Management styles & profiles

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1 - STRUCTURE

- **patriachal**
  - giving power and importance only to men
  - ruled or controlled by men
  - age more important than competence
  - *more traditional & probably still prevailing in the Russian Federation*
- **vertical hierachy**
  - C2 - command & control
  - bureaucratic
- **horizontal hierarchy**
  - equal opportunities
  - gender role is not hampered by gender gap
  - team playing
  - work / life balance
  - *probably more Western-minded & desirable*

2 - MACRO & MICRO ECONOMICS

- significant disparities
  - territorial integrity vs mixed dynamics
  - social needs
  - professional expectations
  - marketing needs
- transitional period
  - climate of uncertainty
  - bearish market

3 - COMMON DIFFICULTIES WITH STAFF

- procrastinating
- undisciplined
- childish
- irresponsible

4 - CHARACTER TYPES

- leader
  - **provides a vision**
  - inspiring
  - caring
  - impartial
  - consultative
  - enterprising
  - keen to impart experience
  - persuasive
- bully
  - fussy
  - inflexible
  - restricted in outlook
  - tough — iron lady
  - opinionated
  - dictatorial — control freak
  - manipulative
    - (disapproving) skilful at influencing somebod
    - or forcing sb to do what you want, often in an unfair way
- maverick
  - unpredictable
  - assertive
  - self-reliant
  - creative
  - persevering
  - challenging
  - enterprising
  - inquisitive
  - seizes opportunities
- workaholic
  - absent-minded
  - frightened of failure
  - over-sensitive
  - reluctant to allocate work
  - methodical
  - perfectionist
- team player
  - fearful of conflict
  - indecisive
  - impartial
  - **keen to impart experience**
  - diplomatic
  - outgoing

5 - MANAGEMENT STYLES

- **street fighter**
  - confrontational
  - impatient
  - self-reliant
  - uninvolved with specifics
  - practical
  - *Russian business people in the 90s?...*
- **field marshal**
  - territorial
  - manipulative
  - pushy
  - impartial
  - enterprising
- **country club manager**
  - amiable
  - over-delegating
  - over-talkative
  - naive
  - lenient
  - procrastinating
  - unadventurous
  - unenthusiastic
- **Dr Jekyll & Mr Hyde**
  - impulsive
  - cunning
    - double standards
    - double talk
  - expressive
  - inconsistent
- **rebel**
  - hard driving
  - confrontational
  - inflexible
  - uninvolved with specifics
  - inquisitive
  - persevering
  - shrewd — *clever at understanding and making judgements about a situation*
  - assertive — *expressing opinions or desires strongly and with confidence, so that people take notice*