Manager's Personal Brands (MPB): The Secret of Success or Failure

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Abstract

As making a powerful brand causes the organizations' success, MPB can also into individuals' success. MPB makes the manager credible for the staffs and can determine the mangers' success in the organizations. MPB is as important for the managers as Brand is for an organization. The managers should know what impression, they are going to introduce to others and they should be careful that whatever they say and do should fit this impression. The present study aims to measure the individual manager's effort to achieve personal Brand. Research method is descriptive and the statistical population includes the staffs of three industrial companies of Isfahan Mobarakah steel complex, Isfahan steel mill, and Isfahan refinery in 2010. After the statistical survey and specifying the sample numbers, 231 staffs were selected by random cluster level sampling which was chosen based on the statistical population. Measurement instrument includes a questionnaire with 30 questions made by researchers, the reliability of which was confirmed by the skillful people and its validity was obtained during the primary study and it was 0.82 as Krunbakh and coefficiencies were calculated. After collecting the data, for the statistical analysis of the data a mono variable statistical method was applied. The results of this study reveals, the obtained average of the features including, Follow through with commitments , Demonstrate your competence , Protect confidential information , Emphasize shared vision and values, Exhibit desired behaviors , Encourage ethical discussions , were more than the middle level of 3, but the resulted averages regarding the characteristics, such as, Using truth and information for supporting rational persuasion , Act supportive and helpful , Possesses extraordinary personal qualities , Emphasize your similarity to the audience, Do unsolicited favors , Be fair, They have a strong sense of right and wrong, stand up and speak up for what they believe in, were less than the middle level of 3. As a result, the managers didn't have the above features.

Key word: personal Brand, social influence, personal power, managers Credibility, managers charismatic.

1-Introduction

Today, people have much like hood and have access to many methods and life means. Trying to find meaning in life has been one of the basic stimulating powers of the individuals. In other words, man needs something to live for. Finding meaning is a truth in man's life, and the main nature of man is finding this truth, which inspires man's spirit, Credibility and having a personal brand are the features which can make life meaningful for the staff of an organization. From 1960, there have been various discussions about social influence and persuading others as well having credibility. The interest in these discussions has been because of its social importance. The powerful manager in a society and in organizations wishes to use the persuasive methods, in order to save his own position. Today, the management and communication researchers try to find way to make themselves attractive people in the eyes of the staffs. The manager should influence his staffs to manage them and he should not depend on his power.

2- Personal Brand

As making a powerful brand requires knowing how to make a good profitable, making a Pb results in realizing a competitor and the success of the organization. Pb also determines a manager's success.

Pb is the popularity of a manager for others or the values, good behaviors and characteristics which others realize in you. For a manager, it's important to make his PB consciously, not leaving it to chances and accidents.

The managers should know what impression they are going to induce in others and they should be careful that whatever they say and do should match the impression. The factors which can lead to MPB include social influences, personal power, manager's credibility and manager's charisma; any one of these concepts will be discussed briefly.

1-2- social influence

Managers need develop their social influence skill, while they are working with their truth. In relations between the manager and the staffs, the manager makes a big struggle to make a social influence. There are various tactics to make a social influence. Some of these tactics are coercive, and some others are no coercive. (Baron & Greenberg, 1990 p. 370). Whenever leadership is discussed about in management discussions, no coercive social influence tactics will be considered, this is one of the main differences between management and leadership, although these two concepts are considered equal in this article. Influence means making an impact on thoughts, behaviors or emotions of others. A manager who is interested in making an influence on others should observe special desired behaviors. Finally the behaviors can bring a brand name for the manager.

2-2- Personal Powers

Based on a division, YUKl (2006) divided power into two kinds of personal and status power. A part of the managers' power stems from the natural opportunities obtained by his status in the organization, and the other part is related to the featured and the relations between the manager and the staffs.

The real power is obtained when the staffs respect their manager and have a feeling about him, while they take a responsibility towards him and set their aim, along with his aims (Johnson & et. al, 1996, p.232).

Personal power is divided into two kinds of power; expect power and referent power (YUkl, 2006, p. 114).

By expect power, we mean the related skills and the knowledge of the work. Having a unique knowledge about the best method of doing the work or solving complex problems causes a potential influence on the staff and colleagues and even the mangers. (Polities 2005, p.12).

Referent power is the personal ability to make an influence on others because the manager is respected by others (Helriegel, 2007. p. 164).

Referent power is obtained when the staffs are proud of their manager and consider him as a role model (Atughes and et, al, 2005, p. 115).

Referent power is the main source of making an influence on the staffs, colleagues and the managers (Yukl, 2006, p, 155).

The individuals with popularity and admirable personal characteristics have a referent power (Hellriegal, 2007, p. 164). We can use the referent power to stimulate the staffs towards achieving the aims of the organization. Today, one of the main challenges for many of the managers is applying personal power and status to make a desirable influence on others. Having a personal power, managers can make a good brand in the minds of the staff.

3-2- Managers Credibility

Credibility is one of the main components of the successful and influential management. Credibility includes the ability to rely on others (Huges and et. al 2005, p.115). Credibility means how close is the manager to others. When the staffs understand that their manager has told a lie or has a false claim, the manager loses its credibility (Yukl, 2006, p.155).

Moghaddam (1998) reports credibility, skillfulness, and not considering personal advantages as three features making credibility for the managers (Moghadam 1998, p.89). Hughes et.al (2005) concluded expertise + trust = credibility (Huges and et, al 2005, p. 115).

4-2- Managers charismatic

Charisma is a Greek word which means divinely inspired gift Such as ability to do miracles or predicting future events. Max Weber, a German sociologist has used this term for the first time. Weber used this term for describing a form of influence (penetration) which is not based on tradition or formal authority, rather is based on the view that the manager has exceptional qualities (Yukl, 2006, p. 249).

Charisma can be proposed as extraordinary personality characteristics and as one of the outstanding aspects of a manager with "good name".   Some times charismatic personalities have such a high respect, position and capability that are able to push forward a number of people in their ways. In John Maxwell's view to be charismatic means having the ability to absorb people (Maxwell, 2006, p.25). Robbins who is one of the leading figures in the field of managing organizational behavior knows being charismatic as a force based on which a person can absorb followers and by this force makes people loyal and committed to himself. Charismatic person impresses them in such a way that all those impressed people spend their whole abilities for accomplishing his desires. In such a way followers would be proud of having such a leader and they feel happy to do sacrifice for accomplishing his demands (Robbins, 1998, p.37).

By their unique personal qualities as well as showing eager, interest and enthusiasm for shared values and views they would be appealing to the people's heart and emotions at a deep level. Followers of a charismatic leader have complete trust on him and suppose that he does not care about his own self – interests. (Yukl. 2006, p. 250). Also believe that he uses power to serve others. (Luthans, 2005). Followers respect aims, values, and behavior of their leader and accept them from their heart and soul. They consider the leader as their source of inspiration. They feel proud of being under his leadership and have no doubt about the validity of his beliefs and ideas. They strongly believe on his purity and honesty. Charismatic leader gives his followers so much hope; he satisfies them to have self – confidence and make them to try their best for achieving their goals. (Yukl, 2006, p.251). Role modeling, image modeling, articulating goals, emphasizing high expectations, showing confidence and arousing follower motives are among the qualities of charismatic leaders. (Schermerborn , et al. p. 247).

Due to above mentioned outstanding qualities and characteristics; charismatic leaders are able to leave a PB and fame of themselves. To have a PB it's necessary that a leader pay attention to charismatic of his personality. From previous discussions it can be concluded that for a manager to attain good name, it is necessary to impress others, have personal power especially his power must be a referential source power; moreover he must be viewed as a charismatic person in the eyes of others. Generally speaking these issues are all overlapped. Thus it is difficult to make any kind of division between them. Accordingly it can be concluded that by resultant of the four above mentioned issues, a manager can attain PB.

In what follows a set of definite applicable suggestions based on the previous issues (influence, credit, personal power and being charismatic) are presented. These are all necessary for acquiring PB
1- Follow through with commitments (Hughes et al, 2002, p.523).
2- Using truth and information for supporting rational persuasion.
3- Demonstrate your competence.
4- Act supportive and helpful
5- Possesses extraordinary personal qualities
6- Protect confidential information.
7- Emphasize your similarity to the audience
8- Do unsolicited favors.
9- Emphasize shared vision and values
10- Be fair
11- Earn the trust of your audience
12- Exhibit desired behaviors
13- Keep promises
14- They have a strong sense of right and wrong stand up and speak up for what they believe in.
15- Encourage ethical discussions
Thus managers' having PB produce more love and interest among staff toward manager and working in the organization.
The subject of the present research is the extent to which the managers in Isfahan industrial companies have PB.

3- Research method: Researchers in the present study were after evaluating characteristics of PB among managers from the view point of staff. Consequently the research method is descriptive measurement.

4- Statistical population

Statistical population of the present study consists of the staff of the three companies, namely: Isfahan Mobarakah steel complex, Isfahan steel mill, and Isfahan refinery, this research was conducted in 2010 in Isfahan province of Iran.

5- Sample size

After conducting statistical evaluations a calculated sample size which consisted of 231 people were used in the research study.

6- Sampling method

In the present study, with respect to the extensiveness of the statistical population and also inequality of the number of the three companies. Isfahan Mobarakah steel complex**,** Isfahan steel mill, and Isfahan refinery, _random cluster level sampling_ was used which was appropriate to the size of the statistical population.

7- Measurement tool

In the present study for evaluating the questions of the research a questionnaire made by researchers was applied. In this questionnaire 15 parameters of MPB were put in the form of 30 questions. This questionnaire has a five level range (completely agree, agree no idea, disagree, strongly disagree) which respectively 5-4-3-2-1 scores are specified for them. For evaluating form and content validity of the questionnaire professors as well as experts' views were utilized. Measurement of rellability of questionare was done by conducting a pilot study and calculating by Cranach's alpha coefficient and obtains 0.82

8- Data analysis methods

For data analysis purposes a one parameter t-test was used.
Investigating research hypothesis:
This research study is conducted based on one fundamental hypothesis which is:
Industrial managers have the characteristic of personal Brand.

9- Results

In this part the obtained data from the questionnaire is presented (table, 1).
In inferential analysis in order to investigate the meaningful level t-test was used at level of a=0.05.
The obtained means for characteristics such as following through with commitments, demonstrating competence, protecting confidential information, emphasizing shared vision and values, exhibiting desired behaviors, encouraging ethical discussions were bigger than intermediate level 3, and the obtained t was also bigger than the critical level of the table, thus it can be concluded that the characteristics of PB only exist in the managers just for the above mentioned cases. Managers lack qualities such as Using truth and information for supporting rational persuasion, acting supportive and helpful, possessing extraordinary personal qualities, emphasizing similarity to the audience, doing unsolicited favors, being fair, strong sense of right and wrong, Between the two characteristics of earning the trust of audience and keeping promises managers have both of these characteristics to the same extent.

10-Conclusion and discussion

Every one in life is after gaining PB but usually identification of a characteristic which can be called PB is problematic for most of the people. Consequently some wrong behaviors would be seen. Also sometimes we for keeping our benefits ignore PB but it would be a fake and wrong effort for keeping our benefits. On of the biggest advantages of having a PB is that by having such a thing one can change other people's view. People are interested to interact with those Who in their view are attractive, most employers follow requests or beliefs of important persons. Most people consider acquiring PB and personal attractiveness as something mysterious. They believe it is not a definable issue and consider it as something which is naturally inherited in the people. What is evident is that this characteristic can be identified in people by all those who are around them.

Managers of the organizations are the basic principles for permanent development of the organization and in the same way they would affect the society. Doing rational logical behaviors and acquiring PB for managers is a crucial factor for continuous development of the organization. Thus it is important for a manager to have PB.
The obtained results indicated that the managers who were studied in this research lack the qualities such as using truth and information for supporting rational persuasion, acting supportive and helpful, possessing extraordinary personal qualities, having a strong sense of right and wrong, standing up and speak up for what they believe in, doing unsolicited favors, being fair, emphasize similarity to the audience which can be very unpleasant and negative for the society. For development and improvement of an organization characteristics related to PB considered a essential. These issues are all demonstrated in studies such as Hellriegel (2007), Yukl (2006), Luthans (2005), Schermerhorn (2004), Hughes and et al (2002), Adler & Elmhorsl (1999), Robbins (1997).

But managers of industrial section in Isfahan lack these characteristics which are related to PB. Such shortages and lacks can impede the development process in such organizations.

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Table 1: results of one parameter t-test. Mean Comparison of having   PB among managers of industrial section with intermediate level of 3.

Parameters of MPB	Meaningful level	T	Standard deviation	Average	Middle level
Follow through with commitments	0.001	8.35	1.08	3.59	3
Using truth and information for supporting rational persuasion	0.001	4.37	1.08	2.69	3
Demonstrate your competence	0.001	4.69	1.27	3.39	3
Act supportive and helpful	0.001	15.33	0.95	2.04	3
Possesses Extraordinary personal qualities	0.001	4.11	1.37	2.63	3
Protect confidential information	0.001	6.97	1.12	3.51	3
Emphasize your similarity to the audience	0.05	1.95	1.52	2.81	3
Do unsolicited favors	0.001	5.61	1.03	2.38	3
Emphasize shared vision and values	0.001	3.96	1.04	3.27	3
Be fair	0.15	1.43	2.87	3	3
Earn the trust of your audience	0.99	0.11	1.22	3	3
Exhibit desired Behaviors	0.001	8.14	1.11	3.59	3
Keep promises	0.99	0	1.32	3	3
They have a strong sense of right and wrong, stand up and speak up for what they believe in.	0.03	2.23	1.12	2.83	3
Encourage ethical discussions	0.001	7.62	0.94	3.47	3