

DEVELOPMENT OF A MODEL AND MEASUREMENT INSTRUMENT FOR STRUCTURED/PROCESSUAL BEHAVIOR

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An instrument developed to measure a leader's reaction to change and based upon a conceptualized continuum of structured versus processual behavior is presented in this paper. The responses of 146 managers from 7 companies were used to statistically validate the measurement tool. The instrument has the potential for use by practitioners to determine who should lead change efforts and how they should lead these efforts.

I. INTRODUCTION

Management of change continues to be one of the most daunting tasks of today's business leaders. One of the difficulties in change management however is the lack of a cognitive handle to succinctly define how one should behave while orchestrating these change efforts. This paper aims to bridge this gap. The subject of this study is the change leader's behavioral reaction to change. It is conceptualized based on the proposition that a change leader is predisposed to react to change situations in one of two ways – in a processual manner or a structured manner. Furthermore, the variable is visualized to exist in a continuum, as depicted in Figure 1.

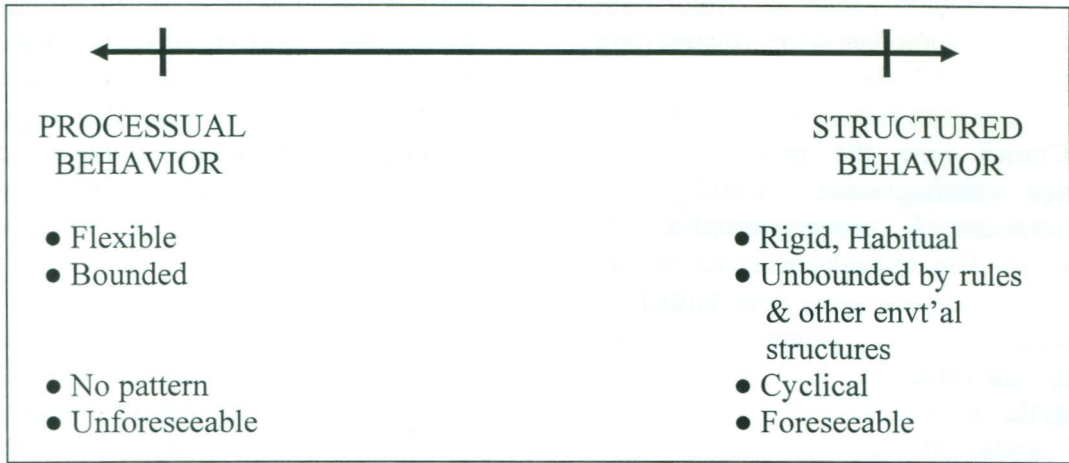
Structured behavior is rigid, habitual and programmed. It comprises boxed reactions to a situation. Further, it is cyclical in the sense that when any similar situation recurs, the reaction is repetitive and foreseeable. Because of this, structured behavior is deemed

dependable or reliable by managers. It is therefore easy to see why managers have institutionalized such behaviors. Institutionalization is, in fact, the structuring procedure of these behaviors. Such structuring is carried out in organizations by way of setting rules and regulations, hierarchies and proper channels, operating procedures, standards and schedules among others. While it is because of this behavior that companies have been able to experience exponential growth, this behavior is also responsible for bureaucratic and slow, uncreative ways of responding to changes in the business world.

On the other hand, processual behavior is conceptualized as flexible and unbounded. As such, processual actors have no set pattern of behavior that others can foresee or forecast. To managers who have been used to the routine ways of controlling and managing, behavior of this type, either by themselves or by others,

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Figure 1
The Continuum of Structured Versus Processual Behavior



would be uncomfortable. This is because processual behavior defies the traditional way of getting things done. Thinking is out-of-the-box and devised methods could be drastically different from what used to be. Processual behavior could indeed be erratic. Very significantly, this behavior will not be erratic if the actors are grounded in essence. Actors are deemed to be grounded in essence when they react in a way dictated by their perceived personal missions. A crucial stage in the performance of processual

behavior is a conscious willingness to fully feel the emotions brought about by the change situation instead of escaping to the structured realm automatically. Having reached a level of comfort with this affective stage, the actors can cognitively determine their appropriate reaction to the situation at hand. Because they go through this *more tedious* cycle of reaction, they are presumed to have taken the time to ask whether this reaction is aligned with their respective missions in life.

II. LITERATURE REVIEW

Schein (1987) provides us with a lead to exploring the concept of the structured/processual behavior continuum when he defined process as *structure in process*. A detailed look into his definition will reveal that the structured/processual behavior divide has its roots in classical psychology. According to the classical *stimulus-behavior* model, an entity, whether an individual or a collective, reacts to environmental stimuli, usually with the

end-result of coping or survival in mind. Hypothesizing a first time that an entity is affected by a particular stimulus, the entity's reactive behavior is processual. As already cited, there is an intervening variable of emotions as a result of the stimulus. That first reactive processual behavior will produce either positive or negative results. Negative outcomes will not effect a repeat of the behavior that caused such outcome if we adopt the model of man as a rational individual. The

opposite is true for positive outcomes. Positive outcomes will effect a repetition of the coping behavior so much so that the behavior becomes rote and automatic. Such behavior is structured behavior.

Comes now the modern age of change management wherein the environment is more complex and stressful. The stimuli received by the different players are transmitted at greater speed and oftentimes overlap with each other. To illustrate it in this light, the story is told of a fire brigade that graduated into a full-fledged fire department.

In a seaside barangay, the houses were built of highly flammable nipa. To illuminate their houses at night, the residents used candles. Alas, the sea wind was usually strong and oftentimes toppled the lighted candles setting fire on the hapless nipa structures. The fires were put out with residents forming a queue from the sea to the burning house, passing on to each other buckets of water with the last person throwing the water at the leaping flames. Because this was a frequent occurrence, those who were deemed good at passing buckets and dousing the fires were formed into a fire brigade by the barangay association. The brigade had its leader, got donations for buckets, and developed a fire alarm signal when a house started burning. And every time a house burned, they did the same thing. Because they got good at it, their method of putting out fires was automatic, the firefighters were able to douse fires with their eyes closed.

One day when a fire occurred, they did the same thing – pour water onto the flames. To their surprise, the fire spread even more rapidly. An investigation ensued and findings revealed that the fire was started not from a candlestick but from a toppled kerosene lantern. They experimented and found out that throwing sand into the kerosene fire was more effective than dousing water on the same.

As time went by, different types of fires were experienced by the firefighters and the different types called for different types of firefighting techniques. Eventually, in order to pass on the wealth of information to neophyte firefighters, a fire manual was developed. Section 1 dealt with candlestick fires; Section 2 dealt with kerosene lantern fires and so on and so forth.

Today, the fire brigade is a fire department. The barangay is now a city. And there are detachments in the wharf area, in the city proper and even at its airport.

We see in the story above that structured behavior is an offshoot of behavior in collectives. That is, it is because of the interaction with others that individuals must resort to structured behavior. An individual must interact with others, most especially in a complex change scenario. There must be some comfort level with each in predetermining how others will act, in accordance or in unison.

Conceptual Framework

By using the conceptual framework below, we can derive sub-variables of structured/processual behavior. In a

collective, *interpersonal relationships* must be considered (Blake and Mouton, 1978). They band together to get a collective task done and where there are many ways by which this could be done, *solution generation* is called for. Finally, they have time expectations to meet, thus *time orientation* is likewise examined.

Idea or solution generation is the problem solving process. Structured managers will resort to programmed and prescribed ways of recognizing a problem, defining it, identifying significant areas for consideration, generating alternative courses of action and finally choosing the solution. They will likely analyze the situation at hand on the basis of precedents and probably tackle the same using a linear thought process. Attempts to localize the problem to a particular area or department will be the norm. Generated solutions will be previously tried and tested solutions. On the other hand, a processual mode of solution generation is one where the change leaders perceive the situation at hand in a manner never so perceived before. The ideas and the solutions generated are likely to be novel, albeit untested.

With regard to interpersonal relationships, structured managers will go *through the proper channels*. They will interact with others based on standard procedures, hierarchies, departmentalization patterns and position specialization. They will hesitate to laterally consult others in the organization structure. Respect for another is gained from positional or formal power, and power distance (Hofstede, 1980) is likely to be large rather than small. Adhocracy

(Mintzberg, 1983) and matrix management will be shunned in favor of the rigid linear relationships from top to bottom. Processual change leaders will interact with anyone, even those minutely associated with the situation at hand. They are likely to defy protocol and proper channels.

With regard to time orientation, the structured managers will find comfort in following a routine schedule, blocking their time in neat compartments. Deadlines, to the structured manager, are sacred and honored religiously. Because of these, structured managers' behaviors with respect to time are predictable. On the other hand, processual managers are more spontaneous. It is difficult to determine what they are doing for a period of time because of their tendency to defy routine. They may focus on a particular task with bursts of energy to the detriment of other regular matters that have to be attended to. Though they may honor deadlines, they are also ready to challenge them, either moving these deadlines forward or backward.

Some generalization on the behavior of processual managers is called for at this point. Processual managers may be perceived by other players in the change process as too radical. The other players will not know what to expect from the processual managers. But because processual managers are not averse to experimentation, their novel approaches to the situation at hand can, and sometimes do, produce surprising results. And in cases where the old ways of managing things have been marginally effective, the ideas proposed by the processual managers just might possess a cutting edge.

The change scenario in today's business world is fast-paced and fiercely competitive. The newer, albeit experi-

mental, solutions that they forward could produce much faster results that competition may never have thought of before. Furthermore, because of their innovativeness, when the first trials do not work out, processual managers are equipped with an ability to shift to another approach, even structured behavior for that matter, with ease.

This study proposes that today's business leaders must learn to behave in a processual manner if they wish to survive in an age of rapid changes and tighter competition. The paradigms of structured behavior, although they have been useful in the past, must now be questioned and challenged. Because

processual behaviors will defy tradition in many ways, they will be frowned upon. It is precisely this challenge that urges us to look into the continuum of structured/processual behavior.

To summarize thus far, we have developed three types of structured/processual behavior, as follows:

- Structured/Processual Behavior vis-à-vis Solution Generation (SG)
- Structured/Processual Behavior vis-à-vis Interpersonal Relationships (IR)
- Structured/Processual Behavior vis-à-vis Time Orientation (TO)

III. METHODOLOGY

Development of the Measurement Instrument

The measurement instrument was developed through a brainstorming session with four other practitioners. The participating practitioners had at least seven years of work experience, either as an HR practitioner or as an OD Consultant. During the session, we operationalized the three types of S/P behavior as earlier conceptualized. Appendix 1 is a summary of the discussion on the operationalization of the sub-variables. Stems were developed for these items resulting in an initial version of the instrument.

The initial version of the instrument was pre-tested with a group of 37 MBA students. Their responses were scored and their scores were subjected to an item correlation analysis. That is, the scores for each item was correlated with the aggregate scores of the cluster score

for the type of sub-variable that stem belonged to. Those with low correlation scores were scrapped and replaced while those with high correlation scores were retained. The process was repeated with succeeding versions until the correlation scores were deemed to be sufficiently high and therefore indicative of a shared variance between the item stem and cluster type. The third and final version is shown in Appendix 2.

This final version of the questionnaire is a 26-item questionnaire. The Solution Generation cluster consists of Items # 2, 5, 11, 13, 16, 18, 20, 22, and 26. Positively skewed items are Items # 2, 11, 16, 18, and 20. Negatively skewed items are Items # 5, 13, 22, and 26. The Interpersonal Relationships cluster consists of Items # 1, 4, 8, 12, 14, 17, 19, 23, and 25. Positively skewed items are Items # 1, 8, 14, and 23. Negatively skewed items are Items # 4, 12, 17, 19, and 25. The Time Orientation cluster consists of Items # 3, 6, 7, 9, 10, 15,

21, and 24. Positively skewed items are Items # 3, 7, 10, 15, and 24. Negatively skewed items are Items # 6, 9, and 21.

For positively skewed items, an answer of *always true* merited a score of 4; *more often true* merited a score of 3; *more often false* merited a score of 2; and *always false* merited a score of 1. The converse scoring was applied for negatively skewed items. A response of *always true* merited a score of 1; *more often true* merited a score of 2; *more often false* merited a score of 3; and *always false* merited a score of 4. A higher score indicated that the manager respondent was more structured than processual while a lower score indicated

that the manager respondent was more processual than structured.

Sample

The final version of the IV questionnaire was answered by 146 managers. Their ages ranged from 24 to 63. Ninety-eight (98) were male and 48 were female. The number of position levels below their company's respective Chief Executive Officers ranged from two to four. The respondents came from seven different companies. The names of the companies, the industry they belong to, and the products/services they offer are listed in Table 1.

Table 1
Companies of Respondents

<u>Company</u>	<u>Industry</u>	<u>Products/Services</u>
Asian Bank Corporation	Banking	Financial services
Cinderella Marketing	Retail	Clothing and apparel
Convoy Marketing	Merchandising	Beverages and liquor
Home Business Center	Retailing	Consumer goods
Manila Water	Utilities	Water services
Philamlife Agencies	Pre-need	Insurance services
Pilipinas Shell	Energy	Petroleum and petroleum derivatives

The managers of two of the seven companies, Convoy Marketing and Pilipinas Shell, headed functional units or departments which were distinct from each other. For example, Shell had two Division heads – one of the Commercial Division and the other of the Retail Division. In the case of Convoy Marketing, the sub-sample of managers included the Human Resources Manager and the Vice-President for Marketing. With the other five companies, the sub-samples consisted of managers of what

could be called *strategic business units*. This means that the units that they headed were similar to each other. For example, the Asian Bank sample consisted of 20 bank branch managers.

Test Results

Aside from the Solution Generation (SG), Interpersonal Relationships (IR), and Time Orientation (TO) scores for each of the 146 respondents, a Structured/Processual Average (S/P) score

was also derived. This was done by adding up the individual respondent's SG, IR, and TO scores and then dividing the total by 3.

The range, the mean and the median for each set of scores are shown in Table 2.

At the beginning of this research, it was felt that because scores would range from 1 to 4 for each of the variables, a score of 1.00 to 2.50 should indicate that

the manager is processual while a score of 2.51 to 4.00 should indicate that the manager is structured. For purposes however of testing the statistical validity of the divide between structured and processual managers, it was deemed more appropriate to divide the group using the median score of the S/P scores, using a moving benchmark, so to speak. We believed that this would be more representative of reality as will be shown in the next section.

Table 2
Range, Mean and Median of SG, IR, TO and S/P Scores

	SG	IR	TO	S/P
Range	2.00 to 3.78	1.67 to 3.78	2.00 to 3.78	2.01 to 3.48
Mean	2.97	2.78	2.63	2.79
Median	3.00	2.78	2.62	2.79

The S/P Average scores were therefore rank-ordered from highest to lowest, that is from structured to processual. The median S/P score was identified to divide the sample into the processual group and the structured group. The S/P scores of the structured managers (n=73) ranged from 2.80 to 3.48 while those of the processual managers (n=73) ranged from 2.01 to 2.79. (Please refer to the last column of Table 2.)

To test the statistical validity of the measurement instrument, a *t*-test was used to determine the significance of the difference of SG, IR, and TO mean scores. In research form, the question that was asked was: "Is the difference between structured and processual

managers with respect to SG, IR and TO significant?"

The means of all of the four variables turned out to be significant at 5% level of significance, as shown in Table 3.

Results show that the means of the structured group and the processual group (as differentiated by the S/P median) were statistically different at a high level of significance. We emphasize here that the difference is significant even for SG, IR and TO, even if the defining median used was that of S/P. It is also noteworthy that all variable clusters that were conceptualized turned out to be significantly different. The structured/processual behavior construct is therefore deemed to be valid both conceptually and quantitatively.

Table 3
t-test Results on S/P Variables

Variable	<i>t</i> -value	d.f.	Significance Level
S/P	-13.545	144	0.05
SG	- 9.728	144	0.05
IR	-10.077	144	0.05
TO	- 6.843	144	0.05

IV. ANALYSIS OF FINDINGS

We noted earlier that the median scores were markedly skewed toward more structured behavior. This is actually expected. We only need to review the curriculum of Introductory Management courses in business schools to conclude that managers of today are likely to be structured rather than processual in orientation. Managers of today do their daily grind in an automatic, routine and tested manner because of the paradigm that management science is built upon. To increase sales, they must double up the marketing efforts. To reduce fixed costs, they must cut down on salaries paid out. In a change scenario, they are likely to do the same, that is, follow the habitual solutions.

Perusing the data further, we see that among the three variables, it is in SG that managers tend to be most structured. Management as a science advocates a technology of getting decisions out and solving problems. Further, it is the structured ways of getting things done that has brought about industrial development.

IR ranks second. The data is similarly skewed toward structure. This is because organizational configurations of today tend to emphasize hierarchies and reportorial or coordinating relationships.

Finally, with regard to TO, the test results are also skewed but less slightly toward structured behavior. One can only conclude that there is a necessity to set time boundaries at the work setting even in the advent of *flexi-time* and virtual office arrangements. The organization is still a collective and there should be an agreement as to when certain activities must take place. As a side note though, it might be interesting to determine if the scores would be culture-specific. Oftentimes, time management is included as one variable wherein cultural differences can be expected.

Practical Applications

We must now ask ourselves whether an individual will always react in one way or the other, as is the case with most behavioral measures of this nature. That is, will a manager be always structured in reacting to change or conversely, will a

manager always be processual in reacting to a change situation? In the same vein, is it possible for a manager who is structured to react in a particular situation in a processual manner? Many earlier behavioral studies on management, such as Fiedler's Leadership Contingency Theory (Fiedler, 1967), state that such behaviors are contingent upon the situation. These phenomena have given rise to the Situational or Contingency theories.

We ask the question because it is possible that for practitioners to be more astute at managing change, they must adopt a structured or a processual mode depending on what situation they find themselves in. A review of Lewin's Force Field Analysis leads us to believe that such situational adaptation is necessary. Kurt Lewin (1957) posited that there are three stages in a change process – unfreezing, movement and refreezing. Below is a matrix of the favored behavior for each stage:

Change Process Stage	Recommended Behavior
• Unfreezing	• More processual than structured
• Movement	• Slightly more processual than structured
• Refreezing	• Structured

At the unfreezing stage, a practitioner needs to think, in broad terms, of how a change intervention can be introduced. Though this may sometimes call for traditional ways of changing things, more dramatic changes have been of the unconventional mode. There is, in fact, a school of thought that advocates introducing changes in quantum leaps in order to pull the change actors out of comfort zones. At the movement stage, the same formula is recommended but change agents must be more sensitive to the resistances that start to surface. (Though, in some cases, passive-aggressive resistance is difficult to detect.) Some resistances are best dealt with through the novelty of the change interventions while other resistances are best dealt with through kid gloves, or through tried and tested means. Thus, we recommend a processual more than a structure mode at the movement stage. Finally, at the refreezing stage, an institutionalization

of introduced changes – clearly structured behavior – is in order. At this point, roles are defined and clear expectations and interpersonal cues have to be set. What must be noted here, however, is that change management, as it is practiced today, is not as linear as Lewin would show it to be. Thus, while or even before refreezing, one may already be dealing with unfreezing for a new change.

The instrument that we have developed here may be used to measure the change reaction of a manager and to feed back the same to that manager. Assuming the agility that we propose is possible, the manager can be coaxed to behave in an appropriate manner as the situation calls for. Even if agility is not possible, then a chief change agent may assign a processual manager to lead changes, say, in an unfreezing or movement situation, and a structured manager to lead changes in a refreezing situation.

Further Research

The development of this valid instrument to measure a change leader's behavioral reaction to change opens a host of avenues for further academic research.

Because the instrument is founded on a parsimonious concept, it has the potential for use in the development of new contingency studies on change management. The precursor, of course, is for academicians to more assiduously

define the components of more complex change situations.

It also has the potential for use in comparative studies. First, there are a lot of parameters across which we may want to compare structured versus processual managers. Some of the parameters that come to mind would be effectiveness, technophobia, and various other orientations. Second, we may be able to compare change leaders across cultures or geographical divides, across types of industries or organizations, or even across time frames.

V. SUMMARY

This study has been able to establish that the continuum from structured to processual behavior does exist. It has also detailed how processual behavior leads on to structured behavior, explaining why individuals are likely to resort to structured behavior. The continuum was proven to be both conceptually and statistically valid. The means of each of the variables were shown to be significantly and

statistically different between structured and processual managers. The question on whether an individual can shift from one to the other behavior was raised in the light of the demands on a predominantly structured population of managers during changing times to behave processually. Finally, we discussed practical applications and potential researches that this novel concept may lead to.

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Appendix 1
Operationalization of Structured/Processual Behavior

STRUCTURED BEHAVIOR	PROCESSUAL BEHAVIOR
<i>Idea/Solution Generation</i>	
<ul style="list-style-type: none"> • behavior is immediate/impulsive 	<ul style="list-style-type: none"> • behavior is pondered
<ul style="list-style-type: none"> • is overwhelmed by, or escapes from uneasy feelings such as anger/fear/sadness • may get angry or withdraw 	<ul style="list-style-type: none"> • confronts the feelings/allows time to fully feel the emotions • counts from 1 to 10 before reacting
<ul style="list-style-type: none"> • pinpoints person/position responsible for snafus 	<ul style="list-style-type: none"> • pinpoints bottlenecks in way of doing things
<ul style="list-style-type: none"> • issues memos on a quick draw 	
<ul style="list-style-type: none"> • resorts to written communication in order to put things "on record" or to "protect my ass" 	
<ul style="list-style-type: none"> • identifies command responsibility, pinpointing supervisor/manager/VP responsible 	
<ul style="list-style-type: none"> • routes actions/correspondences "through proper channels" 	<ul style="list-style-type: none"> • talks to any person immediately should a problem crop up
<ul style="list-style-type: none"> • may rant and rave 	<ul style="list-style-type: none"> • keeps calm
<ul style="list-style-type: none"> • puts blame on others for mistakes 	<ul style="list-style-type: none"> • looks for his own responsibility in the mistake
<ul style="list-style-type: none"> • adds on to fixed costs with his/her interventions 	<ul style="list-style-type: none"> • loads up expense profile on variable costs
<ul style="list-style-type: none"> • accepts standard operating procedures without question 	<ul style="list-style-type: none"> • challenges SOPs
<ul style="list-style-type: none"> • resorts to the tried and tested ways 	<ul style="list-style-type: none"> • brainstorms with or without colleagues in thinking out-of-the-box sessions • handles emergencies/critical incidents calmly and astutely
<ul style="list-style-type: none"> • favors subordinates with same technical specialty 	<ul style="list-style-type: none"> • walks around to get to know the others and their capabilities
<ul style="list-style-type: none"> • must impose physical order/sequences 	<ul style="list-style-type: none"> • highly tolerant of chaos
<ul style="list-style-type: none"> • gets disturbed when one does another's job • compulsive about job descriptions 	<ul style="list-style-type: none"> • encourages people to do each other's jobs
<ul style="list-style-type: none"> • frequently seeks boss' stamp of approval 	<ul style="list-style-type: none"> • does not hesitate to make decisions for the boss • may overstep boundaries

<ul style="list-style-type: none"> robotic task completion 	<ul style="list-style-type: none"> innovative task completion questions the assembly line knows the rationale for the task at hand knows the proceeding/preceding work stations
<ul style="list-style-type: none"> batches production runs/service deliveries 	<ul style="list-style-type: none"> accommodates customized production runs/service deliveries
<ul style="list-style-type: none"> happy with customer satisfaction 	<ul style="list-style-type: none"> seeks improvement of customer satisfaction profiles the customer of the future
<ul style="list-style-type: none"> strict about expectations setting 	<ul style="list-style-type: none"> happy with loose expectations setting
<ul style="list-style-type: none"> calls people to his/her office for meetings 	<ul style="list-style-type: none"> MBWA –manages by walking around

<i>Interpersonal Relationships</i>	
<ul style="list-style-type: none"> behavior is immediate/impulsive 	<ul style="list-style-type: none"> behavior is pondered
<ul style="list-style-type: none"> is overwhelmed by or escapes from uneasy feelings such as anger/fear/ sadness may get angry or withdraw 	<ul style="list-style-type: none"> confronts the feelings/allows time to fully feel the emotions counts from 1 to 10 before reacting
	<ul style="list-style-type: none"> does not hesitate to leapfrog horizontal/vertical or even lateral boundaries
<ul style="list-style-type: none"> identifies command responsibility, pinpointing supervisor/manager/VP responsible 	
<ul style="list-style-type: none"> routes actions/correspondences “through proper channels” 	<ul style="list-style-type: none"> talks to any person immediately should a problem crop up
<ul style="list-style-type: none"> may rant and rave 	<ul style="list-style-type: none"> keeps calm
<ul style="list-style-type: none"> disregards the impact of interpersonal dynamics – “Walang problema iyan” 	<ul style="list-style-type: none"> keen about the change team’s harmony
<ul style="list-style-type: none"> puts blame on others for mistakes 	<ul style="list-style-type: none"> looks for his own responsibility in the mistake
<ul style="list-style-type: none"> accepts standard operating procedures without question 	<ul style="list-style-type: none"> challenges SOPs (THE AUTHORITIES)
<ul style="list-style-type: none"> pulls rank over others 	<ul style="list-style-type: none"> allows others to address him/her by nickname
<ul style="list-style-type: none"> favors subordinates with same technical specialty 	<ul style="list-style-type: none"> walks around to get to know the others and their capabilities
<ul style="list-style-type: none"> gets disturbed when one does another’s job compulsive about job descriptions 	<ul style="list-style-type: none"> encourages people to do each other’s jobs
<ul style="list-style-type: none"> frequently seeks boss’ stamp of approval 	<ul style="list-style-type: none"> does not hesitate to make decisions for the boss may overstep boundaries

<ul style="list-style-type: none"> • strict about expectations setting 	<ul style="list-style-type: none"> • happy with loose expectations setting
<ul style="list-style-type: none"> • appraises performance based dominantly on technical competence 	<ul style="list-style-type: none"> • gives significant weights to interpersonal skills/multi-task competencies during performance appraisals
<ul style="list-style-type: none"> • calls people to his/her office for meetings 	<ul style="list-style-type: none"> • MBWA –manages by walking around
<i>Time Orientation</i>	
<ul style="list-style-type: none"> • behavior is immediate/impulsive 	<ul style="list-style-type: none"> • behavior is pondered
<ul style="list-style-type: none"> • enforces deadlines strictly 	<ul style="list-style-type: none"> • questions validity of deadlines
<ul style="list-style-type: none"> • ability to meet deadlines is taken for granted 	<ul style="list-style-type: none"> • will explore ways to crunch timetables
<ul style="list-style-type: none"> • is seldom late for appointments or functions 	<ul style="list-style-type: none"> • prone to finish projects/tasks on the eleventh hour

Appendix 2

Final Structured/Processual Behavior Questionnaire

DIRECTIONS:

Below is a list of statements on managerial/work beliefs and/or principles. Read each item carefully. Kindly indicate your level of agreement with or adherence to the statement by encircling the appropriate letter in the spaces provided for below.

There are no wrong answers to the items.

The choices are:

- A – The statement is *always false*.
- B – The statement is *more often false*.
- C – The statement is *more often true*.
- D – The statement is *always true*.

	<i>Always False</i>	<i>More Often False</i>	<i>More Often True</i>	<i>Always True</i>
1. I course all my communications through proper channels.	A	B	C	D
2. I make sure I “put on record” all my solutions to crucial problems.	A	B	C	D
3. Within work teams, adjustments to each other’s timetables should be precise.	A	B	C	D
4. It is possible for a person to report to two bosses.	A	B	C	D
5. I fix things even if “they ain’t broke.”	A	B	C	D
6. I remain calm and composed when my team falls behind timetables.	A	B	C	D
7. Office time is strictly for work while off-hours are strictly for personal activities.	A	B	C	D
8. I get upset when deadlines are not met.	A	B	C	D
9. When giving orders to people, I course the orders through their immediate bosses.	A	B	C	D
10. I may tolerate late work completion at times.	A	B	C	D
11. Alternative courses of action are logically derived from the ideal course of action.	A	B	C	D
12. I readily veer away from standard operating procedures.	A	B	C	D
13. I am comfortable even when problems are solved in an unsystematic manner.	A	B	C	D
14. I hesitate to cross departmental lines.	A	B	C	D

15. I must finish what I am currently doing before starting on something else.	A	B	C	D
16. The first step in problem solving is to premise or localize the problem.	A	B	C	D
17. I allow my sub-ordinates to make decisions in my behalf.	A	B	C	D
18. I make sure expectations are detailed in written documents such as contracts.	A	B	C	D
19. When I write memos, I am more informal than I am formal.	A	B	C	D
20. Solutions to problems must be taken one step at a time.	A	B	C	D
21. I am comfortable with getting things done at the last hour.	A	B	C	D
22. Budget limitations may be disregarded.	A	B	C	D
23. When someone from Department A works alongside anyone from Department B, their respective managers must be informed.	A	B	C	D
24. Executive meetings must start and end on the scheduled time.	A	B	C	D
25. I don't see anything wrong with rank and file personnel directly reporting to or communicating with top management.	A	B	C	D
26. I would be comfortable assigning somebody a task that is not in his/her job description.	A	B	C	D