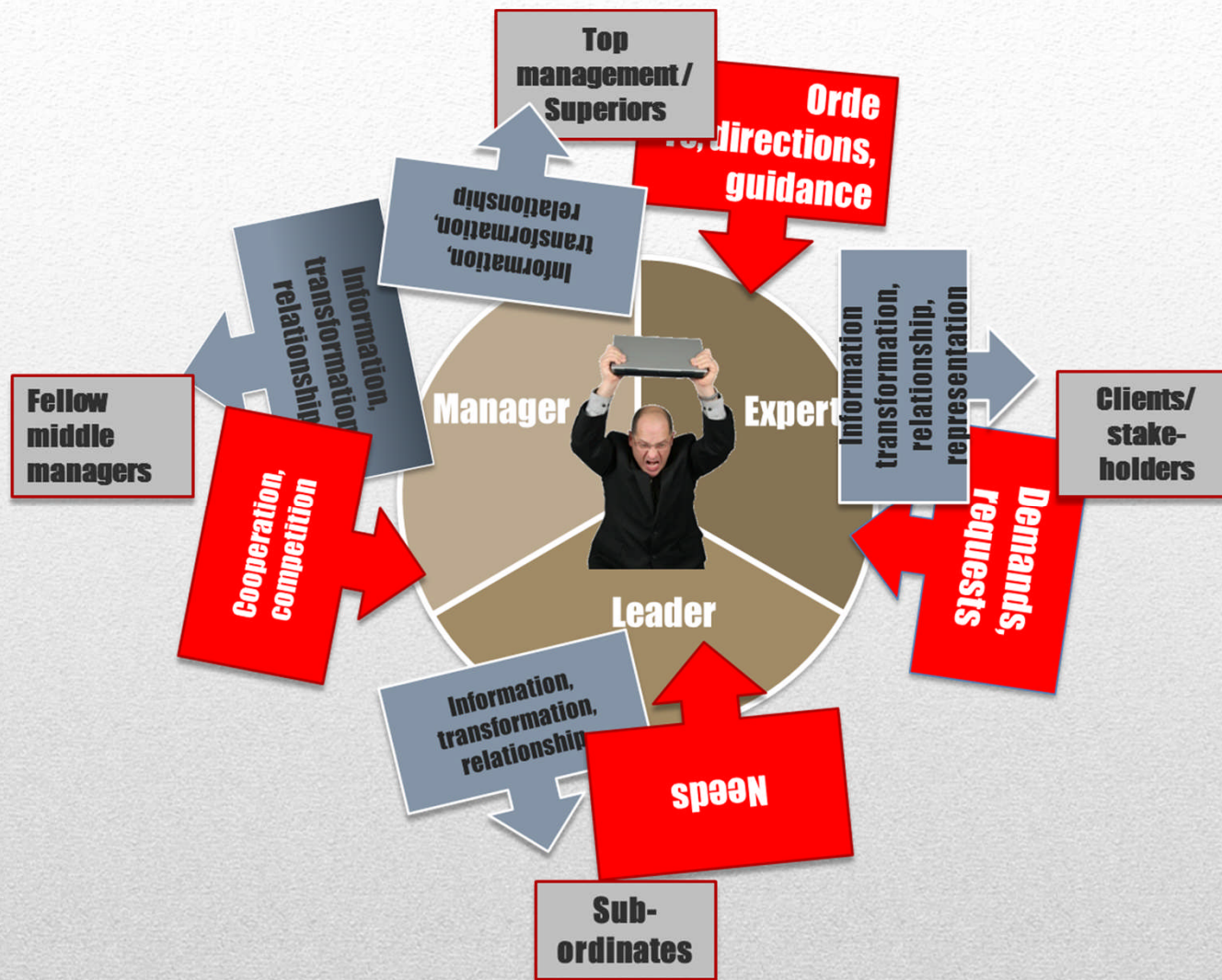




Target setting and compensation of middle managers

An empirical analysis

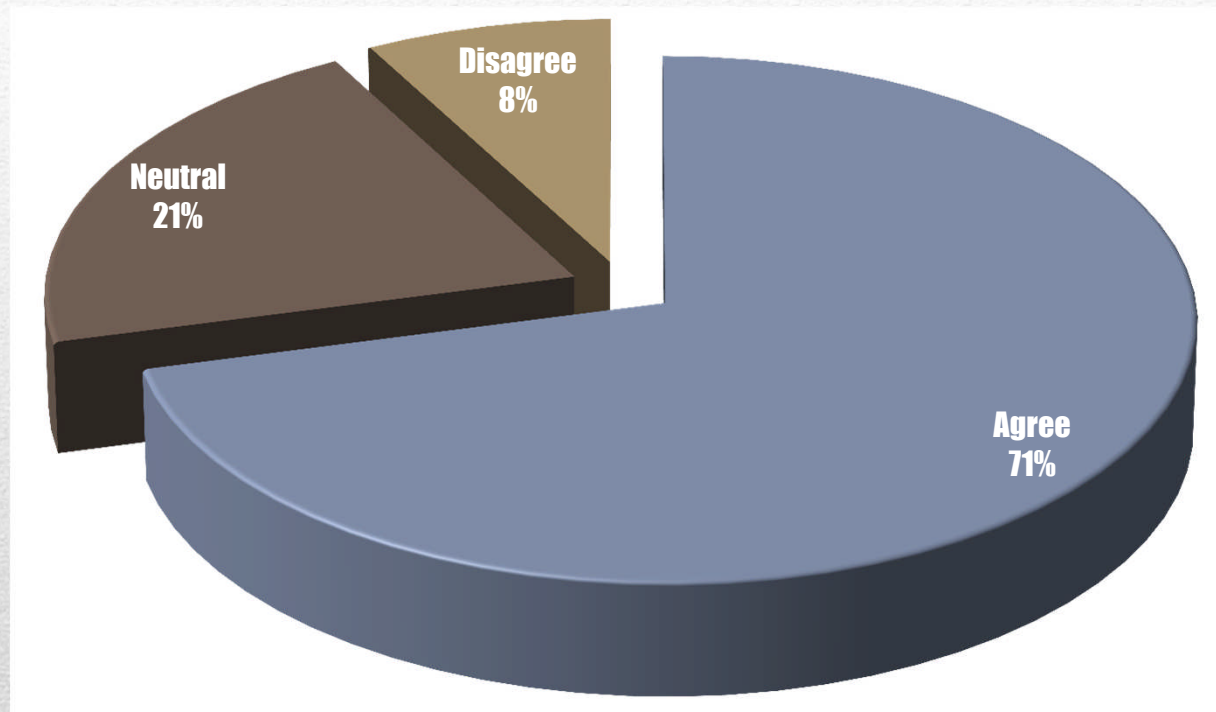


Caught in the middle

2

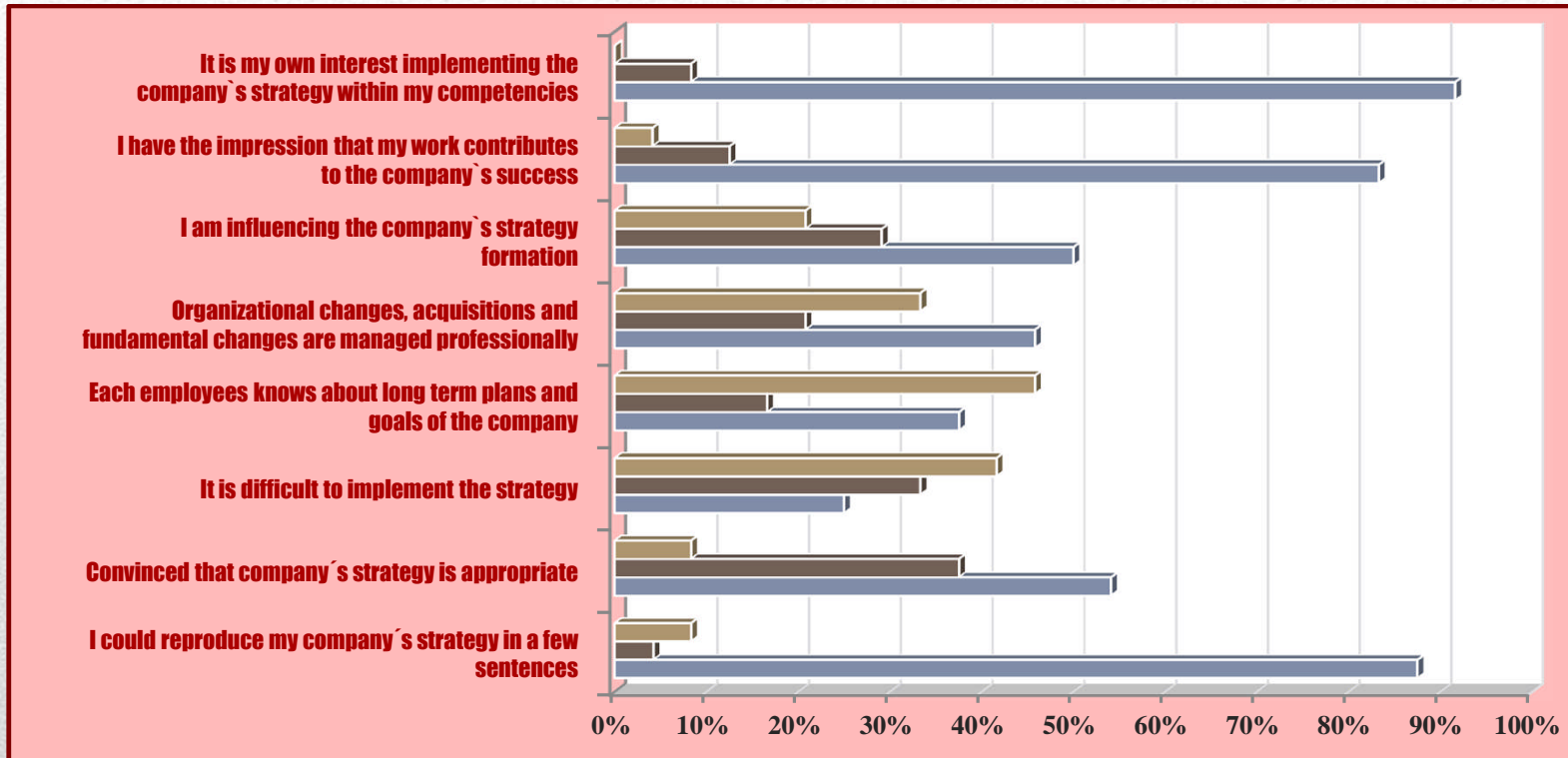
The middle manager caught in the middle of hierarchical and external influences.
 Source: Author, adapted from Siemann (2012), p. 124 and Hölterhoff et al. (2011) [online], pp. 13, 31, 42.

Risk of losing one's job is low



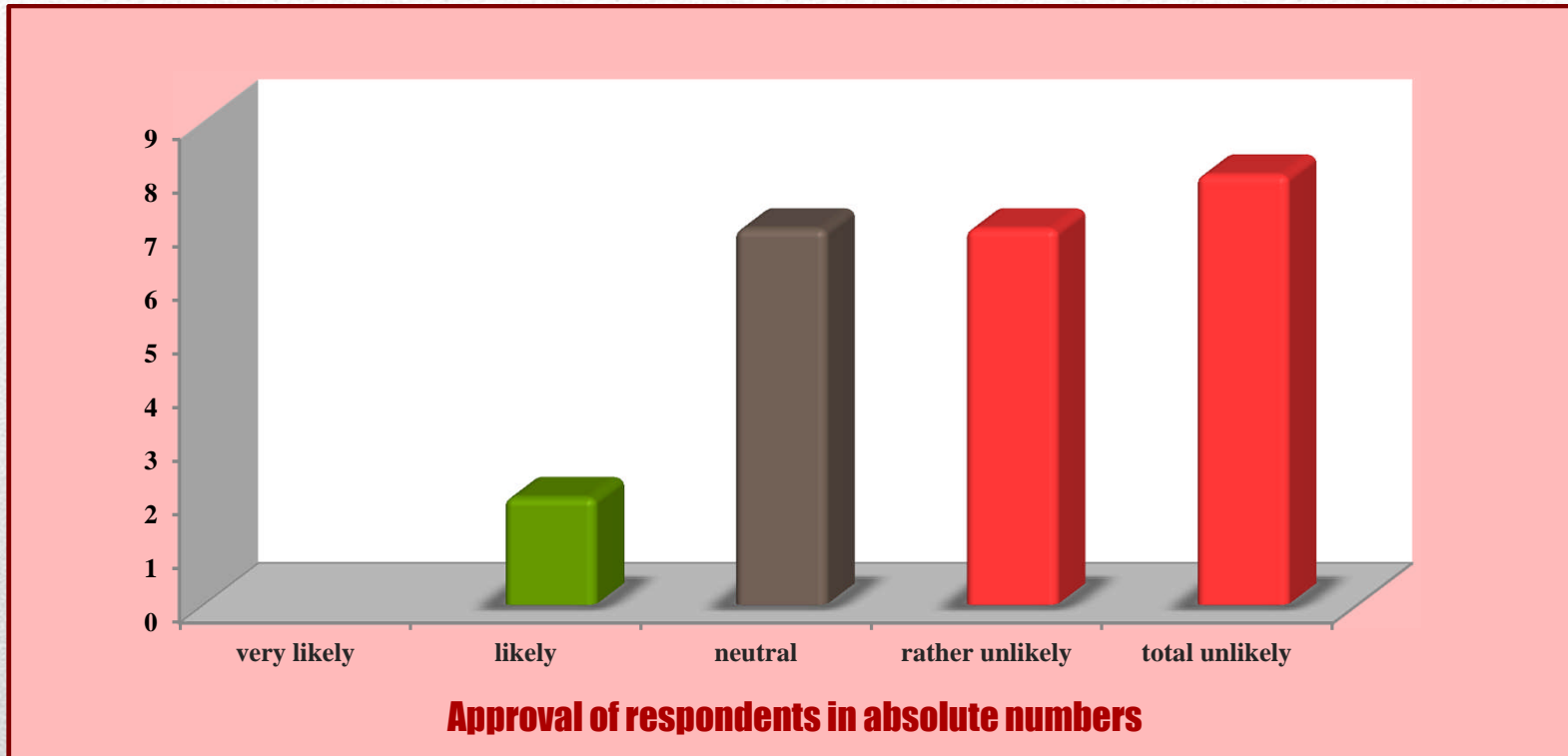
Strategy-related questions: Approval in %

■ Disagree ■ Neutral ■ Agree



Commitment zur Unternehmensstrategie inkl. Bewertung von Komplexität, Informationsfluss und dem Handling von Strategieprozessen durch die Unternehmensführung

Self-assessed likelihood of promotion



Selbsteinschätzung der Wahrscheinlichkeit einer Beförderung innerhalb der nächsten 3 Jahre

5

Average proportion of target category in %

Category	Actual	Target
Individual	36.00	46.27
Team	37.81	34.41
Company	34.47	32.50

Vergleich Ist gegen Wunsch-Zielverteilung der einzelnen Zielkategorien in %