

Implications of this research

Various implications have been pointed out in the respective chapters. From the various findings the following conclusions may be drawn:

Well performing managers called here as star performers definitely carry out various managerial and leadership activities in a more noticeable way and are rated as performing them to a significantly higher degree than the average and weak performers. They seem to communicate their work better to others and have a higher impact on others' perceptions. They manage the perceptions of others well.

As average performers may constitute a larger number of employees they should be trained to improve their performance and become "A" category performers through feedback and training. A 360 Degree tool generated may go a long way in top grading the average performers. Smart (1999) working with organizations like the GE has demonstrated that it is possible to top grade the average performers.

Average performers should be given feedback of their profiles and training on how to perform the various roles outlined in this questionnaire better. They should be encouraged to undertake more and more leadership and managerial activities like those covered in the questionnaires.

"Stars" or "A" Category performers could be used as mentors for others and assist in carrying out more and more of the activities mentioned in the questionnaire.

Organizations should become sensitive to the extent to which they are promoting the star performers carry out leadership and managerial roles effectively and use the data for training and other interventions.

In view of the results of this study rewarding the effective performance of various managerial and leadership roles outlined in this study may be considered.

In Leadership styles programs situational leadership should be emphasized more than it has been till now. The results here indicate no differences in the styles of stars and average performers. However stars seem to create a lot more positive climate among the juniors who work with them. The impact also seems to vary from company to company. Situational leadership is proved once again.

More research is needed to delineate qualities that can be called as characterizing the star performers. Managers in general seem to exhibit qualities that do not differentiate them for star and average performers. For example there seems to be some subtle evidence suggesting that star performers tend to be impatient and even short tempered. In one of the organizations the CEO who got a feedback from his juniors that he is impatient and irritable tried to control his impatience and irritability. After a few months of such an attempt he came back to say, "I discovered that as a CEO and owner of this company if I become patient nothing will move and no one else will achieve any thing here". This suggests that some qualities traditionally taken as not so desirable need to be further scrutinised.