

**Consortium**

**MACSAN**

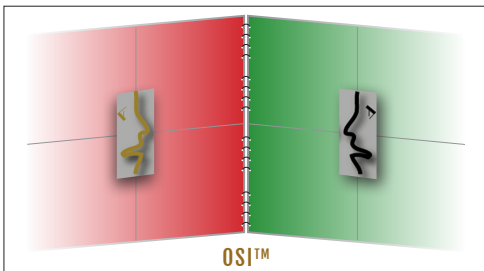
Santa Barbara, California, USA

**IIOSS**

Tokyo, Japan

**PROBENEFIT CONSULTING**

Sarajevo, Bosnia and Herzegovina



---

# Organizational Styles Indicator

---

GROUP REPORT for

**Sample**

November 25, 2018

## GROUP MEMBERS

This report is based on the results of 16 candidates from SAMPLE. The group-members are :

1. Ivan Polic, *Partner, Group-Leader*
2. Elvia Wise, *Business Development Manager*
3. Mark Wilkinson, *Estimator*
4. Arthur Garcia, *Maintenance*
5. Vincent Medel, *Quality Assurance Manager*
6. Aracely Rios, *Administrative Assistant*
7. Radenko Aleksic, *Setup operator*
8. Mariana Polic, *CCO/ HR Director*
9. Svetlana Aleksic, *Administrator*
10. Aleksandar Tadic, *3rd Shift Lead*
11. Rafael Martinez, *Shipping*
12. Gerardo Reyes, *Quality Control*
13. Antonio Hernandez, *Set up*
14. Gerardo Parra, *2nd Shift Assistant*
15. Roberto Hernandez, *2nd Shift Lead*
16. Gerardo Simental, *Supervisor*

### Disclaimer

Each member of the group has taken the *Organizational Styles Indicator*. Based on the results, an Individual Report has been prepared for each member.

The Group Report has been derived using the individual results that the group-members have achieved on the *Organizational Styles Indicator*. Thus, in order to completely understand the Group Report, the reader should first become familiar with the content of the Individual Report.

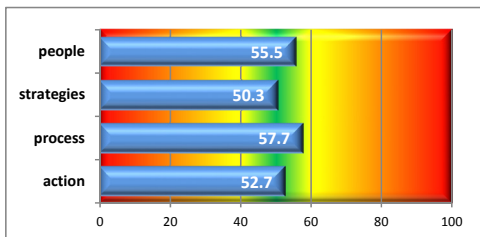
## OVERALL RESULTS FOR PERSONALITY STYLE, ORGANIZATIONAL INFLUENCE, AND ORGANIZATIONAL STYLE

#	First and Last Name	Leadership Index	Personality Style				Organizational Influence				Organizational Style (standard situations)	Compatibility	Organizational Style (non-standard situations)
			action	process	strategy	people	action	process	strategy	people			
1	Ivan Polic	91.2	54	48	56	47	-4	2	-3	16	90	COMPROMISER	
2	Elvia Wise	75.9	67	60	80	53	-17	-10	-20	-13	81	CHAMELEON	
3	Mark Wilkinson	85.3	60	65	47	47	0	-12	1	3	94	WORKAHOLIC	
4	Arthur Garcia	73.8	47	52	32	58	3	8	18	-13	82	DESTROYER	
5	Vincent Medel	82.6	40	67	58	53	15	-22	7	-18	81	CHAMELEON	
6	Aracely Rios	69.0	60	61	33	47	-14	-8	6	1	80	DESTROYER	
7	Radenko Aleksic	75.8	53	73	53	53	-8	-13	4	2	86	DESTROYER	
8	Mariana Polic	81.0	60	45	67	70	-10	0	3	-5	80	CHAMELEON	
9	Sveltana Aleksic	73.6	53	65	59	44	-3	6	-9	11	85	DESTROYER	
10	Aleksandar Tadic	81.8	60	51	43	55	5	-10	5	0	85	WORKAHOLIC	
11	Rafael Martinez	66.5	53	50	43	50	11	9	2	2	87	WORKAHOLIC	
12	Gerardo Reyes	68.2	47	54	48	55	2	-7	-1	7	84	COMPROMISER	
13	Antonio Hernandez	85.4	45	55	45	59	9	9	1	-12	80	DESTROYER	
14	Gerardo Parra	72.0	48	44	44	61	-1	20	8	13	83	DESTROYER	
15	Roberto Hernandez	76.1	40	73	47	67	10	-10	3	3	81	COMPROMISER	
16	Gerardo Simental	81.4	55	60	50	70	0	8	5	-6	80	DESTROYER	
	average values	<b>79.3</b>	<b>53</b>	<b>58</b>	<b>50</b>	<b>56</b>	<b>0</b>	<b>-2</b>	<b>2</b>	<b>-1</b>		<b>COMPROMISER</b>	

**Table 1:** Overall results achieved on the Organizational Styles Indicator

## GROUP ANALYSIS OF PERSONALITY STYLES

Based on the individual results, we have aggregated the “*Personality Style of a Typical Loutech Employee.*” Below are given the values of four basic dimensions for that fictitious person, as well as his/her dominant focus.



**Chart 1:** Personality Style of a Typical SAMPLE Employee

### Personality Style of a Typical Loutech Employee

#### Action:

- He/she doesn't like policies and regulations but accepts them as a necessity.
- “What should be done” attracts him/her much more than “how something should be done.”
- He/she trusts conclusions based on science more than conclusions based on emotions.

#### Process:

- People describe him/her as a “very organized individual.”
- He/she considers written information as more accurate than verbal information.
- He/she always looks for some logic and repetitive patterns in their daily tasks/projects.

#### Strategy:

- He/she perceives the organization as full of opportunities worth exploring.
- He/she would rather search for new solution than accept the available ones.
- He/she perceives almost every working day as challenge for a different experiment.

#### People:

- He/she can easily empathize with another's feelings or attitudes.
- Handling interpersonal conflicts is his/her specialty.
- He/she genuinely cares how his/her decisions affect others.

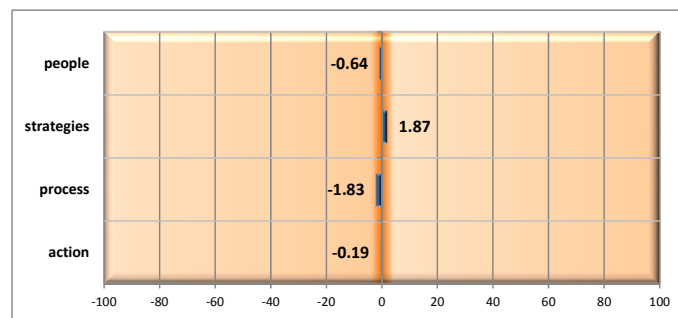
**The use of the Personality Style chart.** When composing teams, we usually have the Organizational Styles in mind - we choose people believing they will complement each other in the teamwork. Surprisingly, we still see a lot of inefficient teams. What might be the reason for this? Is our usual way of composing teams the right one? As a rule of thumb, we suggest the following: *the routine tasks require similar individuals, while the complex tasks require diversity in styles. So, the first criterion in composing the teams is not the Organizational Style but the task which the team needs to perform.*

## GROUP ANALYSIS OF THE ORGANIZATIONAL INFLUENCE

**Results.** The aggregated group results regarding the Organizational Influence appear on the graph below. This graph shows the extent to which the Typical Sample Employee's personal style changes under the influence of the organizational factors. The numbers indicate the amount of adjustment he/she makes to conform to the demands coming from the organization.

**Scoring.** The organization's working habits, rules, behavior and culture have impact on the organization members' behavior. For different companies, this impact is different and it depends on many factors such as: the company's maturity, size, nature, industry, etc.

**Scaling.** The organizational influence can vary in the range from -100% (which means a total decrease in basic dimensions) to +100% (which means a total increase in basic dimensions).



**Chart 2:** Organizational Influence on the Typical Sample Manager

**The use of the Organizational Influence Chart.** The primary use of the chart is in detecting positive and negative organizational impacts over its members. An ideal, completely harmonized organization will bring the values of the four dimensions close to the harmony line, which is at 55%.

In the Typical Loutech Employee, we see a very low organizational influence in all four dimensions - *action*, *process*, *strategies*, and *people*.

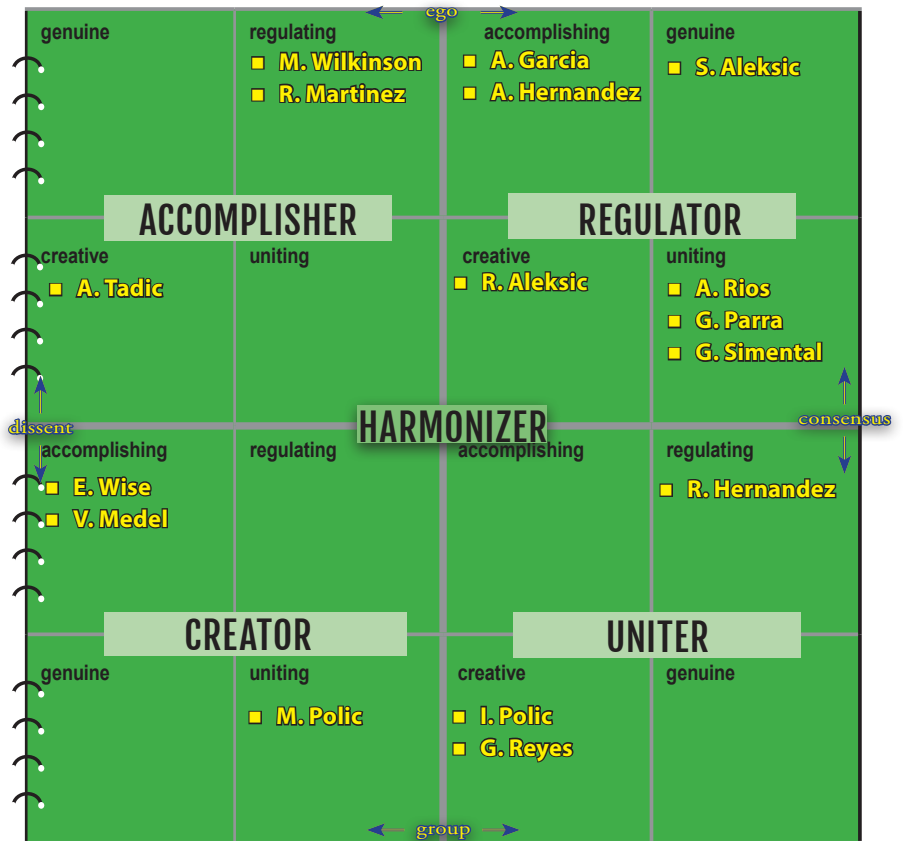
Since the values of the four dimensions in the Personality Style are very close to the harmony line, there is no need for the organization to do any “ironing” of the four dimensions - obviously, (a) the hiring process has been extremely well conducted and most of the employees have personal characteristics that fit very well to the job requirements, and (b) the company culture enables individuals to develop capabilities to their optimum level.

Thus, the hiring practice should remain the same and there is no need for some extra interventions in the company culture.

## OVERVIEW OF ORGANIZATIONAL STYLES

### DIAGNOSING ORGANIZATIONAL STYLES

The organizational style of the group-members are shown on the graph “Style Radar” in the right-hand part of this page. The “Style Radar” has been drawn by using a matrix of 17 different organizational styles (the green quadrant) as well as their mirror-images (the red quadrant): Four *Accomplishers*, four *Regulators*, four *Creators*, four *Uniters*, and a *Harmonizer* in the green area. Each Organizational style has its mirror-image in the red quadrant: *Workaholic*, *Destroyer*, *Chameleon*, *Compromiser*, and *Utopian*.



**The use of the Organizational Style Radar.** The primary use of this radar is for recruiting new employees as well as for the career planning and personal development of the incumbent members.

The majority of the group members (7 in total) are in the area of REGULATORS, with an accent of the Uniting (*people oriented*) component.

Based on the information we have about Loutech, we believe the most desirable Organizational styles are ACCOMPLISHERS and REGULATORS. However, that does not necessarily mean the other two styles are undesirable since every organization member contributes to the organization in a unique way.



## ORGANIZATIONAL STYLES - QUICK REFERENCE

**ACCOMPLISHERS:** They put focus on “what is required to be done in short term” in some particular situation. They are interested in the results, distinctly action-oriented and are both hard-working and hard-driving. Their focus is on project-mission and precise project-goals. Their power is derived from their knowledge and they are quite prepared to use it. At the same time they are pragmatic, realistic, resourceful and resolute.

**REGULATORS:** They put focus on “how it should be done in short term” in some particular situation. They recognize the need for some degree of stability, typically in order to optimize productivity through maximizing repetition, to the extent that this is possible on each project, in order to get the work finished. Work must be carefully scheduled and systematized if potential gains are to be realized and ‘all the pieces carefully put in place’. Their power is derived from intellectual logic, rules and order.

**CREATORS:** They put focus on “why something should be done in long term” in some particular situation. They constantly search for opportunities and improvements. They are comfortable in the lead, and exude confidence and charisma. They may, however, have little time for day-to-day problems that are delegated to others. Their power is derived from enthusiasm and creativity.

**UNITERS:** They put focus on “who should do something” in some particular situation. They are very important when the situation calls for facilitation. They generally take a more independent and detached view of their surroundings. They are responsive to the views of project team members, who must take responsibility for their own decisions. Therefore, their role is to ensure that team issues are surfaced, discussed and resolved to the team’s mutual satisfaction. These individuals tend to be humble, sensitive and willing to compromise. Their power is derived from their ability to persuade others to compromise.

**HARMONIZERS:** They have the potential to be almost perfect, by knowing when to apply what style and contribution at just the right moment. They are discerning and act according to the present requirements by using the part of their personality that makes most sense for the situation.

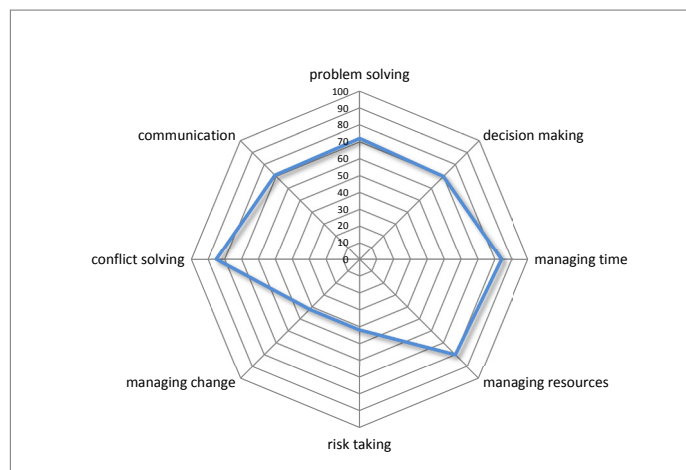
	ACCOMPLISHER	REGULATOR	CREATOR	UNITER	HARMONIZER
<i>predominantly is</i>	Realistic Doer	Steady Controller	Visionary Strategist	Flexible Facilitator	Balanced Leader
<i>preoccupied with</i>	Knowledge/Experience	Analysis/Process	Future/Opportunity	Value/Culture	Completeness
<i>oriented to</i>	Action	System	Creation	Consensus	Harmony
<i>focused on</i>	What	How	Why	Who	Welfare
<i>classic philosophy</i>	<b>Water</b>	<b>Earth</b>	<b>Fire</b>	<b>Air</b>	<b>Universe</b>

Organizational Styles Quick Reference Table

## PREDICTING THE BEHAVIOR OF THE TYPICAL LOUTECH EMPLOYEE IN BASIC ORGANIZATIONAL ACTIVITIES

The most frequent organizational activities are:

- 1. Solving Problems.** The teams in organizations face all kind of problems that need to be solved, in many areas of organizational activities.
- 2. Making Decisions.** Decision making is the process of choosing a course of action for dealing with a problem or opportunity.
- 3. Managing Time.** Effective time management is not a singular skill - becoming a member of a group, changes the format of using the time.
- 4. Managing Resources.** A group should use whatever resources are available, in the best way possible. Because teams run on human energy, personalities and behaviors can be valuable resources. Failure to use these resources can diminish what a team can accomplish.
- 5. Taking Risk.** The risk exists when the team lacks complete certainty regarding the outcomes of various courses of action, but has some awareness of the probabilities associated with their occurrence. A probability, in turn, is the degree of likelihood of an event's occurrence.
- 6. Managing change.** The teams in organizations cause change and are subject of change. Thus, change is an organizational reality and coping with change should be a continuous item on teams' agendas.
- 7. Solving Conflicts.** Organizational conflict emerges naturally from the diverse styles of its members and thus is inevitable.
- 8. Communication.** The success of the teamwork greatly depends on that how the team members talk and listen to each other.



**Chart 3:** Group Potential for Fulfilling the Fundamental Organizational Activities

**The use of the 8-activities Chart.** The Typical Loutech employee posses:

- *excellent* abilities to manage time, manage resources, and solve conflicts;
- *good* abilities to solve problems, make decisions, and communicate; and
- *insufficient* abilities to take risk, and manage change.



## GROUP SIMILARITY AND DIVERSITY

**Heatmap.** Each individual’s Organizational Style is defined by four basic dimensions - action, process, strategy, and people. In order to enable comparisons between different individuals, we need to “flatten” the four-dimensional space into a plain, two-dimensional space. For that purpose, we use so called “Euclidean distance.” Our “heat map” illustrates the real distance between group-members on a two-dimensional, page layout. The colors fade from dark red (closest) to dark green (farthest).

Legend: ■ closest ■ close ■ far ■ farthest

	Ivan Polic	Elvia Wise	Mark Wilkinson	Arthur Garcia	Vincent Mdel	Aracely Rios	Radenko Aleksic	Mariana Polic	Svetlana Aleksic	Aleksandar Tadic	Rafael Martinez	Gerardo Reyes	Antonio Hernandez	Gerardo Parra	Roberto Hernandez	Gerardo Simental
Ivan Polic	0															
Elvia Wise	26	0														
Mark Wilkinson	14	17	0													
Arthur Garcia	20	11	9	0												
Vincent Mdel	45	5	29	27	0											
Aracely Rios	20	24	12	9	46	0										
Radenko Aleksic	10	17	19	8	37	20	0									
Mariana Polic	14	35	41	47	46	60	23	0								
Svetlana Aleksic	23	36	22	10	62	24	9	53	0							
Aleksandar Tadic	18	32	9	32	38	29	40	38	52	0						
Rafael Martinez	21	30	3	13	45	20	24	53	17	16	0					
Gerardo Reyes	2	29	13	20	49	13	14	23	28	16	22	0				
Antonio Hernandez	22	20	7	2	38	11	13	56	7	31	6	23	0			
Gerardo Parra	16	67	43	41	100	46	19	34	20	58	40	21	39	0		
Roberto Hernandez	11	55	29	30	85	34	15	33	13	44	26	15	27	2	0	
Gerardo Simental	17	44	24	22	69	37	11	36	6	45	18	24	17	9	5	0

**Closest Members:** Ivan Polic with Gerardo Reyes; Antonio Hernandez with Arthur Garcia; Roberto Hernandez with Gerardo Parra  
**Farthest Members:** Vincent Medel with Gerardo Parra

Chart 4: Group Heatmap

**The use of the Heatmap.** As a rule of thumb in composing teams, we suggest the following: *the routine tasks require similar individuals, while the complex tasks require diversity in styles. So, the first criteria in composing the teams is not the Organizational Style but the task which the team needs to perform.*

## TYPICAL LOUTECH EMPLOYEE IN SIMPLE AND IN COMPLEX SITUATIONS

### CHANGES ARE NORMAL

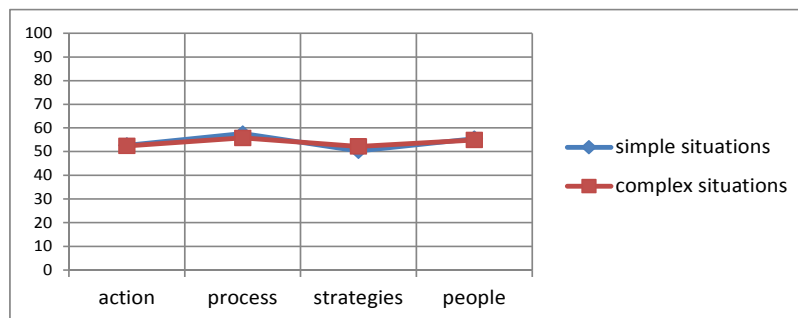
Our Organizational Style Indicator is designed to determine the Organizational Type by using both “yes-no” and “ranking” or “prioritizing” options in the questionnaire:

- “yes-no” questions reflect simple situations, making a routine choice and without too much thinking;
- “choose-one-amongst-four-alternatives” questions reflect complex situations that require evaluation and prioritization.

We believe that the organizational members face both kind of situations in their real jobs.

The Typical Loutech Employee, as expected, acts differently in those two types of situations:

1. In simple situations, he/she shows a “let’s move forward together,” vision-driven and people-centric behavior.
2. In complex situations, the behavior gets somewhat ironed and it becomes more harmonized by exhibiting almost equally all four dimensions.



**Chart 5:** Typical Loutech Employee in Simple vs. Complex Situations

**The use of simple vs. complex situations chart.** As we move up through the organization hierarchy, we expect to see more harmonization in complex situations. The behavior of the Typical Loutech Employee in both simple and complex situations is very close to that ideal shape. Again, probably the company culture contributes a lot in making people react in the same way no matter of the situations.

*Caution:* This might be interpreted in a different way: the Typical Loutech Employee doesn’t care too much about the organizational goals and behave the same way no matter of the nature and urgency of those goals.

## HOW TO BUILD HARMONIZED TEAMS

Organizations need teams of people whose styles are **different**, who **supplement** each other, who can **work together** and balance one another's **deficiencies**.

No one person can be good in all four basic aspects at the same time. There is no professional training that can produce such a thing as a supreme organization member. An average organization member may be able to perform all of the aspects but at various times and in service of various goals. If this is true, then what should we be looking for?

Every organization equally needs:

- *Action*-oriented people, those who push for achieving results;
- *Process*-oriented people, those who push for producing results in a standardized way,
- *Strategy*-oriented people, those who push organizations into new and unexplored terrains;
- *People*-oriented members, those who push organizations to become best place for work; and
- *Harmony*-oriented people, those who push organizations to achieve all above in an integrated way.

Using the analogy from the classic philosophy, we can compare the basic dimensions with the classic elements: [Action] - corresponds to water, [Process] - corresponds to earth, [Strategies] - corresponds to fire, and [People] corresponds to air. As we can see from this analogy, the four basic aspects establish all kinds of conflict/support relationships between them: the water and earth put down the fire but the air supports the fire; the water takes the shape of the earth but it can destroy the surface; the air is consumed by the fire; the fire and the water together produce steam (air).

Thus, organizations need teams of people with harmonious styles. The organizations need teams of people whose styles are different, who complement each other, who can work together and balance one another's deficiencies.

Instead of talking about a single individual who covers everything, the four aspects must be fulfilled by a harmonious team. When we use the word "a harmonious team" of people whose styles are different, we are not talking about putting on the team somebody who knows chemical engineering and somebody else who knows electrical engineering and a third person who knows mechanical engineering. These are differences in knowledge. We are talking about differentiation in style, in behavior. Each person's style should complement the others' by balancing their natural deficiencies (like the air complements the fire). If a team is composed of people whose judgments are all the same, the team is very vulnerable. If it is completely incompatible, it's also vulnerable. What makes a team strong and viable is when it has members with different styles which act united.

**[action] = water**  
**[process] = earth**  
**[strategies] = fire**  
**[people] = air**  
**[harmony] = universe**

A harmonious team can occur successfully at all levels of the organizational hierarchy, but it does not evolve naturally all by itself. So, how do we build managerial teams on which the members are different from each other, and how can we encourage and support their ability to work together, avoiding the unproductive work?

Some combinations of good and some of bad team compositions are given on the next page.

## COMBINATIONS FOR HARMONIOUS TEAMS

Once you've chosen one or two team-members, your choices for the rest will (to some extent) depend on the choices you've already made. Thus, even if the person you are considering has all the abilities that are needed to perform all the necessary aspects and even if his abilities fit the team's requirements perfectly, he will not be an appropriate team member if his style adds too much of one aspect to the team's makeup, or if it does not supply an aspect that is weak.

### GOOD COMBINATIONS

Member #1: **Genuine ACCOMPLISHER**  
 Member #2: **Genuine REGULATOR**  
 Member #3: **Genuine CREATOR**  
 Member #4: **Genuine UNITER**

**Jazz Quartet.** They desperately need each other to complement their deficiencies in other three dimensions.

Member #1: **Uniting ACCOMPLISHER**  
 Member #2: **Uniting REGULATOR**  
 Member #3: **Uniting CREATOR**

**Russian Troika.** Excellent combination, everyone can deploy the abilities to their full extent.

Member #1: **Accomplishing UNITER**  
 Member #2: **Regulating UNITER**  
 Member #3: **Creative UNITER**

**Three Musketeers.** All members excel at [People] as well as some other aspect; each has the potential to transcend good management.

Member #1: **Creative ACCOMPLISHER**  
 Member #2: **Uniting REGULATOR**

**Mama-Poppa Team.** Although it has only two members, it can still work well as a team - the members perfectly complement each other.

**There isn't one magical combination of people that produces a harmonious team. There are at least several configurations that can work.**

### BAD COMBINATIONS

**Orchestra without Conductor.** The critical [People] ingredient is missing; the team can easily fall apart.

Member #1: **Creative ACCOMPLISHER**  
 Member #2: **Accomplishing REGULATOR**  
 Member #3: **Regulating CREATOR**  
 Member #4: **Accomplishing CREATOR**

**Brainstorming team** only - no structure, no rules, no agenda, no schedule.

Member #1: **Uniting ACCOMPLISHER**  
 Member #2: **Uniting CREATOR**  
 Member #3: **Genuine UNITER**

**Suicidal Combination.** If #1 is the leader, he/she will kill the creativity; if #2 is the leader, he/she will kill the productivity.

Member #1: **Regulating ACCOMPLISHER**  
 Member #2: **Uniting CREATOR**

**Do-nothing Team.** Usually in politics. The [Process] ingredient is missing - just talks, no action.

Member #1: **Uniting CREATOR**  
 Member #2: **Uniting REGULATOR**  
 Member #3: **Regulating CREATOR**  
 Member #4: **Genuine UNITER**

**Although success is never guaranteed, there are certain combinations that seem by nature doomed to failure.**

**MACSAN**

**IIOSS**

**ProBenefit Consulting**