



03-304M

Session

Christian Mai

German Graduate School
University of Hohenheim
Bildungscampus 2
74076 Heilbronn, Germany
christian.mai@ggs.de

Regina-Viola Frey

German Graduate School
University of Hohenheim
Bildungscampus 2
74076 Heilbronn, Germany
Regina.frey@ggs.de

Marion Büttgen

University of Hohenheim
70593 Stuttgart, Germany
buettgen@uni-hohenheim.de

Kazuhiro Hashimoto

Yamaguchi University, Japan
s014ht@yamaguchi-u.ac.jp

Rie Takanami

University of Occupational and Environmental
Health, Japan
takanami@health.
uoeh-u.ac.jp

Masakazu Takahashi

Yamaguchi University, Japan
masakazu@yamaguchi-u.ac.jp

Personality Traits of Chief Executive Officers in Service Firms

Recently, rising attention has been paid to company leadership due to the notion that managers play a crucial role in companies' success. CEOs not only as spearheads of companies but as role models, are held responsible for corporate success. Research into the individual personality traits of CEOs as a means of predicting job performance has been the focus of many previous studies, while literature on human resource management within service firms and leadership of service firms has not yet identified promising personality traits for successful leadership.

We therefore analyzed the personalities of the top 30 German CEOs of DAX-listed companies as examples of highly successful managers, testing whether CEOs of service firms differ from those of manufacturing firms. Personalities were analyzed through judgments at zero acquaintances by 140 students. Test subjects were asked to evaluate profiles of each manager, which were presented in an anonymous form, via a 30-items survey of the NEO-FFI with its dimensions neuroticism, extraversion, openness, agreeableness and conscientiousness. Within the sample of the top 30 DAX-listed companies, 12 could be assigned to the service sector. Data concludes that top executives of service firms are slightly more extraverted, score slightly higher in openness and conscientiousness and appear more agreeable than those of manufacturing firms. The findings also exhibit clear distinctions between CEO personalities and the average population personality.

Future research might address how the personalities of successful managers differ from those less successful and might yield sets of personality traits serving as assessment criteria for top managers.

Implementing Service Software for Smart Communications between the Board and the Employees

It is crucial for corporate management that the managers know whether their intention, reflected on the management policies, is adequately communicated to the front line employees or not. In general, the management policies are communicated by text to the front line. The linguistic characteristics of Japanese text especially multiply the ineffective communication of intentions. The characteristics are, for example, that it is necessary to read the text until the end to judge if it is positive or negative, or that ideographs are often used. With these characteristics, Japanese text contains ambiguity by nature.

This paper provides the board meeting proceedings analysis with text mining. Corporate management is executed based upon the decision made by the board meeting in general. However, the research which considered the contents of proceedings left behind the minutes of the company, and the relation of corporate profit with text mining is not enough so far. Therefore, we make an intensive research at a Japanese food retailing chain store for the board meeting proceedings analysis with text mining to capture the change of the board meeting contents. As a result, the shift in the proceedings contents from short-term, store-based measures to long-term, corporate based planning coincides with the improvement of corporate performance. Based on the findings, we propose support systems of board-employee communication for chain stores, and give some implications.