

The Managerial And Organizational Style is a written description of the respondent's preferred managerial styles in significant areas.

## **MANAGERIAL AND ORGANIZATIONAL STYLE**

### **Preferred Style when Planning:**

#### **POLICIES AND PROCEDURES**

- . Remains independent of group values and pressures
- . Applies authoritarian methods as base of company policy and planning
- . Emphasizes competition, individual resource and reward by merit
- . Ensures a high degree of personal achievement
- . Bases planning on individual prerogative

#### **SETTING OBJECTIVES**

- . Emphasizes competitive advantage as a desirable basis for adopting company objectives
- . Provides personal, emotional challenge with difficult, definite goals

#### **IMPROVING OPERATIONS**

- . Encourages individual initiative and ideas in improvement planning
- . Emphasizes personal direction of individuals
- . Emphasizes financial incentive as the basis for improvement



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### **Preferred Style when Planning(cont.):**

- . Emphasizes individual thinking and an unstructured background for problem-solving

### **Preferred Style when Organizing:**

#### **ESTABLISHING RELATIONSHIPS**

- . Carefully defines respective boundaries of authority and encourages direct debate
- . Emphasizes competition as best means of establishing practical relationships
- . Exercises a loose control over liaison; emphasizes creative contribution of individuals

#### **PROMOTING TEAMWORK**

- . Organizes teams as loose confederations of individuals

#### **COMPENSATING**

- . Bases compensation on immediate and practical results and tangible benefits
- . Considers demanding work to be largely its own reward

#### **ASSIGNING RESPONSIBILITIES**

- . Allocates tasks to individuals in each team, making them personally responsible



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#### **Preferred Style when Organizing (cont.):**

- . Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up
- . Bases assignments on the assumption that good staffing is a highly complex and demanding process

#### **DELEGATING**

- . Formally defines chain of command by personal, one-on-one delegation of responsibility

#### **IMPLEMENTING**

- . Initiates action with the support of superior authority
- . Sets projects in motion without concern for the status quo

#### **Preferred Style when Directing:**

#### **COMMUNICATING**

- . Emphasizes personal authority and influence in communicating

#### **MOTIVATING**

- . Views teams as separate from personal effort
- . Gives individuals close, firm direction
- . Motivates through competitive advantage, rivalry and the power of money



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#### **Preferred Style when Directing (cont.):**

- . Motivates employees by demands of emotionally challenging tasks
- . Allows employees to express individuality without undue structural constraints

#### **NEGOTIATING**

- . Emphasizes face-to-face debate, gaining edge on opponent
- . Emphasizes financial gains and spirit of competition in negotiating
- . Combines ability to hold firm position with awareness of personal deficiencies
- . Places emphasis on being individualistic and unorthodox in dealing with opponents

#### **CORRECTING**

- . Regards problems as the result of individual mistakes
- . Solves problems by open debate and airing of disagreement and conflict
- . Encourages competition and financial incentives as means of diverting employees from unprofitable practices
- . Sees own mistakes and encourages remedial action



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### Preferred Style when Directing (cont.):

#### DEVELOPING PERSONNEL

- . Gives personal assignments and rewards
- . Achieves effective performance as a by-product of high morale coupled with high expectations
- . Emphasizes uniqueness, individuality and diversity

### Preferred Style when Controlling:

#### REVIEWING PERFORMANCE

- . Makes outspoken evaluations of performance
- . Views performance in terms of ability to respond positively to difficult, emotionally challenging situations

#### DISCIPLINING

- . Enforces rules on an individual level
- . Defines and limits freedom by imposing authority directly
- . Enforces strict rules to achieve maximum compliance with management's objectives

#### SETTING PERFORMANCE STANDARDS

- . Evaluates individual responsibility and initiative when setting standards and determining expected compliance



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### **Preferred Style when Controlling (cont.):**

- . Links standards to financial rewards and personal advancement
- . Sets up a standard of performance that demands strong personal response

### **CONTROLLING COSTS**

- . Evaluates procedures rigorously to determine better ways of doing things

### **REPORTING**

- . Centers authority and accountability in spoken, personalized reporting on a person-to-person basis
- . Assesses individuals on the basis of unique contributions to the corporate effort

### **MAINTAINING QUALITY/QUANTITY PERFORMANCE**

- . Maintains performance by personal face-to-face supervision
- . Focuses attention on high, but realistic, standards of service and performance

### **MANAGING CHANGE**

- . Takes appropriate individual action when changes in circumstances necessitate it
- . Allows employees to adapt themselves individually to changes in circumstances

