MANAGERIAL STYLE

The Managerial Style report provides a narrative description of an individual's preferred managerial styles in the four classic management areas of Planning, Organizing, Directing and Controlling. The number of statements generated for each topic will vary depending on the individual's unique style. **Areas in which the related Component scores are more moderate will have few to no statements.**

PREFERRED STYLE WHEN PLANNING

POLICIES AND PROCEDURES
- Remains independent of group values and pressures
- Applies authoritarian methods as base of company policy and planning

IMPROVING OPERATIONS
- Encourages individual initiative and ideas in improvement planning
- Emphasizes personal direction of individuals

PREFERRED STYLE WHEN ORGANIZING

ESTABLISHING RELATIONSHIPS
- Carefully defines respective boundaries of authority and encourages direct debate

PROMOTING TEAMWORK
- Organizes teams as loose confederations of individuals

ASSIGNING RESPONSIBILITIES
- Allocates tasks to individuals in each team, making them personally responsible
- Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up

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

IMPLEMENTING
- Initiates action with the support of superior authority

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

NEGOTIATING
- Emphasizes face-to-face debate, gaining edge on opponent

MANAGERIAL STYLE

PREFERRED STYLE WHEN DIRECTING (cont.):

CORRECTING
- Regards problems as the result of individual mistakes
- Solves problems by open debate and airing of disagreement and conflict

DEVELOPING PERSONNEL
- Gives personal assignments and rewards

PREFERRED STYLE WHEN CONTROLLING

REVIEWING PERFORMANCE
- Makes outspoken evaluations of performance

DISCIPLINING
- Enforces rules on an individual level
- Defines and limits freedom by imposing authority directly

SETTING PERFORMANCE STANDARDS
- Evaluates individual responsibility and initiative when setting standards and determining expected compliance

REPORTING
- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis

MAINTAINING QUALITY/QUANTITY PERFORMANCE
- Maintains performance by personal face-to-face supervision

MANAGING CHANGE
- Takes appropriate individual action when changes in circumstances necessitate it