

Appendix O: Summary of Total Number of Values

Code	Constructs	Value
28:C02	Allows me several ways of managing individual and diverse needs of others / More limited and fixed as to how I manage others	Self-Satisfaction
13:C08	Subordinates are given tasks that they can handle & cope with / Subordinate tasks are not related to their ability	Self-Satisfaction
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	Self-appraisal
10:C02	Depends on having an effective relationship with the team / Doesn't depend on relationship with team	Achievement
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	Satisfaction
27:C02	I need to know my individual / team members needs' / It's not necessary to know my individual team members' needs	Sense of achievement
32:C01	Consideration for the individual / Focus on the manager	Makes sense
10:C07	Considers subordinates as important / Doesn't consider the subordinates as important	Independence
10:C09	Must be selective about matching the subordinate to the task / Not necessary to be selective about subordinate task assignment	Self-achievement
11:C04	You can 'win over' subordinates / You're not concerned with subordinates' opinions	Rewarding
33:C08	Allows my team members to feel valued by their contributions / Allows my team to feel valued by the overall (collective) goal	Self-Satisfaction
34:C01	Opportunities for manager to adapt his/her style to the subordinates / One style of managing, so subordinates have to adapt	Efficiency
06:C02	Gives me variety to manage subordinates in different ways / Doesn't provide variety in how I manage subordinates	Self-confidence
09:C04	Focuses less on the leader and more on subordinates / The focus is entirely on the manager	Sense of pride
14:C09	Manager depends on employees' abilities to get the job done / Manager depends less on employees' abilities to get the job done	Personal satisfaction
20:C07	More dependent on team support / Less dependent on team support	Success
26:C02	Engages subordinates / Little or no subordinate engagement	Sense of pride
27:C08	Creates more harmony in the team / Creates more conflict in the team	Self-improvement
34:C02	I can change my style to suit the subordinate needs / I don't change my style, I change the team/HR	Orderliness
24:C02	Manager regards subordinates as assets / Disregards subordinates	Efficiency
25:C06	Flexible way of managing others / Static way of managing others	Achievement
30:C01	Analyzing team/individual needs' / Setting the rules	Accountability
10:C01	Considers subordinates / Considers the leader only	Independence
12:C09	I can evaluate individuals to select the right approach / I don't evaluate individuals to select the right approach	Achieving Success
23:C01	Manager considers subordinates / Manager doesn't consider subordinates	Satisfaction
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	Pride
14:C05	Manager needs to know & understand subordinates' abilities / Manager doesn't need to know his subordinates' abilities	Personal satisfaction
14:C07	Relationship with individuals is more important / Relationships with individuals are less important	Self-development
16:C07	Manager needs to know and understand individuals / Manager doesn't need to know the staff	Goal achievement
22:C08	Team compliance is not important / Manager expects the team to comply & conform	Job satisfaction
26:C01	Allows me to focus on people / Doesn't allow me to focus on people	Future security
29:C02	I can choose different styles to manage subordinates effectively / I don't choose a style to manage others	Present/Now
29:C05	Considers a 'softer' HR perspective – puts the team needs' first / Employs a 'hard' HR perspective – puts the project first	Competition
31:C06	More important to understand and accommodate subordinates / Less important to understand and accommodate subordinates	Satisfaction
36:C03	I have more options to manage others / I have less options to manage others	Greater conscience

02:C06	Gives you some freedom of choice as to how you want to approach subordinates / Mostly concerned about subordinates	Optimism
07:C06	Manager can be supportive to subordinates in different situations / Manager choice limited to being either people or task oriented	Achievement
09:C08	Task completion depends on the manager understanding the subordinates / Task completion doesn't depend on understanding subordinates	Perfection
13:C03	My relationship with employees is strong / My relationship with employees isn't strong	Self-satisfaction
17:C09	Manager has to know the team capabilities / Manager doesn't have to know the team so well	Duty
22:C02	Allows me to consider differing needs of the team / Doesn't allow me to consider the differing needs of the team	Security
24:C06	I can understand subordinate needs / Doesn't consider subordinate needs	Community spirit
16:C08	This theory depends on staff and their attitude / This theory doesn't depend on staff, depends on manager	Human development
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	Perfection
16:C02	Manager must know staff capabilities in order to delegate / Don't need to know staff capabilities as the manager doesn't delegate	Leave a legacy
06:C05	This allows me to focus & understand my subordinates' needs / Limited focus on subordinates	Self-satisfaction
34:C06	The manager selects a team that is compatible with his style; brings in his own people / The manager is willing to adjust to the current team	Security
02:C05	The main focus is subordinates' needs / Little consideration for subordinates	Harmony
07:C05	Manager can use a range of choices to manage subordinates / Manager is not concerned about choosing different approaches to manage others	Harmony
13:C01	I differentiate between team members' skills & abilities / I treat everyone (in my team) the same	Self-satisfaction
03:C02	Manager makes decisions according to the variables in the environment he operates in / Leader depends solely on his understanding of the situation	Success
14:C02	Manager is less controlling & delegates more to involve team in problem solving / Manager is controlling of & keeps ownership of tasks	Ethical responsibility
20:C05	Involves high level of participation / Doesn't allow high levels of participation	Work life balance
19:C04	Working together to achieve a common goal / Follow the leader approach	Orderliness
32:C07	My team has a sense of ownership / My team lacks a sense of ownership	Achievement
06:C03	Manager communicates the vision & thus motivates subordinates / Manager doesn't reveal his vision, so subordinates are not motivated	Pride
19:C05	Involve team and get feedback / Absence of team involvement	Contribution to society
10:C04	Gives subordinates some 'space' / Doesn't give subordinate 'space'	Valued
13:C05	I allow my subordinates to participate in decision making / I don't allow my subordinates to participate in decision making	Satisfaction
32:C03	I share responsibility with my team / I don't share responsibility with my team	Orderliness
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	Success
12:C07	I share decision making / I make all the decisions	Security
19:C01	Leader involves team in issues / Leader takes total control without involving others	Security
35:C04	Manager gives subordinates more freedom / The manager is more controlling of subordinates	Satisfaction
09:C01	Allows me to involve team members in decisions / Doesn't allow me to involve team members in decisions	Perfection
18:C08	Manager doesn't give subordinates ownership of their projects / Manager gives subordinates ownership of their projects	Personal security
22:C03	Manager expects a 'buy in' from the team / Manager has no expectations of a 'buy in' from the team	Satisfaction
26:C08	Most likely to help me solve complex problems / Least likely to help me solve complex problems	Achievement
04:C07	Delegating and sharing authority / Territorial style & manipulation	Satisfaction
04:C05	Sharing decision making with subordinates/team / Directive; autocratic style	Satisfaction
19:C02	I can choose how much or little to involve subordinates in decisions / I take all the decisions	Challenge
23:C04	Manager considers views of subordinates in decision making / Manager doesn't consider views of subordinates in decision making	Pleasant life
23:C08	Offers opportunities to delegate / Doesn't offer opportunities to delegate	Achievement
30:C03	I'm collaborating with the team / I am an authoritarian figure and revered	Pride in the job
11:C08	You have to analyse the situation to determine your strategy / No analyse nor strategy	Sense of purpose

16:C09	Manager collaborates with the team / Manager doesn't collaborate with the team	Success
23:C06	Subordinates are more responsive / achieving his vision / The leader has a strong conviction towards achieving his vision Subordinates are less responsive	In control
28:C03	The leader involves subordinates in	Sense of pride
32:C06	I include others in my decisions / I don't include others in my decisions	Sense of humanity
12:C06	The team is easily convinced / The team is not easily convinced	Satisfaction
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	Security
15:C03	Manager is the sole decision maker / Manager involves team to be part of making decisions	Harmony & Trust
15:C05	Less easy to persuade individuals to accept difficult decisions / Easy to persuade individuals/teams on accept difficult decisions	Better quality of life
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	Personal obligation
19:C03	Leader collaborates with subordinates on setting direction / One single authority determines the direction	Challenge
31:C07	Less centralized power and authority / Centralized power and authority	Future focus
36:C08	Subordinates have ownership of the project / Subordinates have less ownership of the project	Fulfillment of job role
31:C03	I collaborate with the team on making decisions / I make all the decisions	Valued
35:C06	I can delegate to those who are capable / I delegate to those I trust	Harmony
36:C01	Involves subordinates in decisions / Doesn't involve subordinate in decisions	Service to society
17:C02	I don't share decision making; it's a 'one man show' / I can share decision making with the team	Self-satisfaction
30:C05	Allows me to involve subordinates and develop the team / Doesn't respect or consider subordinate development	Happiness
20:C06	Team is allowed to grow professionally through self-development / Manager decides who to develop individually	Satisfaction
11:C03	Motivating for the team / Doesn't motivate the team	Rewarding
15:C09	Manager doesn't support individuals / Manager can support individuals - giving them a helping hand	Purpose
28:C10	Allows team growth opportunities / Limited opportunities to grow (black or white)	Validation
03:C09	One style of managing others, which is restricting / A range of styles to choose from which gives me more freedom	Achievement
04:C04	Better growth opportunities for team / individual development / No expectation of development opportunities for team / individuals	Responsibility
07:C03	Manager can make work meaningful for subordinates / Manager is concerned with his 'power position'	Fulfillment
12:C10	I can develop the team for future company growth / I don't develop the team for future company growth	Satisfaction
05:C08	Development opportunities for employees / Limited development opportunities for employees	Purpose
13:C07	Allow subordinates to feel valued / Doesn't allow subordinates to feel valued	Success
10:C05	Motivates the team / Doesn't motivate the team	Self-confidence
15:C02	Less likely to motivate subordinates as the manager limits them / Manager can motivate to allow subordinates to do more in their roles	Happiness/harmony
15:C08	Doesn't allow team to learn and develop / Allows team to learn and develop	Stimulates progress
23:C09	Allows subordinates to develop / Doesn't allow subordinates to develop	Harmonious achievement
25:C04	Subordinates work via encouragement not force / Subordinates work through manager enforcing values, not through encouragement	Sense of wellbeing
29:C07	Allows me to develop the team / Doesn't consider team development	Sense of achievement
36:C04	I allow & encourage the team to develop / The team develops accidentally as little consideration is given to team development	Security
13:C06	Allow my team to develop / Don't allow my team to develop	Job security
26:C04	Does motivate subordinate / Doesn't motivate subordinate	Self-actualization
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	Societal happiness
07:C08	Manager can develop subordinates / Manager not concerned with developing others	Giving
09:C02	Manager depends on empowering team to get the job done / Manager limits the role of the team	Sociability
09:C05	Allows me to motivate the team members / Doesn't allow me to motivate team members	Perfection
18:C05	Manager doesn't allow subordinates to develop their skills / Manager allows subordinates to develop their skills	Personal security
15:C06	Manager doesn't get subordinates to participate in achieving challenging goals / Manager can get	Passion for diversity

	subordinates to participate in achieving challenging goals	
15:C01	No team work a 'one man show' / Allows for team work - Manager partners team	Achieve greatness
16:C06	Manager can change style accordingly, giving more or less support to staff / Manager doesn't change his style	Development
14:C06	Manager can inspire his team by mentoring new graduate / Manager isn't concerned about inspiring his team	Part of my personality
26:C05	Allows me to reward subordinates / Doesn't allow me to reward subordinates	Making a difference
06:C03	Manager communicates the vision & thus motivates subordinates / Manager doesn't reveal his vision, so subordinates are not motivated	Pride
06:C08	Several approaches to solving problems/Only one approach to solving problems	Pride
08:C08	Less development for subordinates / Allows subordinates to develop	Fulfillment
12:C03	I can inspire & motivate the team / I am limited in how much I motivate & inspire the team	Self-satisfaction
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	Duty
06:C09	Focus is on motivating subordinates / Focus is on getting the job done	Achievement
32:C02	Manager makes more choices as to how to approach staff / Manager doesn't change style	Orderliness
03:C07	Manager has a variety of styles to choose from which will help him succeed / Manager is initially limited by his personality/attributes	Valued
11:C07	The manager has to make a real effort to analyse the situation accurately / Manager doesn't need to make an effort	Achievement
05:C01	Leader has to possess styles to manage others / Leader depends on his personality	Control
05:C02	More advanced management skills required / Basic; primitive management skills used	Purpose
05:C04	Based on a framework of skills / Based on emotions & personal characteristics	Purpose
05:C05	A range of different approaches available to manage subordinates / Your style & approach doesn't change	Purpose
36:C05	A more authoritative style of managing others; power / A less authoritative style; less power	Purpose
10:C08	Managing people that may be more skilled than me / Managing people irrespective of their skills	Self-satisfaction
15:C07	Manager is limited in utilizing his skills / Manager has a choice of utilizing his skills	Serving others
05:C07	Depends on manager's preferred style / Depends on manager's behaviour	Ethics
30:C04	Leader depends on changing and adapting to be able to succeed / Leader depends of traits to succeed	Happiness
30:C07	Leader relies on skills to assessing correctly / Leader relies on self-confidence to direct others	Achievement
06:C07	Depends on style manager chooses, so it offers flexibility / Static style which depends on manager's character	Self-satisfaction
22:C07	Manager treats team like adults / Manager treats team like children	Self-actualization
24:C01	Manager considers a combination of utilizing people skills & task approaches / Manager considers only his qualities are relevant	Efficiency
16:C05	Manager's capabilities are not too different from the teams. / Manager has exceptional capabilities and charisma	Growth
23:C03	Democratic management style / Autocratic management style	Calmness/Harmony
27:C07	Manager depends on his skill set / Manager depends less on his skill set	Achievement
02:C07	The manager depends entirely on his personality to lead his team / The manager depends on utilizing his skills to lead his team	Human needs
04:C01	Management style will change according to whom I'm managing / One unchangeable style	Valued
15:C04	Manager doesn't need to consider charisma / Manager possess charisma to increase his followership	Purpose
17:C08	A family style manager driven by emotion / A professional manager driven by being practical	Duty
21:C04	Depends less on your attributes to manage effectively / Depends on your attributes to manage effectively	Validation of work effort
22:C06	Subordinates do what I say/I tell you what to do / Subordinates behave as I want them to	Professionalism
33:C03	Being charismatic makes a difference to how the team members respond / Being charismatic doesn't make any difference	Self-satisfaction
34:C07	Leadership is based on skills set / Leadership is based on privileged/advantageous position	Stimulating
09:C09	Depends on a humane/emotional approach to managing others / Humane and emotional factors are less important	Pride
01:C06	Taking actions based on logic / Taking actions based on emotions	Success
07:C07	Manager's role can extend beyond professional boundaries / Manager's role has professional boundaries	Security
21:C01	Concerned with possessing a leadership skill set / Concerned with the process of managing day to day	Conscience

21:C07	Dependent on your style / Dependent on your traits	Validation of work effort
04:C06	Focus is on subordinates' needs / The success of this theory totally depends on the manager's basic style	Satisfaction
08:C07	Managing according to your ethics / Managing according to the practicalities of the work environment	Simplicity
35:C05	Allows me to manage in a changing environment / Less likely to allow me to manage in a changing environment	Impact on others
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	Satisfaction
09:C06	Management style is changeable / Management style is unchangeable	Satisfaction
20:C02	I have more flexibility to move to different management styles / I have to choose one particular style irrespective of the task	Satisfaction
30:C06	I can change my style / I can't change my style	Decency/humane
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	Self-confidence
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	In pursuit of excellence
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	Satisfaction
31:C02	I can change my style according to the circumstances / A fixed style - unchangeable	Competitiveness
27:C01	Manager is dynamic – changeable / Manager is static - unchangeable	Meaningful life
33:C01	A more flexible way of managing / A less flexible way of managing	Change
02:C04	I can manage more successfully as I have several variable to play with / There's no possibility of changing anything	Challenge
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	Obligation
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	Excitement
21:C02	Flexible & allows me to change my style / Less flexible in being able to change my style	Stimulating/enjoyment
01:C01	Leading according to the situation / Leading according to own ability	Success
01:C05	Assess the situation first before taking any action / Automatically do the right thing	Ethics
08:C01	Static style of managing / Flexible style of managing	Satisfaction
23:C02	I adjust my management style according to the subordinates / I don't adjust my style	Achievement
23:C07	Manager can change his mind/opinion / Manager doesn't change his mind/opinion	Satisfaction
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	Perfectionism
26:C06	Can adapt my style / Can't adapt my style	Make a difference
31:C05	I change my style according to the situation / I don't change my style according to the situation	Valued
31:C08	I can analyse each different situation and adopt a style accordingly / An 'ideal way' to lead	Future focus
01:C02	Manager depends on the variables in the environment / Success depends on the manager's behaviour	Security
02:C01	Highly possible to adapt management style according to people or tasks / Specific, fixed style of managing	Motivation
22:C01	Horses for courses/flexible / Fixed style of managing people	Enjoyment
22:C04	Allows me to vary my response to the deliverables / Doesn't allow me to vary my response to the deliverables	Motivating
07:C02	Manager can adapt to the environment / Manager can't adapt to the environment	Self-reflection
11:C01	Managing is based on your assessment of the situation / Managing is based on your character	Existence
17:C06	Manager doesn't accept change and has low flexibility / Manager can accept change and be flexible	Self-esteem
01:C04	Depends on the situation / Depends on the leader's personal style	Success
17:C07	Manager adapts the environment to suit him / Manager adapts to suit the environment	Duty
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	Self-identity
11:C05	You are trying to have achievements / You are trying to secure your position	Rewarding
11:C09	Increases team productivity / Doesn't increase team productivity	Rewarding
30:C02	Allows me to get the best out of my team / Don't consider team approach	Duty
03:C10	Manager's focus is preventing failure from happening / Manager focuses on improving & developing skills of subordinates as part of task achievement	Motivation
12:C02	I can give my team support to achieve tough deadlines / I don't give my team support to achieve	Success

	tough deadlines	
28:C04	Successful goal achievement depends on several subordinates not just the leader / Successful goal achievement depends on the leader's ability alone	Achievement
29:C03	Concerned with the process of managing / Position management - no process of management	Satisfaction
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	Achievement
24:C04	I apply management skills to get a result / I depend on managing through my traits to get the job done	Morally right
24:C07	Maximize subordinates - get more out of them / Don't maximize subordinates/get less out of them	Rewards
33:C02	I can adapt my approach to get better results from the team / I identify the result required first & then act	Self-esteem
33:C05	Team productivity is high & I can get the best out of them / Team productivity is minimal	Ethics
36:C07	I can constantly adjust the project deliverables / Less likely to be able to adjust the project deliverables	Purpose
24:C05	Allows me to be flexible with team deadlines / Doesn't allow me to be flexible - prescriptive	Community spirit
33:C07	The focus is on the journey/the process / The focus is on success as the end goal	Ethics
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	Progress
27:C05	Focus is on manager's behaviour / Focus is on the processes of good management	Duty
34:C08	I can get the best out of my team / I am less likely to get the best of the team	Self-assurance
35:C02	The leader focuses more on client management / The leader is less focused on client management	Sustainability
36:C02	I focus on the end goal; business is professionally driven / I focus less on the end goal: emotionally driven	Peace of mind
27:C04	Focus is on task achievement / Focus is on an inspiring vision	Fulfillment
29:C01	Leader doesn't possess adaptability to achieving the goal / Leader possesses adaptability to achieving the goal	Survival
35:C03	The leader is focused on the end goal / Leader is less focused on the end goal	Impact on others
20:C09	A good fit /way to manage team for the project / Not a good fit/way to manage the team for the project	Pride
03:C08	These theories are applicable at lower levels of management / These theories are only applicable for the senior decision maker	Achievement
28:C09	More appropriate for lower levels / More appropriate for senior levels	Self-development
10:C03	Effective at lower levels of managing / Effective at more senior levels of managing	Achievement
23:C10	Most appropriate style that fits this company / Least appropriate style that fits this company	Harmony
05:C06	Can apply these theories more effectively / Less easy to apply	Sense-making
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	Motivation
21:C05	More easily applied at work / Less easily applied at work	Validation of work effort
32:C09	Effective for day to day management life / Effective for one off project	Achievement
09:C07	The way I prefer to manage / Not a desirable way for me to manage	Perfection
08:C06	Applied in the ME Region / Not applied in the ME Region	Success
14:C10	Culturally less acceptable in Middle Eastern companies / Culturally more acceptable in Middle Eastern companies	Completion
21:C08	More applicable to day to day management / Applicable to senior management	Comfortable/secure
29:C08	A more detailed and precise way to manage others / A less detailed and precise way of managing others	Self-motivation
13:C09	Appropriate for managing long term projects / Not appropriate for managing long term projects	Self-satisfaction
08:C02	Not applicable for company's projects / Efficient way of managing at this company	Success
28:C05	These theories suit my dynamic work environment / These theories are too static	Achieving success
33:C06	Less acceptable in the company / These theories are acceptable in the company	Grounded in reality
25:C07	More appropriate approach for line managers/supervisors / Appropriate for senior managers to apply this approach	Achievement
31:C04	More concerned with management qualities / Promotes leadership qualities	Recognition
03:C04	Manager follows corporate policies and is accountable / The manager is 'the policy' and he's not accountable to anyone	Positivity
20:C04	Allows for two way communication / It's a top down direction	Reward
32:C04	I can feel closer to the team / I'm more distant to the team	Happiness
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	Sustainability

13:C02	I can listen to subordinate feedback / I don't listen to subordinate feedback	Self-satisfaction
19:C07	Leader engages with the team through two way discussions / Leader knows best, doesn't engage with team	Stimulating
25:C08	Allows the manager to get upward feedback / Manager is less likely to listen to subordinates	Achievement
27:C06	Does encourage upward feedback / Doesn't encourage upward feedback	Self-improvement
18:C09	Manager doesn't communicate with team members on a regular basis / Manager communicates with team members on regular basis	Seeking perfection
07:C01	High level of manager interaction with subordinates / Manager relies on his personality to manage others	Giving
24:C03	Doesn't allow upward feedback / Encourages upward feedback	Environmentally right
25:C01	Allows me to communicate better with subordinates and engage / Doesn't allow me to engage with subordinates	'Feel good' factor
25:C05	Manager can be more open and approachable / Manager isn't open nor approachable	Duty
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	Achievement
19:C09	Everyone has the same access to me - the manager / Only a trusted few have access to me - the manager	Exciting
36:C06	The manager is more concerned with upward feedback / The manager is less concerned with upward feedback	Purpose
35:C07	I'm closer to the team / I'm less close to the team	Harmony
18:C07	Manager doesn't communicate with the team / Manager communicates with the team	Secure the future
18:C04	Manager operates at a senior level - not in touch with his team / Manager is more in touch with his team	Security
14:C03	Manager doesn't prioritize time for subordinate feedback / Manager makes time to listen to subordinate feedback	In pursuit of excellence
12:C08	I don't listen to others / I listen to others	Perfection
08:C05	This theory is about being a role model to encourage subordinates / This theory applies to limited situations	Pride
07:C04	Manager has the opportunity to be a role model / Manager depends on his traits	Trust & honest
34:C03	The team members follow as they are inspired by my management / The team members follow me out of fear	Happiness
11:C06	It's obvious you are a leader / It's less obvious you are a leader	Sense of fulfillment
17:C03	I can inspire the team through my performance / I can inspire the team through my ethics as a parental leader	Duty
25:C03	Being a role model / Not being a role model	Duty
18:C03	My role modelling motivates the team / No role modelling to motivate the team	Satisfaction
26:C03	Do as I say - no role model / Do as I do - role modeling	Self-actualization
01:C03	Sets an example to the team & inspires team members / One way communications from the top down, not inspiring	Success
01:C07	Represents a role model for others to follow / Practical way of thinking and doing	Success
08:C04	Visionary leadership / A down to earth way of managing others	Alive/engaged
29:C04	Team will follow my directions because they like me (I'm popular) / Team follow a task oriented leader	Security
08:C03	Inspiring way of managing others / Repressive style of managing others	Pride
09:C03	Manager gets respect through his performance / Manager is highly revered in his position	Comfort
28:C01	Focus is on the situation / Focus is on the leader	Satisfaction
10:C06	Depends on your interpersonal skills / Depends on position power	Independent
16:C01	Allows manager to match tasks to the appropriate subordinates / Doesn't allow manager to match tasks to subordinates	Ethics
02:C03	Allows manager to be respected by subordinates / Respect from subordinates will be limited to only those who are rewarded	Drive
04:C02	Allows me to keep control & give subordinates some freedom of choice / I have full decision making authority	Fulfillment
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	Results
02:C08	Numerous strategies for managing the environment / Limited strategies for the management task	Optimism
21:C06	Concerned with the situation / Less concerned with the situation	Validation of work effort
11:C02	The dominating factor is assessing the situation / The dominant factor is the character of the manager	Purpose

28:C06	I choose a way of managing others that suits me and the situation / There's only one way to manage	Self-development
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	Self-satisfaction
17:C05	Dependent more on the work situation / Dependent on the manager's characteristics	Duty
19:C06	Manager can trust the team / Manager doesn't trust anyone	Creativity
20:C08	Leadership style is less predictable / Leadership style is predictable	Recognition
16:C04	Not dependent on 'blind' trust of the followers / Depends on total 'blind' trust of the followers in the leader	Growth
28:C07	A less predictable way for subordinates / Subordinates know what to expect from me	'Feel good' factor
34:C04	Less prescriptive & predicable: allows for team creativity / Prescriptive & predictable way of managing: which prevents team creativity	Satisfaction
32:C08	Depend less on trusting the team / I depend on trusting those in my team	Achievement
04:C08	Less predictable management style / Static & secure management style	Rewarding
06:C06	Doesn't depend on a 'trusting' relationship with subordinates / Depends entirely on a 'trusting' relationship with subordinates	Self-satisfaction
24:C08	Less predictable style of managing others / Predictable style of managing others	Trust
35:C01	The leader has a higher degree of trust in the subordinates / Leader has less trust in the subordinates	Acceptance
14:C08	Manager depends less on personal trust to manage subordinates / Manager depends on personal trust to manage subordinates	Self-development
03:C05	Staff feel safe & have job security / Staff feel insecure in their jobs	Satisfaction
04:C03	A clear vision of the future is the main focus / Focus is on the present situation	Purpose
20:C03	Starts with the leader sharing a vision / Vision is not obvious	Reward & recognition
22:C05	I tell you what to do according to my vision / I tell you how to get there.. to the vision	Motivating
32:C05	There's an emotional connection to my vision / There's a pragmatic connection to my vision	Satisfaction
21:C03	Less concerned with a vision / Focuses on a vision	Security
29:C06	Vision is not so apparent / Starts with a personal vision of the manager	Maximize opportunities
14:C04	Manager sets a 'romantic' challenging vision for the subordinates / Manager's vision is based on achieving practical regular tasks	In pursuit of excellence
35:C08	I focus on day to day tasks / I focus on the strategic vision	Satisfaction
05:C03	You can learn to be this type of manager / Born with management attributes	Fulfillment
27:C03	Leader can develop skills to be effective / Leader depends on innate qualities	Aspire to excellence
28:C08	A set of skills and risks can be developed during the leadership role / A prescriptive set of traits necessary for the leader	Self-development
31:C01	Allows me to examine how I deal with others / Doesn't consider others	Perfection
26:C07	Allows me to develop / Doesn't allow me to develop	Contribute to society
33:C04	I can develop skills to become an effective manager / This depends on innate qualities to manage others	Survival