



# ANALYSIS OF SITE MANAGERS 2015

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# Analysis of site managers

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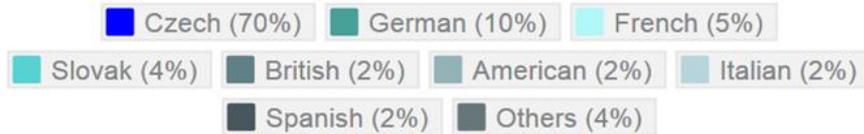
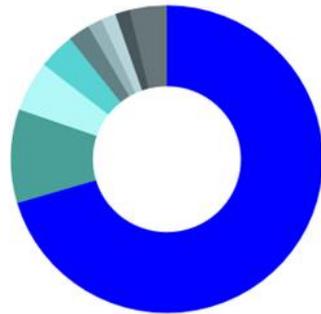
Leading executive search company, Anderson Willinger (AW), analyzed in 1Q 2015 the market of **site managers**.

During the research AW approached **340 site managers** with a link to the Czech Republic. AW reached during the research and selection following conclusions, which we share with you.

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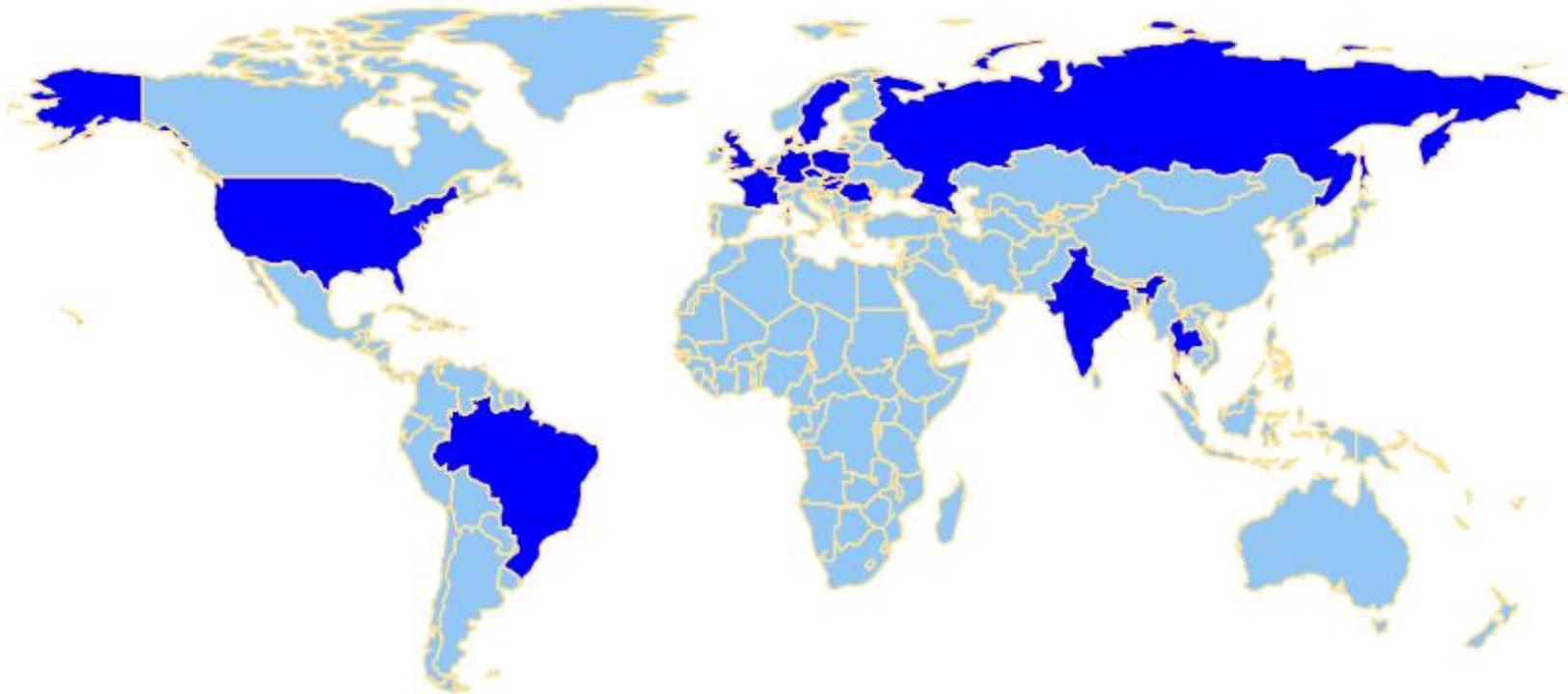
# What are the nationalities of site managers in the CR

AW analyzed site managers' nationalities in leading factories based in the Czech Republic with more than 250 employees.



# Where in the world Czech site managers work

TOP 10 countries, where Czech site managers have succeeded: Germany, Slovakia, Poland, France, USA, Russia, Sweden, India, Brazil and Denmark.



# How are site managers in the Czech Republic rewarded

**A site manager earns an average of 230,000 CZK per month + bonus fix 30% (12x)**

The AW analysis showed that fixed salaries of site managers are between 140,000 and 350,000 CZK and **are not affected by the size of a plant.**

**The salary of a site manager is affected firstly by:**

- The degree of automation of production processes in a plant
- Origin country of the company
- State of the plant during the onset of the site manager

**The origin of a company affects also the rewarding system**

- Multinational companies usually count with a higher fixed amount and 12x paid 30% bonus
- Local companies or foreign companies with one owner have lower fixed base and a bonus of up to 100%

**Added values, which have a significant influence on the decision to accept a manager role at a plant, include:**

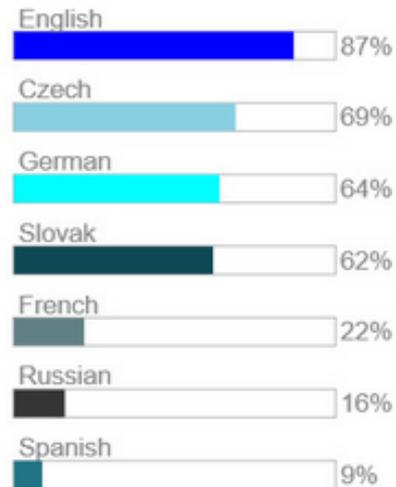
- Possibility of personal development - senior management development programs
- Moving or housing support

# What is the personality of a site manager like

## Average age of a site manager is 45 years

The youngest site managers reach this role first after 30th year through internal promotion.

## Language skills of site managers



## Managerial education

21% of site managers went through a management study program and got an MBA degree.

# What is the personality of a site manager like

## Professional background

80% of site managers has worked in their careers in a role of a quality manager

## Promotion to the role of site manager

57% of managers are promoted to the role of site manager internally

43% of managers for the role of site manager leave the previous company

## Service life of a site manager

Time spent in a site manager role in one company is on average 2.8 years.

92% of managers then find employment in other company.

8% of managers are promoted internally.

## Hobbies

Comparison from AW statistics of managers' hobbies between 2005 and 2015 shows that **site managers are active in sports. In the early 21st century, it was especially team sports. Site managers spend more time doing individual and extreme sports disciplines nowadays.**

**BEST  
HEADS**  
CAREER STRATEGY  
IN PLACEMENT

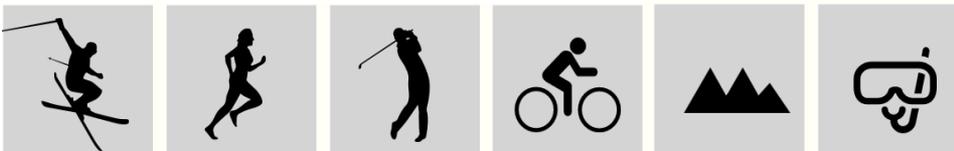
57% of managers are promoted to the role of site manager internally, however only 8% of them stay in the company for another career change. Therefore it is crucial to build own personal brand, not only within the organization but also for the future, for possible change.

Source: BestHeads

2005



2015



# Which skills make site managers successful leaders

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## **From the site managers' point of view:**

- Development of his team and identification of their needs
- Openness
- Listening
- Ability to give a second chance
- Inner peace and distance - the leader does not try to actively manage his subordinates, he gives them space for their mistakes and development
- Understanding of habits in the factory's location and the mentality of a particular nation (to increase efficiency and competitiveness of production)

## **From the headquarters / HR point of view:**

- Ability to identify and attract talents – internal and external
- Talent development
- Being able to build inclusive & diverse teams and leverage its advantage/potential
- Manage remote and multicultural teams
- Adapt to changing environment

# What is the managerial profile of a site manager

The results of the evaluation of managerial potential, according to an internal AW methodology, revealed that there are two basic types of leaders - site managers.

## **Dedicated leader, profile letter A**

It is a leader with strong self-esteem and goal orientation, dedication and enthusiasm .

Profile of a dedicated leader is successful in structures of multinational corporations with clearly set management rules and expected improvements.

The profile of this leader brings complications and dissatisfaction of the manager in the role in the event of a shift to Group CEO.

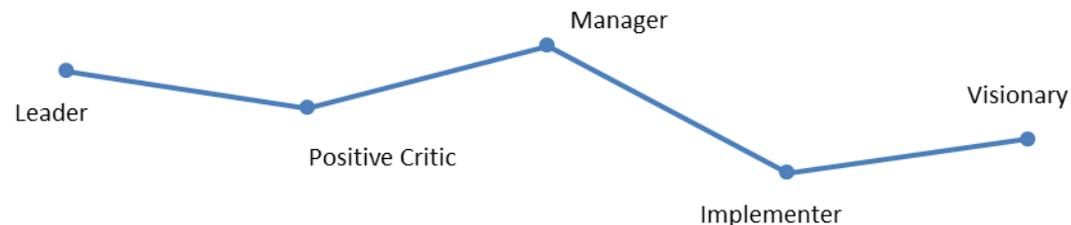


## **Adaptive leader, profile letter W**

It is a leader who is focused on external incentives, which he is able to adapt to.

Profile of adaptive leader suits better less hierarchical, loser management structures and companies in the process of change.

This profile also better identifies with the role of Group CEO.







# Interview with Zbyněk Stejskal, TE Connectivity

## TE Connectivity

- Design, manufacture and distribution of products in area of connectivity for diverse industries
- Over 80,000 employees in fifty countries around the world
- 3 manufacturing plants in the Czech Republic (Brno, Kuřim, Trutnov)

**Zbyněk Stejskal, HR Director for CEE automotive division TE Connectivity** leads the HR concept for 3 countries with a total of 4,500 employees. Mr. Stejskal established in TE Connectivity HR business partnering based on a good understanding of the needs of the supported business segment and the needs of the final customer (managers, employees) allowing for a fundamental change in the perception of the role of HR departments from the largely administrative role shifted into the role of a strategic partner. His HR career is intertwined with companies TE, Valeo, Honeywell. Thanks to his experience with a number of companies and selection of key site leaders we asked him about his outlook on development, benefits and career of site managers.

## How a site manager changed or will change in 2003, 2015 and 2030?

In the first decade of the 21st century there were site managers focused on the fulfillment of defined performance indicators (productivity, COPQ, PPM, Inventory turns). Site manager tried to achieve them by using a cocktail of directive and democratic leadership together with the implementation of Lean / Six Sigma tools. It was a time when there was generally expected active involvement and support to lean activities. At the same time, many companies were starting to develop their own systems focused on the so-called operational excellence.

Currently the need for high levels of lean tools adds emphasis on staff development - talents. Site manager has to focus nowadays on a list of talents / high potentials alongside with KPI monitoring, reporting level of implementation of operational excellence. Virtual teams become more prominent. Directive management system becomes fundamentally unproductive.

And future in 2030? First, most of the current site managers will retire. Second, it will be necessary to focus on monitoring of the development of all employees, to identify potential at lower levels of the organization, not only to the second level of subordinates.



# Interview with Zbyněk Stejskal, TE Connectivity

All employees will be treated as today's top talents. Site manager will need to be able to support individualized development plans. He will also need to be able to achieve results through virtual teams, or be able to work with a team of people in the home-office, in another time zone, another region ...

## **What are the current challenges for site managers from the HR perspective?**

Ability to identify talent /potential externally / internally. Being able to focus more in to the depth of the organization and seek potential. Talent should not be only the one who has great results today. Maybe we overlook a few others who only need a larger project, the opportunity to shine. Creating realistic environment, involvement and positive motivation in the organization.

It is important to work with data - each organization generates thousands gigabytes of data and information - the ability to focus on the right ones, which are useful for defining medium-term strategies and for day to day decisions.

## **What are the key managerial skills which should current site managers develop?**

Currently everything is accelerating, distances are shortened. What previously took decades survives only a few months now.

The ability to quickly adapt to changing environments and the ability to accept change positively.

Furthermore, acceptance of the role of a real leader (not a manager) who is able to define the medium / long-term development strategy and is as well a skillful communicator to ensure proper PR for superiors (mostly global leaders) and moves the organization forward.

Ability to manage multicultural and virtual teams is another skill that I see as a key for future success. Team members may not be in the same time zone and a work from home-office is becoming a common thing.

## **What are the expectations from site managers from the HQ perspective and how the expectations differ in the last 5 years?**

### **What is the future?**

Five years ago, it was important to meet defined performance indicators (margin, PPM, inventory turnover, productivity). Currently we focus on leanness and clarity of processes and material / information flows and also on the fulfillment of performance indicators. In the future there will be also emphasis on local CSR activities and corporate involvement in support of the local community.

Anderson Willinger is Top Executive Search Company on the Czech market. More than 800 managers were placed to the roles of Board, Board-1 and Board-2 during past twelve years. The company is appreciated for the highest level of service for its customers based in the Czech Republic, Slovakia, Poland, Romania, Bulgaria, Ukraine and Russia.



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