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## **PROFESSIONAL PROFILE OF A SUCCESSFUL INTERNATIONAL MANAGER**

### **Abstract**

Managers in many European companies have been criticized for the lack of knowledge and the lack of appropriate skills which are necessary for working globally: the ability of global thinking, understanding the mentality of managers from other countries, management experience outside the home country and the ability to speak at least two foreign languages. For this purpose modern MNC apply modern practices in the operation of the CDM sector which implies a permanent care for professional development and career opportunities for employees, with special emphasis on the management team for successfully dealing with national differences and successful appearance on the international market. A very common practice in the international business is retraining or shift of employees. Practice shows that training should be tailored to the needs of the national culture, and they should be transferred in a language understood by the staff who visited the training.

The research is aimed to find a model that will be adopted by MNCs operating on European soil, for a profile of international managers who are supposed to successfully implement the set of organizing goals.

**Keywords:** international business, international management, professional development, training and career

## INTRODUCTION

The program of the European Union in 1992 underlines the need to develop global managers. According to a study done in eleven European companies conducted by the international consulting chamber, concludes that many European managers of that period do not meet modern standards for a global manager (Dowling and Welch, 2004). These are the European standards for an ideal manager according to the study:

1. Possession of higher education
2. Experience outside the home
3. Good knowledge of economics
4. Ability to generalize
5. Mandatory understanding of English and French

The study showed that many managers from Germany, France and Italy had no work experience outside their countries, and managers from Germany and UK lacked knowledge of French language, lack of team work etc.

Professional development of managers is recently placed in correlation with industry. The level of mutual communication and cooperation contribute to significantly better results for both sides. University professors are aiming to accelerate the professional development of managers in the organization. For this purpose in modern organizations:

1. University professors have to learn many details of the organization and share their advice about: their products, services, culture, needs, etc;

2. Plans intended for development of the managers must be consistent with organizational objectives, and university professors must be familiar with these tasks, objectives and policies of the organization. For this purpose it is necessary to make sincere cooperation between both sides: university professors and managers in the organization;

3. In order to maintain the dynamics of the educational programs, university professors need to conduct necessary training inside the organization and to constantly implement new ways of management in order to transfer knowledge and skills from the classroom to the workplace;

4. Before they start training, teachers should do an interview with the managers who need training, and those interviews are best conducted in the manager's working place in order the teachers to understand the real environment and increase mutual trust;

5. For the analysis of organizational and individual needs it is necessary to use a combination of teaching methods. These may include: presentation skills training, individual and procedural advice. Development needs to be a source of methods for performance;

6. Training programs and development must be based on the basis of pre-selected and verified purposes.

The nature of leadership in the organization is considered in several aspects. A group of writers known as “the school of the big man” describes managers through extensive explanation of their behavior and habits. But that description does not give a specific description of the formula for success of those people.

Another group of authors, most economists, are focused on the entrepreneurial characteristics of the managers. Their main business is the increase of profit, assuming the risk, innovation, creativity etc. (Gerhart and Rynes, 2003)

A third group of authors put the emphasis on the process of decision making, especially those kinds of decisions that can be easily programmed. (Daft, 2007)

Quite another group of authors is aiming to achieve leadership by placing emphasis on the specific arrangements and styles of leadership.

Mintzberg H.'s (Mintzberg, 2004) views are based on the business activities of the managers. Analyzing five managers, he gave his explanation of the term manager. According to his claims, manager's work characterizes: diversity, discontinuity and orientation towards action. He also claims that managers are characterized by verbal communication and dealing with numerous activities that connect the organization and its environment.

The new conditions for the activity of the organization on domestic and international ground, requires a type of heads-managers who are successfully able and know how to cope with new conditions of cultural, political, economic, social, technical, technological and other factors affecting the operation of an organization. Traditional managers are faced with the problem of type: type of education, type of behavior and limited knowledge of all these elements that do not satisfies needs of modern corporations. For this purpose, the staff needs to follow modern trends with the help of personal and organizational policymaking for professional development and career.

The organization should make a choice of managing staff that will pursue the necessary training and professional development so that the personnel in the future are of great importance when making important decisions in the organization. (Harris, 2008)

The choice of the managing staff can be done in several phases:

1. Determine the desired properties of managers, which are determined by experience, survey methodological tables, networks, etc;
2. Determination of the standard tasks for managers of an organization;
3. Analysis of the organizational strategy and the rate of development of the organization;
4. Selection of management potential for further education or occupation of the vacancy.

If there is a failure to make the right selection of managers that are adequate for acceptance and implementation of work outside their home country, in this case will come to a significant failure in the field of their activity. The practice shows that the failure of managers who are sent to multilateralism abroad and come from multinational corporations based in the United States are looking at:

1. The non-adjustment of the spouse to the new environment;
2. Inability to adapt to the new environment manager;
3. Family problems;
4. Emotional maturity and psychological condition Manager;
5. Inability to deal with emerging problems and challenges of the new environment.

As for failures in noticeable Japanese managers sent to work in foreign affiliates as a reason for their failures occur:

1. Inability to deal with emerging problems and challenges of the new environment;
2. Problems in the new environment;
3. Emotional and personal problems;
4. Lack of technical training;
5. Non-adjustment of the spouse to the new environment.

To avoid all these restrictions that lead to unsuccessful implementation of work responsibilities of managers in the branches, it is necessary to conduct a rigorous selection of candidates.

The potential for successful operations outside the home can determined thorough an analysis of the candidate in terms of its: orientation to themselves, orientation towards others, the ability of perception and cultural responsibility.

Orientation itself is a picture of how the candidate emphasizes self-confidence, self-esteem and how psychic strong he is to bear the stress and responsibilities in the new environment.

The orientation towards the others, gives a picture of the managers ability to communicate in the new environment and the level of knowledge of foreign languages, including the advantage of knowing the language of the locals.

The ability for perception and cultural responsibility reflected in the ability of the candidate to understand the locals, understand their culture, religion, customs and habits.

## IDENTIFICATION OF MANAGERIAL POTENTIALS

Once established positions of the staff working in the organization, it is necessary to determine whether candidates have the Properties and potentials that are looking for a particular managerial position in the organization. For this purpose apply different instruments or methods of selection which complement each other. To determine whether the person has potential for working position - manager, it needs to identify the height that person possesses in himself known as managerial talent in his character. By means of applying various tools and methods you can realize that goal. It is measurable with the help of psychological instruments, situation tests, questionnaires, interviews and so on. These instruments are complementary. Any method itself is not sufficient for identification of management potential in a person. How you apply multiple methods to the extent forecast is safer.

Psychological tests that are applied on the candidate need to be crafted and reviewed by professional - psychologist. The psychological tests should be: general character, verbal, numerical, specialized tests, tests of mathematical ability, perception of space and the like. These tests are used particularly if you insist to determine the candidate's willingness, to accept a manager position and to poses as much desire to achieve results.

Questionnaires about the person and his field of interest are less reliable instruments apart from psychological, especially if prepared by persons whose specialty is psychology. But they are quite as practice applied in contemporary societies and are applicable in the first stage, for early identification of potential features of future managers in the organization.

Projective techniques are instruments whose use can carry only professional persons. The techniques of structured partial images, that are individually placed in front of the respondents aims to see the best way they can be structured. This technique is important because in combination with other techniques have proved quite useful.

Outlines of creative figures reflect the future manager. The practice shows that managers are characterized by a great deal of creativity. Creative people are characterized by: curiosity, unconventionality, intelligence, love asymmetry, flexibility, quick embrace change, are aware of their qualities, hardworking, pressing, mentally and physically healthy.

The biography is a much simpler method of selecting a potential manager in the organization. They can be used by all employees of the organization who are educated about it, not just psychologists who were used psychological tests and questionnaires. Through biography accepts the view that a person's past can be used to identify future managers in the organization.

The assessment by peers is different from their own (self) personal characteristic, it is especially pronounced when it comes to management staff. This particular method should be used when management potential requires its own ranks. There is likely to be biased approach, revenge and the like, but it is necessary to make efforts to overcome subjectivism.

Interview done by professionally trained people for that activity or at least person which possess previous experience. In most situations, the interview goes in combination with other tools and methods for selecting candidates. The interview can be unstructured and structured but like the most reliably shown structured interview. It involves conducting interviews with pre-prepared questions that will partially cover the areas that are important to carry to a conclusion as to the person possesses the potential for management positions in the organization.

The recommendations are the source of data for the candidate. If routine, friendly, always positive, should be taken into account because it does not provide the expected information about the person. As is better shown with the content in the recommendations provided, so that the person who wrote the recommendation, however is put into operation for the decision responsibility for honesty in describing the character of the candidate.

Rating for success at work make the candidates already employed in the organization. Through tabular recording it is provided an assessment of twelve individual data on the candidate and then calculated average assessment. Toe data on: work discipline, investment in work, initiative, professionalism, developed skills necessary to work in that position, work habits, cooperation with others, responsibility towards work, contribution to the organization and management, the opportunity for further professional development and advancement, the ability to work in different positions and the ability to lead groups.

Tests of the situation aim not to show the candidate's knowledge of the theoretical knowledge of the issue, but to demonstrate the ability of the candidate he knows how to properly act in certain situations to how the theory can be applied in practice, how much it holds practice from managing organizations in whole or in certain sectors and its like.

In practice, the organization, there are two types of managerial staff: people who thrive since its employment in the organization and can be promoted or transferred and managers can employ outside the organization.

Promoting quality in internal computer system in the organization can easily identify qualified candidates, and one could make a comprehensive plan for implementation of the final organizational goals and plan for human resources. This system can greatly assist in meeting the needs of administration, new jobs, development needs and career planning of the staff in the organization.

As foreign promotion may include several sources such as employment agencies or professional associations, educational institutions, references to persons who are inside the organization and certainly return of persons without specific recommendations that are interested in the organization. The organization may use different methods for finding and selecting qualified managers.

## RESEARCH METHODOLOGY

The research was conducted over a period of 6 months. Surveyed were 100 international managers (expatriate) globally.

The research was conducted through the following stages:

- I - selecting successful international managers globally
- II - conducting survey
- III - data analysis

## DESCRIPTION OF THE RESEARCH SAMPLE

Mother tongue of 100 respondents: languages from ex YU countries, French, Spanish, Italian, Ukrainian, Czech, Finnish, Portuguese, Albanian, Bulgarian, Polish, Danish, German, Arabic, Turkish, Hungarian, Russian, Slovak, English, Hindi, Bengali, Urdu, Tamil ...

Respondents were born: Ex YU countries, almost all the countries of Europe, USA, Canada, Argentina, Mexico, South Africa, Armenia, Russia, Israel, India, Senegal, Pakistan, Tunisia, Singapore.

Respondents with experience all over the globe.

International managers with immediate placement in:

- Europe (almost all countries), America (USA, Canada, Brazil, Mexico), Africa (South African Republic, Senegal, Gabon), Asia (Kyrgyzstan, Saudi Arabia, India, Thailand, Taiwan, Pakistan, Israel, Tunisia, Kuwait, Singapore, UAE, Philippines, Indonesia, Oman, Mongolia, Qatar, Libya, Sudan, Hong Kong, Tajikistan), Australia.

In these countries they lived an average of 1-5 years.

Managers throughout its operations using English is mandatory in their international communications and business, and none of the managers is lacking English

Besides English, managers know at least one foreign language at their workplace; typically it comes to the language of the host country.

## RESULTS

After the analyzes, the results confirmed the hypothesis that

H1: “Caring for developing global leadership skills (management responsibilities different from those used in the domestic market) among international managers have a positive effect on the strategic approach of the international market.”

**Table 1.** *Global leadership and effective global strategy*

### Model Summary

Model	R	R Square	Adjusted	Ways of emotional processing
1	,806	,649	,554	,69925

### Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19,933	6	3,322	6,794	,000
Residual	10,757	22	,489		
Total	30,690	28			

Previous analyzes have confirmed the following hypothesis

H2: “Empowering multinational and international teams ready to perform critical organizational projects and solving problems of activities outside the home have a positive effect on the strategic approach of the international market.”

**Table 2.** *Professional organizational teams and global strategy*

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	,745	,555	,434	,60323

**Anova**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9,995	6	1,666	4,578	,004
Residual	8,005	22	,364		
Total	18,000	28			

Also according to the analyzes, the hypothesis was confirm:

H2: "The factor of job satisfaction, the international field has a positive effect on the strategic approach of the international market."

**Table 3.** *Job satisfaction and global strategy*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	,745	,551	,428	,98158

**Anova**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25,976	6	4,329	4,493	,004
Residual	21,197	22	,963		
Total	47,172	28			

**CONCLUSION****PERFORMANCE OF SUCCESSFUL INTERNATIONAL MANAGERS**

- According to the research managers of MNCs globally have the following performance:
- Very easily detects and connects global market trends, technological innovation with the business strategy of the organization.
- Easy to implement and adapt new HRM practices with local practices.

- Praised and rewarded by the organization for the successful execution of an international assignment.
- Feels successful of the current international manager.
- Possesses prior management experience.
- In the course of its work must be proficient in English and at least one foreign language.

### **Dedication of work at management positions outside the home**

- Managers give their best for the success of the company.
- The successful completion of the task always agrees to stay overtime to work.
- The successful completion of the task always agrees to remain working during the weekend.
- They would not accept a similar job for a higher salary.

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