

POVZETEK

Raziskovalno vprašanje (RV): Raziskava obravnava vprašanje, katerim vedenjskim kompetencam vodij srednji menedžment v podjetju v avtomobilski industriji pripisuje večji vpliv na kakovostno vodenje glede na ostale kompetence.

Namen: Posodobitev modela vedenjskih kompetenc podjetja v avtomobilski industriji. Postavitev kvalitetnega nabora vedenjskih kompetenc je izrednega pomena, saj je osnova za merjenje stanja razvitosti voditeljstva v podjetju.

Metoda: Uporabljen je bil anketni vprašalnik z zaprtimi vprašanji, s katerimi so bile raziskane razlike v pomembnosti med kompetencami za vodenje, ter analiza letnih osebnih razgovorov. Uporabljena sta bila osnovna statistika in grafični prikazi rezultatov.

Rezultati: Srednji menedžment višje ocenjuje vedenjske kompetence vodij, ki se nanašajo na osebno integriteto, odločanje na podlagi dejstev, pozitivne medsebojne odnose, prepoznavanje dosežkov in razvoj sodelavcev. Mlajša generacija vodij srednjega menedžmenta najvišje ocenjuje vedenjske kompetence, ki določajo pozitivne medsebojne odnose.

Organizacija: Povečanje zavedanja vodij, da sta skrb za razvoj zaposlenih in vzpostavitev pristnih, humanih medsebojnih odnosov izrednega pomena.

Družba: Primer za izboljšanje vodenja v smeri postavitve sodobnejšega kompetenčnega modela.

Originalnost: Na področju obvladovanja kompetenc gre za originalen primer izboljšanja kompetenc, saj izboljšuje kompetence v specifičnem okolju oz. izključno v obravnavanem podjetju.

Omejitve/nadaljnje raziskovanje: Raziskava je omejena na pozitivne vedenjske kompetence vodij. Kot priložnost za nadaljnje raziskave lahko podjetje meri tudi negativne kompetence oz. »slepe pege« v voditeljstvu, kar bi doprineslo k popolnejši sliki stanja na področju voditeljstva v podjetju.

Ključne besede: kompetence, vodenje, menedžment, avtomobilska industrija, komuniciranje.

ABSTRACT

IMPROVEMENT MODEL OF BEHAVIORAL COMPETENCES IN AUTOMOTIVE INDUSTRY

Research Question (RQ): Research deals with the question of which managers' behavioural competences are considered by the middle management in an automotive company as having a significant impact on quality of management in relation to other competences.

Purpose: Updating of the model of behavioural competences in the automotive industry. Implementation of a good quality set of behavioural competences is of utmost importance as it represents the basis for measuring the status of management development in company.

Method: In order to examine differences of importance between competences to manage, a survey questionnaire with closed questions and an analysis of annual appraisal interviews were used. Basic statistics and graphical presentations of results were used.

Results: Middle management gives a higher rating to behavioural competences of managers concerning their personal integrity, decision-making based on facts, positive mutual relationship, recognition of achievements and development of employees. Younger generation of middle management managers gives the highest rating to behavioural competences which determine positive mutual relationship.

Organization: Managers' enhanced awareness that care for employees development and for establishment of genuine humane relationship is of utmost importance.

Society: An example of management improvement in the sense of implementation of a more modern competence model.

Originality: In the area of competences management, it is about an original example of competences improvement as it improves competences in a specific setting or exclusively in the company concerned.

Limitations/Future Research: Research is limited to positive behavioural competences of managers. As an opportunity for further research, the company can also assess negative competences or »blind spots« in management which would lead to a more complete picture of the situation in the area of company management.

Keywords: competences, leadership, management, automotive industry, communication.