

"1 Opt" Corporate Cultural Snowflake

Selected Characteristics of *Strategic Styles* and Patterns

REACTIVE STIMULATOR (RS)

Advancement = Based on Achievement
 Management = Direction and Support
 Stakeholders = Narrowly Defined
 Goals = Objective, quantitative
 Standards = Should be Flexible
 Success = Near-term Results
 Organization = Decentralized
 Loyalty = Low expectations
 Profit = Revenue Strategy
 Vision = Visible Targets
 Quality = As Necessary
 Power = Centralized
 Justice = Might

PERFORMER

Management = Clear Direction & Delegation
 Organization = Purposeful, Well-defined
 Vision = Near to Mid-Term Objectives
 Loyalty = Strong but not Compelling
 Advancement = Completed Objectives
 Profit = Revenue/Cost Balance
 Stakeholders = Narrowly Defined
 Goals = Specific & Actionable
 Standards = Situational
 Power = Centralized
 Justice = Flexible
 Quality = Flexible

LOGICAL PROCESSOR (LP)

Advancement = Consistent Contribution
 Loyalty = High given & Expected
 Management = Goals and Control
 Goals = Objective & Well-Defined
 Stakeholders = Narrowly Defined
 Standards = Firm & Inflexible
 Success = Fulfill Obligations
 Vision = Mid-term Objectives
 Organization = Centralized
 Profit = Cost Strategy
 Power = Centralized
 Quality = Highest
 Justice = Rules

CONSERVATOR

Profit = Cost Strategy
 Power = Defined Basis
 Organization = Rational
 Success = Understanding
 Goals = Broad & Conceptual
 Stakeholders = Widely Defined
 Standards = Firm but Flexible
 Vision = Conceptual End State
 Loyalty = Moderate & Tentative
 Justice = Rules Rationally Applied
 Advancement = Logical Progression
 Quality = High Conceptual Standards
 Management = Problem Identification

HYPOTHETICAL ANALYZER (HA)

PERFECTOR

Justice = Norm Based
 Organization = Defined
 Stakeholders = Broadly Defined
 Standards = High but Adjustable
 Goals = Articulated & Challenging
 Profit = Revenue & Cost Strategy
 Loyalty = Reasonable, Not Excessive
 Vision = Logical Long-Range Condition
 Management = Guidance & Facilitation
 Advancement = Reasonable Recognition
 Success = Deep Insight & Understanding
 Quality = Conceptual High, Delivered Uneven

RELATIONAL INNOVATOR (RI)

Loyalty = Moderate: Given & Expected
 Management = Direction and Support
 Advancement = Results & Potential
 Standards = Should be Changeable
 Vision = Long-Range Future State
 Stakeholders = Broadly Defined
 Justice = Generous forgiveness
 Success = Results + Creativity
 Goals = Distant and Ambitious
 Organization = Decentralized
 Profit = Revenue Strategy
 Power = Decentralized
 Quality = Adjustable

CHANGER

Advancement = Creativity, Results, Potential
 Management = Direction and Support
 Loyalty = Present but not binding
 Success = Impact & Creativity
 Stakeholders = Flexibly Defined
 Organization = Decentralized
 Goals = Broad & Ambitious
 Profit = Revenue Strategy
 Vision = Major Advances
 Justice = Negotiable
 Standards = Selective
 Quality = Flexible
 Power = Diffuse