

Article

Management Styles

What?

Why?

How?

Producer

Administrator

Entrepreneur

Integrator

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Think ● Act ● Create ● Know

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Management Styles

What?

Management performs four types of roles:

- Producer
- Administrator
- Entrepreneur
- Integrator

Each role is necessary and the four together enhance good management.

Why?

1. Effective management of a growing organization is very complicated for any one individual to handle.
2. The four roles are in conflict and no one person can perform them simultaneously.

“The conclusion I have arrived at is that for good management to happen, complementary staffing is necessary, which means acknowledging differences in style and opinion and accepting conflict as an inevitable and desirable facet of managing” (Ichak Adizas, PhD. “How to Solve the Mismanagement Crisis”)

From the model described here, one may learn:

1. Strengths and weaknesses of management style – mine and others.
2. CAPIE - Creating teams as coalitions, what tasks to delegate to whom?

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How?

Producer

Excels in: Action, Tactics, Assignments, Achieving, Controlling Situations, Producing Results.

Distinctive Behavior: Busy at all times, Lacks time continuously.

Distinctive Personal Features: Total devotion to assignments, Diligent.

Measure for Evaluation of Himself & Others: The value of hard work and long hours.

Style of Decision Making: Shooting in the dark.

Job Attentiveness: First to arrive and last to leave.

Style of Conducting Meetings: Standing in the hallway, Ad –hoc.

Typical Question: WHAT?

Administrator

Excels in: Working by set procedures, Emphasizing details, Order, Efficiency, Executive.

Distinctive Behavior: Enforces orderliness and priorities.

Distinctive Personal Features: Cautious and calculated, Conservative, Methodical and orderly.

Measure for Evaluation of Himself & Others: The level of calmness and equability, Rational, Appropriateness to planning.

Style of Decision Making: Based on previous experience and logic.

Job Attentiveness: Arrives and leaves on time.

Style of Conducting Meetings: Well organized with set agenda and timetable.

Typical Question: HOW? WHEN?

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Entrepreneur

Excels in: Creating new ideas and projects, Initiating, Designing and planning policies.

Distinctive Behavior: Creative, Innovative. Takes Risks. Blooms in crisis.

Distinctive Personal Features: Enthusiastic, Stimulates Enthusiasm in others, Charismatic.

Measure for Evaluation of Himself & Others: The extent of noisy and active environment, Apparent productivity.

Style of Decision Making: Without permanent commitment, Changing.

Job Attentiveness: Flexible arrival and departure times.

Style of Conducting Meetings: Random and unpredictable.

Typical Question: WHY? WHAT FOR?

Integrator

Excels in: Integrating team members, Balancing between private and organizational needs, Team work.

Distinctive Behavior: Motivates towards consensus or harmony and agreement.

Distinctive Personal Features: Sensitive and understanding, Relates to people.

Measure for Evaluation of Himself & Others: The level of his acceptance, What others are willing to do for him.

Style of Decision Making Team consensus.

Job Attentiveness: Attends as long as necessary regardless of official hours.

Style of Conducting Meetings: Emphasizes attention and listening, Does not end in time.

Typical Question: WHO?