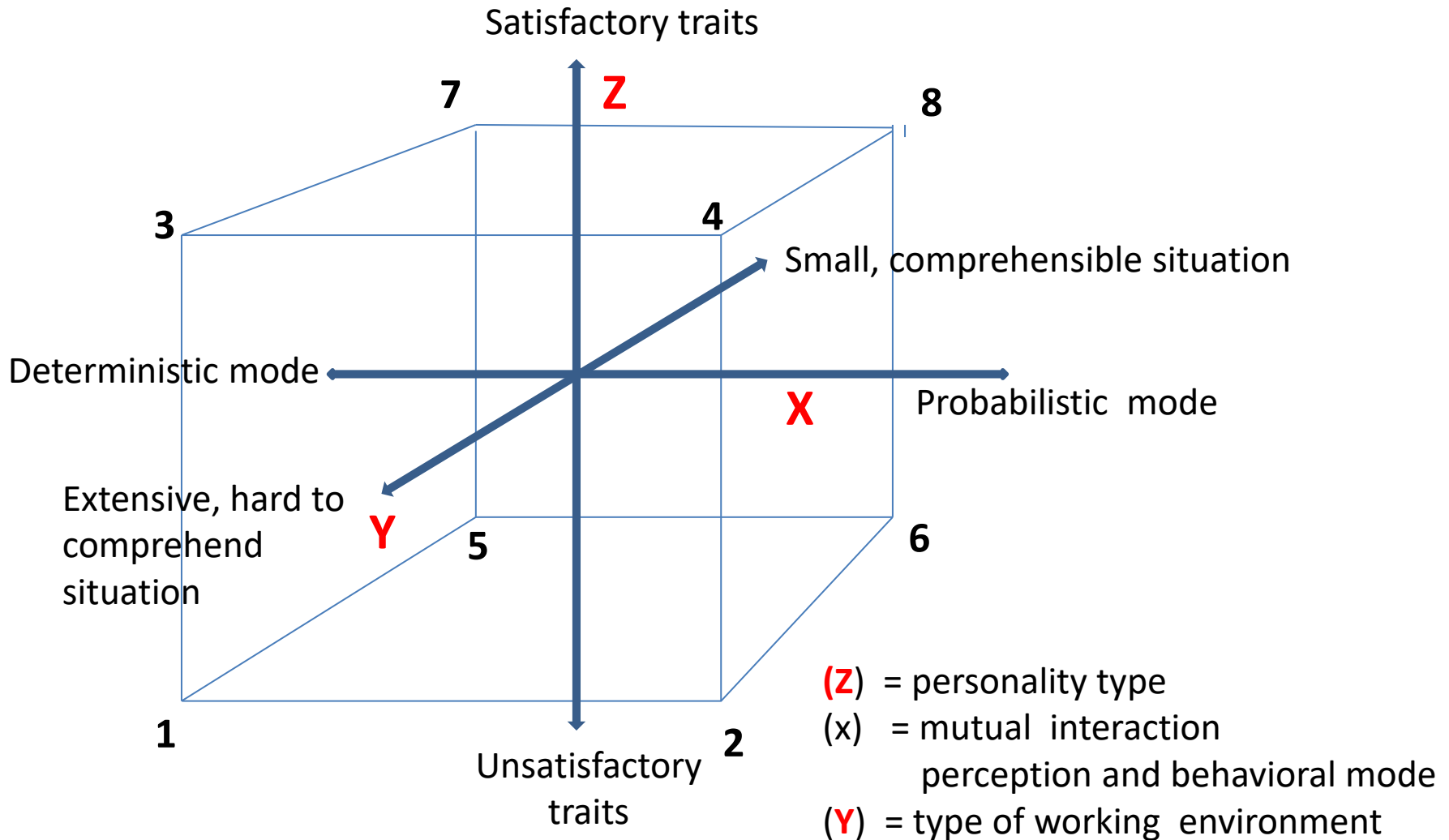


Two systems - ecology and organism in interaction : an example of a more complex managers' typology

(refer to slides 28 and 49, presentation I.; source Kostroň 1976)



X : cognitive and managerial style. Deterministic cognition style prefers analysis, managerial style to perform the key tasks personally. Probabilistic style of cognition can use just estimates, relies on other people information, managerial style prefers the distribution of responsibilities in work (empowerment) and decision-making. Results obtained by **a)** measurements of personality traits as rigidity x flexibility, a tolerance of uncertainty, **b)** Interviews with managers related to the way they get oriented and manage. The "deterministic type" have higher scores of rigidity, lower tolerance toward uncertainty; the "probabilistic" type scored the opposite way.

Y : environment. Joint criterion is the size of the organizational unit. This implies a number of other characteristics (economical, technical, social and psychological - number of employees, working shifts, the culture of organization), which create a specific situation.

Z : organism / personality. Tests revealed higher or lower scores of personal characteristics: extraversion/introversion, locus of control, emotional stability, dominance and higher intellect.

Eighth types of managers

Type 1 - „hair-splitter“ , pedant – small organization, deterministic style of cognition and management are OK, however, unsatisfactory other psychological scores.

Type 2 - „slapdash“ – small organization , probabilistic style, unsatisfactory other psychological scores.

Type 3 – „good housekeeper“ - small organization, deterministic style, satisfying other personality traits are a perfect combination.

Type 4 - „on reserve“ , „manager-in-waiting“ – small organization, probabilistic style, satisfying other personality traits indicate, that this person has a potential to run a larger scale business.

Type 5 - „big cheese, dictator" – a large organization, deterministic style and unsatisfactory other personalisty traits.

Type 6 - „weakling" – large organization porobabilistic style and unsatisfactory other personalisty traits .

Type 7 - „scape goat" – large organization, deterministic style and satisfactory other personality traits make a deadly combination for a manager – solo-player.

Type 8 - "manager" – large organization, probabilistic style and satisfactory other personality traits represent a very good combination.

Personalistic consequences:

The best managers should be those, who are the types **No. 3 and 8**.
On the other hand, **the worse combinations** are types **No. 2 a 5**.

Somewhat better off are situations in organizations , managed by types **No.1 a 6, their success is somewhat risky** though.

The type **No.4 should be offered a job in a larger organization**, since his/her potential exceeds the present situation.

On the contrary, the type **No.7 should be offered a job in a smaller organization, where he/she would feel more at „home“**. This type can not function well in organizations, where problems exceed his/her mode of functioning.

The successful type **No.3 should not be „promoted“ to larger organizations** , since his/her destiny might be like those, of the type **No.7** – a next scape goat.

The real outcome depends, however, also on other personnel (deputies) and the prevailing organizational culture.