

	PRODUCER	ADMINISTRATOR	ENTREPRENEUR	INTEGRATOR
Keyword	Focused	Systematic	Strategic	Aware
Efficiency	Do the right things (external efficiency).	Do things right (internal efficiency).	Do the right things (external efficiency).	Do things right (internal efficiency).
Horizon	Short-term	Short-term	Long-term	Long-term
Product / Process	Product	Process	Product	Process
Characteristics	Workaholic. Planning short term. Does not analyse. Delegates only slightly. Puts out fires.	Adheres to rules and procedures. Focus on how. Not thinking new. Well-organized desk.	No fixed working hours. Few regular appointments. Speaks a lot – listens a little. Always busy and often in a crisis. Extremely demanding of employees. No respect for systems and structure.	Does not lead but follows the leader. Seeks to compromise. Waits. Good listener. Good sense of what's going on within the organization. Inspire confidence.
Behaviour	Is very active. Arrange daily tasks.	Analyses and calculates. Follows up. Plans. Establishes procedures.	Entrepreneur. Creates new visions and strategies.	Accepts goals and plans. Motivates. Develops the employees.
Driving forces	Results. Energy.	Analytic sense. Order. Good at numbers and spreadsheets.	Creative. Risk-taker. Constant need for change and challenge.	Human. Flexibility. Need for acceptance. Community.
Professional requirements	Technical knowledge of production and products.	Knowledge of finance. Knowledge of planning. Knowledge of the organization's systems.	Insight into the organization's industry and market. Knowledge of the technological possibilities. Knowledge of creativity and innovation.	Good negotiator. Good at reading people. Insight into how the organization works. Well-established network in the organization's surroundings.
Requirements as a person	Result oriented. Energy. Willpower. Motivated by progress.	Orderly. Structure. Systematic. Needs boundaries, guidance, and control.	Creative. Flexible. Risk-taker. Needs counteraction.	Intuition. Empathy. Political clout. Needs community. Needs acceptance. Needs boundaries and control.

FIGURE 6.12
Adizes' Four Management Roles.