



Expertise
and insight
for the future

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Guide to understand what makes you a good manager

How to avoid the problems of unprofessional leadership?

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<p>The objective of this thesis is to cover qualities and other characteristics that make managers good and efficient at the work place, to guide managers through theories and a case study in order to achieve the right level of leadership and to avoid the unprofessionalism.</p> <p>In the theoretical part, the focus lies on management and leadership definition, the role of the managers, observation of different styles of leadership, how to motivate your employees and give them proper constructive feedback and further important steps for correct supervision.</p> <p>Many companies don't input enough effort for managers' development in order to coach them at the beginning of their career. Because of that, a lot of mistakes occur in leadership, misunderstandings in teams; managers may hire unsuitable employees for their team, pressures overall of not enough knowledge of what managers do.</p> <p>More research work in these topics is necessary, the management and leadership will be in the future still one of the most important areas in business and work life overall.</p>	
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1 Introduction

I decided to write my thesis about finding out the way to become a good manager for a team, doesn't matter is its sales team, customer service or marketing, etc. Nowadays the leadership and management go hand in hand, the knowledge of their theories are very important. Every year we can see younger people on this kind of placement, most people think by hiring a younger candidate, they will bring new views, fresh thoughts. Yes, they will, but does this win the experience and practice? It depends.

Would like to share the way I went through, after which I became to be a good manager and leader for my team with good management skills, or did I? There is always space to develop yourself. While writing this thesis, I would like to learn more theories and facts in history about leadership and management, find out more about what skills managers need to develop in their jobs, how to help employees to develop themselves, etc.

Working as a store manager in an international company in the fashion industry, where daily something happens, team changing, etc. You really need to learn how to have all yarns in hands, which yarn you need to pull in different situations. How to keep everything on track? The way I went through to find the right team, the right way of working and leading wasted a lot of time and nerves. The cliché sentence, if I could turn time back, I would do another way many things, in my actions when I became a store manager. It was difficult to find your own way, support is really important, but when I found it, finally it is good to feel that you are ready to be a good leader for your team, your family in the workplace. I also would like to help in this thesis with covering theories and examples, how managers can learn first of all to lead themselves, then help to develop a skill for leading your team, and in my situation, to lead the store. Will try to answer the questions what will help to learn who you are, to listen to yourself and every member of your team. With that, it is easier to see the problems and find out the right action plan for solving them.

In my career, there were unprofessional managers with bad leader skills for me, I have seen how that influence team and business overall. That is why it is important to understand how every step effects on actions. A few years ago, I attended the training

about leadership for three days, where I saw me from a different side. Realized, that a lot of managers do the same mistakes and don't see that at all.

2 Theoretical part

2.1 Defining Management

Famous as the father of management Peter Drucker, which he invented in November 1954, when there was no book where you could find the meaning of management, no books for managers with explanations, it was his time of the "management boom". (Beatty 1998:101) Of course, there was management before Drucker. Management came along with the people. Where at least two people were united, in an effort to achieve a common goal, one of them needed to start to be a coordinator of their actions, make solutions, etc. So, under these conditions, she/he became a leader, manager, and the other – his/her subordinate, performer.

We can list the functions of management as planning, controlling, coordinating, supporting, organizing, communicating, evaluating, and encouraging (Fielder 2011). About these functions, Henri Fayol was also talking, but he actually identified five of them. He called them the basic managerial functions, which are: planning, organizing, coordinating, commanding and controlling (Mumford&Gold 2004:2).

No matter which organization you are, or team, business, hospital, etc., management applies to it. To be successful, from management personnel these organizations require to have interpersonal skills, otherwise, everyone can be a manager in at least certain activities. (Hersey et al. 2008: 6)

2.1.1 Who is the Manager?

Managing an organization nowadays is a difficult job that cannot be done successfully, guided by simple, dry, memorized formulas.

- "The manager is the dynamic, life-giving element in every business" Peter Drucker

Managers are responsible for the work of the people of their unit. Actions in this regard constitute the leader role. The influence of managers is most clearly seen in the leader role (HBR. 2011).

2.2 Defining leadership

- "Leadership is lifting a person's vision to high sights, raising their performance to a higher standard, building a personality beyond its normal limitations" Peter Drucker (Atkinson 2014:69).

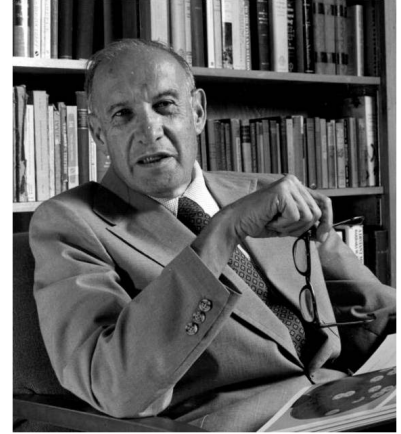


Figure 1. Peter Drucker

With qualities and functions of leadership, person can lead the him or herself, team, store, company to achieve its goal.

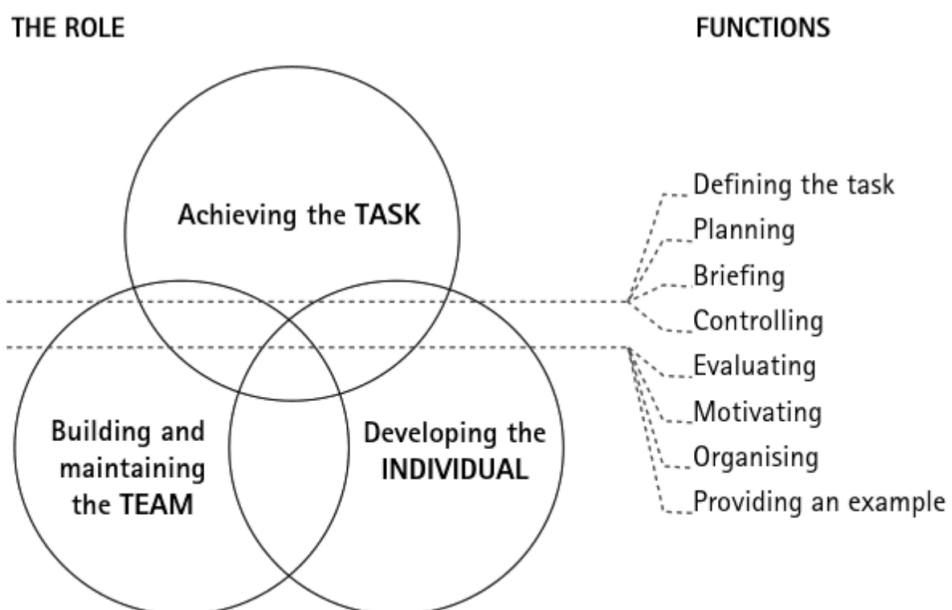


Figure 2. (Thomas.2004:126)

Leadership goes together with the personality and character. We can highlight seven qualities of leadership, to understand more about it; Enthusiasm, Integrity, Toughness, Fairness, Warmth, Humility and Confidence. (Thomas. 2004:121)

2.2.1 What makes you a leader?

The leader is the influencer, not just the person who decides or says to you to do some tasks, it is about getting the team to want to do the tasks and thing. It is about shaping the beliefs, desires, and priorities. Leadership implicates the management, decision-making, and authority, and also it always involves winning the hearts and minds, harnessing energies and passion. Inspiring your team to want to travel in a given direction, then when the leader needs to be absent, they will continue to act even without you. Of course, the right goals for the team is important, but the leader can also mobilize humanity to support the team. (Haslam et al. 2011)

As I mentioned, leaders are influencers, which requires skills and competencies for that. There are three general skills; Diagnosing, Adapting and Communicating. For diagnosing, you need to understand and see the situation what you are trying to influence. Meeting the possibilities of the situation by modifying your behavior and other resources, is adapting skill. Communication skill requires clear and easy interacting with others, to understand and accept. (Hersey et al. 2008:7)

Vision is the key to understanding leadership, and real leaders have never lost the childlike ability to dream dreams... Vision in the blazing campfire around which people will gather. It provides light, energy, warmth, and unity.

Reportedly, all leaders have a high degree of what has come to be known as emotional intelligence. (HBR's 10 must reads on leadership, 2011)

2.2.2 Core and Adaptive leadership

Core leadership will tighten your leadership game and make certain you have building blocks in place to become an adaptive leader. The adaptive leadership skills will enable

you to see and understand the specific actions the world’s greatest leaders take every day. (Bradberry & Greaves 2012)

Core Leadership

Strategy	Action	Results
Vision Acumen Planning Courage to Lead	Decision Making Communication Mobilizing Others	Risk Taking Results Focus Agility

Table 1. (Bradberry & Greaves 2012)

Adaptive Leadership

Emotional Intelligence	Organizational justice	Character	Development
Self-Awareness Self-Management Social Awareness Relationship Management	Decision Fairness Information Sharing Outcome Concern	Integrity Credibility Values Differences	Lifelong Learning Developing Others

Table 2. (Bradberry & Greaves 2012)

2.3 Situational leadership

Everything depends on the employee or manager, we can't say like this. This is an active reciprocal work: employee needs to grow professionally, psychologically and motivationally, and the leader needs to apply the necessary leadership style. As an example, give instructions, and support in time, and provide freedom of action at the right time.

That is why successful leaders instead of using just one leading style, should try to lead based on the maturity of the employees, they are leading and the detail on the task. Depending of course on what is needed, to reach the goal of the successfully done job, try to use theory by placing more or less emphasis on the goals and task, also more or less emphasis on relationships with employees. (Sport Conflict Institute. 2013)

We can see in the situational theory of leadership, developed in 1969 by Paul Hersey and Ken H. Blanchard. They used to work together to continually refine Situational Leadership, until 1982. At the Blanchard Training and Development with the colleagues Ken started to transform the original Situational Leadership model and created instruments and training materials for diagnostic, supporting their approach in seminars and presentations. (Man Hersey et al. 2008: 131)

3 World of leadership and management

3.1 Comparison of Management and Leadership

Leadership is art, the application of personal qualities, knowledge, skills, and behavior to influence and inspire others to succeed; and Management is the science, the application of the functions necessary to achieve the aim (Fielder 2011). Leadership and management are two different notions, professor of leadership John P. Kotter writes, that leadership and management have own systems of action, each of them has own function and characteristic activities, for the success we need to have them both in the business world. Also, he reminds the companies which try to improve the ability to lead, that strong leadership with weak management is no better, the reverse is actually something worse. So, we can see also that the difficult part is, to combine the strong leadership and strong management, find the balance, the golden mean. (Kotter.HBR 2011:37)

3.2 Emotional intelligence

Emotional intelligence today is often spoken topic. The need to develop emotional intelligence has been repeatedly proved by scientists and various examples from life and business. It is obvious, that a person who has a higher level of emotional intelligence, more effectively observes reality and reacts to it much more successfully and interacts with it. The first concepts of EI appeared in 1990(Wong 2016); since then, different authors interpret this concept in a very diverse manner. If you want to explain in simple words what is EI, say that EI is the possibility to recognize your emotion, to identify correctly the emotion you are feeling and the reason why you are feeling it. (Stanley2013)

Emotional intelligence (EI) includes five skills in it: self-awareness, self-regulation, motivation, empathy and social skill. To level up your EI skills with what you are born with, need to be done through persistence, practice, and feedback from colleagues or coaches.

Self-awareness	Self-regulation	Motivation	Empathy	Social Skill
Knowing one's emotions, strengths, weaknesses, drives, values, and goals- and their impact	Controlling or redirecting disruptive emotions and impulses	Being driven to achieve for the sake of achievement	Considering others' feelings, especially when making decisions	Managing relationships to move people in desired directions

Table 3. (HBR's 10 must reads on leadership, 2011)

Daniel Goleman believes that person can't be a great leader if there is no emotional intelligence, even if that person will have all best pieces of training in the world, analytical or really perceptive mind and limitless wonderful ideas, as EI is the sine qua non of leadership. Goleman studied skills and their importance in jobs every level, he found out that intellectual skills such as big-picture thinking, the vision of long-term are important. But, the research showed, that ratio of technical skills, such as IQ, EI as ingredients of perfect performance, EI is twice important as the others for jobs at every stage. (HBR 2011:3-5)

3.3 Motivation

The success of a company is largely determined by the decisions and the quality of performance of individuals at many levels of its management. Behind the actions and decisions are taken by employees there are certain motives that are subject to analysis, evaluation, and management. Thus, there is a need to manage the motivation of the company's personnel. Let's take a look at some theories of motivation.

One of well-known motivation theory, developed by Psychologist Abraham Maslow.

"A Theory of Human Motivation" is a classic presentation of Maslow's hierarchy of needs. Maslow argues that all human needs can be arranged in a hierarchy, beginning with physical needs- for air, food, and water. Next come four level of psychological needs- for safety, love esteem, and self-actualization. Our higher needs are as real and as integral a part of human nature as our need for food (Frager et al.1987: XII)

Using this theory, basically, the leader of the company, group, team, needs to determine which “need” is necessary right now, what will satisfy and motivate each individual. From the theory, we can see five groups of needs; Physiological needs, Safety needs, belonging Esteem needs and Self-actualization needs.

Aaron Hurst, the author of *The Purpose Economy*, and CEO of Imperative did the research in the U.S., where he finds out that 72% based workers cannot see the sense of purpose in their roles at work. He believes, when the employees do see the purpose at work, they have a stronger and trustful relationship, also most likely will grow as people. He divided the Maslow’s pyramid into two parts; Purpose and Jobs & Careers. To achieve the purpose at work, an employee will ultimately need to have support directly from his/her supervisor. So, it is the responsibility of the supervisor as a leader to support the employee to reach workplace actualization, as a duty of care. To assist employees with networking, relationship building and introductions to colleagues, partners, and customers. When an employee feels as though they ‘belong’ at work, they are far more likely to develop purpose in their work, as it was mentioned before. He thinks that most retail jobs are designed for robots, sees a lot of lacking autonomy and high structure, which make less attractive for employees to be purpose-oriented people. Where leaders need to step up and be more engaged and purpose-oriented with team’s staff members. Leaders with the duty of care are able to unleash an employee’s passion and creativity, then individuals will their own purpose in their work, which is the purpose of the company/organization. (Forbes, 2016)

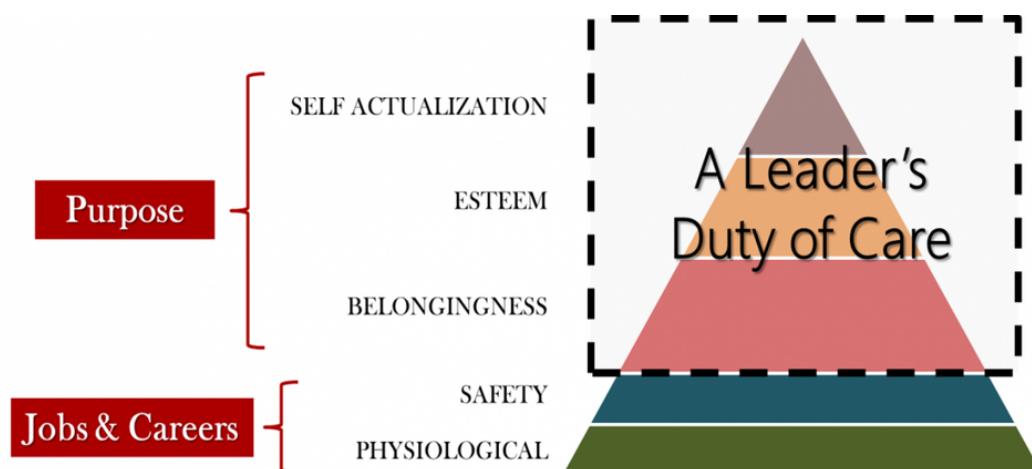


Figure 3. Model of five hierarchical levels, Duty of care

Next theory what is needed to be covered, is Herzberg's two-factor theory of motivation.

In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory/ motivator-hygiene theory. Herzberg's opinion is, that there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction". (Prachi, n.d.)

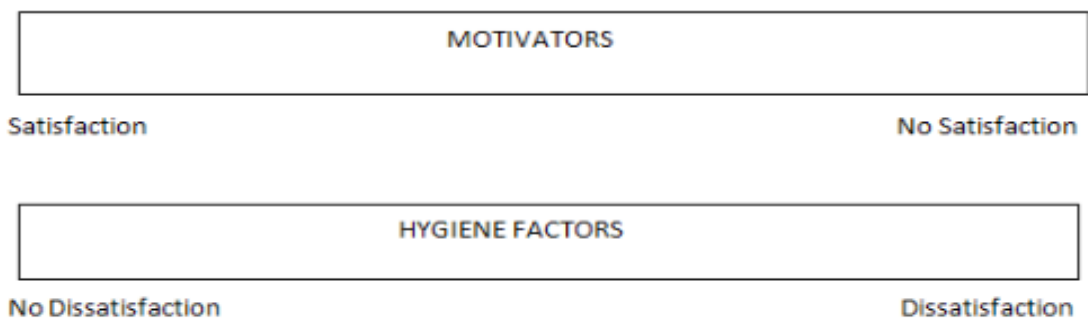


Figure 4. Herzberg's view of satisfaction and dissatisfaction

Content Theories of Motivation

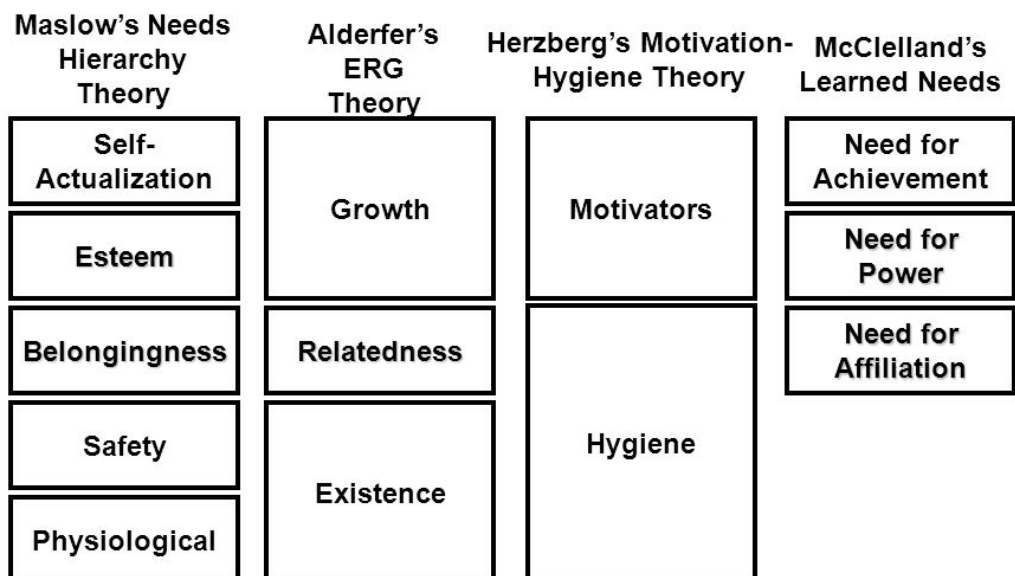


Figure 5. Content Theories of Motivation

3.4 Coaching

There are moments in life when we are looking for someone who can help us manage with a difficult situation, define a goal and suggest the right way to achieve it.

- "Coaching is the fastest, most powerful way to develop leaders at all levels"
Hargrove, R.

I would like to give attention to the book, written by Timothy Gallwey, *The Inner Game of Tennis*. Overall in sports coaches have a lot of pressures and responsibilities, it is really hard work what they are doing, physically and mentally. I found an interesting part in the book, an effective style of coaching. The power of positive thinking, the optimism in the training. Focusing on daily typical thoughts and by substituting positive thoughts for negative ones. This mindset started the whole new branch of contemporary psychology called "positive psychology". Gallwey is quite critical himself, he wrote "It is impossible to judge one event as positive without seeing others events as not positive or as negative", so, we can see when you highlight the positive actions, you raise the spectre of criticism, its needed to be careful with this technique. (Gallwey, 1974)

I definitely agree with Gallwey, the importance of positive thinking has a huge impact on coaching and atmosphere of the team. The learning is faster, also you can see that motivation is on the level all the time.

How do you like if your coach would yell at you, being pressed by a coach, etc., or would it be nice to hear the advice, to hear the support, constructive criticism? I think we all know the answer to this question. The coach's attitude always makes affects the team, but also he or she needs to control the attitudes inside a team. (Layups.com, n.d.)

3.4.1 Proactive vs. Reactive

There are many tools for proper coaching. Before picking the right tool, the coach needs to think about the emotional intelligence, about the individuals in the team. One of the tool, proactive and reactive coaching can be suitable for many different types of person, the skill what to coach, exercise, etc.

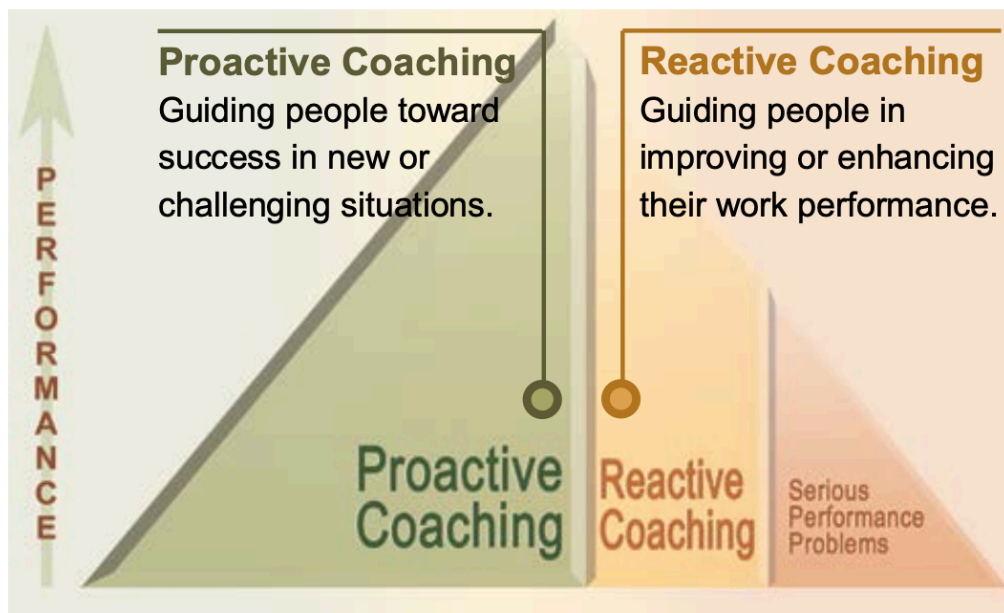


Figure 6. Proactive and reactive coaching.

The figure from above, we can see the difference between proactive and reactive coaching. In the guide for managers from Peak Performance, they explain by this coaching tool, managers meet the needs of the staff members not only after employees have finished a task, job, project but also before so they learn from their success.

4 Business to customer business case study

4.1 Store Manager

Would like to use the example of a big brand in daily fashion wear - H&M, how they describe the store manager. About being a store manager, it does not mean that you are a big boss, it is more deeply about how good your ability to motivate your staff, inspire all employees to achieve the great results. It is about earning the respect of others. The store manager is effective and successful when he or she has outstanding leadership qualities and a good view of business flair. It needs to be the walking inspiring charger of energy for staff, the capability to share the responsibilities. The example of the highest level of customer service, and of course you can't forget about the important part of visual merchandising. (H&M, n.d.)

Before I started working as a store manager, I did not really realize how many things you need to manage every day, to be in control, you need to think about leading, is it done right, etc. Managing sales personnel is not an easy task. Many shops are open until late, for the convenience of customers shops are working on weekends also. The most popular visiting hours are of course afternoon and evening, and we are not talking yet about the sales seasons.

In this kind of conditions, with two full-timer's shifts (8 hours a day) are impossible. You have to hire workers for part-time jobs, and mostly they don't have a big interest in their work, they easily leave it. As a store manager, you need to be in control of salary costs, so you cannot increase the salary for part-timers. Often, for part-time vacancies apply people with little work experience or without it, as a result, there are high staff turnover, absenteeism, and low store performance. So, the lack of experience and low motivation of sales assistants are a very big problem nowadays. That is why uppermost I understood, how is actually important to have the right team for you, for your store, that everyone is cooperating well. If you find the right teamwork feels going smoothly, with positive vibes every day. So the process of selecting and hiring the right people is really important, as it will affect sales, mood, and effectiveness.

Sometimes, being a store manager is like walking on a narrow wood plank, if you make the wrong decision, it might mean you will step to the side. In my case, at the beginning of my career as a store manager, I needed to hire new staff in a short time. In the rush, I, of course, was excited about my first interviews in my life as a manager, but I did some mistakes. I realized afterward, that the team was not united. I did not know how to fix the problem at first, then I used the DISC model, it helped me to understand the individuals and to unite the team in one.



Figure 7. Store Manager

4.2 Managing individuals in team

Several times we have seen that having the right team is really important, but more important to know individuals from the team and help them to learn about you. This kind of knowledge will help to be a smarter manager, closer to your team, to recognize easily emotions and understand actions. To see the personality and type of every employee will give you the possibility to lead well. As I mentioned in the beginning, after having the leadership training, I learned a lot about myself. Before, I never knew that there are some colors for a different type of personality.

Before the training, we did the personality test, but it is not about the passing it or failing, it is more like a questioner after every one of us received the report with our own DISC profile. The company who provided these questions and report was Insights, a global leader in learning and developing solutions. In the report, The Insights Group Ltd. writes, the report is constructed around the model of personality first identified by

the Swiss psychologist Carl Gustav Jung. In 1921 this model was published in his work names "Psychological Types" after what it was developed in successive writings. By using Jung's typology, the profile report what we received helped us to self-understand and develop our skills. Every report is unique; it showed to all of us the blind spot/s what we did not know.

But I discovered that D.I.S.C. is the term what American psychologist Dr. William Marston presented in the late 1920s. Dr. Marston developed a personality model what was based on the ideas of four main behavioral traits that he referred to as Dominance, Influence, Steadiness, and Compliance, from where we have D.I.S.C. Of course, this model got attraction for practical business use in the workplace. The founder of Personality Insights, Inc., Robert A. Rohm, Ph.D., also was inspired by the DISC concept, why he studied it and found another improved way to present and explain the DICS, after what he developed "The DISC Model of Human Behavior", where we can see more intuitive key descriptors: Dominant, Inspiring, Supporting and Cautious. (Personality Insights. Year unknown)

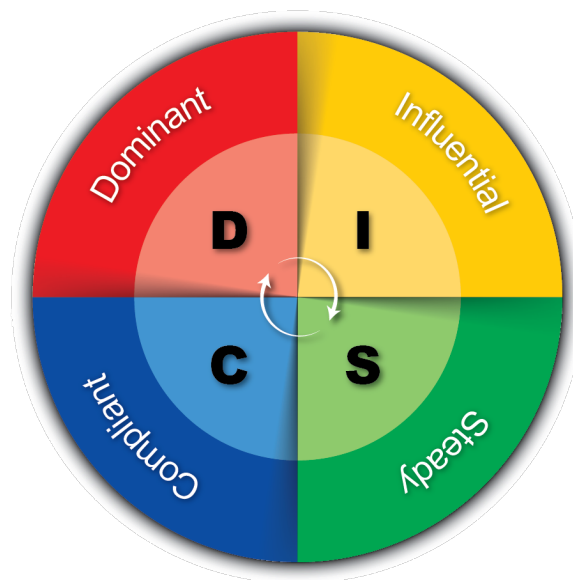


Figure 8. The DISC Model of Human Behavior.

4.2.1 Red

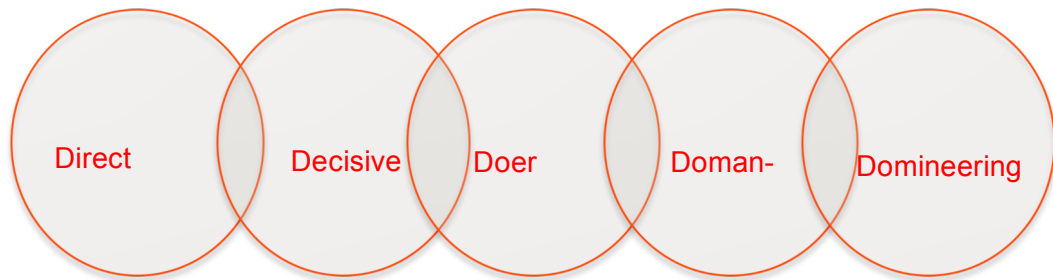


Table 4. Examples of red personality characteristics

As we can see and guess that red is the most dominant color in personality types. Persons with this color have really strong emotions, they love and are passion speakers. Morals stand in front, this personality tends to be active, liked to push and change the world around them but have every change is their control. Time to time red people focus on their big dreams and visions and realize, that they are somehow unrealistic, but because of their tough emotion, they can reach their goals. (Flow Code, n.d.).

4.2.2 Blue

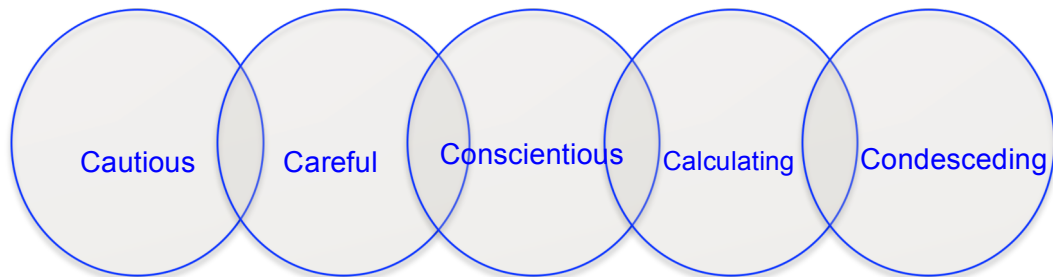


Table 5. Examples of blue personality characteristics

This personality likes to be sure that he or she acts and does the right thing, they think long and hard. They develop skills and study themselves. The most important for a blue person is the truth, they count and think about all options which are available, that they can be sure that they make the right actions at the moment. In an emotional way, they are sensitive and thoughtful. (Flow Code, n.d.).

4.2.3 Yellow

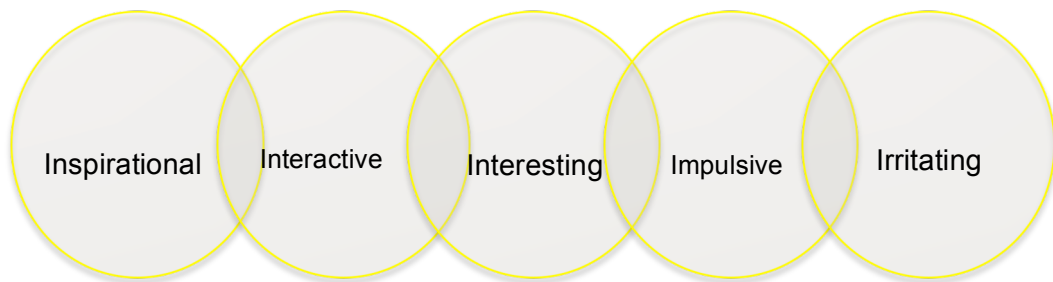


Table 6. Examples of yellow personality characteristics

When the yellow person talks, everybody listens, limitless energy, easily understandable person. Yellow personality is that type who influences the most, besides they know how to magnet the attention to themselves. They can explain things extremely simple, coach and prepare everyone to any situation. You can also see that this personality is concrete and visceral in their speech. (Flow Code, n.d.).

4.2.4 Green

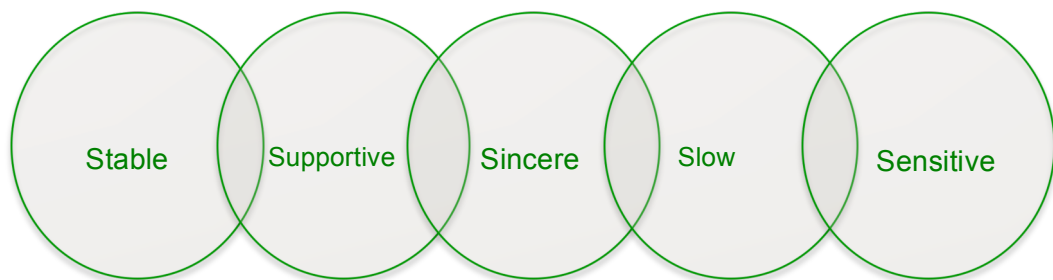


Table 7. Examples of green personality characteristics

This is the most steady personality type from all type. They appreciate logic, rational and careful thinking, that is why they think patiently about every next step and action. Organizing, scheduling, planning, prioritize their time. They are responsible, orderly about things, always find the smart and productive method or way to solve problems. (Flow Code, n.d.).

4.3 Feedback

We all like when we are praised, talking about achievements, then a conversation about the shortcomings and developing side are often considered as criticism. Who would like to be criticized? Employee feedbacks are needed because this is how they see their developing points and can optimize workflow. Constructive feedback improves the productivity of employees and their satisfaction with the work overall.

Unfortunately, a lot of managers seem to have some problems giving good feedback for employees, and it doesn't mean that it is always positive, it has to be constructive. Also, it does not mean that it's effective, the main meaning should be - to be helpful. (Sirota et al.2005)

The same problem was in my case. As a red person, I had a problem to hold for a while my thoughts. If there was the situation that staff did or said something in a wrong way, I said the critical feedback straight away, also without any longer thinking about the structure of feedback. Of course I tried to be really polite and feedback was just between the particular employee and me, still, most was done wrong. The way of solving this problem helped me the star approach model.

4.3.1 Star Approach

One of the effective model to give effective feedback is Star approach. With this module, it is easy to start in the right way the conversation and be on track how to "drive" it till the end. It is always easy to give positive feedback then the developmental. To provide positive feedback, the first step is to start with the situation or the task for the employee, it will provide the context of employee's actions and will help to understand their meaning. The second step is to take action, you need to speak through the situation or explain the task for employee clearly from the beginning. The final step would be the goal of the task or the result of the situation. (Development Dimension International, n.d.)

As example, I would like to give positive feedback for one of the staff members, sales assistant X: Last week when we started the mid-season sale, I gave you the responsibilities to prepare all discounted items in one place in the store, put the alarms and signs, also I asked you to put collections by the rules of visual merchandising, as you got training for that. I noticed alarms were attached really carefully, items were steamed and customers could find discounted collections fast, because of the red signs. So, I would like to thank you for your great done job with preparing the mid-season sale successfully, well done!



Figure 9. Positive and Developmental Feedback. Part 1

It is always difficult to say the “negative” feedback to someone, but it is not negative, it needs to be developmental, there is always space to grow, develop skills. The first step, again, clearly explain the situation or task the employee faced, the context of it and importance. Secondly, in a simple way tell the details of the problem, the action of the employee what was unsuccessful. Then we move to the result part, where we could offer the alternative action, something the employee could say or do in another way. Or, ask the employee how she or he would act differently in the next similar situation, ask is there any way that the manager could help you, that action would be effective next time. Overall, the employee will see the alternative result, he or she will understand the mistake and how to fix it. (Development Dimension International, n.d.)



Figure 10. Positive and Developmental Feedback. Part 2

As example, I would like to give developmental feedback to one of the staff members, sales assistant X: Last week when we started the mid-season sale, I gave you the responsibilities to prepare all discounted items in one place in the store, put the alarms and signs, also I asked you to put collections by the rules of visual merchandising, as you got training for that. I noticed alarms were attached really carefully, items were steamed, but customers could not find easily discounted collections, as there were one sign on the floor and men's and women's wear were mixed, what was confusing and messy. Was there the problem of timing or in something else? Will it help if I give you more hours for preparing, or what would be your suggestion for a better result? This is when assistant X will tell hers and his view of the situation, and we will find together the tool on how to get into the goal next time successfully.

5 Discussion

Great skills of management and leadership consist of their many theories and capability. Importance of competence and experience of these two parts effects on different levels at your workplace and help you to become a good manager. As we can see, there is a lot of different theories, we could not cover all theories in history, but from them what we did cover, how they work on practice?

One of the questions in this thesis is how to avoid the mistakes of unprofessional leading. For me as a store manager, I discovered that a big part of success places emotional intelligence. In the team, especially when it is multicultural is important to know and feel individuals, personality, feel the emotions. Also, I discovered, If I can cooperate with my emotional state, take emotions in hand, resist provocations and bring things to the end, then I feel very well the mood of other people, able to affect the emotions of others, including motivating them to perform and feel well also. As I mentioned before, I had a problem of controlling the emotions. Sometimes we can perform quickly some unthinking actions and then regret what was said or done, it is one of the problems of managers. To control yourself you can practice with the five skills what includes in emotional intelligence, which we covered in the theoretical part of the thesis.

The phase of your career when you start to recognize well your emotions, it was my breaking point after what I started to grow. After discovering my DISC profile, it was kind of feedback to my actions, I started to understand why I said or did something that way, my personal style, or why my employee did say this, did that.

"Yana is a natural manager and finds herself in command through her ability to plan and keep both long and short-term objectives clearly in mind. Driven to achieve competence in all she does. Yana can spot the flaws that may exist in most situations and quickly see how to improve them. Yana likes to make things happen and drive everything around her. She attends to and likes to remember significant events and important details." This is a part of my personal style, great feedback or is it? Here is the part, from what I learned a lot. "Yana sometimes unaware of others feelings. Avoids

showing her true feelings. Can be seen as aggressive and intimidating. Can become obsessive about achieving a result. Tends to over-control the situation. Doesn't always consider the fuller implications of her actions". Are these the skills of a good manager or leader? Discovering new things, gave a big push to not stand in one place, to develop and fix something in behavior. This is what I wish for every manager and leader.

At Forbes, Liz Ryan writes, that most people in leadership positions are missing trainings, lacking in main and most important skills for their work. Many of them did not learn how to talk to their staff and listen to them, how to work with a team. Nowadays the old style management tools may not work, employees want to be part of their company, to be more included there, to have more trust and responsibilities, and we can't blame them for that. Organizations need to go with the trend, to forget the old-fashioned command-and-control management and follow the trust-based way. (Ryan, L. 2016)

6 Conclusion

The process of writing the thesis in overall was instructive and informative for me. In the beginning, it was hard to pick up the main core of the thesis, as there are a lot of topics and theories, which are really interesting. Still, I felt the importance to cover the topics what would help to learn how to be a good manager, as inexperience I knew few examples of unprofessional manager with improper leading skills.

While writing the thesis, I realized, there are not many companies, who actually train and educate properly managers at the beginning of their career. In my case, I am happy that I had one- Leadership training, but not at the beginning of manager career. Before that, almost a year my work was unprofessional. I can't say that I did bad results, but to reach them was complicated. If I would have this training, in the beginning, the start would be different and more productive, without annoyance feelings. I am really grateful for that training, the possibility to grow. I also see this thesis as a good guide for managers in the beginning, managers always somehow aware to do mistakes, especially if you are new in the company. This can be partly beginning support for starting running the business your own style.

Excellent management and leadership will increase the company's growth and strengthen its culture. Want to highlight the DISC personality analysis. We are all different and we need to understand that. Red person is a dissimilar manager as a blue person or yellow one, it does not mean that he or she is better than others, they just need own kind of team beside them. We also can't forget that employees, who are working in the team, need to be inspired about the product with what they are working with, was it some fashion cloth or some app. For example, some who is really interested in IT will not be really good at fashion store as a sales assistant but he or she would be amazing at Technic magazine shop.

For everyone, it is good to remember, that you need to grow to be a good manager and learn about great leading. Someone can be born to be a leader and manager, others are not, but in both ways, there is own educational trip till excellence.

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