



TenStep Supplemental Paper

13 March 2004

Spot Your Management Style

Many different management styles, each distinctive, successful and problem-specific, exist today. There are essentially four personality styles: the Producer, the Administrator, the Entrepreneur and the Integrator. While some people develop skills in all four areas, others use a blend. No one can be strong in all areas. People normally have one dominant style and another secondary style.

Spot the type in your organization.

The Producer. He or she has the drive and determination to achieve results. He/she is impatient, active, direct in his/her speech and busy, with little time for gossip or meetings. He/she is often a behind-the-scenes person. You can spot him/her in a high activity department, e.g. Sales.

The Administrator. This is someone who obeys the rules of the organization and ensures that others follow them too. Precise and accurate, he/she sets systems and procedures in motion. If his/her colleagues are careless, he/she will mop up for them, thereby displaying an analytical and logical mind. Thorough and careful, he/she moves slowly and steadily and is happiest at tasks that involve systematic thinking and precision, such as Accounting.

The Entrepreneur. This is an ideas person who often asks "why?" or "why not?" A visionary, he/she leads others to pursue his/her offbeat dreams that are sometimes laced with creativity, adventure and risk. Tasks with a long-term vision hold his/her attention. Charismatic, he/she generates ideas, whether for projects, areas of business or problems.

The Integrator. Being people-oriented, he/she excels in teamwork is amiable and empathetic. The first to volunteer help with problems, he/she prefers to work by consensus rather than take an open stand against others. He/she thrives in people-oriented occupations like Human Resources.

These four types and their various permutations and combinations are found in organizations across the world. Which one are you?