the level of their managerial position.

I. INTRODUCTION

Person-oriented approach implies that an executive is first and foremost considered as an active subject of activity, who has never been a passive “victim of circumstances”, his environment, micro- and macro-socium, but has even been actively seeking and creating the conditions for successful self-fulfilment, accomplishment of emerging and the tasks formulated by himself [15]. One of such means involves an executive’s formation of his immediate environment, i.e. management group and his own team. Here, formation of the immediate environment taking into account one’s own objectives and tasks, which serve as a projection of motivational and goal-oriented sphere of his personality, reflection of his deep conceptual constructs, enables an executive to change not only conditions, but to change himself, what often makes him a victim of the environment, he formed. In any case, whether positively or negatively, this environment changes both the conditions of his activity, the perception of the circumstances, in which it is performed, system of communication with the broader generalities, and, finally, the personality of an executive himself.

Hence, it is the immediate environment that is the reason for, the consequence, the factor, and the result of forming an executive’s personality, and the incentive and, at the same time, the disincentive on his way to reaching the peaks of his personal and professional growth. Only multiple factor, comprehensive analysis makes it possible to specify the conditions, which ensure optimisation of this process, development of effective technologies and algorithm for the process of forming an executive’s team, his selecting the strategy of internal team behaviour, the most appropriate to his age-gender, individual, and personal attributes [3].

The question as to how much and how formation of one’s own immediate environment and management team depends on the personal and professional attributes of an executive, is interesting and relevant both theoretically, and practically. Understanding of this interrelation allows, on the one hand, to forecast this process, and on the other hand, makes it possible to assist an executive in building an individual model of the most effective selection and formation of his immediate environment considering the resources available to him.

Identification of how these processes depend on managerial level is also important. On the one hand, it provides the information about specific features of the management system as such, on the other hand, it enables revealing the most effective mechanisms, facilitating successful carrier progression in these systems.

The problem of examining psychological basic principles of an executor’s forming management team is of pronounced interdisciplinary nature, being at the interface of a whole number of directions, related to studying an executor’s personality and activity, leadership style, group dynamics, psychological approaches to human resources management [14].

It is customary when studying any organisations, to distinguish at least two types of relationships that should be taken into account. They involve formal or official relations with specified official distribution of roles, rights,

duties, responsibility, and non-formal or social-psychological relations based on mutual sympathies and antipathies between colleagues [6, 10].

Thus, at least **two** potential courses of interrelation between employees and organisational structure can be discussed, namely, personal mediation of functional and role relations, on the one hand, and activity-related mediation of interpersonal relations between employees within organisation, on the other hand.

It is known that the mechanism, by which mutual activity of group members affects both interpersonal relations, and group members themselves, their objectives and values was actively studied within the framework of the theory of activity-related mediation of interpersonal work-team relationships, which had been actively developed in USSR in A.V. Petrovskiy school way back in the 70's [12; 13].

According to this theory, when the group is developed through its involvement in the socially relevant activity, emotional relationships as such, formed at the first stages of its establishment, under the effect of objectives and values of this activity, as they are accepted by the collective members and a stable attitude towards them is formed, are transformed into activity-related relationship [1].

Basically, it is the degree of mediating these relationships that defines the level of the group development. The authors designated the highest level of group development as "Collective". Interaction and mutual relations among people, mediated by objectives, tasks, and values of joint activity are dominant in collective. From this perspective, collective is a group, where interpersonal relations are mediated by socially valuable and personally relevant content of joint activity" [13].

It should be noted that it has been this model, which has long years attracted close attention of all specialists in the world in the area of social psychology, regardless of how management groups were named in organisation.

As opposed to the Russian science, foreign psychology has almost never used a concept of collective. In our country, this concept also disappeared from the scientific vocabulary from the 90's of the past century.

With that, today, a "team" concept has enjoyed virtually the same popularity as a "collective" concept several years ago, which the authors have already mentioned when analysing the process of activity-related mediation of interpersonal relations. Such a picture appears fairly logical. The reason is that the concept of "collective" was usually applied in philosophical-sociological and social-psychological terms. On the one hand, this concept reflected a specific prosocial group orientation, reflection of this social unit of collectivity in life activity, as a distinctive feature of the entire society, and had some ideological load to this effect. On the other hand, it served to define the groups at their highest stage of development, which is characterised by interpersonal relationships, mediated by objectives, values, and content of joint group activity (social and psychological aspect).

This idea of defining a collective as a specific stage of developing a group is deemed relevant through present, as confirmed by the last worldwide scientific developments in the area of understanding team processes [18;19;20 et.al.].

This is particularly evident from analysing the specifics of formation and functioning of management teams.

Based on the practice adopted in the world literature, the concept of “management team” can be used both broadly and strictly speaking. **In the broad sense, it is a group of people, which performs real management and administration in the organisational structure.**

However, the concept of management team can also be used, in the authors’ opinion, in a more restricted sense. As a matter of fact, it is in this sense that it acquires a specific psychological content, and here it is similar to the already mentioned concept of “collective”, which is also ambiguous and is applied both on the part of its sociological definitions, and its psychological content [13].

From these perspectives, in its restricted psychological sense **“management team” is a group of like-minded persons, implementing a range of tasks of the subject that formed it, which are not always the same as the objectives of that organisational structure, within which it officially functions.**

Here again, this aspect of management team, on the one hand, makes it different both from management group, which serves as a functional association of managers [9], and collective as a group first and foremost conducting socially relevant activity. At the same time on the other hand, both management group can psychologically act as a team, and team can reasonably be a collective.

With that, one of the attributes of management team is that, as opposed to collective, which always functions at the level of organisational structure, it can and, in most cases, it really acts at the level of latent organisational structure.

Lastly, and it also follows from all our previous reasoning, the concept of management team is broader than that of management group. Oriented to accomplish organisational objectives, management group can be incorporated into the leader’s team, however, can never join it. It is substantially defined both by the nature of his own tasks, and the degree, to which he is involved in forming management group.

As part of the our many years’ research studies, we have theoretically formulated and empirically verified a three-component model of an executive’s orientation in the space of specified (organizational) and one’s own tasks. It has been demonstrated within this model that the process of management activity, regardless of its sphere, implies that an executive faces the need for accomplishing multiple tasks. They first involve successful fulfilment of management functions. If a person occupies management position, no matter what motives drive him, accomplishment of these tasks is an indispensable condition for both his keeping the occupied position, progressing up the scale of rank, and fulfilling other own tasks [8]. Along with that, no matter, what the place of management activity in his life activity is, it is indisputably broader than the latter.

The second group of tasks involves the executive’s own tasks. Self-fulfilment tasks, tasks of realising one’s own intentions and ideas, own Business have a special place among them. The available business of his own and its nature are defined by the personal attributes and personality type of an executive. This Business can be both incorporated into the framework of organisational structure and be beyond its limits. The activity of the organisation itself can serve as such a Business.

The third group involves the tasks related to ensuring one's own safety and stability within organisational structure. These tasks require specific efforts to form reliable environment, devoted both to the business (task), and an executive personally.

No doubt, the range of internal tasks of an executive extends further. It is fairly wide and defined both by his value-based orientations, and general life strategy. The method for incorporating them into the system of fulfilling managerial functions depends both on the specific nature of organisational structure (areas and ranges of subjectivity), and specific aspects of the executive's orientations in a normative and value-based space of organisational relations. At the same time, an individual configuration of the three given key groups of tasks specifies the most well-defined individual models of forming his immediate environment, both formal hierarchical management teams (management groups), and one's own teams.

Formal hierarchical teams most commonly act at the level of explicitly structured organisation and are selected according to the organisational tasks. An optimal way of their development and functioning in such a case involves formation of a team based on the classic canons described in the modern literature. However, to succeed in solving organisational problems, an executive can form, alongside with formal hierarchical team, a parallel non-formal structure of management, using the possibilities of latent structure of the organisation, creating its own team, which also acts at the level of explicit organisational structure. In this case, the composition of formal hierarchical team can be similar to the composition of such an executive's team to the extent of both their exact match, and total dissimilarity between them. The latter substantially depends on the real executive's possibilities of being free when creating his immediate environment.

Besides teams-collectives, to accomplish one's own tasks, which can be inconsistent and sometimes even be in conflict with the official organisational purposes, a leader may form "its team" within the framework of organisational structure specifically intended for these purposes. The range of these teams is rather broad: from "idea tailored teams"- conceptually innovative teams, synthesising new activity, not yet incorporated into those accepted by society, to the "customised teams", "teams-shields" and so on to ensure one's own protection, comfort and safety in organisational system. Such teams usually exist at the level of latent organisational structure. They become explicit when there are critical moments in the course of organisation development.

II. MATERIALS AND METHODS

The study presents the results of surveying 5240 executives-representatives of the federal state civil service, public service of the Russian Federation constituents, and leaders of the Russian federation budget-funded entities. The sampling involves the leaders – representatives of all the Russian Federation constituents. Leaders of various age groups from 21 to 68 years old took part in the survey [Table 1]. The executives were 44-year-old on average.

Table 1: Distribution of the Study Participants Across Age Groups

Age groups	Number	Percentage
24-35	1043	19.7
36-42	1478	27.9
43-50	1653	31.2
51-66	1120	21.2

As noted earlier, the executives' management level was registered using a special classifier, designed by the Faculty of management assessment and development of HSPA of RANE and PA as far back as 2014 during personal and professional diagnostics of candidates for the executive candidate pool under the auspices of the President of the Russian Federation. This classifier is dynamic, involving 11 levels of managerial positions and reflecting the real scale of management activity of executives first and foremost in the system of state civil service both at the federal and regional levels. At the same time, an attempt was made therein to draw up a comparative list of managerial positions, also applicable to the other spheres of managerial activity. Zero level mostly involves executive positions, where there is no managerial component at all, or it is minimum. The first level of the classifier involves positions of the primary level executives (structural division, department, sector) within organisation. The 11th top level corresponds to the positions of the federal minister or the Russian Federation constituent leader.

Executives of various management levels were presented quite differently in the array; the positions of 1-6 levels prevailed. To adjust the sampling according to numerical composition of the groups of various management levels, they were divided into 4 comparable groups of initial (base), medium, and top managerial levels. Furthermore, to verify that the conclusions were valid, the 5th group was made, which incorporated the representatives of the top managerial level of the number of executives involved in the diagnostics. In quantity, this group was less than the others, however, sufficient to perform a statistical comparison between the groups [Table 2].

Table 2: Distribution of the Study Participants Across the Levels of Managerial Positions

Levels of positions	Number	Percentage
1	1363	25.75
2	1489	28.13
3	1214	22.93
4	996	18.81
5	232	4.38

The sampling rather uniformly presents both men, and women-leaders (51.51% and 48.49%, respectively). At the same time, their representation at the various management levels is somewhat different [Table 3]. These differences reflect the specifics of the modern state civil service in Russia, widely described in the literature [5].

Table 3: Gender-wise Distribution of the Study Participants

	Five levels of positions	Men	Women	Number
Number	1	499	864	1363
Row percentage		36.61%	63.39%	
Number	2	621	868	1489
Row percentage		41.71%	58.29%	
Number	3	767	447	1214
Row percentage		63.18%	36.82%	
Number	4	650	346	996
Row percentage		65.26%	34.74%	
Number	5	193	39	232
Row percentage		83.19%	16.81%	
Number	All levels	2730	2564	5294

In the course of the study, it has been suggested that all executives should answer several questions about the specifics of their understanding of what the relationship between the concepts of “immediate environment” and “management team” is, about their subjective assessment of the most effective methods for its formation, and their own most preferable managerial roles.

III. RESULTS

Obviously, the obtained data cannot provide an unambiguous answer to all the questions raised, since, on the one hand, they are based rather on a subjective assessment of respondents than on the fully objective data, on the other hand, they are restricted to the state civil service and budgetary sphere, to representatives of which the majority of the examined executives relate. At the same time, some general tendencies may be fairly interesting both for researchers, and real leaders, and representatives of the human resources management services.

At the first stage of the study, the groups of executives were compared, who gave different answers to seven key questions about their average group personal and professional attributes. To identify the relationship between the subjective model of management team boundaries and personal and professional attributes of executives, in the course of the study it has been suggested that they choose one of the four alternatives, each of which reflected the specific model of organising an executive’s “immediate environment”.

“It is more effective, if”:

- 1) All executive's management team is incorporated into his immediate environment;
- 2) Only a part of management team is incorporated into the immediate environment, including the persons, closest to an executive in views and beliefs;
- 3) Both members of management team and other members of organisation, regardless of their official position, sharing executive's views and beliefs to the fullest, are incorporated into the immediate environment;
- 4) Both members of management team and other members of organisation, regardless of their official position, reliable and personally devoted to an executive to the fullest, are incorporated into the immediate environment;
- 5) It would be best for an executive not to have an immediate environment at all and to have all relations fully formalised.

Obviously, the direct question here that implies the case of diagnostics, could lead to a marked shift of the results towards a subjectively interpreted social desirability. When formulated, it allowed to somewhat reduce the potential influence of such an effect.

It has been found that the executives’ concepts about the most effective configuration of management team differed considerably. Similar views and beliefs of those, who are incorporated by an executive into his immediate environment, were the key differentiating attribute for most respondents from 5294 executives - 2989 persons, what constitutes more than a half of respondents.

Only 19% of the number of respondent executives agreed on a complete formalisation of relations. It is of interest that not a small part of executives – 11.2% maintain an attitude that it is more effective to form an

executive's immediate environment based on the personal dedication principles [Diagram 1]. Hence, there are multiple concepts about essential characteristics of the executive's immediate environment and its boundaries. Of special interest is the question about whether there are differences between those executives, who have other viewpoints on this question.

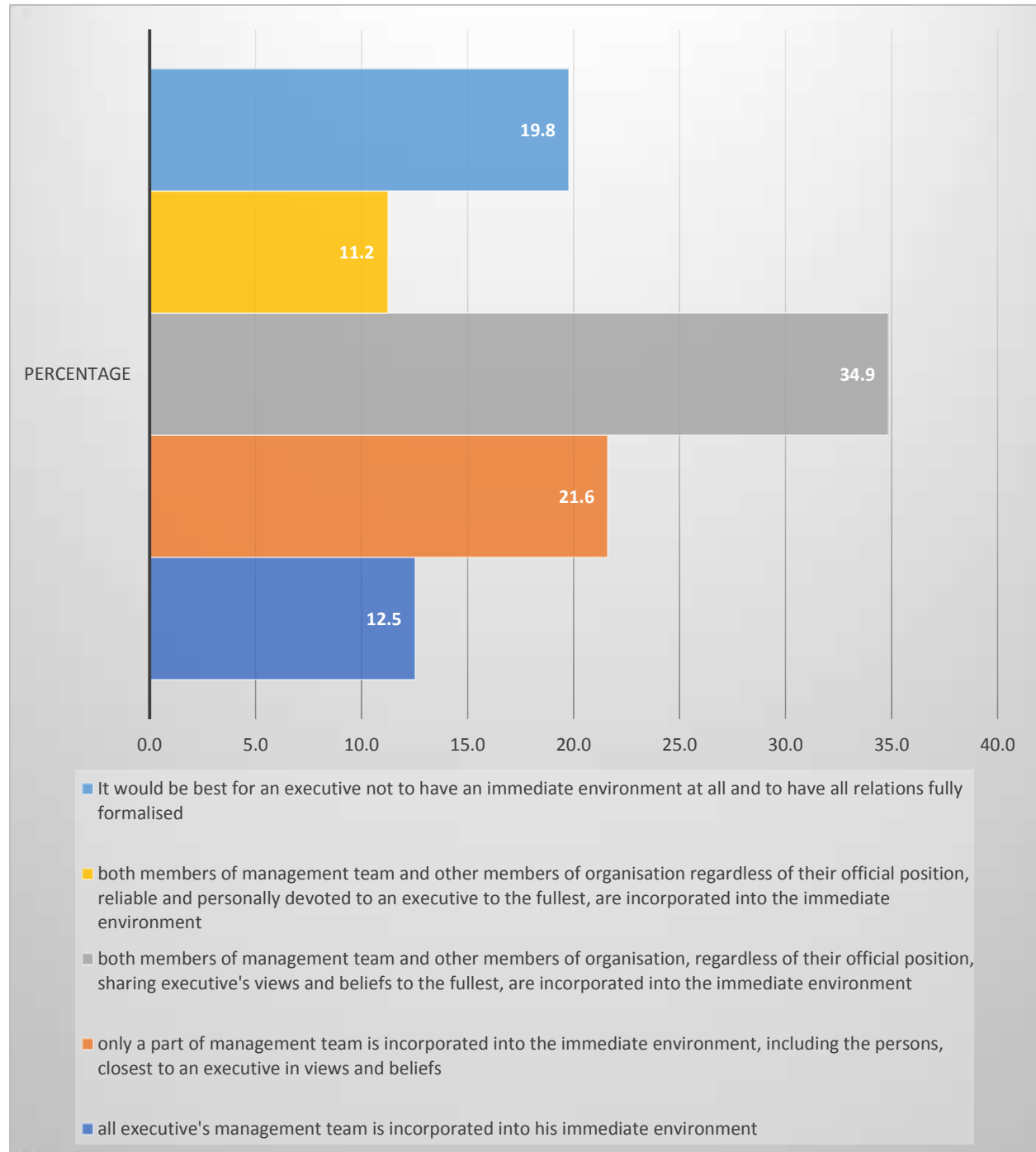


Diagram 1: Percentage Distribution of Executives Depending on their Concepts about the Effectiveness of Forming One's Own Immediate Environment Across Organisation N=5294

Comparing average values across the groups of executives has shown that such differences really exist [Table 4]. The executives, oriented to formalise relations as much as possible [Diagram 2] differ from the entire array most significantly.

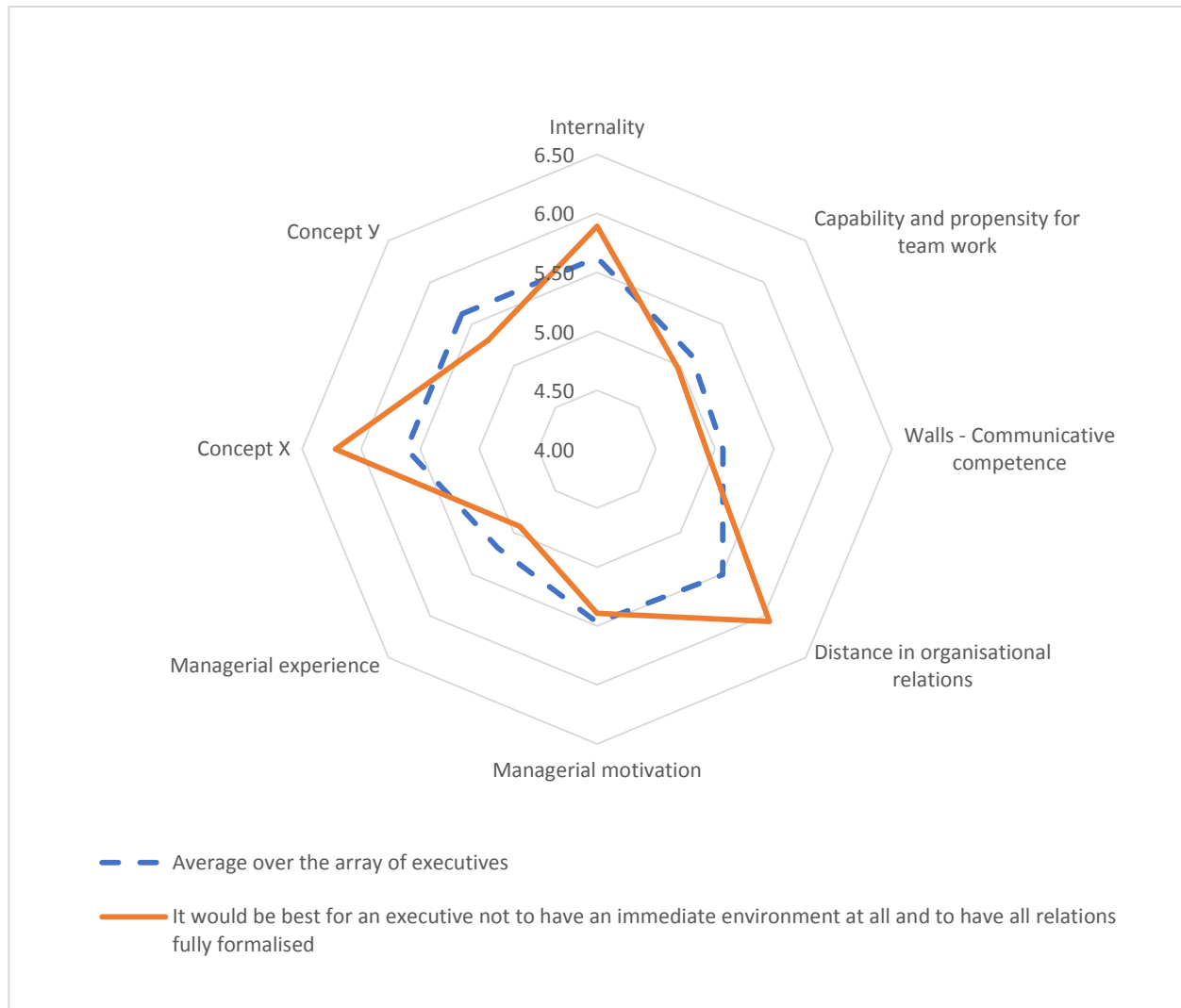


Diagram 2: Personal and Professional Attributes of a Group of Executives, Oriented to Formalise Relations as much as Possible

They significantly differ from other orientations to the strict managerial model (concept X) in maximum distance in organisational relationships and, quite interestingly, high internality.

As for the group of executives oriented mostly to latency in forming an immediate environment, they have higher (maximum in all specified groups) communicative competence and orientation to teamwork against considerably higher average managerial motivation.

As evident from the table, the attributes of other groups are also clearly distinct and quite easily can be interpreted [Table 4].

Table 4: Average Values According to Some Scales of the Managerial Potential Assessment Questionnaire in the Groups of Executives with Various Concepts about Effective Configuration of their Immediate Environment in Organisation

	Internality	Teamship	Communicative competence	Distance	Managerial motivation	Managerial experience	Concept X	Concept Y
Average over array	5.62	5.13	5.07	5.51	5.47	5.19	5.61	5.62
“all executive's management team is incorporated into his immediate environment”	5.59	5.24	5.12	5.27	5.51	5.14	5.37	5.90
“only a part of management team is incorporated into the immediate environment, including the persons, closest to an executive in views and beliefs”	5.47	4.99	4.90	5.65	5.51	5.28	5.73	5.39
“both members of management team and other members of organisation, regardless of their official position, sharing executive's views and beliefs to the fullest, are incorporated into the immediate environment”	5.59	5.20	5.17	5.24	5.44	5.34	5.30	5.81

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"both members of management team and other members of organisation, regardless of their official position, reliable and personally devoted to an executive to the fullest, are incorporated into the immediate environment"	5.59	5.33	5.25	5.34	5.57	5.06	5.58	5.73
"It would be best for an executive not to have an immediate environment at all and to have all relations fully formalised"	5.89	4.97	4.93	6.06	5.39	4.93	6.22	5.31

To analyse how the methods of selecting persons for management team depend on personal and professional attributes of executives, the answers to the three questions were examined, the executives were asked during personal and professional diagnostics.

The first question was oriented to identify one of the three models of an executive's assessing his environment: resource-based, normative, or deficiency[16].

When forming an effective management team, it is most important to be oriented to the following:

1. potential risks related to negative personal human attributes;
2. compliance of professional human attributes with the position requirements;
3. individual personal and professional human resources.

The results of comparing personal and professional attributes of executives have shown that the largest in number group of executives expressly oriented to resource-based model is the most prominent. It comprises more than a half of surveyed leaders [Table 5].

Table 5: Average Values According to Some Scales of the Managerial Potential Assessment Questionnaire in the Groups of Executives Oriented to Various Models of Selecting their Immediate Environment

	Potential risks related to negative personal human attributes	Compliance of professional human attributes with the position requirements	Individual personal and professional human resources
N	467	1622	3205
Internality	5.25	5.45	5.77
Stens – Communicative competence	4.71	5.06	5.12
Propensity and capability for leadership	5.23	5.61	5.65
Achievement motivation	4.82	4.97	5.25
Stens – Readiness for education and self-development	5.49	5.64	5.89
Distance in organisational relations	5.81	5.63	5.40
Orientation to safety	6.13	6.17	5.58
Professional motivation	5.61	5.57	5.37
Professional experience and readiness for activity	5.23	5.40	5.36
Self-acceptance	4.88	4.94	5.10
Power of self	4.99	5.34	5.45
Propensity and capacity for subordination	6.01	5.97	5.58
Social mobility	5.09	4.95	5.36
Actual potential	5.13	5.33	5.57
Managerial motivation	5.26	5.37	5.55
Managerial capabilities	4.96	5.28	5.40
Managerial experience	4.98	5.24	5.19
Concept X	5.99	5.97	5.38
Concept Y	5.45	5.37	5.78
Risk propensity	5.28	4.94	5.52

Representatives of this group are distinguished by high level of internality, developed communicative competence, readiness for training and self-development, highest managerial potential, risk appetite, orientation to humanistic management model, and risk propensity. The group of executives with deficiency model of selection is actually their direct opposite. The group of executives with predominant orientation to normative (formalised) model of selection, have maximum orientation to safety, low risk propensity, restricted social mobility, and achievement motivation.

The second question involved choosing between creativity, creative thinking and promptness of a potential team member. The opposite groups totally included according to predominant selection-wise orientation: orientation to creativity and creative thinking – 284 persons, or 5.4%; promptness – 847 persons, or 16% of the total executives' sampling. The most significant differences between executives with the most prominent selection-wise orientation are given in Figure [Diagram 3].

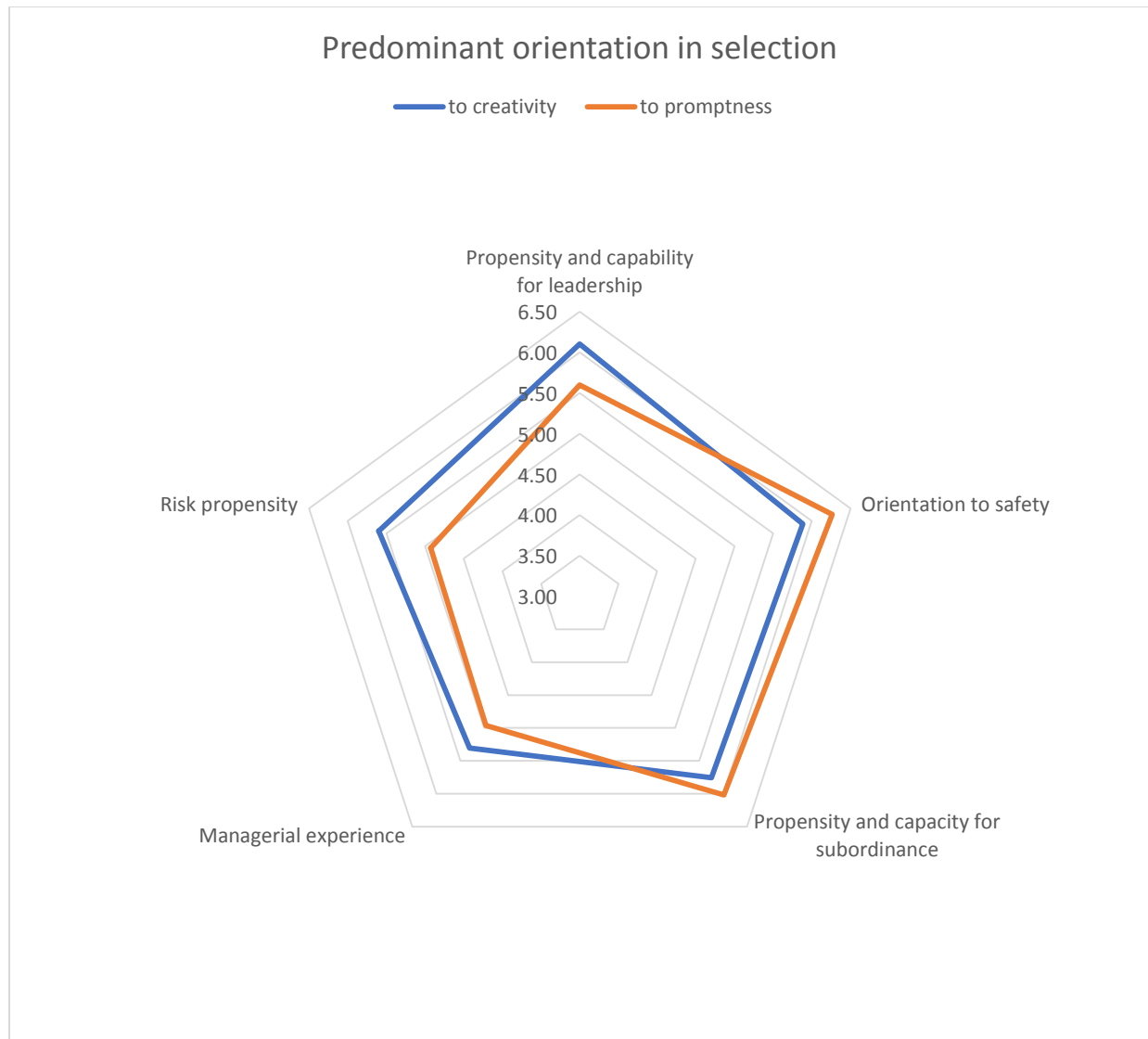


Diagram 3: Personal and Professional Attributes of the Groups of Executives Oriented to Creativity or Promptness When Selecting their Environment

The Figure shows that executives with higher risk propensity, more prominent leadership capabilities, and more extensive managerial experience demonstrate greater orientation to creativity in selecting. Executives, mostly oriented to promptness, are distinguished, in their turn, by greater orientation to safety and their own higher propensity and capacity for subordination.

If the entire sampling of executives is considered, the total distribution based on the predominant orientation is clearly in favour of promptness, what may be substantially explained by the specifics of the sampling itself, drawn up mostly by the public service and budgetary sphere executives [Diagram 4].

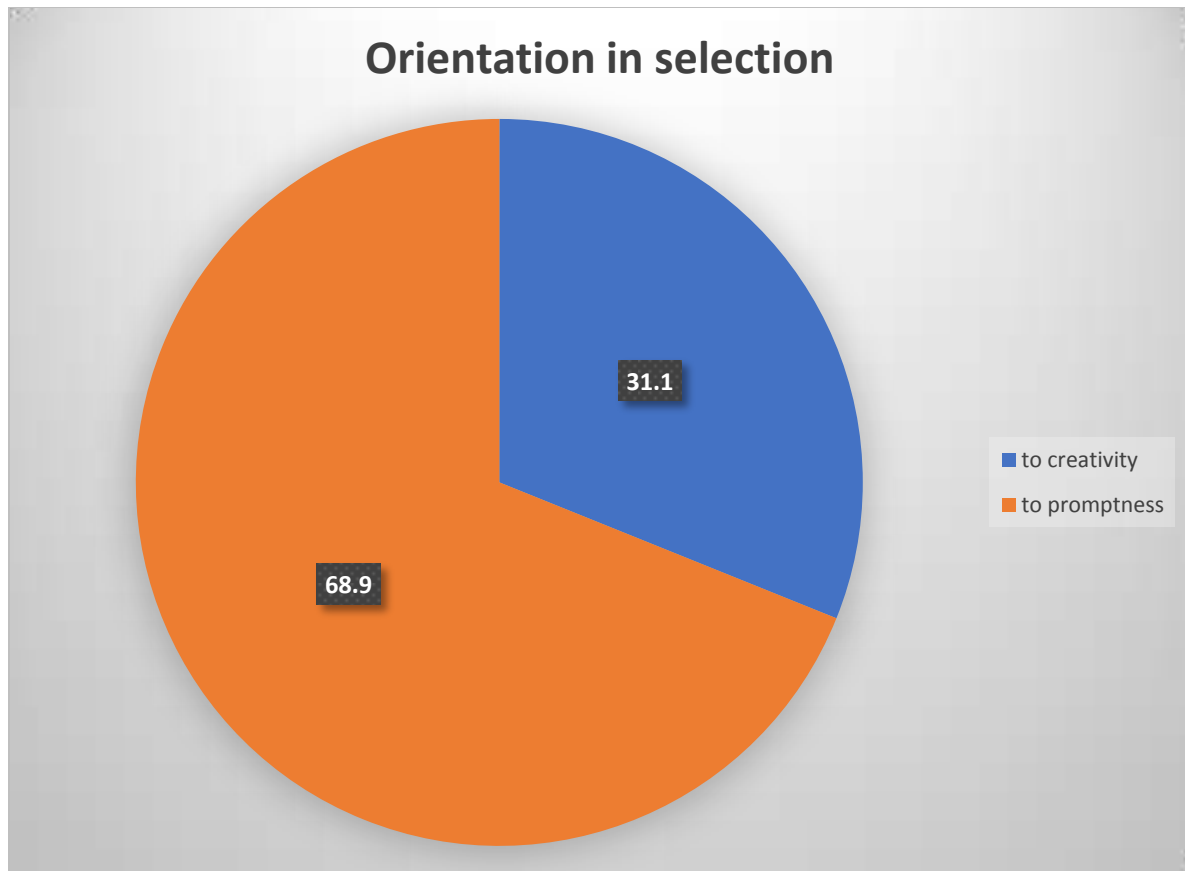


Diagram 4: Percentage Distribution of Executives with Predominant Orientation to Creativity or Promptness throughout the Entire Sampling of Executives – N=5294

The last of the three questions related to identifying the specifics of an executive's orientation when forming management team either to solely professionalism of candidates, or mostly to their personal traits.

Maximum executives' amount of 38.2% of the total number of respondents have chosen, from all the possible combinations suggested for selection, the model that combines two parameters: "professionalism" and "reliability". Orientation to professionalism and similarity in beliefs have taken the second place based on the number of selections – 27.5% of the total number of executives [Diagram 5].

In terms of the analysis, of maximum interest are the opposite groups of executives. Despite its relatively low size in percentage (4.7 and 10.7%, respectively), each of them included rather high number of persons for comparing - 251 and 566 persons.

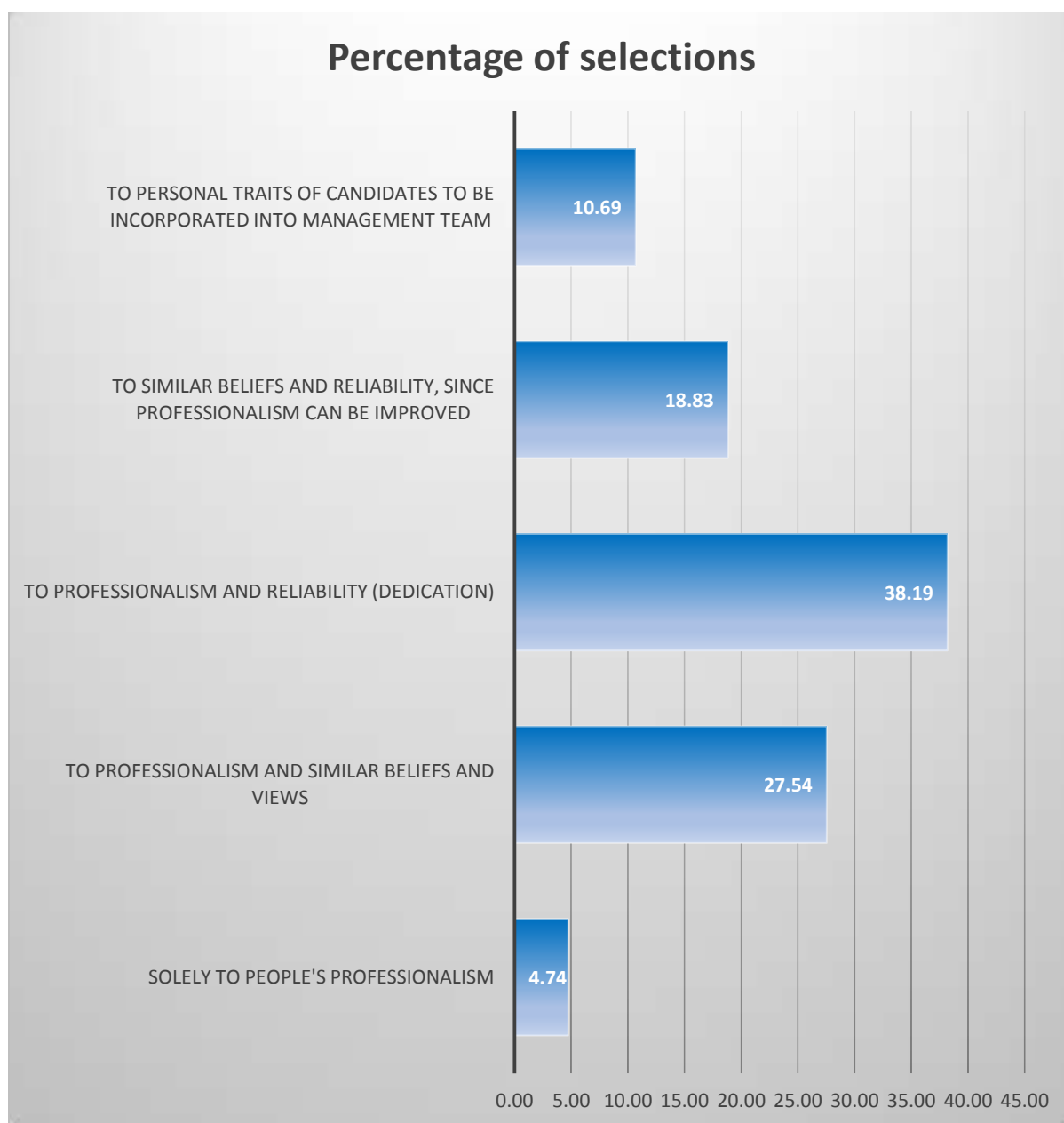


Diagram 5: Percentage Distribution of Executives According to their Concepts about the Effectiveness of different Orientations When Selecting their Immediate Environment in Organisation N=5294

It has been found that the group of executives oriented to primarily professionalism is distinguished from the group mostly oriented to personal traits by large distance in organisational relations, strong orientation towards safety, and strict (authoritarian) management model.

The group of executives oriented to preferably personal traits of those to be incorporated into management team is, in its turn, characterised by high level of internality, orientation to formulated tasks, risk appetite, and orientation to humanistic management model. The second group also differs from the first one in a little higher actual managerial potential, registered based on the results of personal and professional diagnostics [Diagram 6].

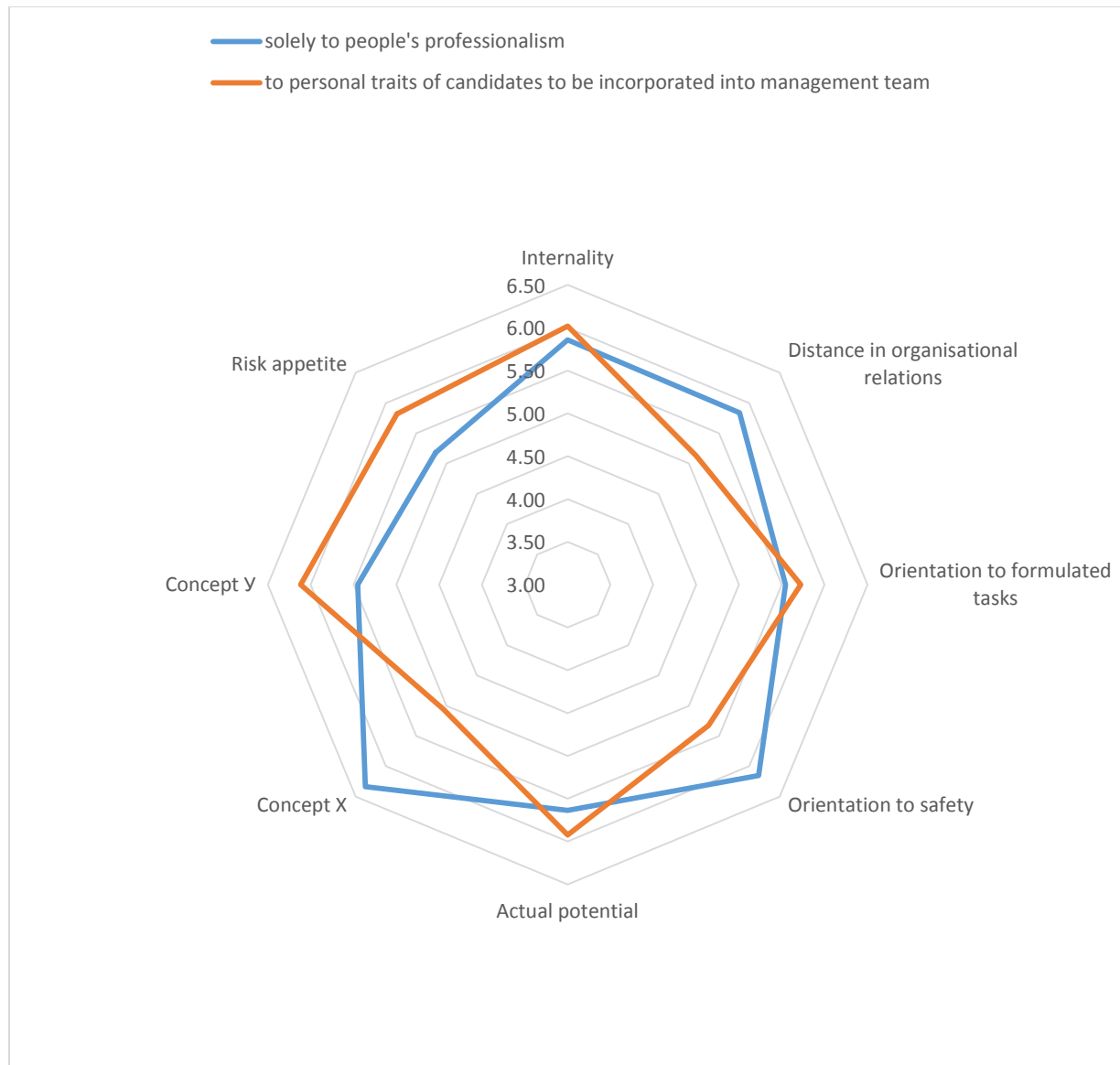


Diagram 6: Some Personal and Professional Attributes of the Groups of Executives Oriented to the Various Models When Selecting their Immediate Environment

IV. DISCUSSION

The obtained results are rather logically and consistently fit into the newly designed concept of personal-oriented management [15], demonstrating that its implementation is associated not only with mastering technological component, but changing a whole number of managerial attitudes.

Of interest is a comparison of differences in understanding the boundaries of management team with official level of executives. An official level cannot serve as an analogue of effectiveness however, it can be well considered as an indicator of management success rate. In these terms, comparing the groups is adequate and quite informative.

Table 6: Percentage Distribution of Executives According to their Concepts about Effectiveness of Forming their Immediate Environment in Organisation Depending on Level of the Official Position in the Management Hierarchy

	Position level	all executive's management team is incorporated into his immediate environment	a part of management team including the persons, closest to an executive in views and beliefs	both members of management team and other members of organisation, regardless of their official position, sharing executive's views and beliefs to the fullest	both members of management team and other members of organisation regardless of their official position, reliable and personally devoted to an executive to the fullest	It would be best for an executive not to have an immediate environment at all and to have all relations fully formalised	Total in group
Number	1	181	264	442	164	312	1363
Percentage		13.28%	19.37%	32.43%	12.03%	22.89%	
Number	2	180	307	519	182	301	1489
Percentage		12.09%	20.62%	34.86%	12.22%	20.21%	
Number	3	150	282	416	136	230	1214
Percentage		12.36%	23.23%	34.27%	11.20%	18.95%	
Number	4	126	238	367	96	169	996
Percentage		12.65%	23.90%	36.85%	9.64%	16.97%	
Number	5	26	53	101	17	35	232
Percentage		11.21%	22.84%	43.53%	7.33%	15.09%	
Total		663	1144	1845	595	1047	5294

It has been found that the higher the level of management position of executives, the less a formalised approach to creating one's own immediate environment is applied, and the more an orientation to mostly similarity in beliefs and views, when selecting, is. Orientation to personal dedication therewith decreases [Table 6]. Here, this change becomes a tendency to a certain extent [Diagram 7].

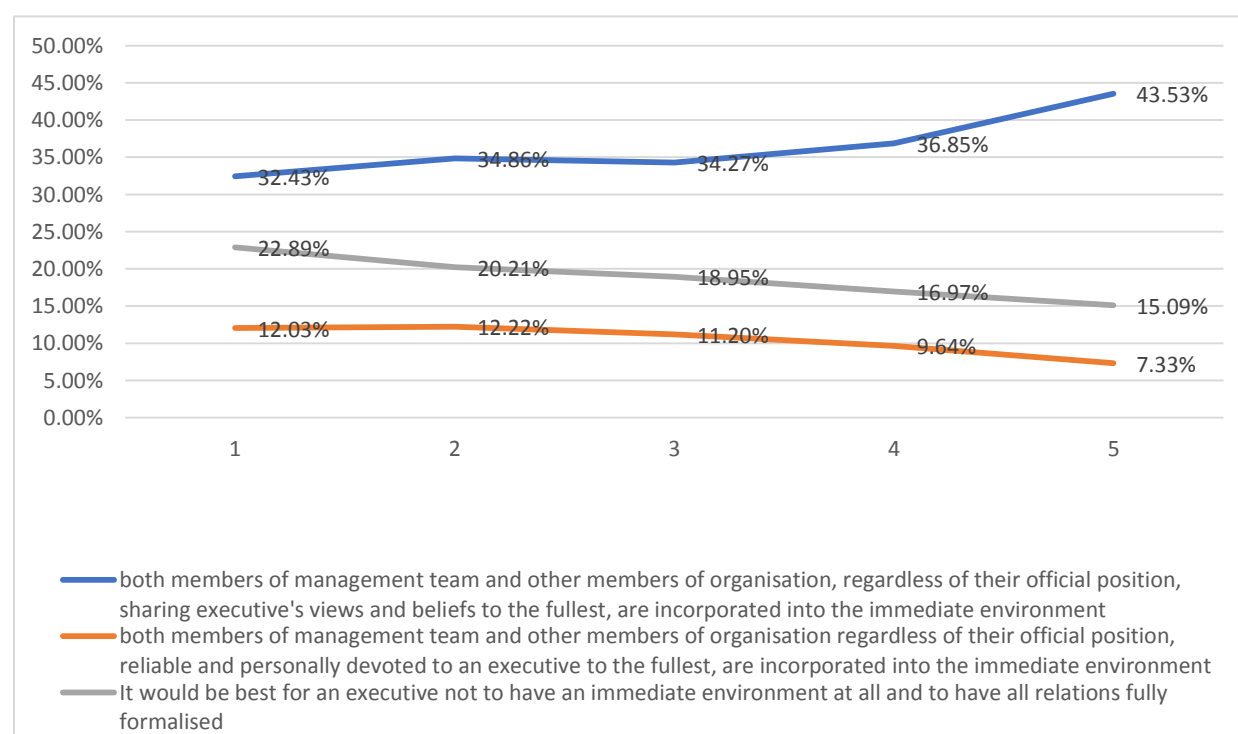


Diagram 7: Percentage Distribution of Executives According to their Concepts about Effectiveness of Forming their Immediate Environment in Organisation Depending on the Level of the Official Position in the Management Hierarchy

This fact fits rather well into the newly designed three-component model of managerial readiness, according to which different combinations of meta-competences are required at each management level. Here, as the management level increases, their value-based and conceptual (strategic) component substantially increases as well [4;11;21].

Other key provisions of the newly designed conceptual approaches are also substantially confirmed. It relates to both subjective models of forming management team, and readiness for performing various managerial roles.

Thus, comparing previously mentioned preferable orientations in selection, executives of various management levels have, demonstrates that as the management level increases, a clear shift in orientation towards a resource-based model occurs. It should be noted that most executives, in their subjective opinion, are oriented to exactly this model when creating their environment, their percentage amounts to 60% of the number of all executives; at the same time, their percentage among executives of various management levels greatly differs [Diagram 8].

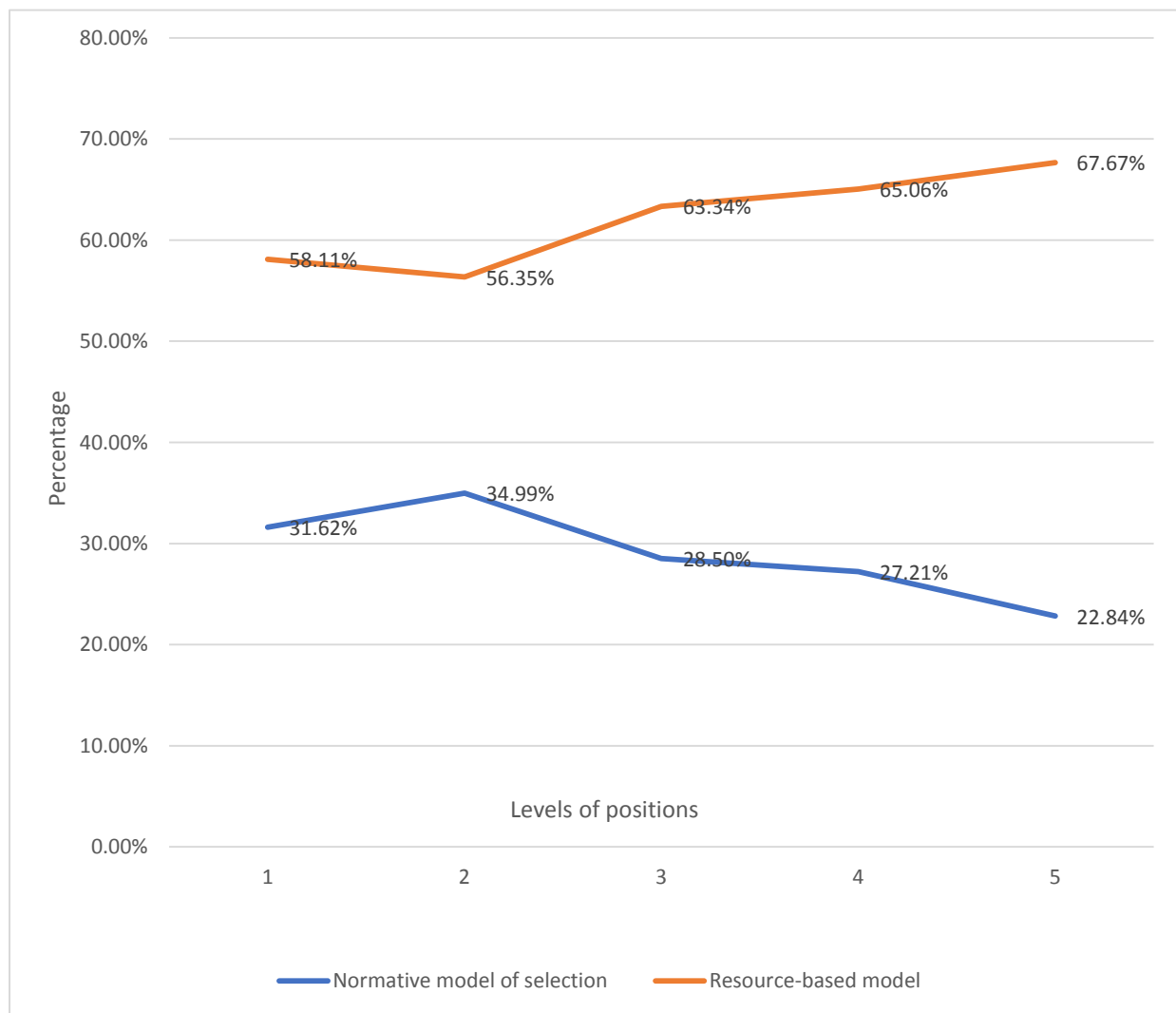


Diagram 8: Percentage Distribution of Executives Mostly Oriented to Normative and Deficiency Models of Selecting their Environment at the Various Levels of Management Hierarchy

Of interest is some growth at the second management level of normative model due to reduction in the resource-based model. The fact needs to be re-evaluated and is likely to be associated with managerial growth of executives themselves, and the nature of managerial tasks tackled at this level.

Within the already mentioned three-component model of managerial readiness and managerial potential, developed at the faculty of management assessment and development and already empirically proved to a considerable extent, it has been shown that there are three prominent components in the structure of executive's managerial readiness and managerial potential: leadership, managerial, and expert-related. Here, their ratio at the different management levels varies.

The data obtained in the study rather clearly demonstrate that such conclusions are valid. Thus, in the course of the study it has been suggested that the executives should assess the degree of their readiness for fulfilling these three roles by choosing one, they are most prepared to fulfil, being in their managerial position. It was found that the obtained picture [Diagram 9] is almost the same as that, obtained by the authors during expert questionnaire survey of a considerable lower number of executives [17].

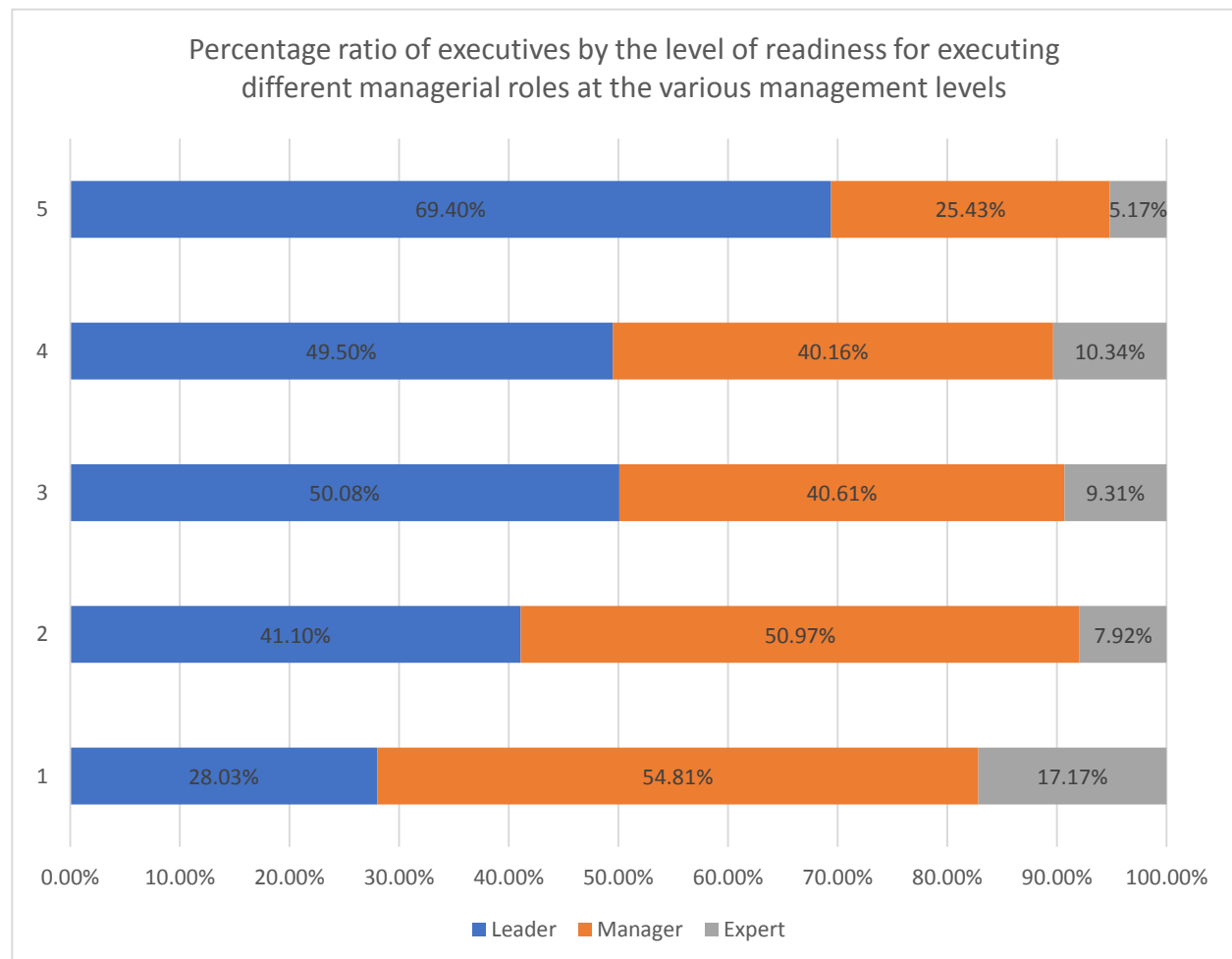


Diagram 9: Percentage Distribution of Executives based on Subjective Level of Maximum Readiness for Executing Three Managerial Roles at the Various Management Levels

More detailed analysis of the managerial component (in the study, it was proposed to specify one more administrative substructure therein) has shown that it significantly decreases as the executive's position in management hierarchy becomes higher [Diagram 10].

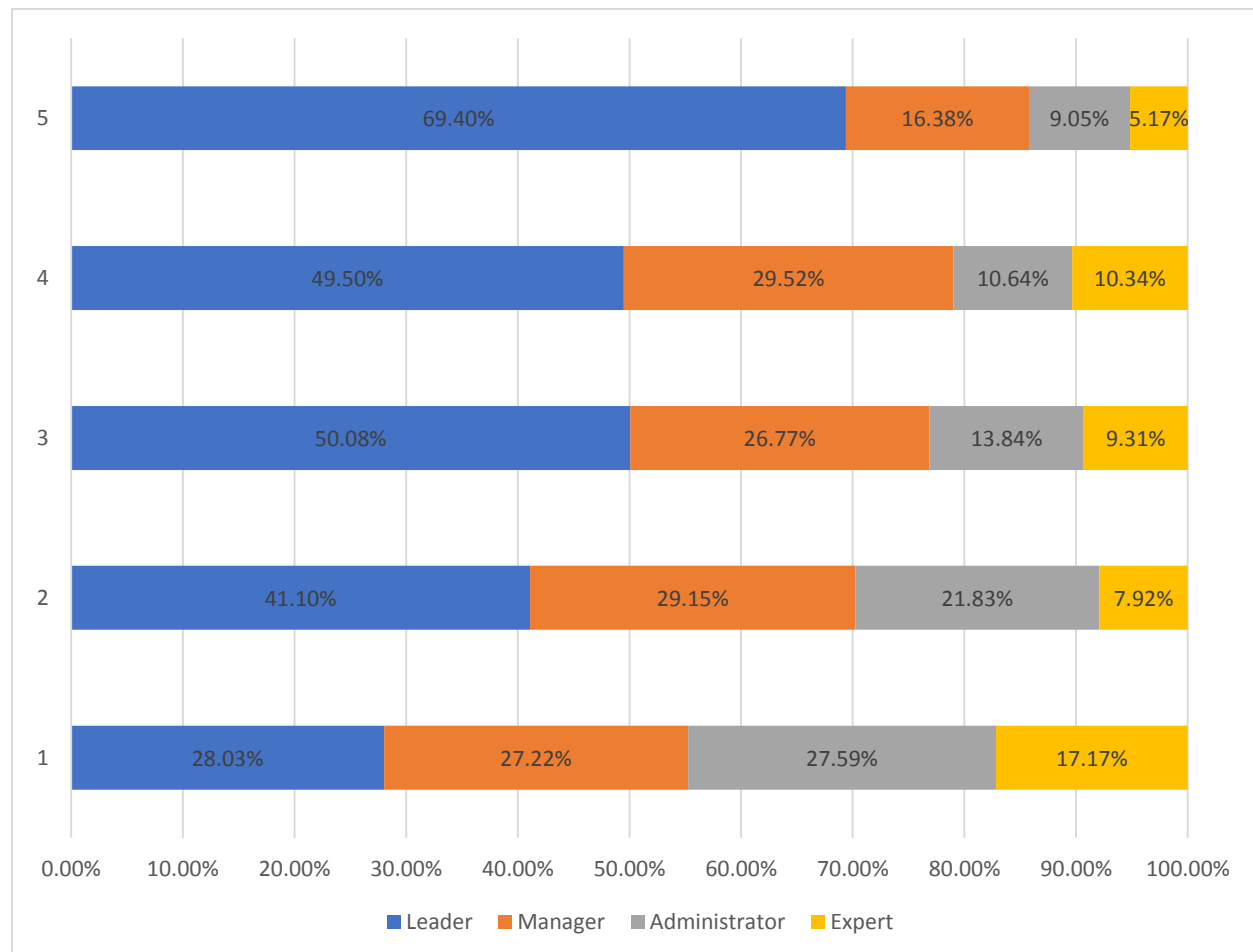


Diagram 10: Percentage Distribution of Executives based on Subjective Level of Maximum Readiness for Executing Four Managerial Roles at the Various Management Levels

At the same time, if the obtained data are compared with those of an ideal readiness model, the authors have earlier formulated [21], somewhat less percentage of expert-related component is noticeable, which is basic in the structure of managerial readiness at all levels. And it also occurs at the expense of managerial component.

The obtained result can be explained by the shift in the promoted management activity model, where it is precisely these managerial and leadership (at the top management levels) components that often come to the forefront. It is these components, which underlie the programs of various training courses and upgrade training courses for executives. It is apparent that all three components are required for effective management, however, as it has already been noted, their disbalancing by no means contributes to the increase in effectiveness. Thus, if the entire array of the examined executives is considered, the percentage ratio of selecting different role positions is as follows [Diagram 11].

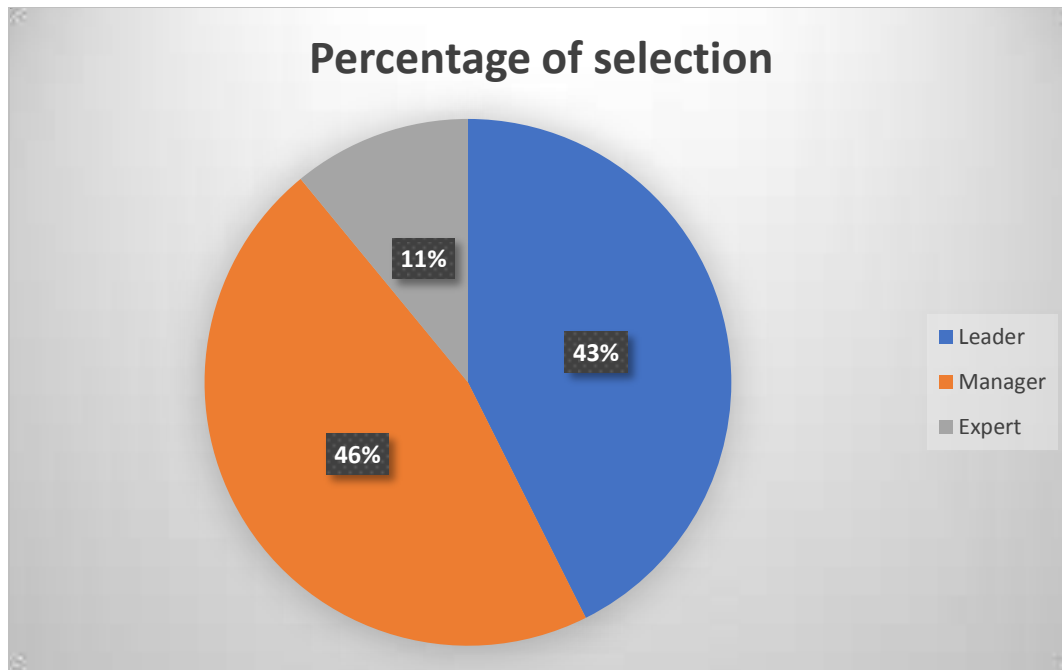


Diagram 11: Percentage Distribution of Executives based on Subjective Level of Maximum Readiness for Executing Three Managerial Roles throughout the Entire Array of Executives N=5294

Lastly, one more group of data is associated with the subjective executives' selection (the most preferable to them) of a team role, they are prepared to perform.

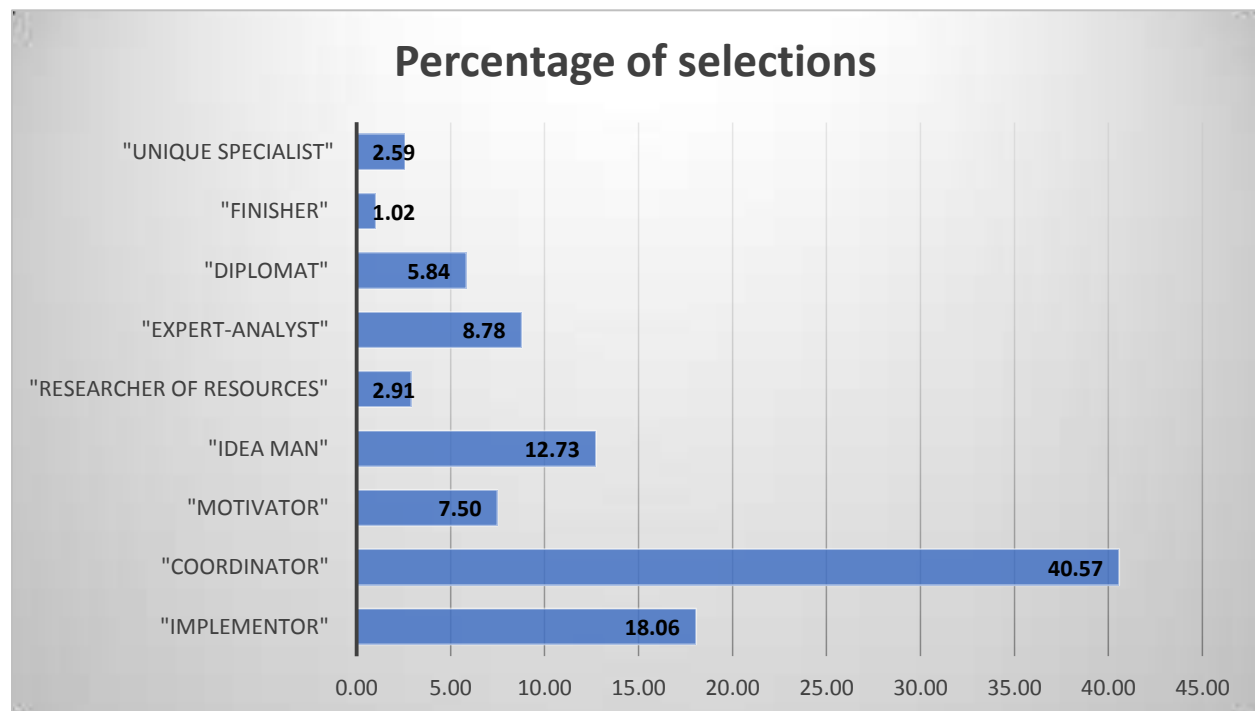


Diagram 12: Percentage Distribution of Executives based on Selecting the Most Preferable Team Role throughout all Array of Executives N=5294

Here too the picture is rather interesting. Overall, distribution of preferable roles based on the frequency of selections throughout the entire array of 5294 executives is as follows [Diagram 12].

The obtained distribution demonstrates a clear difference among preferable role positions. Here, the role of coordinator holds an absolute first place: clear formulation of objectives, putting solutions forward, delegation of authorities, coordination of activity; and implementor: active involvement in the process of solving problems and coping with team tasks as such. An idea man occupies the third place: pushing new ideas forward, ensuring that the problems are seen in a non-standard way.

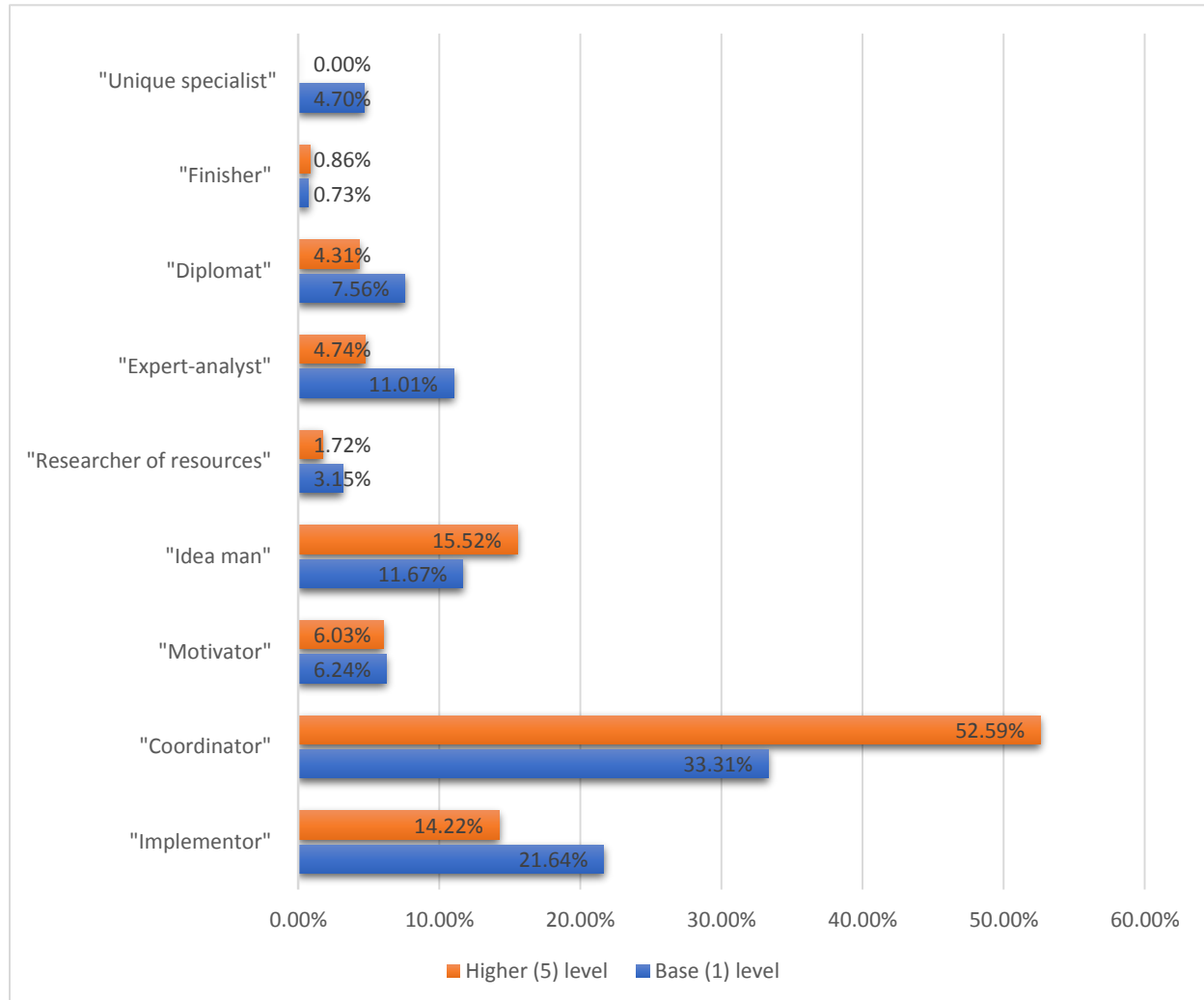


Diagram 13: Percentage Distribution of Executives based on Selecting the Most Preferable Team Role Across Two Groups, Opposite in Terms of Management Level

Several facts are quite interesting. The first: there are plenty of those, for whom the role of “implementor” is more preferable, i.e. the role of a person, directly involved in the activity process. The second: a rather limited preferable role repertoire. It should be noted that the executives of various management levels took part in the study, who hold the positions, substantially different in their functionality. The third: few (against this background) of

those, who see themselves mostly as an idea man, motivator, and researcher of resources, what constitutes an essential component of leadership executive's readiness. It is especially interesting since it is the leadership readiness, which was specified by the array executives as subjectively the greatest.

The obtained result can, to some extent, reflect the specifics of managerial activity in the hierarchical public system, where these are precisely the components that serve as the key ones.

Against this background, it is very interesting to compare the answers of two opposite groups of executives about their position in management hierarchy, those who are at the basic management level (group 1 as per our classification) and executives of the top management level out of those involved in the study (management level 5). The obtained data are presented in the Figure [Diagram 13].

It is seen from the Figure that although the percentage distribution of preferable team roles significantly changes, the general configuration remains almost unchanged. An idea man occupies the second place in terms of preference, however, the role of implement or remains in the top three of the most preferable ones, despite the fact that the level of management of this group of executives is rather high, what confirms the idea that this configuration of role preferences serves as a reflection of system specifics of organising the present-day state civil service.

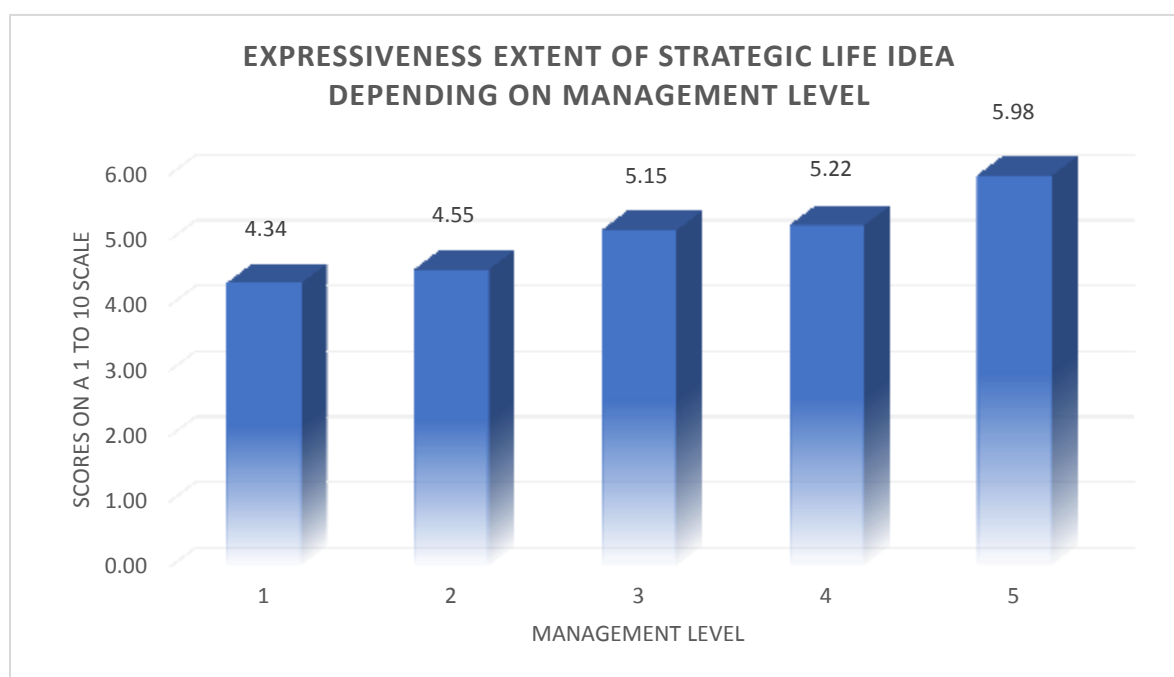


Diagram 14: Average Values of the Expressiveness Extent of Orientation to Implementation of one's Own Strategic Life Idea in the Groups of Executives of Various Management Levels (According to the Results of the Managerial Potential Assessment Questionnaire)

Hence, serious challenges may be expected when going to a new and mostly project-based system of organising activity, if no special work is conducted with executives on extending a role repertoire, first and foremost within implementing various educational programmes.

Interestingly here, that the top group management executives are significantly more oriented to implementation of own strategic life ideas [Diagram 14]. At the same time, the possibilities of this implementation are, as judged from the obtained data, rather limited.

V. CONCLUSION

The results presented herewith made it possible to acquire a new series of data on the concepts of executives of various management levels about their “immediate environment” and management team, analyse the methods for their selection, through showing their preferable alternatives, and the specifics of their own team role. The study once again confirmed the effectiveness of the three-component model of executives’ orientation in the space of organisational and one’s own tasks and the necessity for creating one’s own subjective models of forming management teams in the public administration system. Comparing the obtained results with the data of personal and professional diagnostics of executives and the level of their managerial position likewise allowed to acquire new scientific data.

Overall, the described study allows to draw a number of conclusions.

1. There are both personal and behavioural differences among executives, in forming an immediate environment and management team. Correspondingly, to change the behaviour, both attitudes and purposes should be changed. It should be noted in organising the system of continuing education of executives.
2. The specifics of organising the system of state civil service serve as a factor that needs to be taken into account when going to the new models of management since they facilitate manifestation and development of the distinctive personal and professional traits of executives.
3. To successfully implement a project-based approach in the system of state civil service requires a specific organisation of the process for training and retraining of executives, using project-based forms and methods of work as much as possible.

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