

Managers Perceptions of their Management Team Performance on Strategy Execution in Water Supply and Sewerage Joint Stock Company of Lezha City

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Abstract: The complexity and the high degree of difficulty that presents an effective organizational strategy execution a critical component of this process remains an effective management team. Can not be considered an effective strategy execution without a group of managers with the skills to make things, result oriented, supporters of the change and the achievement of team's performance targets.

It is requiring a management team to perform optimally, follow and fulfill their Goals. The Performance is seen essentially as a proper performance towards achieving the two main components of its "functional" and "productive", which should be developed in coherence and qualitatively in all life cycle stages of the team. Developing high-performance of one of the components separately, lagging behind the other, leads to the problem of team performance. Plan and performance Leadership occupy a central place in the performance of the team itself, as in this case, avoid conflict and unwanted kaotic conditions on the one hand and on the other hand, improvement of the role of Leader will have its crucial impact in team's high-performance. It is essential to understand the absolute importance of the role of the leadership within team to ensure team success and to avoid team failure. Also, an evaluation and improvement in the performance of each of the team members would lead to increased team performance itself. An integration and development of these factors in this paper will enable an exploration towards management team activities, reflecting its current performance, the main factors according to the weight they have specifically in this performance and further development and growth of the performance of this team.

Key words: strategy execution, plan, management team, Leadership, performance, goal, decision, communication, conflict.

1 Introduction

Water Supply and Sewerage Joint Stock Company of Lezha City in addition to its commitment to a successful implementation of the strategy already developed, have to focus on increasing the work performance of the Management Team, as one of the very important components in the effectiveness of strategy execution process. Without a capable management team as a cornerstone of the organization-building task, remains an insurmountable challenge the whole process of strategy execution. Without a capable and skilled managers group, who have the capacity to turn their decisions in concrete results and are characterized by qualities associated with doing things right and properly, having people characterized by quality that promotes and supports changes, and successfully transmit strategy in lower levels of the organization, can not be expected to speak for an effective execution of organizational strategy.

Precisely in this respect a role of paramount importance takes proper performance of Management Team. On the basis of this evaluation will be taken into consideration its two crucial components such social and human tasks and social and technical activities or results. Through these two components "functional" and "productive" has to do more with a human dimension measured in qualitative terms and technical dimension measured in quantitative terms. A Management Team performs properly only when their performance succeed in both components. A team characterized by a very good performance in aspect of interpersonal relationships without concrete technical results would be already a good group of society, but on the other hand a team characterized by satisfactory technical results without having to develop social component, will show problems in their long term commitment. Socio-technical tasks of team are pursuing and are implementing along whole life cycle of the team, aiming at the realization of the tasks for each phase of its cycle. Management Team needs really to function in Planning and Leadership. Only in this way will overcome any problems related in particular to two very disturbing qualities such as: Conflict and Confusion! Team management must be focused from the beginning of his work, being fully engaged in actions necessary to be taken to strengthen its performance, avoiding in this way a failure of its potential.

Qualitative aspect of the Management Team performance occupies the role and activity of the Leader which impact in the determination of the process. Therefore, its performance is ranked right in the management team's own performance handling. Another factor with specific weight in performance is also each team member performance which dictates the team progress. All these integrated factors form the basis of the development of this paper and their performance will be perceived and estimated by the team's members themselves as protagonists of this survey that has been undertaken in this case, highlights the "Gap" that exists between the current situation and what team management performance should be, accompanied by individual interviews that have been

made by some team management members , as well as observation in next team meeting .

2 Literature Review

2.1 The Company and execution of its business strategy

The WSS JSC of Lezha is a medium-sized company, which recently entered the track to improve its management. With clear ambitions to improve self management performance, the company has taken appropriate steps in these directions, having finally a Mission, Objectives and Strategy of its business. This company in collaboration with t a Consulting Company have recently prepared and introduced Company Business Plan.

Particular importance is given to the execution of strategy, but only a well formulated strategy is not sufficient because is necessary to reach strategic targets. *"Experienced Manager are persistent when declare that a whole is much easier to become a strategic plan than to execute the plan and achieve the desired results"* (Arthur A. Thomson, Jr.; AJ Strickland III; John E. Gamble). Effective implementation of organizational strategy has been and remains a major management challenge, which bears in itself to a complex solution and essentially involves people, operations and processes management. *"In fact, the Conference Board's latest survey found that CEOs key executives are concerned about the execution of the strategy that they appreciate it together as issue number one and number two of their most challenging. For all those who try to execute the strategy, this finding should come as no surprise: it is estimated that more than 60% of strategies are not implemented successful"*. (Ed Barrows 2010). This rating speaks itself about the importance and the challenge that presents this issue in today's management because its solution means fulfillment of the organization's strategic and financial targets, showing a good progress in making real the company vision . The company Management Team have clear that to make a strategy is one side of the issue, but its implementation is more difficult.

If you would talk about managerial principal components that are based on execution process of the strategy, appearing repeatedly in the efforts of eight companies managerial tasks:

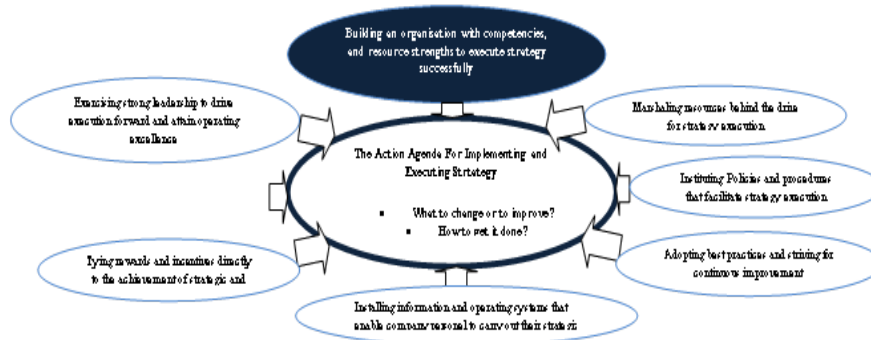


Figure 1

The eight Components of Strategy Execution

Source: Crafting and Executing Strategy; Arthur A.Thomson, Jr; A.J. Strickland III; John E. Gamble

“Proficient strategy execution depends heavily on competent personnel, better than adequate competitive capabilities, and effective internal organization. Building a capable organization is thus always a top priority in strategy execution” (Arthur A.Thomson, Jr; A.J. Strickland III; John E. Gamble). One of three types of organization building actions is staffing the organization, with a main point as it is : *Putting together a Strong Management Team.*

2.2 The strategy execution and the Management Team

A key issue and challenge for the company is to have a capable team management that have a mix of capabilities, skills, experiences and backgrounds. Managers should tend to identify what is needed to be made, to identify ways that thing needs to be made, make them feasible ones. An effective Management Team should be result-oriented and their know-how to orient the company towards the necessary organizational changes for the execution of the strategy.

The complexity of the organization and environment dynamics of it, in principle means that the team works and in this context the team management have an important role, more and more weight in the organizational structure. However, in this framework remains acute challenges of the Management Team performance of the company, who should provide leadership and effectiveness in this process. *"Developing and Leading an effective team requires thinking and planning, as the team journeys from being a group of strangers to becoming a united team with shared Goals and aligned purposes. Whether a Sales Team launching a new product or a board-and-management team crafting a new business strategy, it encounters them as create its own identity and its own way of working Together"*(Randel S. Carlock, May 2012). So, it remains important a good performance in the establishment and Management Team performance which would demand a thrift in the whole process of strategy execution. The challenge always stays to the question of why teams and organizations fight hard to perform. *"... the social or*

human tasks and activities and the Technical or results-driven activities" (Trist, 1978), determining the two measurements described in this paper to evaluate the Management Team. Two crucial components of "functional" and "productive" of Management Team, namely social dimension measured in quality terms and technical ones measured in quantitative terms take at this point an important role. If referring to Socio-Technical duties of the team to ensure a long term result is needed to perform well in both directions, specifically if kept in mind Tuckman (1965) Team's Development Model Which determines team life cycle model that 'includes four phases : 1 - forming, 2 - storming, 3-norming, 4 - performing, then Productivity (Competence) its upward cycle time performance for each stage of the life cycle and Moral (Commitment) follows the curve of the Model aforesaid. "... *The tasks in Each phase must be successfully Completed Before moving on to the next phase if the team is going to Perform at a high level*" (Ericson, 1950). This double challenge remains to be borne by each management team: "...*the tasks in each phase must be successfully completed before moving on to the next phase if the team is going to perform at a high level*" (Ericson, 1950).

In 1972, Beckman wrote the four "Important Areas for Team Effectiveness": 1) Goals, 2) Roles, 3) Processes and 4) Relationship (152). Specific paper on the effectiveness of the management team for the company in the review refers to these elements and takes into consideration an approach to a team that is directed towards Plan and Leadership. The Role and Importance of the Leadership in the Success of Team Evaluation is so evident: "*Not Surprisingly, the totality of research evidence supports this assertions; team leadership is critical to achieving both affective and behaviorally based team outcomes*" (Stagl, Salas, &Burke, 2007, p.172). Other researchers have claimed that "*effective leadership processes*" are the most critical factor in team success (Zaccaro, Rittman,&Marks, 2001, p.452). The focus of the efforts should be oriented towards dimensions of "*functional*" and "*productive*". There is a clear orientation team to work significantly and directly into critical actions to be taken in order to strengthening the team performance, avoiding in this way a failure.

The paper also takes into consideration the overall assessment of the two components, which have a valence visible in the team management performance : Leadership, the group itself and individual team managementmembers performance . The role and duties of the Leader socially and his skills will have a central impact on team performance which will be observed in all four stages of team development. The role and contribution of team's members taking into consideration the fact that in the paper dealing with the perception of the own team members takes a special value because on the one hand, it is important their directly impact on team performance and on the other hand awareness of each team members and the group itself, would lead to a qualitative improvement of the welfare and quality of team performance itself. Since each of team management members are the protagonists of this paper their assessment is taken into account always under the perception based on their ability and experience associated with *actual performance* and factual situation where the team performance *should be*.

In terms of strategy execution as the main goal of the work group is trying and working closely on different aspects that have to benefit as qualitatively one.

3 Research Methodology

The methodology used is based primarily on survey where questionnaire used are based on the assessment according to the effectiveness of Management Team, Leadership and the individual performance of team members. Is used "Gap Analysis" in order to be detected "differences" or "states" of Management Team workflow, under the self-assessment and perception of each team members.

Questionnaire distributed to each members of the Management Team, who currently play key leadership roles in the company such as heads of departments, namely: Law, Economic, Sales, Customer Relations, Water Supply and Sewerage, who are the team management members that based on their positions according to the company's structure to follow directly the issue of strategy execution.

Management Team members answered to the questionnaire, which is based on the aforementioned three directions, respectively: -) The effectiveness of Management Team assessment; -) Leadership performance assessment; -) Self and Members of Management Team assessment; giving this judgment based on assessment of their personal and perceptive where they think their team performance is currently and where they judge themselves that this performance should be:

Where we are?	1	2	3	4	5
Where we should be?	1	2	3	4	5

where:

1 <i>Not at all</i>	2 <i>Little</i>	3 <i>Somehow</i>	4 <i>Enough</i>	5 <i>Significantly</i>
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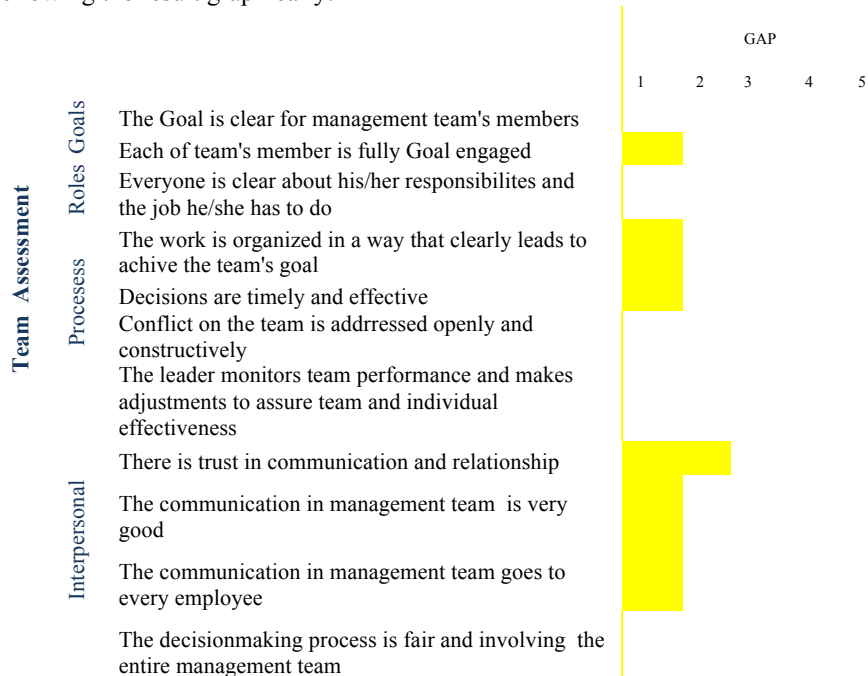
The "Gap" created between these two "developments" or "states" represents the element which remains to be improved from the team, in order to achieve optimal performance. Complementarity scope of the paper, since in focus are the Management Team members themselves, together with their perceptual evaluation, was tried to materialized and get some *individual interviews* with some of them, in order to come out with qualitative assessments. The *observations* made during the last team meeting for the performance and measures for the future, brought a major input in providing relevant recommendations.



Figure 2
The Metodology of performance of Management Team

4 Survey Result

Following the result graphically:



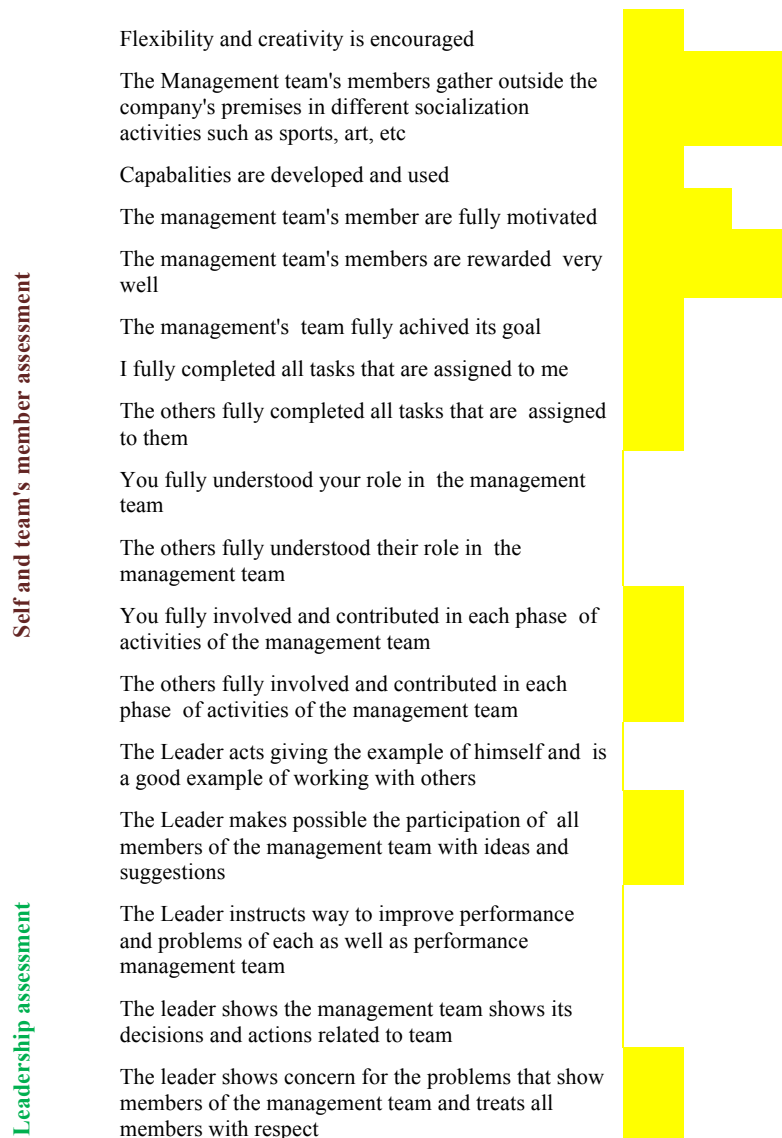


Figure 3
 Graph of results of survey

Graph shows the difference between the current situation and how Management Team performance should be. The "Gap" created, shows that concrete performance is not appropriate, because its level depends on the size of the "Gap". *The Management Team members gather outside the company's premises in different social activities such as sports, art, etc*, presents a performance not good for this point, where participation in various social activities outside the offices is

low. *“The Management Team members are rewarded very well”* there is no esitation from the team management members to admit that this point is obviously unfavorable.

“The ManagementTeam members are fully motivated” shows that there is indeed a lack of apparent motivation and is clearly expressed.

“There is trust in communication and relationship” there is a gap in the team management for these two very important elements of workinggroup.

“Each of team's member is fully Goal engaged”, “The work is organized in a way that clearly leads to achieve the team's goal”, “Decisions are timely and effective”, “The communication in management team is very good”, The communication in management team goes to every employee”, “Flexibility and creativity is encouraged”, “Capabilities are developed and used”, “The management's team fully achieved its goal”, “I fully completed all tasks that are assigned to me”, “The others fully completed all tasks that are assigned to them”, “The Leader makes possible the participation of all members of the management team with ideas and suggestions”, “The leader shows concern for the problems that show members of the management team and treats all members with respect”, “You fully involved and contributed in each phase of activities of the management team”, “The others fully involved and contributed in each phase of activities of the management team” represent all an improper Management Team performance , or an "inertia" which "hinder" good performing in these points where are claimed the perception of team members.

The rest of the points covered in the questionnaire present a normal team performance , so does not constitute concern cases, to make possible changes.

Conclusion and Recommendations

Results of the questionnaire, together with those derived from interviews and observations, serve to reach conclusions and recommendations that will be used as a practical reference for the Management Team of the company, with the aim to engage them and improve the current team performance , as follows:

§ *" Trust"* is an acute issue for the Management Team and should be taken more into consideration by making the appropriate reflections. It takes more importance, due to the substantial impact that has this component in the group functionality in particular Leadership should re-dimension actions and measures in order to gain optimal confidence needed;

§ *" Relationship"* which is in a strong correlation with "Trust" remains a link that obviously needs improvements. In this case is required initiative and effort, first by the Leader as well as by other group members themselves;

§ *" Reward"* remains perhaps the most weak points that demotivate each member of the Management Team, reducing the incentives for a more effective

commitment to their team. Leadership should treat with insights and find appropriate forms and ways that this very important component in the team effectiveness to reach the required expectations;

§ "*Motivation*" is an issue that requires amendments. A component, which provides the right incentives to each team member to work in group in optimal parameters. In this aspect, the Leadership must carry out its role by setting in motion the mechanism of incentives required to promote and optimize the motivation of team members;

§ "*Goals*" is about the commitment of every team member, which appears as a component that requires more involvements to increase its improvement aspect. Each team member should have a self commitment, and even better monitoring of all the progress in this direction;

§ "*Work organization*" requires an improvement in order to achieve the most appropriate goals. Leader in collaboration with all team members must find relevant forms of work organization that go towards improvement;

§ "*Decisions*" effectiveness and coherence have shown the need for possible improvements of decision-making, and the integration of all these aspects will bring a qualitative decision-making;

§ "*Communication*" shows the need for improvement, in order to increase the optimal borders as a very important component in the functionality of the group. There must be an intervention by the Leader, which also in collaboration with other team members can exchange ideas and realize relevant changes. The issue is also discussed for other team members after this phenomenon also results in the transmission of information and monitoring each employee, which would bring difficulties in the strategy implementation;

§ "*Flexibility and Creativity*" closely related with issues like decision making, motivation, reward, etc. Regarding to their importance, these points need a review, to identify and improve possible elements at the same time encouraging the leaders;

§ "*Capabilities*" required efforts for improvement. In this regard an important role have the participation and involvement in qualifications and training;

§ "*Achievement of Goals*" are not achieving all the goals which requires the involvement of everyone and improving all the components in order to increase the efficiency of each team member work;

§ "*Tasks*" assigned to each member have not been met by some of them because it requires a commitment to increase their performance in the team;

§ "*Participations with Ideas and Suggestions*" is a component, which seeks to improve, through the role of the leader in this field and encourage more team members that offered their ideas and suggestions;

§ " *Concern and Respect*" as the two most important elements of interpersonal functionality, is required more attention of Leader in this aspect which will increase significantly the social component in the group performance,;

§ " *Involvement and Contribution*" requires a higher commitment by each team member , to make possible the improvement of this component;

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