

## INTEGRAL MODEL FOR DISTRIBUTING FUNCTIONAL ROLES WITHIN A WORKING TEAM

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**Abstract:** Long-term and short-term efficiency and effectiveness of a working team depend on an optimal Roles distribution within it. Therefore, having a model which enables such corresponding distribution is of a high interest to any quality manager. Two main concepts, the Roles concept of Adizes and Working styles concept of Julie Hay, are involved to create an integral model with an original approach to the Roles distribution in any working team. The greatest advantage of this model is that it is predictive instead of experiential: it makes it possible to make a corresponding Roles distribution in advance within the team, without previously monitoring the activities of the potential team members. A discussion to the relation between the possible outcomes and the level of prediction is given.

Furthermore, an application of the integral model in an organization is presented. The application is rather simple and is very informative of the working behavior style of those to whom it is applied. The results and outcome from the model are compared to the results from Adizes questionnaire. Limitations to the application are pointed out. Finally, a managing team in the organization is proposed.

**Keywords:** integral model, roles distribution, working styles, teamwork, managing team

### Introduction

The use of certain communicational and system concepts enables the members of a team to check their knowledge and experience through a referent scientific frame as a criterion. Such a criterion enables orienting to introspection and a new aspect of interpersonal relationship and positioning of the team members. By a team we refer to a group of people with a total summary of complementary skills which are necessary to finish some work, task or project. Although there are teams created in various areas, further in the text by a team we will understand a professional (working) team in an organization. A good team is not made of the best or most skilled individuals. A good team is a team of compatible individuals. The members of a good team work on a high level of interdependence, they share authorities and responsibilities of self-management, they are prepared of a collective performance, and they tend to a mutual aim.

Team may be studied from many aspects, but here the accent is on its structure, dynamics, and evolution. The structure of the team is always organized in some manner, and has its schedule and duration. Better understanding of the structure may be accomplished by analyzing positions, roles, interpersonal relationship, and the ranking system of the team members. This paper contains analysis and integration of two concepts to obtain a new model for distributing roles within a team, and its application within a company, followed by the comparison to the results obtained by Adizes method only.

### The review of the two concepts

To create our model, two main concepts were elaborated: the Roles concept of Adizes [1-2] and Working styles concept of Julie Hay [3], based on drivers concept of Taibi Kahler [7-8]. The four roles that are imperatives in each organization, system or team, which enable the decisions that are made within those

teams to be short-term and long-term effective and efficient are: the Role (*P*) – to produce, the Role (*A*) – to administer, the Role (*E*) – the entrepreneurial Role, and the Role (*I*) – to integrate the organization. [1] The characteristics of the Working styles by the definition of Julie Hay are developed into a relatively simple whole of five specific styles. They show up in the ways people organize their work, their life, in the ways they communicate among each other inside a working team or at home with family and friends. [3]

The focus in this paper is onto generating the model, and the readers are addressed to consult the references for more information on the Adizes' Roles and Hay's Working styles. The integration is made after a thorough analysis, where the characteristics of each of the Roles are given in charts, which are followed by the corresponding Working style. The results of integrating these two theories will be given as a new model.

### *The Isaac Adizes' Roles*

In the Adizes framework, Producing (*P*) is the activity of attaining short term or immediate results, Administrating (*A*) is the activity of putting the waste on the lowest level in ongoing activities, Entrepreneuring (*E*) is the activity of searching, recognizing, and tending to new opportunities or new orientations, and Integrating (*I*) is the activity of coordinating, keeping organizations socially and functionally cohesive, preventing them from degenerating into mechanical, purely formally interrelated collections of functionally isolated individuals. When it functions properly, the organization becomes an organic unit that may survive even when key people leave the organization. Adizes abbreviates his four categories of Producing, Administrating, Entrepreneuring and Integrating using just the first letters of each word – *PAEI*.

Teams can accomplish the well-rounded decision making that individuals will always find more difficult to do, because of the inevitability of personal biases and preferences. Adizes illustrates these biases through the construction of four prototypical personality profiles: the Producer, the Administrator, the Entrepreneur and the Integrator.

A corresponding distribution of the Roles within a working team takes a professional on Adizes method which would monitor the activities of the members for a period of time.

### *The Julie Hay's Working styles*

Working styles are patterns of behavior, often happening out of our awareness, which affect everything we do, alone, with our families, or socializing, at work or at home. There are five style wholes, each one of them having a number of benefits and drawbacks, and each of them simply named as the characteristic behavior that represents it: Be Perfect (BP), Be Strong (BS), Hurry Up (HU), Please Others (PO), and Try Hard (TH). Each person fits into one or more categories of these five patterns, and the work on increasing own awareness of the own Working style(s), helps strengthening the positive aspects.

## **The integration method for creating the integral model as an objective**

The concepts in 2.1 and 2.2, individually being extremely applicable theories, together with their detailed study, make a challenge to widen the field of their application into a direction of creating an original approach to the Roles' distribution within a working team or an organization, by setting up a correlation between them. By that the new model will be obtained.

To make detailed analyses that will bring corresponding characteristics from both theories into a correlation, we take into consideration the characteristics of Roles when full reliance is placed on one and only one Role of the four. Adizes named such management styles as: **The Lone Ranger** (*P*), **The Bureaucrat** (*A*), **The Arsonist** (*E*), and **The Super Follower** (*I*).

In the charts that follow, right beside each characteristic of a certain Role, the corresponding Working style(s) will be written. In some cases, it is possible that there are two Working styles that fit into the characteristic, and therefore both will be written. In other cases, if the characteristic is related to more than two Working style, nothing will be written, because of the irrelevance of such information, and low usefulness for the model to be created.

In order for the correlation to be easily noted, colors and abbreviations are used, correspondingly for each Working style. Finally, using a simple quantity analyses, we would be able to determine the level of participation of each Working style into each of the Roles.

The following colors and abbreviations will be used:

<b>Hurry up</b>	→	<b>HU</b>
<b>Be perfect</b>	→	<b>BP</b>
<b>Please Others</b>	→	<b>PO</b>
<b>Try Hard</b>	→	<b>TH</b>
<b>Be Strong</b>	→	<b>BS</b>

### Characteristics of The Lone Ranger (P) expressed through Working styles

#### Behavior

- Only Role: (P) result producer.
- Dominant behavior: Constantly busy. **TH, HU**
- Most remarkable personality features: Fully committed, working hard. **TH, BS**
- Characteristic: Bragging – He/She works a lot. **HU, BP**

#### Communication

- Directing to information that he/she likes: Technically professional information, exchange with others if it is requested from him, but does not have time for analyzing. **PO, BS**
- Characteristic thinking: “The day is too short”, “Too much work”, “Not enough time”. **TH, HU**

#### Making decisions

- Technique: Speech faster than mind: Reacts first, and then starts thinking and listening. **HU, PO**
- Attention directed to: Whatever happens or not at the moment. **BS**

#### Implementation

- Which way he/she stands out: Doing the work. **TH**
- In spare time: Will find some more work that can be finished by him/her only. **TH, PO**

#### Team creation

- Attitude towards conflicts: Conflict irritates him/her, working is the only thing that matters. **TH**
- Attitude towards other (P) types: Respects them. **BS, BP**
- Attitude towards (A) types: Does not respect and avoids them, because they tell him/her what to do. **PO, TH**
- Attitude towards (E) types: Does not trust them, they change their opinion too often. **BP**
- Attitude towards (I) types: Does not respect or ignores them, because they are useless and dangerous. **BP**

#### Managing employed

- Employs: Always ready obedient, the ones who can finish the work regardless of their education, the ones who can improvise and finish work, i.e., ones like themselves. **HU**
- Subordinates get a promotion: If they are always available and accept all the work supporting it. If they finish their work, regardless of how or why. **TH, HU**
- Why subordinates get compliments: For the results. **PO**
- Subordinates do not inform him/her about: About their real capabilities. **HU**
- Subordinates come and go: Come after The Lone Ranger and leave before him/her. **TH**
- Arranging meetings: Has no time for meetings and rarely arranges any. In case there has to be a meeting arranged, asks the subordinates to run quickly and meet him/her individually. **HU**
- Meetings attendance: Depending on problems, it is usually a small group. **BS**
- Meeting agenda: Last crisis, reaction on situation that already exists and is inevitable. The priority is put not on important things, but on things that bother him/her most. **TH, BP**
- Who talks in meetings: Usually from the top downwards. **BP**

### Managing changes

- Attitude towards changes: Opposes them, because does not have time to implement new innovations, because of too much work. **TH, HU**
- However, will accept a change, only if it provides quick and immediate results. **PO, HU**
- Approves change, only if it comes to an obvious need that has to be solved, which usually happens during crises. **TH**
- Creativity: Scattered everywhere in organization, with tolerance of its existence, unless the results are guaranteed. **PO, HU**
- Standard decision: "Do it the way I do it". **TH, BP**

### Characteristics of The Bureaucrat (A) expressed through Working styles

#### Behavior

- Only Role: executor, (A) administrator.
- Comes to work and leaves work: Always exactly on time. **BP**
- Stands out with: Bringing things in order and monitoring them. **TH, BP**
- Most remarkable personality features: Meticulously organized, slow and careful, serious, conservative. **TH, BS**
- Bragging: The office is peaceful and well controlled. **TH, BP**
- Complains: Someone broke a rule or a procedure. **TH, BP**
- In spare time: Thinks of new forms and control possibilities. **BP, BS**

#### Communication

- Directing to information that he/she likes: (A) administrative. **BP, BS**

#### Making decisions

- Technique: Follows existing decisions, considers opportunities as dangerous. **PO**

#### Implementation

- Prevailing behavior: Implementation control. **BP**
- Pays attention to: The way the work should be done. **BP**

#### Team creation

- Attitude towards conflict: Ignores it or fights against it, depending on whether his/her capability of control is endangered or not. **BP**
- Attitude towards (P) types: Has critiques for them: "Only run around". **BP**
- Attitude towards other (A) types: Approves them. **BS**
- Attitude towards (E) types: Horrified by them. **BP**
- Attitude towards (I) types: Suspects them. **BP, BS**

#### Managing employed

- Employs: People who always agree with him/her, and have recognizable bureaucratic mentality. **TH, PO**
- Subordinates come and go: Always on time. **BP**
- Frequency and notification of meetings: Frequent meetings, always scheduled. **TH, BP**
- Meetings attendance: Controlled, called, with lists and presence check. **TH, BP**
- Meeting agenda: Long-lasting, detailed, non-flexible. **BP**
- Who talks in meetings: One of the present, usually from top.
- There are questions asked in terms of how to do the work, discussed in details. **BP, BS**
- Subordinates get promoted: If they seem organized and work by the rules. **BP**
- When subordinates are complimented: If they follow the procedure, regardless of the results. **TH, PO**
- Subordinates do not report on: Organizational overdrafts. **BP**

#### Managing changes

- Types of trainings: Too many, too detailed. **TH, BP**
- Attitude towards changes: Opposes, because of the fear of losing control. **BS**
- Creativity: Directed to the whole organization.
- Attitude towards planning: Too worked out, in order for the uncertainty to be put on minimum level and to increase the control. **BP**

### Characteristics of The Arsonist (E) expressed through Working styles

#### Behavior

- Only Role: (E) Innovator, entrepreneur
- Comes to work and leaves work: Unspecified. **HU**
- At what is the best: At giving ideas and encouraging new projects. **TH, BP**
- Prevailing behavior: Creates new projects, creates own agenda, ignores the existing. **TH, HU**
- Most remarkable personality features: Entranced, motivating, charismatic, creative and exiting. Wants to be in the attention focus; charming towards the unknown; strict to the known people; criticizes people publicly; rarely right, never puzzled; personalizes problems. **PO, BP**
- In spare time: Will create new project or crisis in the organization. **TH**
- Bragging: Working mood, with an obvious productivity which usually manifests in crisis. **TH, PO**

#### Communication

- Feedback: Offers only negative feedback, and that is often. Criticizes publicly; if one does not accept the critique, it will increase. No one is good enough. **TH, BP**
- Focuses on appreciated information: Information on possibilities and threats. **BP, BS**

#### Making decisions

- Technique: Temporarily, no durable commitment; active in making decisions. To solve the problems turns directly to those who can solve them without following regular procedures. Negative imposition of decisions. **TH, HU**

#### Implementation

- Attitude towards systematic management: Avoids it and gets horrified, would not dedicate to anything. **HU**
- Improvement evaluation: Impatient; regardless of improvement, it is never enough. **BP, HU**

#### Team creation

- Attitude towards conflicts: Uses them in order to stimulate subordinates for increased activities, often even creates the conflicts. **TH, PO**
- Attitude towards (P) types: Conditionally supportive. **BP**
- Attitude towards (A) types: Horrified. **HU**
- Attitude towards other (E) types: Criticizes them. **TH, BP**
- Attitude towards (I) types: Likes them. **PO**
- Typically objects: "Nothing gets done in here". "The priorities are wrongly set"; „They do not understand what I want, say, or intended to say“. **TH, BP**
- Cooperation: Rejects problems and solutions in which other people invested time and energy; the ideas are never good, if they are not his/her ideas; insists on the rule to be able to change own decisions often. **BP, BS**

#### Managing employed

- Employs: Cowards who accept his/her newest ideas with enthusiasm and who seem to immediately understand them. **PO, BP**
- Subordinates come and go: Come before him/her and leave after; they are always expected to be available. **BS**
- Frequency and notification of meetings: Frequent, but untimely scheduled. **HU**
- Meetings attendance: Obligatory. **TH, BP**
- Meeting agenda: The first item is his/her newest idea; the rest is current. **BP**
- Who talks in meetings: One speaks (from top), the others listen. No questions asked, no detailed analysis. **BS**
- Subordinates promotion: If they follow the guidelines with enthusiasm and if they seem to hardly work on what they were asked to. **TH, PO**
- Subordinates will be complimented if: They seem to work hard. **BP, TH**
- Subordinates do not report on: Why some of his/her suggestions are bad. **BP, TH**
- Dysfunctional behavior of subordinates: Making up excuses for unfinished work.

#### Managing changes

- Focus of attention: Something new that is ongoing and how the same could be done in another way. His/her target is moving. **BP, HU**
- Problems direction: Notices threats and opportunities. **BP**
- Behavior in training: Acceptable, if no precious time is wasted or taken from the new favorite project. **BP, TH**
- Attitude towards changes: Enjoys them if they are introduced by him/her; opposes if they are introduced by some other person. **TH**
- Creativity focus: He/she has monopoly. **BP**

### Characteristics of The Super Follower (I) expressed through Working styles

#### Behavior

- Only Role: (I) integrating people.
- Comes to work and leaves work: As convenient, as expected by everyone. **BP**
- Most remarkable personality features: Comfortable, sensitive, oriented towards people, full of understanding, grateful to be informed of the secrets in organization. Good listener. **PO, TH**
- Focus of attention: Acceptance of what is done or could be done. **BP**
- Bragging: About having a central role in power games. **BP, PO**
- Typical objection: ‘We do not agree as well as we should‘. **BP**
- In spare time: Will identify new conflicts (as well as imaginary ones) which can be solved only by him/her, spreading rumors or collecting information for such effects. **BP, PO**

#### Communication

- Prevailing behavior: Creating compromises, (I) integrating people’s ideas. **PO**
- Focus and type of appreciated information: Who is at which level from what aspect; treats them the same. **BP**

#### Making decisions

- Technique: Bringing decisions whenever there is a mutual consensus. **BP, PO**

#### Implementation

- Attitude towards systematic management: Suspicious in terms of that, because of the possibility that it could disrupt the structure of the power in control. **BS**

#### Team creation

- At what is the best: Making agreements, compromises. **PO**
- Attitude towards conflicts: Likes them, if they can serve as a mean that would solve the problems. **PO, TH**
- Attitude towards (P) types: Rejects them as stupid. **BP**
- Attitude towards (A) types: Avoids them, sees them as obstacles in achieving consensus. **PO, HU**
- Attitude towards (E) types: Tries to attract their attention, because they usually dominate. **PO**
- Attitude towards other (I) types: Suspicious, if they do not work for him/her. Accepts them and protects them, if they do not work for them. **BS**

#### Managing employed

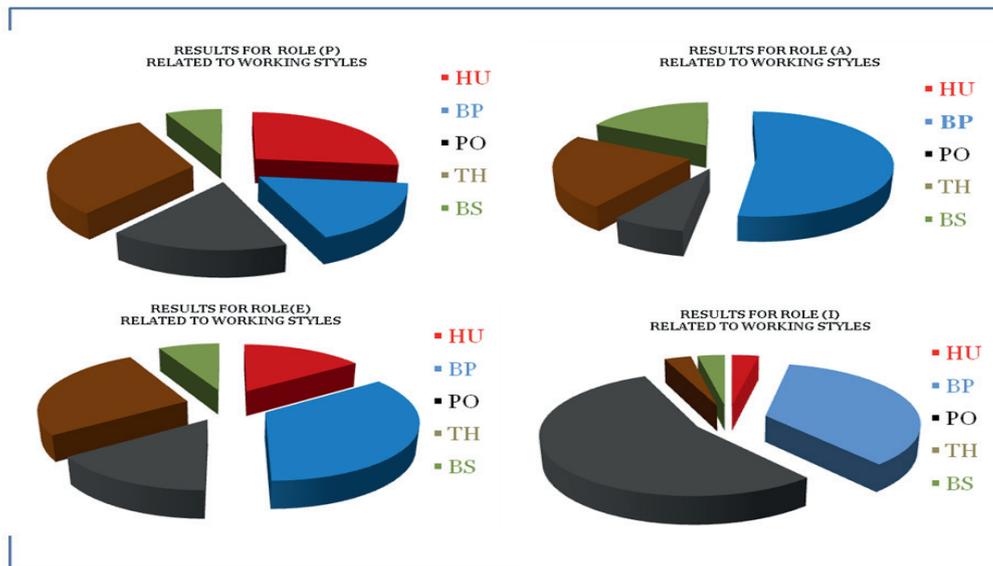
- Employs: The obedient, people who agree among themselves and with him/her. **PO, BP**
- Subordinates style: Reporting.
- Subordinates come and go: By the rule, as expected. **BP, BS**
- Frequency and notification of meetings: Frequent, as in fact expected. **BP, PO**
- Meetings attendance: Preferable. **PO**
- Meeting agenda: Optional, what people would want to talk about. **PO, HU**
- Who talks in meetings: Anyone, unless political dominance is endangered. **PO**
- Subordinates promotion: If they agree, show mutual support and are politically loyal to him/her. **PO, BP**
- Subordinates will be complemented for: Giving consent. **PO, TH**
- Subordinates do not report on: Real feelings, if those could spoil the consensus. **BS**
- Dysfunctional behavior of the subordinates: Make up rumors to attract attention. **PO**

#### Managing changes

- Attitude towards changes: Accepts them, if they contribute to the increase of his/her role as the one who solves the conflicts and does not endanger the unity. **BP**
- Attitude towards planning: Fights against it, if it seems like a threat to the created unity, or if it makes him/her replaceable. **BP**
- Creativity focus: Integrator.
- Behavior in training: directed to the interpersonal relationships. **PO**

## Results

The summarized results from section 3 are illustrated in Figure 1, and the results on participation of the Working styles in each of the four Roles are given in Table 1.



**Figure 1.** Illustration on participation of Hay's Working styles in Adizes Roles

Table 1, particularly part b, contains the data that helps find and discuss the relation between the possible outcomes of completed Hay's questionnaire on Working styles and the level of predicting the distribution of the Adizes Roles, only by having Hay's questionnaire completed.

Depending on the results, the level of prediction may vary. Each of the Working styles may show up with intensity 0 – 40. Since there are 5 different Working styles, one may notice the following three situations:

1. One or two Working styles show up with high intensity, and the rest show up with low intensity.<sup>1</sup> This case is at the highest level of prediction, because the Role is correlated to the intensively expressed Working styles. In such case, by great certainty the surveyed person may be assigned the corresponding Role.
2. Almost all of the Working styles are of high intensity. In such case, the level of prediction is medium, because there is no Working style that stands out, but even then, the overall high intensity may point to person's tendency to order, rules, principles, or estimations. There are two subtypes possible: If the highest Working styles point to Roles P or A, then the conclusion is that P and A are most corresponding Roles for the surveyed person. But if the highest Working styles point to Role E, then the person is very likely to tend to novelty and creativeness, and the overall high intensity of the Working styles may point to person's potential to self-actualization.
3. Almost all of the Working styles are of low intensity. In this case the level of prediction is low, and it would be useful to find a complementary method for a corresponding assignment of a corresponding Role to the surveyed person or simply consulting an expert on Adizes method. The overall low intensity of the Working styles may point to a slow temper of the person, particularly if the most expressed Working styles exclude creativeness or novelty tendency. This may also point to the surveyed person's resistance to the survey process.

**Table 1.** Numerical results on participation of Hay's Working styles in Adizes Roles

Role (P)	Role (A)	Role (E)	Role (I)		
1. <b>TH 13</b> 2. <b>HU 11</b> 3. <b>BP 7</b> 4. <b>PO 7</b> 5. <b>BS 3</b>	1. <b>BP 21</b> 2. <b>TH 9</b> 3. <b>BS 7</b> 4. <b>PO 3</b> 5. <b>HU 0</b>	1. <b>BP 18</b> 2. <b>TH 14</b> 3. <b>PO 8</b> 4. <b>HU 8</b> 5. <b>BS 4</b>	1. <b>PO 18</b> 2. <b>BP 14</b> 3. <b>BS 4</b> 4. <b>TH 3</b> 5. <b>HU 2</b>		
<b>Part b.</b> <b>Participation of</b> <b>Working styles</b> <b>into Roles</b>	<b>HU</b>	<b>BP</b>	<b>PO</b>	<b>TH</b>	<b>BS</b>
<b>I Level</b> 	(P)	(A), (E), (I)	(I)	(P), (E)	/
<b>II Level</b> 	(E)	(P)	(P), (E)	(A)	(A)

<sup>1</sup> – The authors agreed to take a high intensity level of manifestation of the Working style to be over 70% on the scale 0-40, and low intensity level to be below 50% on the same scale.

### The application of the integral model

The greatest advantage of this model is in its original approach to the functional Roles distribution in a certain team, being predictive instead of experiential: This new integral model makes it possible to assign a corresponding Role to a potential team member in advance, without making any previous observations of member's working activities, only by member completing the Hay's Working styles questionnaire.

The model was applied into the company "LUXOR". Main activity of this organization is production and sale of bath tubs and other bathroom elements. The company has 40 employed, and is successful on the market for more than 7 years. The survey was made in the production sector, where 25 workers voluntarily filled up the Julie Hay Working styles questionnaire, and the time given for completing the questionnaire was 15 minutes. After a period of time, the Adizes questionnaire was given to them to complete it, and 24 of the 25 voluntarily completed it.

The completed questionnaires, Hay's and Adizes', were processed independently for each surveyed person individually, both giving final outcomes expressed into a combination of Roles for each person. For Hay's questionnaire, the new integral model was used, while Adizes' gave the results directly. Then, the two were compared to find out if the results were in agreement. A brief discussion and commentaries were given for each surveyed person separately, based on the combination of Roles obtained by the new model and thorough explanation of each Roles combination by Adizes. [2] The second combination of Roles for each individual was obtained directly by Adizes questionnaire. It served mainly as control method, supporting the results obtained indirectly by the new model.

**1. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (pAEI)**, creative and adjustable, but the low manifestation of the (P) Role makes this person not interested in consequences of own deeds. Makes up ideas, integrates people, and establishes administration system of realizing those ideas, but on long-term scale may not fulfill the promised things. It is also possible that this person has a lack of knowledge.

**Combination of Roles obtained directly by Adizes method: (paEI)**

**2. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (Paei)**, produces results, works a lot and gets along with people, but has weak vision and system. This person wants to be rewarded immediately. Although may come up with critiques sometimes, this person is good in creating teams. Not interested in exterior neighborhood of the organization – market, suppliers, bankers, and is not a formalist. Stimulates and supports those who are successful in their work.

**Combination of Roles obtained directly by Adizes method: (Paei)**

**3. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (PaeI)**, remarkable assistant, expert in using compromises in producing short-term results. May create a good team. As a manager would function well as the most prominent supervisor oriented towards people.

**Combination of Roles obtained directly by Adizes method: (PaEI)**

**4. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (pAEI)**, truly organizes, truly integrates people, but the organized activities could fail at the end. If given a lot of power, risks losing the possibility to estimate social reality, which is a necessary production component.

**Combination of Roles obtained directly by Adizes method: (PAEI)**

**5. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (--I)**, will never try to get above the most important organization interests and will not change the direction of the organization dynamics. Does not even want to oppose to subordinates. On a long-term scale this person misses challenge, direction and courage. Will integrate strictly in a way that others approve.

**This person did not complete Adizes questionnaire**

**6. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (paeI)**, having a leader tendency, enables others to come up with ideas and discuss them, although this person makes the decision independently on the others, which is to be approved by the others afterwards. This is a powerful and effective type, having a charisma, is objective and restrained. The subordinates like this person and try to finish the assignment as they were asked to.

**Combination of Roles obtained directly by Adizes method: (paEI)**

**7. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (-AEI)**, an example of a combined style of mismanagement. Does not produce results, and if given a lot of power, could become convinced in own infallibility, and so could start forgetting that without knowledge, the production would be vain.

**Combination of Roles obtained directly by Adizes method: (pAEI)**

**8. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (pAEi)**, whose creativity is directed to administrative systems. As a leader would be the one who would use own creativity to improve existing control systems within the organization. Could eventually be a good consultant or analyst.

**Combination of Roles obtained directly by Adizes method: (PAEi)**

**9. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (PAEi)**, has a capability to develop the organization. Always has an idea how to produce results and how to make a system in order for them to realize, but not always could create or provide condition under which the subordinates would produce results.

**Combination of Roles obtained directly by Adizes method: (PAEi)**

**10. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (PaEi)**, entrepreneurial type who knows what he/she wants and why he/she wants it. This person is creative, with a set goal; is serious and focused person. Gets irritated by ideas which do not bring positive results, while those results that are not products of the "big" ideas, are worthless for this person. Is not the real leader, because of the lack of capability to motivate people.

**Combination of Roles obtained directly by Adizes method: (PaEi)**

**11. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (-AEI)**, an example of a combined style of mismanagement. Does not produce results, and if given a lot of power, could become convinced in own infallibility, and so could start forgetting that without knowledge, the production would be vain.

**Combination of Roles obtained directly by Adizes method: (pAEI)**

**12. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (PAei)**, who is oriented to achievements, results and control. This person is interested in effectiveness and efficiency. Corresponds to a profile of a management type whom the others would call a Policeman.

**Combination of Roles obtained directly by Adizes method: (PAei)**

**13. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (-AEI)**, an example of a combined style of mismanagement. Does not produce results, and if given a lot of power, could become convinced in own infallibility, and so could start forgetting that without knowledge, the production would be vain.

**Combination of Roles obtained directly by Adizes method: (pAEI)**

**14. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (pAei)**, who is a potential administrative leader, good in caring, but in own responsible way. Takes care of the precision in integrating the information, in order not to come to a level of losing data from the base.

**Combination of Roles obtained directly by Adizes method: (pAei)**

**15. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (pAEI)**, truly organizes, truly integrates own people, but the organized activities could fail at the end. If given a lot of power, risks losing the possibility to estimate social reality, which is a necessary production component.

**Combination of Roles obtained directly by Adizes method: (PAEI)**

**16. Analysis according to the combination of Roles obtained indirectly by the new integral model**

**Type (paEI)**, finds out ideas which the managers would like, then integrates them into own style in a type of a promise. Takes care of results and of situations that follow after.

**Combination of Roles obtained directly by Adizes method: (PAEI)**

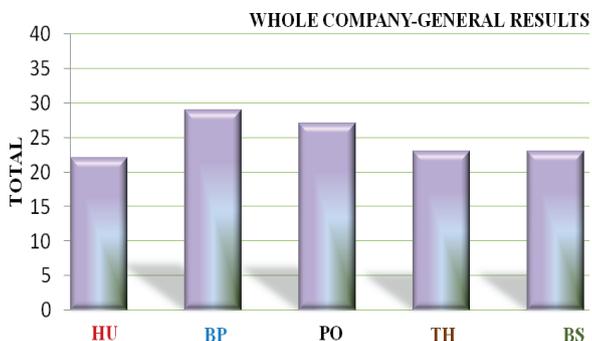
<b>17. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (pAeI)</b> , who is good functional administrator, directed to production and providing services. This person is flexible and changes proportionally to the needs. Cooperates with other employed.
<b>Combination of Roles obtained directly by Adizes method: (pAEI)</b>	
<b>18. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (PAeI)</b> , who tends to be good at each of the four roles. This person is powerful, objective, and is a leader type. This type of such combination of roles is rarely found and such person would be great administrator.
<b>Combination of Roles obtained directly by Adizes method: (PAEI)</b>	
<b>19. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (pAEI)</b> , truly organizes, truly integrates own people, but the organized activities could fail at the end. If given a lot of power, risks losing the possibility to estimate social reality, which is a necessary production component.
<b>Combination of Roles obtained directly by Adizes method: (PAEI)</b>	
<b>20. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (pAEI)</b> , truly organizes, truly integrates own people, but the organized activities could fail at the end. If given a lot of power, risks losing the possibility to estimate social reality, which is a necessary production component.
<b>Combination of Roles obtained directly by Adizes method: (paei)</b>	
<b>21. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (PaEI)</b> , type of person who is management oriented, creates new directions, and motivates colleagues. Successful results that this achieves are based upon the charisma. Takes care of the next generation too, not only the momentary. May have less success into being systematic and into understanding such process.
<b>Combination of Roles obtained directly by Adizes method: (PaeI)</b>	
<b>22. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (pAEI)</b> , truly organizes, truly integrates own people, but the organized activities could fail at the end. If given a lot of power, risks losing the possibility to estimate social reality, which is a necessary production component.
<b>Combination of Roles obtained directly by Adizes method: (pAEI)</b>	
<b>23. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (p--I)</b> , who agrees with people, but misses vision or system. This person is a remarkable assistant, an expert in using compromises in short-term goals achievement.
<b>Combination of Roles obtained directly by Adizes method: (paEI)</b>	
<b>24. Analysis according to the combination of Roles obtained indirectly by the new integral model</b>	<b>Type (pAei)</b> , who is a good administrator, likes everything to be organized and thought through in advance, has great memory, but tending to insist that nothing should be assumed, until 100% proved.
<b>Combination of Roles obtained directly by Adizes method: (pAEi)</b>	

**25. Analysis according to the combination of Roles obtained indirectly by the new integral model**

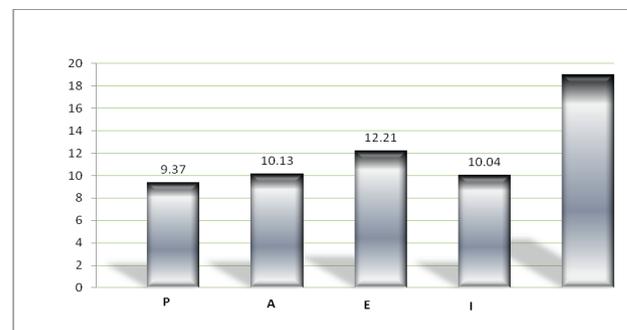
**Type (pAeI)**, who is a potential administrative leader, good in caring, but in own responsible way. Has remarkable ability to integrate the team members. Takes care of the precision in integrating information, in order not to lose data from the base.

Combination of Roles obtained directly by Adizes method: (pAEI)

a) Hay's questionnaire



b) Adizes' questionnaire



**Figure 2.** Illustration of the summarized\* company results

\* the max of 40 on y-axis and the max points of each Working style was done by total/25: a) the max of 20 and the max points of each Role was done by total/24: b)

According to the exposition of Working styles, it can be concluded that this organization is open towards people, with a tendency to a lot of information and its intense exchange, more oriented to doing things, but tending to analysis and hard work.

**Team motto:** Performance perfection

**Team need:** Everyone to be satisfied

**Team problem:** Corresponding adaptation of new team members, particularly if they are introvert and analytical.

**Analysis according to the combination of Roles obtained indirectly by the new integral model**

This is a **type of organization (pAEI)**, which is well organized, makes good integration of people in terms of missions' fulfillment, and there is an increased need of success. Additionally, a lack that might be worked upon is possible limitation of corresponding knowledge and lack of time during running after success and running after getting the required knowledge.

**Recommendation:** To organize corresponding workshops within the firm so that the level of precision would increase of the assessment of social reality.

Combination of Roles obtained directly by Adizes method: (pAEI)

Summarized results by both methods indicate the same level of development of the P, A, E and I Roles.

**Proposal for a good managing team (PAEI):**

According to the entire previous elaboration and individual analysis, as a proposal for an excellent managing team for this organization we point to the following employed:

**Number 18: (PAeI) by the integral method ((PAEI) by Adizes method) – team leader**

This is a type of person who tends to be good at each of the four roles. This person is powerful, objective, and is a leader type. This type of such combination of roles is rarely found and such person would be great administrator.

**Number 10: (PaEi) by both methods – team member**

This is an entrepreneurial type who knows what he/she wants and why he/she wants it. This person is creative, with a set goal; is serious and focused person. Gets irritated by ideas which do not bring positive results, while those results that are not products of the “big” ideas, are worthless for this person. Is not the real leader, because of the lack of capability to motivate people.

**Number 16: (paEI) by the integral method ((PAEI) by Adizes method) – team member**

This person finds out ideas which the managers would like, then integrates them into own style in a type of promise. Takes care of results and of situations that follow after.

**Number 21: (PaEI) by the integral method ((PaeI) by Adizes method) – team member**

This is type of person who is management oriented, creates new directions, and motivates colleagues. Successful results that this achieves are based upon the charisma. Takes care of the next generation too, not only the momentary. May have less success into being systematic and into understanding such process.

## Conclusions and limitations

The main idea in the paper was creation of an integral model, by which it would be possible to make a corresponding distribution of the team Roles defined by Isaac Adizes to the members of working teams in organizations, by completing Julie Hay’s Working styles questionnaire.

The best benefit of such model is for managers who are about to create a working team, company consultants who may propose this model at any time a team is being created, and even if it is already created, to apply this model to team members for corresponding distribution of team activities. This model may be valuable to any team job interviewers, since it enables them to find out which job candidate of those who meet the main criteria (education, experience, skills, etc.) is the most corresponding functionally.

This integral model is important because it helps improve the team work by making it short-term and long-term effective and efficient into an original way. It is important to mention that it is also easy to apply and very informative of the working behavior style of those to whom it is applied.

This model gives an insight of both Working styles that an individual has in a direct way by completing Julie Hay’s questionnaire, and of the level of development of Adizes Roles in an indirect way. It was applied as such onto a company where the employed voluntarily completed Julie Hay’s questionnaire. The results were given back to them to know which Role they could work on to improve. After a certain period of time, the same employed voluntarily completed the Adizes questionnaire which gave the level of development of Roles directly. It served mainly as an independent control method in this research.

There were few deviations when the results from the two methods were compared. At most of the deviation cases, the level of development of three of the four Roles were equal, and the one that was not, turned out to be more developed later, when the second survey was conducted. It is possible that some individuals could have worked on developing the Role that was less developed than the others.

There are several limitations to the model: the surveyed individuals work in the same area (production), there was a significant period of time between the two surveys, which could affect the answers and could lessen the accuracy of the control check, and increasing the number of experts for the step of correlating the Roles to Working styles, would certainly improve the accuracy of the outcome. However, under certain conditions, overall comparison points to the liability of the obtained integral method and it is expected that this model could enrich any analysis or approach related to creating a working team.

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