

# MANAGERIAL STYLE

JOHN Q. PUBLIC



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

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## 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