

INSTITUUT VIR EIETDSE GESKIEDENIS

Die Universiteit van die Oranje-Vrystaat



Bron
nr.
0 1 1 9 1

Datum
8/6/30/9/06/8

Onderwerp
08.6

Knipsel
nr.
13246a

➤ Rapport

Jg. 16 Nr. 10 P. 4 Dat. 8.6.31-9.

Kaarte by Trust Bank só geskommel

4 elu Nuwe baas van korporatiewe sake praat

Deur DEON BASSON

TRUSTBANK doen nou sake met sowat 30 persent van alle maatskappye wat op die Johannesburgse Effektebeurs genoteer is, sê 'n senior hoofbestuurder van die bank, mnr. Kobus Roetz.

Mnr. Roetz het nou die verantwoordelikheid vir korporatiewe bankdienste by mnr. Jan Kühn oorgee, wat die senior hoofbestuurder (beplanning en kommunikasie) in die plek van mnr. Rob Wood word. Mnr. Wood het 'n senior aanstelling by Bankorp aanvaar.

Mnr. Johan Howell, wat tot nou senior hoofbestuurder (hulpbronne) was, word senior hoofbestuurder (tesourierdienste) in die plek van mnr. Marius Smith, wat 'n senior aanstelling by Metropolitan-Lewens aanvaar.

Mnr. Jerry van Vuuren word van hoofbestuurder (bankdienste) bevorder tot

senior hoofbestuurder (hulpbronne).

Mnr. Roetz, 47, behou egter die verantwoordelikheid vir algemene bankdienste. Sy nuwe, vergrote portefeulje sal as bankdienste bekend staan.

Vier hoofbestuurders, mnr. Martin Croucamp en Gerbie Strydom (albei kor-

poratiewe bankdienste) en mnr. Manie Fourie en Gideon Kotze (albei algemene bankdienste) sal aan mnr. Roetz verslag doen.

Mnr. Roetz sê dat die nuwe bedeling koördinasie tussen algemene bankdienste en korporatiewe bankdienste sal vergemaklik.

Die verandering bring ook mee dat daar nou net vier pleks van vyf verslagdoeningslyne na die besturende direkteur, dr. Chris van Wyk, sal wees.

Mnr. Roetz werk al sedert 1960 by TrustBank en is dus behoorlik deur die

bankmeule gemaak. Oor sy begindae by die bank sê hy: "Ek het die son nooit sien skyn nie. Ek het dag en nag gewerk. As daar een ding is wat ek van Jan Marais sal onthou, dan is dit sy roewyding."

Hy het destyds in die invorderingsafdeling begin en daarna in 'n paar ander afdelings ook gewerk. Bevorderings het gevolg en hy het hoof geword van 'n paar afdelings.

In 1965 het hy sy groot kans gekry. Op 25-jarige ouderdom het hy takbestuurder geword van die Pretoriusstraat-tak in Pretoria. Vandag is dit een van TrustBank se spog-takke.

Daarna moes hy platteland toe om ook dié deel van die mark te leer ken. Die beloning het ook nie uitgebly nie, want ná twee jaar as takbestuurder op Bethal is hy bevorder tot streekbestuurder in Suidwes.

Oor Suidwes sê hy: "Dit is 'n wêreld waar jy kan

geldmaak. Daar het goeie kliënteverhoudinge ook resultate gelever."

Ná twee jaar in Suidwes was Kobus Roetz en sy gesin weer op die trekpad. Dié keer Vrystaat toe, weer as streekbestuurder. Daar sou hy nege jaar bly. Dit was ook in dié tyd dat TrustBank sy, maer en

moeilike jare beleef het.

In 1979 is hy terug Pretoria toe as senior streekbestuurder vir Noord-Transvaal. Drie jaar later het hy hoofbestuurder geword en verlede jaar senior hoofbestuurder (algemene bankdienste). Nou het hy die sleutelveld van korporatiewe bankdienste bygekry.

Volgens mnr. Roetz bied die nuwe TrustBank binne die Bankorp-Sankorp-stal baie geleenthede. Die werkomgewing bied gemoedsrus, maar skep tog 'n geweldige uitdaging omdat die werkmeester hoë eise

TREFWOORDE

1 Basson

Deon

2 Oorsigte

Trust Bank

3

4 Organise

Bestuur

5

6 Naamlyk

Doelstelling

7

8

9

10

INSTITUUT VIR EIETJDSE GESKIEDENIS

Die Universiteit van die Oranje-Vrystaat



Bron
nr
1 0 4 0

Datum
8/11/12 3/16

Onderwerp
nr
396

Knipsel
nr
2550

Business Day Jg..... Nr..... P... 2 ... Dat... 8511.12.

Kahn proceeding with budget hotel move

HOLIDAY INNS² and Southern Sun chairman Meyer Kahn says reports about the group's plans to move into the budget-hotel business are exaggerated. He adds, however, that plans do involve identifying units within the

Industrial Staff

group's portfolio which offer full-service and few frills. Some hotels already offer budget rates but no timetable has been set for their conversion.

TREFWOORDE

- 1 Kahn W
- 2 Komment
- 3 Woordeboek
- 4 Beriggen
- 5 Southern Sun
- 6 Holiday Inns
- 7 Verander
- 8 Prosedure
- 9 Beemakers
- 10

INSTITUUT VIR EIETDSE GESKIEDENIS

Die Universiteit van die Oranje-Vrystaat



Bron nr 1040	Datum 8/11/12	Onderwerp nr 396	Klipsel nr 2550
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Business Day Jg..... Nr..... P...2... Dat...8511.12.

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TREFWOORDE

1. Kahn W.
2. Kommentaar
3. Woordeboek
4. Beriggeer
5. Southern Sun
6. Holiday Inns
7. Verander
8. Prosedure
9. Bevestig
- 10.

INSTITUUT VIR EIETYDSE GESKIEDENIS

Die Universiteit van die Oranje-Vrystaat



Bron
nr
1 0 4 0

Datum
8/11/12

Onderwerp
nr
395

Knippeel
nr
12550

Business Day Jg..... Nr..... P...2... Dat...8511.12.

Kahn proceeding with budget hotel move

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Industrial Staff

group's portfolio which offer full-service and few frills. Some hotels already offer budget rates but no timetable has been set for their conversion.

TREFWOORDE

1. Kahn, W.
2. Kommentaar
3. Woordeboek
4. Beriggeur
5. Southern Sun
6. Holiday Inns
7. Verander
8. Prosedure
9. Bevestig
- 10.

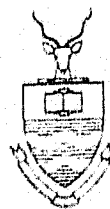
Appendix 6

Covering letter
Pilot questionnaire

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Graduate School of Business Administration

2 St David's Place
Parktown
2193 South Africa
Tollmans Enpark
011 643-6641



Dear Sir / Madam

Your company has been selected to participate in a study which is aimed at identifying the values and "cultures" associated with different types of businesses.

The study is being conducted by the Graduate School of Business Administration, University of the Witwatersrand. It is hoped that this study will play an important role in improving the effectiveness of South African Business.

Your company has agreed to participate in this research which is being conducted by means of self-administered questionnaires. This phase of the research is attempting to establish what factors you consider important in describing your Organisation and its Strategy.

You will be asked a number of questions relating to certain aspects of Organisations and their Strategies, to which you should supply your honest opinion. It is important to remember that there are no RIGHT or WRONG answers, and that your name, or the name of your company will in no way be linked to the final results.

The questionnaire should take you approximately 15 minutes to complete, and the Wits Business School, as well as your company, will find the overall results extremely useful.

PLEASE INSERT THE COMPLETED QUESTIONNAIRE INTO THE ATTACHED ENVELOPE AND SEAL IT.

THEN RETURN IT TO
BY....., WHO WILL PASS THE UNOPENED
QUESTIONNAIRES BACK TO US.

Thank you for your valuable time and assistance.

Yours faithfully

Norman Chorn.

INSTRUCTIONS TO RESPONDENTS

Thank you for agreeing to complete this questionnaire. It should take you no more than 15 minutes to complete, and we would appreciate your reading the brief instructions that follow.

Please note once again that your responses will be treated in the strictest confidence, and you will in no way be linked to the final results.

The following pages contain a series of 60 statements about ORGANISATIONS and their STRATEGIES. You are required to consider how important they are in helping you to understand what your Organisation and its Strategies mean to you. In other words, we wish to know how important the concepts and issues described in the statements when YOU define, explain or simply understand the concepts of ORGANISATION and STRATEGY.

You will notice that the statements are divided into two sections; one on ORGANISATION, and the other on STRATEGY.

You are required to indicate how important each of the statements are to your understanding of ORGANISATION and STRATEGY by rating them in the block opposite each statement.

Note:

- 1 = very important
- 2 = important
- 3 = neither important nor unimportant
- 4 = unimportant
- 5 = very unimportant

Please be sure to rate all the statements. Thank you for your time and assistance.

SECTION "A"

CONCEPTS RELATING TO YOUR
"ORGANISATION"

- Note:
- 1 = very important
 - 2 = important
 - 3 = neither important nor unimportant
 - 4 = unimportant
 - 5 = very unimportant
-

- 1 The amount of specialisation and the number of different reporting levels in the organisation
- 2 The amount of centralisation / decentralisation of decision making through the organisation
- 3 The amount of continuous change or stability that is experienced in the organisation
- 4 The amount of emphasis placed on individual or team effort through the organisation
- 5 The way that organisational power is used, and the reasons that it is used, by the management / leadership of the organisation
- 6 The extent to which you are aware of, and committed to, a shared vision and goal for the organisation's future
- 7 The commitment, dedication, loyalty and motivation of the employees and management
- 8 The style of decision making and problem solving, ie: rigorous analytical processes versus feelings, experience and entrepreneurial vision
- 9 The "preparedness" of the organisation in considering alternative courses of action, and change
- 10 The tolerance of employees who make mistakes, or who are distinctly different in the way that they behave
- 11 The speed of the decision-making processes
- 12 The degree of involvement that employees have in the decision-making processes
- 13 The risk profile of the organisation in undertaking new ventures and change

Note: 1 = very important
 2 = important
 3 = neither important nor unimportant
 4 = unimportant
 5 = very unimportant

- 14 The responsiveness of the organisation to "internal" matters and concerns (such as people and systems) as opposed to "external" matters and concerns (such as markets and environmental conditions)
- 15 The amount of stress and tension in the working environment of the organisation
- 16 The concern of the organisation for manufacturing and technical matters as opposed to the markets and customers
- 17 The amount of "real" organisational effort directed towards the development of the human resources
- 18 The ease with which employees are able to gain access to senior management
- 19 The degree of informality / formality of the organisation
- 20 The amount of tolerance towards black and other racial minority groups (in the organisational sense) amongst the employees
- 21 The amount of management effort and attention focussed on human matters and affairs
- 22 The nature and manner of the organisation's compensation policies, ie: what is rewarded and punished
- 23 The nature of the major activity performed, and technology used, in the organisation
- 24 The amount of certainty / uncertainty in the organisation and working environment.

SECTION "B"

CONCEPTS RELATING TO YOUR
"STRATEGY"

- Note:
- 1 = very important
 - 2 = important
 - 3 = neither important nor unimportant
 - 4 = unimportant
 - 5 = very unimportant
-

- 1 The extent to which the strategy of the organisation is formally stated and written down
- 2 The degree of responsiveness to market and environmental shifts that the organisation builds into its strategy planning and implementation
- 3 The degree of pro-activeness to market and environmental shifts that the organisation displays in strategy planning and implementation
- 4 The type and nature of the organisation's competitive advantage and distinctive competency
- 5 The use of sophisticated analytical techniques to set strategy
- 6 The extent to which the product/markets of the organisation undergo change
- 7 The particular direction that the organisation has chosen to grow, diversify, or expand along
- 8 The need for the organisation to be socially responsible to its broader environment
- 9 The portfolio of products / services held by the organisation
- 10 The share of market held by the organisation in its various product/markets
- 11 Flexibility in the setting of organisational strategy and plans
- 12 The type and nature of the control processes used in the setting and implementation of strategy
- 13 The extent to which the organisation is the lowest cost producer in the various product/markets in which it operates

Note: 1 = very important
 2 = important
 3 = neither important nor unimportant
 4 = unimportant
 5 = very unimportant

- 14 The extent to which the organisation is able to offer differentiated products / services in the various product/markets in which it operates
- 15 The type and nature of the competitive conditions in the various product/markets in which the organisation operates
- 16 The degree of competitor intensity in the various product/markets in which the organisation operates
- 17 The attractiveness of the industry or market in terms of the ease in gaining a competitive advantage and making acceptable profits
- 18 The nature of the customer relationships which can be developed in the various product/markets the organisation operates in
- 19 The maturity (in terms of the life cycle) of the products, the product/markets or the industry that the organisation is involved with
- 20 The focus and emphasis of the Research & Development activities within the organisation
- 21 The nature of the technologies used by the organisation
- 22 The extent of the capital intensiveness in the organisation and the product/markets that the organisation operates in
- 24 The barriers to entry and exit in the product/markets and industries that the organisation operates in
- 25 The length of the time horizons that are used to set and evaluate strategies
- 26 The flexibility displayed by the organisation in considering and adopting new strategies
- 27 The overall level of skills required throughout the organisation
- 28 The major strategic issue and concern of the product/market or industry that the organisation operates in

Note: 1 = very important
 2 = important
 3 = neither important nor unimportant
 4 = unimportant
 5 = very unimportant

- 29 The uncertainty in the environment that relates to competitor behaviour, technology development and buyer behaviour
- 30 The extent to which the organisation is diversified and operates in diverse product/markets and industries
- 31 The make-up of the dominant coalition who have a major influence on the setting of strategy
- 32 The emphasis placed on measuring productivity and other indices of efficiency throughout the organisation
- 33 The emphasis placed on creativity and innovation throughout the organisation
- 34 The creation and development of synergies between the various units and activities in the organisation
- 35 The breadth of the product/market focus adopted by the organisation
- 36 The sharing of an overall strategic vision by the employees.

Appendix 7

**Information on management positions at "D",
"E" and "F" Paterson Bands**

BAND F - POLICY DECISIONS

CHARACTERISTICS OF THE BAND	KIND OF DECISION	TYPICAL TITLES	LIMITS OF DISCRETION		SUB GRADE	CHARACTERISTICS OF SUB GRADES
			Given/Chooses From	Decides On/Determines		
At the top of the organisation making decisions framing the policy affecting the entire enterprise. These decisions are regarded as being superior to any other decisions. They are associated with broad level management and give overall direction to the organisation. The limits are wide and in many cases are only specified by the laws of the land. Usually decisions made at Board Level.	Co-ordinating Policy	Managing Director	Laws of the country, economic conditions, broad market conditions, political climate, availability of finance and demographic considerations.	Policy in all major areas of operation e.g. - production - financial - marketing - personnel	F2	Co-ordinations of F1 workers.
	Policy	Executive Directors			F1	The worker makes policy decisions.
BAND E - PROGRAMMING DECISIONS						
Within the limits set by the policy, the execution is broadly planned or programmed for the major functions such as production, sales, marketing, personnel and finance. Includes establishing capital investments and budgets. Long term planning done at this level affects jobs graded at the same level or below.	Co-ordinating Programming	General Manager	Policy direction in major areas of operation e.g. - production - finance - marketing - personnel	The organization structure of major functional areas. Overall programme. Relationships and interlink between major functions to ensure co-ordination. Major operating objectives.	E2	Co-ordinators of E1 workers.
	Programming	Assistant General Manager Marketing Manager Production Manager Financial Controller			E1	The worker makes programming decisions.
BAND D - INTERPRETIVE DECISIONS						
The limits of discretion for interpretive decisions are set by the master plan, programme or policy. The interpretive aspect, comes from the choice of a best decision out of a range of possible courses of action (decisions). The limits of this range are set by the programme. These decisions often involve determining the best use of available manpower and machines to achieve the targets agreed in the programme. Outcomes at that level are normally probabilistic.	Co-ordinating Interpretive	Departmental Manager Senior Project Engineer Personnel Manager	Programme Major objectives Major functions Broad organisational structure.	Processes, systems and procedures. Rules and regulations. Localised plans/programmes. Interpretations not covered by existing rules. Plant manuals Detail of organisation and allocation of responsibility within area of influence.	D5	Normally co-ordinators of Grade D4 workers.
	Interpretive	Senior Engineer Superintendents Accountants Management Accountant Operations Manager Training Manager Branch Manager Chief Industrial Engineer			D4	Normally co-ordinators of Grade D workers.
					D3	Wide spectrum of interpretive decisions.
					D2	Spectrum of interpretive decisions.
					D1	Interpretive decisions are made.



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Cross Referencing Guide for Various Job Evaluation Systems

Classical Paterson	Survey Grading	Peromnes	Castellion	Hay	Semantic Scale
A	A1	19	1	50-	Unskilled employees Defined decisions
	A2	18		150	
	A3	17	2		
BL	B1	16	2		Semi-skilled employees Discretionary or automatic decisions
	B2	15	3	150-	
	B3	14	4	200	
	B4	13	5		
CL	C1	12	6		Skilled, technical and academically qualified employees
	C2	11	7	250-	
CU	C3	10	8	600	Junior Management Routine decisions
	C4	9	9		
			10		
DL DU	D1	8			Professionally qualified and experienced specialists Middle management Interpretive decisions
	D2	7	11	600-	
		6	12	800	
EL EU	E1	5			Senior management Heads of major functions Programming decisions
	E2	4	13	800-	
		3	14	1000	
F	F1	2			Top management Board level Policy making decisions
	F2	1	15		
		1*	16	1000+	

Source: PE Corporate Services Salary Survey Guide, 1987
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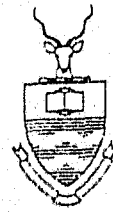
Appendix 8

Covering letter
"Organisation" questionnaire

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Graduate School of Business Administration

2 St David's Place
Parktown
2193 South Africa
Telegrams: Embark
☎ (011) 643-6641



Dear Sir/Madam.

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The study is being conducted by the Graduate School of Business Administration, University of the Witwatersrand. It is hoped that this study will play an important role in improving the effectiveness of South African business.

Your company has agreed to participate in this research which is being conducted by means of self-administered questionnaires. You will be asked a number of questions relating to certain aspects of your organisation, to which you must supply your honest opinion. It is important to remember that there are no RIGHT or WRONG answers, and that your name, or the name of your company will in no way be linked to the final results.

The questionnaire should take you approximately 10 minutes to complete, and the Wits Business School, as well as your company will find the overall results extremely valuable.

PLEASE INSERT THE COMPLETED QUESTIONNAIRE INTO THE ENVELOPE ATTACHED AND SEAL IT.

THEN RETURN IT TO.....

BY....., WHO WILL PASS THE UNOPENED QUESTIONNAIRES BACK TO US.

Thank you for your valuable time and assistance.

Norman Chorn.

INSTRUCTIONS TO RESPONDENTS

Thank you for agreeing to complete this questionnaire. It should take you no more than 10 minutes to complete, and we would appreciate your reading the brief instructions that follow:

Please note that your responses will be treated in the strictest confidence, and you will in no way be linked to the final results.

The following pages contain a series of statements which relates to various aspects of your company. These are divided into five (5) topics, namely:

1. the overall orientation of your company
2. the rate of strategic change in your company
3. the decision-making processes in your company
4. the management and leadership style in your company
5. the organisation structure in your company

Each of the topics contains four (4) statements which you should think about in relation to your company. You are required to indicate how applicable each of the statements are to your company by ranking them on a scale from 1 to 4, where 1 = most applicable, and 4 = least applicable. Please note that in each case you should rank EACH of the four statements, and that you cannot give two statements the SAME ranking within any topic. Similarly, you cannot leave out a ranking from 1 to 4.

Note:

- 1 = most applicable
- 2 =
- 3 =
- 4 = least applicable

SEE EXAMPLE OVERLEAF:

EXAMPLE

The statements below relate to the management control procedures in your company.

Please rank these statements in order of their applicability in describing your organisation.

NB: 1. = most applicable
4. = least applicable

RANKING

In this organisation, decisions are made by reference to a well developed system of policies and procedures.

4

In this organisation, decision making is guided by an understanding and acceptance of the basic business strategy.

1

In this organisation, decision making is guided by well defined job objectives.

3

In this organisation, decision making is guided by the commitment of the personnel of the company.

2

In the box below, please write the name of the department that you work for or the function that you head. This should only be broadly stated - e.g. general management, finance, human resources, marketing, merchandising, operations, planning, production, procurement, research, sales, supply etc.

OVERALL ORIENTATION:

The statements below refer to the overall 'feeling' that you get when you think of the organisation. In other words, they attempt to describe your organisation in one sentence.

Please rank these statements in order of their applicability in describing your organisation.

NB: 1 = most applicable
4 = least applicable

RANKING

The organisation I work for is characterised by a concern for the maintenance of an order and stable work environment so as to provide continuity.

The organisation I work for is characterised by continuous expansion and readiness-to-change so as to maintain a dynamic relationship with the environment.

The organisation I work for is characterised by formal planning and analytical techniques in its dealings with the environment, so as to maintain optimum productivity and efficiency.

The organisation I work for is characterised by a concern for the development of its human resources so as to maintain commitment and loyalty from employees.

RATE OF STRATEGIC CHANGE:

The statements below relate to the frequency with which the organisation makes changes to its business strategies, and also to some of the reasons why these occur.

Please rank these statements in order of their applicability in describing your organisation.

NB: 1 = most applicable
4 = least applicable

RANKING

In this organisation, strategies are changed infrequently, after the facts and details show without any doubt that the situation in the environment has changed.

☐

In this organisation, strategies are changed frequently, because the environment is continually shifting and producing new opportunities and threats.

☐

In this organisation, strategies are fine-tuned and modified on an ongoing basis, as the planning process reveals clear trends in the environment.

☐

In this organisation, strategies are changed infrequently, after many opinions have been sought and we are certain that the changes will benefit the organisation and its people.

☐

MANAGEMENT/LEADERSHIP STYLE:

The statements below relate to the 'style' of management and business leadership in your organisation. In particular, they are concerned with those activities that management believes to be the most 'important'.

Please rank these statements in order of their applicability in describing your organisation.

NB: 1 = most applicable

4 = least applicable

RANKING

In this organisation, management is primarily concerned with monitoring output and behaviour, and spends most time providing information and maintaining the required structure.

☐

In this organisation, management is primarily concerned with providing overall purpose and direction to the organisation and spends most time envisaging change, expansion and new opportunities.

☐

In this organisation, management is primarily concerned with the achievements of goals and objectives which have been set, and spends most time providing structure and initiating action amongst employees.

☐

In this organisation, management is primarily concerned with the creation of good morale and cohesion amongst employees, and spends most time acting as mentors and facilitators to subordinates.

☐

DECISION MAKING:

The statements below relate to the nature of the decision-making processes in your organisation.

Please rank these statements in order of their applicability in describing your organisation.

NB: 1 = most applicable
4 = least applicable

RANKING

In this organisation, decision-making is a highly systematic and analytical process which involves only the senior management, and generally takes place slowly.

☐

In this organisation, decision-making is a flexible and ad hoc process which involves anyone who has a contribution to make, and generally takes place very quickly.

☐

In this organisation, decision-making is a formal and analytical process which involves all the relevant people in relevant functions, and generally takes place reasonably quickly.

☐

In this organisation, decision-making is a participative and consensus-based process which involves anyone who is interested in the issues being considered, and generally proceeds slowly.

☐

STRUCTURE:

The statements below refer to the degree of stability/flexibility of the organisation structure (and reporting relationships), and the reasons for this.

Please rank these statements in order of their applicability in describing your organisation.

NB: 1 = most applicable
4 = least applicable

RANKING

The structure in this organisation is highly centralised and formal, and is designed to provide an efficient usage of the organisation's resources.

☐

The structure in this organisation is informal and has no clear pattern, and is designed to maintain a high readiness-for-change.

☐

The structure in this organisation is logical with explicit, clear lines of authority, and is designed to produce an efficient reaction to the needs of the environment.

☐

The structure of this organisation is decentralised with broad job responsibilities, and is designed to facilitate team effort and cohesion amongst employees.

☐

"Questionnaire Evaluation"

Please answer the following questions in respect of the questionnaire you have just completed.

1. When reading the instructions at the beginning of the questionnaire, did you find them

very difficult to follow

☐

difficult to follow

☐

easy to follow

☐

very easy to follow

☐

2. When reading the statements in the questionnaire, did you find them

Very difficult to understand

☐

difficult to understand

☐

easy to understand

☐

very easy to understand

☐

3. When comparing the different statements in the questionnaire, did you find them

too similar for meaningful comparison

☐

appropriate for meaningful comparison

☐

too different for meaningful comparison

☐

4. When reading the statements in the questionnaire,
did you find them

very relevant to
your organisation

☐

relevant to your
organisation

☐

irrelevant to
your organisation

☐

very irrelevant
to your
organisation

☐

5. Are there any obvious areas of your organisation that
were not explored in the questionnaire

no

☐

yes

☐

If yes, please elaborate.

6. Please make any suggestions that you feel would
improve the quality of the:

questionnaire instructions:

questionnaire format and layout:

question content:

THANK YOU FOR YOUR TIME AND COOPERATION

Appendix 9

Organisational "Strategy" typing form

INSTRUCTIONS TO PANEL

You have kindly agreed to participate in this study which is aimed at identifying the strategies associated with different types of organisations.

The study is being conducted by the Graduate School of Business Administration, University of the Witwatersrand. It is hoped that this study will play an important role in improving the effectiveness of South African business.

You will be presented with four alternative organisational strategies. Each represents a theoretical "ideal type", in that you are unlikely to find an example of any of them in their pure form. You are required to study the documentation on the organisations who are participating in the research, and consider which of the four strategies is MOST APPLICABLE to each of them. You will notice that the strategies are titled "Type I", "Type II", "Type III" and "Type IV". In each case, fill in the applicable answer on the scoring sheet attached.

It is important to remember that there are no RIGHT or WRONG answers, and that your name will in no way be linked to the final results.

The exercise should take you approximately 90 minutes to complete, and the Wits Business School is extremely grateful that you have agreed to assist in this research.

Thank you for your valuable time and effort.

STRATEGY TYPE 1

Product / Markets

The organisation operates in a few stable and well-defined product / markets. These are generally chosen on the basis of the organisation being able to master the required technology.

Competitive Conditions

The competitive conditions are characterised by:

- * low levels of uncertainty
- * low competitor intensity
- * low risk.

Major Competitive Thrust

The organisation concentrates on maximising operational efficiencies so as to be able to deliver low prices and "value for money" to customers.

Technology Base

The technology base is well-established and "traditional" in the industry. It is generally designed for the production of large volumes of standard products at low costs.

Strategy Formulation

Strategy planning is slow and conservative. The organisation is generally slow to respond to new opportunities in the environment.

Strategy Implementation

The organisation is slow, but efficient in the strategies it implements. It generally does a few things well.

STRATEGY TYPE 11

Product / Markets

The organisation operates in many new and different product / markets. These are generally chosen on the basis of the growth and expansion opportunities afforded.

Competitive Conditions

The competitive conditions are characterised by:

- * high levels of uncertainty
- * high competitive intensity
- * high risk.

Major Competitive Thrust

The organisation concentrates on being innovative and creative so as to exploit new opportunities in an entrepreneurial way.

Technology Base

The technology used by the organisation is essentially new and unknown to the industries that they compete in. It is designed for the exploitation of new and untested opportunities.

Strategy Formulation

Strategy planning is fast, innovative and flexible. The organisation is usually quick to respond to new opportunities and threats.

Strategy Implementation

Strategy is implemented quickly, but often inefficiently. The organisation is usually able to provide a creative, new approach to the many activities it is engaged in.

STRATEGY TYPE 111

Product / Markets

The organisation operates in a few carefully selected product / markets. These are generally chosen on the basis of their stability and potential to generate long-term profitability.

Competitive Conditions

The competitive conditions are characterised by:

- * low levels of uncertainty
- * high levels of competitor intensity
- * high levels of risk.

Major Competitive Thrust

The organisation concentrates on the thorough analysis and planning of all aspects of its activities so as to ensure maximum productivity and efficiency.

Technology Base

The technology used by the organisation is relatively "standard" for the industry, and is applied to a wide range product / markets. It is often a fairly capital intensive technology.

Strategy Formulation

Strategy planning is highly structured and analytical. As a result, the organisation is able to provide a well considered response to opportunities in the environment.

Strategy Implementation

The organisation implements its strategies and plans efficiently. As a result, it offers a well balanced service to its product / markets.

STRATEGY TYPE 1V

Product / Markets

The organisation generally operates in a few carefully selected product / markets. These are chosen on the basis of the organisation's ability and desire to serve them well.

Competitive Conditions

The competitive conditions are characterised by:

- * high levels of uncertainty
- * low levels of competitor intensity
- * low levels of risk.

Major Competitive Thrust

The organisation concentrates on establishing and maintaining long term relationships with customers which are of benefit to both parties.

Technology Base

The technology used by the organisation is varied and dependant upon upon product / market needs. It is generally designed to undertake projects and special assignments on behalf of customers.

Strategy Formulation

Strategy planning is highly participative and usually quite slow. The organisation generally responds slowly to environmental opportunities and threats.

Strategy Implementation

Strategies are quickly and effectively implemented. The organisation usually provides a high quality of product and service to its product / markets.

SCORING SHEET

Please fill in the strategy which is most applicable for each of the organisations below. Remember that you are unlikely to find a perfect fit between one of the strategies and a particular organisation, and that you are required to choose the strategy that most describes the organisation.

Organisation No	Strategy Type			
	I	II	III	IV
1				
2				
3				
4				
5				
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10				
11				
12				
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Organisation No	Strategy Type			
	I	II	III	IV
23				
24				
25				
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44				

Organisation No	Strategy Type			
	I	II	III	IV
45				
46				
47				
48				
49				
50				
51				
52				

Organisation No	Strategy Type			
	I	II	III	IV
53				
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57				
58				
59				

Appendix 10

Correlation matrix - "Organisation"

Appendix 10

SAS
CORRELATION

COEFFICIENTS

	ODH	ODR	ODG	OOD	COMH	COMR	COMG	COMD	MOTH	MOTR	MOTG	MOTD	LEAH
ODH	1.00000	-0.21239	0.00308	-0.74131	-0.00736	-0.06898	-0.110600	0.07845	0.41197	-0.08971	-0.02750	-0.26307	0.15845
ODR	0.00000	0.03300	0.97560	0.00010	0.94180	0.49310	0.29140	0.43550	0.00010	0.37230	0.78490	0.00790	0.11350
ODG	-0.21239	1.00000	-0.01639	-0.08313	-0.00509	0.16004	0.11750	0.16142	-0.07012	0.33419	-0.05666	0.03909	-0.12759
OOD	0.00308	0.00000	0.87080	0.40850	0.95790	0.10990	0.24190	0.10680	0.48590	0.00060	0.57360	0.69800	0.20350
ODD	0.00000	-0.01639	1.00000	-0.27156	0.04126	0.19206	-0.01931	0.03650	-0.01940	0.21913	0.39981	-0.20935	-0.20358
COMH	0.97560	0.87080	0.00000	0.00600	0.68210	0.05430	0.84800	0.71710	0.84730	0.02770	0.00010	0.03560	0.04120
COMR	-0.74131	-0.08313	-0.27156	1.00000	0.16538	0.02002	0.06743	-0.13332	-0.34742	-0.08383	0.02714	0.35533	0.00426
COMG	0.00010	0.40850	0.00600	0.00000	0.09840	0.64250	0.50290	0.18730	0.00040	0.40460	0.78760	0.00030	0.96630
COMD	-0.00736	-0.00509	0.04126	0.16538	1.00000	-0.18239	-0.28161	-0.40469	0.23014	-0.06341	0.16147	-0.01483	0.24138
MOTH	0.41197	0.95970	0.82210	0.09840	0.06000	0.06790	0.00430	0.00010	0.02060	0.52870	0.10670	0.88300	0.01500
MOTR	0.49310	0.10990	0.05430	0.02002	-0.18239	1.00000	-0.30141	-0.11581	-0.07104	0.25380	0.11331	-0.05523	-0.16765
MOTG	0.29140	0.24190	0.06743	0.06743	-0.28161	0.00000	1.00000	-0.11682	-0.05758	-0.10794	0.13749	0.00322	0.06435
MOTD	0.07845	0.16142	0.03650	-0.13332	-0.40469	-0.11581	-0.11682	1.00000	-0.01437	0.17995	-0.08026	0.15116	-0.15672
LEAH	0.43550	0.10680	0.71710	0.16380	0.00010	0.24880	0.24460	0.00000	0.88660	0.07180	0.42490	0.13130	0.11760
LEAR	0.00010	0.48590	0.84730	0.00040	0.02060	0.48010	0.56740	0.01437	1.00000	-0.18586	0.09269	-0.39182	0.30094
LEAG	-0.08971	0.33419	0.31913	-0.08383	-0.06341	0.25380	-0.10794	0.17995	-0.16586	1.00000	0.35650	0.00010	0.00220
DECH	0.37230	0.00060	0.02770	0.40460	0.52870	0.01040	0.28260	0.07180	0.06280	0.00000	-0.11320	-0.19619	-0.11630
	-0.02750	-0.05666	0.39981	0.02714	0.16147	0.11331	0.13749	-0.08026	0.09269	0.00000	0.25970	0.04930	0.24680
	0.78490	0.57360	0.00010	0.78760	0.10670	0.25920	0.17040	0.42490	0.35650	0.25970	0.00000	0.00010	0.14616
	-0.26307	0.03909	-0.20935	0.35533	-0.01483	-0.05523	0.00322	0.15116	-0.39182	-0.19619	-0.38395	1.00000	0.01333
	0.00790	0.69800	0.03560	0.00030	0.88300	0.58330	0.97450	0.13130	0.00010	0.04930	0.00000	0.00000	0.89470
	0.15845	-0.12759	-0.20358	0.00426	0.24138	-0.16765	0.06435	-0.15672	0.30094	-0.11630	-0.14616	0.01333	1.00000
	0.11350	0.20350	0.04120	0.96630	0.01500	0.09380	0.52260	0.11760	0.00220	0.24680	0.14470	0.89470	0.00000
	-0.05055	0.12201	-0.17315	0.09190	0.08376	0.12586	-0.01698	-0.05989	0.11419	0.03446	-0.12291	-0.00941	-0.14081
	0.61560	0.22420	0.08340	0.36070	0.40500	0.20980	0.86620	0.55190	0.25550	0.73230	0.22080	0.92560	0.16020
	0.11396	0.12042	0.35734	-0.14292	-0.06804	0.25873	-0.04652	0.09027	-0.12210	0.18371	0.42120	-0.17256	-0.34607
	0.25650	0.23030	0.00020	0.15390	0.49900	0.00900	0.64410	0.36930	0.22390	0.06590	0.00010	0.08440	0.00040
	0.08940	0.17770	0.86740	0.29740	0.06010	0.89910	0.74730	0.01840	0.09530	0.55650	0.46300	0.06670	0.00010
	0.13260	-0.20149	-0.09695	-0.07511	0.00382	-0.12560	0.01451	-0.07432	0.38392	-0.24382	-0.12524	0.08358	0.28866
	0.18620	0.04330	0.33480	0.45540	0.96980	0.21070	0.88550	0.46010	0.00010	0.01400	0.21210	0.40600	0.00340

APPENDIX 10

	SAS									
	CORRELATION					COEFFICIENTS				
	DECR	DECG	DECD	DECH	DECR	DECG	DECD	DECH	ORGH	ORGD
DECR	0.19389	0.08190	0.35466	-0.27471	0.09938	0.01356	-0.05637	0.06854	0.10972	0.20578
DECG	0.05190	0.41550	0.99930	0.00540	0.32280	0.89290	0.57550	0.49590	0.27470	0.03900
DECD	-0.11900	0.17322	0.31026	-0.11864	0.01852	0.13267	0.01210	0.05374	0.09041	0.09787
ORGH	0.23590	0.08320	0.00160	0.23740	0.85410	0.28600	0.90440	0.59350	0.36860	0.33020
ORGR	-0.21886	0.00474	0.08309	0.24529	-0.00440	0.18766	0.06811	-0.04716	-0.33673	0.02720
ORBD	0.02790	0.96350	0.40880	0.01340	0.96520	0.06020	0.49860	0.63950	0.00060	0.78720
ORGR	0.28807	-0.04712	-0.07742	-0.27883	-0.06214	-0.22001	0.18741	-0.08585	0.18473	-0.18177
ORBD	0.00350	0.63990	0.44160	0.00470	0.53700	0.02710	0.06060	0.39330	0.06440	0.06890
ORGR	-0.06087	0.18912	0.15263	0.04390	0.11396	0.16966	-0.14821	0.22518	-0.10437	0.19713
ORBD	0.54540	0.05820	0.12760	0.49390	0.25650	0.08990	0.13910	0.02360	0.29900	0.04820
ORGR	-0.07040	0.21545	0.18015	0.00379	0.06634	0.27406	-0.18681	0.08118	0.03882	0.15450
ORBD	0.48420	0.03050	0.07140	0.97000	0.50980	0.00550	0.06140	0.41960	0.69990	0.12290
ORGR	-0.26463	-0.06007	0.01341	0.24278	0.03568	-0.01031	-0.04500	0.05854	9.08681	-0.00090
ORBD	0.00750	0.55070	0.89410	0.01440	0.72320	0.91850	0.65500	0.56090	0.38800	0.99290

	LEAD	LEAG	LEAD	LECH	LECR	LECG	LECD	LECH	ORGH	ORGD
OOH	-0.05055	0.11396	-0.16992	0.13260	0.19398	-0.11900	-0.21886	0.28807	-0.06087	-0.07040
OOD	0.61560	0.25650	0.08940	0.18620	0.05190	0.23590	0.02790	0.00350	0.54540	0.48420
OOB	0.12201	0.12042	0.13518	-0.20149	0.08190	0.17322	0.00474	-0.04712	0.18912	0.21545
OOD	0.22420	0.23030	0.17770	0.04330	0.41550	0.08320	0.96250	0.63990	0.05820	0.03050
OOD	-0.17315	0.35734	0.01810	-0.09695	0.35466	0.31026	0.08309	-0.07742	0.15263	0.18015
OOD	0.08340	0.00020	0.85740	0.33480	0.00030	0.00160	0.40880	0.44160	0.12760	0.07140
COMH	0.09190	-0.14292	0.10470	-0.07511	-0.27471	-0.11864	0.24529	-0.27883	0.06885	0.00379
COMH	0.36070	0.15390	0.29740	0.45540	0.00540	0.23740	0.01340	0.00470	0.49390	0.97000
COMH	0.08376	-0.06804	-0.18776	0.00382	0.09938	0.01852	-0.00440	-0.06214	0.11396	0.06634
COMR	0.40500	0.49900	0.06010	0.96980	0.32280	0.85410	0.96520	0.53700	0.25650	0.50980
COMR	0.12586	0.25873	-0.01278	-0.12560	0.01356	0.13267	0.18766	-0.22001	0.16966	0.27406
COMG	0.20980	0.00900	0.89910	0.21070	0.89290	0.18600	0.06020	0.02710	0.08990	0.00550
COMG	-0.01698	-0.04652	-0.03246	0.01451	-0.05637	0.01210	0.06811	0.18741	-0.14821	-0.18681
COMD	0.86620	0.64410	0.74730	0.88550	0.57550	0.90440	0.49860	0.06060	0.13910	0.06140
COMD	-0.05989	0.09027	0.23420	-0.07432	0.06854	0.05374	-0.04716	-0.08585	0.22518	0.08118
COMD	0.55190	0.36930	0.01840	0.46010	0.49590	0.59350	0.63950	0.39330	0.02360	0.41960
MOTH	0.11419	-0.12210	-0.16687	0.38392	0.10972	0.09041	-0.33673	0.18473	-0.10437	0.03862
	0.15550	0.22390	0.09530	0.00010	0.27490	0.36860	0.00060	0.06440	0.29900	0.69990

Appendix 13

	SAS		COEFFICIENTS								
	CORRELATION										
MOTR	0.03446	0.18371	0.05919	-0.24382	0.20578	0.07870	0.02720	-0.18177	0.19713	0.15450	-0.00090
MOTB	0.73230	0.06590	0.55650	0.01400	0.03900	0.33020	0.78720	0.06890	0.04820	0.12290	0.99290
	-0.12291	0.42120	-0.07384	-0.12524	0.15687	0.22029	0.23162	-0.14846	0.26625	0.36734	-0.12740
MOTD	0.22080	0.00010	0.46300	0.21210	0.11720	0.02690	0.01980	0.13840	0.00710	0.00020	0.20420
	-0.00541	-0.17256	0.18321	0.08358	-0.16536	-0.09565	-0.08968	-0.07607	0.00472	-0.18534	0.15952
LEAH	0.92560	0.08440	0.06670	0.40600	0.09840	0.34130	0.37250	0.44960	0.96270	0.06350	0.11110
	-0.14081	-0.34607	-0.55998	0.28866	0.03529	-0.18391	-0.21379	0.12454	-0.11857	-0.18814	0.07056
LEAR	0.16020	0.00040	0.00010	0.00340	0.72600	0.06560	0.03180	0.21470	0.23760	0.05950	0.48320
	1.00000	-0.32000	-0.18675	0.07026	-0.11884	-0.05179	-0.12174	0.08227	0.01017	-0.00839	-0.11725
LEAG	0.00000	0.00110	0.06150	0.48510	0.23650	0.60700	0.22520	0.41340	0.91960	0.93360	0.24290
	-0.32000	1.00000	-0.13589	0.25164	0.28096	0.18502	0.14473	-0.06582	0.29439	0.37218	-0.28514
LEAD	0.00110	0.00000	0.17540	0.01110	0.00440	0.06400	0.14870	0.51320	0.00280	0.00010	0.00390
	-0.18675	-0.13589	1.00000	-0.10839	-0.16906	0.17889	0.14219	-0.18760	0.01671	0.00763	0.24191
DECH	0.06150	0.17540	0.00000	0.28060	0.09100	0.07350	0.15610	0.06300	0.86830	0.93960	0.01480
	0.07026	-0.25164	-0.10839	1.00000	-0.16906	-0.02157	-0.55024	0.23081	-0.27822	-0.09470	0.03000
DECR	0.48510	0.01110	0.28060	0.00000	0.09100	0.83050	0.00010	0.02020	0.00480	0.34620	0.76590
	-0.11884	0.28096	-0.16906	0.00000	1.00000	0.18910	-0.19382	0.02245	0.14642	0.13852	-0.07588
DECG	0.23650	0.00440	0.09100	0.00000	0.00000	0.05820	0.05210	0.83270	0.14400	0.16710	0.34020
	-0.05179	0.18502	0.17889	-0.02157	0.18910	1.00000	-0.24518	-0.13777	0.06223	0.29752	0.02085
DECD	0.60700	0.06400	0.07350	0.83050	0.05820	0.00000	0.01350	0.16950	0.53640	0.00250	0.83610
	-0.12174	0.14473	0.14219	-0.55024	-0.19382	-0.24518	1.00000	-0.22644	0.22856	0.04903	0.00647
DRGH	0.22520	0.14870	0.15610	0.00010	0.05210	0.01350	0.00000	0.02280	0.02150	0.62640	0.94880
	0.08227	-0.06582	-0.18760	0.23081	0.02245	-0.13777	-0.22644	1.00000	-0.46553	-0.40001	-0.60958
ORGR	0.41340	0.51320	0.06030	0.02020	0.82370	0.16950	0.02280	0.00000	0.00010	0.00010	0.00010
	0.01017	0.29439	0.01671	-0.27822	0.14642	0.06223	0.22856	-0.46553	1.00000	0.22988	-0.11810
DRGG	0.91960	0.00280	0.86830	0.00480	0.14400	0.53640	0.02150	0.00010	0.00000	0.02070	0.23950
	-0.00839	0.37218	0.0763	-0.09470	0.13852	0.29752	0.04904	-0.40001	0.22988	1.00000	-0.08330
DRGD	0.93360	0.00010	0.93960	0.34620	0.16710	0.00250	0.62640	0.00010	0.02070	0.00000	0.40760
	-0.11725	-0.28514	0.74191	0.03000	-0.09588	0.02085	0.00647	-0.60958	-0.11810	-0.08330	1.00000
	0.24290	0.00390	0.01480	0.76590	0.34020	0.83610	0.94880	0.00010	0.23950	0.40760	0.00000

Appendix 11

Correlation matrix - "Strategy"

Appendix II

The computer print-out pages
are extremely poor quality and almost
illegible.

CHARLES ATLAS

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Q1	0.00000	0.24010	1.00000	1.00000	0.00000	0.64550	0.09150	0.05120	0.16667	0.10650	-0.25126	-0.28868
Q2	0.24010	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
Q3	1.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.10000	0.00000	0.00000	-0.04484	-0.07775
Q4	1.00000	0.00000	0.00000	0.00000	0.00000	0.64550	0.09150	0.00000	0.00000	-0.00000	0.05176	-0.28868
Q5	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
Q6	0.64550	0.00000	0.37210	0.64550	0.00000	1.00000	0.14140	0.11111	0.00000	0.00000	0.00000	0.00000
Q7	0.09150	0.00000	0.10000	0.00000	0.00000	0.14140	1.00000	0.00000	-0.00000	0.00000	0.00000	-0.14907
Q8	0.05120	0.00000	0.00000	0.00000	0.00000	0.25870	0.25870	0.00000	0.00000	0.00000	0.00000	0.00000
Q9	0.16667	0.00000	0.00000	0.00000	0.00000	0.38920	0.05500	0.00000	0.00000	0.00000	0.00000	-0.31621
Q10	0.10650	0.00000	0.00000	0.00000	0.00000	0.58900	0.00000	0.00000	0.00000	0.00000	0.00000	-0.84607
Q11	-0.25126	0.00000	0.00000	0.00000	0.00000	-0.14907	0.00000	0.00000	0.00000	0.00000	0.00000	0.17408
Q12	-0.28868	0.00000	0.00000	0.00000	0.00000	0.14140	0.00000	0.00000	0.00000	0.00000	0.00000	0.52250
Q13	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.00000	1.00000
Q14	0.00000	0.00000	0.00000	0.00000	0.00000	-0.37210	-0.17541	0.00000	0.00000	0.00000	0.00000	0.00000
Q15	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	0.00000	-0.27735
Q16	0.00000	0.00000	0.00000	0.00000	0.00000	0.14907	0.00000	0.00000	0.00000	0.00000	-0.52250	-0.14286
Q17	0.00000	0.00000	0.00000	0.00000	0.00000	-0.05500	-0.05500	0.00000	0.00000	0.00000	0.15152	0.17408
Q18	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.25870	-0.00000	0.00000	-0.00000	-0.10050	-0.28868
Q19	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.27273	0.17408
Q20	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	-0.00000	0.00000	0.14484	0.27735
Q21	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q22	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q23	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000	0.38920	0.14286
Q24	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.13900	0.00000	-0.00000	0.00000	0.10050	0.57775
Q25	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.00000	0.00000	0.00000	0.00000	0.10050	-0.29000
Q26	0.00000	0.00000	0.00000	0.00000	0.00000	0.17720	0.00000	0.00000	0.00000	0.00000	0.21320	-0.00000
Q27	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q28	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q29	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q30	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q31	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000	0.38920	0.14286
Q32	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.13900	0.00000	-0.00000	0.00000	0.10050	0.57775
Q33	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.00000	0.00000	0.00000	0.00000	0.10050	-0.29000
Q34	0.00000	0.00000	0.00000	0.00000	0.00000	0.17720	0.00000	0.00000	0.00000	0.00000	0.21320	-0.00000
Q35	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q36	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q37	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q38	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q39	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000	0.38920	0.14286
Q40	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.13900	0.00000	-0.00000	0.00000	0.10050	0.57775
Q41	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.00000	0.00000	0.00000	0.00000	0.10050	-0.29000
Q42	0.00000	0.00000	0.00000	0.00000	0.00000	0.17720	0.00000	0.00000	0.00000	0.00000	0.21320	-0.00000
Q43	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q44	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q45	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q46	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q47	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000	0.38920	0.14286
Q48	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.13900	0.00000	-0.00000	0.00000	0.10050	0.57775
Q49	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.00000	0.00000	0.00000	0.00000	0.10050	-0.29000
Q50	0.00000	0.00000	0.00000	0.00000	0.00000	0.17720	0.00000	0.00000	0.00000	0.00000	0.21320	-0.00000
Q51	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q52	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q53	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q54	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q55	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000	0.38920	0.14286
Q56	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.13900	0.00000	-0.00000	0.00000	0.10050	0.57775
Q57	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.00000	0.00000	0.00000	0.00000	0.10050	-0.29000
Q58	0.00000	0.00000	0.00000	0.00000	0.00000	0.17720	0.00000	0.00000	0.00000	0.00000	0.21320	-0.00000
Q59	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q60	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q61	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q62	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q63	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000	0.38920	0.14286
Q64	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.13900	0.00000	-0.00000	0.00000	0.10050	0.57775
Q65	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.00000	0.00000	0.00000	0.00000	0.10050	-0.29000
Q66	0.00000	0.00000	0.00000	0.00000	0.00000	0.17720	0.00000	0.00000	0.00000	0.00000	0.21320	-0.00000
Q67	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q68	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q69	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q70	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q71	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000	0.38920	0.14286
Q72	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.13900	0.00000	-0.00000	0.00000	0.10050	0.57775
Q73	0.00000	0.00000	0.00000	0.00000	0.00000	0.04303	0.00000	0.00000	0.00000	0.00000	0.10050	-0.29000
Q74	0.00000	0.00000	0.00000	0.00000	0.00000	0.17720	0.00000	0.00000	0.00000	0.00000	0.21320	-0.00000
Q75	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q76	0.00000	0.00000	0.00000	0.00000	0.00000	0.26670	0.17541	0.00000	0.00000	0.00000	-0.14484	0.27735
Q77	0.00000	0.00000	0.00000	0.00000	0.00000	0.37210	0.17541	0.00000	0.00000	0.00000	0.14484	0.27735
Q78	0.00000	0.00000	0.00000	0.00000	0.00000	0.25870	0.17541	0.00000	0.00000	0.00000	-0.10050	0.29000
Q79	0.00000	0.00000	0.00000	0.00000	0.00000	-0.18920	0.13900	-0.00000	0.00000	0.00000</		

Appendix 11

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Appendix 12

Principal component analysis - "Organisation"

Appendix 12

INITIAL FACTOR METHOD: PRINCIPAL COMPONENTS

PRIOR COMMUNALITY ESTIMATES:

ONE

EIGENVALUES OF THE CORRELATION MATRIX:

TOTAL = 24.00000 AVERAGE = 1.00000

EIGENVALUE	3.642173	3.139733	1.999081	1.788355	1.577112	1.443358	1.303619	1.143519	1.083864	1.060329	0.856246	0.741580
DIFFERENCE	0.502440	1.140653	0.210725	0.211243	0.133754	0.139739	0.160100	0.059654	0.023536	0.204083	0.114667	0.048351
PROPORTION	0.151800	0.130800	0.083300	0.074500	0.065700	0.060100	0.054300	0.047600	0.045200	0.044200	0.035700	0.030900
CUMULATIVE	0.151800	0.282600	0.365900	0.440400	0.506100	0.566200	0.620600	0.668200	0.713400	0.757500	0.793200	0.824100

EIGENVALUE	0.593229	0.599098	0.593850	0.543925	0.470036	0.399216	0.329680	0.218462	0.148182	0.095544	0.077847	0.051963
DIFFERENCE	0.094131	0.005248	0.049925	0.073888	0.070821	0.069536	0.111218	0.070280	0.052639	0.017697	0.025883	
PROPORTION	0.028900	0.025000	0.024700	0.022700	0.019600	0.016600	0.013700	0.009100	0.006200	0.004000	0.003200	0.002200
CUMULATIVE	0.028900	0.053900	0.078600	0.101300	0.120900	0.137500	0.151200	0.160300	0.166500	0.170500	0.173700	0.175900

10 FACTORS WILL BE RETAINED 'BY THE MINEIGEN CRITERION

FACTOR PATTERN

	FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7	FACTOR8	FACTOR9	FACTOR10
OOH	-0.31183	0.656360	-0.21871	-0.02374	0.008780	-0.39222	-0.24066	0.056960	-0.11510	-0.03224
OUR	0.335930	-0.01159	-0.24607	0.175620	0.404800	0.313620	0.377780	0.164770	-0.15772	-0.02488
OGG	0.459770	0.409880	0.035280	-0.00909	-0.31636	0.037810	0.118420	-0.31696	0.061670	-0.11196
OOD	0.115830	-0.72875	0.412960	-0.07349	0.021610	0.187620	0.071460	0.099500	0.173260	0.040350
COMH	-0.07948	0.092260	0.705800	0.123520	0.112750	-0.05372	0.116560	0.094000	-0.04552	-0.57486
COMG	0.449510	0.067780	0.067350	0.119180	0.345190	0.069420	-0.36105	-0.41822	0.218680	0.501920
COMD	-0.14423	0.08694	-0.14366	-0.43394	-0.25862	0.420830	0.051060	0.454940	0.002830	0.158490
MOTH	0.38495	0.547480	0.185930	0.315260	-0.05372	0.083300	-0.17232	0.195780	-0.28125	0.039280
MOTR	0.437870	0.096580	-0.22161	0.272160	0.390560	-0.07603	0.317410	-0.34052	-0.15392	0.051810
MOTG	0.441390	0.359120	0.414460	-0.28494	-0.33107	0.215350	-0.10591	0.206020	-0.10678	0.106800
MOTD	-0.09130	0.61160	-0.14531	0.058990	0.010740	-0.11842	0.127610	0.186500	0.511450	-0.14903
LEAH	-0.54920	0.105980	0.401470	0.101350	0.075580	-0.27843	0.407750	0.007570	0.038720	0.323170
LEAR	-0.15532	-0.07152	0.060060	0.150100	0.604550	0.402830	-0.21442	0.069700	-0.20841	-0.05380
LEAG	0.588530	0.425650	-0.03228	-0.29196	-0.05974	-0.05097	-0.00062	0.068760	0.355320	0.084060
LEAD	0.288560	-0.37451	-0.43859	0.209830	-0.25876	0.107120	-0.25518	0.036660	-0.19788	-0.35611
DECH	-0.57863	0.122580	0.047650	0.355950	-0.18419	0.232580	-0.14178	0.075190	0.305350	0.219270
DECR	0.220620	0.515770	0.002370	0.097270	-0.02242	-0.16084	0.464750	-0.08783	0.114980	-0.20872
DEDS	0.339980	0.249440	-0.03718	0.370830	-0.28243	0.473850	0.174010	-0.01101	0.132570	-0.13883
DEDD	0.444660	-0.33759	0.136770	-0.54433	0.041460	-0.23630	-0.16597	-0.03126	-0.24807	-0.00399
ORGH	-0.56353	0.524920	-0.32064	-0.43151	0.141050	0.247880	0.040330	-0.05578	0.172040	-0.22289
ORGR	0.560490	0.050780	0.164820	0.048870	0.218120	-0.27007	0.053110	0.471710	-0.03953	0.025350
ORGG	0.550650	0.242190	0.220570	0.240630	0.043170	0.183810	-0.16291	0.227270	0.119270	0.188880
ORGD	0.058510	-0.46378	0.162080	0.505220	-0.39508	-0.20336	0.091590	-0.25983	-0.25521	0.142920

VARIANCE EXPLAINED BY EACH FACTOR

FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7	FACTOR8	FACTOR9	FACTOR10
3.642173	3.139733	1.999081	1.788355	1.577112	1.443358	1.303619	1.143519	1.083864	1.060329

FINAL COMMUNALITY ESTIMATES

DDH	DDR	DDG	DDD	COMH	COMR	COMG	COMD	MOTH	MOTR	MOTG	MOTD
0.805806	0.661962	0.614321	0.802616	0.896821	0.793468	0.856109	0.758808	0.740377	0.700928	0.809211	0.755982
LEAH	LEAR	LEAG	LEAD	DECH	DECR	DECG	DECD	ORGH	ORGR	ORGG	ORGD
0.839797	0.680294	0.758041	0.828838	0.733897	0.631254	0.673353	0.774318	0.877513	0.694328	0.632171	0.858929

Appendix 13

Principal component analysis - "Strategy"

Appendix 13.

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Appendix 14

Orthogonal factor rotation - "Organisation"

Appendix 14

SAS

ROTATION METHOD: VARIMAX

ORTHOGONAL TRANSFORMATION MATRIX

	1	2	3	4	5	6
1	0.59761	-0.12322	0.53176	0.29218	-0.31348	0.40158
2	0.51812	0.76315	-0.22244	-0.23000	0.19938	0.08130
3	0.26349	-0.33615	0.02531	-0.84434	-0.29012	-0.14094
4	-0.04150	0.02707	-0.65157	0.14096	-0.68118	0.29854
5	-0.43833	0.13368	0.19502	-0.35446	0.11527	0.78297
6	0.33335	-0.52040	-0.45226	0.05390	0.54819	0.33182

ROTATED FACTOR PATTERN

	FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6
DOH	-0.03752	0.81749	-0.12279	-0.08559	0.09424	-0.17140
DOR	0.04968	-0.07194	-0.00231	0.20679	0.06270	0.64207
DOG	0.64896	0.18181	0.08095	0.12351	-0.08242	-0.02645
OOD	-0.14355	-0.80578	0.20156	-0.15451	-0.14621	-0.01381
COMH	0.11381	-0.11068	-0.07918	-0.66590	-0.26211	-0.01653
COMR	0.18805	-0.01254	0.18438	-0.04304	-0.15082	0.50509
COMG	0.10258	-0.26562	-0.01901	0.15236	0.56601	-0.23715
COMD	-0.10838	0.30384	0.03883	0.59190	-0.23463	0.11461
MOTH	0.14084	0.36075	-0.57534	-0.32790	0.00061	-0.05658
MOTR	0.04757	0.19203	0.17155	0.18153	-0.20170	0.56182
MOTG	0.78778	-0.08368	0.18903	-0.21510	0.08698	-0.12479
MOTD	-0.45637	-0.34199	0.10103	0.23535	-0.15503	-0.07918
LEAH	-0.29767	0.17134	-0.23083	-0.55142	-0.13613	-0.27147
LEAR	-0.25099	-0.18039	-0.22725	-0.25100	0.20527	0.57517
LEAG	0.58506	0.27380	0.41909	0.07821	0.07379	0.12464
LEAD	0.04747	-0.27221	-0.02361	0.70235	-0.15732	-0.03815
DECH	-0.12623	0.01280	-0.70678	-0.10960	0.05581	-0.18989
DECR	0.35187	0.44897	0.00764	-0.04364	-0.12403	0.08831
DECG	0.58899	-0.11334	-0.38664	0.25106	-0.07146	0.20885
DECD	0.05250	-0.24462	0.78463	-0.01179	-0.00035	-0.07660
ORGH	-0.21420	0.30337	-0.18350	-0.06640	0.78055	-0.09003
ORGR	0.21703	0.08531	0.42375	-0.07211	-0.36960	0.30174
ORCG	0.54504	-0.04055	0.01303	-0.05274	-0.24650	0.37636
ORGD	-0.07820	-0.34894	-0.17589	0.18762	-0.65900	-0.26303

VARIANCE EXPLAINED BY EACH FACTOR

FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6
2.748915	2.530154	2.300962	2.141333	1.935504	1.932943

FINAL COMMUNALITY ESTIMATES: TOTAL = 13.589812

DOH	DOR	DOG	OOD	COMH	COMR	COMG	COMD	MOTH	MOTR	MOTG	MOTD
0.730356	0.466602	0.483498	0.755962	0.543867	0.349230	0.481263	0.524104	0.591707	0.457846	0.732739	0.421129
LEAH	LEAR	LEAG	LEAD	DECH	DECR	DECG	DECD	ORGH	ORGR	ORCG	ORGD
0.567839	0.503130	0.619992	0.596408	0.566822	0.350534	0.621003	0.684238	0.793499	0.466792	0.504076	0.697474

Appendix 15

Orthogonal factor rotation - "Strategy"

WARIMAX

Appendix 15

ORTHOGONAL TRANSFORMATION MATRIX

	1	2	3	4	5	6	7	8	9
1	0.910740	0.193200	0.165260	-0.143390	0.122560	-0.250790	0.014920	-0.022130	0.079670
2	-0.308330	0.859460	0.082350	-0.266740	0.102620	-0.214970	-0.156330	-0.073120	-0.038150
3	-0.119680	-0.037610	0.920170	-0.054150	-0.144950	0.179310	0.194530	0.043250	0.204300
4	0.087100	0.300290	0.079020	0.827020	0.295540	0.274880	0.038100	-0.211710	-0.053380
5	-0.072970	0.202250	-0.030520	0.358970	-0.792140	-0.264170	0.075050	0.311540	-0.154990
6	-0.054590	0.082220	-0.071800	-0.056420	0.301950	-0.077410	0.811350	0.384630	-0.280230
7	0.107620	0.001700	0.170310	-0.082750	0.121780	0.345280	-0.440970	0.483560	-0.624660
8	-0.120190	-0.096820	0.059080	0.254270	0.336150	-0.417280	-0.268730	0.591930	0.442510
9	0.129190	0.273910	-0.272090	-0.133410	-0.140060	0.643480	0.073870	0.343880	0.508970

ROTATED FACTOR PATTERN

	FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7	FACTOR8	FACTOR9
Q1	0.153300	0.893190	-0.057630	-0.167860	0.025530	-0.281350	0.063490	-0.035100	-0.034800
Q2	-0.000000	-0.000000	0.000000	0.000000	0.000000	-0.000000	-0.000000	0.000000	0.000000
Q3	-0.095750	0.408570	0.106920	0.329170	-0.248710	-0.059860	-0.369000	0.197700	-0.586600
Q4	0.153300	0.893190	-0.057630	-0.167860	0.025530	-0.281350	0.063490	-0.035100	-0.034800
Q5	-0.000000	-0.000000	0.000000	-0.000000	0.000000	-0.000000	-0.000000	0.000000	0.000000
Q6	0.275560	0.438920	-0.050520	-0.052700	-0.087300	-0.724930	-0.143920	0.364710	-0.083530
Q7	0.079940	0.168800	0.885270	-0.056600	-0.099440	0.005400	0.137530	0.152480	0.005710
Q8	-0.570110	0.103730	0.605050	-0.555240	-0.287440	-0.208620	-0.445540	0.038400	0.032220
Q9	-0.181850	0.208090	-0.864290	0.090600	-0.045210	-0.130100	-0.251970	0.092540	-0.169540
Q10	0.139140	-0.166640	-0.029770	0.135910	0.102900	-0.084180	0.121250	0.925970	-0.135350
Q11	-0.203300	-0.048150	0.379760	0.621510	-0.005700	0.257980	0.447810	0.086680	0.332610
Q12	0.244990	-0.330160	0.741800	0.094570	-0.058890	0.087350	0.160920	0.175040	0.323840
Q13	-0.523760	0.542600	0.211570	-0.032560	-0.148820	0.057290	0.190130	0.356170	0.199280
Q14	-0.960260	0.079160	0.115600	0.012600	-0.022620	-0.142360	-0.039210	-0.023010	-0.048880
Q15	-0.089050	-0.289410	0.101080	0.244740	-0.144920	0.039490	0.804560	0.275560	-0.151390
Q16	-0.272430	0.098250	-0.059570	-0.883240	-0.014370	-0.074930	-0.030750	0.109770	0.039160
Q17	0.639520	0.067440	-0.069010	0.457690	0.407420	0.204900	-0.014450	-0.215240	0.059550
Q18	0.277350	0.878090	-0.004700	-0.084460	-0.014160	0.221300	0.096830	-0.143430	-0.094820
Q19	-0.615310	0.146140	0.447820	-0.180340	-0.283790	0.218040	0.099350	-0.123950	0.147200
Q20	-0.072200	0.311460	0.382200	-0.287770	-0.676400	-0.175880	0.203820	-0.014760	0.270400
Q21	0.960260	0.091660	0.115600	-0.012600	0.022620	-0.142360	0.039210	0.023010	0.048880
Q22	-0.215200	-0.029350	0.412620	-0.463480	0.190850	-0.355370	0.532120	0.006710	-0.177110
Q23	-0.282980	-0.056470	0.285280	0.165020	0.069320	0.821330	0.010170	0.056890	-0.240430
Q24	0.178360	0.155200	0.867360	-0.046660	-0.060840	0.078390	-0.358770	-0.133050	-0.056900
Q25	-0.396910	0.630560	0.096630	0.133800	0.590900	0.123420	-0.187350	0.004070	-0.006280
Q26	-0.748910	0.130430	-0.194780	0.217810	0.224960	-0.175380	0.207510	-0.161500	-0.224120
Q27	0.960260	0.091660	0.115600	-0.012600	0.022620	-0.142360	0.039210	0.023010	0.048880
Q28	-0.345630	0.486170	0.632470	0.292680	0.167410	-0.103660	-0.192790	-0.214590	-0.045000
Q29	0.206570	0.031880	0.293160	0.073640	-0.038400	-0.203460	-0.225330	-0.106410	0.815540
Q30	-0.430030	0.784520	0.292500	-0.015800	0.236440	0.031560	-0.080450	-0.003580	0.133060
Q31	0.406600	0.235260	0.427660	-0.340630	0.343290	-0.406020	0.088250	-0.273960	-0.081320
Q32	0.158060	0.292240	0.019400	-0.277470	0.801800	-0.071220	-0.048100	0.110130	0.158140
Q33	-0.162380	-0.628210	0.469030	-0.048700	-0.233840	0.344310	0.115140	0.364500	0.079210
Q34	0.960260	0.091660	0.115600	-0.012600	0.022620	-0.142360	0.039210	0.023010	0.048880
Q35	-0.248020	-0.152170	-0.230160	0.895990	-0.125430	-0.047940	0.013800	-0.039350	-0.071030
Q36	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000

VARIANCE EXPLAINED BY EACH FACTOR

FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7	FACTOR8	FACTOR9			
6.990255	5.346433	4.789094	3.473602	2.350015	2.287038	2.046633	1.727560	1.727009			
Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
0.939220	0.000000	0.940508	0.939220	0.000000	0.967758	0.874272	0.927256	0.951335	0.974601	0.959401	0.899013
Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24
0.842717	0.969248	0.970533	0.888398	0.885830	0.943233	0.808004	0.934431	0.969248	0.909519	0.990501	0.969896
Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33	Q34	Q35	Q36
0.981927	0.863989	0.969248	0.965524	0.905130	0.967289	0.891746	0.875150	0.968990	0.969248	0.965258	0.000000

SQUARED MULTIPLE CORRELATIONS OF THE VARIABLES WITH EACH FACTOR

[illegible]

Appendix 16

Organisation profiles - raw scores

CULTURAL PROFILE OF SAMPLE - RAW SCORES

CO	NO	R	NO	FUN	OV.DRIE				ST.CHANGE				H/L.STYLE				DEC.MAKING				STRUCTURE			
					H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G
1	1			DP	4	3	2	1	1	3	4	2	4	2	3	1	3	2	1	4	3	4	1	2
1	2			MARK	4	2	1	3	4	2	1	3	4	1	3	2	4	2	1	3	4	2	1	3
1	3			FIN	4	2	1	3	4	1	2	3	4	1	2	3	2	3	4	1	3	1	2	4
1	4			FIN	2	4	1	3	2	4	3	1	1	3	2	4	1	4	3	2	2	4	1	3
1	5			FIN	1	4	3	2	1	4	3	2	1	4	3	2	2	4	3	1	1	4	3	2
1	6			MAN	4	3	1	2	4	3	1	2	4	2	3	1	3	4	1	2	3	4	1	2
1	7			GM	2	3	1	4	2	4	3	1	4	1	2	3	3	4	1	2	1	4	2	3
1	8			ADMIN	3	4	2	1	3	4	2	1	4	3	1	2	3	4	1	2	4	3	2	1
1	9			MARK	2	4	3	1	3	2	1	4	1	3	2	4	2	1	4	3	3	2	1	4
2	10			MAN	2	3	1	4	1	3	4	2	2	3	1	4	2	3	4	1	1	3	2	4
2	11			GM	4	3	2	1	3	1	2	4	3	4	2	1	3	1	2	4	3	2	1	4
2	12			FIN	4	1	2	3	3	2	1	4	4	1	2	3	3	2	1	4	2	3	1	4
2	13			GM	1	4	2	3	2	4	3	1	3	2	1	4	2	4	3	1	1	4	3	2
2	14			GM	3	2	1	4	3	2	1	4	4	1	3	2	4	2	1	3	4	1	2	3
2	15			GM	4	2	3	1	4	2	1	3	4	3	1	2	3	2	1	4	2	3	1	4
2	16			GM	4	2	1	3	2	4	3	1	4	2	1	3	4	2	1	3	3	2	1	4
2	17			GM	4	1	3	2	4	3	2	1	4	1	3	2	4	3	2	1	3	1	2	4
3	18			HR	4	2	3	1	3	2	1	4	4	1	3	2	4	2	1	3	4	1	2	3
3	19			FIN	4	1	2	3	4	1	3	2	4	1	2	3	4	1	2	3	2	3	1	4
3	20			GM	4	2	1	3	1	4	3	2	4	3	1	2	3	4	2	1	2	4	1	3
3	21			HR	4	1	2	3	4	2	1	3	4	2	1	3	4	2	1	3	4	1	2	3
3	22			MAN	4	2	1	3	3	2	1	4	4	1	3	2	4	2	1	3	4	2	1	3
3	23			GM	1	2	4	3	1	4	3	2	4	3	1	2	1	4	2	3	2	3	1	4
4	24			MARK	3	2	1	4	4	1	2	3	4	1	2	3	4	2	1	3	3	2	1	4
4	25			OPS	3	4	1	2	3	1	2	4	3	2	1	4	3	1	2	4	3	1	2	4
4	26			MARK	4	2	1	3	3	2	1	4	4	1	2	3	3	2	1	4	2	3	1	4
4	27			FIN	2	3	1	4	3	2	1	4	3	1	2	4	3	1	2	4	3	2	1	4
4	28			OPS	4	2	1	3	2	3	4	1	4	1	2	3	4	1	2	3	2	4	1	3
4	29			HR	4	2	1	3	2	4	3	1	4	1	2	3	4	1	2	3	2	3	1	4
4	30			PLAN	1	3	2	4	4	1	3	2	2	4	1	3	3	1	2	4	2	3	1	4
4	31			MARK	3	2	1	4	4	1	2	3	2	1	3	4	4	1	2	3	3	2	1	4
4	32			MARK	3	1	2	4	4	1	3	2	2	1	4	3	3	1	2	4	3	2	1	4
4	33			OPS	1	4	2	3	3	1	2	4	2	1	3	4	3	2	1	4	2	4	3	1
4	34			GM	1	3	4	2	4	1	2	3	1	4	3	2	2	3	4	1	2	3	4	1
4	35			MARK	4	1	2	3	4	1	2	3	4	1	3	2	3	1	2	4	3	1	2	4
5	36			FIN	3	1	2	4	3	2	1	4	3	2	1	4	3	2	1	4	3	2	1	4
5	37			GM	3	2	1	4	1	4	3	2	3	2	1	4	3	2	1	4	1	3	2	4
5	38			GM	3	1	2	4	3	1	2	4	3	1	2	4	3	1	2	4	3	2	1	4
5	39			FIN	1	3	2	4	1	3	2	4	2	3	1	4	3	1	2	4	3	4	1	2
5	40			GM	4	2	1	3	1	4	3	2	4	2	1	3	1	4	3	2	3	1	2	4
5	41			DP	3	4	1	2	4	2	1	3	2	1	4	3	2	4	1	3	2	3	1	4
5	42			GM	4	2	1	3	3	4	1	2	4	2	1	3	3	4	1	2	4	2	1	3
5	43			ADMIN	1	3	2	4	1	4	2	3	1	3	2	4	2	4	1	3	1	3	2	4
5	44			FIN	2	3	1	4	3	2	1	4	2	3	1	4	3	2	1	4	4	2	1	3
5	45			GM	4	2	1	3	4	2	1	3	4	2	1	3	4	2	1	3	3	2	1	4
5	46			GM	4	2	1	3	3	1	2	4	4	1	3	2	4	1	2	3	3	2	1	4
6	47			OPS	1	4	2	3	2	4	3	1	3	4	1	2	4	3	1	2	2	4	3	1
6	48			ADMIN	1	4	2	3	1	4	2	3	2	3	1	4	2	4	1	3	2	4	1	3

CULTURAL PROFILE OF SAMPLE - RAW SCORES

6	49	FIN	1	2	3	4	3	4	1	2	2	4	3	1	4	3	1	2	1	4	3	2
6	50	BM	1	3	2	4	3	2	1	4	1	3	2	4	1	4	2	3	3	4	2	1
6	51	BM	3	4	1	2	1	4	2	3	2	3	1	4	3	2	1	4	2	4	1	3
6	52	HR	4	2	1	3	4	1	2	3	1	2	3	4	3	2	1	4	1	4	2	3
6	53	DP	1	3	2	4	1	3	4	2	1	4	2	3	2	4	1	3	1	4	3	2
6	54	HR	2	4	1	3	2	4	3	1	2	4	1	3	3	1	2	4	2	4	3	1
7	55	MARK	2	4	1	3	2	1	3	4	1	3	2	4	3	1	2	4	2	3	1	4
7	56	MAN	2	1	3	4	4	3	2	1	4	1	2	3	4	2	1	3	3	2	1	4
7	57	MAN	1	4	2	3	4	3	2	1	2	3	1	4	4	1	2	3	2	1	3	4
7	58	BM	1	4	2	3	3	2	1	4	1	4	2	3	2	3	1	4	3	1	2	4
8	59	BM	3	4	2	1	4	1	2	3	3	4	1	2	3	1	2	4	2	3	1	4
8	60	BM	4	2	1	3	1	4	3	2	4	1	2	3	4	2	1	3	2	3	1	4
8	61	MAN	4	3	2	1	3	4	1	2	4	3	2	1	4	3	1	2	3	4	1	2
8	62	BM	2	4	1	3	3	4	2	1	2	3	1	4	4	1	2	3	3	2	1	4
9	63	MARK	3	2	1	4	3	1	2	4	4	1	2	3	3	1	2	4	4	1	2	3
9	64	BM	2	3	1	4	4	2	1	3	3	2	1	4	3	1	2	4	4	2	1	3
9	65	MARK	1	2	3	4	2	4	3	1	2	3	1	4	4	2	1	3	1	4	2	3
9	66	BM	2	3	1	4	2	1	4	3	2	4	1	3	1	4	3	2	1	4	3	2
9	67	FIN	3	4	1	2	3	2	1	4	3	1	2	4	3	2	1	4	4	3	1	2
9	68	BM	4	3	1	2	4	3	1	2	4	1	3	2	4	1	2	3	2	3	1	4
9	69	BM	4	1	3	2	3	2	1	4	4	1	3	2	3	1	2	4	2	3	1	4
9	70	ADMIN	1	2	4	3	2	4	1	3	3	1	4	2	3	2	1	4	3	4	1	2
9	71	FIN	4	3	1	2	4	3	1	2	4	2	1	3	4	2	1	3	3	2	1	4
10	72	MARK	4	3	2	1	3	4	1	2	4	2	3	1	4	1	2	3	3	4	1	2
10	73	FIN	4	3	1	2	2	4	3	1	4	2	1	3	4	2	1	3	2	3	1	4
10	74	HR	4	3	2	1	4	3	1	2	4	3	2	1	3	2	1	4	3	2	1	4
10	75	HR	1	4	2	3	1	4	3	2	1	4	2	3	1	4	3	2	1	4	2	3
10	76	ADMIN	4	3	2	1	3	1	2	4	4	2	3	1	4	1	2	3	4	1	2	3
10	77	BM	4	1	2	3	4	1	2	3	4	1	3	2	4	1	2	3	2	4	1	3
10	78	BM	4	1	2	3	3	2	1	4	3	2	1	4	4	2	1	3	2	4	1	3
10	79	OPS	4	3	2	1	4	2	1	3	4	2	3	1	3	1	2	4	3	2	1	4
10	80	BM	3	4	1	2	3	4	1	2	4	3	1	2	4	2	1	3	1	3	4	2
10	81	BM	4	3	1	2	1	4	3	2	4	3	2	1	4	1	2	3	1	4	2	3
10	82	BM	4	3	1	2	4	2	1	3	4	3	1	2	4	2	1	3	2	3	1	4
11	83	OPS	4	3	1	2	3	1	2	4	4	1	3	2	4	1	2	3	2	4	1	3
11	84	OPS	1	4	3	2	2	4	3	1	1	4	2	3	2	4	3	1	4	1	2	3
11	85	HR	4	3	1	2	3	4	1	2	4	1	2	3	3	4	1	2	1	3	2	4
11	86	BM	4	2	1	3	1	4	3	2	4	2	1	3	4	1	2	3	2	3	1	4
12	87	MARK	3	2	1	4	2	1	4	3	2	3	1	4	4	1	2	3	1	4	2	3
12	88	ADMIN	4	3	1	2	4	1	2	3	4	1	3	2	4	1	2	3	3	4	1	2
12	89	BM	4	3	2	1	2	1	3	4	4	2	3	1	4	1	2	3	3	2	1	4
12	90	MARK	4	1	2	3	4	3	2	1	2	1	4	3	3	1	2	4	3	4	1	2
12	91	BM	4	3	1	2	3	1	2	4	4	1	3	2	4	1	2	3	2	4	1	3
13	92	ADMIN	4	1	2	3	4	1	2	3	4	3	1	2	4	1	2	3	3	1	2	4
13	93	ADMIN	3	4	1	2	4	1	2	3	4	3	1	2	3	1	2	4	2	3	1	4
13	94	HR	4	1	2	3	4	1	3	2	4	1	2	3	3	1	2	4	3	2	1	4
13	95	HR	4	1	2	3	2	1	3	4	3	2	1	4	2	1	3	4	3	2	1	4
13	96	BM	4	2	1	3	3	1	2	4	4	2	1	3	3	1	2	4	3	2	1	4

CULTURAL PROFILE OF SAMPLE - RAW SCORES

14	97	DPS	4	1	2	3	3	1	2	4	4	1	2	3	4	1	2	3	2	4	1	3
14	98	HR	4	2	1	3	4	1	2	3	4	2	1	3	4	1	2	3	4	1	2	3
14	99	FIN	4	2	1	3	4	1	2	3	4	2	1	3	4	1	2	3	4	1	2	3
14	100	GM	4	2	1	3	3	2	1	4	4	1	2	3	4	2	1	3	3	2	1	4
14	101	FIN	4	2	1	3	3	1	2	4	4	2	1	3	4	1	2	3	4	2	1	3
14	102	GM	3	1	2	4	3	1	2	4	3	1	2	4	3	1	2	4	3	1	2	4
14	103	DPS	4	2	1	3	1	4	3	2	4	2	1	3	4	1	2	3	3	2	1	4
14	104	FIN	2	4	1	3	3	1	2	4	1	2	3	4	3	1	2	4	1	4	2	3
14	105	DPS	4	1	3	2	4	1	2	3	4	1	2	3	4	1	2	3	3	1	2	4
14	106	DPS	4	2	1	3	4	1	2	3	4	1	2	3	4	1	2	3	2	4	1	3
15	107	FIN	3	1	2	4	4	2	1	3	3	1	2	4	4	3	1	2	1	3	2	4
15	108	GM	4	3	1	2	4	3	1	2	4	2	3	1	4	1	2	3	2	3	1	4
15	109	GM	4	1	2	3	3	2	1	4	2	4	1	3	4	1	2	3	1	4	2	3
15	110	GM	4	3	1	2	2	4	1	3	4	3	1	2	4	3	1	2	2	3	1	4
15	111	GM	4	3	1	2	1	3	2	4	3	4	1	2	2	4	1	3	2	3	1	4
16	112	MARK	4	3	1	2	4	3	2	1	4	3	1	2	4	2	1	3	4	2	1	3
16	113	HR	3	4	2	1	1	4	2	3	4	2	3	1	3	4	1	2	2	4	1	3
16	114	DPS	3	4	1	2	2	4	3	1	4	3	2	1	3	4	1	2	2	4	1	3
16	115	GM	4	3	1	2	2	4	3	1	4	3	1	2	4	3	2	1	1	3	2	4
16	116	MARK	4	2	1	3	2	1	4	3	2	4	1	3	3	1	2	4	1	3	2	4
16	117	DPS	3	4	1	2	3	1	2	4	3	4	1	2	3	2	1	4	1	4	3	2
16	118	MAN	4	1	2	3	4	1	3	2	4	2	1	3	4	1	3	2	1	3	2	4
16	119	FIN	3	4	1	2	2	4	3	1	2	4	1	3	2	4	3	1	1	4	2	3
17	120	MARK	4	3	1	2	2	4	3	1	4	3	1	2	4	2	1	3	4	1	3	4
17	121	MAN	4	3	1	2	1	4	3	2	2	4	1	3	2	4	3	1	2	1	3	4
17	122	FIN	1	4	2	3	1	4	3	2	2	4	1	3	2	4	3	1	1	4	2	3
17	123	HR	4	2	1	3	1	4	3	2	4	1	2	3	4	3	2	1	3	2	1	4
17	124	GM	4	3	2	1	1	4	3	2	4	3	2	1	4	2	1	3	3	2	1	4

CULTURAL PROFILE OF SAMPLE - RAW SCORES

CD NO R NO FUN	OV. ORIE				ST. CHANGE				M/L. STYLE				DEC. MAKING				STRUCTURE			
	H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G
18 125 GM	4	2	1	3	3	2	1	4	4	1	3	2	3	1	2	4	3	2	1	4
18 126 GM	3	4	1	2	4	1	2	3	1	4	2	3	3	1	2	4	1	4	2	3
18 127 GM	4	2	1	3	3	4	1	2	4	3	1	2	4	3	1	2	2	4	1	3
18 128 HR	4	3	1	2	1	4	3	2	4	1	2	3	4	2	3	1	2	4	1	3
18 129 ?	4	1	3	2	1	4	3	2	4	1	3	2	4	1	2	3	1	4	2	3
18 130 FIN	4	1	2	3	1	3	4	2	4	1	2	3	1	4	2	3	2	4	1	3
18 131 MARK	4	1	2	3	4	2	1	3	4	3	1	2	2	4	1	3	2	4	1	3
18 132 ?	4	3	2	1	3	4	1	2	4	1	3	2	2	4	3	1	1	4	3	2
18 133 MAN	2	1	3	4	4	1	2	3	1	3	2	4	4	1	2	3	3	1	2	4
18 134 MARK	4	2	1	3	1	4	3	2	4	1	2	3	2	4	3	1	1	4	2	3
18 135 ADMIN	4	3	1	2	3	2	1	4	3	1	4	2	4	2	1	3	2	4	1	3
18 136 MARK	4	3	1	2	3	2	1	4	2	4	1	3	1	4	3	2	1	3	2	4
18 137 MARK	3	4	1	2	2	4	3	1	2	4	1	3	2	4	3	1	2	4	3	1
18 138 FIN	4	3	1	2	4	3	1	2	4	1	3	2	2	4	1	3	3	2	1	4
18 139 HR	4	3	1	2	4	2	1	3	4	1	2	3	4	1	2	3	2	3	1	4
18 140 FIN	3	2	1	4	3	1	2	4	3	1	2	4	4	1	2	3	3	2	1	4
18 141 GM	4	3	2	1	2	3	4	1	4	2	3	1	4	2	1	3	2	4	1	3
18 142 FIN	1	2	4	3	2	1	4	3	1	4	2	3	1	2	4	3	3	2	4	1
18 143 HR	4	2	1	3	4	3	1	2	4	2	1	3	4	2	1	3	3	2	1	4
18 144 MAN	4	2	3	1	4	3	1	2	1	2	4	3	2	3	4	1	4	1	2	3
18 145 GM	4	3	2	1	3	2	1	4	4	2	3	1	4	2	1	3	2	3	1	4
18 146 MAN	4	2	3	1	4	2	1	3	4	1	3	2	4	2	1	3	4	1	2	3
19 147 GM	4	2	1	3	4	1	2	3	4	1	2	3	4	1	2	3	2	4	1	3
19 148 MARK	3	2	1	4	4	2	1	3	3	1	2	4	4	2	1	3	2	4	1	3
19 149 MARK	4	1	2	3	3	2	1	4	4	1	2	3	3	1	2	4	3	4	1	2
19 150 OPS	4	2	1	3	3	4	2	1	4	1	2	3	3	4	1	2	3	4	1	2
19 151 MARK	1	2	4	3	3	4	1	2	2	1	3	4	3	4	1	2	3	4	1	2
19 152 ?	3	2	1	4	2	4	1	3	2	1	3	4	3	2	1	4	3	4	1	2
19 153 GM	1	2	3	4	4	1	2	3	1	2	3	4	3	2	1	4	3	2	4	1
19 154 OPS	3	4	1	2	4	1	2	3	4	3	1	2	4	2	1	3	4	3	1	2
19 155 MARK	4	2	3	1	1	4	3	2	3	2	4	1	2	4	3	1	3	1	2	4
19 156 OPS	4	2	1	3	4	3	1	2	4	2	1	3	3	4	1	2	4	2	1	3
19 157 ?	3	1	2	4	4	1	2	3	3	1	2	4	4	1	2	3	3	1	2	4
19 158 FIN	2	3	1	4	4	1	2	3	2	3	1	4	4	1	2	3	2	4	1	3
19 159 OPS	4	1	3	2	3	4	1	2	4	2	3	1	4	1	2	3	4	1	2	3
19 160 FIN	4	3	1	2	3	1	2	4	4	1	3	2	3	1	2	4	3	4	1	2
19 161 MARK	4	1	2	3	3	1	2	4	4	1	3	2	3	2	1	4	2	4	1	3
19 162 GM	4	1	3	2	3	1	2	4	4	1	3	2	3	1	2	4	2	1	3	4
19 163 FIN	1	3	2	4	2	1	4	3	1	3	2	4	2	1	3	4	4	2	1	3
19 164 MARK	4	2	1	3	3	2	1	4	3	2	1	4	3	2	1	4	3	4	1	2
19 165 MARK	2	4	3	1	3	1	2	4	3	1	2	4	3	2	1	4	2	4	3	1
19 166 GM	4	1	2	3	3	4	2	1	4	1	3	2	4	2	1	3	3	4	1	2
19 167 GM	2	3	1	4	3	4	2	1	2	3	1	4	3	1	2	4	2	4	1	3
19 168 GM	4	1	3	2	1	2	3	4	4	1	2	3	4	1	3	2	2	4	3	1
19 169 OPS	3	1	2	4	3	2	1	4	3	2	1	4	1	4	3	2	4	3	1	2
19 170 MARK	4	1	2	3	3	1	2	4	4	1	3	2	3	1	2	4	3	1	2	4
19 171 FIN	4	1	2	3	2	1	3	4	2	1	4	3	3	1	2	4	3	4	1	2
19 172 GM	4	3	1	2	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
19 173 FIN	4	2	1	3	3	1	2	4	4	3	2	1	3	1	2	4	3	2	1	4
19 174 GM	4	3	1	2	4	1	2	3	4	1	3	2	3	1	2	4	3	2	1	4
19 175 OPS	1	3	2	4	1	3	4	2	1	3	2	4	1	4	3	2	2	4	3	1
19 176 MARK	3	2	1	4	3	2	1	4	3	1	2	4	1	4	3	2	1	4	3	2

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20	177	GM	4	1	2	3	3	1	2	4	4	1	2	3	3	2	1	4	2	4	1	3
20	178	GM	4	1	3	2	4	3	1	2	4	1	3	2	3	2	1	4	2	3	1	4
20	179	MARK	4	1	2	3	3	2	1	4	4	2	1	3	3	2	1	4	2	3	1	4
20	180	FIN	4	3	2	1	4	1	2	3	4	1	3	2	4	1	2	3	3	2	1	4
20	181	PLAN	4	1	2	3	2	3	1	4	4	1	2	3	4	2	1	3	3	2	1	4
20	182	GM	4	3	2	1	1	3	2	4	4	3	1	2	4	1	2	3	4	2	1	3
20	183	GM	4	2	3	1	4	1	2	3	4	3	1	2	4	1	2	3	2	3	1	4
20	184	?	4	3	2	1	4	1	2	3	4	1	3	2	4	2	1	3	2	4	1	3
20	185	HR	4	1	3	2	3	1	2	4	4	1	2	3	4	1	2	3	4	1	2	3
20	186	ADMIN	4	3	1	2	4	3	1	2	4	2	1	3	4	3	1	2	4	2	1	3
20	187	GM	4	1	3	2	4	1	2	3	4	3	1	2	4	1	2	3	4	2	1	3
20	188	GM	3	2	4	1	3	1	2	4	3	4	2	1	4	1	2	3	4	1	2	3
20	189	R+D	4	1	3	2	4	1	2	3	4	2	3	1	4	2	1	3	4	1	2	3
20	190	GM	4	1	2	3	4	1	2	3	4	2	3	1	3	1	2	4	4	3	1	2
21	191	GM	2	1	3	4	2	4	1	3	2	4	1	3	2	4	1	3	1	4	2	3
21	192	MAN	3	2	1	4	2	4	3	1	3	2	1	4	2	4	1	3	2	3	1	4
21	193	GM	2	4	3	1	4	1	2	3	4	2	3	1	3	4	1	2	4	1	2	3
21	194	?	3	2	1	4	1	4	3	2	2	4	1	3	2	4	3	1	1	4	2	3
21	195	GM	4	1	2	3	4	2	1	3	4	1	2	3	3	2	1	4	3	4	1	2
21	196	GM	1	3	2	4	2	4	3	1	2	4	1	3	2	4	3	1	3	4	1	2
21	197	GM	2	4	1	3	1	4	3	2	2	3	1	4	1	4	3	2	1	4	2	3
21	198	GM	4	2	1	3	3	2	1	4	2	3	1	4	2	3	1	4	2	3	1	4
21	199	GM	4	2	1	3	2	4	3	1	4	1	2	3	3	4	2	1	2	3	1	4
21	200	GM	4	2	1	3	1	3	4	2	2	4	1	3	1	4	3	2	4	2	1	3
21	201	GM	3	2	1	4	3	2	1	4	3	2	1	4	3	2	1	4	1	3	2	4
21	202	GM	4	2	1	3	4	1	2	3	4	2	1	3	3	2	1	4	3	2	1	4
21	203	GM	1	2	3	4	3	2	1	4	4	1	2	3	2	3	1	4	3	2	1	4
21	204	FIN	3	1	4	2	4	1	2	3	3	1	4	2	4	1	2	3	3	2	4	1
21	205	GM	1	3	2	4	1	3	2	4	1	3	2	4	1	4	3	2	3	2	1	4
21	206	MAN	3	4	1	2	3	2	1	4	4	2	1	3	4	3	1	2	2	3	1	4
21	207	FIN	4	2	1	3	3	4	1	2	4	2	1	3	3	4	1	2	2	3	1	4
21	208	GM	1	2	3	4	1	3	2	4	1	3	2	4	2	3	1	4	1	4	2	3
21	209	FIN	4	1	2	3	1	3	2	4	1	4	2	3	3	2	1	4	1	4	2	3
22	210	FIN	4	1	3	2	3	1	2	4	4	3	1	2	4	1	2	3	4	1	2	3
22	211	FIN	4	3	2	1	3	1	2	4	4	2	3	1	3	4	1	2	4	1	2	3
22	212	GM	2	4	1	3	2	4	3	1	2	4	1	3	1	4	3	2	3	1	2	4
22	213	?	4	1	2	3	4	2	1	3	4	1	3	2	4	1	2	3	4	1	2	3
22	214	MAN	4	3	1	2	4	1	3	2	4	1	3	2	4	2	1	3	4	1	2	3
22	215	GM	1	2	4	3	2	1	4	3	3	1	4	2	4	1	2	3	3	1	2	4
22	216	MD	4	1	3	2	3	2	1	4	4	1	2	3	3	2	1	4	3	2	1	4
22	217	GM	4	3	1	2	3	2	1	4	4	1	3	2	3	1	2	4	3	2	1	4
22	218	GM	4	2	3	1	3	2	1	4	4	1	2	3	4	1	2	3	3	1	2	4
22	219	FIN	1	4	2	3	3	1	2	4	2	3	1	4	2	4	3	1	3	1	2	4
22	220	FIN	4	1	2	3	4	1	2	3	4	1	3	2	4	1	2	3	3	1	2	4
22	221	HR	4	3	2	1	3	4	1	2	4	3	1	2	4	1	2	3	4	1	2	3
22	222	FIN	4	2	1	3	4	3	1	2	4	2	1	3	3	1	2	4	3	1	2	4
23	223	OPS	3	4	1	2	4	2	1	3	4	3	2	1	4	3	1	2	2	3	1	4
23	224	?	3	4	1	2	3	4	2	1	4	3	1	2	3	4	1	2	4	2	1	3
23	225	HR	3	4	1	2	4	1	2	3	3	2	4	1	4	2	1	3	3	2	1	4
23	226	PLAN	4	3	1	2	4	2	1	3	4	1	3	2	4	1	2	3	4	1	2	3
23	227	FIN	4	2	1	3	4	1	2	3	4	3	1	?	4	1	2	3	3	1	2	4
23	228	GM	4	3	1	2	1	4	3	2	4	2	3	1	4	1	2	3	3	2	1	4

CULTURAL PROFILE OF SAMPLE - RAW SCORES

23	229	GM	4	3	2	1	4	2	1	3	4	1	3	2	4	2	1	3	3	2	1	4
23	230	PLAN	4	1	3	2	4	2	1	3	4	1	3	2	4	2	1	3	4	1	2	3
23	231	PLAN	4	3	2	1	4	3	1	2	4	2	3	1	4	1	2	3	4	1	2	3
23	232	GM	4	3	1	2	4	1	2	3	4	1	3	2	4	1	2	3	3	1	2	4
23	233	GM	4	3	1	2	3	4	1	2	4	2	1	3	2	3	1	4	4	2	1	3
23	234	FIN	4	3	2	1	4	1	2	3	4	1	2	3	2	3	1	4	3	2	1	4
23	235	HR	4	3	2	1	3	1	2	4	4	1	3	2	4	3	1	2	3	1	2	4
23	236	GM	3	4	1	2	2	3	1	4	4	3	1	2	4	1	2	3	4	1	2	3
23	237		4	3	1	2	4	1	3	2	4	3	1	2	1	4	2	3	4	1	2	3
23	238	FIN	4	3	1	2	3	1	2	4	4	1	3	2	4	1	2	3	4	1	2	3
23	239	GM	4	3	1	2	4	1	2	3	4	2	1	3	4	1	2	3	3	2	1	4
24	240	ADMIN	4	3	1	2	2	4	1	3	4	2	3	1	3	4	1	2	3	1	2	4
24	241	MARK	4	1	3	2	4	2	1	3	4	1	3	2	4	2	1	3	4	3	1	2
24	242	GM	4	3	1	2	4	1	2	3	4	3	2	1	4	2	1	3	4	1	2	3
24	243	GM	4	3	1	2	4	1	2	3	2	4	1	3	4	2	1	3	2	3	1	4
24	244	FIN	4	3	1	2	3	4	2	1	3	4	2	1	3	4	1	2	3	4	1	2
24	245	FIN	1	3	2	4	3	2	1	4	1	3	2	4	3	2	1	4	4	2	1	3
24	246	DPS	4	1	2	3	3	4	2	1	3	1	4	2	4	2	1	3	4	2	1	3
24	247	MARK	4	1	2	3	3	1	2	4	4	3	1	2	3	1	2	4	4	2	1	3
24	248	GM	3	1	2	4	4	2	1	3	3	1	2	4	3	2	1	4	3	2	1	4
24	249	DPS	1	3	2	4	3	1	2	4	1	4	2	3	1	4	3	2	4	1	2	3
24	250	GM	4	1	2	3	4	2	1	3	4	1	2	3	4	1	2	3	4	1	2	3
24	251	MARK	1	3	2	4	4	1	2	3	1	4	2	3	4	1	2	3	2	3	4	1
24	252	GM	4	3	1	2	4	3	2	1	2	1	4	3	4	2	1	3	3	4	1	2
24	253	DPS	1	3	2	4	4	2	3	1	1	4	3	2	1	3	4	2	2	1	3	4
24	254	GM	4	1	3	2	1	3	2	4	2	4	1	3	1	4	3	2	3	1	2	4
24	255	GM	1	2	3	4	3	4	1	2	1	3	2	4	3	2	1	4	3	1	2	4
24	256	DPS	3	1	2	4	4	1	2	3	4	1	2	3	3	2	1	4	2	1	3	4
24	257	MARK	4	3	1	2	2	4	3	1	2	3	4	1	2	3	4	1	1	3	4	2
24	258	GM	4	1	3	2	2	3	1	4	4	1	3	2	2	4	3	1	4	1	2	3
25	259	FIN	1	4	2	3	1	4	3	2	2	4	1	3	1	4	3	2	3	2	1	4
25	260	GM	1	4	2	3	2	4	3	1	2	4	1	3	2	4	3	1	2	4	3	1
25	261	GM	2	4	1	3	3	2	1	4	3	1	2	4	3	2	1	4	3	1	2	4
25	262	FIN	4	2	1	3	4	1	2	3	1	4	2	3	1	4	3	2	2	3	1	4
25	263	GM	1	2	3	4	3	2	1	4	2	3	1	4	1	4	2	3	2	3	1	4
25	264	?	2	3	1	4	1	4	3	2	3	2	1	4	1	3	2	4	2	3	1	4
25	265	GM	1	2	3	4	4	3	2	1	1	4	2	3	1	4	3	2	3	4	2	1
25	266	GM	4	3	2	1	3	2	1	4	4	2	1	3	3	2	1	4	2	3	1	4
25	267	MARK	2	1	3	4	3	1	2	4	3	2	1	4	3	2	1	4	3	1	2	4
25	268	GM	2	4	3	1	2	4	3	1	1	4	3	2	2	3	4	1	3	2	4	1
25	269	FIN	1	4	2	3	1	4	3	2	2	3	1	4	2	4	1	3	1	4	2	3
25	270	GM	3	2	1	4	3	1	2	4	2	4	1	3	1	3	2	4	2	4	3	1
25	271	HR	3	2	1	4	2	4	3	1	2	1	3	4	3	1	4	2	2	3	4	1
25	272	GM	2	4	1	3	4	2	1	3	4	2	1	3	4	2	1	3	4	2	1	3
25	273	GM	2	3	1	4	2	4	3	1	2	4	1	3	2	4	3	1	2	3	1	4
25	274	?	1	2	3	4	2	4	3	1	1	3	2	4	1	4	3	2	1	4	2	3
25	275	GM	2	3	4	1	3	1	2	4	4	2	3	1	3	2	1	4	2	1	3	4
25	276	GM	4	3	1	2	4	1	2	3	4	1	2	3	4	2	1	3	1	4	2	3
25	277	?	4	3	1	2	4	2	1	3	3	4	1	2	4	3	1	2	2	4	1	3
25	278	GM	4	2	1	3	3	1	2	4	4	2	3	1	4	2	1	3	3	2	1	4
25	279	FIN	2	4	1	3	2	4	3	1	1	3	2	4	1	4	3	2	2	3	1	4
25	280	?	4	2	1	3	3	2	1	4	4	1	2	3	3	2	1	4	3	2	1	4
25	281	GM	4	1	2	3	4	2	1	3	4	2	1	3	4	2	1	3	4	2	1	3
25	282	GM	2	3	1	4	2	3	1	4	3	2	1	4	3	2	1	4	2	3	1	4

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26	283	GM	2	4	1	3	2	4	3	1	3	1	2	4	4	2	1	3	3	2	1	4
26	284	FIN	3	4	1	2	3	4	1	2	4	2	3	1	4	3	1	2	3	2	1	4
26	285	BM	3	4	1	2	1	2	4	3	3	1	2	4	3	1	2	4	1	3	2	4
26	286	GM	3	4	1	2	2	4	3	1	4	1	2	3	4	2	1	3	3	4	1	2
26	287	FIN	4	3	1	2	4	1	2	3	4	2	1	3	4	3	1	2	4	3	1	2
26	288	GM	1	4	2	3	4	2	1	3	4	1	3	2	4	3	1	2	2	4	3	1
26	289	?	2	3	1	4	4	3	1	2	4	1	3	2	1	4	2	3	3	4	1	2
26	290	PLAN	3	4	1	2	1	4	3	2	4	3	1	2	3	4	1	2	1	4	2	3
26	291	MARK	1	4	2	3	1	4	3	2	1	2	3	4	1	4	3	2	2	4	1	3
26	292	GM	3	2	1	4	1	2	4	3	2	4	1	3	2	4	1	3	2	3	1	4
26	293	MARK	2	1	3	4	1	3	4	2	2	4	1	3	3	2	1	4	4	3	1	2
26	294	GM	1	2	4	3	2	3	4	1	2	4	3	1	4	1	2	3	1	4	3	2
26	295	MARK	3	1	2	4	3	1	2	4	4	2	1	3	3	1	2	4	1	4	2	3
26	296	FIN	2	3	4	1	3	4	2	1	2	3	4	1	1	4	3	2	3	2	1	4
26	297	MARK	2	1	4	3	2	1	4	3	1	2	4	3	2	1	4	3	3	1	4	2
26	298	DPS	4	3	2	1	4	2	1	3	4	2	3	1	3	2	1	4	1	3	2	4
26	299	?	4	3	1	2	4	2	1	3	4	3	1	2	4	2	1	3	2	3	1	4
27	300	GM	4	3	1	2	4	2	1	3	4	3	1	2	4	2	1	3	4	1	2	3
27	301	GM	4	3	1	2	4	1	2	3	4	1	3	2	4	2	1	3	3	2	1	4
27	302	GM	4	2	1	3	4	3	1	2	4	1	2	3	3	1	2	4	3	2	1	4
27	303	GM	4	3	1	2	3	1	2	4	4	1	3	2	4	1	2	3	4	2	1	3
27	304	GM	4	2	1	3	2	3	1	4	4	1	3	2	3	1	2	4	3	2	1	4
27	305	FIN	4	3	1	2	4	1	2	3	4	1	2	3	3	2	1	4	3	1	2	4
27	306	GM	4	2	1	3	3	1	2	4	4	2	1	3	2	3	1	4	2	3	1	4
27	307	?	4	3	1	2	3	2	1	4	4	1	3	2	3	1	2	4	1	4	3	2
27	308	GM	4	1	2	3	4	3	1	2	4	1	2	3	4	2	1	3	3	1	2	4
27	309	?	1	3	2	4	3	2	1	4	1	3	2	4	3	2	1	4	3	2	1	4
27	310	GM	2	4	1	3	4	1	2	3	3	2	1	4	3	1	2	4	4	1	2	3
27	311	MARK	3	4	1	2	2	3	1	4	2	3	1	4	2	4	1	3	4	2	1	3
27	312	GM	4	3	2	1	3	4	1	2	4	1	3	2	4	2	1	3	4	3	1	2
28	313	DPS	4	2	1	3	3	2	1	4	4	1	2	3	4	1	2	3	3	2	1	4
28	314	MARK	4	3	2	1	3	2	1	4	4	1	3	2	4	1	2	3	3	1	2	4
28	315	HR	1	2	3	4	2	3	4	1	1	4	2	3	1	4	3	2	1	3	4	2
28	316	MARK	4	3	2	1	3	2	1	4	4	1	3	2	4	2	1	3	2	3	1	4
28	317	FIN	1	3	2	4	2	1	3	4	1	4	2	3	1	4	3	2	3	2	4	1
28	318	MARK	4	1	2	3	4	2	1	3	4	1	3	2	3	2	1	4	2	3	1	4
28	319	MARK	4	3	1	2	1	4	2	3	4	1	2	3	4	1	2	3	3	2	1	4
28	320	MARK	4	3	1	2	3	1	2	4	4	1	3	2	3	1	2	4	3	2	1	4
28	321	MARK	2	1	4	3	4	2	1	3	4	1	2	3	4	2	1	3	4	2	1	3
28	322	FIN	4	2	1	3	4	2	1	3	4	1	2	3	4	2	1	3	3	2	1	4
28	323	GM	4	1	2	3	4	3	1	2	4	1	3	2	4	3	1	2	4	3	1	2
28	324	GM	4	1	2	3	3	4	2	1	4	1	3	2	4	3	1	2	2	3	1	4
28	325	FIN	3	4	1	2	3	1	2	4	4	1	3	2	3	1	2	4	2	3	1	4
28	326	MARK	4	3	1	2	4	2	1	3	4	2	3	1	4	2	1	3	2	3	1	4
28	327	MAN	4	2	1	3	3	2	1	4	4	1	3	2	3	2	1	4	4	2	1	3
29	328	GM	4	2	1	3	3	2	1	4	4	1	2	3	4	2	1	3	4	1	2	3
29	329		1	2	4	3	4	2	1	3	1	3	2	4	2	4	3	1	3	1	2	4
29	330	FIN	4	1	2	3	3	2	1	4	4	1	2	3	3	2	1	4	3	1	2	4
29	331	GM	4	3	2	1	4	2	1	3	4	2	1	3	3	2	1	4	4	1	2	3
29	332	GM	4	1	2	3	4	2	1	3	4	2	1	3	4	2	1	3	4	1	2	3
29	333	GM	1	3	2	4	4	1	2	3	2	4	1	3	1	4	3	2	2	4	3	1
29	334	GM	4	1	2	3	4	2	1	3	4	1	2	3	4	1	2	3	3	1	2	4

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29 335 GM	4	1	3	2	4	2	1	3	4	3	1	2	4	3	2	1	4	1	2	3
29 336 MARK	4	2	3	1	4	1	2	3	4	3	1	2	1	4	3	2	4	2	1	3
29 337 GM	1	3	2	4	2	4	3	1	1	4	3	2	1	4	3	2	4	2	1	3
29 338 GM	4	3	1	2	4	1	2	3	1	2	4	3	4	2	1	3	4	2	1	3
29 339 HR	3	2	1	4	1	4	2	3	2	4	1	3	3	1	2	4	4	1	2	3
29 340 GM	2	3	1	4	3	2	1	4	3	2	1	4	3	2	1	4	2	1	3	4
29 341 HR	4	3	1	2	3	2	1	4	4	1	3	2	3	1	2	4	4	1	2	3

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CO	NO	R	NO	FUN	DV. ORIE				ST. CHANGE				M/L. STYLE				DEC. MAKING				STRUCTURE			
					H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G
30	342			MAN	4	3	2	1	1	3	4	2	4	2	3	1	3	2	1	4	3	4	1	2
30	343			MARK	4	2	1	3	4	2	1	3	4	1	3	2	4	2	1	3	4	2	1	3
30	344			MARK	4	2	1	3	4	1	2	3	4	1	2	3	2	3	4	1	3	1	2	4
30	345			FIN	2	4	1	3	2	4	3	1	1	3	2	4	1	4	3	2	2	4	1	3
30	346			FIN	1	4	3	2	1	4	3	2	1	4	3	2	2	4	3	1	1	4	3	2
30	347			MAN	4	3	1	2	4	3	1	2	4	2	3	1	3	4	1	2	3	4	1	2
30	348			GM	2	3	1	4	2	4	3	1	4	1	2	3	3	4	1	2	1	4	2	3
30	349			GM	3	4	2	1	3	4	2	1	4	3	1	2	3	4	1	2	4	3	2	1
30	350			GM	2	4	3	1	3	2	1	4	1	3	2	4	2	1	4	3	3	2	1	4
31	351			MAN	2	3	1	4	1	3	4	2	2	3	1	4	2	3	4	1	1	3	2	4
31	352			GM	4	3	2	1	3	1	2	4	3	4	2	1	3	1	2	4	3	2	1	4
31	353			FIN	4	1	2	3	3	2	1	4	4	1	2	3	3	2	1	4	2	3	1	4
31	354			GM	1	4	2	3	2	4	3	1	3	2	1	4	2	4	3	1	1	4	3	2
31	355			ADMIN	3	2	1	4	3	2	1	4	4	1	3	2	4	2	1	3	4	1	2	3
31	356			GM	4	2	3	1	4	2	1	3	4	3	1	2	3	2	1	4	2	3	1	4
31	357			ADMIN	4	2	1	3	2	4	3	1	4	2	1	3	4	2	1	3	3	2	1	4
31	358			GM	4	1	3	2	4	3	2	1	4	1	3	2	4	3	2	1	3	1	2	4
32	359			HR	4	2	3	1	3	2	1	4	4	1	3	2	4	2	1	3	4	1	2	3
32	360			FIN	4	1	2	3	4	1	3	2	4	1	2	3	4	1	2	3	2	3	1	4
32	361			GM	4	2	1	3	1	4	3	2	4	3	1	2	3	4	2	1	2	4	1	3
32	362			HR	4	1	2	3	4	2	1	3	4	2	1	3	4	2	1	3	4	1	2	3
32	363			MAN	4	2	1	3	3	2	1	4	4	1	3	2	4	2	1	3	4	2	1	3
32	364			GM	1	2	4	3	1	4	3	2	4	3	1	2	1	4	2	3	2	3	1	4
33	365			MARK	3	2	1	4	4	1	2	3	4	1	2	3	4	2	1	3	3	2	1	4
33	366			ADMIN	3	4	1	2	3	1	2	4	3	2	1	4	3	1	2	4	3	1	2	4
33	367			MARK	4	2	1	3	3	2	1	4	4	1	2	3	3	2	1	4	2	3	1	4
33	368			FIN	2	3	1	4	3	2	1	4	3	1	2	4	3	1	2	4	3	2	1	4
33	369			OPS	4	2	1	3	2	3	4	1	4	1	2	3	4	1	2	3	2	4	1	3
33	370			HR	4	2	1	3	2	4	3	1	4	1	2	3	4	1	2	3	2	3	1	4
33	371			PLAN	1	3	2	4	4	1	3	2	2	4	1	3	3	1	2	4	2	3	1	4
33	372			MARK	3	2	1	4	4	1	2	3	2	1	3	4	4	1	2	3	3	2	1	4
33	373			MARK	3	1	2	4	4	1	3	2	2	1	4	3	3	1	2	4	3	2	1	4
33	374			DP	1	4	2	3	3	1	2	4	2	1	3	4	3	2	1	4	2	4	3	1
33	375			GM	1	3	4	2	4	1	2	3	1	4	3	2	2	3	4	1	2	3	4	1
33	376			MARK	4	1	2	3	4	1	2	3	4	1	3	2	3	1	2	4	3	1	2	4
34	377			FIN	3	1	2	4	3	2	1	4	3	2	1	4	3	2	1	4	3	2	1	4
34	378			GM	3	2	1	4	1	4	3	2	3	2	1	4	3	2	1	4	1	3	2	4
34	379			GM	3	1	2	4	3	1	2	4	3	1	2	4	3	1	2	4	3	2	1	4
34	380			FIN	1	3	2	4	1	3	2	4	2	3	1	4	3	1	2	4	3	4	1	2
34	381			GM	4	2	1	3	1	4	3	2	4	2	1	3	1	4	3	2	3	1	2	4
34	382			DP	3	4	1	2	4	2	1	3	2	1	4	3	2	4	1	3	2	3	1	4
34	383			GM	4	2	1	3	3	4	1	2	4	2	1	3	3	4	1	2	4	2	1	3
34	384			ADMIN	1	3	2	4	1	4	2	3	1	3	2	4	2	4	1	3	1	3	2	4
34	385			HR	2	3	1	4	3	2	1	4	2	3	1	4	3	2	1	4	4	2	1	3
34	386			GM	4	2	1	3	4	2	1	3	4	2	1	3	4	2	1	3	3	2	1	4
34	387			GM	4	2	1	3	3	1	2	4	4	1	3	2	4	1	2	3	3	2	1	4
35	388			OPS	1	4	2	3	2	4	3	1	3	4	1	2	4	3	1	2	2	4	3	1
35	389			ADMIN	1	4	2	3	1	4	2	3	2	3	1	4	2	4	1	3	2	4	1	3

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35	390	FIN	1	2	3	4	3	4	1	2	2	4	3	1	4	3	1	2	1	4	3	2
35	391	GM	1	3	2	4	3	2	1	4	1	3	2	4	1	4	2	3	3	4	2	1
35	392	MARK	3	4	1	2	1	4	2	3	2	3	1	4	3	2	1	4	2	4	1	3
35	393	HR	4	2	1	3	4	1	2	3	1	2	3	4	3	2	1	4	1	4	2	3
35	394	DP	1	3	2	4	1	3	4	2	1	4	2	3	2	4	1	3	1	4	3	2
35	395	HR	2	4	1	3	2	4	3	1	2	4	1	3	3	1	2	4	2	4	3	1
36	396	MARK	2	4	1	3	2	1	3	4	1	3	2	4	3	1	2	4	2	3	1	4
36	397	MAN	2	1	3	4	4	3	2	1	4	1	2	3	4	2	1	3	3	2	1	4
36	398	MAN	1	4	2	3	4	3	2	1	2	3	1	4	4	1	2	3	2	1	3	4
36	399	GM	1	4	2	3	3	2	1	4	1	4	2	3	2	3	1	4	3	1	2	4
37	400	GM	3	4	2	1	4	1	2	3	3	4	1	2	3	1	2	4	2	3	1	4
37	401	GM	4	2	1	3	1	4	3	2	4	1	2	3	4	2	1	3	2	3	1	4
37	402	ADMIN	4	3	2	1	3	4	1	2	4	3	2	1	4	3	1	2	3	4	1	2
37	403	GM	2	4	1	3	3	4	2	1	2	3	1	4	4	1	2	3	3	2	1	4
38	404	MARK	3	2	1	4	3	1	2	4	4	1	2	3	3	1	2	4	4	1	2	3
38	405	GM	2	3	1	4	4	2	1	3	3	2	1	4	3	1	2	4	4	2	1	3
38	406	MARK	1	2	3	4	2	4	3	1	2	3	1	4	4	2	1	3	1	4	2	3
38	407	GM	2	3	1	4	2	1	4	3	2	4	1	3	1	4	3	2	1	4	3	2
38	408	FIN	3	4	1	2	3	2	1	4	3	1	2	4	3	2	1	4	4	3	1	2
38	409	OPS	4	3	1	2	4	3	1	2	4	1	3	2	4	1	2	3	2	3	1	4
38	410	GM	4	1	3	2	3	2	1	4	4	1	3	2	3	1	2	4	2	3	1	4
38	411	ADMIN	1	2	4	3	2	4	1	3	3	1	4	2	3	2	1	4	3	4	1	2
38	412	FIN	4	3	1	2	4	3	1	2	4	2	1	3	4	2	1	3	3	2	1	4
39	413	MARK	4	3	2	1	3	4	1	2	4	2	3	1	4	1	2	3	3	4	1	2
39	414	FIN	4	3	1	2	2	4	3	1	4	2	1	3	4	2	1	3	2	3	1	4
39	415	HR	4	3	2	1	4	3	1	2	4	3	2	1	3	2	1	4	3	2	1	4
39	416	HR	1	4	2	3	1	4	3	2	1	4	2	3	1	4	3	2	1	4	2	3
39	417	ADMIN	4	3	2	1	3	1	2	4	4	2	3	1	4	1	2	3	4	1	2	3
39	418	GM	4	1	2	3	4	1	2	3	4	1	3	2	4	1	2	3	2	4	1	3
39	419	GM	4	1	2	3	3	2	1	4	3	2	1	4	4	2	1	3	2	4	1	3
39	420	OPS	4	3	2	1	4	2	1	3	4	2	3	1	3	1	2	4	3	2	1	4
39	421	GM	3	4	1	2	3	4	1	2	4	3	1	2	4	2	1	3	1	3	4	2
39	422	MAN	4	3	1	2	1	4	3	2	4	3	2	1	4	1	2	3	1	4	2	3
39	423	GM	4	3	1	2	4	2	1	3	4	3	1	2	4	2	1	3	2	3	1	4
40	424	OPS	4	3	1	2	3	1	2	4	4	1	3	2	4	1	2	3	2	4	1	3
40	425	OPS	1	4	3	2	2	4	3	1	1	4	2	3	2	4	3	1	4	1	2	3
40	426	HR	4	3	1	2	3	4	1	2	4	1	2	3	3	4	1	2	1	3	2	4
40	427	ADMIN	4	2	1	3	1	4	3	2	4	2	1	3	4	1	2	3	2	3	1	4
41	428	MARK	3	2	1	4	2	1	4	3	2	3	1	4	4	1	2	3	1	4	2	3
41	429	ADMIN	4	3	1	2	4	1	2	3	4	1	3	2	4	1	2	3	3	4	1	2
41	430	GM	4	3	2	1	2	1	3	4	4	2	3	1	4	1	2	3	3	2	1	4
41	431	MARK	4	1	2	3	4	3	2	1	2	1	4	3	3	1	2	4	3	4	1	2
41	432	GM	4	3	1	2	3	1	2	4	4	1	3	2	4	1	2	3	2	4	1	3
42	433	ADMIN	4	1	2	3	4	1	2	3	4	3	1	2	4	1	2	3	3	1	2	4
42	434	ADMIN	3	4	1	2	4	1	2	3	4	3	1	2	3	1	2	4	2	3	1	4
42	435	HR	4	1	2	3	4	1	3	2	4	1	2	3	3	1	2	4	3	2	1	4
42	436	HR	4	1	2	3	2	1	3	4	3	2	1	4	2	1	3	4	3	2	1	4
42	437	GM	4	2	1	3	3	1	2	4	4	2	1	3	3	1	2	4	3	2	1	4

CULTURAL PROFILE OF SAMPLE - RAW SCORES

43	438	MAN	4	1	2	3	3	1	2	4	4	1	2	3	4	1	2	3	2	4	1	3
43	439	HR	4	2	1	3	4	1	2	3	4	2	1	3	4	1	2	3	4	1	2	3
43	440	FIN	4	2	1	3	4	1	2	3	4	2	1	3	4	1	2	3	4	1	2	3
43	441	GM	4	2	1	3	3	2	1	4	4	1	2	3	4	2	1	3	3	2	1	4
43	442	FIN	4	2	1	3	3	1	2	4	4	2	1	3	4	1	2	3	4	2	1	3
43	443	GM	3	1	2	4	3	1	2	4	3	1	2	4	3	1	2	4	3	1	2	4
43	444	HR	4	2	1	3	1	4	3	2	4	2	1	3	4	1	2	3	3	2	1	4
43	445	FIN	2	4	1	3	3	1	2	4	1	2	3	4	3	1	2	4	1	4	2	3
43	446	OPS	4	1	3	2	4	1	2	3	4	1	2	3	4	1	2	3	3	1	2	4
43	447	OPS	4	2	1	3	4	1	2	3	4	1	2	3	4	1	2	3	2	4	1	3
44	448	FIN	3	1	2	4	4	2	1	3	3	1	2	4	4	3	1	2	1	3	2	4
44	449	GM	4	3	1	2	4	3	1	2	4	2	3	1	4	1	2	3	2	3	1	4
44	450	GM	4	1	2	3	3	2	1	4	2	4	1	3	4	1	2	3	1	4	2	3
44	451	GM	4	3	1	2	2	4	1	3	4	3	1	2	4	3	1	2	2	3	1	4
44	452	GM	4	3	1	2	1	3	2	4	3	4	1	2	2	4	1	3	2	3	1	4
45	453	MARK	4	3	1	2	4	3	2	1	4	3	1	2	4	2	1	3	4	2	1	3
45	454	HR	3	4	2	1	1	4	2	3	4	2	3	1	3	4	1	2	2	4	1	3
45	455	OPS	3	4	1	2	2	4	3	1	4	3	2	1	3	4	1	2	2	4	1	3
45	456	GM	4	3	1	2	2	4	3	1	4	3	1	2	4	3	2	1	1	3	2	4
45	457	MARK	4	2	1	3	2	1	4	3	2	4	1	3	3	1	2	4	1	3	2	4
45	458	OPS	3	4	1	2	3	1	2	4	3	4	1	2	3	2	1	4	1	4	3	2
45	459	MAN	4	1	2	3	4	1	3	2	4	2	1	3	4	1	3	2	1	3	2	4
45	460	FIN	3	4	1	2	2	4	3	1	2	4	1	3	2	4	3	1	1	4	2	3
46	461	HR	4	3	1	2	2	4	3	1	4	3	1	2	4	2	1	3	2	4	1	3
46	462	MAN	4	3	1	2	1	4	3	2	2	4	1	3	2	4	3	1	2	1	3	4
46	463	FIN	1	4	2	3	1	4	3	2	2	4	1	3	2	4	3	1	1	4	2	3
46	464	HR	4	2	1	3	1	4	3	2	4	1	2	3	4	3	2	1	3	2	1	4
46	465	GM	4	3	2	1	1	4	3	2	4	3	2	1	4	2	1	3	3	2	1	4

CULTURAL PROFILE OF SAMPLE - RAW SCORES

CC NO	R	NC	FUN	OV. ORIE				ST. CHANGE				M/L. STYLE				DEC. MAKING				STRUCTURE			
				H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G	H	D	R	G
47	436	GM		4	2	1	3	3	2	1	4	4	1	3	2	3	1	2	4	3	2	1	4
47	467	GM		3	4	1	2	4	1	2	3	1	4	2	3	3	1	2	4	1	4	2	3
47	468	GM		4	2	1	3	3	4	1	2	4	3	1	2	4	3	1	2	2	4	1	3
47	469	HR		4	3	1	2	1	4	3	2	4	1	2	3	4	2	3	1	2	4	1	3
47	470	?		4	1	3	2	1	4	3	2	4	1	3	2	4	1	2	3	1	4	2	3
47	471	FIN		4	1	2	3	1	3	4	2	4	1	2	3	1	4	2	3	2	4	1	3
47	472	MARK		4	1	2	3	4	2	1	3	4	3	1	2	2	4	1	3	2	4	1	3
47	473	?		4	3	2	1	3	4	1	2	4	1	3	2	2	4	3	1	1	4	3	2
47	474	MAN		2	1	3	4	4	1	2	3	1	3	2	4	4	1	2	3	3	1	2	4
47	475	MARK		4	2	1	3	1	4	3	2	4	1	2	3	2	4	3	1	1	4	2	3
47	476	ADMIN		4	3	1	2	3	2	1	4	3	1	4	2	4	2	1	3	2	4	1	3
47	477	MARK		4	3	1	2	3	2	1	4	2	4	1	3	1	4	3	2	1	3	2	4
47	478	MARK		3	4	1	2	2	4	3	1	2	4	1	3	2	4	3	1	2	4	3	1
47	479	FIN		4	3	1	2	4	3	1	2	4	1	3	2	2	4	1	3	3	2	1	4
47	480	HR		4	3	1	2	4	2	1	3	4	1	2	3	4	1	2	3	2	3	1	4
47	481	FIN		3	2	1	4	3	1	2	4	3	1	2	4	4	1	2	3	3	2	1	4
47	482	GM		4	3	2	1	2	3	4	1	4	2	3	1	4	2	1	3	2	4	1	3
47	483	FIN		1	2	4	3	2	1	4	3	1	4	2	3	1	2	4	3	3	2	4	1
47	484	HR		4	2	1	3	4	3	1	2	4	2	1	3	4	2	1	3	3	2	1	4
47	485	MAN		4	2	3	1	4	3	1	2	1	2	4	3	2	3	4	1	4	1	2	3
47	486	GM		4	3	2	1	3	2	1	4	4	2	3	1	4	2	1	3	2	3	1	4
47	487	MAN		4	2	3	1	4	2	1	3	4	1	3	2	4	2	1	3	4	1	2	3
48	488	GM		4	2	1	3	4	1	2	3	4	1	2	3	4	1	2	3	2	4	1	3
48	489	MARK		3	2	1	4	4	2	1	3	3	1	2	4	4	2	1	3	2	4	1	3
48	490	MARK		4	1	2	3	3	2	1	4	4	1	2	3	3	1	2	4	3	4	1	2
48	491	OPS		4	2	1	3	3	4	2	1	4	1	2	3	3	4	1	2	3	4	1	2
48	492	MARK		1	2	4	3	3	1	2	4	2	1	3	4	3	4	1	2	3	4	1	2
48	493	?		3	2	1	4	2	4	1	3	2	1	3	4	3	2	1	4	3	4	1	2
48	494	GM		1	2	3	4	4	1	2	3	1	2	3	4	3	2	1	4	3	2	4	1
48	495	OPS		3	4	1	2	4	1	2	3	4	3	1	2	4	2	1	3	4	3	1	2
48	496	MARK		4	2	3	1	1	4	3	2	3	2	4	1	2	4	3	1	3	1	2	4
48	497	OPS		4	2	1	3	4	3	1	2	4	2	1	3	3	4	1	2	4	2	1	3
48	498	?		3	1	2	4	4	1	2	3	3	1	2	4	4	1	2	3	3	1	2	4
48	499	FIN		2	3	1	4	4	1	2	3	3	3	1	4	4	1	2	3	2	4	1	3
48	500	OPS		4	3	1	2	3	4	1	2	4	2	3	1	4	1	2	3	4	1	2	3
48	501	FIN		4	3	1	2	3	1	2	4	4	1	3	2	3	1	2	4	3	4	1	2
48	502	MARK		4	1	2	3	3	1	2	4	4	1	3	2	3	2	1	4	2	4	1	3
48	503	GM		4	1	3	2	3	1	2	4	4	1	3	2	3	1	2	4	2	1	3	4
48	504	FIN		1	3	2	4	2	1	4	3	1	3	2	4	2	1	3	4	4	2	1	3
48	505	MARK		4	2	1	3	3	2	1	4	3	2	1	4	3	2	1	4	3	4	1	2
48	506	MARK		2	4	3	1	3	1	2	4	3	1	2	4	3	2	1	4	2	4	3	1
48	507	GM		4	1	2	3	3	4	2	1	4	1	3	2	4	2	1	3	3	4	1	2
48	508	GM		2	3	1	4	3	4	2	1	2	3	1	4	3	1	2	4	2	4	1	3
48	509	GM		4	1	3	2	1	2	3	4	4	1	2	3	4	1	3	2	2	4	3	1
48	510	OPS		3	1	2	4	3	2	1	4	3	2	1	4	1	4	3	2	4	3	1	2
48	511	MARK		4	1	2	3	3	1	2	4	4	1	3	2	3	1	2	4	3	1	2	4
48	512	FIN		4	1	2	3	2	1	3	4	2	1	4	3	3	1	2	4	3	4	1	2
48	513	GM		4	3	1	2	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
48	514	FIN		4	2	1	3	3	1	2	4	4	3	2	1	3	1	2	4	3	2	1	4
48	515	GM		4	3	1	2	4	1	2	3	4	1	3	2	3	1	2	4	3	2	1	4
48	516	OPS		1	3	2	4	1	3	4	2	1	3	2	4	1	4	3	2	2	4	3	1
48	517	MARK		3	2	1	4	3	2	1	4	3	1	2	4	1	4	3	2	1	4	3	2

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49	518 GM	4	1	2	3	3	1	2	4	4	1	2	3	3	2	1	4	2	4	1	3
49	519 GM	4	1	3	2	4	3	1	2	4	1	3	2	3	2	1	4	2	3	1	4
49	520 MARK	4	1	2	3	3	2	1	4	4	2	1	3	3	2	1	4	2	3	1	4
49	521 FIN	4	3	2	1	4	1	2	3	4	1	3	2	4	1	2	3	3	2	1	4
49	522 PLAN	4	1	2	3	2	3	1	4	4	1	2	3	4	2	1	3	3	2	1	4
49	523 GM	4	3	2	1	1	3	2	4	4	3	1	2	4	1	2	3	4	2	1	3
49	524 GM	4	2	3	1	4	1	2	3	4	3	1	2	4	1	2	3	2	3	1	4
49	525 ?	4	3	3	1	4	1	2	3	4	1	3	2	4	2	1	3	2	4	1	3
49	526 HR	4	1	3	2	3	1	2	4	4	1	2	3	4	1	2	3	4	1	2	3
49	527 ADMIN	4	3	1	2	4	3	1	2	4	2	1	3	4	3	1	2	4	2	1	3
49	528 GM	4	1	3	2	4	1	2	3	4	3	1	2	4	1	2	3	4	2	1	3
49	529 GM	3	2	4	1	3	1	2	4	3	4	2	1	4	1	2	3	4	1	2	3
49	530 R+D	4	1	3	2	4	1	2	3	4	2	3	1	4	2	1	3	4	1	2	3
49	531 GM	4	1	2	3	4	1	2	3	4	2	3	1	3	1	2	4	4	3	1	2
50	532 BM	2	1	3	4	2	4	1	3	2	4	1	3	2	4	1	3	1	4	2	3
50	533 MAN	3	2	1	4	2	4	3	1	3	2	1	4	2	4	1	3	2	3	1	4
50	534 GM	2	4	3	1	4	1	2	3	4	2	3	1	3	4	1	2	4	1	2	3
50	535 ?	3	2	1	4	1	4	3	2	2	4	1	3	2	4	3	1	1	4	2	3
50	536 GM	4	1	2	3	4	2	1	3	4	1	2	3	3	2	1	4	3	4	1	2
50	537 GM	1	3	2	4	2	4	3	1	2	4	1	3	2	4	3	1	3	4	1	2
50	538 GM	2	4	1	3	1	4	3	2	2	3	1	4	1	4	3	2	1	4	2	3
50	539 GM	4	2	1	3	3	2	1	4	2	3	1	4	2	3	1	4	2	3	1	4
50	540 GM	4	2	1	3	2	4	3	1	4	1	2	3	3	4	2	1	2	3	1	4
50	541 GM	4	2	1	3	1	3	4	2	2	4	1	3	1	4	3	2	4	2	1	3
50	542 GM	3	2	1	4	3	2	1	4	3	2	1	4	3	2	1	4	1	3	2	4
50	543 GM	4	2	1	3	4	1	2	3	4	2	1	3	3	2	1	4	3	2	1	4
50	544 GM	1	3	3	4	3	2	1	4	4	1	2	3	2	3	1	4	3	2	1	4
50	545 FIN	3	1	4	2	4	1	2	3	3	1	4	2	4	1	2	3	3	2	4	1
50	546 GM	1	3	2	4	1	3	2	4	1	3	2	4	1	4	3	2	3	2	1	4
50	547 MAN	3	4	1	2	3	2	1	4	4	2	1	3	4	3	1	2	2	3	1	4
50	548 FIN	4	2	1	3	3	4	1	2	4	2	1	3	3	4	1	2	2	3	1	4
50	549 GM	1	2	3	4	1	3	2	4	1	3	2	4	2	3	1	4	1	4	2	3
50	550 FIN	4	1	2	3	1	3	2	4	1	4	2	3	3	2	1	4	1	4	2	3
51	551 FIN	4	1	3	2	3	1	2	4	4	3	1	2	4	1	2	3	4	1	2	3
51	552 FIN	4	3	2	1	3	1	2	4	4	2	3	1	3	4	1	2	4	1	2	3
51	553 GM	2	4	1	3	2	4	3	1	2	4	1	3	1	4	3	2	3	1	2	4
51	554 ?	4	1	2	3	4	2	1	3	4	1	3	2	4	1	2	3	4	1	2	3
51	555 MAN	4	3	1	2	4	1	3	2	4	1	3	2	4	2	1	3	4	1	2	3
51	556 GM	1	2	4	3	2	1	4	3	3	1	4	2	4	1	2	3	3	1	2	4
51	557 MD	4	1	3	2	3	2	1	4	4	1	2	3	3	2	1	4	3	2	1	4
51	558 GM	4	3	1	2	3	2	1	4	4	1	3	2	3	1	2	4	3	2	1	4
51	559 GM	4	2	3	1	3	2	1	4	4	1	2	3	4	1	2	3	3	1	2	4
51	560 FIN	1	4	2	3	3	1	2	4	2	3	1	4	2	4	3	1	3	1	2	4
51	561 FIN	4	1	2	3	4	1	2	3	4	1	3	2	4	1	2	3	3	1	2	4
51	562 HR	4	3	2	1	3	4	1	2	4	3	1	2	4	1	2	3	4	1	2	3
51	563 FIN	4	2	1	3	4	3	1	2	4	2	1	3	3	1	2	4	3	1	2	4
52	564 OPS	3	4	1	2	4	2	1	3	4	3	2	1	4	3	1	2	2	3	1	4
52	565 ?	3	4	1	2	3	4	2	1	4	3	1	2	3	4	1	2	4	2	1	3
52	566 HR	3	4	1	2	4	1	2	3	3	2	4	1	4	2	1	3	3	2	1	4
52	567 PLAN	4	3	1	2	4	2	1	3	4	1	3	2	4	1	2	3	4	1	2	3
52	568 FIN	4	2	1	3	4	1	2	3	4	3	1	2	4	1	2	3	3	1	2	4
52	569 GM	4	3	1	2	1	4	3	2	4	2	3	1	4	1	2	3	3	2	1	4

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52	570	GM	4	3	2	1	4	2	1	3	4	1	3	2	4	2	1	3	3	2	1	4
52	571	PLAN	4	1	3	2	4	2	1	3	4	1	3	2	4	2	1	3	4	1	2	3
52	572	PLAN	4	3	2	1	4	3	1	2	4	2	3	1	4	1	2	3	4	1	2	3
52	573	GM	4	3	1	2	4	1	2	3	4	1	3	2	4	1	2	3	3	1	2	4
52	574	GM	4	3	1	2	3	4	1	2	4	2	1	3	2	3	1	4	4	2	1	3
52	575	FIN	4	3	2	1	4	1	2	3	4	1	2	3	2	3	1	4	3	2	1	4
52	576	HR	4	3	2	1	3	1	2	4	4	1	3	2	4	3	1	2	3	1	2	4
52	577	GM	3	4	1	2	2	3	1	4	4	3	1	2	4	1	2	3	4	1	2	3
52	578		4	3	1	2	4	1	3	2	4	3	1	2	1	4	2	3	4	1	2	3
52	579	FIN	4	3	1	2	3	1	2	4	4	1	3	2	4	1	2	3	4	1	2	3
52	580	GM	4	3	1	2	4	1	2	3	4	2	1	3	4	1	2	3	3	2	1	4
53	581	ADMIN	4	3	1	2	2	4	1	3	4	2	3	1	3	4	1	2	3	1	2	4
53	582	MARK	4	1	3	2	4	2	1	3	4	1	3	2	4	2	1	3	4	1	2	3
53	583	GM	4	3	1	2	4	1	2	3	4	3	2	1	4	2	1	3	4	1	2	3
53	584	GM	4	3	1	2	4	1	2	3	2	4	1	3	4	2	1	3	2	3	1	4
53	585	FIN	4	3	1	2	3	4	2	1	3	4	2	1	3	4	1	2	3	4	1	2
53	586	FIN	1	3	2	4	3	2	1	4	1	3	2	4	3	2	1	4	3	2	1	3
53	587	OPS	4	1	2	3	3	4	2	1	3	1	4	2	4	2	1	3	4	2	1	3
53	588	MARK	4	1	2	3	3	1	2	4	4	3	1	2	3	1	2	4	4	2	1	3
53	589	GM	3	1	2	4	4	2	1	3	3	1	2	4	3	2	1	4	3	2	1	4
53	590	OPS	1	3	2	4	3	1	2	4	1	4	2	3	1	4	3	2	4	1	2	3
53	591	GM	4	1	2	3	4	2	1	3	4	1	2	3	4	1	2	3	4	1	2	3
53	592	MARK	1	3	2	4	4	1	2	3	1	4	2	3	4	1	2	3	2	3	4	1
53	593	GM	4	3	1	2	4	3	2	1	2	1	4	3	4	2	1	3	3	4	1	2
53	594	OPS	1	3	2	4	4	2	3	1	1	4	3	2	1	3	4	2	2	1	3	4
53	595	GM	4	1	3	2	1	3	2	4	2	4	1	3	1	4	3	2	3	1	2	4
53	596	GM	1	2	3	4	3	4	1	2	1	3	2	4	3	2	1	4	3	1	2	4
53	597	OPS	3	1	2	4	4	1	2	3	4	1	2	3	3	2	1	4	2	1	3	4
53	598	MARK	4	3	1	2	2	4	3	1	2	3	4	1	2	3	4	1	1	3	4	2
53	599	GM	4	1	3	2	2	3	1	4	4	1	3	2	2	4	3	1	4	1	2	3
54	600	FIN	1	4	2	3	1	4	3	2	2	4	1	3	1	4	3	2	3	2	1	4
54	601	GM	1	4	2	3	2	4	3	1	2	4	1	3	2	4	3	1	2	4	3	1
54	602	GM	2	4	1	3	3	2	1	4	3	1	2	4	3	2	1	4	3	1	2	4
54	603	FIN	4	2	1	3	4	1	2	3	1	4	2	3	1	4	3	2	2	3	1	4
54	604	GM	1	2	3	4	3	2	1	4	2	3	1	4	1	4	2	3	2	3	1	4
54	605	?	2	3	1	4	1	4	3	2	3	2	1	4	1	3	2	4	2	3	1	4
54	606	GM	1	2	3	4	4	3	2	1	1	4	2	3	1	4	3	2	3	4	2	1
54	607	GM	4	3	2	1	3	2	1	4	4	2	1	3	3	2	1	4	2	3	1	4
54	608	MARK	2	1	3	4	3	1	2	4	3	2	1	4	3	2	1	4	3	1	2	4
54	609	GM	2	4	3	1	2	4	3	1	1	4	3	2	2	3	4	1	3	2	4	1
54	610	FIN	1	4	2	3	1	4	3	2	2	3	1	4	2	4	1	3	1	4	2	3
54	611	GM	3	2	1	4	3	1	2	4	2	4	1	3	1	3	2	4	2	4	3	1
54	612	HR	3	2	1	4	2	4	3	1	2	1	3	4	3	1	4	2	2	3	4	1
54	613	GM	2	4	1	3	4	2	1	3	4	2	1	3	4	2	1	3	4	2	1	3
54	614	GM	2	3	1	4	2	4	3	1	2	4	1	3	2	4	3	1	2	3	1	4
54	615	?	1	2	3	4	2	4	3	1	1	3	2	4	1	4	3	2	1	4	2	3
54	616	GM	2	3	4	1	3	1	2	4	4	2	3	1	3	2	1	4	2	1	3	4
54	617	GM	4	3	1	2	4	1	2	3	4	1	2	3	4	2	1	3	1	4	2	3
54	618	?	4	3	1	2	4	2	1	3	3	4	1	2	4	3	1	2	2	4	1	3
54	619	GM	4	2	1	3	3	1	2	4	4	2	3	1	4	2	1	3	3	2	1	4
54	620	FIN	4	2	1	3	3	2	1	4	1	3	2	4	1	4	3	2	2	3	1	4
54	621	?	4	2	1	3	3	2	1	4	4	1	2	3	3	2	1	4	3	2	1	4
54	622	GM	4	1	2	3	4	2	1	3	4	2	1	3	4	2	1	3	4	2	1	3
54	623	GM	2	3	1	4	2	3	1	4	3	2	1	4	3	2	1	4	2	3	1	4

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Name of thesis The Relationship between Business-level Strategy and organisational Culture 1987

PUBLISHER:

University of the Witwatersrand, Johannesburg

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