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Developing MANAGERS -- through Business Dimensions

Management by Design

Purpose: The Business Dimensions and **Digital Couch Grids** can be used for:

1. **Selection** of employees when combined with established criteria for selection.
2. A method to **Diagnosis Manager/Subordinate** personality conflicts or poor fit concerns.
3. A method to look at **Team/Group Dynamics** by looking at the scores of all members.
4. A method to establish a **Culture Fit** relative to an individual's Style

Method: There are 30 **Business Dimensions** covering the following measures:

- | | |
|---|--|
| 1. Problem Solving Style (6 Variables) | 5. Leadership Style (2 Variables) |
| 2. Personality (6 Variables) | 6. Management Style (2 Variables) |
| 3. Social Style (6 Variables) | 7. Values (2 Variables) |
| 4. Communication Style (6 Variables) | |

What Business Dimensions Measure? They measure personality variables that tend to be more overt and are usually seen in interpersonal settings (e.g., extraversion, intensity, assertiveness). These measures are derived from the **Digital Couch**, which is a more thorough instrument and includes more variables than the **Business Dimensions** (along with Dynamics or underlying motivations).

Why the Measures are Important? If you are going to select people to fit in a position or culture, if you want to discuss how a team functions, if you want to diagnose a manager/subordinate conflict, if you want to correct an employee deficit or if you want to develop a manager; you must understand how that person normally functions. The **Business Dimensions** address that concern and provide a powerful model.

Are Personality variables good or bad? Usually it depends upon the context. Being extraverted is not good or bad if you are a physicist but it sure helps if you are in sales. Having a high need for structure is not good in a very autonomous position (e.g., sales) or culture but assures a better fit in more structured settings. Even having a moderate degree of anxiety can facilitate performance; so it really depends.

What Follows? The next 30 pages (1 page for each **Business Dimension**) follow a consistent format:

1. Definition of the variable (e.g., Assertiveness).
2. Manifestation: What it "looks like" to have high or low scores on this variable.
3. Advantages and Disadvantages of Low or High Scores on this variable
4. Typical positions (e.g., Sales), styles (e.g., creative type) or cultures (e.g., participatory) for a person scoring high or low on this variable.
5. **Developmental*** suggestions for a person having High or Low scores.
6. Key Developmental point to keep in mind for this variable

* Recall that the personality variables are not good or bad within themselves but relative to the context of where the person finds him or herself. Hence, the first and foremost task is to select the best person for the position/culture/team in terms of **FIT** and then worry about development.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Problem Solving GRID 1 of 3</i>
PROBLEM SOLVING STYLE	Business Dimension 1

Definition: Need to understand the Theory or Technology behind the issues.

High Scores: Driven to look at situations from a Theoretical perspective.

Low Scores: Driven to look at situations from a Practical perspective.

Manifestation: People who have high scores show less interest in people in general and are more driven to understand some cognitive material, philosophy or ideology. They tend to have well-developed imaginations, may be insensitive to others (especially when focused on an enjoyable task) and are very creative where they like to (prefer) work on their own.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They are good at individual tasks especially if they are complex in nature, require study or professional training and are demanding on an individual basis. The more complex the problem, the greater interest they have in finding a solution.

Disadvantages: They usually dislike working in teams and find highly practical tasks to be superficial or "lacking in substance". They may get lost in creating the "perfect widget" without equal emphasis on other variables (e.g., cost, time). They may not always find practical issues very stimulating, so they rush to a solution hoping to move onto more exciting issues.

Typical Positions/Styles

Highs: R&D Engineers, Highly financially driven business people, intellectually creative people

Lows: Application Engineers, Bottom-line business people, Manufacturing managers/supervisors

Development for HIGH and Low Scores

High: Split their job into the "exciting work" and the more practical work where accomplishments in the practical area allow them time to do the "more fun creative stuff". Keep group involvement at a lower and more manageable level and allow them to "advise and suggest" (similar to a consultant where the group presents a problem) to the group rather than just brainstorming and participating. They tend to get bogged down in highly participatory cultures and do better in more results-driven cultures.

Low: Give them more projects where the results often solve a very practical problem and limit their involvement in highly individual, creative or theoretical areas. They usually enjoy working in team oriented environments (see their social data) and tend to be viewed as the "classic businessperson" where they need to do something, meet with a few people, solve the problem and move on. The risk that they run is that their solutions may be "quick fixes" or create problems in other areas.

The **KEY** for both Highs and Lows is to understand that the demands come from the complexity of the task presented and not from your desire to make things more or less complex.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Problem Solving GRID 1 of 3</i>
TASK / PROCESS FOCUS	Business Dimension 2

Definition: Need to focus on the Task (Results) or Process (How you do things) in solving problems.

High Scores: Focus on the TASK (ENDS or Results Driven) and neglect the Process.

Low Scores: Focus on the PROCESS (MEANS or "How" Driven) and neglect the Task.

Manifestation: People who have high scores show primary interest in getting the job done and don't care how, who is present, or even if they create fallout. People with low scores are more sensitive to how they get the job done, who is included and the resources used but they may not focus on getting the job done in a timely fashion.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They are good at getting the job done, reaching rapid closure and just "plain solving the problem". They are seldom restrained by social or organizational limits (or expectations) since their primary thrust is to do the job, feel a sense of accomplishment and "see that the solution works."

Disadvantages: They dislike being constrained by social (don't run over people) and organizational expectations (you need to consult with ...). They may get the job completed and use minimal resources but they can create company fallout and others may find them difficult to work with (for). They often seem oblivious to managerial input regarding "how they might proceed" in getting the job done.

Typical Positions/Styles

Highs: Turnaround managers, Engineers, Accounting (by the numbers) driven managers

Lows: Strong participatory leaders, Marketing and Human Resource managers,

Development for HIGH and Low Scores

High: Help them see that while their drive to get the job done is commendable, they may run over others, unintentionally ruin the morale of the team or may create a lack of commitment and enthusiasm in their subordinates. If they can also look at "How they get the job done" as part of their task (e.g., you need to involve others, create commitment, develop subordinates) they often do much better, their peers report better relationships and they are more widely appreciated. Overall, they do better in highly results-driven cultures and tend to bomb as the need for participation increases.

Low: Let them understand that their concern for the process and need to involve others is positive but they need to establish tighter controls on time, money and other resource utilization. By helping them better structure their approach to complex projects, "Staying with the plan" and using meetings in a more "results oriented fashion" (e.g., agenda and accomplishments) they usually feel more positive about their contribution.

The **KEY** for both Highs and Lows is to read the situation and maintain a Balance. Just because you prefer Task or Process, the important thing is what does the specific situation demand.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Problem Solving GRID 2 of 3</i>
DATA GATHERING	Business Dimension 3

Definition: Need to focus on the DATA at the exclusion of the CONCEPTS in solving problems.

High Scores: Focus on the DATA (actual Numbers) and neglect the Concepts.

Low Scores: Focus on the CONCEPTS (what the Data stands for) and minimize the Data.

Manifestation: People who have high scores show primary interest in discovering and tabulating the actual Data and show less interest in what the Data means. People with low scores use the data to represent or illustrate an underlying concept. The Data people say, "The data shows that inventory is growing" (But may not know why). The Conceptual people say, "Inventory is growing because we have too many products" (They use data but go right to the Concept but the concept used may be wrong).

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They are good at reporting what is actually there but the more important issue is "What are you going to do about it". The data people often feel that the data is the solution (i.e., continue good trends, reverse bad trends). The positive is that the data is empirical and is not an interpretation so all team members can work from a common understanding. A concept is already removed from the data.

Disadvantages: They may dislike drawing conclusions and just want to share the data, making the assumption that the data "speaks for itself" and implies what needs to be done. While they don't make the "intuitive leap to the conceptual stage" at least a concept implies a course of action (wrong concept implies wrong course of action) so most of their solutions imply an "extrapolation of the past".

Typical Positions/Styles

Highs: Accountants, Production and Inventory control managers, Retail bankers

Lows: R&D Engineers, Marketing managers, Advertising and "creative" personnel

Development for HIGH and Low Scores

High: Help them see that while data is absolutely necessary to start the problem solving process, it only helps "to define a situation". Pure data seldom says much about the underlying concepts (the exception is when the problem is an extrapolation from the past - which is often a good place to start) so you can be "lulled into a sense that you have solved the problem" when it is really a different issue.

Low: While a conceptual understanding tends to be a "higher order solution" you can make a grave mistake by "jumping to conclusions from a given set of data" and then solving that conceptual problem. Hence, high conceptual people run the opposite risk of using the data to draw an erroneous conclusion (e.g., inventory increases suggest product proliferation) and then launching into a solution without getting additional data to confirm or disconfirm their original hypothesis.

The **KEY** for both Highs and Lows is to alternate between collecting the data, drawing conclusions and confirming those conclusions with additional data. Neither process alone achieves the final solution.

Developing MANAGERS -- through Business Dimension	
<i>Management by Design</i>	**Problem Solving GRID 2 of 3
JUDGMENT	Business Dimension 4

Definition: Need to focus on Intuition/Experience rather than a Logical Analysis in solving problems.

High Scores: Focus on the Intuition, Experience, "Gut Feel" and neglect a Logical Analysis.

Low Scores: Focus on a Logical Analysis and exclude all "softer ways on knowing".

Manifestation: People who have high scores often intuitively feel that they know just what to do in a given situation but they are often unable to say why they did a certain thing (i.e., "It just made sense"). People with low scores use a very logical analysis which may seem universally positive. However, their analysis may be flawed (e.g., inventory growth is caused only by having too many products) or their basic premises may be wrong (e.g., There has been inventory growth). Others often just believe them because the process of "being logical" is assumed to be correct regardless of how they arrived there.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They are often good at arriving at highly workable solutions to complex problems without analyzing things to death or being indecisive because they don't have all the data to analyze. In addition, many critical situations (e.g., developing positive customer relations) don't "yield to a logical analysis" so they don't waste time trying to analyze things that are not rational issues (e.g., non-rational, emotional as opposed to irrational). Hence, speed in complex and non-rational situations is a plus.

Disadvantages: They are reluctant to use a logical analysis where a "scientific process" of observation, followed by a hypothesis (e.g., A causes B when C is present) can produce a method or algorithm that is better than experience and can be explained to others so they don't need the experience. In areas where it is effective (troubleshooting of equipment, screening customers for loan risk) it is usually superior to intuition, can be readily communicated to others and is much less subject to human error.

Typical Positions/Styles

Highs: Creative "soft side" staff members, Salespeople, Highly "human oriented" managers

Lows: Engineers, Finance, Accounting, Manufacturing (the "hard side of the business" personnel)

Development for HIGH and Low Scores

High: Help them see that logic does provide an alternative method to problem solving and does not have to be sterile, unemotional and quantitative. Problem solving classes that present a more scientific approach or process can help round out their skill set. Reflecting on their "intuitive solutions" may yield an underlying logical process that they may have built up over time but are unaware of its existence.

Low: Help them see the limits of a totally logical process, especially in the realm of human relations and management. They may draw conclusions about others' behavior (based on their logical style) that may be absolutely wrong and lead them to "logical" but very inaccurate conclusions (e.g., I work for money or security so everyone else must do the same). Have them see the limits of their logic based solutions.

The **KEY** for both Highs and Lows is to develop a "feel" for intuition and "gut" if you are logical or an appreciation for a logical approach if you are intuitive. Neither process alone achieves the best solution.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Problem Solving GRID 3 of 3</i>
IMAGINATION	<i>Business Dimension 5</i>

Definition: Need to consider alternatives, possibilities rather than focus on concrete solutions.

High Scores: Focus on Imaginative solutions, look for options and new ways of problem solving.

Low Scores: Focus on a very concrete, easier to apply expedient solution.

Manifestation: People who have high scores look for the more novel problems and unusual solutions. They are more "blue-sky" and less driven by the concrete and immediate solution. They find a greater interest in thinking about the problem than in just finding the quick solution. People with low scores are much more concrete and driven by the tangible solution and more immediate solution. They find active use of the imagination to be more a "waste of time" than something to be appreciated.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They enjoy considering options, mulling over possible solutions (with or without others - depends on social orientation) and "playing with complex problems". They consider the total problem, the overall context and related variables in addition to the problem presented. Hence, their solution may be more complex and take longer to achieve, but it is more likely to work. They consider overall system impact, rather than just focus on the specific situation. Their style is more general and global.

Disadvantages: They are reluctant to "just solve the immediate problem and move on." They may over-complicate even the simple issues and come up with a "grand scheme" rather than just implementing the "more obvious solution" and letting that be good enough. They get branded with the "not invented here" syndrome where they want to scrutinize other solutions for their accuracy and robustness. They have a more difficult time accepting solutions at face value.

Typical Positions/Styles

Highs: R&D Engineers, writers, market and media driven managers

Lows: Mechanically oriented personnel, highly pragmatic managers, and entrepreneurs

Development for HIGH and Low Scores

High: Help them see that all problems do not require the "absolute best evaluation and solution. They tend to miss the concept of marginal utility where based upon "how big the problem is" should effect how much attention it gets. They are often driven by an intrinsic satisfaction in problem solving rather than considering the importance (or lack thereof) of the problem to the business. They "over-solve".

Low: Help them see that a concrete approach is very practical but that some problems are more complex and require a greater degree of thought and consideration. This is especially true for complex and system problems where a solution of one problem causes other things to shift or change or may even cause things that work well to go wrong (e.g., cure is more damaging than the disease).

The **KEY** for both Highs and Lows is to see that the cost of the problem, the cost of the solution and the complexity of the "problem within the system" are all key factors to determine before you decide what approach is the best. The context should drive the style not your personal preferences.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Problem Solving GRID 3 of 3
CREATIVITY	Business Dimension 6

Definition: Need to be individually Creative, come up with your own solutions and minimize teamwork.

High Scores: Focus on individual creativity and using your own abilities to problem solve.

Low Scores: Less personal interest in individual creativity, often a desire to work with others.

Manifestation: People who have high scores like to problem solve, are attracted to more individual efforts where they can get their hands around particular issues and seek more "problem-rich" settings. They find greater interest in mulling over problems, considering various options and then seeing if their solution works. They are often "emotionally involved in their solutions" which gives them a strong sense of personal commitment but a resistance to consider other options. People with low scores are usually less driven by the problem solving process and are more driven by working with others. They often see problems as impediments to a smooth running operation and find little appeal in "solving them alone."

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They enjoy tackling any problem seeing it as an opportunity to "flex their mental muscle" and come up with a workable solution. They are not afraid to work by themselves or provide their own structure since the drive is to solve the problem (e.g., the challenge) and not see the problem as an impediment. In addition, they can be trusted to maintain a high degree of motivation (in the face of frustration) unless the resources are not available or the process/context is limited (e.g., you need to work in a group and just do the following). They usually rebel against structure and limits.

Disadvantages: They are reluctant to include others in the problem solving process unless it is a close group of a few respected peers. They are quick to judge the ability/competence of any team members who are involved in the problem solving process. They can work in groups if their "piece of the problem is well-defined" and they just have to meet to put the component parts together. They seldom have an interest in communicating with others during the process but love to discuss their final solution.

Typical Positions/Styles

Highs: Software Engineers, most general creative types, entrepreneurs, most artistic/media types

Lows: Strong team-oriented personnel, people driven by social relations (e.g., sales)

Development for HIGH and Low Scores

High: They work best in environments where there is either a high level of individual creative work or they have "creative time". They flounder in highly participatory or bureaucratic settings. This attribute is usually so entrenched it is better to make sure that the environment is consistent with their style.

Low: They seldom experience problems in a normal business setting since the problems are part of the business (a mixture of group/individual issues arise) and not what the business is about (some product/process needs to be invented).. However, if they are given a steady diet of problems and forced to work in isolation, they will rapidly become frustrated. Right style in right setting is key.

The **KEY** for both Highs and Lows is to understand the basic demands of the position relative to the need to work individually and be creative and make sure the Fit is appropriate. People can bend one way or another but as demands become more inconsistent with personal preference; things go bad.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Personality GRID 1 of 3</i>
ASSERTIVENESS	Business Dimension 7

Definition: Need to state positions with conviction and forthrightness and assertively take on conflict.

High Scores: Forceful, demanding and aggressive in assuming social positions.

Low Scores: Passive, accepting and willing to subjugate your position in face of conflict.

Manifestation: People who have high scores respond more aggressively in social settings (assuming they have the interest and feel compelled to defend their positions). The real test for being aggressive or assertive is the ability to defend one's views in the face of conflict. Assertive people are more willing to address conflict than to "let the issue slide". People who have low scores dislike conflict and avoid situations, cultures or settings where that is a normal occurrence. They feel that conflict is "inherently bad" and is a sign of some other problem (may be true). However, business is based on a conflict model of many uses for resources and diverse functional (e.g., sales versus engineering) opinions.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They are more willing to address conflict in a "head on fashion" than to deny its existence. Since there is less concern about conflict and its eventual resolution, the communication tends to be more open and disparate views are aired with less fear of reprisal. By definition, more assertive people will dominate less assertive or passive individuals and more often convince parties that their approach to particular issue makes the most sense. That is why being assertive is an important trait in sales.

Disadvantages: There is a stronger need to defend your position and views as you become more assertive. Hence, as the discrepancy between one's assertion and that of the other party increases, the chances for poor communication also increase. That is, the less assertive person in the face of conflict will often back down or acquiesce to the other individual but this may not reflect their true feelings nor change their outward behavior. The risk is that the more assertive person believes that the more passive person accepts his position and there is agreement (which may not be the case).

Typical Positions/Styles

Highs: Salespeople, more aggressive managers, more autocratic cultures

Lows: Compassionately oriented personnel, socially shy individuals, more participatory cultures

Development for HIGH and Low Scores

High: Help them see that aggressive stances may be good in getting their point across but may not be good at building team commitment, consensus or a positive feeling that you're easy to work with. It helps to give concrete examples from team settings to show how other people responded when they exhibit highly assertive/aggressive behavior. The goal is to heighten their sensitivity to their impact.

Low: Help them understand that expressing and defending their views is critical to their overall career success. If they are extremely unassertive, suggest various coursework or training that may help.

The **KEY** for both Highs and Lows is to develop a feel for the acceptable level of assertion within the company. Usually the more radical scores in either direction create the biggest problem and require immediate attention, either through feedback or external coursework.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Personality GRID 1 of 3</i>
FORMALITY	Business Dimension 8

Definition: Need to conform to and be more conscious about social expectations and traditions.

High Scores: Focus on fitting in, being part of and being more traditional in their approach.

Low Scores: Very low focus on conformity, social behavioral expectations and tradition.

Manifestation: People who have high scores have an interest in determining what is the most acceptable behavior and then exhibiting that type of behavior. They would see this as respect for authority or the social context. People with low scores are less sensitive to or less concerned about how their overt behavior conforms with or is consistent with social expectations. This has nothing to do with their sensitivity to people in general but more so them being sensitive to social rules and expectations.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They are good at reading an environment and then conforming to the "typically expected behavior." They are conscious about and sensitive to the need to fit into existing organizations. They are concerned that their behavior does not "create waves or fallout" and are sensitive to demands from authority. When cultures are more formal or traditional, they have a better chance of fitting in.

Disadvantages: They may not always share their true feelings or views, especially if they seem contrary to what is generally accepted. They seem to have a "natural filter" where they judge their feelings and views first through the eye of the organization (culture) and then determine how they will express their views or with whom they will discuss their views. Usually there is a strong deference to authority.

Typical Positions/Styles

Highs: Traditional managers, formal cultures, "highly image-driven" managers

Lows: High-tech industry, Human Resource managers, "highly results-driven" managers

Development for HIGH and Low Scores

High: This is usually a variable that is extremely difficult to change because it is considered being well mannered, respectful of authority and extremely appropriate when dealing with fellow employees. Hence, it is often part of one's culture, upbringing or long-standing learned behavior. If the culture is less formal it may be helpful to point out when the person's behavior appears to be condescending or even arrogant (usually this is not the persons intentions). Hence, direct social feedback helps.

Low: Likewise, this is the way to person views the world. He/she would find more formal behavior to be less than genuine, a sure sign of hypocrisy and unnecessary since it only clouds open communication. Usually direct feedback is most appropriate when sharing insights about relationships with those on the external interfaces to the company (e.g., customers). They may see this as "image-driven behavior" but it often makes more sense since it is part of a "role" and is not disrespectful regarding their views.

The **KEY** for both Highs and Lows is to appreciate the impact that their style has upon others both inside and outside of the company. They will not change their underlying personality but they can change how they come across to others.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Personality GRID 2 of 3</i>
INTERNAL INTENSITY	Business Dimension 9

Definition: Internal sense of anxiety or tension which can facilitate or interfere with performance.

High Scores: Higher subjective sense of internal anxiety or tension in new situations.

Low Scores: Lower subjective sense of internal anxiety or tension in new situations.

Manifestation: People who have high scores exhibit a sense of internal tension or anxiety where they may worry about their performance or have a heightened sense of tension in new or novel situations. Tension or anxiety, in and of itself, is not good or bad. In smaller quantities it can act to heighten or increase one's awareness of their surroundings in preparation to accomplish some action. In this sense, small levels facilitate performance. However, higher levels of tension can cause an individual to avoid the situation or their performance may suffer as they become too anxious to perform well.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: The important aspect of having a high score is not that the person is constantly intense or anxious but this is their response to new stimuli or novel situations. That is, it can be seen as a level of stress that one feels when he/she enters a new situation or has to perform in a new environment. Therefore, those individuals with high scores are more likely to display characteristics associated with heighten states of anxiety. Hence, the advantage is that they will "focus in" on the new activity.

Disadvantages: Therefore, a moderate level of internal tension facilitates performance. However, when the tension becomes too great (individuals with higher scores are more likely to experience this phenomenon) their performance suffers. There are two major reasons for a performance deficit. The first is the person avoids the new situation because they are anxious. The second is the person tries to perform in the new situation, is too anxious to perform well and avoids the situation in the future.

Typical Positions/Styles

Highs: A personality dimension where the person seeks more predictable settings.

Lows: A personality dimension where the person is at ease in less predictable settings.

Development for HIGH and Low Scores

High: The bottom-line is that by either gradually approaching new situations or by having a degree of structure the sense of internal anxiety or tension is reduced. As an individual has a greater sense of understanding about what will happen or what they can expect, their tension diminishes. As situations become more open-ended, ill-defined or ambiguous; the internal state of tension increases.

Low: With a very low state of internal tension in all situations, the person appears to be nonchalant, too casual, unmotivated and less interested in performing in general. An extremely low level of tension in a new situation may be associated with a lack of motivation, interest or potentially "defensive fear".

The **KEY** is that you'll never change the person's general approach to new situations. However, the degree of structure and open communication that you provide about the situation has a dramatic effect on their perceived state of internal tension. More structure implies reduced tension.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Personality GRID 2 of 3</i>
NEED for FEEDBACK	Business Dimension 10

Definition: Internal concern regarding one's performance relative to the judgment of others.

High Scores: Higher subjective sense of internal concern regarding one's performance.

Low Scores: Lower subjective sense of internal concern regarding one's performance.

Manifestation: People with high scores have a sense of concern that their performance is acceptable relative to those who are in a position to judge its worth. A high score is related to a sense of guilt or worry that after one has performed or accomplish a job, will the person who is in a position to judge that performance find it acceptable. People with low scores worry less about what other people think regarding their performance and judge their performance using internal standards. Therefore, high scores worry about, "what the boss will think about me and my performance." Low scores either tend to deny these feelings, truly don't care or use an internal standard to evaluate their own performance.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: The important aspect of having a high score is that the person often calibrates their performance based upon their superior's expectations because as they meet those expectations they are less likely to be concerned or apprehensive about their performance. Therefore, there is a natural internal mechanism for the person to make sure their performance is compatible with expectations.

Disadvantages: The major disadvantage is that the person is often more worried about how others will view their performance than they are about the actual performance itself. The classic case of this behavior is the student who drives to get the "A", to impress the professor and is unconcerned about what he/she learned in class. That is, their actual performance is secondary to the perception of the person judging their performance (e.g., appearances are more important than actual performance).

Typical Positions/Styles

Highs: A personality dimension where the person worries about how others view their performance.

Lows: A personality dimension where the person is generally at ease with his/her performance.

Development for HIGH and Low Scores

High: This is a well entrenched personality dimension that can come from many sources but it is extremely resistant to change. Therefore, when a subordinate exhibits this behavior is important to make the expectations clear and give rapid, thorough feedback after job performance. By keeping the communication loop open, it diminishes the likelihood of the person becoming too preoccupied with their performance. Hence, their actual need for feedback drops and they feel more at ease.

Low: The risk is to give too much feedback and the person will feel micromanaged. It is more important to have clear initial expectations regarding performance and then let the person's "internal sense of control" establish their normal feedback loop. Correction is more beneficial when it focuses on initial conditions or expectations rather than focusing on "after-the-fact performance."

The **KEY** is that you'll never change the person's internal state on this dimension. However, you can make the situation better or worse based upon giving initial expectations and final feedback.

Developing MANAGERS -- through Business Dimensions

Management by Design

****Personality GRID 3 of 3**

PSYCHOLOGICALLY OVERT

Business Dimension 11

Definition: Personal freedom in expressing one's "actual personality" without censor or control.

High Scores: Very open but run the risk of being too truthful or lacking political astuteness.

Low Scores: Very controlled but may look hypocritical, socially cautious or politically astute.

Manifestation: People who have high scores have little need to personally control the manifestation of their personality and are more willing to embrace the philosophy of "what you see is what you get." They seem very consistent over time and express themselves in a similar fashion even if their superior is present. This doesn't suggest that they are insensitive to subtle organizational issues or lack political sensitivity but they personally struggle with expressing their true views (may be diplomatic or blunt) in the spirit of "overt expression of their views and/or emotions" is a key attribute of their behavior.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: The obvious advantage is that in situations where there is a disagreement (even "covert people" are overt when everyone agrees) you can usually tell how they feel or where they are coming from. That is, they have less need to censor their views (e.g., "I don't agree with that view or you might consider...") so others can readily determine their position, which facilitates communication and may help to resolve the differences. In essence, you are trading off "honesty and directness" in expressing views and emotions with Political or social sensitivity. This is often a major Cultural issue or concern.

Disadvantages: Clearly, if you are overt and direct about your views you may intimidate others if they are in a more subordinate position. Likewise, if you are in a subordinate position and you exhibit a "strong overt posture" you may be viewed as being offensive or even insubordinate which often gives one the label of "not being a team player." The more overt a person is the greater risk that he/she takes relative to others where the person is viewed as being arrogant, opinionated or stubborn. The degree to which one is Overt and HOW one is overt (e.g., supportive, offensive compromising) is key.

Typical Positions/Styles

Highs: High need for overt behavior— Powerful/confident people to those who are socially inept.

Lows: Low need for overt behavior – Socially inadequate to socially cautious to highly politically astute.

Development for HIGH and Low Scores

High: This variable is very difficult to change because it is based upon history, confidence and often what one values in a social setting. However, aggressive/domineering cultures can create false "Lows" of many people and ambivalent, minimal accountability cultures can create false "Highs." Highs need honest feedback about "how acceptable" their overtness is, relative to the culture.

Low: If the person is "covert" because of a "fear of expressing himself or herself", risk-taking behavior (e.g., disagreeing with one's boss) should be supported. If the person is "shy", covert by nature or it is a value (e.g., defer to the opinion of those in authority) it will be very difficult to change their behavior.

The **KEY** for both Highs and Lows is to accurately assess the reason they exhibit either very high or very low scores. Feel at ease challenging Highs and give more support to or find the "driver" for Lows.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Personality GRID 3 of 3
PROJECTED CONFIDENCE	Business Dimension 12

Definition: Sense of self-confidence that one projects to others (i.e., believes to exist).

High Scores: Very self-confident where the individual believes he/she is well adjusted.

Low Scores: Lacking in self-confident where the individual believes he/she is poorly adjusted.

Manifestation: People who have high scores have reflected on "how adjusted" they feel relative to their peers and they believe that they are as well adjusted or better adjusted than most people. This does not suggest that high scores are arrogant or egocentric, just that they personally feel comfortable with their level of adjustment or feel that their strengths are greater than their weaknesses. People who have low scores feel that they are less well adjusted than their peers so they may over-focus on their limits or feel inadequate relative to their peers. Neither high nor low scores indicate actual adjustment but there is a fairly high correlation between perceived and actual adjustment.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: The obvious advantage is that people who have higher scores feel more confident about their ability to do a job, be successful in an endeavor or compete against others and have a positive likelihood of winning. If the perception is high but inaccurate, those people tend to be egocentric and overly sensitive to criticism. If the perception is high and accurate, those people usually are more confident and do experience a greater degree of success. In addition, a higher degree of confidence is very critical for successful leadership because it is hard to lead others if you are fearful of failing.

Disadvantages: The major disadvantage stems from an inaccurate positive assessment of ones confidence (usually defensive - "I am great and everyone better know it"). With this self-perception the person is at high risk because they avoid negative feedback, cannot learn from mistakes (only other people make mistakes) and usually people dislike them. The less dangerous form is an inaccurate "poor self assessment" where the person is self-critical. This really tends to "drive the person" as they try to make up for weaknesses that few others see. They tend to be hard on themselves but this is a bigger problem when they are also hard on others who may have minor shortcomings.

Typical Positions/Styles

Highs: Strong sense of confidence is found in all walks of life at all organizational levels.

Lows: A weak or poor sense of confidence is found in all walks of life at all organizational levels.

Development for HIGH and Low Scores

High: If it is high and accurate, there is nothing you want to do about it. If it is high and inaccurate, firm but supportive feedback tied to more objective data may be useful (Don't be optimistic about change).

Low: A series of successes can increase one's sense of confidence. Honest feedback about what they do right and well is helpful. (It may be easier to increase one's self-confidence that to lower it).

The **KEY** for both Highs and Lows is to be exposed to accurate feedback about one's performance in a supportive, non-judgmental environment. Selection on this variable is more important than remediation.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Social GRID 1 of 3
EXTRAVERSION	Business Dimension 13

Definition: An interest in the external/social world as opposed to an internal/contemplative world.

High Scores: Focused on the world of external social relations.

Low Scores: Focused on the world of internal, non-social issues.

Manifestation: People who have high scores naturally gravitate toward the world of social interaction and usually find the contemplative, individually focused world to be less appealing. This variable cuts across many areas and influences the problem solving approach (general desire to work in or lead teams), social style (outgoing by nature) and managerial style (highly participatory and involved). Low scores may find the social world lacking in stimulation and pleasure (i.e., people bore them) or they may be fearful of social involvement because of a fear of embarrassing themselves. Hence, the introvert may be introverted by choice or fear.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: There is little question that most business transactions and work efforts take place in the social arena. Hence, the extravert by nature is more suited to live and work in the social environment. Additionally, in certain functional areas such as sales there is an absolute reliance on a person being able to interact with others in a positive fashion. As work has become more complex, more companies are resorting to an increase in team-oriented activities so extraversion is an advantage.

Disadvantages: There are few disadvantages in being extraverted. Some individuals with very high scores find it difficult to work alone so they may be less effective in accomplishing their individual responsibilities. That is, they may spend too much time socializing or listening to input from others rather than just finishing their work. The major disadvantages really fall squarely on the shoulders of the introvert. That is, he/she must overcome their natural sense of introversion and develop a comfort of interacting in the social world since that is the nature of business.

Typical Positions/Styles

Highs: Sales, public relations, it is a strong positive management characteristic.

Lows: Engineering, highly technical positions, some staff positions.

Development for HIGH and Low Scores

High: If the person is strongly extraverted the major downside is the person is too socially involved. Even though there is a natural tendency toward social relationships, usually direct feedback regarding one's observations (e.g., too much talking) is helpful for the extravert to calibrate his/her indiscretions.

Low: This is a more difficult issue. If the person prefers individual work, the best method is to allocate some time for individual effort and do what you can to reduce the team involvement. Even introverts understand the need for social interaction and communication. It is just more likely that they will key in on some social activities as being "time wasters." If the person is fearful of social situations, that is a more difficult issue which will require a frank discussion about "why" and "what can we do about it."

The **KEY** for Lows is to understand why they are introverted and work with them to provide some type of external structure that combats their natural inclination to avoid social settings.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Social GRID 1 of 3
REFLECTIVE/DECISIVE	Business Dimension 14

Definition: An aggressive, more logical and confident style where you rapidly make the decision.

High Scores: A desire to look at the situation, make a decision and move on.

Low Scores: A need to reflect upon, consider options and more cautiously decide.

Manifestation: People who have high scores are more aggressive in their decision-making approach because they tend to feel more confident in their abilities (taking less time to reflect), are more likely to aggressively defend their positions and feel that their decision-making process is based in logic. Hence, there is a crispness to their decision-making style where they want to wrap things up.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They have less need to reflect on possibilities, concentrate on options or belabor the decision-making process. Since they are more confident and are more than likely to openly state any concerns or issues; they feel they can make a more rapid decision. In addition, rather than using a more reflective, philosophical or "meandering style", they use a logical approach so they believe the decision naturally and logically falls from any given input.

Disadvantages: They may be less willing to listen to others, reflect on options that they feel they have already considered or engage others who use a less rational/logical decision-making style. Therefore, the greater the difference between their style and the rest of the team members; the more likely that their peers will see them as impulsive, overly confident or too pushy in making decisions.

Typical Positions/Styles

Highs: Manufacturing personnel who live in a more black/white environment.

Lows: Marketing, creative, reflective people and those with more philosophical inclinations.

Development for HIGH and Low Scores

High: This is at once a strength and a weakness. On an individual basis this style seldom creates problems but as we move to a team or group setting it depends on how strong their style is relative to the style of their peers. This impact of this variable is strongly influenced by the social context so the superior needs to give concrete examples of how their more aggressive and decisive style impacts the other group members. Few superiors criticize this style on an individual basis but are more likely to register some concern when it creates tension or problems in a group setting.

Low: This style seldom creates problems in a group setting (unless the whole group has this style) because the more decisive and aggressive people make the decisions. Then this person will modify those decisions (that have been made by others) by adding content or clarification. However, on an individual basis this person may seem more indecisive or unable to reach closure within an appropriate timeframe. A discussion centering around specific examples, followed by an alternative, more aggressive decision-making process/style can model positive behavior for the reflective person.

The **KEY** for both individuals is to understand how their behavior affects their individual decision-making process and where their style fits relative to the collective style of the entire team.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Social GRID 2 of 3
SOCIAL ORIENTATION	Business Dimension 15

Definition: A more reserved, serious and logical approach in social settings (e.g., colder/brisk).

High Scores: A style focusing on what needs to be done rather than people/social concerns.

Low Scores: A style that considers people/social concerns to be equally important.

Manifestation: People who have high scores are generally less interested in people (on an individual basis - not in terms of being extraverted), less concerned about the social context, are more likely to analyze social issues in a logical fashion and focus on results rather than social concerns.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They generally have a reputation for getting the job done. The style from the "outside" may be seen as being professionally aloof, highly objective in one's approach and focuses on concrete or tangible data rather than people's feelings, desires or wishes. Therefore, this can be a highly efficient style but it is not always effective in building and maintaining positive relationships.

Disadvantages: The very weakness of this style is that it discounts the more subjective, ambiguous and social data found in most business settings. Therefore, while it is focused and easy for others to understand; it is not always well-received. The downside of this style when communicating with others is that it may be intimidating and people may cut the conversation short or tell you what they think you want to hear, out of fear. Consequently this style may be very efficient but it truncates communication and has the unexpected downside of producing "politically correct or expedient" answers.

Typical Positions/Styles

Highs: Attorneys taking depositions, more verbal engineers, highly rational/distant managers.

Lows: Social workers, most salespeople going after a sale, more emotionally involved managers.

Development for HIGH and Low Scores

High: On an individual basis this is usually seen as a strength but in working with others it may come off as abrasive, unconcerned or as "drilling the person" for information. This style is usually well accepted in more autocratic cultures and is viewed as being "tough, bottom-line and focused." The response to people who recoil from this style is, "if you can't take the heat get out of the kitchen." In more team-oriented cultures this style is frowned upon as lacking in sensitivity and not being a team player. Therefore, depending upon your culture, feedback with examples is helpful in correcting behavior.

Low: This style is more widely accepted in team-oriented cultures because it tends to "build and solidify relationships" where people feel you are not just drilling them for information but that you have a more genuine interest in working with them. This social style is more balanced so there is a natural loss in efficiency of interaction because you do spend time building and cementing relationships. Again, feedback with examples is usually helpful in allowing the person to get calibrated on cultural expectations.

The **KEY** for both High and Low scores is to be sensitive to inside versus outside relations (high scores tend to be more tolerated internally) and to make sure you are synchronized with your culture.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Social GRID 2 of 3</i>
ENTHUSIASTIC	Business Dimension 16

Definition: An open, emotionally demonstrative style that seems enthusiastic, casual and warm.

High Scores: An open, more demonstrative style focusing on feelings and dependency.

Low Scores: A serious, more controlled style focusing on logic and self-sufficiency.

Manifestation: People who have high scores are open, share their feelings, are more demonstrative and strive to develop relationships that foster or create a sense of mutual dependency. People with low scores (extraverted or introverted) are usually more serious by nature and make a sharp distinction between "socialization for business and pleasure." In more formal or structured settings, they are serious, attend to what needs to be accomplished, drive for results and often have less need for others (in terms of shared dependency). However, once the business is done, they "look like everyone else."

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: Their style doesn't look any different whether they are working with you to accomplish a task, trying to sell their position or having lunch with you.. This is the classic style of "mixing business and pleasure" where their behavior seems to remain open, appropriately emotional (i.e., serious or not based upon the content) and consistent. Since there is no appreciable change in their behavior based upon the setting, people draw the conclusion (may not always be accurate) that they are genuine.

Disadvantages: High scores may not be as "socially efficient" as those who have low scores. That is, low scores seem to "get right to the point", act in a logical and candid fashion, share little about themselves and just focus on the business transaction. There is much less interest in developing an ongoing relationship with a sense of mutual dependency so it has a more "contractual feel". Hence, high scores tend to develop "better relationships" and low scores tend to be better negotiators.

Typical Positions/Styles

Highs: Salespeople, managers who strive to create a sense of "mutual support/open communication".

Lows: Attorneys negotiating, some purchasing agents, engineers, and professionally aloof managers.

Development for HIGH and Low Scores

High: This is often a strong cultural component. This person is viewed as being "nice", easy to work with and genuine in expressing his views and feelings. The downside is that they spend X% of their time transacting business and 100-X% of their time "sharing and working the relationship." It is a value judgment as to how much of this is necessary but the irony is that it is driven by the personality and so it is not really learned. That is why good sales managers use the personality and add technique on top.

Low: This style is more accepted in more autocratic cultures, businesses with a strong "professional component (e.g., consulting) where the expectation is that others will "tell you what you need to know" and in highly results oriented environments (e.g., many manufacturing facilities). Hence, for either high or low scores, selection for FIT is more important and secondarily direct feedback to modify style.

The **KEY** for both High and Low scores is for the person to be sensitive to both the cultural expectation and to "modify his presentation" based upon audience expectation. Don't let your personality limit your ability to display a "behavior type" but try to develop a range of behaviors on this dimension.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Social GRID 3 of 3
TEAM WORKER	Business Dimension 17

Definition: An interest in Team settings where you trust others and seek working relationships.

High Scores: An interest in working with others and developing mutually dependent relations.

Low Scores: An interest in working on your own and avoiding dependent relationships.

Manifestation: People who have high scores naturally seek out others. By nature they are not self-sufficient where they have little or no interest in others. They are not independent where they have a strong need to create their own structure but enjoy working with others to develop a mutually shared structure and common understanding. In general they tend to trust people and are not suspicious of their motives so they naturally are not defensive but want to connect with other people.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style seems to be the preferred style in most organizations with there is a strong emphasis on team effort, working cooperatively and supporting the efforts of one's peers. This is not a competitive effort where individuals try to outdo each other. It is based on the systems principle that a group effort is superior to the sum of the component people. Most often in complex environments, where difficult problems rely on the input from many people, this is an accurate assessment. However, it does not suggest that a great many problems can't be handled individually or by a few people.

Disadvantages: High scores by nature seek a team environment whether it is warranted or not. Hence, there is a natural inclination to gravitate toward social settings even when individual effort may suffice in accomplishing tasks. Furthermore, managers with this inclination find many reasons (e.g., a team environment builds commitment and helps in communication) to do most of their work in a team setting. Isn't realistic to assume that most jobs are some combination of team and individual effort?

Typical Positions/Styles

Highs: Team oriented managers, highly participatory cultures, cross-functional issues.

Lows: Engineers and technical people, autocratic cultures, manufactures' representatives.

Development for HIGH and Low Scores

High: This is such a strong cultural component that is seldom debated and the assumption is all people should work in groups most of the time. The important issue in assembling a group is to determine what you need to accomplish, who has the information and who needs to be there. It is better to drive a group process based upon the specific task or the goal one wants to accomplish. Just because an individual is more comfortable working in groups (or alone) is not the reason to create groups.

Low: This style is usually spoken about with pejorative terms (he is not a team player, he is hard to get along with) and often companies are reluctant to hire people who prefer to work by themselves (the exception is high-tech firms and software houses). If an individual is seen as having a low team playing score; you should first assesses the situation and supportively suggest corrective feedback.

The **KEY** for Low scores is in the initial selection relative to the position. You can make moderate changes to a person's preferred teamwork style but you'll never turn them around to a team player.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Social GRID 3 of 3
RULE FOLLOWER	Business Dimension 18

Definition: A person who either seeks environments with rules or creates rules for environments.

High Scores: A personal need to have rules to structure, direct and guide one's behavior.

Low Scores: A dislike for rule-based environments that stifle and suffocate creativity.

Manifestation: People who have high scores feel more comfortable in environments that have clearly spelled out rules to guide behavior. The assumption is that when the person understands the rules, he/she can direct and monitor their own behavior relative to the rule set and feel comfortable "that they are doing the right thing." If there are no rules, the environment is viewed as being too ambiguous and the individual feels compelled to create rules to minimize the ambiguity.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: The advantage of an individual with high scores is they can enter an ambiguous setting, provide a rule-based structure and many people will feel more positive about the environment. That is, there is a direct connection between a general sense of anxiety and a lack of structure or knowledge about what to do. Therefore, the overall level of anxiety in an organization will drop as rules; clear expectations and processes are defined. It is not that rules are good or bad but how they are used.

Disadvantages: Just as entering a highly ambiguous setting and providing some structure is positive, one can overdo the amount of structure. There seems to be an optimal point in both organizations and for individuals. If it is too ambiguous and has too few rules, the people become anxious and cannot function. If it is too structured and has too many rules, the people become unmotivated, disconnected from their work and lose interest in the job (the classic is the nightmare stories about bureaucracies).

Typical Positions/Styles

Highs: More bureaucratic managers, military and government installations, rigid/traditional people.

Lows: Highly creative managers, innovative organizations, creative individuals.

Development for HIGH and Low Scores

High: Cultures that would be an important consideration and those with high scores do better in more bureaucratic organizations. If the person is too rule driven, it may be that they are anxious and are searching for structure. Determine the individuals need for rules and separate out the personality variable from the organizational issues. Usually if you deal with the person's needs from a company perspective (e.g., expectations, corporate processes) the person feels more comfortable.

Low: Organizations, by definition, don't exist without rule-based behavior. It is clear that both people and organizations are spread across the entire continuum. When the two are better synchronized both the company and the person feels better about the fit. If the person has a difficult time adhering to the rules of the company a frank discussion is helpful. If the person still has a problem (e.g., entrepreneur) it may be that they are slotted in the wrong position or are in the wrong culture.

The **KEY** for both High and Low scores is to assess the cultural expectation in terms of rule-based behavior and see what you fit. The greater the discrepancy, the more disconnected you will feel.

Developing MANAGERS -- through Business Dimensions

Management by Design

****Communication GRID 1 of 3**

IDEA COMPLEXITY

Business Dimension 19

Definition: An ability and/or interest in developing your ideas and communicating them to others.

High Scores: An enjoyment in formulating your ideas and communicating them.

Low Scores: A more practical, "doing style" where it is better to "do" than communicate.

Manifestation: People who have high scores enjoy developing their ideas, debating viewpoints and formulating their opinions so that they can present them to others. They seem to relish open and interactive communication where there is a sense of verbal interchange. People with low scores, tend to feel that this activity "may be a waste of time" and if you need to say something, just say it (Hence, they are more into doing than into discussing). High scores would consider this to be an unenlightened view.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This is a strong cultural issue and is a personality trait that is generally seen as being positive because it seems associated with intelligence (i.e., the ability to express oneself) and leadership (i.e., "verbally paint" the vision and motivate others). It is however a personality dimension where some very intelligent people don't say much (see next variable) and some leaders or people have a strong preference toward action (i.e., there are those who talk about it and those who do it).

Disadvantages: Certain cultures will use this as a major variable for promotion in the sense that they feel the person is an intelligent person and a strong communicator. However, some cultures are suspicious of people who are "verbally gifted and eloquent" in the sense that they accuse them as spending all their time "packaging their views" and little time getting the job done. This ability may be associated with a "con artist", a "BS artist", a "spin doctor" or a "politician who is self-serving".

Typical Positions/Styles

Highs: Attorneys, marketing managers, verbally creative people (public relations).

Lows: Engineers and technical people, manufacturing managers, highly pragmatic people.

Development for HIGH and Low Scores

High: This is usually not a problem that people try to correct. More often it centers around some very specific issues that are associated with this behavior. If the person talks too much, he/she needs direct feedback that they monopolize certain situations. If the person is seldom specific, beats around the bush or always "positions his/her views", he/she needs feedback that they have a political style and seem disingenuous. If the person uses "flowery language", he/she needs to understand it can put people off and make you look arrogant and elitist. The point is to correct the specific behavior.

Low: If a person is disinterested in formulating and communicating their thoughts (except in the simplest terms), the best thing to do is to try and find out why. Again, attack the specific behavior.

The **KEY** is to appreciate how this extremely important variable comes across to others. This trait is a major indicator to others about your intelligence, interest to state and defend your positions and your ability to effectively communicate with others. Pay attention to what it says about you.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Communication GRID 1 of 3</i>
EASE of EXPRESSION	Business Dimension 20

Definition: A comfort in expressing your views where you are assertive, direct and socially confident.

High Scores: A capacity to state your views with conviction in a candid fashion.

Low Scores: A tendency to feel less socially at ease stating your opinions and views.

Manifestation: People who have high scores naturally state their views in a candid and direct fashion. They are confident in their views and feel socially at ease that others will listen to them, even though they may not agree with or accept the content of their views. By nature they are less anxious, more aggressive and socially confident expressing their views (they may be extraverted or introverted in social style). Those with lower scores have a tendency to reflect on their views before they present them to others. They are more cautious and concerned about how others see them after they speak, so they may be cautious, controlled or even extremely reticent in expressing their views.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style is usually preferred in most organizations unless the culture is very traditional and shares the view that "authority speaks and others listen", so it is wiser to withhold your views unless you are directly asked for your opinion. In most team settings this is a preferred style where all members have an "open and candid debate" regarding their positions (if the team is lead by a more autocratic or less confident leader; this style will cause problems). Hence, most of the downsides come not from the style but from a "cultural reaction" that the person is "too honest or blunt."

Disadvantages: High scores may create "potential concerns" when they are mixed in with lower scoring individuals who would rather let others speak. Then you may see various problems where the lower scoring people complain (not overtly to the group but silently to others) that "they never get a chance to talk, or others don't listen to their views". Usually, the concern is with those who score lower.

Typical Positions/Styles

Highs: Confident, verbally strong managers, verbal functional areas (e.g., sales, marketing).

Lows: Engineers and technical people, cautious individuals, reaction to autocratic settings.

Development for HIGH and Low Scores

High: This is usually a positive cultural component that is seldom criticized unless it is out of sync with the corporate culture. If the culture was "average on this dimension" and one individual was high, he/she might be seen as verbally too confident, unwilling to listen, loves to talk, apolitical in his/her speech, too blunt or any other number of pejorative behavioral evaluations. Usually, the problem is not with the person but with the setting or organization.

Low: This style can stem from the person feeling his verbal skills are less than adequate (training or toastmasters might help), he is anxious in some settings or he is very cautious in speaking. The first issue is to find out why the person feels ill-at-ease expressing himself. The second issue is to help the person with outside training, exposure to develop skills or "support" as he/she works to improve.

The **KEY** for Low scores is to first discover why there is a reluctance to speak openly. Then work with your manager to address the major area causing the basic concern (e.g., skills, lack of experience).

Developing MANAGERS -- through Business Dimensions

Management by Design

***Communication GRID 2 of 3*

SITUATION SPECIFIC

Business Dimension 21

Definition: A "sensitivity to the setting" where you communicate based on the context.

High Scores: An interest in formulating your verbal communication based upon the context.

Low Scores: A desire to openly and freely speak what is on your mind (context independent).

Manifestation: People who have high scores respond to the context and may "change their verbal delivery" based upon the setting, who is present and a judgment regarding the potential consequences. They are more sensitive to protocol and manners, are more willing to conform to social expectations, are generally more diplomatic and seek to maintain positive relations with others. Those people with low scores tend to move in the opposite direction on all or some of the variables enumerated.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style is preferred in more formal organizations, those concerned with "social image", those that are "well-mannered and nice" and more traditional companies. The obvious advantage is that the person "censors his/her behavior" to be more accommodating to the context. It is called the packaging of one's ideas or the delivery of one's message. The effort is to be more sensitive to the feelings of others and "screens out" bad material. Realistically, it is a cultural or value issue.

Disadvantages: High scores may however create "speech deformation" where one is not sure what they said, how important the issue is or if it is the "whole truth". The person packages his/her speech based upon their perception of the context. If they see the context as very restrictive, the packaging may be so distorting as to result in a message that was not intended. Hence, this is also associated with verbal manipulation, "shading the truth" and politically astute behavior.

Typical Positions/Styles

Highs: "Verbally astute managers", politically astute staff, salespeople

Lows: Engineers and technical people, socially naïve staff, those who are apolitical by nature.

Development for HIGH and Low Scores

High: This is usually a positive skill in the sense that it lets the person "adjust to diverse settings" and tailor the message to either the setting or the audience. However, it can readily move from a positive skill to a negative skill of manipulation and self-serving behavior. Hence, if the person is incongruent with the cultural expectations, feedback and direct counsel regarding their verbal style is helpful.

Low: This can be a serious deficit since often the person is totally unaware of the need to modify their verbal behavior based upon the setting. The problem is they have little or no capacity to understand social dynamics and adjust their behavior. If this is the case, there is minimal room for improvement. However, if it is by choice, awareness of the setting and "reference to social sensitivities" is helpful.

The **KEY** for High scores is to determine if there is something in the setting that is causing them to truncate their speech, if so consider its utility. For Low scores, the first determination to make is whether or not they are aware of their "less context sensitive behavior," If so; work with them on specific techniques to make them more attuned. If not, it will be very hard to change the behavior.

Developing MANAGERS -- through Business Dimensions

Management by Design

***Communication GRID 2 of 3*

FORCEFUL

Business Dimension 22

Definition: A verbally aggressive and dominant style where you are direct, candid and forthright.

High Scores: A verbal ability to take conflict, head-on and not worry about the outcome.

Low Scores: A verbal style where you are more passive and restrained in sharing your views.

Manifestation: People who have high scores see language as an opportunity to "sharpen their wits", refine their views and eliminate conflict or differences by communicating in a more aggressive fashion. Rather than being (or not being) sensitive to a context, this is not being overly sensitive to the feelings and views of others, so you respond in a verbally aggressive fashion. The low score on the previous variable "just says what is on his mind" while the high score "enjoys taking on others" in a verbal debate or interchange. They may look similar but one is related to the context (i.e., setting) and this one is related to a need to just drive your point home.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style is usually preferred in more results oriented or highly task driven cultures where there is less concern for the process of how people relate to each other. That is, the goal is to get the information out, resolve any problems and aggressively focus on interpersonal differences. Usually this is a very brisk, more aggressive style where people say, "I know where he is coming from."

Disadvantages: High scores may create "potential concerns" when they are mixed with lower scores who are more accepting (dislike verbal conflict), less socially aggressive, seek to foster more mutually dependent relationships and are sensitive to others and their needs. The stereotype would suggest that high scores are from the Northeast and low scores are from the South (or Midwest). The critical point for this variable is the greater the discrepancy between two people, the less they get along.

Typical Positions/Styles

Highs: Verbally aggressive managers, Northeast stereotypes, Task/autocratic driven cultures

Lows: Verbally sensitive managers, South & Midwest stereotypes, Process /participatory cultures

Development for HIGH and Low Scores

High: This is usually a negative when there are people mixed in who have lower scores. They will see these people as insensitive, arrogant, boorish and verbally crass. Usually, they respond best to direct feedback and never understand oblique feedback so it is better to "be in their face" and give concrete examples of how their verbal style influences others. They should watch more sensitive managers, state what they have observed and attempt to mimic some of their behavior.

Low: The primary downside of lows is that they "water down their message" and people may miss the impact or in verbally conflictual situations, they may cave in. The best feedback is for them to watch more verbally aggressive colleagues and comment (with their superior) what they observed and what they learned from the other person. They just need to pick up "a survival style" for difficult times.

The **KEY** for both scores is to determine how consistent their style is with the overall culture. If it is too high or low, others will describe their behavior in pejorative terms and it greatly affects "fitting in."

Developing MANAGERS -- through Business Dimensions

Management by Design

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FIRMNESS of VIEWS

Business Dimension 23

Definition: A firmness or rigidity in maintaining your views where you are less willing to compromise.

High Scores: An intellectual tenacity to "hold onto your position" in the face of attack.

Low Scores: An intellectual willingness to entertain and consider alternative views.

Manifestation: People who have high scores exhibit an intellectual tenacity where they strongly hold onto their ideas and views. Most people have an opinion as to whether or not this is a good or bad trait. Those who feel it is a good trait see the person as being principled, willing to stand up for they believe in and not wishy-washy in their views. Those who feel it is a bad trait see the person as being rigid, unwilling to compromise and stubborn or obstinate in their approach.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style is without a doubt related to both what the culture expects and the perception of the superior in terms of it being "favorable or unfavorable." The key advantage is that you can tell where the person is coming from, what he/she believes in and how strongly he/she believes in their position. If there is a genuine respect for others, this trait seldom causes difficulties (except in more passive cultures). If there is a lack of respect for others, the manifestation of this trait can cause serious problems as the person is very willing to "blow off" the opinion of others as being stupid.

Disadvantages: High scores have a much more dramatic impact on others, since those with low scores are more willing to compromise, accommodate to the needs of others and modify their position when there is resistance to their ideas. Therefore, in any situation where people tenaciously hold on to their views, there is a strong potential for conflict. The potential for conflict is not good or bad in and of itself but how people choose to reconcile these differences is critical for any well functioning team.

Typical Positions/Styles

Highs: Verbally aggressive managers, more black/white functional areas (e.g., manufacturing).

Lows: Politicians, managers into compromise, more conceptual functions (e.g., marketing).

Development for HIGH and Low Scores

High: This is highly driven by the culture and the views of the immediate superior. However, if the individual elicits some of the more pejorative adjectives (e.g., rigid, autocratic) he/she needs to understand how their verbal style effects the appearance of their management /team style. That is, if subordinates feel a manager is unwilling to compromise, they often give up trying and communication drops to a very low level. Hence, direct feedback with examples is helpful in modifying this behavior.

Low: This style is seldom overtly criticized but it may portray the feeling that the person is not openly committed, enthusiastic or supportive of a particular approach or strategy. Feedback may take the form that the positive aspect is the person is easy to work with but the negative is that people are unsure of what he/she stands for or supports. Hence, some defending of one's position is important.

The **KEY** is to determine how inconsistent the person's style is relative to the culture or the superior's expectations. Once this is determined a plan to modify the "appearances" of that person's overt behavior (e.g., less rigid, more principled) can take place.

Developing MANAGERS -- through Business Dimensions	
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ORGANIZATIONAL NEED	Business Dimension 24

Definition: A need to fit in, be part of and join an organization (contrast with self-sufficient).

High Scores: A desire to associate with and be part of an organization or team.

Low Scores: An interest in acting/working independently and being self-sufficient.

Manifestation: People who have high scores naturally want to be part of an organization, work with others and fit in. It logically follows that if you want to be part of an organization, you are probably more willing to compromise your "typical speech patterns" than a person who is not concerned about fitting in or being part of an organization. This is a secondary communication variable based on the underlying need to fit in, which then results in a "natural deformation" of one's typical speech pattern. The classic example is the boss inquires about what you think about his new tie (which is ugly). If you want to fit in, you'll find something positive to say. If you don't care, you might just say what's on your mind.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This trait is seldom criticized and is seen as a "natural" in terms of fitting in and being part of a company. What is perhaps not realized is that people actually deform their speech patterns (i.e., opinions, styles, presentations) to accommodate to the perceived needs of others. Oftentimes this is associated with maturity and sensitivity to others (which is accurate) but a subtle immeasurable cost is what is the actual distortion of the message or the presentation style. That is, a cost of fitting in with others is a reduction in candor, directness and an accommodation to a "cultural speech style."

Disadvantages: The advantage and the disadvantage are the same. If you are more accommodating and sensitive to others, you'll be expected to deform your speech and presentation. If you do not care about how you come across to others or your potential for negative impact, then the deformation of your speech patterns will be minimal. That is, if others "can hear your message", it is usually clear.

Typical Positions/Styles

Highs: Typical organizational people, those who associate with others, those who fit in.

Lows: Entrepreneurs, those who care less about fitting in, renegades and nonconformists.

Development for HIGH and Low Scores

High: This is such an expectation that everyone judges the variable only in terms of how much of it is evident. If it is high, the person is described with positive attributes such as maturity, strong team player, sensitivity to others and being politically astute. As the manifestation of this variable starts to diminish, the person takes on more pejorative adjectives. There is seldom recognition of the cost being a communication deformation. It is only when it is extremely high that there is recognition of the behavior and the person is labeled a sycophant (i.e., brown-noser) and everybody says to that individual, "you just said that to please him so he would like you."

Low: These scores seldom show up in the organization and are typically found in those who work on the periphery such as manufacturing representatives, salespeople or consultants.

The **KEY** is to increase one's awareness that this variable actually exists and influences communication style, communication content and actual overt organizational behavior (e.g., defer to authority).

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Management GRID 1 of 2
LEADERSHIP POTENTIAL	Business Dimension 25

Definition: A potential to establish a strategic direction and lead others.

High Scores: An innate ability to "take charge of the situation" and lead others.

Low Scores: A lack of interest or potential in taking charge or leading others.

Manifestation: People who have high scores are confident in their ability to assert themselves in social situations, establish a social direction, take the responsibility of leadership and direct the efforts of others. People with low scores have less interest in directing others, assuming social responsibility or establishing direction and structure for subordinates. Hence, they either enjoy individual roles where leadership demands are not evident or staff positions where they support other leaders. Leadership not only requires psychological potential, but opportunity, training, mentoring and experience. In addition, leadership style is always judged relative to some culture, industry or situation.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: There are no inherent advantages or disadvantages unless the person is in or wants to assume a leadership role. Most teams have a leader (either informal or formal) and usually that person is more successful if they have the requisite psychological potential and motivation. However, there are some situations where psychological leadership potential is not as critical (e.g., knowledge-based teams) in fulfilling a leadership role.

Disadvantages: High scores, when they have to work as a contributing team member, may have difficulty in assuming a secondary role and responding to the leadership of another person. That is, people have a mixture of leadership and following (where they are loyal to a leader) qualities and it is this mixture that allows them to lead or follow. In the course of life, people find themselves in both leadership and following roles and this mixture helps them adjust to those life situations.

Typical Positions/Styles

Highs: Leaders who enjoy leading others and derive personal satisfaction from leading.

Lows: Staff positions, or followers who enjoy being loyal to a particular leader.

Development for HIGH and Low Scores

High: Assuming a person has the potential to lead others, this is just the raw material and must be developed through experience, training, mentoring from competent leaders and the chance to learn how to lead others. As the person receives feedback, refined his/her style and grows more confident with the leadership role he/she will become a better leader. However, all leadership ability and talent is judged "competent or incompetent" relative to a standard (i.e., autocratic, participatory, democratic).

Low: If the person is low on leadership potential and/or motivation, does it make much sense to try to develop that person or is it better to use his/her talents in a more appropriate fashion. Leadership is difficult enough, without trying to develop an individual who has limited potential.

The **KEY** is to realize that all leadership styles are judged relative to some external criteria that might not be appropriate at all settings. Low leadership scores are not bad, they just are.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Management GRID 1 of 2</i>
GROUP RESPONSE	Business Dimension 26

Definition: An independence in needing feedback from the team, a more distant leadership style.

High Scores: Provide the vision, be available for consultation and expect compliance.

Low Scores: A strong modeling approach where there is high involvement with the team.

Manifestation: People who have high scores exhibit the classic leadership style that is somewhat aloof and distant where they provide a crisp vision and expect the team to get the job done. They are willing to make decisions, debate the points and be held accountable but they do not spend a great deal of time working directly with the team. Low scores have the opposite orientation. They are highly involved, often model the expected behavior and work closely and directly with team members. The high score is distant and "above the group", while the low score is intimately involved with the group.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style allows the team members to have the greatest degree of autonomy and individual direction. This leader is more apt to define his/her role of providing the vision and resources and then letting the team execute as they see fit. This focus is more strategic, big picture and aloof.

Disadvantages: High scores can seem disinterested or disconnected from the team. If the team requires closer supervision and guidance, the style puts the operation of the team at risk. A low score has a much higher degree of involvement but may be viewed as micromanaging the team process. The ability of the team, complexity of the task and team's experience may suggest a preferred style.

Typical Positions/Styles

Highs: Charismatic leaders who establish an emotional vision and allow others to execute.

Lows: Hands-on leaders who enjoy being part of the team and feel a sense of ownership.

Development for HIGH and Low Scores

High: This is strictly a style relating to how one uses his/her leadership potential. If the group is inexperienced, the task is complex, they are emotionally overwrought (e.g., fearful of outcome) or the team has not worked together; this style may put the team at risk. If these factors are present, the individual should increase their direct involvement over their natural style.

Low: This style is more characteristically associated with typical leadership since the team can rapidly identify the leader (because of their high involvement) and it is easy to see from the outside who is leading the group. If the team is experienced, has a long work history, the task is more routine or they feel emotionally secure; this style may be viewed as "too involved and suffocating." It may be better to back off from your typical style and allow the team more autonomy to execute as they see fit.

The **KEY** is to become aware of one's natural style and understand how this style may be an asset in certain situations and a liability in other settings. A leader is more effective if he/she can adjust their natural style to accommodate to the specifics of the team, the context or the task demands.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**Management GRID 2 of 2
MANAGEMENT POTENTIAL	Business Dimension 27

Definition: An interest in working with, developing and taking responsibility for others.

High Scores: An innate desire to work with others, identify their needs and develop them.

Low Scores: A lack of interest or potential in taking responsibility for developing others.

Manifestation: People who have high scores seek situations where there is an opportunity to work with others, identify their strengths and weaknesses and develop them professionally. These individuals feel comfortable assuming responsibility for the work of others and enjoy the management experience. People with low scores have less interest in developing others, assuming responsibility for their actions and professional growth and would prefer to assume individual responsibility. In general they feel management responsibility dilutes their capacity to make an individual contribution. In addition, management style (e.g., autocratic) is always judged relative to some culture, industry or situation.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: There are no inherent advantages or disadvantages unless the person is in or wants to assume a management role. Most organization stress that the best way to advance professionally is by growing in managerial responsibility. Having subordinates who are available to accept delegated work can increase the overall efficiency of a senior manager by allocating the work to the individuals who are most capable, motivated and challenged by the particular work mix.

Disadvantages: High scores usually seem to get along better with most people and feel more at ease working in team settings. However, when the task requires individual effort or the resources (in terms of subordinates) are not available, those with a strong managerial drive feel somewhat stifled. Program management roles seem to function better with strong leadership and less emphasis on management skills since they are "result-driven efforts" rather than developmental tasks.

Typical Positions/Styles

Highs: Managers who enjoy working with others and developing subordinates.

Lows: Staff positions who enjoy doing things on their own or strong individual players.

Development for HIGH and Low Scores

High: Assuming a person has the potential to manage others, this is just the raw material and must be developed through experience, training, mentoring from competent managers and the opportunity to manage others. Organizations seldom struggle with an individual who has management talent but they struggle with the individual's approach and how he/she fits with the culture. That is, the culture may be biased toward autocratic, participatory or democratic management styles. Hence, feedback on the other personality variables helps to develop an overall consistent management approach.

Low: If the person is low on management potential and/or motivation, does it make sense to try to develop him/her or is it better to use his/her talents in a more appropriate fashion. Management is difficult enough, without trying to develop an individual who has limited potential.

The **KEY** is to realize that all management styles are judged relative to some external criteria that might not be appropriate at all settings. Low management scores are not bad, they just are.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	<i>**Management GRID 2 of 2</i>
PARTICIPATION	Business Dimension 28

Definition: A desire in working with others, feeling positive toward them and seeking mutual relations.

High Scores: An acceptance of others and a desire to foster mutually dependent relations.

Low Scores: A disinterest in working with others by seeking independent relations.

Manifestation: People who have high scores have a natural interest in others and a personal warmth where they enjoy establishing relationships. They usually trust others and feel that situations are more productive when people foster close working relationships and mutually dependent ties. Those with low scores have a disinterest in spending too much time establishing relationships. They would rather work independently or allow the situation to dictate the need for dependency. High scores tend to be more cooperative while low scores tend to be more competitive.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style is often seen as the most optimal style because it stresses the need to develop mutually dependent relationships, which are characteristic of most team-oriented companies. Hence, by establishing and developing relationships, ongoing work tends to run more smoothly. However, there is a cost (time, effort and inclination) associated with developing or maintaining these relationships that is seldom considered.

Disadvantages: High scores must allocate some of their time to "get to know others" and maintain their relationships which takes away from direct task accomplishment. Those individuals who let the task dictate the degree of mutual dependency may actually maintain the most efficient or optimal balance in relationship development versus task accomplishment. However, those people with high scores will naturally allocate some percentage of their time to maintain mutual relationships, whether or not they are required. For these people, there probably is an optimal dependency level relative to their personality structure.

Typical Positions/Styles

Highs: Individuals naturally interested in maintaining and developing relationships.

Lows: Individuals naturally interested in subjugating relationships to a secondary role.

Development for HIGH and Low Scores

High: This is usually viewed as the preferred or more normal mode of behavior. However, in highly task driven or more autocratic environments these people are viewed as "wasting time" as they invest in mutually dependent relationships. The best feedback is to share your perceptions with the individual regarding his/her time investment relative to maintaining positive working relationships both internally and externally to the organization. This allows the person to calibrate their style relative to the culture.

Low: This style is often overtly criticized and the individual is seen as "not being team oriented", more self-serving or disinterested in establishing positive working relationships. Again, honest and direct feedback related to your observations allows the individual to adjust his/her emphasis on maintaining and developing working relationships. Clearly, this is a cultural dimension.

The **KEY** is to determine how inconsistent the person's style is relative to the cultural expectations regarding how much time should be spent in maintaining mutually dependent relationships.

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**VALUE GRID 1 of 1
IDEALISM	Business Dimension 29

Definition: A basic **value** construct where the person believes that if he/she focuses on the means of achieving a goal, the outcome will logically follow.

High Scores: A focus on the means rather than ends in one's values.

Low Scores: A focus on the ends rather than the means in one's values.

Manifestation: People who have high scores believe that if a person says they will do something (and from a moral perspective the person should do something) then the person will do what he says. For example, the idealist would be more than likely to ask a person if he/she was truthful and then use this as data to judge the veracity of an individual. On the other hand, the person with a low score would not judge the person's veracity based upon what he/she said but more so what he/she did. Hence, the high score focuses on the means (he said he would tell the truth) and the low score focuses on the ends (I watched him and he didn't lie).

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style usually expects the best for most people, from a value perspective. It has the added benefit of restricting a person's actions because they focus on the means and are cautious in creating unintended consequences. For instance, they would feel that if an action could potentially harm another person, they should not engage in the action because of potential consequences. On the other hand the realist is more than likely to weigh the advantages and disadvantages, engage in the action and then when the consequences occur, see how "good or bad" they were.

Disadvantages: High scores create a style that is seen as idealistic, too trusting or limiting in terms of a person's potential behavior. That is, rather than worrying about the outcome, the idealist will just state that the behavior is "wrong" and he/she won't do it. Therefore, it is conceivable that the outcome could have been more positive than negative but the idealist will never give the behavior a chance.

Typical Positions/Styles

Highs: Those who have a strong sense of duty-driven values (e.g., "shoulds and should-nots").

Lows: Those who have more reflective or personally specific values (i.e., look at outcomes).

Development for HIGH and Low Scores

High or LOW: There is no development but an understanding of how a person sees his/her values is extremely useful in allowing people to accept, respect and work more closely with others.

Examples of questions producing HIGH Scores:

1. A person should always make sure their actions never potentially harm others.
2. You should always make sure in what you do, you never cause a sense of pain for another person.
3. You should never act in any way that threatens the dignity or welfare of others

Developing MANAGERS -- through Business Dimensions	
<i>Management by Design</i>	**VALUE GRID 1 of 1
RELATIVISM	Business Dimension 30

Definition: A basic **value** construct where the person believes that values are relative to a culture, society or time and are not absolute (e.g., the golden rule, thou shall never kill).

High Scores: A value system that is relativistic, flexible or dependent upon the situation.

Low Scores: A value system that is absolute and has no room for interpretation.

Manifestation: People who have high scores believe that you have to consider the situation, the time-frame and other variables when making a value judgment. Even something that looks obvious on the surface such as killing another person is open to scrutiny and discussion (this is the etiology of the fierce debates around abortion, euthanasia and use of nuclear weapons). Those with relativistic value systems are willing to consider the situation or the time. Those with absolute value systems feel that the behavior is either always right or always wrong, regardless of the situation.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: This style is usually the most flexible or the easiest for others to accommodate to. However, those with more absolute value systems tend to see this person as being "less principled" than he/she might (should) be. That is, rather than seeing the flexible nature of the value system there is a tendency to believe that the person modifies his/her values based upon their own personal needs. This is not the intent of those who have a relativistic value system. That is, they would be willing to modify or compromise their position before it led to any personal advantages or disadvantages.

Disadvantages: In organizations that have strong absolute values, the individual who is relativistic in his/her value system will have a difficult time adjusting to the organization when values play a role. The important issue is to have people of similar value structures (as well as similar in value content) working together so there is a more harmonious sense of value judgment and direction.

Typical Positions/Styles

Highs: Those who have a strong sense that values are relative to a society, situation or time.

Lows: Those who believe that there are absolute values and there is no room for compromise.

Development for HIGH and Low Scores

High or LOW: There is no development but an understanding of how a person sees his/her values is extremely useful in allowing people to accept, respect and work more closely with others.

Examples of questions producing HIGH Scores:

1. What is ultimately ethical or moral varies from one society to another.
2. Moral standard should be seen as individualistic or determined by the person.
3. Religion does not have to be the basis for making ethical and moral judgments.
4. Ethics is so complex that people should basically formulate their own rules.