

# Modern management methods and evaluation using the Adizes code

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## Abstract

The article discusses the modern method of management through the use of coaching, as well as the technology proposed by Yitzhak Adizes, according to which we compared the functional aspects of managers in the short and long term.

## Keywords

planning, organizing, controlling, management, coaching

## Introduction

There are many solid management technologies out there, but let me confine myself to a few summary and generalized considerations to clarify how management and coaching relate to each other.

The requirement that a manager be a coach to his or her own employees was first established in the key field and then extended to other areas. In parallel, since the mid-1980s, the concept of coaching has taken on the meaning of external consulting to the management organization. Initially coaching was related only to advising top-level managers. In many companies today, coaching is an integral part of staff development activities. Having a personal coach is even considered prestigious in many companies.

## Main part

The leader - no matter if it is an enterprise, a political union, a project or an important meeting - is always busy with two things, governance and management. Both of these terms describe two main functions of a leader:

Governance function such as communication, moderation, support, challenge, inspiration;

Management function such as planning, organizing, implementing, controlling, evaluating.

Therefore, both governance talent and management skills are the cornerstone of competent leadership.

Governance refers to a dynamic process in which the manager manages to mobilize employees to mobilize energy, utilize potential, and demonstrate purposefulness in order to achieve goals. Governance is the challenge, the risk, the drive, the inspiration, the support and the vision. The result of true governance is trust, recognition and loyalty.

Management, by contrast, marks the creative process of organizing and executing work. Management includes planning, organizing, implementing, communicating, controlling, and evaluating. The manager's responsibility relates to everything that happens. Manager products are results.

Management is about work, while management is about people.

Management requires special techniques and mechanisms of impact, while management is based on knowledge and mastery of the causes of psychological, social and socio-cultural impacts.

Consequently, governance competence is formed differently from management competence. Acquisition of competence in management takes place through teaching and consulting, while competence in governance - through continuous development of personality in the professional context.

It is in the context of governance that the need for coaching arises. Sometimes governance competence is based on natural talent or charisma. However, in most cases, it is achieved by working hard on oneself. It helps to work on yourself and supports coaching.

There is no doubt that there are organizations where they tolerate, or ignore, poor governance. However, in well-functioning and successful organizations - where people feel good - the quality of governance is not neglected. Those who do not govern well will not be able to maintain their position for long.

As already mentioned, coaching is mostly about governance, its social and psychological side. This does not necessarily mean that coaching is not about achieving functional/industrial, organizational and economic goals. When technological goals (management goals) stand, psychological and communicative factors come to the fore during coaching. The question is: to what extent do these factors contribute or hinder the achievement of the set goal?

Coaching is a modern way of renewing organizations and management; It promotes changes in the culture of organizations and enterprises as it focuses on efficiency and humanity.

Coaching is goal and demand focused; It serves to improve the quality of the process and the result. Coaching trains success strategies, builds on existing skills, and helps maximize a person's potential. Coaching does not even teach, but rather, helps in learning.

Coaching is a staff development event that can ideally suit everyone.

Coaching is support and assistance during professional "joys or sorrows".

There is always something that cannot be avoided and uprooted. If the coach denies his own weaknesses, does not admit it, then his client will also find it difficult to admit his weaknesses. It is important for everyone to remember that no one is perfect. But rarely does any leader acknowledge this truth, both to himself and to others.

For the most part, coaching takes place in the following situations: for example, you need to make a job decision, or master new roles and behaviors. The supervisor (coaching client) usually tries to solve his (her) own problem or answer a question independently. If he (she) does not get satisfactory answers from books, his (her) own analysis, interviews with friends and colleagues, or seminars, and if the requirement to make a decision is strict, the willingness to find a coach also increases.

The higher a manager climbs the hierarchical ladder, the more often he encounters strategic and tactical games. For this reason, it loses true feedback from employees who report how they perceive it and what impact it has on others. Such managers behave in a certain capsule and create their own construction of reality. Often this is the reason for making the wrong decisions (If I had known... No one would have said anything to me... It is impossible to predict everything).

During coaching, a complete, rational and emotional picture of reality is obtained, on the basis of which it is always possible to develop new alternatives to behavior.

Many managers are accustomed to too much work and increasing demands on themselves. Coaching can balance work and personal life. The coach has his/her own management methods, work and time management techniques and can use them effectively in the coaching process.

The ability to express one's opinions on the one hand and the consensus on the other; Loyalty on the one hand and independence on the other; Profit-oriented and people-centered - such

contradictions can be the expectations of the organization and employees towards the leader. The manager must determine the framework of his own behavior. But it is often not possible to reconcile their own values, the requirements of the organization's management, and the expectations of employees. At such times the coach can help the leader to understand well his own goals and values, to make clear the contradictions between thinking and acting. As a result, it is possible to integrate seemingly incompatible roles.

The coaching process can be divided into three phases: pre-defining the task, talking coaching and evaluating the process.

The purpose of the task pre-determination is to verify whether the goal can be achieved through coaching or, consequently, what additional arrangements or other arrangements are needed.

After that, the coaching conversation starts directly. The consultation and training process is always timed and evaluated after the agreed timeframe. Typically, a coaching conversation consists of 4 phases. In the first phase, contact and orientation are established, in the second phase, the situation and goals are developed, in the third phase, solutions are developed, and in the last, fourth phase, the decision is made into practice.

Once the conversation is over, the coach and the client will agree on how long it will take to translate and integrate the findings, solution ideas, measures and changes in daily activities. Later, the coaching assessment will check whether it is possible to actually achieve the set goal.

When an employee of a company is exhausted, he/she can apply to his/her supervisor, the organization's internal coach or an invited external coach. All of these options have their drawbacks and advantages.

The coach invited from outside the organization is an expert in his (her) own field. It is able to solve particularly difficult problems for both individuals and groups.

As for the manager-coach, it is true that he (she) is not a specialist in this field, but he (she) is well acquainted with the context. In order for a manager to be able to coach his (her) own employees, it is essential that he is trusted. Building trust is not easy. It is especially difficult to implement coaching constructively when an employee has a problem with his or her supervisor. Theoretically it is possible, however, in practice it is very difficult.

The advantage of such coaching is that it is done naturally and unobtrusively: the manager is familiar with the context, he can give significant feedback and even perceive small changes. But the more important it is to radically change the employee's behavior, and the more

involved the manager is in the situation, the faster he or she will find himself or herself in a conflict of interest situation. The manager needs a quick change of behaviors from the employee. In addition, he has to evaluate the employee and make decisions about his career advancement. Therefore, if the coaching process is not done properly, there is a risk of relationship deterioration. In addition, the issue of managerial competence in terms of coaching is significantly raised here.

We will use modern management methods to evaluate using the Adizes code, which is as follows:

Yitzhak Adizes PAEI code!

The Adizes or PAEI code is based on the assumption that the management of an effective company must timely and correctly perform the following four functions of management:

In the short perspective:

P (Production Result or Provide) - Short-term effectiveness; To ensure the result for which the company exists; Satisfying customer needs;

A (Administration) - Efficiency in the short term;

Defining routines and procedures; Establish an effective management system.

In the long run:

E (Entrepreneurship) - Gergility; Make changes in the organization; Creativity - discovering new opportunities and dangers; Willingness to take risks.

I (integration) - the ability to build human relationships; Integration; Team building; Collaboration.

It is these four functions that underlie the core of the Adizes methodology. They are used to audit and analyze both the organization and the managers.

A person who can perform all functions, so we can say - (PAEI). But such an "ideal" manager does not exist in nature. The fact is that these four functions are incompatible: it is impossible to be result-oriented at the same time, to pay attention to detail, to care about efficiency, to generate new ideas, to think about people's interests... Such managers, according to Adize, exist only in textbooks. Therefore, to ensure the ideal operation of the company, it is necessary to create a team of managers who can perform these four roles; A joint effort of people with

different styles of train, a team of leaders whose members complement and balance each other, this is exactly what the selected coach will be able to do!

There are managers who excel at one function (such a function is separated by a capital letter in the code - for example A), while the other functions are satisfactorily (the code indicates a lowercase letter - for example - a). Such managers are referred to by Adize with the following codes [2]:

(Paei) - producer of the result;

(pAei) - Administrator;

(paEi) - Entrepreneur;

(paeI) - Integrator.

If the relevant function is not performed by the manager at all, in the corresponding position of the code, Adize will use the symbol "-" or minus, or 0. Such a team

(P ---) and (-A--) and (--E-) and (--- I) [2]

Will not work. The ideal "management mix" is achieved only if none of the team members has a "disadvantage" in any of the positions. A manager who has even one such "disadvantage" can not work with someone who has the appropriate function in the team.

Clearly, there is no one, ideal, combination for a team. Here is one working variant: (Paei) and (pAei), (paEi) and (paeI) [2].

The team will be even more efficient: (PaeI) and (pAeI) and (paEI). In this version, all team members are good integrators (I) and, in addition, excel at another function. Each of them can be not only a good manager, but also a leader.

The capital letter is written when the corresponding function rating is greater than 0.25; If the rating is in the range of 0.05 to 0.25, then lower case letters are written; If the rating is less than 0.05 - it is written 0. The number 0.25 is selected because, according to Adize, the manager code can not be PAEI.

## **Conclusion**

The 21st century is the era of post-industrial information society (globalization), with highly developed information infrastructures, which naturally led to the transformation of values. In contrast to the industrial (consumption of goods, money), the characteristic value of the information society is the time, the purchase of which (in order to save) becomes more and more expensive. Thus, we live in a special, time-consuming age, where the "life expectancy" of many professions is declining. It is the couch service and the Adize code that manage and plan the time correctly, both for the firm and for the community.

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