Decision Style Profile

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March 7, 2012

74	93	85	48
Directive Style	Analytical Style	Conceptual Style	Behavioral Style

Analytical	Conceptual	
Your Score: 93	Your Score: 85	= 178 (Ideas)
VD D [B] LP	VD D [B] LP	
Directive	**Behavioral**	
Your Score: 74	Your Score: 48	= 122 (Action)
VD D [B] LP	VD D [B] LP	

Left Brain: 167   Right Brain: 133   Total Score: 300
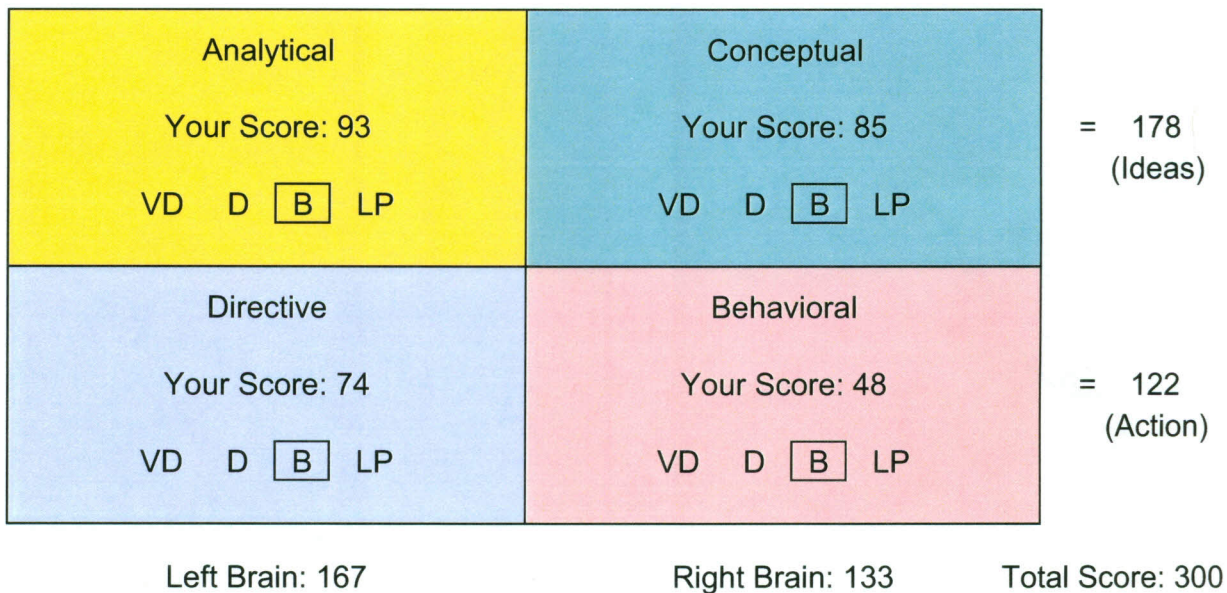
Key: VD = Very Dominant
      D = Dominant
      B = Back-up
      LP = Least Preferred

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THE ANALYTICAL STYLE

This style is characterized by the tendency to over-analyze a situation, or to always search for the best possible solution. People with this style often reach top posts in their companies, and while very technical in their outlook, they can often be autocratic. This style responds well to new requirements. There are a number of characteristics typical of this style. They want to be considered the best person in his/her field and enjoy challenging assignments with considerable variety. Generally they are good at detail planning when they have to do it. When Analytical executives use this style extensively, some people consider him/her a little too disciplined and precise, and can feel that it takes them forever to make a decision. This style may be summarized as follows:

PSYCHOLOGICAL ASPECTS:

Focuses on: Tasks and technical problems involving a logical approach.

Considers: Every aspect of a given problem.

Acquires information: By careful analysis, using a large number of data.

Evaluates information: Through abstract thinking, avoiding incomplete data.

Complexity: High tolerance for ambiguity, innovative in solving problems.

LEADERSHIP STYLE:

Characteristics: Intellectual, ingenious, wants control.

Social Orientation: Impersonal, skilled in organizing facts, establishes controls, prefers limited control by others.

Task Orientation: Applies rigorous analysis, prepares elaborate, detailed plans.

Motivation: Enjoys complex situations with variety and challenge, wants to be able to predict outcomes.

BEST ORGANIZATIONAL FIT:

Impersonal, planning, solving complex problems, science, engineering, and so on.

MAJOR CRITICISM:

Too dogmatic, over-controlling, impersonal, careful, abstract or mathematical, sometimes too slow.

THE CONCEPTUAL STYLE

This style is characterized by creativity and a broad outlook, although they may rely too much on intuition and feelings. They are good at getting along with others, enjoy having discussions and are willing to compromise. This style is curious and open-minded, but wants independence and dislike's following rules. Conceptual executives are perfectionists, want to see many options and are concerned about the future. They tend to be creative in finding answers to problems and can easily visualize alternatives and consequences. They tend to closely associate with their organization and value praise, recognition, and independence. They prefer loose control and are willing to share power. If this is a dominant style, they will use it frequently. Typically such individuals are very imaginative and on occasion could be considered dreamers. This style is summarized below:

PSYCHOLOGICAL ASPECTS:

Focuses on: People and broad aspects of a problem

Considers: Many options and future possibilities

Acquires information: By using intuition and discussion with others

Evaluates information: By integrating diverse cues to reach conclusions, applying judgment

Complexity: High tolerance for ambiguity, takes risks, and is very creative

LEADERSHIP STYLE:

Characteristic: Is insightful and enthusiastic

Social Orientation: Very personal, shows concern for others' views, can smooth over difficulties, is well liked

Task Orientation: Is adaptive and flexible, uses intuition, seeks new ideas

Motivation: Seeks recognition from others, wants independence, enjoys achieving personal goals

BEST ORGANIZATIONAL FIT:

Loose, decentralized settings, open or organic organization

MAJOR CRITICISM:

Is a dilettante, too idealistic, "indecisive," imaginative, slow, difficult to control

THE DIRECTIVE STYLE

This style is characterized by its practical orientation, and its emphasis on the "here and now". People with this style tend to use data that focus on specific facts and to prefer structure. They are action oriented and decisive, and look for speed, efficiency, and results. People with this style can be autocratic and exercise power and control. Their focus is short range, and they tend to have the drive and energy needed to accomplish difficult tasks. They also focus on problems internal to the organization. Interestingly, they sometimes feel insecure and want status to protect their position. Following is a summary of the characteristics of this style.

PSYCHOLOGICAL ASPECTS:

Focuses on: Tasks and technical problems.

Considers: Facts, rules, and procedures.

Acquires information: By sensing and using short reports with limited data.

Evaluates information: Using intuition, experience, or rules.

Complexity: Has a low tolerance for ambiguity and needs structure.

LEADERSHIP STYLE:

Characteristics: Is practical, matter of fact, authoritarian.

Social Orientation: Is impersonal; needs power and status; is forceful; dislikes committees and group discussions.

Task Orientation: Is quick; is action and results oriented.

Motivation: Situations with measurable achievement potential, tangible rewards.

BEST ORGANIZATIONAL FIT:

Structured, goal-oriented, such as bureaucracies, or where power and authority are important.

MAJOR CRITICISM:

Too rigid, impersonal, simplistic, autocratic

BEHAVIORAL STYLE

This style is the most people-oriented of all four. They enjoy being involved with people and exchanging views with them. They are good listeners and are interested in others. Executives with this style are very supportive, receptive to suggestions, show warmth, use persuasion, accept loose control, and prefer verbal to written reports. They tend to focus on short-run problems and are action oriented. This style is typical of individuals who want acceptance and are willing to share with others. The behavioral style is summarized below:

PSYCHOLOGICAL ASPECTS:

Focuses on: People, social aspects of the work situation

Considers: Feelings, well-being of others

Acquires information: By sensing, listening, and interacting with others

Evaluates information: Using feelings, instincts

Complexity: Has a low tolerance for ambiguity

LEADERSHIP STYLE:

Characteristics: Sociable, friendly, supportive

Social Orientation: Talent for building teams, encourages participation

Task Orientation: Is action oriented, holds meetings

Motivation: Acceptance by peers, avoidance of conflict

BEST ORGANIZATIONAL FIT:

Well-designed, people-oriented, collegial settings

MAJOR CRITICISM:

Too concerned about others; too "wishy-washy," sensitive, can't make hard decisions, can't say no

Theory 'X', 'Y', and 'Z' Managerial Profile

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This managerial profile reflects a philosophy that is most in alignment with
a Stage _____ level of development.
(See Stages of Organizational Development: An Overview of Characteristics.)

	X	Y	Z
	15	60	45
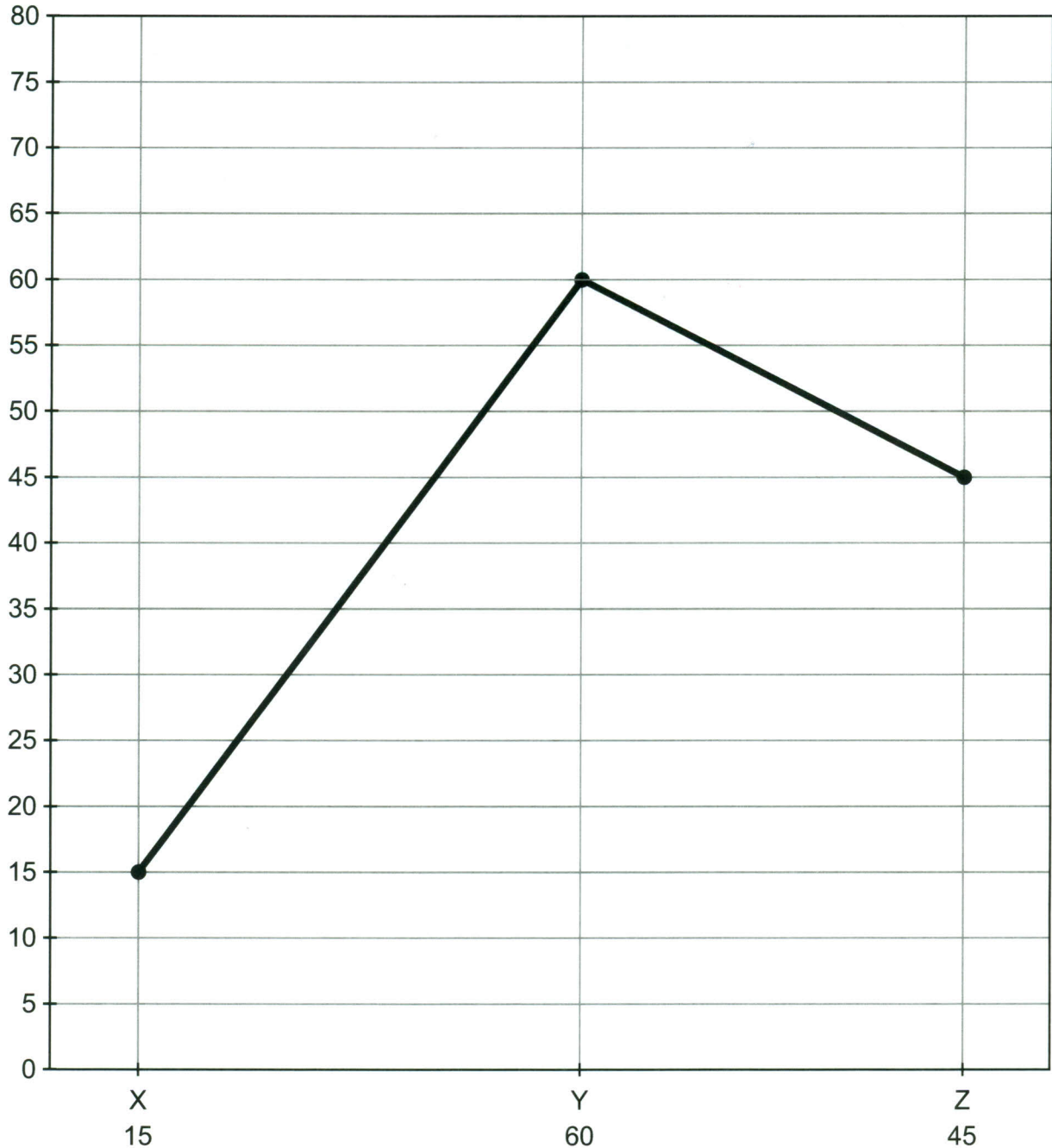
INTERPRETATION OF THEORIES "X," "Y," AND "Z"

THEORY "X":

This management style's philosophy is based on a view of human nature embodied in these statements:

1) "People have a natural aversion to work."
2) "People need to be coerced, controlled, and threatened to get them to put forth that which will achieve the organization's goals."
3) "The average person prefers to be directed, wishes to avoid responsibility, has little ambition, and cherishes security more than anything."

Theorists now ask how much of the behavior described in the three statements is inherent, and how much is learned from bosses who manage under those assumptions. Perhaps the assumptions become self-validating— "Workers who are always treated as though they are lazy tend to behave that way."

THEORY "Y":

This is the management style which spawned thousands of management training programs in North America during the 60's and 70's. The theory's basic assumptions are:

1) The expenditure of physical and mental effort in work is as natural as play or rest.
2) External control and threats are not the only means for bringing about effort toward organizational goals, and in fact, people will exercise self-direction and self-control to achieve the goals they find important.
3) A commitment to a goal is proportional to the reward associated with achieving the goal.
4) Under proper conditions, the average human being learns to not only accept, but to seek responsibility.
5) The capacity to exercise a relatively high degree of imagination, ingenuity, and creative solutions to problems to present in a wide, not a narrow, segment of the population.
6) Under conditions of modern industrial life, the brainpower of the average human is only partially utilized.

THEORY "Z":

UCLA Professor Ouichi concludes Japanese managers get more from their employees (and thus reach objectives more profitably) than do North American managers because the whole structure of Japanese society fosters mutual trust and cooperation. Theory "Z"'s basic assumptions for management of people are:

1) Long-term, even a lifetime, employment is expected by both managers and employees.
2) Everyone needs opportunities to "grow."
3) The best decisions are group decisions using input from both managers and employees.
4) Subordinates are whole people at work, as opposed to being viewed as titles or units of production.
5) Management has a broad concern for subordinate well-being; trust between groups and individuals occurs when all have the same goals—the good of the organization.
6) Cooperation, rather than competition, is the basis for relationships within the organization.

STAGES OF ORGANIZATIONAL DEVELOPMENT:
An Overview by Characteristics
Adapted by Bartell & Bartell, Ltd.,

STAGE I:
- Autocratic environment.
- Often founder operated.
- Tough "9/1 " manager.
- "You will be happy if you do your job."
- Clear hierarchy of power.
- Tight inner controls.
- Suppression of feelings and impulses.
- Low tolerance for ambiguity.
- Authoritarian management structure.
- Rationalization used as defense mechanism.
- "Cluster" managers most successful.
- "Star" communication patterns used.
- Managerial philosophy of "Theory F" — fear is used.

STAGE II:
- Benevolent environment.
- "Family" orientation—often paternalistic or maternalistic (in immature Stage II type organizations employees may act like "orphans" or teenagers").
- In TA terms, "Parent - Child" communication patterns are used.
- Informal managerial influence is achieved through giving security and affection or withholding of such (big brother/sister protection).
- Employee "dependence" and "resistance" is tolerated or even goes unnoticed by management.
- Rewards and punishment are the control system.
- Managerial philosophy reflecting "Theory F" and "Theory X" are primarily used.

STAGE III:
- Advisory environment.
- Movement away from considering the management group to be the primary source of motivation, wisdom and decision making.
- Pyramidal organizational structure formally exists and is adhered to.
- Management uses survey data, training program, rational communication nets, and external consultants to make the decision process more scientific, rational, and thus more predictable.
- Focus of management now starts to consider the "people" side of production — strategic planning attempts to take into account the employee perspective in its planning versus just the product or service being delivered.
- Managerial philosophy "Theory X" and "Theory Y" are cited most often.
- Job and personal life are projected as two very separate roles.

STAGE IV:

- Participative environment.
- Structured work teams become the building blocks of the organization.
- Trust is openly a value.
- Management focus shifts to participation, consensual decision making and choice
- Often this stage is seen as the "ideal" form of corporate environment, but this form is still a leader-centered environment and the organization is still only as effective as the leader is effective.
- The Matrix organizational design is often seen in beginning form.
- The management style is "9/9 "—emphasis on product and organization.
- Managerial philosophy "Theory Y" is often used along with "Theory Z."

Note: Each stage tends to further mute the influence of the central leader by function, department, etc.
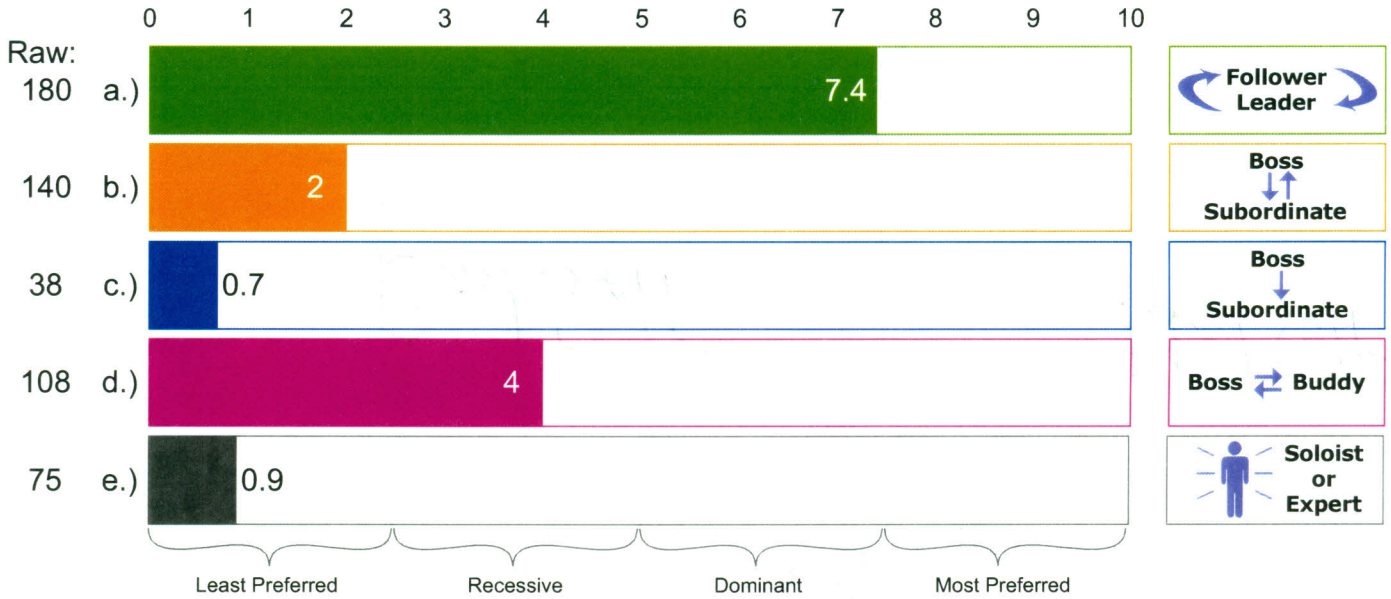
STAGE V:

- Emergent environment.
- Emphasis is placed on team training, interpersonal skills, experimentation and empathy.
- Personal growth is important.
- The corporate style throughout is "9/9 " (product, profitability and people)
- Management is through informed, integrated teams.
- The matrix management organizational configuration is well developed and used.
- Focus of energy is on creativity and feelings of freedom versus power and authority (traditional managerial tools used to foster power and authority are no longer helpful).
- Less emphasis is placed on organizational structure and formal lines of authority.
- Managerial philosophy "Theory Y" is not so strong as "Theory Z"
- Employee ownership often exists.
- Job and personal life integrated into strong "career" orientation.
- Synectics is used as a problem-solving approach.

STAGE VI:

- Holistic environment.
- The employee is self-actualized through his/her position.
- One's vocation is also one's avocation and is integrated with one's family and "calling."
- Often one's job consciousness is integrated with one's unconscious in the work place.
- True synergy is the organizational result.
- Past practice, tradition, power and authority, "we versus they" (management -labor) is dissolved and no longer the guiding norm.
- "Theory Z" is the predominate managerial theory.
- Seldom found in large, production organizations.

MSA

Management Set-point Assessment™

	0	1	2	3	4	5	6	7	8	9	10	

Raw:

Raw		Value	Style
180	a.)	7.4	Follower / Leader
140	b.)	2	Boss ↓↑ Subordinate
38	c.)	0.7	Boss ↓ Subordinate
108	d.)	4	Boss ⇄ Buddy
75	e.)	0.9	Soloist or Expert

Least Preferred   Recessive   Dominant   Most Preferred

	Style	Description
a.)	Follower / Leader	This style is reflective of a true leadership approach. One in which the leader serves his/her subordinates so that they will in turn offer their followership, unleash their potential and develop into leaders themselves.
b.)	Boss ↓↑ Subordinate	This style is reflective of an open or participative boss. One in which the boss believes it is his/her role to give orders and get results but also to be open to feedback and communication from his/her subordinates.
c.)	Boss ↓ Subordinate	This style is reflective of a typical boss. One in which the boss believes it is his/her role to give orders and ensure productivity through the use of control.
d.)	Boss ⇄ Buddy	This style reflects a type of management where the manager is more of a "buddy" or coworker than a boss or leader. This type of management often sets up a boss/buddy bind between managers and subordinates.
e.)	Soloist or Expert	This style reflects that of the soloist. This management style is largely "hands-off."

V-Score: 3