Appendix A – Leadership Styles

1. Directive - has a low tolerance for ambiguity and a low cognitive complexity. The focus is on technical decisions. This style is often autocratic and has a high need for power. The individual uses little information and considers few alternatives. Speed and satisfactory results are most important to these individuals. They generally prefer structure and specific information; are focused, often aggressive, and efficient; exhibit an internal orientation to the organization; and need security and status.
2. Analytic - has a much greater tolerance for ambiguity and a higher cognitive complexity. The focus is on technical decisions. This style is also autocratic and has a high need for control. The individual desires much information and considers many alternatives. Careful analysis and maximized achievement are important to these individuals. They generally prefer abundant data from a variety of sources; require time to process information; are innovative; enjoy problem solving; and need to find a challenge in their work.
3. Behavioral - has a low tolerance for ambiguity and a low cognitive complexity. The focus is on social decisions. This style is supportive and accepts loose control. The individual tends to use limited data. A concern for the organization and the development of people are most important to these individuals. They generally prefer warmth, empathy, and open face to face communication; counsel and persuade rather than direct others; maintain a short range focus; avoid conflict; are people oriented; and need acceptance.
4. Conceptual - has a high tolerance for ambiguity and a high cognitive complexity. The focus is on social decisions. This style is participative and shares control. The individual tends to use data from multiple sources and considers many alternatives. These individuals exhibit a people orientation. Ethics and values are important to these individuals. They generally prefer loose control, trust and openness in relations; share goals with subordinates; maintain a long range focus; are achievement oriented and need praise, recognition, and independence.

Rowe’s Decision Making Style Grid

VALUES ORIENTATION

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | *task* | *people* |
| COGNITIVE | *high* | Analytical | Conceptual |
| COMPLEXITY | *low* | Directive | Behavioral |