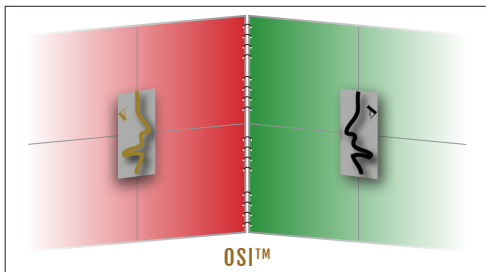


Consortium

MACSAN
Santa Barbara, California, USA

IIOSS
Tokyo, Japan

PROBENEFIT CONSULTING
Sarajevo, Bosnia and Herzegovina



Organizational Styles Indicator

INDIVIDUAL REPORT for

Sample

November 25, 2018

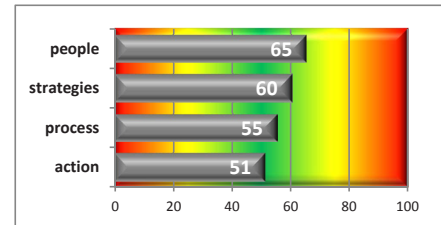
EXECUTIVE SUMMARY

1. Personal Information

- 1.1 First Name: **Sample**
- 1.2 Last Name: **Sample**
- 1.3 Company: **n/a**
- 1.4 Position: **n/a**

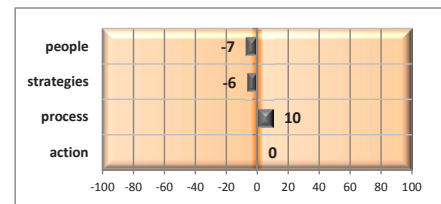
2. Your Personality Style

Your results regarding the personality style are shown on the right-hand sidebar graph.



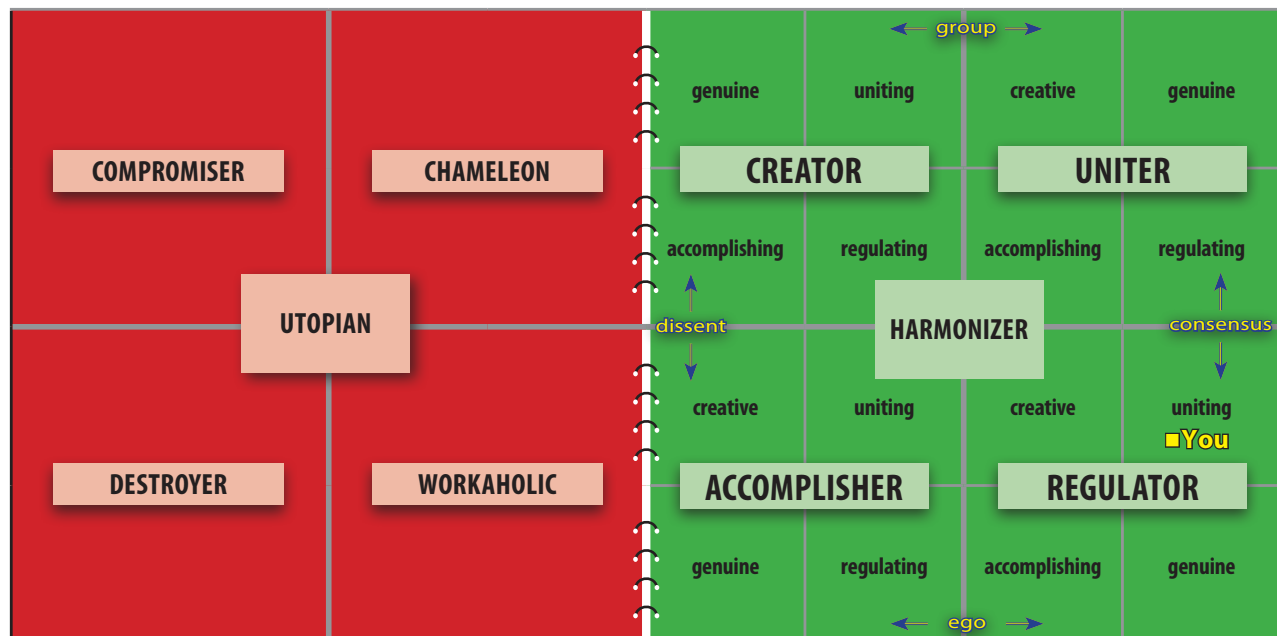
3. Organizational Influence

Your results regarding the extent to which the organization influences your natural personality style are shown on the right-hand sidebar graph.



4. Your Organizational Style

Your organizational style is shown on the graph below. Based on your results, in standard situations (the green quadrant) you predominantly behave as a **Uniting REGULATOR**, and in non-standard situations (the red quadrant) there is a danger for you to become a **DESTROYER**.



EXECUTIVE SUMMARY (cont)

5. Your Leadership Readiness Index

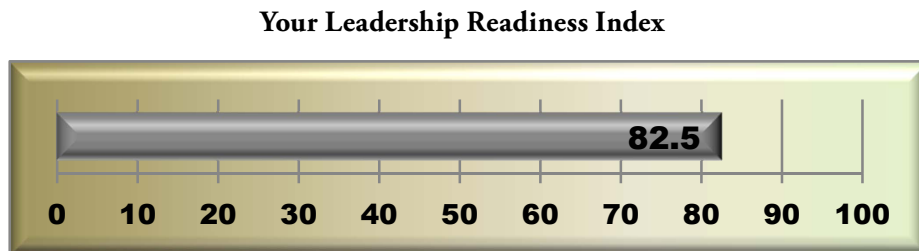
What is Leadership Readiness?

Readiness for Leadership, expressed through the *Leadership Index* (LI) is the degree to which a person qualifies for leading teams and organizational units. It is a statistical measure composed of a quantifiable set of indicators and fundamental characteristics to describe an individual's eligibility to lead people and functions.

The Leadership Index considers a candidate's relative preparedness in areas critical for leading teams and organizations: *problem solving, decision making, time management, managing resources, taking risk, managing change, communication, and solving conflicts*. The Leadership Index portrays an overall score for a candidate's fit for a management role.

How to Read the Leadership Index

The Leadership Index measures preparedness on a scale of 0 -100. Based on industry standard norms, the scale is segmented into three areas: low (0 – 25), medium (26 – 75), and high readiness (76-100).



A clarification: The *Leadership Index* does not rate a person's actual performance as a manager. Rather, it provides an overview for its readiness to become a locomotive for leading people and processes within organizations. The intent is to provide a summary score based on fundamental criteria considered as standard and necessary for leaders to fulfill their responsibilities.

WHERE YOU ARE	
	About this report
	Key Concepts
	Your Personality Style
	Organizational Influence
	Your Organizational Style

WHERE YOU ARE

The table of contents will be displayed on each main section-page to help indicate where you are within the report.

TABLE OF CONTENTS

1. About this report

Basic characteristics of the Organizational Style Indicator

2. Key Concepts

Theory behind the Organizational Style Indicator

3. Your Personality Style

Results and interpretation of the Personality Style

4. Organizational Influence

Results and interpretation of Organizational Influence

5. Your Organizational Style

Results and interpretation of the Organizational Style

ABOUT THIS REPORT

Organizational Style Indicator

Our *Organizational Style Indicator* (OSI) is a content-referenced test, in which the test-statements are essentially samples of behavior directly related to some pre-defined criteria. Thus, it is:

- (a) meant to assess the extent to which an examinee possesses certain traits, and
- (b) scored in such a way that one person's results do not influence the relative standing of others.

Reliability

The term reliability suggests trustworthiness. To have some degree of confidence or trust in scores, the *Organizational Style Indicator* users require evidence to the effect that the scores obtained from the indicator would be consistent if the *Organizational Style Indicator* was repeated on the same individuals or groups and that the scores are reasonably precise. Since this is the first time you are taking the *Organizational Style Indicator*, we can only assume that the results of re-taking the *Organizational Style Indicator* will be close enough to the ones scored this time.

Validity

The *Organizational Style Indicator* exists to help us draw conclusions about Organization Members and their behavior. Validity—which is, by far, the most fundamental issue regarding the *Organizational Style Indicator* scores and their uses—is associated with:

1. Our accumulated evidence to support interpretation and use of the scores. The developers had an explicit conceptual framework and rationale for the *Organizational Style Indicator*.
2. As the theoretical understanding of our empirical evidence for the *Organizational Style Indicator* score interpretations accumulates, the validity of the test will increase. Thus, we perceive the validation as a joint effort of our developers (who provide evidence and a rationale for the intended use of the OSI) and the users of the indicator (who evaluate the available evidence within the context in which the OSI is to be used).

The individual scores of every new examinee on Organizational Styles Indicator are determined by analyzing and comparing all accumulated answers in our database.

This is how we do a continuous and on-going validation.

ABOUT THIS REPORT

WHERE YOU ARE

▶	About this report
	Key Concepts
	Your Personality Style
	Organizational Influence
	Your Organizational Style

Protection of Privacy

No one takes the OSI under false premises. Our primary interest is to have a clear understanding with the examinee regarding the use that will be made of the results. Furthermore, the examinees had the right to decline to participate in taking the OSI. However, we believe the number of examinees who feel that the OSI represents an invasion of privacy or who consider some of the items offensive has been significantly reduced since the OSI was preceded by a simple and forthright explanation of how the items were selected and how the scores will be interpreted.

Confidentiality

Like the protection of privacy, the problem of confidentiality of OSI results is significant. The fundamental question is - Who shall have access to the results?

The examinees have access to their results and have opportunity to comment on the contents of the report and, if necessary to clarify or correct factual information. For these purposes, the OSI results are presented in a form that is readily understandable, free from technical jargon or labels, and oriented toward the immediate objective of the testing.

The OSI results are not going to be released to a third person without the knowledge and consent of the individual. In organizational context, the examinees were informed at the time of testing regarding the purpose of the OSI, how the results will be used, and their availability to organizational/institutional personnel who have a legitimate need for them.

We recognize the OSI results may become obsolete and we will make every effort to avoid and prevent the misuse of obsolete results.

WHERE YOU ARE	
	About this report
▶	Key Concepts
	Your Personality Style
	Organizational Influence
	Your Organizational Style

KEY-CONCEPTS - ORGANIZATION MODEL

In our Organization Model, an organization is considered as a set of 10 Entities:

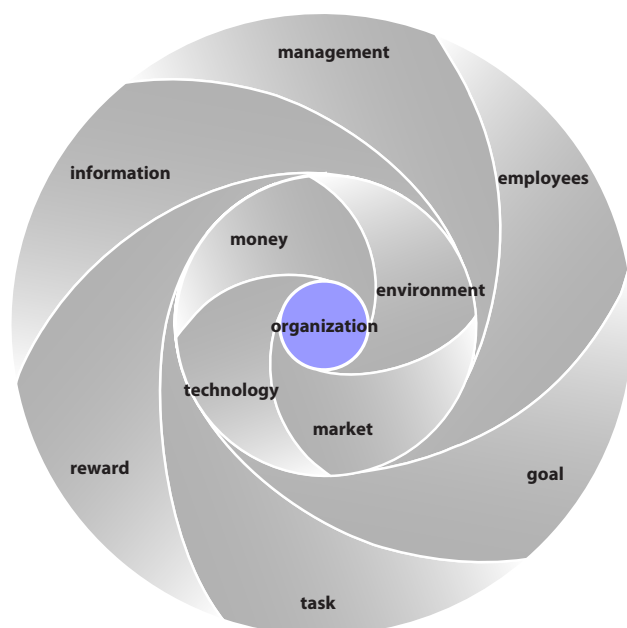
1. Environment
2. Market
3. Technology
4. Money
5. **Management**
6. Employee
7. Goal
8. Task
9. Rewards
10. Information

Each Entity has its Attributes, and there are Interrelations between the Entities. Thus, every organization is a complex, dynamic, and adaptive system that changes over time. Changes are caused by both internal and external reasons. For instance, changes on the market affect the Entity “2- Market” and its Attributes, and this in turn may affect the Entity “7 - Goal”.

On the other hand, changes in Entities and their Attributes cause discrepancies, which in our theory are called Disharmonies. One of the key tasks of every company’s Management is to discover Disharmonies and to harmonize them.

The harmonization process is continuous, since organizations change all the time within their life span. That’s why the Entity “5 - Management” has a special place amongst the Ten Entities. The management is a driving force, but at the same time it can become the reason for organizational decline.

Our Organization Model



We practice a holistic approach to organizations. All our products, including the Organizational Styles Indicator, are part of the Diagnosis and Transformation process – how to bring and sustain a company to its premium performance level.

KEY CONCEPTS - Organization Behavior Model



Following the system approach, we find:

- a. People bring as input their personal styles into the organization.
- b. The organization, as a throughput, influences and changes people's styles. The personal styles influence the organization, too.
- c. As an output, the personal styles change and they turn into different organizational styles.

Our OSI takes this system approach into account.

Personality Style

We find four basic factors are sufficient to explain personalities and predict their behavior:

- **Action:** focus on achieving results
- **Process:** focus on rules and regulations
- **Strategies:** focus on change and new opportunities
- **People:** focus on human needs.

Organizational Influence

People change when they enter the organization. Every organization has written vs. unwritten rules, formal vs. informal structure, defined vs. "under the table processes," proclaimed vs. adopted values. All these factors make people act in a way which is different than their behavior out of the organization. On the other hand, by entering the organization people influence the organizational culture, too.

Organizational Style

Personality styles, under the organizational influence, migrate to Organizational styles. The matrix of all Organizational Styles contains 17 prototypes: four types of *Accomplishers*, four types of *Regulators*, four types of *Creators*, four types of *Uniters*, and one *Harmonizer*. The Organizational styles apply in everyday situations, when people act in their standard and routine environment; however, if the situation becomes stressful and irregular, then the *Accomplishers* tend to become *Workaholics*, the *Regulators* tend to become *Destroyers*, the *Creators* tend to become *Chameleons*, the *Uniters* tend to become *Compromisers*, and the *Harmonizers* tend to become *Utopians*.

WHERE YOU ARE	
	About this report
	Key Concepts
▶	Your Personality Style
	Organizational Influence
	Your Organizational Style

YOUR PERSONALITY STYLE

Results. Your results regarding the Personality Style are shown below.

Scoring. People score differently in the four dimensions, forming their “Personality Style”. No one can perform all four dimensions at the same time. There is no professional training that can produce such a thing as a supreme director. An average director may be able to perform all of the dimensions but at various times and in service of various goals.

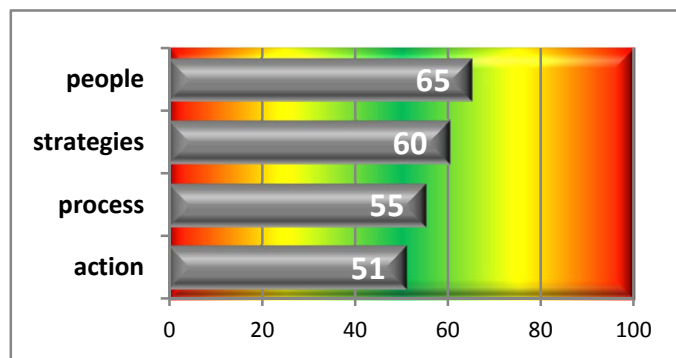
Scaling. Each dimension can be present in somebody’s style in the range from 0 to 100 percent, combining into millions of different possible styles.

Relating. Our theory postulates specific dynamic relationships between the four dimensions. The characteristics of each style follow from the dynamic interplay of these dimensions.

Denoting. For practical reasons, we have divided the scale into five different areas:

- from 0 to 20: left red - insufficient presence
- from 21 to 40: left yellow - insufficient but still acceptable presence
- from 41 to 60: green - excellent presence of the dimension
- from 61 to 80: right yellow - too much but still acceptable presence
- from 81 to 100: right red - too much presence (wasting).

Your Personality Style Results



Disclaimer

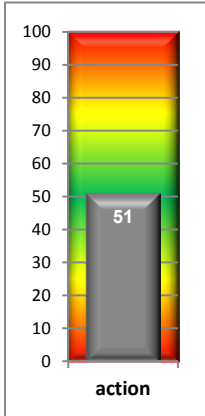
The Personality Style is not related to how good or bad person you are.

Every person has a personality style, which reflects his/her own unique combinations of the four basic dimensions.

Human beings are too complex and any attempt to diagnose a person’s personality style, using a set of questions, sometimes can be not sufficient or can be not accurate enough.

YOUR PERSONALITY STYLE

Action-focus: reflects to what extent a person is focused on achieving results



If you have scored in the upper red area (from 81 to 100%):

- You are known as a person who tries to do everything by yourself.
- You will sacrifice everything else just to complete your task on time.
- You hate individuals who come late to the appointments.

If you have scored in the upper yellow area (from 61 to 80%):

- You believe that any activity is a waste of time if it doesn't end up with some result.
- In making decisions, you rely more on your intuition than on planning.
- When you face a routine task, you tend to act immediately rather than considering various options first.

If you have scored in the green area (from 41 to 60%):

- You don't like policies and regulations but you accept them as a necessity.
- "What should be done" attracts you much more than "how something should be done."
- You trust conclusions based on science more than conclusions based on emotions.

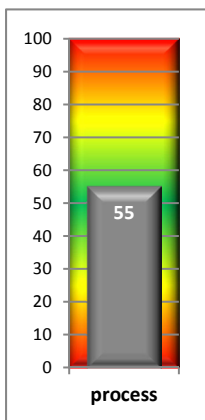
If you have scored in the lower yellow area (from 21 to 40%):

- During the problem solving process, you'd rather lean to a familiar approach than to seek a new one.
- You rely more on your own experience than on any theoretical alternatives.

If you have scored in the lower red area (from 0 to 20%):

- You are lazy, with a very low drive for achieving results.
- You complete your tasks without asking many questions.
- You like thinking in short range and mostly about the current issues.

Process-focus: reflects to what extent a person is focused on rules and regulations



If you have scored in the upper red area (from 81 to 100%):

- You find that discipline and order are by far the most important in getting the job done
- You can't start your working day before you organize the things around you
- You completely detest individuals who violate rules and procedures

If you have scored in the upper yellow area (from 61 to 80%):

- You spend a lot of time in analyzing the issues before you take any risk regarding those issues
- You are obsessed with keeping your working environment tidy and well organized
- You are often reserved in communicating with others

If you have scored in the green area (from 41 to 60%):

- People describe you as a "very organized individual"
- You consider written information as more accurate than verbal information
- You always look for some logic and repetitive patterns in things around you

If you have scored in the lower yellow area (from 21 to 40%):

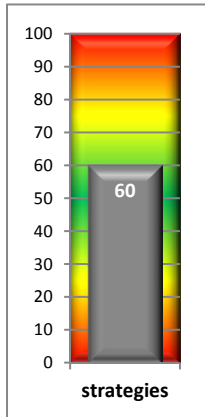
- You don't pay enough attention to details
- Obeying the rules is not your most valuable strength

If you have scored in the lower red area (from 0 to 20%):

- You are a totally unorganized person
- You don't plan most of your actions

YOUR PERSONALITY STYLE

Strategy-focus: reflects to what extent a person is focused on change and new opportunities



If you have scored in the upper red area (from 81 to 100%):

- Trying new things and approaches makes you extremely happy
- You are obsessed with improving the existing issues.
- You have a deep desire for adventures

If you have scored in the upper yellow area (from 61 to 80%):

- You get excited easily
- Usually, you are the first one who reacts when an unexpected question is raised or in case of a sudden event

If you have scored in the green area (from 41 to 60%):

- You perceive every organization as full of opportunities worth exploring
- You would rather search for new solution than accept the available one
- You perceive almost every working day as challenge for a different experiment

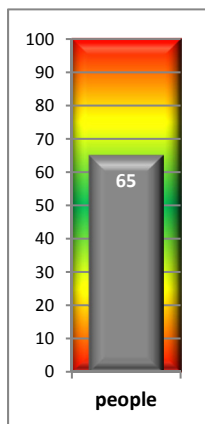
If you have scored in the lower yellow area (from 21 to 40%):

- You rarely bring new ideas to your work
- You would rather chose a boring but well-paid job over an interesting but less-paid job

If you have scored in the lower red area (from 0 to 20%):

- You don't like changes
- You don't like thinking in the long run

People-focus: reflects to what extent a person is focused on human needs



If you have scored in the upper red area (from 81 to 100%):

- Even in routine tasks, you prefer teamwork rather than individual
- You immediately accept new colleagues
- You get very concerned if you are not accepted by everyone

If you have scored in the upper yellow area (from 61 to 80%):

- You often modify your opinions under the influence of your colleagues
- You treat all people equally
- You are considered as a "popular person."

If you have scored in the green area (from 41 to 60%):

- You can easily empathize with another's feelings or attitudes.
- Handling interpersonal conflicts is your specialty.
- You genuinely care how your decisions affect others.

If you have scored in the lower yellow area (from 21 to 40%):

- Your colleagues say it is not easy to communicate with you
- You would rather spend your free time alone than in company of others

If you have scored in the lower red area (from 0 to 20%):

- You are not a social person
- You don't feel good when you are in a crowd.

WHERE YOU ARE	
	About this report
	Key Concepts
	Your Personality Style
▶	Organizational Influence
	Your Organizational Style

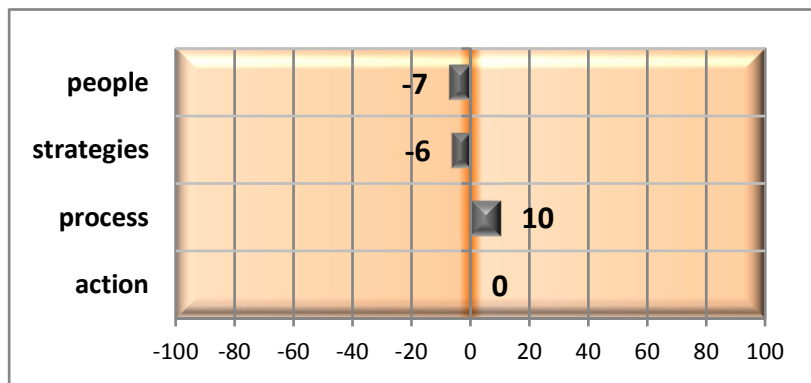
ORGANIZATIONAL INFLUENCE

Results. Your results regarding the Organizational Influence appear on the graph below. This graph shows the extent to which your personal style changes under the influence of the organizational factors - for example, you focus more on people while reducing your natural tendency to take actions. The numbers indicate the amount of adjustment you make to conform to the demands you face in the organization.

Scoring. The organization's working habits, rules, behavior and culture, influence current or potential organization members differently. For different companies, this influence 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).

The Organizational Influence over your Personality style



Disclaimer

Every organization operates as an entity with its own unique characteristics. Our *Organizational Styles Indicator* does not evaluate how good or bad the organizational influence is over its members; it simply shows how different dimensions in somebody's personality style (action, process, strategy, and people) are affected by the *specifics* of a particular organization. Decreasing in some dimension does not necessarily mean a "bad influence," neither increasing means a "good influence" - it all depends on the specifics of each particular company.

The organizational setting is too complex and any attempt to diagnose what is the organizational influence using a set of questions, sometimes can be not sufficient or can be not accurate enough.

ORGANIZATIONAL INFLUENCE

Examples of What Decrease May Indicate

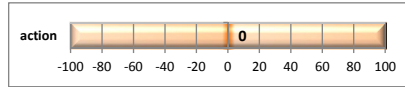
Examples of What Increase May Indicate

Action

Decrease in Action:

- The organization values more the way and process the things are done rather than what is done
- The form is more valued than the content

your result



Increase in Action:

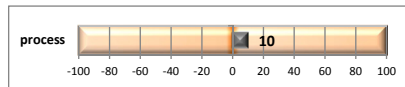
- The organization stimulates achieving more results
- The organization puts the content before the form.

Process

Decrease in Process:

- The organization values more what is done rather than how the things are done
- The content is more valued than the form

your result



Increase in Process:

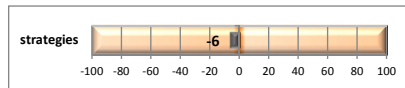
- The organization enforces obeying by the rules
- The organization puts form before the content

Strategy

Decrease in Strategy:

- The organization values more stability rather than change
- Opportunities are seen as a risk and a threat

your result



Increase in Strategy:

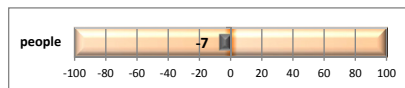
- The organization values more change rather than stability
- Opportunities are seen as a chance for growth

People

Decrease in People:

- The organization values more assets rather than people
- Human needs seen as secondary in the business context

your result



Increase in People:

- The organization values more people rather than assets
- Human needs seen as primary in the business context

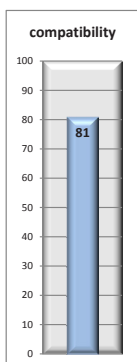
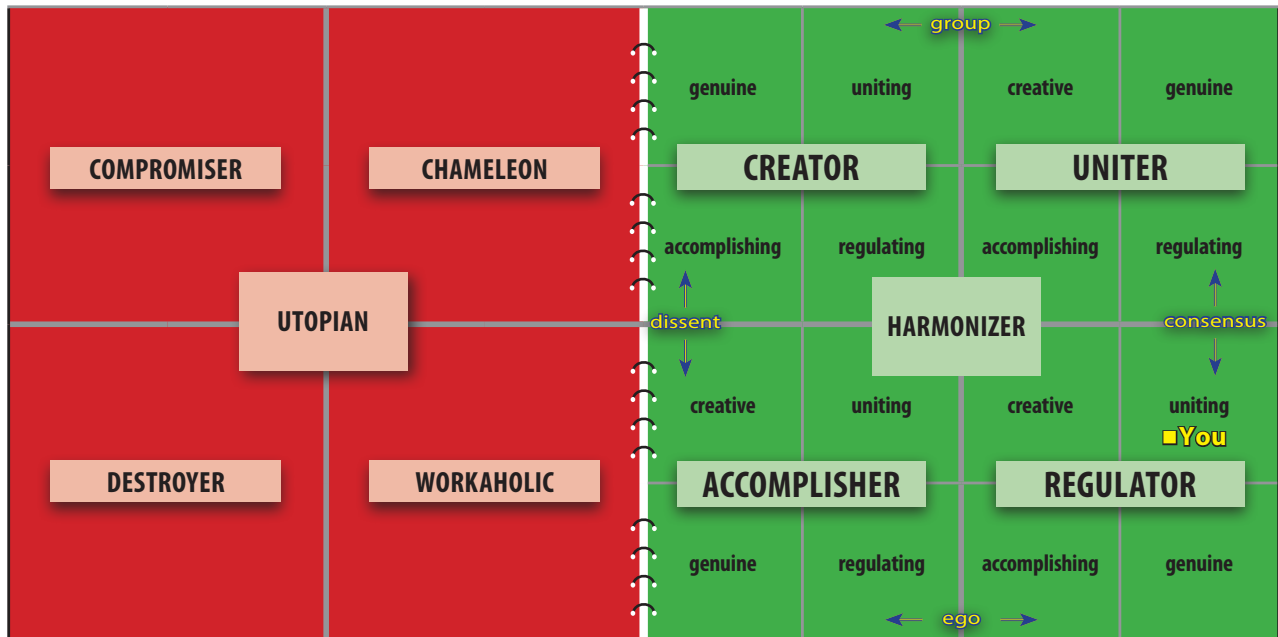
YOUR ORGANIZATIONAL STYLE

WHERE YOU ARE	
	About this report
	Key Concepts
	Your Personality Style
	Organizational Influence
▶	Your Organizational Style

Results, Scoring, and Scaling. Your Organizational Style is shown on the graph “Style Radar” in the lower 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 one *Harmonizer* in the green area; and
- Each Organizational styles has its mirror-image in the red quadrant: *Workaholic*, *Destroyer*, *Chameleon*, *Compromiser*, and *Utopian*.

Your position on the style-radar: **Uniting REGULATOR**



Your Compatibility With the Prototype

We understand the Organizational Styles as prototypes and people who belong to some particular style may be more or less similar, close to that prototype. Thus, somebody may be more or less compatible with the description of a particular style. The compatibility may vary from 75% (low) to 100% (high). Two people may be categorized within the same Organizational Style, be described using the same prototype, and still be different from each other if they have different percentage of compatibility.

The boundaries between the Organizational Prototypes are not walls, but rather soft lines that can be easily crossed: an Accomplisher can become a Creator or something else over time. The reasons for this “changeability” could be numerous, either of internal or of external nature. Furthermore, nobody ever fits one prototype completely: people can rarely be classified as either/or with complete precision. Thus, when we say “you are a Creative ACCOMPLISHER,” we mean that “you predominantly, or most of the time, behave as being close to such organizational style.”

YOUR ORGANIZATIONAL STYLE

Uniting REGULATORS

I. General Behavior

The Uniting REGULATORS are focused on systematization through cooperation, on “how” through “who.” They look for improvement of ability to manage as an intention of the team.

The Uniting REGULATORS seek to establish control, but wish this control to be accepted by the employees. Their concern is with implementing an established system and following established procedures. They enable others to work under them or with them more easily than they would under the Genuine REGULATORS.

This organizational style loves to be in a participatory environment, something where people can freely express their needs and feelings, where everyone can openly communicate to everyone else. The Uniting REGULATORS are able to listen, to agree with others, to accept some other opinions but as long as the other party doesn't violate any rules. If the Uniting REGULATORS are in managerial positions, they will always keep their doors open but their apparent willingness to accept the ideas coming through those doors is not really sincere.

Subordinates of a typical Uniting REGULATOR must come to work on time and must get along with everyone. Initially, subordinates like the easygoing atmosphere in an organization headed by a Uniting REGULATOR - the organization seems to run efficiently, and people are very friendly to each other. However, by preventing conflicts the Uniting REGULATORS actually may kill creativity since new things are usually accompanied with conflicts. In long run, a company led by a Uniting REGULATOR may slip into lethargy.

**Caution! In non-routine situations,
the Uniting REGULATORS may start behaving as**

DESTROYERS

The SLAUGHTERS tend to stick with “form” and rely too much on authority or position-power in given structure. They are very rigid, insist on following the rules (often to the point of excess), looking for all kinds of misdemeanor in the organization and proposing new policies in order to prevent the future misdemeanor. They want everything to be perfect and under control, and they are capable of spending an excessive amount of time and money on a marginal control that is really not worth it. Such demanding perfectionism can stifle the organization. They usually accuse the management for letting the employees bypass the procedures without being adequately punished. This style also spends too much time in detailed analysis or risk assessment before any decision. This may result in delaying critical decisions and, in the worst case it will invite bureaucracy into organization.

If the company gets in crisis, the SLAUGHTERS take the approach “heads will roll” – all those who are not within the standards will be prosecuted and lynched on the spot. They have no mercy and don't care for the consequences – crisis happens as somebody's mistake and the punishment will solve that! The word guillotine is part of the dictionary in companies led by SLAUGHTERS.

YOUR ORGANIZATIONAL STYLE**Uniting
REGULATORS****II. Result-oriented activities: *Problem Solving and Decision Making***

The Uniting REGULATORS don't deal with problems unless those problems are system or control related. In such cases, they will use their analytical capabilities to predict people's future reactions and, accordingly they will define the solutions.

They don't look for original solutions, they just go back to the past experiences, combine several different solutions into one and accommodate to the new situation. In doing so, they are highly capable of organizing all differences into a logical wholeness.

Before the Uniting Regulators make any decision, they will investigate if everyone affected understands the consequences of that decision and what kind of responsibilities are coming from those decisions. Uniting REGULATORS do not like to deal with the implementation by themselves - they would rather monitor the implementation.

**Caution! In non-routine situations,
the Uniting REGULATORS may start solving problems and making decisions as**

DESTROYERS

Every human being has a breaking point – if enough stress is placed on us, we are likely to vent our anger in an aggressive way. The Achilles heel (a metaphor for a fatal weakness in spite of overall strength) of a Slaughter is the rules – the moment they see a violation of some of the most fundamental rules in the organization, they turn into animals! They suspend democracy and call in totalitarianism: they start solving problems and making decisions by themselves.

The process of solving problems and making decisions gets very short and implementation is highly effective - nobody dares to complain or to delay the implementation (for known reasons!). Like any totalitarian system, the Slaughter's approach becomes obsolete over time, the organization members consolidate their resistance and eventually overturn the Slaughters from the throne.

YOUR ORGANIZATIONAL STYLE**Uniting
REGULATORS****III. Process-oriented activities: *Managing Time and Managing Resources***

The Uniting REGULATORS work slowly on getting people on the same track, applying the same rules to everyone. Sometimes it can be a long process but they believe it is worth it. They will play a fair game to everyone, repeating the fact that everyone else has already accepted the rules.

They have excellent people skills and primarily use influence as a tool to keep people together. Whenever the system is endangered, the Uniting REGULATORS will use teamwork. They want to see people involved in creating new rules or revisiting the existing ones.

The Uniting REGULATORS cannot stand creative people who push for changes because they believe changes require new rules. The Accomplishers, those needed to get the job done, are good companions to the Uniting REGULATORS.

The Uniting Regulators will decide whether they need additional Regulators on their team. The Uniting REGULATORS go well with Unites.

**Caution! In non-routine situations,
the Uniting REGULATORS may start managing time and managing resources as**

DESTROYERS

The SLAUGHTERS measure their effectiveness by the number of pages in their book of rules – the more rules, the better we are! They create complicated processes that lead to good results but the price paid is very high.

The SLAUGHTERS believe that “the rules rule the world” thus they just manufacture new rules as a reaction to undesired behavior in the organization. They continuously redefine the Key Performance Indicators and keep changing what kind of behavior will be rewarded. In other words, they keep the system busy in finding new ways for dealing with the system itself!

Strangely enough, the SLAUGHTERS want to see that the employees don’t achieve their goals – they perceive it as an opportunity to say “I warned you not to do that in such a way” and that, naturally, leads to punishments.

On the other hand, the employees spend enormous amount of time in reading and writing memos, filing memos, and responding to memos. It may look like the system is very efficient because it’s all well documented, but what’s really happening is that everyone is wasting time documenting every single action.

YOUR ORGANIZATIONAL STYLE

Uniting REGULATORS

IV. Strategy-oriented Activities: *Taking Risk and Managing Change*

The Uniting Regulators rarely take risk. If they have to do something that contains some uncertainty, they would rather share with others (risk dispersion). They almost never initiate new things because they believe the existing ones are good enough and, eventually, it only needs to improve them. Their ambitions are low because they are comfortable with the way how they do the things. That brings them intrinsic peace and satisfaction. Often, if they are in managerial positions, they emit that attitude to the others,

The only thing they accept is change in rules and procedures - as long as those rules contribute to a better integration of the people and if those new rules force people to stay together.

**Caution! In non-routine situations,
the Uniting REGULATORS may start taking risk and managing change as**

DESTROYERS

The SLAUGHTERS need to be sure there is no risk before they take any action. Their way of reasoning is “nothing should be assumed, everything needs to be proven.” They go with proven things, like ISO standards – they love it and believe it solves all the issues in organizations. However, the reality is different: managing organizations takes much more than implementation of some standards.

The SLAUGHTERS love making “what-if” scenarios – how the organization should behave in situation A, situation B, and it goes up to situation Z. Based on the violations made in the past, they design scenarios for the tomorrow. Strategic thinking to them means visualizing where people can go wrong and writing measures in order to avoid that. In other words, finding anti-viruses for the viruses that are not invented yet! They believe the strategies should be written by somebody (read: by the SLAUGHTERS!) and imposed to others, nothing else. Involving more people in the strategic planning process means more chances for different opinions and thus, more conflicts.

YOUR ORGANIZATIONAL STYLE

Uniting REGULATORS

V. People-oriented Activities: *Solving Conflicts and Communication*

For most of the time, the Uniting REGULATORS tend to be tolerant, relatively free of prejudices, and a live-and-let-live attitude toward others. But, from time to time, they might show their hidden “will to power,” their enjoyment in mastering over others.

The Uniting REGULATORS are usually quiet and reserved in meetings, leaving enough space to others to express their opinions. Just from time to time they will join the discussion, not to contribute new ideas or to enable good solutions but to remind everyone about the meeting rules. Or, they will insist to put in the minutes some detail that they find important and useful in some other future similar situations.

The Uniting Regulators solve conflicts by reinforcing the rules. They would rather spend energy and time in preventing conflicts than dealing with it.

**Caution! In non-routine situations,
the Uniting REGULATORS may start solving conflicts and communicating as**

DESTROYERS

In communicating with others, the SLAUGHTERS have in mind the “power map” i.e., which member is positioned where regarding his/her power in the organization. That is their compass and they really know how to use it. They observe the most powerful members in the organization and analyze their desires and needs. Once they are sure about what those power-players want, they go to the lowest levels in the organization and introduce/defend those ideas.

SLAUGHTERS like to shut up others and they may even forbidding the freedom of speech. They add apathy to the organizational dynamics by killing the free flow of ideas, creativity, and social needs. When SLAUGHTERS head teams, it is a very well-controlled disaster. The agenda of the teamwork is organized, everyone honors the timetable, and the meeting seems to be very efficient. But the real problems are not discussed. Why do the team members ignore the real problems? Because if someone brought up something really important, the SLAUGHTERS would immediately appoint some committee to investigate who was at fault and who is going to pay the price.

YOUR ORGANIZATIONAL STYLE**Uniting
REGULATORS****V. Improving the Style**

The Uniting REGULATORS have a weak orientation toward results and creativity. In long run, this can make them vulnerable even in controlling the system - they usually do the control through people and people change over time. So, in order to stay on the edge, they have to take some actions such as:

- Spend less time on studying the rules and allocate some time to do something visible, to achieve some results
- Change the focus from the system and process to the result and output. It is important how the things are done but it is equally important what is done.
- Widen the perspective, go out of the system and see the environment. Every system is in close relationship with its environment so knowing the characteristics of that environment can help in adapting the system to its environment in a better way.
- People are the most important part of any organization, no doubt. But spending too much time on inventing rules for how to keep those people together and avoid real conflicts somehow is not natural. Sometimes conflicts are good, after the rain the sun will come out.
- Spend some time alone, without people.
- Show a genuine concern for people although that can be against the rules.

