

## Chapter 4

### MANAGERIAL AND LEADERSHIP ROLES

To be an effective performer one needs to perform those activities and roles that make managers effective. These activities include setting direction, providing resources, assigning tasks, monitoring, giving feedback, supplying and upgrading the technological competencies, effecting team work, understanding customers and their expectations etc. In the RSDQ model the first part of the tool dealing with “R” stands for the Managerial and leadership roles to be performed by the manager. These roles as outlined in the earlier section on methodology are obtained from an analysis of the user responses or from the literature surveys. The list of roles used in the RSDQ model have been developed across the last two decades of research and experience (Rao, and Rao, 2005) starting with the work reported by Khandwalla (2004). The tool includes for example activities outlined in earlier researches by Mintzberg (1973).

In the classical studies of manager's and their job Henry Mintzberg's (1973, 1975) classified managerial roles in to the following categories:

- Interpersonal Roles:
- Figurehead
- Leader
- Liaison
- Information Roles
- Monitor
- Disseminator
- Spokesman

- Decisional Roles
- Entrepreneur
- Disturbance Handler
- Resource Allocator
- Negotiator

Mintzberg did observation studies of five chief executives, and found that they did not divide their time into planning, organizing, influence, lead, and control. Rather the manager played ten fragmented roles in a high interruption environment. Half of these managers' activities lasted less than nine minutes and are very transactional. Leadership is theatre, and the leader is suspended in a web of ten scripted roles. Some leaders use these roles with more persuasive power than others to influence spectators and other actors. The point - it is not transformational leadership until the leader changes the script of the organization.

Srivastava's study (Srivastava, 2003) indicated some of the characteristics of transformational leaders which also figure out in the RSDQ tool. Some of the roles outlined by Srivastava include the following:

- Articulating the vision
- Managing relationships with juniors, seniors a, colleagues and customers
- Getting influenced by others
- Setting direction and planning work
- Motivating and inspiring others etc.

The Roles part of the questionnaires used in this study deals with 55 activities classified under nine roles. Ratings on each of the activities were analyzed to examine if the star performers

differed from the average performers. In the following sections the details of the study results are presented. Perceived Effectiveness of Various Managerial and Leadership Roles Performed by Star and Average Performers

This section presents data analysis and findings in relation to the effectiveness with which various roles and activities have been performed by star and average performers. The effectiveness is assessed on 55 Managerial and leadership activities classified under nine roles. Each candidate was assessed by their seniors, juniors (direct reports), boss and colleagues or internal customers on a five point scale as mentioned earlier. Some of the candidates' assessors ranging from 6 to 15. On an average every candidate was assessed by 8 for average performers and 9 per candidate for each star performer. However for calculating the means and significance of the difference between the means all assessments of the 52 star performers by 470 assessors were combined. Similarly the assessments made by 292 assessors for 36 average performers were also combined.

The mean ratings arrived here are the mean of the ratings given by different assessors for star performers and the mean of the ratings given for average performers. The results for each of the 55 items are presented in tables 4.1 to table 4.56. The tables may be interpreted as below.

From Table 4.1, for company 1 the mean ratings given by assessors on six point scale for star performers is 4.5102 with a standard deviation of 1.0631 while the mean score of the average performers assessed by .... Are 4.3235 with a standard deviation of 0.8884 with a difference of 0.1867 points and a t ration significant at 0.3187? The difference is small (only .18 on a six point scale or converted into a percentage score the difference is  $0.18 \times 20 = 3.6\%$  points. (4.5 on a six point scale = 70% and 4.32 on a six point scale = 67.4%). This is clearly not significant difference. And the null hypothesis can be retained for this item for company 1.

For company 2 the scale for assessment was on a percentage scale (100 points). The percentage score for star performers is 63.9 while that for average performers is 71.6 with a mean difference of 7.7 points. This is statistically significant at .07 level and since anything below .05 level is considered as not significant for this study the null hypothesis can be retained for this company also. However it is interesting to note in this item that the average performers in this public sector company seem to communicate their top management vision more effectively than the star performers. In fact as will be observed later this is one organization where most differences are in favour of average performers indicating that in this company average performers perform managerial and leadership roles better than the star performers. In this company the star and average performers were decided purely on the basis of the performance appraisal ratings as their CEOs and HR Directors did not agree to give their assessments of the candidates and on the other hand preferred that the investigator takes the cumulative appraisal ratings of the last three years as an indication of their performance.

From the same table 4.1, the companies 3, 4, 5 and 6 were assessed on a five point scale. The mean rating of the star performers on the extent to which they communicate top management vision to their juniors and others is 4.91 (72%) and for average performers it is 3.30 (57%) with mean difference of 0.6094 points. (15%) and this difference is significant in favour of the star performers. This indicates that in this company star performers seem to communicate top management vision to others about 15% better. In other words star performers seem to do a good job of communicating the top management vision to their juniors and others. In all the other three companies also a five point scale is used and the differences between the means are significant. In company 5 the difference is over 25% indicating that in this company the star performers perform about 25% better the activity of communicating the top management vision to others. This kind of interpretation may be given to all the other tables.

**MEAN, SDs, MEAN DIFFERENCE AND T-VALUES OF THE  
360ASSESSMENT ON MANAGERIAL ROLES OF STAR AND AVERAGE  
PERFORMERS**

**VISION AND VALUES**

Articulating vision and values for the department, communicating the organizational vision of the top management to the employees, and monitoring the values are some of the important qualities of leaders and managers. There are five items in this part of the questionnaire dealing with vision and values. The Mean scores of the star performers from the six organizations are present d in tables 4.1 to tables 4.5. The means are based on the five point scale where 0.5 differences would mean a 10% difference on the scores of star and average performers. In twenty out of the thirty mean scores the star performers scored significantly higher than the average performers. This indicates theta star performers tend to articulate vision and values and monitored the same better than the average performs. The hypothesis in this regard is supported by these tables.

<b>Table 4.1</b>						
<b>Understanding the company's vision and communicating the same to all employees in his unit.</b>						
S No	Star M	SD	Average M	SD	MDiff	T-value
CO1	4.5102	1.0631	4.3235	0.8884	0.1867	0.3187
CO2	63.9235	6.5482	71.6390	10.1749	-7.7155	0.0735
CO3	3.9118	0.8593	3.3023	0.9339	0.6094*	0.0000
CO4	3.6761	0.8019	3.2381	0.8560	0.4380*	0.0006
CO5	3.5556	0.9056	3.0435	1.0651	0.5121*	0.0445
CO6	3.9231	0.7139	3.1935	0.7492	0.7295*	0.0000

Table 4.2						
Articulating or developing a vision (long term goals) for his department/section/unit.						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.5102	1.0631	4.3235	0.8884	0.1867	0.3187
CO2	60.7689	6.8809	64.6786	10.6073	-3.9097	0.3629
CO3	3.7941	0.8386	3.1628	0.8793	0.6313*	0.0000
CO4	3.5879	0.7799	3.0159	0.7930	0.5720*	0.0000
CO5	3.5161	0.9706	3.0500	0.9987	0.4661	0.0751
CO6	3.7231	0.7182	2.9333	0.6915	0.7897*	0.0000

Table 4.3						
Clearly stating the values of the department/section/ unit. e. g. Customer service, service quality, punctuality, cost effectiveness.						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.5306	1.0821	4.4348	0.9622	0.0958	0.6210
CO2	66.2799	8.1223	70.6734	8.5818	-4.3935	0.2694
CO3	4.0000	0.8810	3.2529	0.9428	0.7471*	0.0000
CO4	3.6882	0.8118	3.1364	0.8925	0.5518*	0.0000
CO5	3.6667	0.9629	3.0909	1.0650	0.5758*	0.0296
CO6	3.7536	0.7155	3.1290	0.6704	0.6246*	0.0001

Table 4.4						
Monitoring to ensure that all the staff in the department/ section/ unit follow the values						
S No	Star	SD	Average	SD	Diff	T-value
CO1	Item not included in the company questionnaire.					
CO2	60.1754	8.6041	65.1275	7.8187	-4.9520	0.2062
CO3	3.7463	0.8589	3.2706	0.9308	0.4757*	0.0014
CO4	3.4148	0.8643	2.8308	0.7410	0.5840*	0.0000
CO5	3.6066	0.9410	2.8095	0.8729	0.7970*	0.0010
CO6	3.7353	0.8745	3.0345	0.7311	0.7008*	0.0001

Table 4.5						
Setting a personal example in following the values and vision.						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.6471	1.1282	4.2388	1.1427	0.4083*	0.0554
CO2	64.8517	10.6102	70.7046	6.6882	-5.8529	0.1664
CO3	3.8923	0.8501	3.1512	1.0574	0.7411*	0.0000
CO4	3.6508	0.9020	3.0588	0.9601	0.5920*	0.0000
CO5	3.8788	0.9122	3.2000	1.1180	0.6788*	0.0090
CO6	3.6029	0.9485	3.0968	0.7897	0.5062*	0.0072

## POLICY FORMULATION, PLANNING & GOAL SETTING

Good leaders and managers think long term and also focus equally on short term results. While long term thinking is the quality of leaders getting results by short term goal setting is a necessary quality for managers. The RSDQ model emphasized that managers should first get critical information required to do business and plan strategies and at the same time set long term goals. They should also allocate work in a fair way and formulate policies from time to time. This section measures the expected to which the candidate is good at policy formulation, short term thinking and goal setting and fair distribution of work. There were five items. The results are presented in tables 4.6 to 4.10.

<b>Table 4.6</b>						
<b>Securing critical information required for business development, strategy formulation, &amp; performance improvements of the department/section/unit</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.8000	0.6999	4.2000	1.0031	0.6000*	0.0003
CO2	64.9757	7.0144	67.2848	9.8452	-2.3090	0.5690
CO3	3.8939	0.7469	3.2941	0.9490	0.5998*	0.0000
CO4	3.8794	0.7558	3.1831	0.8994	0.6963*	0.0000
CO5	3.8095	0.8693	3.3200	0.9000	0.4895*	0.0232
CO6	3.6818	0.7051	3.1290	0.6187	0.5528*	0.0002

<b>Table 4.7</b>						
<b>Setting long-term goals and objectives for her/his department/unit/section</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	58.5729	6.2301	60.5528	11.9641	-1.9800	0.6643
CO3	3.7463	0.7656	3.2791	0.9900	0.4672*	0.0012
CO4	3.6111	0.8280	2.9155	0.8409	0.6956*	0.0000
CO5	3.6000	0.8776	3.0870	0.9002	0.5130*	0.0228
CO6	3.5455	0.8261	3.0000	0.7303	0.5455*	0.0016

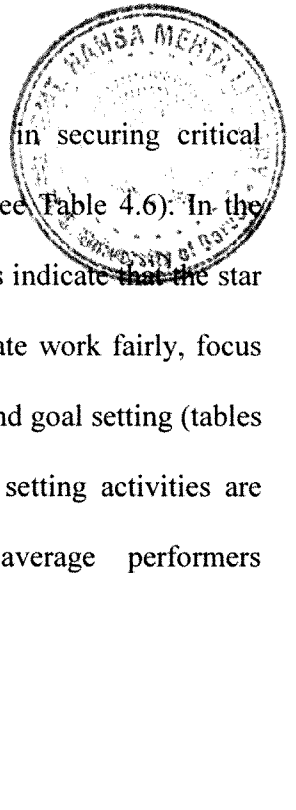


<b>Table 4.8</b>						
<b>Setting short-term tasks and targets for her/his department/ section/unit in various areas of operation</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.8958	0.9944	4.4030	1.0453	0.4928*	0.0117
CO2	69.6273	5.7236	73.8203	10.6713	-4.1931	0.3142
CO3	3.7231	0.6733	3.2619	0.9199	0.4612*	0.0006
CO4	3.8308	0.7289	3.2778	0.7732	0.5531*	0.0000
CO5	3.8667	0.8589	3.1818	0.9069	0.6848*	0.0035
CO6	3.6866	0.7008	3.1613	0.5829	0.5253*	0.0002

<b>Table 4.9</b>						
<b>Fair allocation of work to staff in her/his department/ section/ unit.</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	62.6175	9.7762	62.7241	7.5219	-0.1065	0.9790
CO3	3.7031	0.8102	3.3529	0.7823	0.3502*	0.0090
CO4	3.6648	0.8410	2.9565	0.9145	0.7083*	0.0000
CO5	3.6034	0.7365	3.0500	0.8256	0.5534*	0.0115
CO6	3.5224	0.7854	3.1935	0.7492	0.3288*	0.0511

<b>Table 4.10</b>						
<b>Formulating policies/strategies for department/unit in relation to issues like systems, services, quality costs, innovation etc.</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.5208	0.8989	4.4030	1.0879	0.1178	0.5271
CO2	58.5337	7.0382	61.1094	9.1405	-2.5758	0.5052
CO3	3.7273	0.9852	3.1412	0.9278	0.5861*	0.0003
CO4	3.6122	0.8549	3.0139	0.9567	0.5984*	0.0000
CO5	3.7069	0.7144	3.1000	0.7182	0.6069*	0.0022
CO6	3.5645	0.7382	2.9655	0.7784	0.5990*	0.0010

The tables make it very clear that star performers do a better job in securing critical information required for the job as compared to average performers (see Table 4.6). In the remaining for items also the trend is in the expected direction. The tables indicate that the star performers set long terms goals better than the average performers, allocate work fairly, focus on short term goal setting and also do a great job of policy formulation and goal setting (tables 4.7 to 4.10). The table indicate that the policy formulation and goal setting activities are performed better by the star performers as compared to average performers



## TECHNOLOGY AND SYSTEMS MANAGEMENT

Technology here refers to the subject know-how which is specific to the individual's area of expertise and not to technology and systems as in computers. Hence for an individual from the finance department, it refers to various finance technology that is used in course of work done therein. Every manager and leader has to be technically competent in order to make progress and move ahead. Beyond this, a good leader is also expected to keep in touch with recent advancements globally, introduce new technology which benefits the department and organisations, share information regarding such new advancements and build competencies of subordinates in handling and operating such new technologies. A leader is one who not only keeps in touch and introduces such technologies but constantly monitors to ensure that correct implementation of the type is taking place

**Table 4.11**

<b>Introducing new technologies relating to her/his function</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.5238	0.9936	4.2344	1.0502	0.2894	0.1550
CO2	62.1188	7.5194	64.5874	11.1152	-2.4685	0.5839
CO3	3.7353	0.9403	3.0494	1.0595	0.6859*	0.0000
CO4	3.5112	0.8586	2.8333	1.0013	0.6779*	0.0000
CO5	3.8305	0.9388	2.6667	0.6860	1.1638*	0.0000
CO6	3.3182	0.8798	2.9355	0.7718	0.3827*	0.0332

**Table 4.12 -- Building technological competencies of employees in the department/unit through training, etc.**

S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	57.5167	9.2420	64.0693	12.1175	-6.5525	0.2086
CO3	3.5147	0.9696	3.1084	1.1044	0.4063*	0.0174
CO4	3.3539	0.8050	2.9844	0.9511	0.3696*	0.0067
CO5	3.4386	0.8878	2.9474	0.7799	0.4912*	0.0279
CO6	3.1250	0.8637	2.8214	0.7228	0.3036	0.0863

Table 4.13						
Keeping in touch with the technological developments in related industry and/or function in the country and globally						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.4783	0.9366	4.1563	1.0113	0.3220	0.0885
CO2	63.0356	7.6760	68.5117	13.1499	-5.4761	0.2949
CO3	3.6176	0.8644	3.1154	1.0688	0.5023*	0.0021
CO4	3.5683	0.8350	2.8413	0.9539	0.7270*	0.0000
CO5	3.6271	0.8018	3.1500	0.8127	0.4771*	0.0281
CO6	3.4603	0.8767	2.7778	0.8006	0.6825*	0.0007

Table 4.14						
Introducing new systems for the effective management of various activities and operations.						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.6364	1.0585	4.2985	1.0002	0.3379	0.0963
CO2	57.9613	7.3189	62.2062	11.7939	-4.2448	0.3689
CO3	3.5882	0.8679	3.1250	1.0718	0.4632*	0.0043
CO4	3.4375	0.8226	2.8308	0.8939	0.6067*	0.0000
CO5	3.5968	0.8882	2.8500	0.7452	0.7468*	0.0006
CO6	3.3182	0.8069	2.8571	0.7052	0.4610*	0.0074

Table 4.15						
Monitoring the effective implementation and utilization of systems and processes relating to her/his function						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.3913	0.8558	3.9206	0.9722	0.4707*	0.0087
CO2	62.7770	9.1681	63.6548	7.2757	-0.8778	0.8192
CO3	3.6029	0.9001	3.2118	0.9770	0.3912*	0.0111
CO4	3.6327	0.8520	3.0149	0.8437	0.6177*	0.0000
CO5	3.7627	0.7599	3.1000	0.7182	0.6627*	0.0011
CO6	3.5373	0.7453	2.9667	0.8087	0.5706*	0.0018

Tables 4.11 to 4.15 clearly show that star performers are those who are able to manage technology and systems better than their counterparts. They clearly demonstrate a higher performance when it comes to introducing new technology, keeping in touch with technical advancement in their industry as well as globally, building competencies of their subordinates in working on such new technologies and monitoring implementation of such new advancements.

## INSPIRING, DEVELOPING AND EMPOWRING STAFF

This dimension is by far considered the most important owing to the fact that it is associated with directly leading and managing a team of individuals or subordinates. A leader is one who creates other leaders and this role mentions activities which form the basic character of good leaders. Tables 4.16 to 4.30 mention activities like monitoring performance of subordinates, allocating work in fair manner, providing periodic feedback, conflict resolution, being a role model, investing time and effort in development of subordinates, motivating them to excellence, providing resources to enable them, providing ownership, listening to them etc. all of which are prerequisites in the hallmark of a good leader and manager. A good leader is one who develops others as leaders through various means and the tables below indicate how star performers perform on this front in comparison with average performers.

<b>Table 4.16</b>						
<b>Investing time and effort in the growth and development of his/her juniors and other staff</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	54.9756	9.8861	60.4890	11.8261	-5.5134	0.2897
CO3	3.6667	0.9001	3.3012	0.9071	0.3655*	0.0154
CO4	3.3557	0.8222	3.1127	0.9644	0.2430	0.0618
CO5	3.2500	0.8480	2.8261	0.7777	0.4239*	0.0363
CO6	3.4308	0.9677	2.8065	0.8725	0.6243*	0.0024

<b>Table 4.17</b>						
<b>Motivating and inspiring juniors and other staff to be excellent performers</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	55.3618	8.6686	60.3555	13.6690	-4.9937	0.3644
CO3	3.7313	0.9142	3.4634	0.9962	0.2679	0.0896
CO4	3.5357	0.8851	3.2535	0.9520	0.2822*	0.0313
CO5	3.4667	0.8614	2.9130	0.8482	0.5536*	0.0108
CO6	3.7463	1.0052	2.8710	0.7634	0.8753*	0.0000

<b>Table 4.18</b>						
<b>Providing proper guidance and counselling to her/his staff</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	61.5988	9.5568	65.0373	10.0533	-3.4385	0.4568
CO3	3.6716	0.8942	3.4578	0.9538	0.2138	0.1598
CO4	3.5979	0.8100	3.1549	0.8392	0.4430*	0.0002
CO5	3.5500	0.9487	3.1429	0.8536	0.4071	0.0768
CO6	3.6364	0.9053	3.0000	0.8563	0.6364*	0.0014

<b>Table 4.19</b>						
<b>Acting as a role model for juniors/staff to emulate by setting high standards of personal example.</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	63.3947	9.8818	70.6217	10.6568	-7.2270	0.1456
CO3	3.8209	0.8864	3.1566	0.9561	0.6643*	0.0000
CO4	3.6888	0.8413	2.9178	0.9538	0.7710*	0.0000
CO5	3.7581	0.8756	3.0833	1.0180	0.6747*	0.0062
CO6	3.6716	0.8419	2.9677	0.8750	0.7039*	0.0004

Table 4.20						
Providing a sense of ownership and significance to the employees and staff						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	59.4577	9.2276	67.2066	12.6023	-7.7489	0.1512
CO3	3.8806	0.7886	3.2805	0.9848	0.6001*	0.0001
CO4	3.6421	0.7823	3.0714	0.8735	0.5707*	0.0000
CO5	3.7213	0.7177	3.2727	0.6311	0.4486*	0.0085
CO6	3.5152	0.7695	2.8710	0.7184	0.6442*	0.0002

Table 4.21						
Setting clear cut performance goals for juniors as well as others in the unit/department						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	63.7071	9.7343	66.3985	10.8553	-2.6915	0.5788
CO3	3.8788	0.7749	3.2381	1.0252	0.6407*	0.0000
CO4	3.5596	0.7825	2.9710	0.8570	0.5886*	0.0000
CO5	3.6441	0.8264	3.0000	0.9759	0.6441*	0.0081
CO6	3.7538	0.7712	3.0645	0.6800	0.6893*	0.0000

Table 4.22						
Providing information and the resources necessary for the staff to perform their tasks well						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	62.2566	9.3273	62.2515	8.3604	0.0051	0.9990
CO3	3.7500	0.7799	3.2927	0.8817	0.4573*	0.0010
CO4	3.7277	0.7672	3.1667	0.7691	0.5611*	0.0000
CO5	3.6667	0.8920	2.9565	0.8245	0.7101*	0.0012
CO6	3.6250	0.9172	3.0968	0.5975	0.5282*	0.0012



<b>Table 4.23</b>						
<b>Monitoring staff performance</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	62.9243	10.0246	61.8879	10.8502	1.0364	0.8320
CO3	3.8060	0.8022	3.2927	0.9228	0.5133*	0.0004
CO4	3.6067	0.8181	3.0769	0.8534	0.5298*	0.0000
CO5	3.7857	0.8346	3.1500	0.9881	0.6357*	0.0136
CO6	3.7692	0.7659	3.0968	0.7897	0.6725*	0.0002

<b>Table 4.24</b>						
<b>Providing periodic feedback to juniors and other staff and helping them to review their performance</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	55.0480	10.9247	57.0493	8.9260	-2.0013	0.6663
CO3	3.5441	0.8540	3.1205	0.9292	0.4236*	0.0041
CO4	3.1875	0.8906	3.1270	0.8518	0.0605	0.6335
CO5	3.4561	0.8323	3.0000	0.8367	0.4561*	0.0379
CO6	3.4500	0.8719	3.0667	0.7849	0.3833*	0.0394

<b>Table 4.25</b>						
<b>Recognizing and encouraging good performance of employees</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	57.4438	10.5233	63.8897	11.6009	-6.4459	0.2242
CO3	3.8824	0.8899	3.5244	0.9458	0.3580*	0.0184
CO4	3.6738	0.8396	3.2879	0.7993	0.3859*	0.0012
CO5	3.6500	0.9322	3.2273	1.1098	0.4227	0.1147
CO6	3.6667	0.8032	3.0000	0.7559	0.6667*	0.0003

Table 4.26						
Listening to problems and difficulties of employees/ staff						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	62.4490	14.6738	65.8409	14.7786	-3.3920	0.6227
CO3	3.6471	0.9104	3.5357	0.9111	0.1113	0.4548
CO4	3.5759	0.9309	3.3478	0.8194	0.2281*	0.0583
CO5	3.6557	0.9504	3.3043	1.1051	0.3514	0.1842
CO6	3.5077	0.8501	3.0333	0.7649	0.4744*	0.0087

Table 4.27						
Resolving conflicts or helping staff to resolve conflicts						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	59.0212	11.2267	59.6126	6.7376	-0.5914	0.8899
CO3	3.6471	0.8938	3.3929	0.8645	0.2542	0.0790
CO4	3.4972	0.8701	3.3333	0.7910	0.1639	0.1641
CO5	3.4918	0.8700	3.0870	0.9960	0.4048	0.0930
CO6	3.4754	0.8288	2.8667	0.8193	0.6087*	0.0016

Table 4.28						
Handling staff grievances						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	57.6045	11.1942	59.9335	10.5843	-2.3289	0.6472
CO3	3.6061	0.8205	3.3571	0.9896	0.2489	0.0944
CO4	3.3886	0.8956	3.1563	0.8399	0.2323	0.0654
CO5	3.5593	0.9533	3.0455	1.1329	0.5139	0.0646
CO6	3.4915	0.9354	2.9333	0.6915	0.5582*	0.0021

<b>Table 4.29</b>						
<b>Maintaining an order consistency, and objectivity in relation to staff decisions (rewards, promotions, placements, etc.)</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	62.8208	8.3783	66.8793	11.7505	-4.0586	0.4049
CO3	3.6716	0.7860	3.2963	0.9280	0.3753*	0.0086
CO4	3.5455	0.7987	3.0877	0.7625	0.4577*	0.0002
CO5	3.7458	0.9413	2.7727	1.0660	0.9730*	0.0005
CO6	3.7213	0.7774	2.9333	0.7849	0.7880*	0.0000

<b>Table 4.30</b>						
<b>Encouraging innovativeness among the staff</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	61.5838	7.2437	63.5742	9.6725	-1.9904	0.6222
CO3	3.7059	0.8297	3.5122	0.9460	0.1937	0.1838
CO4	3.5957	0.8505	2.9855	0.8992	0.6102*	0.0000
CO5	3.4833	0.9020	3.2273	0.9726	0.2561	0.2855
CO6						

Tables 4.16 unto table 4.30 include the following observations:

Table 4.18, 4.26, 4.27, 4.28 and 4.30 have only two or fewer companies where there is not much difference between star and average performers. The activities covered therein are:

4.18- Providing proper guidance to staff

4.26- Listening to problems and difficulties of staff

4.27- Resolving conflicts or helping staff resolve conflicts

4.28- Handling staff grievances

4.30- Encouraging innovativeness among staff

This indicates that out of 15 items under the dimension of inspiring and empowering subordinates, 5 items indicate that average performers perform equally well as their star performer counterparts. These five items hence may not be responsible for differentiation between star and average performers.

All the rest of the items, however, indicate a very strong differentiating factor with most items having 3 and even 4 companies where there is a clear demarcation between performances. The trend therefore is heavily inclined towards star performers outperforming their average counterparts when it comes to building leadership capability in their subordinates. A few items scoring high in bringing out this difference are:

4.19- Acting as role models for subordinates to emulate

4.20- Providing a sense of ownership and significance

4.21- Setting clear cut performance goals for juniors and staff

4.22- Providing information and resources necessary for staff

4.23- Monitoring staff performance

4.29- Maintaining consistency and objectivity in relation to staff decisions

The remaining items have a scoring of 3 companies in which the level of significance is high.

## CULTURE BUILDING

Good leaders and managers are not only conscious of the culture existing in the organisation, but are constantly shaping it through their participation and ensuring its precipitation by articulating it and ensuring others compliance in maintaining its quality. A good leader articulates the desired culture and even introduces new systems and norms or policies which further the cause of building the desired culture. This section s measures the extent to which the individual articulates, monitors, follows the culture and efforts he/she puts in to shape the same. There were five items. The results are presented in tables 4.31 to 4.35.

<b>Table 4.31</b>						
<b>Reminding team members about the culture of the organisation/unit</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	58.9881	6.6161	67.2015	8.4962	-8.2134	0.0339
CO3	3.5692	0.8286	3.3614	0.9050	0.2078	0.1482
CO4	3.4148	0.7120	3.0806	0.8926	0.3341*	0.0092
CO5	3.2241	0.9234	3.0000	1.0541	0.2241	0.4104
CO6	3.8088	0.6524	3.3333	0.7112	0.4755*	0.0029

<b>Table 4.32</b>						
<b>Articulating the culture (norms, values and organizational processes) that should characterize the department/unit</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	58.9788	8.0625	63.7330	8.3390	-4.7542	0.2249
CO3	3.4394	0.8616	3.2561	0.9271	0.1833	0.2158
CO4	3.4186	0.7868	2.9355	0.8468	0.4831*	0.0002
CO5	3.2833	0.9012	3.0000	1.1055	0.2833	0.3130
CO6	3.6719	0.7358	3.1667	0.6989	0.5052*	0.0021

Table 4.33						
Setting personal example in terms of following the norms, values, and culture						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	65.9112	8.3617	71.4906	6.1698	-5.5795	0.1148
CO3	3.6154	0.8784	3.1951	1.0237	0.4203*	0.0083
CO4	3.6141	0.8016	3.1194	0.9297	0.4947*	0.0002
CO5	3.6935	0.9053	2.9524	1.0713	0.7412*	0.0072
CO6	3.6119	0.8869	3.1613	0.7788	0.4506*	0.0132

Table 4.34						
Monitoring development of the desired organisational culture						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	55.6746	8.3299	60.1502	5.4149	-4.4756	0.1807
CO3	3.6515	0.8319	3.3049	0.9899	0.3466*	0.0221
CO4	3.2840	0.7806	2.9355	0.8659	0.3485*	0.0065
CO5	3.3167	0.9186	2.5882	0.9393	0.7284*	0.0083
CO6	3.5873	0.6871	2.9333	0.7397	0.6540*	0.0002

Table 4.35						
Instituting processes and mechanisms in the department/ unit to build the desired culture						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	53.8569	4.1556	57.6167	7.1460	-3.7598	0.1910
CO3	3.6212	0.8729	3.3049	0.9255	0.3163*	0.0346
CO4	3.2024	0.8009	3.0000	0.8493	0.2024	0.1065
CO5	3.2712	0.8668	2.4706	0.8745	0.8006*	0.0024
CO6	3.4211	0.6253	3.0000	0.5976	0.4211*	0.0035

5 Tables (4.31 to 4.35) measure the extent to which leaders and managers remind the members of the culture, articulate the culture in the organization, set an personal example in following the norms and values, monitor desired culture and institute processes which build the desired culture. Out of these 5 items, 3 items are clear in distinguishing between performance of star and average performers as can be seen in Table 4.33, 4.34 and 4.35. They clearly indicate a positive difference in the way star performers set personal examples, monitor development of culture and institutionalise processes in the department to build a desired culture, than their counterpart average performers.

## TEAM WORK AND TEAM BUILDING

Table 4.36 up to 4.40 deal with team work and team building. These measure the extent to which the individual is a team player and the capability to build and maintain teams. Activities under this dimension refer to fostering a spirit of team work and collaboration amongst staff, creating a feeling of oneness and team spirit, managing different points of views within the team for a collaborative culture, providing information and assistance or team work and lastly acknowledging the contributions of every team member. Together, these five activities provide an insight into the teambuilding and team working capability of a leader.

<b>Table 4.36</b>						
<b>Fostering a spirit of team work and collaboration among the staff in her/his department/section/unit</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.3333	1.1730	4.1029	1.0095	0.2304	0.2730
CO2	62.0854	6.8612	66.8657	9.3649	-4.7803	0.2284
CO3	3.8088	0.8853	3.4471	0.9064	0.3618*	0.0141
CO4	3.6800	0.7553	3.3562	0.7705	0.3238*	0.0025
CO5	3.5313	0.9791	2.8500	0.9881	0.6813*	0.0104
CO6	3.7273	0.7348	3.0645	0.6290	0.6628*	0.0000

<b>Table 4.37</b>						
<b>Creating a feeling of oneness ("we" feeling) and team spirit among the employees of her/his department/unit/ section</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	60.3996	8.0582	64.3402	8.8635	-3.9406	0.3273
CO3	3.7794	0.9439	3.3095	0.9566	0.4699*	0.0029
CO4	3.6150	0.8368	3.2027	0.8437	0.4123*	0.0005
CO5	3.5714	1.0153	2.7619	1.1792	0.8095*	0.0074
CO6	3.7727	0.7605	3.0333	0.7649	0.7394*	0.0000



Table 4.38						
Managing different points of view among her/his own team members to build a collaborative culture						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	59.6778	7.5407	62.5799	7.2471	-2.9020	0.4045
CO3	3.7463	0.9746	3.2000	0.8281	0.5463*	0.0004
CO4	3.5510	0.7795	3.0685	0.8050	0.4825*	0.0000
CO5	3.5738	0.9008	2.9048	0.9437	0.6690*	0.0069
CO6	3.5781	0.7929	2.9667	0.7184	0.6115*	0.0004

Table 4.39						
Providing information and assistance required by colleagues in their department/section/unit to facilitate team work and collaboration						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.5306	1.0227	4.2239	1.0272	0.3067	0.1143
CO2	65.3171	8.5757	65.6522	7.0446	-0.3350	0.9267
CO3	3.7206	0.8075	3.4186	0.9135	0.3020*	0.0313
CO4	3.7041	0.7119	3.2192	0.8207	0.4849*	0.0000
CO5	3.6393	0.8803	2.8500	0.6708	0.7893*	0.0001
CO6	3.6418	0.7114	2.9286	0.5394	0.7132*	0.0000

Table 4.40						
Acknowledging the contributions of every member in the team.						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	62.6381	8.7848	64.3535	11.9409	-1.7153	0.7288
CO3	3.7941	0.8904	3.4118	0.9549	0.3824*	0.0116
CO4	3.6633	0.8095	3.2083	0.8548	0.4549*	0.0001
CO5	3.6129	0.9777	2.9048	0.9437	0.7081*	0.0052
CO6	3.9412	0.8443	3.1333	0.6814	0.8078*	0.0000

A very clear and straight forward analysis as presented through the tables. All five tables (see tables 4.36 through 4.40) show that four out of five companies have star performers who distinctly perform better than average performers on each of the activities under the dimension. A very clear trend that star performers excel at team related activities than others, in line with the main hypothesis

## MANAGEMENT OF COLLEAGUES/INTERNAL CUSTOMERS

Tables 4.41 to 4.45 relate to the function of managing internal customers and colleagues. There are five activities under this dimension and measure the effectiveness of the individual when it comes to interacting with others around him/her who related to work being done by the individual. The activities relate to: developing good relations with colleagues, understanding their needs and requirements, meeting these requirements, getting their cooperation in getting things done and learning from colleagues and internal customers. A good leader and manager not only focus on external customers but is equally, if not more, efficient and sensitive to internal customers and colleagues.

<b>Table 4.41</b>						
<b>Developing good working relations with colleagues - by interacting with them; respecting them and being polite and frank</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.6731	1.1153	4.5147	1.2155	0.1584	0.4601
CO2	66.8121	11.0550	70.6911	12.8611	-3.8790	0.4933
CO3	3.7826	0.8723	3.5647	0.9568	0.2179	0.1421
CO4	3.8155	0.8293	3.5333	0.8595	0.2822*	0.0153
CO5	3.6935	0.9371	3.1154	1.1774	0.5782*	0.0286
CO6	3.8841	0.7959	3.2000	0.8052	0.6841*	0.0003

<b>Table 4.42</b>						
<b>Understanding the needs, expectations and requirements of the colleagues/internal customers</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.4615	0.9992	4.2500	1.0841	0.2115	0.2704
CO2	65.1947	10.0644	66.9084	7.6711	-1.7137	0.6800
CO3	3.7971	0.8328	3.4302	0.9646	0.3669*	0.0121
CO4	3.6912	0.7988	3.3200	0.8568	0.3712*	0.0014
CO5	3.7302	0.8020	3.0000	0.7483	0.7302*	0.0001
CO6	3.6377	0.7270	3.1290	0.7634	0.5086*	0.0028

Table 4.43						
Meeting the requirements and expectations of colleagues in the organisation wherever possible						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.4423	0.9983	4.1324	1.0353	0.3100	0.1000
CO2	61.4629	9.6245	65.7533	7.7356	-4.2904	0.2973
CO3	3.8088	0.7966	3.3488	0.8646	0.4600*	0.0008
CO4	3.7340	0.7300	3.1622	0.9367	0.5718*	0.0000
CO5	3.6290	0.8458	2.9615	0.7736	0.6675*	0.0007
CO6	3.5507	0.7580	2.9355	0.6800	0.6152*	0.0001

Table 4.44						
Getting the cooperation of colleagues/ internal customers in furthering the objectives and goals of the department/unit/section						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	66.3147	8.7327	65.7779	11.8005	0.5368	0.9126
CO3	3.8235	0.8093	3.4524	0.8559	0.3711*	0.0069
CO4	3.8146	0.7889	3.3867	0.8526	0.4280*	0.0002
CO5	3.7705	0.8789	2.9600	0.8888	0.8105*	0.0003
CO6	3.6765	0.6789	3.1333	0.6288	0.5431*	0.0003

Table 4.45						
Learning from colleagues/ internal customers and benefiting from their experiences.						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.3137	1.0098	4.1471	1.1364	0.1667	0.4004
CO2	64.5776	9.0700	64.8598	7.8715	-0.2822	0.9430
CO3	3.5455	0.9145	3.4762	0.9503	0.0693	0.6515
CO4	3.6150	0.8779	3.3784	0.8392	0.2366*	0.0426
CO5	3.5965	0.7760	3.1600	0.7461	0.4365*	0.0189
CO6	3.6364	0.7572	3.0667	0.6397	0.5697*	0.0003

The tables make it very clear that star performers do a better job in Understanding needs, requirements and expectations of internal customers, meeting these requirements and expectations, getting the cooperation of internal customers and colleagues in furthering objectives of department as compared to average performers (see Table 4.42 through Table 4.44).

In the remaining items also the trend is in the expected direction. The tables indicate that the star performs Develop good working relations with colleagues by interacting with them, respecting them and being polite and frank; learning from colleagues and benefiting from their experiences better than the average performers (tables 4.41 & 4.45).

## LIAISON WITH SUPERIORS AND TOP MANAGEMENT

Tables 4.47 to 4.50 deal with Boss management and are essentially about keeping the top management and boss informed as well as influencing him, understanding expectations, taking guidance and learning from seniors experiences and getting the support required. A global trend is that this dimension scores the highest amongst all other dimensions and this is true even in India. What most individuals seem to be, however, paying more attention to amongst the 5 various items is the item on influencing the boss as well as getting support from the boss and top management. Be that as it may, the dimension as a whole is a very essential one for any individual's effectiveness.

**Table 4.46**

**Communicating and liaising with the boss/top management to keep them informed on various developments, decisions, issues, etc.**

S No	Star	SD	Average	SD	Diff	T-value
CO1	5.2800	0.7835	4.5303	1.0985	0.7497*	0.0000
CO2	73.8614	7.4660	75.3326	6.7758	-1.4712	0.6582
CO3	4.0847	0.7494	3.3600	0.9247	0.7247*	0.0000
CO4	4.1082	0.6780	3.3433	0.6641	0.7650*	0.0000
CO5	4.0351	0.8750	3.1500	0.9881	0.8851*	0.0010
CO6	4.0294	0.7525	3.3793	0.7752	0.6501*	0.0004

**Table 4.47**

**Understanding the expectations of the boss and the top management**

S No	Star	SD	Average	SD	Diff	T-value
CO1	5.1064	0.8904	4.0345	1.0424	1.0719*	0.0000
CO2	75.2579	5.9462	72.0222	6.5348	3.2357	0.2771
CO3	4.0484	0.6878	3.2667	0.9492	0.7817*	0.0000
CO4	4.0309	0.6745	3.3478	0.8371	0.6831*	0.0000
CO5	4.0702	0.8174	3.1500	0.9333	0.9202*	0.0004
CO6	4.0735	0.7190	3.1786	0.6696	0.8950*	0.0000

Table 4.48						
Influencing the thinking of the boss and getting necessary support and resources.						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	69.6863	3.9111	64.0432	8.3180	5.6431	0.0897
CO3	3.8621	0.8046	3.0135	0.9861	0.8486*	0.0000
CO4	3.7500	0.7860	2.8939	0.8436	0.8561*	0.0000
CO5	4.0185	0.7732	3.0000	0.8165	1.0185*	0.0000
CO6	3.8209	0.7963	3.0345	0.7311	0.7864*	0.0000

Table 4.49						
Taking guidance and learning from the experiences of the boss and other seniors						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.9583	0.9216	4.4844	0.9919	0.4740*	0.0105
CO2	70.7357	7.4214	69.2172	6.9101	1.5185	0.6501
CO3	3.6780	0.8797	3.2432	0.9336	0.4347*	0.0067
CO4	3.8877	0.6903	3.1846	0.7478	0.7031*	0.0000
CO5	3.8367	0.8749	2.8889	0.8324	0.9478*	0.0002
CO6	3.8615	0.7474	3.1429	0.7052	0.7187*	0.0000

Table 4.50						
Getting the support needed from the boss and the top management						
S No	Star	SD	Average	SD	Diff	T-value
CO1	5.2549	0.8682	4.1875	1.0672	1.0674*	0.0000
CO2	71.2898	5.6198	67.9966	7.1218	3.2932	0.2840
CO3	4.0167	0.6763	3.2500	0.8660	0.7667*	0.0000
CO4	3.9689	0.7210	3.2286	0.7834	0.7403*	0.0000
CO5	3.9643	0.8631	2.9500	0.8256	1.0143*	0.0000
CO6	3.8986	0.7305	2.9630	0.7061	0.9356*	0.0000

A very clear and straight forward analysis as presented through the tables. All five tables (see tables 4.46 through 4.50) show that four out of five companies have star performers who distinctly perform better than average performers on each of the activities under the dimension. A very clear trend that star performers excel at Liaison with Boss and Top management related activities than others, in line with the main hypothesis,



## EXTERNAL CUSTOMER RELATIONS AND CLIENT MANAGEMENT

Table 4.51 to 4.55 relate to activities under the dimension of external customer relations and client management. A good manager and leader is one who focuses on external customers and services them according to their expectations. Beyond this, the leader is one who is proactive in serving customers making sure not only he understands their needs, but that also his entire team does the same and functions on the same wavelength. The concept of customer service is extended to seeking suggestions from them, understanding their difficulties and problems, evolving strategies to improve customer satisfaction and even meeting them frequently to know them better.

<b>Table 4.51</b>						
<b>Meeting external customers/suppliers and getting to know them better</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1						
CO2	65.4782	10.2404	68.5317	12.1076	-3.0536	0.5635
CO3	3.9206	0.8289	3.4444	0.9747	0.4762*	0.0019
CO4						
CO5	3.3571	0.8636	3.4500	0.9445	-0.0929	0.7006
CO6	3.3810	0.7498	3.0000	0.9469	0.3810	0.0592

<b>Table 4.52</b>						
<b>Evolving strategies to improve customer satisfaction</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.5238	0.9432	3.9322	1.1576	0.5916*	0.0058
CO2	60.4058	7.4624	62.4074	11.6402	-2.0017	0.6664
CO3	3.8387	0.7723	3.2500	0.9346	0.5887*	0.0001
CO4	3.6485	0.8025	2.9804	0.8600	0.6681*	0.0000
CO5	3.3148	0.7679	3.2000	0.7678	0.1148	0.5722
CO6	3.3692	0.7196	2.9333	0.7849	0.4359*	0.0127

<b>Table 4.53</b>						
<b>Communicating to other staff about customer requirements and concerns</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.4762	0.9687	4.2000	1.0544	0.2762	0.1752
CO2	60.8658	9.3659	63.6616	8.7985	-2.7958	0.5114
CO3	3.8125	0.7943	3.3457	0.8683	0.4668*	0.0010
CO4	3.6023	0.8151	3.3529	0.7956	0.2494	0.0541
CO5	3.4561	0.7553	3.4211	0.5073	0.0351	0.8269
CO6	3.4762	0.8003	2.9677	0.8360	0.5084*	0.0067

<b>Table 4.54</b>						
<b>Understanding the difficulties and solving problems of customers</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.4651	0.9089	4.0862	1.0308	0.3789*	0.0534
CO2	64.8552	6.4296	66.2253	7.9499	-1.3702	0.6873
CO3	3.7813	0.8632	3.3333	0.9083	0.4479*	0.0029
CO4	3.6429	0.8283	3.3019	0.7742	0.3410*	0.0072
CO5	3.3571	0.8110	3.2632	0.8057	0.0940	0.6647
CO6	3.3968	0.8714	2.9000	0.8030	0.4968*	0.0086

<b>Table 4.55</b>						
<b>Seeking suggestions from customers in order to improve services provided by the unit and taking the suggestions seriously</b>						
S No	Star	SD	Average	SD	Diff	T-value
CO1	4.3171	1.1498	4.0175	1.1725	0.2995	0.2104
CO2	62.6508	7.4981	66.4981	7.4024	-3.8473	0.2767
CO3	3.6984	0.7542	3.4321	0.9074	0.2663	0.0566
CO4	3.6412	0.8941	3.2500	0.7376	0.3912*	0.0020
CO5	3.3091	0.8196	3.2105	0.7133	0.0986	0.6257
CO6	3.3548	0.8317	2.9667	0.8503	0.3882*	0.0433

Tables 4.51 to 4.55 indicate the extent to which managers and leaders are good at external customer relations. Five items under the dimension relate to activities that demonstrate the dimension. Of these 5, only two indicate a positive demarcation in favour of star performers (see table 4.52 and table 4.54) where four out of five companies clearly indicate in favour of the hypothesis. The remaining have only two or less in favour and do not bring out the difference in star performers performing in any different manner than their counterpart average performers.

Roles	Table 4.56		
	No of companies where the differences are significantly (t value is lower than .05) different for star and average performers.		
	Star Performers higher	Average performers higher	Not significant
Vision and values: (Items 1 to 5)	20 (69%)	0	9 (31%)
Policy Formulation and Goal setting	22 (79%)	0	6 (21%)
Technology and Systems	20 (69%)	0	9 (31%)
Inspiring and developing juniors	43 (58%)	0	31 (42%)
Culture Building	15 (60%)	0	10 (40%)
Team work and team building	20 (74%)	0	7 (26%)
Management of Internal customers and colleagues	18 (64%)	0	11 (36%)
Liaison with boss and top management	24 (83%)	0	5 (17%)
Managing external customers and suppliers	13 (46%)	0	15 (54%)
Total	195 (68%)	0	103 (32%)

The above summary table indicates that star performers perform better in terms of liaising with their bosses and senior management, policy formulation and goal setting as well as team

work. In all these dimensions they significantly outperformed as compared to their counterpart average performers. They tend to perform very well in terms of understanding the expectations of their seniors, liaising with them, getting their support, influencing their expectations and managing their expectations as compared to their counter part average performers. External customer management does not come as a strong variable. There are as many statistically significant differences as there are not significant. Hence this is not necessarily a distinguishing variable. Surprisingly culture building and inspiring juniors does not give as many significant differences. Recent studies across the world indicate the significance of these variables. These need some attention.

**Organization-wise number of items where star performers performed significantly better than the average performers**

<b>Managerial Role Dimension</b>	<b>Table 4.57</b>					
	<b>Number of activities (items) for which star performers were perceived as performing the activity better than the average performers for each Organization</b>					
	01	02	03	04	05	06
Vision and values:	1	0	5	5	4	5
Policy Formulation and Goal setting	2	0	5	5	5	5
Technology and Systems	1	0	5	5	5	4
Inspiring and developing juniors	0	0	9	11	9	14
Culture Building	0	0	4	3	3	5
Team work and team building	0	0	5	5	5	5
Management of Internal customers and colleagues	0	0	3	5	5	5
Liaison with boss and top management	4	0	5	5	5	5
Managing external customers and suppliers	1	0	4	3	1	4
<b>Total</b>	<b>9</b>	<b>0</b>	<b>45</b>	<b>47</b>	<b>42</b>	<b>52</b>
	<b>(36%)</b>	<b>(0%)</b>	<b>(82%)</b>	<b>(87%)</b>	<b>(76%)</b>	<b>(96%)</b>
<b>No. of activities included for the company</b>	<b>25</b>	<b>55</b>	<b>55</b>	<b>54</b>	<b>55</b>	<b>54</b>

The above Table (Table 4.57) reveals clearly that in most organizations star performers perform managerial and leadership roles better than the average performers. The table also indicates an exceptions to this rule. For example in company no. 2 (the public sector company) there is no difference. In fact in many cases the average performers seem to score higher than the star performers. This case is exceptional. The reasons may be: That performance appraisals are not valid as most often they are based on seniority; Star performers may not be popular people and on the other hand average performers may be liked by many as they do not set high

standards and create tension among the staff; Public sector employees may give high ratings to all others in 360 feedback that it is difficult to differentiate.

### **Implications of the findings**

- It can be safely concluded that assessment using 360 degree tools does differentiate star performers from average performers.
- Therefore it could be used as a tool to assess managerial and leadership performance of managers.
- The feedback to each individual on how well he or she is performing the 55 managerial and leadership activities may help the individual to make improvement plans or development plans.
- This tool can be used as a training tool.
- The organizational culture and other variables which have not been studied here seem to influence the differences between the star and average performers. Some companies minimise the differences while others may promote sharp differences.
- More research is needed to delineate the other variables affecting the lack of differentiation among star and average performers in public sector.