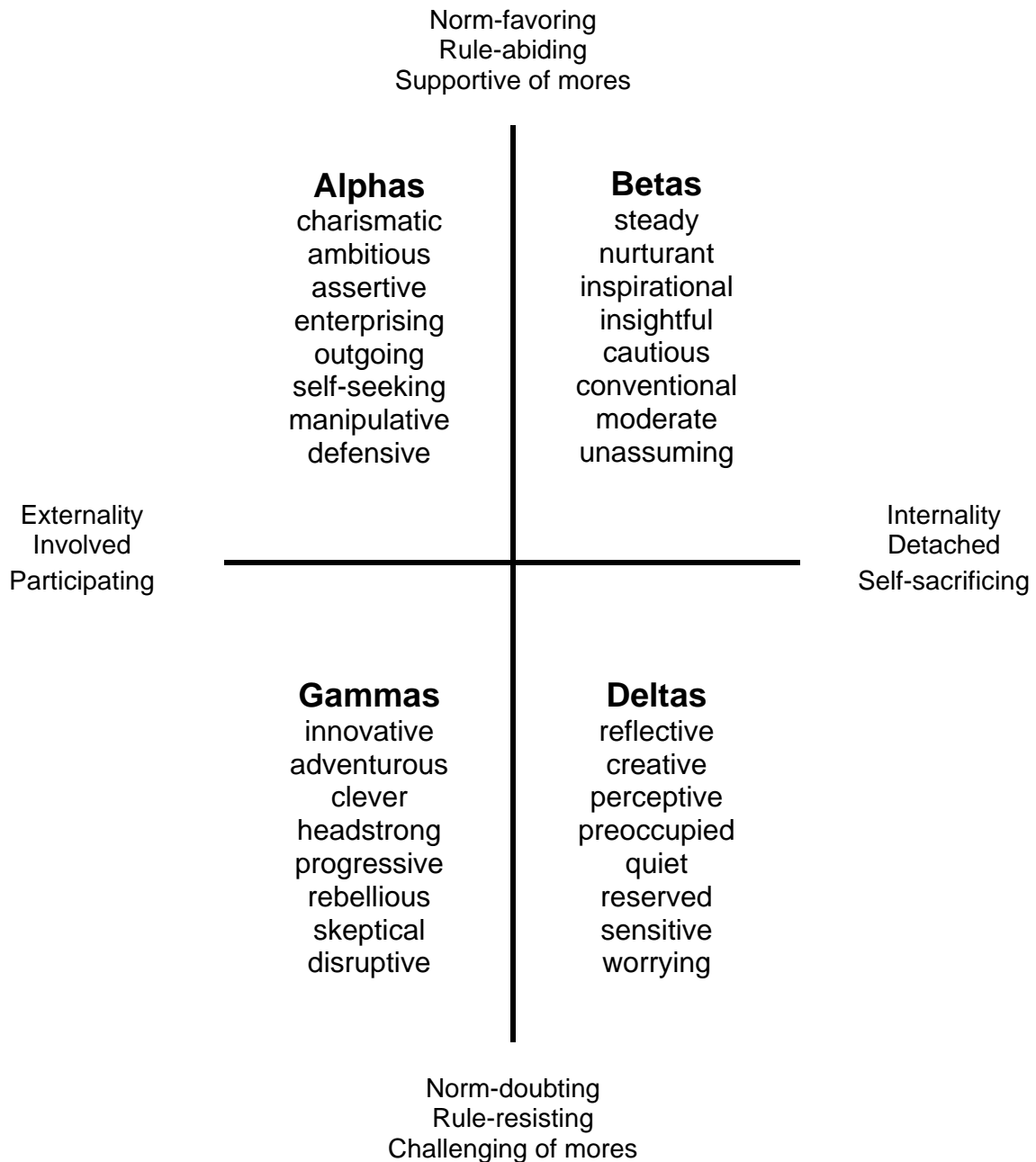


Theoretical Model for the v. 1 and v. 2 Structural Scale



Management Style and CPI Life Style

Alpha Managers

Tend to work to sanctioned organizational goals, emphasize accountabilities and planning, pay attention to follow-up, focus on the chain-of-command, promote orderly change, and come across as influential.

Beta Managers

Tend to work for sanctioned organizational goals, be known for support and implementation, come across as low-key, avoid being in the spotlight, take their cues for change from managers above them, and be found in staff roles.

Gamma Managers

Tend to question the goals of the organization, promote change, initiate rather than follow through, inspire rather than deal with accountabilities, be viewed as change agents, and emphasize innovation.

Delta Managers

Tend to lead best in small organizations in which they have some measure of independence, resist being part of the larger chain of command, be more low-key than verbal, and work best with small groups with similar expertise or interests.

Alpha Managers

Value:	Accountability Goal clarity Big picture issues
Support:	Organizational norms and goals People who take charge People who support their goals
Want:	Influence and impact Important roles Themselves and others to be the best
Display:	Confidence Task orientation Commitment
Make Mistakes By:	Ignoring creative and unusual ideas Pushing too hard Being overly competitive

Beta Managers

Value:	Smooth running systems Strong leaders Order over chaos
Support:	Organizational norms and goals People who take responsibilities seriously All employees in their assigned roles
Want:	A behind-the-scenes role Predictability and security Recognition for doing their jobs well
Display:	Sincerity A low-key demeanor Planfulness
Make Mistakes By:	Adhering too strongly to policies and norms Being too soft-spoken to get ideas heard Accommodating the more outspoken Alphas and Gammas

Delta Managers

Value:	Creativity and new ideas Ways to beat the system Freedom from organizational constraints
Support:	New initiatives and first-time efforts People who take risks People who challenge their thinking
Want:	A role as a change agent Freedom from supervision Support in handling follow-through
Display:	Enthusiasm Independence Flair
Make Mistakes By:	Neglecting to monitor and demand accountability Glossing over details Downplaying the value of stability

Gamma Managers

Value:	Personal time to think or reflect Autonomy and time to work alone Their own way of looking at the world
Support:	New initiatives, particularly if they are untested People who have strong values People who operate outside of the “norm”
Want:	Participation in small organizational units Freedom from organizational politics A unique role
Display:	Different characteristics to different people Resistance to established ways A lack of interest in a visible role
Make Mistakes By:	Keeping information to themselves Forgetting about practical realities Not reading people accurately