

The relation between manager type and high-performance achievement

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Abstract

Purpose – One of the most important factors for the success of an organization is the quality of its managers. However, this is a rather general statement, because there are many different types of managers with different work styles. This begs the question: are all types of managers, regardless of their work styles, important to organizational success or only managers with specific work styles? This study aims to investigate the answer to this question by examining the relationship between two specific elements of managers' work styles – the role a manager plays in the work team and the preferred manner of change management a manager applies – and their effect on the level of performance of their organization, as measured by the high-performance organization (HPO) framework.

Design/methodology/approach – This study was part of a larger study into the drivers of success of franchise supermarkets in The Netherlands. A questionnaire was constructed, in which, among others, the following were explored: the level of performance (according to the HPO Framework), the preferred team role of the franchiser (using the Belbin team role model) and the change management approach of the franchiser (using De Caluwe and Vermaak's color theory). The questionnaire was sent to 400 Dutch supermarket franchisers, and the data received were subject to statistical analysis.

Findings – The study results clearly indicated that certain types of managers are important to organizational success in the supermarket sector. There are specific types of managers – in the sense that these managers have specific roles they play and specific change styles they apply – that seem to be more effective in creating and maintaining an HPO. These roles, as described by Belbin, are chairman and plant; the change style is De Caluwe and Vermaak's color red.

Research limitations/implications – The study results add to the literature on high performance and HPOs, because team roles and color change styles have not been related to the factors for high performance to date.

Originality/value – Although the fact that certain types of managers, in certain contexts, are more effective than others is not a new finding, this is the first time specific team roles and a specific change style have been found that would enable managers to create and maintain an HPO.

Keywords Manager styles, Team roles, Change styles, High-performance organizations, HPO

Paper type Research paper

Introduction

One of the most important factors for the success of an organization is the quality of its managers, as illustrated by the results of a short search of the recent scientific literature on management. The outcome of a longitudinal study of 15 years into the effects of competent management on operational excellence showed, based on research done all over the world, that gaps in managerial practices were associated with large differences in organizational performance. In other words: the better the managers were able to apply certain practices and techniques, i.e. the better they managed, the higher the performance of their organization was (Sadun *et al.*, 2017). In a review of what caused the performance differences between



12 facilities of a healthcare provider, the two main reasons for these differences were the quality of management and the way effective managers inspired and communicated with their employees. The better those managers were in managing of and dealing with employees, the more effective these employees were, resulting in higher organizational performance (Wolf, 2008). The importance of management commitment to improvement was demonstrated in a study of badly performing departments where performance increased after managers from well-performing departments were transferred to these low-performing units. These “good” managers were demonstrably able to apply their management techniques to the same positive effect in those bad departments (Gostick and Elton, 2012). To evaluate whether management mattered in the public sector, a large-scale survey was conducted into the effects of managerial efforts – such as changing the organizational culture, adapting its structure, and applying new technologies – on organizational performance. These efforts of managers indeed had a positive impact on the effectiveness of public sector agencies, measured as the degree in which agencies were able to accomplish their core mission. Especially efforts that created a developmental organizational culture, established a focus on results through goal clarity and decentralized decision-making authority were positively associated with organizational effectiveness (Moynihan and Pandey, 2005). Longitudinal research into the application and effect of an organizational improvement technique was conducted at two units of one company, and despite exposure to the same technique, organizational units achieved significantly different outcomes. The key factor was the manner in which unit managers applied the technique; the more dedication management showed to its application, the higher their organizational results. Thus, optimal effectiveness of the improvement technique occurred when management incorporated it into the workplace and strived diligently to improve performance (de Waal and Goedegebuure, 2017).

The evidence seems clear: managers do matter to organizational success (de Waal, 2020). However, this is a rather general statement as there are many different types of managers. So the question is: are *all* types of managers important to organizational success or only *certain* types of managers, and does this depend on the sector? In this article, we aim to answer this question for the supermarket sector. We do this by investigating the relation between two specific elements of managing at work – the role a manager has in the work team (Belbin, 1993) and the preferred manner of change management a manager applies (de Caluwe and Vermaak, 2003) – and their effect on the level of performance of their organization as measured by the high-performance organization (HPO) framework (de Waal, 2012). The reason to use the team roles theory of Belbin is that this model has a long history of being applied in academic research and has been validated many times (Senior, 1997). The reason to use de Caluwe and Vermaak’s so-called color theory is that this theory has been used quite often by Dutch academics. The reason for using the HPO framework is that, according to Do and Mai (2020, p. 305), “across the HPO literature, we found only the HPO framework developed by de Waal (2012) as an example of scientifically validated conceptualization of high performance organizations.” Our research has both theoretical and practical contributions. Theoretically, this is the first time the HPO framework – which is basically a technique to evaluate the performance of an organization and which looks at, among others, the quality of management – is specifically coupled with the types of managers to identify the best manager type to achieve high performance and thus create an HPO. As such, our research contributes to the ever-expanding literature on high performance and HPOs. Practically, organizations are paying increasing attention to the composition of their management team, trying to make sure there is diversity in the team so that it contains all the competencies needed for the organization to become successful. Our research will add yet another piece to the diversity puzzle to help managers achieve the desired team composition.

The remainder of this article is structured as follows. In the next section, a description is given of the team roles model of Belbin (1993), the color theory of de Caluwe and Vermaak (2003)

and the HPO framework (de Waal, 2012). This is followed by the research approach, which also contains the results of the larger research project the study described in this article is part of, and a discussion of the research results. The article ends with a conclusion, the limitations of the study and possibilities for further research.

Theories applied in the research

In this section, the three models as used in our research are described.

Belbin's team role theory

Managers come in all shapes and sizes, and there are many managers who are successful with their own style. However, most managers also realize that good results can only be achieved through teamwork in which each team member fulfils a specific role, and with this, brings his/her own qualities and competences to the table. With "role," we do not mean the functional role of a manager, which is related to the job and function in the organization (such as marketing manager or CEO). We mean the way a manager approaches a problem and the way he/she communicates and interacts, i.e. his/her natural style of behavior. Or, in other words, the pattern of behavior that is characteristic of the way in which one team member interacts with others to facilitate the progress of the team as a whole (Belbin, 1981). Belbin (1981, 1993) was one of the first to propose different roles managers can play in their management team. The central principle of Belbin's team role theory is that the more balanced a management team is in terms of the spread of naturally occurring team roles, the greater the chance it will be high performing. Belbin distinguished eight team roles (which he later expanded to nine roles, but we used the eight roles as those are most commonly used in academic research):

- (1) *Resource investigator*: comes up with surprising new solutions, generates visions of the future, is a source of innovation and is unique.
- (2) *Monitor evaluator*: protects the team from making bad or fast decisions, is critical, processes a lot of information, is analytical, weighs all viewpoints before making an important decision.
- (3) *Shaper*: driven, energetic, strong-willed, ensures that things are carried out, likes to take risks, pushes the team to success.
- (4) *Chairman*: gives space to the team's ideas, coordinates, works according to the protocol, uses strengths of team members, determines priorities, summarizes and makes decisions.
- (5) *Company worker*: is disciplined, solid and orderly and likes structures, a true organizer, has a "getting things done" mentality.
- (6) *Plant*: is a strong networker, seeks information and is extroverted, enthusiastic about all opportunities, maintains contacts, stimulates innovation by making connections.
- (7) *Completer finisher*: checks whether the dots are on the *i*, adheres to the schedule, is very involved in the ups and downs of personnel and organization, finds it essential that the tasks are carried out in a timely and correct manner.
- (8) *Team worker*: is loyal to colleagues, keeps the team together, avoids conflicts, creates a good atmosphere and a high degree of togetherness.

According to Belbin, people can play multiple roles, but they will always have one dominant role. In subsequent research, Belbin's theory has been validated (see e.g. Aitzeta *et al.*, 2007; Lessem and Baruch, 2000; Prichard and Stanton, 1999; Rajendran, 2005), which makes it a valid theory to use in our study.

De Caluwe and Vermaak's color theory of change management abilities

“Standstill is decline,” a proverb that is regularly used to indicate that organizations need to develop further to remain competitive. In fact, successful entrepreneurship is the same as successful change. Thus, it is important that a manager has change management abilities. There are many models and theories that categorize these abilities. One of the most frequently used theories in The Netherlands is that of [de Caluwe and Vermaak \(2003\)](#). These authors distinguished five distinct styles managers use when applying change to their organization, and they gave these styles colors to make them easy to remember ([de Caluwe and Vermaak, 2004, 2016, 2018](#)):

- (1) Yellow – this change style assumes that people change their standpoints only if their own interests are taken into account, or if they are compelled to accept certain ideas. Change is a continuous negotiation process aimed at practical and feasible solutions. Getting everyone on the same wavelength, by combining their ideas and points of view or forming coalitions are favored methods to achieve this. Making change possible requires getting the people formerly in charge and/or the informal leaders of the organization behind it.
- (2) Blue – this change style goes from the premise that people will change if a clearly specified result is laid down for them beforehand. Change is considered to be a rational process aimed at the best possible solution, in which both the change process and the outcome of the change can be planned. There is continuous monitoring to check whether the process is indeed leading to the desired result, and if not, adjustments are immediately made. The change process and outcome are deemed, more or less, to be independent of people.
- (3) Red – this change style achieves change by stimulating people by making it appealing to them to adjust their behavior. This is basically achieved by “bartering” where the organization provides facilities and rewards in exchange for people taking on responsibilities and trying their best to achieve the desired results of the change effort. To make this barter work in practice, management needs to care for and pay attention to employees, employees’ competencies have to be developed, a good fit between what people want and desire and what the organization needs has to be achieved and making the most of people’s talents is key.
- (4) Green – this change style motivates people to discover the limits of their competencies and to strengthen these by continuous learning. In this way, not only people will be further developed but also a learning organization is achieved, which will foster new and different organizational behaviors resulting in the desired change. For this to happen, the organization provides possibilities for coaching, simulations, feedback (formal and informal), action learning and leadership training.
- (5) White – this change style goes from the assumption that an organization can and will change autonomously, of its own accord, if the right energy is present or provided. Managers continuously search for opportunities for renewal and creativity in the organization, remove obstacles and explicitly rely on the strengths of people. Thus, self-organization is a core concept in this style.

The high-performance organization framework

The level of performance of an organization is going to be measured by the HPO framework. This framework was developed based on a descriptive literature review (phase 1) and empirical study in the form of a worldwide questionnaire (phase 2) ([Waal, 2006, rev. 2010, 2012a, b](#)). The first phase of the study consisted of collecting the studies on high performance

and excellence that were to be included in the empirical study. The identification process of the HPO characteristics consisted of a succession of steps. First, elements were extracted from each of the identified 290 publications. Because different authors used different terminologies in their publications, similar elements were placed in groups under a factor and each group – later to be named “characteristic” – was given an appropriate description. A total of 189 characteristics were identified. After that, the “weighted importance,” i.e. the number of times a characteristic occurred in the identified literature sources, was calculated for each of the characteristics. Finally, the characteristics with a weighted importance of at least 9% were chosen as the HPO characteristics that potentially make up a HPO, this were 89 characteristics. In phase 2, the 89 potential HPO characteristics were included in a questionnaire, which was administered during lectures and workshops given to managers all over the world. The respondents of the questionnaire were asked to indicate how well their organization performed on the various HPO characteristics on a scale of 1 (very poor) to 10 (excellent) and also how its organizational results compared with its peer group. These subjective measures of organizational performance are accepted indicators of real performance (Dawes, 1999; Heap and Bolton, 2004; Jing and Avery, 2008; Sing *et al.*, 2016; Vij and Bedi, 2016; Wall *et al.*, 2004). The questionnaire yielded 2015 responses of 1,470 organizations. With a factor analysis, 35 characteristics, categorized in five factors, with both a significant and a strong correlation with organizational performance were extracted and identified.

These five factors are:

- (1) *Management quality.* Belief and trust in others and fair treatment are encouraged in an HPO. Managers are trustworthy; live with integrity; show commitment, enthusiasm and respect; and have a decisive, action-focused decision-making style. Management holds people accountable for their results by maintaining clear accountability for performance. Values and strategy are communicated throughout the organization, so everyone knows and embraces these.
- (2) *Openness and action orientation.* An HPO has an open culture, which means that management values the opinions of employees and involves them in important organizational processes. Making mistakes is allowed and is regarded as an opportunity to learn. Employees spend a lot of time on dialogue, knowledge exchange and learning, to develop new ideas aimed at increasing their performance and make the organization performance-driven. Managers are personally involved in experimenting, thereby fostering an environment of change in the organization.
- (3) *Long-term orientation.* An HPO grows through partnerships with suppliers and customers, so long-term commitment is extended to all stakeholders. Vacancies are filled by high-potential internal candidates first, and people are encouraged to become leaders. An HPO creates a safe and secure workplace (both physical and mental) and dismisses employees only as a last resort.
- (4) *Continuous improvement and renewal.* An HPO compensates for dying strategies by renewing them and making them unique. The organization continuously improves, simplifies and aligns its processes and innovates its products and services, creating new sources of competitive advantage to respond to market developments. Furthermore, the HPO manages its core competences efficiently and sources out non-core competences.
- (5) *Employee quality.* An HPO assembles and recruits a diverse and complementary management team and workforce with maximum work flexibility. The workforce is trained to be resilient and flexible. They are encouraged to develop their skills to

accomplish extraordinary results and are held responsible for their performance, as a result of which creativity is increased, leading to better results.

The HPO research shows that there is a direct and positive relationship between the five HPO factors and competitive performance: the higher the scores on the HPO factors (HPO scores), the better the results of the organization, and the lower the HPO scores, the lower the competitive performance (de Waal and Goedegebuure, 2017). An organization can evaluate its HPO status by conducting an HPO diagnosis. During this diagnosis, management and employees fill in the HPO questionnaire, consisting of questions based on the 35 HPO characteristics with possible answers on an absolute scale of 1 (very poor) to 10 (excellent). The individual scores are averaged to scores on the HPO factors for the complete organization. These average scores indicate for which HPO factors and HPO characteristics the organization has to take improvement action to become an HPO.

Research approach

The study described in this article was part of a larger study into the drivers of success of franchise supermarkets in The Netherlands, the results of which were described in de Waal *et al.* (2017). In general, supermarket franchisers are owner-manager of their supermarket, and as such, they have two roles: that of the entrepreneur (i.e. owner but with limited business risk) and that of daily management of the activities in the supermarket (i.e. manager) (Dada *et al.*, 2012; Gilles *et al.*, 2020; Zolfagharian and Naderi, 2019). Especially the quality of that daily management and the managerial decisions taken have been shown to be of a decisive nature for the continuity of the supermarket (Ayup-Gonzalez *et al.*, 2019; Gilles *et al.*, 2020; Lafontaine and Shaw, 2005; Winter *et al.*, 2012). Thus, supermarket franchisers in their role of manager were the subjects of our study. In the aforementioned study, a questionnaire was constructed in which the following was asked: general information on the supermarket, its surroundings and its franchiser (i.e. manager); the results of the franchise; drivers of success according to the franchiser; role and time spending of the franchiser in the supermarket operations; the level of performance (according to the HPO framework); the preferred team role of the franchiser (using the Belbin team role model); and the change management approach of the franchiser (using De Caluwe and Vermaak's color theory). The questionnaire was sent to 400 supermarket franchisers who were all relations of Marshoek, an administrative and consultancy organization specialized in the Dutch supermarket industry. In total, 122 completely filled questionnaires were received back, which gave a response rate of 30.5%. The questionnaire scores for the participating franchisers was coupled with objective financial data about their supermarket (such as revenue, gross and net margins, share of fresh products) and store and store environment characteristics (such as floor space, socio-demographics profile of neighborhood, parking lots), provided by Marshoek and the Dutch Central Bureau for Statistics (CBS). For each supermarket, two years of recent financial data were available.

In the questionnaire, the franchisers were asked to indicate how they performed financially compared to their competitors, in terms of achieved sales volume and profit, having five answering options: (1) I performed the past few years very badly (belonging to the worst 10%), (2) I belong to the group of less-performing supermarkets, (3) I performed as an average supermarket, (4) I belong to the group of fairly successful supermarket franchisers and (5) I performed the past few years very well (belonging to the best 10%). To test if this perception was a good representation of actual performance, the perception scores were correlated with the net results as percentage of sales of the supermarkets, as obtained from the Marshoek database. The correlation turned out to be 0.55, with a significance $p < 0.001$, indicating there that the franchisers' perception is a good proxy for actual performance. Subsequently, franchisers' perception was related to their HPO scores. For this, the franchisers were first categorized in five groups according to their HPO score, and then for each of the groups, the average

perception score was calculated for revenue and for margin. It turned out that, as expected, the franchisers with the highest HPO scores indeed perceived their financial results (both in terms of revenue and margin achieved) to be better than those of franchisers with lower HPO scores.

Research results and analysis

To find relationships between the Belbin team roles, the De Caluwe and Vermaak colors and the HPO performance indicators, we computed correlations of the roles and colors with each of the separate components. The results are shown in [Table 1](#).

Belbin’s team role theory and the high-performance organization framework

[Table 1](#) shows that two of the eight team roles, as defined by Belbin, have positive significant correlations with four of the five HPO factors: chairman and plant. This means that it is crucial for a management team to have managers who fulfill as their major role one of these two particular roles in order for the team to be able to create and maintain an HPO. The *chairman* keeps the oversight on what is happening in the supermarket, prevents problems, coordinates so that everything runs smoothly in the supermarket, makes decisions and determines the priorities for staff about what needs to be taken care of. The *plant* is a strong networker, extroverted and thus able to stay in close contact with the supermarket’s suppliers, and with the chain’s headquarters, while also picking up signals from the supermarket’s customers about their wishes and needs. In addition, it is useful for a franchiser to play the role of *resource investigator* (positive correlation with two HPO factors) who is strongly analytical and always on the lookout for new products and services and ways to present the supermarket to clients.

Interestingly, [Table 1](#) also shows which two roles the supermarket franchiser should not play, as these are detrimental to success, illustrated by their significant *negative* correlations

Model	Type/Color	Management quality	Openness and action orientation	Long-term orientation	Continuous improvement and renewal	Employee quality
Belbin	Resource investigator	0.083	0.087	0.139	0.203*	0.154*
	Monitor evaluator	-0.260**	-0.202*	-0.233**	-0.195*	-0.301***
	Shaper	0.174*	0.019	0.096	0.092	0.125
	Chairman	-0.009	0.327***	0.247**	0.158*	0.235**
	Company worker	0.084	-0.076	-0.081	0.105	0.060
	Plant	0.224*	0.017	0.260**	0.173*	0.218*
	Completer finisher	-0.004	-0.073	-0.142	-0.053	-0.143
	Team worker	-0.240**	-0.051	-0.231*	-0.418***	-0.293**
De Caluwe and	Yellow	0.081	-0.119	-0.021	-0.055	-0.066
	Blue	-0.019	-0.241***	-0.068	-0.044	-0.037
Vermaak	Red	0.027	0.162**	0.150*	0.161**	0.147*
	Green	-0.017	0.218**	0.011	0.021	0.049
	White	-0.045	0.003	-0.059	-0.075	-0.092

Table 1. Correlations between HPO, Belbin and De Caluwe and Vermaak scores

Note(s): Correlations are significant at the *0.1 level, **0.01 level and ***0.001 level
For this correlation matrix, the Belbin scores were converted to a 0–100% scale by taking the score on a question and dividing it by the total score for each respondent

with the HPO factors: monitor evaluator and team worker. The *monitor evaluator* is all about caution and prudence (not making fast decisions, processing lots of information, weighting up before making decisions), while the franchiser as an entrepreneur has to be a quick decision-maker and action-taker. Likewise, the *team worker* focusses on creating an atmosphere of harmony and “not rocking the boat,” while franchisers as entrepreneurs have to be challenging, inspiring and pushing for extraordinary results, which, once in a while, might create (constructive) conflict. Just to make clear, these roles should still be present in the management team of the supermarket but should not be filled in by the franchiser him/herself.

Interestingly, Fisher *et al.* (1998) research into the workings of Belbin’s team role model revealed that team roles fall into two general categories. The first category clustered the roles of chairman, team worker, resource investigator and company worker and was labeled “relationship” because, according to the researchers (Fisher *et al.*, 1998, pp. 284–286), “chairman, team worker and resource investigator are good communicators, the chairman knowing how to use the team’s combined human resources, the team worker having a strong interest in people, and the resource investigator developing wide networks of external contacts; while the company worker works well with a broad cross-section of people.” The second grouping clustered plant, monitor evaluator, completer finisher and shaper, as these have a common “task” dimension. This is because the plant produces ideas and suggestions, which allow work to proceed; the monitor evaluator evaluates alternate courses of action when the team is facing crucial decisions; and the completer finisher and shaper are concerned with getting results and achieving team output. Table 1 shows that the three main roles are split over these two categories, two in the “relationship” category and one in the “task” category. Here we can draw a parallel with the debate in the management literature about whether there is a difference between a manager and a leader, or that the two roles should be combined in one person (de Waal, 2020). On the one hand, there is a group of authors who state there are clear differences between managers and leaders, where leaders are all about producing change and movement using vision and strategy and aligning people and motivating and inspiring employees, while managers are mainly concerned with obtaining and keeping order and consistency, doing planning and budgeting and staffing and focusing on controlling and problem-solving (Kotter, 1990, 1996). On the other hand, there are authors who argue there are many commonalities and overlaps between managers and leaders as both are concerned with achieving objectives and goals, require working with people and involve influencing others to work at achieving the organization’s goals. The two roles are blended and complementary because sometimes leaders manage and sometimes managers lead, using a mix of leadership and management behaviors (Darling and Nurmi, 2009; Nguyen and Hansen, 2016). The findings of Fisher *et al.* (1998) indicated that the latter is the case, that in fact leadership is not a distinct and separate activity but an aspect of managing (Toor, 2011). After all, the category “relationship” can be equated to “leadership behavior,” while the category “task” equals “management.” The type of person that combines the two categories (and thus in fact has at least two roles, a primary and secondary) is called a *managerial leader*. This type of leader is described as a person whose focus is on functions, tasks and behaviors, and that if these functions are carried out competently, the work of others in the organization will be facilitated (Leithwood *et al.*, 1999; de Waal, 2020). Our research results show that indeed a managerial leader is the best person for creating and maintaining an HPO, as there is a balance in the strongest role types: chairman and resource investigator at the leadership side, and plant at the manager side.

De Caluwe and Vermaak’s color theory and the high-performance organization framework

Regarding the colors of De Caluwe and Vermaak, Table 1 shows that there is basically only one color that has a positive significant relationship with most (four out of five) of the HPO

factors: red. This color indicates a change style that is all about the relationship between managers and employees, the caring attitude of managers toward employees and managers' interest in the development and best deployment of employees. This aligns especially with HPO characteristics "Management frequently engages in a dialogue with employees" and "Employees are always involved in important processes" (belonging to HPO factor *openness and action orientation*); "In the supermarket, both financial and non-financial information is reported to employees" (*continuous improvement and renewal*), "The supermarket is a secure workplace for employees" (*long-term orientation*) and "Employees want to be inspired to accomplish extraordinary results" and "Employees are trained to be resilient and flexible" (*employee quality*).

The color red being the primary change style during the creation of an HPO matches with the outcome of recent research into the practices that have helped organization to implement and apply the HPO Framework in a successful manner (de Waal, 2018). In this research, based on a review of 15 years of HPO transformations, eight distinctive practices were identified that help organizations to make a successful transformation. Four of these practices were related to the behaviors of the organization's members that are required during the HPO transformation. One specifically was about managers' change style, which was circumscribed as "Make sure management has an active attitude during the HPO transformation." This active attitude entailed managers, among others, frequently conducting a dialogue on HPO with employees, having a lot of informal contact with employees (to get to know better what is happening on the shop floor in general and specifically with regard to the HPO transformation) and actively soliciting ideas and opinions of employees and then – clearly visible for the employees – doing something with these ideas and opinions. These are all behaviors that can be found in the red change management style.

Conclusion, limitations and future research

In this article, we attempted to answer the question, for the supermarket sector, whether *all* types of managers are important to organizational success or only *certain* types of managers. The results of our study clearly indicated that the answer is the latter: there are specific types of managers, in the sense that these managers have specific roles they play and specific change styles they apply, that seem to be more effective in creating and maintaining a high-performing supermarket. In itself the fact that certain types of managers in certain contexts are more effective than others is not a new finding (see e.g. Barbuto *et al.*, 2010; Harvard Business Review, 2018; Levenson *et al.*, 2006; Tuulik and Alas, 2005), but this is the first time specific team roles and a specific change style have been found that will help managers to create and maintain an HPO, in this case, a high-performing supermarket. This new finding, thus, adds to the literature on high performance and HPOs. Practically, the research results will help and guide supermarkets in the composition of their management team, as franchisers now know what types of roles need to be fulfilled to establish an effective supermarket management team.

There are several limitations to be found in our research. As we have only researched supermarkets in The Netherlands, we have to be careful to generalize our findings to other Dutch organizations or other countries. This will take more research in different industries and different countries. Another limitation is that the study findings are valid for a cross-section of supermarkets as we did not make a difference between size of supermarkets and type of managers. Again, this requires more research with a bigger research population. A promising avenue for further research is to repeat the present study in various sectors to see whether specific types of successful managers can also be discerned for these sectors. Finally, we did not conduct qualitative research (e.g. interviews) to get more details on the actual activities performed and behaviors shown by franchisers; this could also be a nice follow-on research.

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Appendix

This appendix provides the three parts of the questionnaire that was used in the research.

Personal role in the management of the supermarket (Belbin)

The English leadership expert Prof. Dr. Belbin has distinguished various roles that every manager has to a greater or lesser degree. Would you like to indicate to which degree this role suits you? (1 = not applicable at all to me, 7 = very applicable to me).

Role and description	To what extent applicable? (Give score from 1-7)
Resource investigator: comes up with surprising new solutions, generates visions of the future, is a source of innovation and is unique	
Monitor evaluator: protects the team from making bad or fast decisions, is critical, processes a lot of information, is analytical, weighs up and weighs before making an important decision	
Shaper: driven, energetic, strong-willed, ensures that things are carried out, likes to take risks, pushes the team to success	
Chairman: gives space to ideas from the team, coordinates, works according to protocol, uses strengths of team members, determines priorities, summarizes and makes decisions	
Company worker: is disciplined, solid and orderly and likes structures, a true organizer, has a "getting things done" mentality	
Plant: is a strong networker, seeks information and is extroverted, enthusiastic about all opportunities, maintains contacts, stimulates innovation by making connections	
Completer finisher: checks whether the dots are on the <i>i</i> , adheres to the schedule, is very involved in the ups and downs of personnel and organization, finds it essential that the tasks are carried out in a timely and correct manner	
Team worker: is loyal to colleagues, keeps the team together, avoids conflicts, illuminates and illuminates, creates a good atmosphere and a high degree of togetherness	

Change management: the entrepreneur as a driver of change (De Caluwe and Vermaak)

The attached test has been developed to see what your vision is regarding change. The test consists of 30 sets of two statements. Read the statements below and always choose the statement (A or B) that best suits your vision of change. Circle your answer. It is about your beliefs: what you think works well, what you think is a desirable and realistic approach. There are no right or wrong answers. In some cases, it is still possible that neither of the two statements is very characteristic of you. Then choose the statement that best applies to you.

- | | | |
|---|---|--|
| 1 | A | A change can only be successful if the main actors support it |
| | B | A change can only be successful if you use people's own energy and strength |
| 2 | A | Things will change if you motivate and entice people |
| | B | Things will change by using power, status or influence |
| 3 | A | Organizations change by ensuring that people hold up mirrors to each other |
| | B | Organizations change when people follow their calling |
| 4 | A | Something changes if an enticing perspective can be sketched for/with those involved |
| | B | Something changes when a dialogue arises between multiple perspectives |

(continued)

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- 5 A A change agent must ensure that the main actors change their views so that they can live with them
B A change agent must ensure that people listen to and learn from each other
- 6 A An organization only changes when people develop
B An organization only changes if you know what you want as an organization to achieve
- 7 A It is important that thinking and doing follow as closely as possible
B It is important that people feel understood, receive respect and experience connection
- 8 A Organizations can only change if you first analyze the best solution
B Organizations can only change if you align the most important people
- 9 A Organizations change by paying attention to people and investing in them
B Change goals and approaches should not depend too much on the people they affect
- 10 A You need to reduce complexity as much as possible in change processes
B In a change process, you have to see and use the dynamics/complexity
- 11 A It is useful to build in time pressure and a sense of urgency to make important decisions
B To get movement, it makes sense to create space (to demolish "holy houses" and existing power relations)
- 12 A A good atmosphere is important for the success of a change process
B Forming coalitions is important to change things or people
- 13 A Organizations can only change if a clear result/goal has been formulated in advance where you want to go
B Organizations can only change if you understand the history of an organization and respond to it
- 14 A In an effective change process, there must be room to negotiate
B An effective design must precede an effective change process
- 15 A A change agent must first create a safe learning environment by drawing up interaction rules and by being a role model
B A change agent must have a good sense of humor and use it: nothing is sacred
- 16 A A change agent must ensure that all activities contribute to the result
B The empathy of a change agent helps people to express themselves and encourages them to communicate better with each other
- 17 A Something changes if you give people something back for what they give the organization
B Something changes when you help people gather new insights
- 18 A Change needs space, but also incentives; otherwise, it will be come boring
B Careful embedding of a change process is important: you have to manage expectations
- 19 A A change agent must offer opportunities and possibilities for the personnel
B A change agent must monitor progress based on predefined criteria and standards so that he/she can make adjustments based on these
- 20 A Organizations change when policy first changes
B Organizations change when people change
- 21 A A change agent must be able to discern deeper forces behind problems, so that he/she can intervene in them
B A change agent must be knowledgeable and able to work systematically
- 22 A A change agent must ensure that he/she keeps the change process stable and manageable as much as possible
B A change agent must ensure that interests are weighed as carefully as possible
- 23 A Things improve when people feel welcome
B Things improve when richer meanings are sought
- 24 A A change agent must first of all be curious
B A change agent must first of all be careful
- 25 A Communication between all parties involved is an indispensable factor in a change process
B Good analyzes and benchmarks are decisive for the success of change
- 26 A A change agent must be him/herself, however confrontational that may turn out to be
B A change agent seeks the balance between continuous reflection and the use of existing knowledge

(continued)

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- 27 A If a change agent has to choose, it is best to invest his/her energy in changing a hard aspect of the organization (structure, systems, strategy)
 B If a change agent has to choose, it is best to invest his/her energy in changing a soft aspect of the organization (management style, culture, personnel)
- 28 A It is important to make people aware of what they are doing so that they can make their own choices without too many problems
 B It is important to limit the number of degrees of freedom in case of change; otherwise, people will never agree
- 29 A A change agent must ensure that people agree
 B A change agent must pay attention to people
- 30 A A change agent must gain a great deal of insight into the forces and networks surrounding a problem
 B A change agent must gain a lot of insight into the patterns that maintain the problem
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High-performance organization framework (De Waal)

This part of the questionnaire lists the 35 characteristics of the five HPO factors and the scores for the participating supermarkets. Please indicate, on a scale of 1 (not at all) to 10 (completely), whether the statement is valid for your supermarket. Again, there are no right or wrong scores, it is about your personal opinion.

HPO factor

Continuous improvement and renewal

- (1) The supermarket has adopted a strategy that sets it clearly apart from other supermarkets
- (2) In the supermarket, processes are continuously improved
- (3) In the supermarket, processes are continuously simplified
- (4) In the supermarket, processes are continuously aligned
- (5) In the supermarket, everything that matters to performance is explicitly reported
- (6) In the supermarket, both financial and non-financial information is reported to employees
- (7) The supermarket continuously innovates its core competencies
- (8) The supermarket continuously innovates its products, processes and services

Openness and action orientation

- (9) Management frequently engages in a dialogue with employees
- (10) Employees spend much time on communication, knowledge exchange and learning
- (11) Employees are always involved in important processes
- (12) Management allows making mistakes
- (13) Management welcomes change
- (14) The supermarket is performance driven

Management quality

- (15) Management is trusted by employees
- (16) Management has integrity
- (17) Management is a role model for employees
- (18) Management applies fast decision-making
- (19) Management applies fast action-taking
- (20) Management coaches employees to achieve better results
- (21) Management focuses on achieving results
- (22) Management is very effective
- (23) Management applies strong leadership
- (24) Management is confident
- (25) Management is decisive with regard to non-performers

(continued)

HPO factor

Employee quality

- (26) Employees want to be held responsible for their results
- (27) Employees want to be inspired to accomplish extraordinary results
- (28) Employees are trained to be resilient and flexible
- (29) The supermarket has a diverse and complementary workforce

Long-term orientation

- (30) The supermarket maintains good and long-term relationships with all stakeholders
 - (31) The supermarket is aimed at servicing the customers as best as possible
 - (32) The supermarket grows through partnerships with suppliers and/or customers
 - (33) Management has been with the company for a long time
 - (34) The supermarket is a secure workplace for employees
 - (35) New management is promoted from within the supermarket
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