

## Appendix H: Construct Raw Database

Column Heading Key	
Category	The classification of each theme of the constructs from the core-categorization procedure.
Sum and Percentage	The total number of constructs in a category and the percent is the percentage of constructs out of the total 310 elicited constructs.
Code	The interviewee reference number followed by construct's number (e.g. 011:C09 is the ninth construct of the eleventh interview)
Percent Similarity Score	The percent similarity score is a calculation based on the sum of differences for each Element rating (1- 5) between each elicited construct and the supplied overall construct. This is an indication of the closeness of the construct to the supplied overall construct
H, I, L Values	The H-I-L Value stands for the High-Intermediate-Low indices from Honey's (1979) technique using percent similarity scores to divide constructs into thirds for each interview in order to accommodate the fact that different people have different similarity metrics (see section 3.6.2).

Category (sum and percent)	Code	Constructs (bipolar)	Percent Similarity Score	H, I, L Value
Considering subordinates/People oriented (50, 16.12%)	28:C02	Allows me several ways of managing individual and diverse needs of others / More limited and fixed as to how I manage others	85.00	H
	13:C08	Subordinates are given tasks that they can handle & cope with / Subordinate tasks are not related to their ability	83.33	H
	03:C06	Manager has to know his staff well before he decides which way to approach them with tasks / There's an absence of any relationship with subordinates	77.78	I
	10:C02	Depends on having an effective relationship with the team / Doesn't depend on relationship with team	77.78	H
	12:C06	I have to know the abilities of the individuals in my team / It's not so important to know the abilities of the individuals in my team	77.78	H
	27:C02	I need to know my individual / team members needs' / It's not necessary to know my individual team members' needs	77.78	H
	32:C01	Consideration for the individual / Focus on the manager	77.78	H
	10:C07	Considers subordinates as important / Doesn't consider the subordinates as important	72.22	H
	10:C09	Must be selective about matching the subordinate to the task / Not necessary to be selective about subordinate task assignment	72.22	H
	11:C04	You can 'win over' subordinates / You're not concerned with subordinates' opinions	72.22	H
	33:C08	Allows my team members to feel valued by their contributions / Allows my team to feel valued by the overall (collective) goal	72.22	H
	34:C01	Opportunities for manager to adapt his/her style to the subordinates / One style of managing, so subordinates have to adapt	72.22	H
	06:C02	Gives me variety to manage subordinates in different ways / Doesn't provide variety in how I manage subordinates	66.67	H
	09:C04	Focuses less on the leader and more on subordinates / The focus is entirely on the manager	66.67	H
	14:C09	Manager depends on employees' abilities to get the job done / Manager depends less on employees' abilities to get the job done	66.67	H
	20:C07	More dependent on team support / Less dependent on team support	66.67	I
	26:C02	Engages subordinates / Little or no subordinate engagement	66.67	H
27:C08	Creates more harmony in the team / Creates more conflict in the team	66.67	I	
34:C02	I can change my style to suit the subordinate needs / I don't change	66.67	I	

		my style, I change the team/HR		
24:C02		Manager regards subordinates as assets / Disregards subordinates	61.11	H
25:C06		Flexible way of managing others / Static way of managing others	61.11	I
30:C01		Analyzing team/individual needs' / Setting the rules	61.11	I
10:C01		Considers subordinates / Considers the leader only	55.56	L
12:C09		I can evaluate individuals to select the right approach / I don't evaluate individuals to select the right approach	55.56	L
23:C01		Manager considers subordinates / Manager doesn't consider subordinates	55.56	I
06:C04		I can be more or less directive with each of my subordinates / Doesn't allow me to change my approach to managing my subordinates	50.00	I
14:C05		Manager needs to know & understand subordinates' abilities / Manager doesn't need to know his subordinates' abilities	50.00	I
14:C07		Relationship with individuals is more important / Relationships with individuals are less important	50.00	L
16:C07		Manager needs to know and understand individuals / Manager doesn't need to know the staff	50.00	I
22:C08		Team compliance is not important / Manager expects the team to comply & conform	50.00	I
26:C01		Allows me to focus on people / Doesn't allow me to focus on people	50.00	I
29:C02		I can choose different styles to manage subordinates effectively / I don't choose a style to manage others	50.00	I
29:C05		Considers a 'softer' HR perspective – puts the team needs' first / Employs a 'hard' HR perspective – puts the project first	50.00	I
31:C06		More important to understand and accommodate subordinates / Less important to understand and accommodate subordinates	50.00	I
36:C03		I have more options to manage others / I have less options to manage others	50.00	I
02:C06		Gives you some freedom of choice as to how you want to approach subordinates / Mostly concerned about subordinates	44.44	I
07:C06		Manager can be supportive to subordinates in different situations / Manager choice limited to being either people or task oriented	44.44	I
09:C08		Task completion depends on the manager understanding the subordinates / Task completion doesn't depend on understanding subordinates	44.44	I
13:C03		My relationship with employees is strong / My relationship with employees isn't strong	44.44	L
17:C09		Manager has to know the team capabilities / Manager doesn't have to know the team so well	44.44	H
22:C02		Allows me to consider differing needs of the team / Doesn't allow me to consider the differing needs of the team	44.44	I
24:C06		I can understand subordinate needs / Doesn't consider subordinate needs	44.44	L
16:C08		This theory depends on staff and their attitude / This theory doesn't depend on staff, depends on manager	38.89	L
18:C01		I don't differentiate the skills the subordinates possess when I allocate tasks / I assess my subordinates before I allocate tasks to them	38.89	L
16:C02		Manager must know staff capabilities in order to delegate / Don't need to know staff capabilities as the manager doesn't delegate	38.89	L
06:C05		This allows me to focus & understand my subordinates' needs / Limited focus on subordinates	38.89	L
34:C06		The manager selects a team that is compatible with his style; brings	38.89	L

		in his own people / The manager is willing to adjust to the current team		
	02:C05	The main focus is subordinates' needs / Little consideration for subordinates	38.82	L
	07:C05	Manager can use a range of choices to manage subordinates / Manager is not concerned about choosing different approaches to manage others	33.33	L
	13:C01	I differentiate between team members' skills & abilities / I treat everyone (in my team) the same	27.78	L
Problem solving & decision making (41, 13.22%)	03:C02	Manager makes decisions according to the variables in the environment he operates in / Leader depends solely on his understanding of the situation	88.89	H
	14:C02	Manager is less controlling & delegates more to involve team in problem solving / Manager is controlling of & keeps ownership of tasks	88.89	H
	20:C05	Involves high level of participation / Doesn't allow high levels of participation	88.89	H
	19:C04	Working together to achieve a common goal / Follow the leader approach	83.33	H
	32:C07	My team has a sense of ownership / My team lacks a sense of ownership	83.33	H
	06:C08	Several approaches to solving problems/ Only one approach to solving problems	77.78	H
	19:C05	Involve team and get feedback / Absence of team involvement	77.78	I
	10:C04	Gives subordinates some 'space' / Doesn't give subordinate 'space'	72.22	H
	13:C05	I allow my subordinates to participate in decision making / I don't allow my subordinates to participate in decision making	72.22	H
	32:C03	I share responsibility with my team / I don't share responsibility with my team	72.22	H
	03:C03	Manager can change his mind on a decision without feeling loss of respect from his team / Leader's decision is sacrosanct & he risks losing respect if he alters it	67.67	L
	12:C07	I share decision making / I make all the decisions	66.67	I
	19:C01	Leader involves team in issues / Leader takes total control without involving others	66.67	I
	35:C04	Manager gives subordinates more freedom / The manager is more controlling of subordinates	66.67	H
	09:C01	Allows me to involve team members in decisions / Doesn't allow me to involve team members in decisions	61.11	H
	18:C08	Manager doesn't give subordinates ownership of their projects / Manager gives subordinates ownership of their projects	61.11	H
	22:C03	Manager expects a 'buy in' from the team / Manager has no expectations of a 'buy in' from the team	22:C03	H
	26:C08	Most likely to help me solve complex problems / Least likely to help me solve complex problems	61.11	H
	04:C07	Delegating and sharing authority / Territorial style & manipulation	55.56	I
	04:C05	Sharing decision making with subordinates/team / Directive; autocratic style	55.56	I
	19:C02	I can choose how much or little to involve subordinates in decisions / I take all the decisions	55.56	L
	23:C04	Manager considers views of subordinates in decision making / Manager doesn't consider views of subordinates in decision making	55.56	L
	23:C08	Offers opportunities to delegate / Doesn't offer opportunities to delegate	55.56	I
30:C03	I'm collaborating with the team / I am an authoritarian figure and	55.56	L	

		revered		
	11:C08	You have to analyse the situation to determine your strategy / No analyse nor strategy	50.00	I
	16:C09	Manager collaborates with the team / Manager doesn't collaborate with the team	50.00	I
	23:C06	Subordinates are more responsive / achieving his vision / The leader has a strong conviction towards achieving his vision Subordinates are less responsive	50.00	L
	28:C03	The leader involves subordinates in	50.00	I
	32:C06	I include others in my decisions / I don't include others in my decisions	50.00	L
	12:C04	Team members are not easily convinced / Team members not easily convinced	44.44	L
	13:C04	The subordinate doesn't have to agree with the manager - he has some choice / The subordinates have to agree with the manager - no choice	44.44	L
	15:C03	Manager is the sole decision maker / Manager involves team to be part of making decisions	44.44	L
	15:C05	Less easy to persuade individuals to accept difficult decisions / Easy to persuade individuals/teams on accept difficult decisions	44.44	L
	18:C02	I don't allow team collaboration when there are decisions to be made / I encourage team collaboration when there are decisions to make	44.44	I
	19:C03	Leader collaborates with subordinates on setting direction / One single authority determines the direction	44.44	L
	31:C07	Less centralized power and authority / Centralized power and authority	44.44	I
	36:C08	Subordinates have ownership of the project / Subordinates have less ownership of the project	44.44	I
	31:C03	I collaborate with the team on making decisions / I make all the decisions	38.89	L
	35:C06	I can delegate to those who are capable / I delegate to those I trust	38.89	I
	36:C01	Involves subordinates in decisions / Doesn't involve subordinate in decisions	33.33	L
	17:C02	I don't share decision making; it's a 'one man show' / I can share decision making with the team	22.22	I
Motivating & developing subordinates (35, 11.29%)	30:C05	Allows me to involve subordinates and develop the team / Doesn't respect or consider subordinate development	83.33	H
	20:C06	Team is allowed to grow professionally through self-development / Manager decides who to develop individually	77.78	I
	11:C03	Motivating for the team / Doesn't motivate the team	72.22	H
	15:C09	Manager doesn't support individuals / Manager can support individuals - giving them a helping hand	72.22	H
	28:C10	Allows team growth opportunities / Limited opportunities to grow (black or white)	72.22	H
	03:C09	One style of managing others, which is restricting / A range of styles to choose from which gives me more freedom	66.67	L
	04:C04	Better growth opportunities for team / individual development / No expectation of development opportunities for team / individuals	66.67	H
	07:C03	Manager can make work meaningful for subordinates / Manager is concerned with his 'power position'	66.67	H
	12:C10	I can develop the team for future company growth / I don't develop the team for future company growth	66.67	I
	05:C08	Development opportunities for employees / Limited development opportunities for employees	61.11	L
	13:C07	Allow subordinates to feel valued / Doesn't allow subordinates to	61.11	I

		feel valued		
	10:C05	Motivates the team / Doesn't motivate the team	61.11	I
	15:C02	Less likely to motivate subordinates as the manager limits them / Manager can motivate to allow subordinates to do more in their roles	61.11	I
	15:C08	Doesn't allow team to learn and develop / Allows team to learn and develop	61.11	I
	23:C09	Allows subordinates to develop / Doesn't allow subordinates to develop	61.11	I
	25:C04	Subordinates work via encouragement not force / Subordinates work through manager enforcing values, not through encouragement	61.11	I
	29:C07	Allows me to develop the team / Doesn't consider team development	61.11	H
	36:C04	I allow & encourage the team to develop / The team develops accidentally as little consideration is given to team development	61.11	H
	13:C06	Allow my team to develop / Don't allow my team to develop	55.56	I
	26:C04	Does motivate subordinate / Doesn't motivate subordinate	55.56	H
	30:C08	Leader gets subordinates to take on challenging tasks/move out of comfort zone / Leader doesn't encourage taking on challenging tasks - in comfort zone	55.56	I
	07:C08	Manager can develop subordinates / Manager not concerned with developing others	50.00	I
	09:C02	Manager depends on empowering team to get the job done / Manager limits the role of the team	50.00	I
	09:C05	Allows me to motivate the team members / Doesn't allow me to motivate team members	50.00	I
	18:C05	Manager doesn't allow subordinates to develop their skills / Manager allows subordinates to develop their skills	50.00	I
	15:C06	Manager doesn't get subordinates to participate in achieving challenging goals / Manager can get subordinates to participate in achieving challenging goals	44.44	L
	15:C01	No team work a 'one man show' / Allows for team work - Manager partners team	38.89	L
	16:C06	Manager can change style accordingly, giving more or less support to staff / Manager doesn't change his style	38.89	L
	14:C06	Manager can inspire his team by mentoring new graduate / Manager isn't concerned about inspiring his team	33.33	L
	26:C05	Allows me to reward subordinates / Doesn't allow me to reward subordinates	33.33	L
	06:C03	Manager communicates the vision & thus motivates subordinates / Manager doesn't reveal his vision, so subordinates are not motivated	27.78	L
	08:C08	Less development for subordinates / Allows subordinates to develop	27.78	I
	12:C03	I can inspire & motivate the team / I am limited in how much I motivate & inspire the team	27.78	L
	17:C04	I don't give the team space, I get heavily involved in day to day operations / I give the team more space - I don't interfere much in day to day operations	27.78	I
	06:C09	Focus is on motivating subordinates / Focus is on getting the job done	16.67	L
Management skills & traits (34, 10.96%)	32:C02	Manager makes more choices as to how to approach staff / Manager doesn't change style	88.89	H
	03:C07	Manager has a variety of styles to choose from which will help him succeed / Manager is initially limited by his personality/attributes	83.33	H
	11:C07	The manager has to make a real effort to analyse the situation accurately / Manager doesn't need to make an effort	83.33	H
	05:C01	Leader has to possess styles to manage others / Leader depends on his personality	77.78	H

05:C02	More advanced management skills required / Basic; primitive management skills used	77.78	H
05:C04	Based on a framework of skills / Based on emotions & personal characteristics	72.22	I
05:C05	A range of different approaches available to manage subordinates / Your style & approach doesn't change	72.22	I
36:C05	A more authoritative style of managing others; power / A less authoritative style; less power	72.22	L
10:C08	Managing people that may be more skilled than me / Managing people irrespective of their skills	66.67	I
15:C07	Manager is limited in utilizing his skills / Manager has a choice of utilizing his skills	66.67	I
05:C07	Depends on manager's preferred style / Depends on manager's behaviour	61.11	L
30:C04	Leader depends on changing and adapting to be able to succeed / Leader depends of traits to succeed	61.11	I
30:C07	Leader relies on skills to assessing correctly / Leader relies on self-confidence to direct others	61.11	I
06:C07	Depends on style manager chooses, so it offers flexibility / Static style which depends on manager's character	55.56	I
22:C07	Manager treats team like adults / Manager treats team like children	55.56	H
24:C01	Manager considers a combination of utilizing people skills & task approaches / Manager considers only his qualities are relevant	55.56	
16:C05	Manager's capabilities are not too different from the team's. / Manager has exceptional capabilities and charisma	50.00	I
23:C03	Democratic management style / Autocratic management style	50.00	L
27:C07	Manager depends on his skill set / Manager depends less on his skill set	50.00	L
02:C07	The manager depends entirely on his personality to lead his team / The manager depends on utilizing his skills to lead his team	44.44	I
04:C01	Management style will change according to whom I'm managing / One unchangeable style	44.44	I
15:C04	Manager doesn't need to consider charisma / Manager possess charisma to increase his followership	44.44	L
17:C08	A family style manager driven by emotion / A professional manager driven by being practical	44.44	H
21:C04	Depends less on your attributes to manage effectively / Depends on your attributes to manage effectively	38.89	L
22:C06	Subordinates do what I say/I tell you what to do / Subordinates behave as I want them to	38.89	L
33:C03	Being charismatic makes a difference to how the team members respond / Being charismatic doesn't make any difference	38.89	L
34:C07	Leadership is based on skills set / Leadership is based on privileged/advantageous position	38.89	L
09:C09	Depends on a humane/emotional approach to managing others / Humane and emotional factors are less important	38.89	L
01:C06	Taking actions based on logic / Taking actions based on emotions	33.33	I
07:C07	Manager's role can extend beyond professional boundaries / Manager's role has professional boundaries	33.33	L
21:C01	Concerned with possessing a leadership skill set / Concerned with the process of managing day to day	33.33	L
21:C07	Dependent on your style / Dependent on your traits	33.33	L
04:C06	Focus is on subordinates' needs / The success of this theory totally depends on the manager's basic style	33.00	L
08:C07	Managing according to your ethics / Managing according to the	27.78	L

		practicalities of the work environment		
Adaptability to the environment (33, 10.64%)	35:C05	Allows me to manage in a changing environment / Less likely to allow me to manage in a changing environment	72.22	H
	12:C01	I change my way of communicating with team members when I give them tasks / I stick to the same way when I give tasks to my team members	72.22	H
	09:C06	Management style is changeable / Management style is unchangeable	66.67	H
	20:C02	I have more flexibility to move to different management styles / I have to choose one particular style irrespective of the task	66.67	I
	30:C06	I can change my style / I can't change my style	66.67	I
	06:C01	Depends on the situation, so I can change my style / Depends on being people or task oriented only - very little change in management style	61.11	I
	14:C01	Manager can use different ways to execute tasks according to his evaluation of the situation / Manager uses the same processes all the time regardless of time constraints & project deliverables	61.11	H
	20:C01	Allows me to change my style according to the task demands / Doesn't allow me to change my style according to the task demands	61.11	L
	31:C02	I can change my style according to the circumstances / A fixed style - unchangeable	61.11	H
	27:C01	Manager is dynamic – changeable / Manager is static - unchangeable	55.56	I
	33:C01	A more flexible way of managing / A less flexible way of managing	55.56	I
	02:C04	I can manage more successfully as I have several variable to play with / There's no possibility of changing anything	50	I
	18:C06	Assessing the environment isn't important towards being an effective manager / Accurate assessment of the environment is essential to be an effective manager	50	I
	19:C08	I can be an adaptable manager; I can change my style according to the situations / No adaptability; I stick to my one style all the time	50	L
	21:C02	Flexible & allows me to change my style / Less flexible in being able to change my style	50	I
	01:C01	Leading according to the situation / Leading according to own ability	44.44	H
	01:C05	Assess the situation first before taking any action / Automatically do the right thing	44.44	H
	08:C01	Static style of managing / Flexible style of managing	44.44	I
	23:C02	I adjust my management style according to the subordinates / I don't adjust my style	44.44	L
	23:C07	Manager can change his mind/opinion / Manager doesn't change his mind/opinion	44.44	L
	25:C02	I can change my way of managing others to get the job done / I don't change my way of managing others to get the job done	44.44	H
	26:C06	Can adapt my style / Can't adapt my style	44.44	I
	31:C05	I change my style according to the situation / I don't change my style according to the situation	44.44	I
	31:C08	I can analyse each different situation and adopt a style accordingly / An 'ideal way' to lead	44.44	I
	01:C02	Manager depends on the variables in the environment / Success depends on the manager's behaviour	33.33	I
	02:C01	Highly possible to adapt management style according to people or tasks / Specific, fixed style of managing	33.33	L
	22:C01	Horses for courses/flexible / Fixed style of managing people	33.33	L
22:C04	Allows me to vary my response to the deliverables / Doesn't allow me to vary my response to the deliverables	44.44	I	
07:C02	Manager can adapt to the environment / Manager can't adapt to the	22.78	L	

		environment		
	11:C01	Managing is based on your assessment of the situation / Managing is based on your character	27.78	L
	17:C06	Manager doesn't accept change and has low flexibility / Manager can accept change and be flexible	27.78	I
	01:C04	Depends on the situation / Depends on the leader's personal style	16.67	L
	17:C07	Manager adapts the environment to suit him / Manager adapts to suit the environment	16.67	L
Performance/Results oriented (24, 7.74%)	12:C05	I can adopt a style that will get the task done / I can't adopt a different style to get the task done	83.88	H
	11:C05	You are trying to have achievements / You are trying to secure your position	83.33	H
	11:C09	Increases team productivity / Doesn't increase team productivity	83.33	H
	30:C02	Allows me to get the best out of my team / Don't consider team approach	83.33	H
	03:C10	Manager's focus is preventing failure from happening / Manager focuses on improving & developing skills of subordinates as part of task achievement	77.78	I
	12:C02	I can give my team support to achieve tough deadlines / I don't give my team support to achieve tough deadlines	66.67	I
	28:C04	Successful goal achievement depends on several subordinates not just the leader / Successful goal achievement depends on the leader's ability alone	66.67	I
	29:C03	Concerned with the process of managing / Position management - no process of management	66.67	H
	03:C01	These theories explain how to get subordinates to do the job in hand / The manager depends entirely on his skills & attributes to get the job done	61.11	L
	24:C04	I apply management skills to get a result / I depend on managing through my traits to get the job done	61.11	H
	24:C07	Maximize subordinates - get more out of them / Don't maximize subordinates/get less out of them	61.11	H
	33:C02	I can adapt my approach to get better results from the team / I identify the result required first & then act	61.11	I
	33:C05	Team productivity is high & I can get the best out of them / Team productivity is minimal	61.11	I
	36:C07	I can constantly adjust the project deliverables / Less likely to be able to adjust the project deliverables	61.11	H
	24:C05	Allows me to be flexible with team deadlines / Doesn't allow me to be flexible - prescriptive	55.56	I
	33:C07	The focus is on the journey/the process / The focus is on success as the end goal	55.56	I
	16:C03	Manager considers team's ability in order to decide on the timeframes / Manager doesn't need to consider team's abilities in advance of setting timeframes	50.00	I
	27:C05	Focus is on manager's behaviour / Focus is on the processes of good management	50.00	L
	34:C08	I can get the best out of my team / I am less likely to get the best of the team	50.00	I
	35:C02	The leader focuses more on client management / The leader is less focused on client management	50.00	I
36:C02	I focus on the end goal; business is professionally driven / I focus less on the end goal: emotionally driven	50.00	I	
27:C04	Focus is on task achievement / Focus is on an inspiring vision	33.00	L	
29:C01	Leader doesn't possess adaptability to achieving the goal / Leader	33.33	L	

		possesses adaptability to achieving the goal		
	35:C03	The leader is focused on the end goal / Leader is less focused on the end goal	11.11	L
Appropriacy (company, national cultural 'fit') (21, 6.77%)	20:C09	A good fit /way to manage team for the project / Not a good fit/way to manage the team for the project	83.33	H
	03:C08	These theories are applicable at lower levels of management / These theories are only applicable for the senior decision maker	77.78	I
	28:C09	More appropriate for lower levels / More appropriate for senior levels	72.28	H
	10:C03	Effective at lower levels of managing / Effective at more senior levels of managing	77.22	H
	23:C10	Most appropriate style that fits this company / Least appropriate style that fits this company	73.00	H
	05:C06	Can apply these theories more effectively / Less easy to apply	72.78	H
	02:C02	Flexibility of style allows manager to be effective in terms of goal achievement in a way that fits the company / A less appropriate fit in the company and likely to fail	66.67	H
	21:C05	More easily applied at work / Less easily applied at work	66.67	H
	32:C09	Effective for day to day management life / Effective for one off project	66.67	I
	09:C07	The way I prefer to manage / Not a desirable way for me to manage	61.11	H
	08:C06	Applied in the ME Region / Not applied in the ME Region	55.56	H
	14:C10	Culturally less acceptable in Middle Eastern companies / Culturally more acceptable in Middle Eastern companies	55.56	I
	21:C08	More applicable to day to day management / Applicable to senior management	55.56	H
	29:C08	A more detailed and precise way to manage others / A less detailed and precise way of managing others	55.56	I
	13:C09	Appropriate for managing long term projects / Not appropriate for managing long term projects	50.00	I
	08:C02	Not applicable for company's projects / Efficient way of managing at this company	44.44	I
	28:C05	These theories suit my dynamic work environment / These theories are too static	44.44	L
	33:C06	Less acceptable in the company / These theories are acceptable in the company	44.44	L
	25:C07	More appropriate approach for line managers/supervisors / Appropriate for senior managers to apply this approach	33.33	L
31:C04	More concerned with management qualities / Promotes leadership qualities	33.33	L	
03:C04	Manager follows corporate policies and is accountable / The manager is 'the policy' and he's not accountable to anyone	22.78	I	
Communication patterns (20, 6.45%)	20:C04	Allows for two way communication / It's a top down direction	88.89	H
	32:C04	I can feel closer to the team / I'm more distant to the team	83.33	H
	34:C05	I communicate the deliverables & let the team find a way to achieve them / I don't allow the team to find a way to achieve deliverables	72.22	H
	13:C02	I can listen to subordinate feedback / I don't listen to subordinate feedback	72.22	H
	19:C07	Leader engages with the team through two way discussions / Leader knows best, doesn't engage with team	72.22	I
	25:C08	Allows the manager to get upward feedback / Manager is less likely to listen to subordinates	72.22	H
	27:C06	Does encourage upward feedback / Doesn't encourage upward feedback	72.22	H

	18:C09	Manager doesn't communicate with team members on a regular basis / Manager communicates with team members on regular basis	66.67	H
	07:C01	High level of manager interaction with subordinates / Manager relies on his personality to manage others	55.56	I
	24:C03	Doesn't allow upward feedback / Encourages upward feedback	55.56	I
	25:C01	Allows me to communicate better with subordinates and engage / Doesn't allow me to engage with subordinates	55.56	I
	25:C05	Manager can be more open and approachable / Manager isn't open nor approachable	55.56	I
	01:C08	Manager is close to the team members & can relate to each one of them / Manager operates at a high level with one way communication	50.00	H
	19:C09	Everyone has the same access to me - the manager / Only a trusted few have access to me - the manager	50.00	L
	36:C06	The manager is more concerned with upward feedback / The manager is less concerned with upward feedback	44.44	I
	35:C07	I'm closer to the team / I'm less close to the team	44.44	I
	18:C07	Manager doesn't communicate with the team / Manager communicates with the team	44.44	I
	18:C04	Manager operates at a senior level - not in touch with his team / Manager is more in touch with his team	33.33	L
	14:C03	Manager doesn't prioritize time for subordinate feedback / Manager makes time to listen to subordinate feedback	22.22	L
	12:C08	I don't listen to others / I listen to others	0.00	L
Role modelling (13, 4.20%)	08:C05	This theory is about being a role model to encourage subordinates / This theory applies to limited situations	72.22	H
	07:C04	Manager has the opportunity to be a role model / Manager depends on his traits	68.89	H
	34:C03	The team members follow as they are inspired by my management / The team members follow me out of fear	66.67	I
	11:C06	It's obvious you are a leader / It's less obvious you are a leader	61.11	I
	17:C03	I can inspire the team through my performance / I can inspire the team through my ethics as a parental leader	38.89	H
	25:C03	Being a role model / Not being a role model	55.56	I
	18:C03	My role modelling motivates the team / No role modelling to motivate the team	44.44	I
	26:C03	Do as I say - no role model / Do as I do - role modeling	38.89	L
	01:C03	Sets an example to the team & inspires team members / One way communications from the top down, not inspiring	33.33	I
	01:C07	Represents a role model for others to follow / Practical way of thinking and doing	33.33	I
	08:C04	Visionary leadership / A down to earth way of managing others	33.33	I
	29:C04	Team will follow my directions because they like me (I'm popular) / Team follow a task oriented leader	33.33	L
	08:C03	Inspiring way of managing others / Repressive style of managing others	27.78	L
Locus of control (13, 4.20%)	09:C03	Manager gets respect through his performance / Manager is highly revered in his position	77.78	H
	28:C01	Focus is on the situation / Focus is on the leader	72.22	H
	10:C06	Depends on your interpersonal skills / Depends on position power	61.11	I
	16:C01	Allows manager to match tasks to the appropriate subordinates / Doesn't allow manager to match tasks to subordinates	55.55	I
	02:C03	Allows manager to be respected by subordinates / Respect from subordinates will be limited to only those who are rewarded	50.00	I

	04:C02	Allows me to keep control & give subordinates some freedom of choice / I have full decision making authority	61.11	H
	23:C05	Manager has a choice & levels of freedom to give subordinates / Manager doesn't have a choice in the levels of freedom to offer subordinates	50.00	L
	02:C08	Numerous strategies for managing the environment / Limited strategies for the management task	44.44	I
	21:C06	Concerned with the situation / Less concerned with the situation	44.44	I
	11:C02	The dominating factor is assessing the situation / The dominant factor is the character of the manager	33.33	L
	28:C06	I choose a way of managing others that suits me and the situation / There's only one way to manage	33.33	L
	17:C01	I have very clear set views on how work should be done / I can be more open to alternatives depending on the situation I'm in	27.78	I
	17:C05	Dependent more on the work situation / Dependent on the manager's characteristics	27.78	I
Trust & security (12, 3.88%)	19:C06	Manager can trust the team / Manager doesn't trust anyone	88.89	H
	20:C08	Leadership style is less predictable / Leadership style is predictable	77.78	I
	16:C04	Not dependent on 'blind' trust of the followers / Depends on total 'blind' trust of the followers in the leader	66.67	H
	28:C07	A less predictable way for subordinates / Subordinates know what to expect from me	66.67	I
	34:C04	Less prescriptive & predicable: allows for team creativity / Prescriptive & predictable way of managing: which prevents team creativity	66.67	I
	32:C08	Depend less on trusting the team / I depend on trusting those in my team	55.56	L
	04:C08	Less predictable management style / Static & secure management style	38.89	L
	06:C06	Doesn't depend on a 'trusting' relationship with subordinates / Depends entirely on a 'trusting' relationship with subordinates	33.33	L
	24:C08	Less predictable style of managing others / Predictable style of managing others	33.33	L
	35:C01	The leader has a higher degree of trust in the subordinates / Leader has less trust in the subordinates	33.33	I
	14:C08	Manager depends less on personal trust to manage subordinates / Manager depends on personal trust to manage subordinates	27.78	L
	03:C05	Staff feel safe & have job security / Staff feel insecure in their jobs	22.78	I
Future orientation (8, 2.59%)	04:C03	A clear vision of the future is the main focus / Focus is on the present situation	66.67	H
	20:C03	Starts with the leader sharing a vision / Vision is not obvious	55.56	L
	22:C05	I tell you what to do according to my vision / I tell you how to get there. to the vision	55.56	H
	32:C05	There's an emotional connection to my vision / There's a pragmatic connection to my vision	44.44	L
	21:C03	Less concerned with a vision / Focuses on a vision	38.88	L
	29:C06	Vision is not so apparent / Starts with a personal vision of the manager	38.38	L
	14:C04	Manager sets a 'romantic' challenging vision for the subordinates / Manager's vision is based on achieving practical regular tasks	33.38	L
	35:C08	I focus on day to day tasks / I focus on the strategic vision	27.78	L
Self-development (6, 1.94%)	05:C03	You can learn to be this type of manager / Born with management attributes	77.78	H
	27:C03	Leader can develop skills to be effective / Leader depends on innate qualities	72.22	H

	28:C08	A set of skills and risks can be developed during the leadership role / A prescriptive set of traits necessary for the leader	72.22	H
	31:C01	Allows me to examine how I deal with others / Doesn't consider others	72.22	H
	26:C07	Allows me to develop / Doesn't allow me to develop	44.44	I
	33:C04	I can develop skills to become an effective manager / This depends on innate qualities to manage others	38.89	L