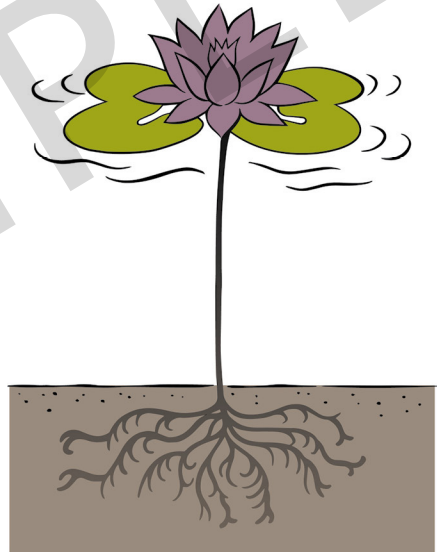


# Surface behaviours

- Fundamental
- Interpersonal
- Relations
- Orientation
- Behaviour



## The need for control



Low  
Freedom  
Nonconformist  
Unconstrained  
Bohemian  
Autonomous  
Ambiguity  
Flexibility  
Live and let live

High  
Power  
Authority  
Responsibility  
Influence  
Rules  
Persuasion  
Structure  
Direction

## Questions

How much do you enjoy being a member of a team and having a sense of belonging?

Which activities or groups do you want to be involved with?

How do you react if you are not invited to join a group of people?

### High



- Finding indirect ways of being noticed (eg distinctive clothes)
- Frequenting social areas such as the canteen or coffee lounge
- Wanting to be invited to things and feeling left out if not
- Dressing to fit in with groups (eg club badges or football club scarves)

- Keeping a clear distinction between work contacts and personal friends
- Needing time alone to do the best work
- Enjoying quiet and solitude
- Being selective in getting involved in groups

### Low



# Expressed and Wanted

## Behaviours:

### TOTAL EXPRESSED

**0–35% Low:** You are not comfortable initiating social behaviour. You usually wait before speaking or acting and try to assess whether your contribution is necessary.

**36–64% Medium:** You vary in the extent to which you initiate action or work proactively with others. It seems to depend on who it is and the context in which you work.

**65–100% High:** You enjoy initiating behaviour with others. You take action easily and find social settings a great opportunity for expressing yourself.

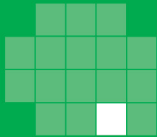
### TOTAL WANTED

**0–35% Low:** You are not comfortable relying on others for what you need. You value your independence and do not expect much from others.

**36–64% Medium:** You vary in the extent to which you are comfortable being reactive to and reliant on others. It seems to depend on who it is and the context in which you work.

**65–100% High:** You rely quite a bit on others and feel comfortable about accepting behaviours from others.





## Organisational culture – behaviours:

When an organisation's culture emphasises **AFFECTION**, there may be:

- Tolerance for emotionalism and irrationality
- Performance beyond expectations and obligations
- General level of optimism
- Warmth and 'family' feeling
- Frankness and candour of feedback
- Encouragement and support given and received
- Trust between management and staff

When an organisation's culture does not emphasise **AFFECTION**, there may be:

- Suppression of conflict
- Doing only what is expected
- General level of pessimism
- Cold environment
- Pervasive scepticism and testing of loyalties
- Limited responsiveness to personal concerns
- Lack of trust

