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The relationship between business-level strategy and organisational culture

Chorn, Norman Harold

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INSTITUUT VIR EIETYDSE GESKIEDENIS
Die Universiteit van die Oranje-Vrystaat

Bron nr. 0191 | Datum 860309.968 | Onderwerp nr. 08.6 | Knipsel nr. 32466a

Rapport Jg. 16 Nr. 10 P. 4 Dat. 86.3.-9.

Kaarte by Trust Bank só geskommel

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 oorgeneem, 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, mnre. Martin Croucamp en Gerbie Strydom (albei korporatiewe bankdienste) en mnre. 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 veranderings 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 gemaal. 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 toewyding."

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 gelewer."

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, maar 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
3 Trust Bank
4 Organisasie
5 Bestuur
6 Naamlys
7 Doelstelling
8
9
10

INSTITUUT VIR EIETYDSE GESKIEDENIS
Die Universiteit van die Oranje-Vrystaat

Bron nr	Datum	Onderwerp nr.	Knipsel nr.
1 0 4 0	8 J 1 1 1 2 3 1 6	396	2550

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

Kahn proceeding with budget hotel move

Industrial Staff

HOLIDAY INNS 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 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 Kommenta
3 Wanopvatt
4 Beriggewi
5 Southern Sun
6 Holiday Inns
7 Verander
8 Prosedure
9 Bemarkus
10

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10

Appendix 6

Covering letter
Pilot questionnaire

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

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Graduate School of Business Administration

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 usefull.

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.

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG Graduate School of Business Administration
P.O. Box 31170 Braamfontein 2017, South Africa

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 employess who make mistakes, or who are distinctly different in the way that they behave

11 The speed of the decision-making processess

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 organisation 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 budget. 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 Engineers 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.
					D4	Normally co-ordinators of Grade D workers.
	Interpretive	Senior Engineer Superintendents Accountants Management Accountant Operations Manager Training Manager Branch Manager Chief Industrial Engineer			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 A2 A3	19 18 17	1 2	50- 150	Unskilled employees Defined decisions
BL BU	B1 B2 B3 B4	16 15 14 13	2 3 4 5	150- 200	Semi-skilled employees Discretionary or automatic decisions
CL CU	C1 C2 C3 C4	12 11 10 9	6 7 8 9 10	250- 600	Skilled, technical and academically qualified employees Junior Management Routine decisions
DL DU	D1 D2	8 7 6	11 12	600- 800	Professionally qualified and experienced specialists Middle management Interpretive decisions
EL EU	E1 E2	5 4 3	13 14	800- 1000	Senior management Heads of major functions Programming decisions
F	F1 F2	2 1 1*	15 16	1000+	Top management Board level Policy making decisions

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

Covering letter
"Organisation" questionnaire

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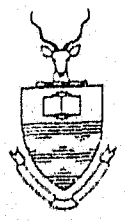
☎ (011) 643-6641



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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 organisaton.

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, managemnet 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 their any obvious areas of your oganisation 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 1", "Type 11", "Type 111" and "Type 1V". 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 9Ø 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 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 IV

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			
	1	11	111	1V
1				
2				
3				
4				
5				
6				
7				
8				
9				
1Ø				
11				
12				
13				
14				
15				
16				
17				
18				
19				
2Ø				
21				
22				

Organisation No	Strategy Type			
	1	11	111	1V
23				
24				
25				
26				
27				
28				
29				
3Ø				
31				
32				
33				
34				
35				
36				
37				
38				
39				
4Ø				
41				
42				
43				
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				
54				
55				
56				
57				
58				
59				

Appendix 10

Correlation matrix - "Organisation"

Appendix 10

SAS

CORRELATION COEFFICIENTS

	OOH	OOR	OOG	OOD	COMH	COMR	COMG	COMD	MOTH	MOTR	MOTG	MOTD	LEAH
OOH	1.00000	-0.21239	0.00308	-0.74131	-0.00736	-0.06898	-0.10600	0.07845	0.41197	-0.08971	-0.02750	-0.26307	0.15845
	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
OOR	-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
	0.03300	0.00000	0.87080	0.40850	0.95790	0.10990	0.24190	0.10680	0.48590	0.00060	0.57360	0.69800	0.20350
OOG	0.00308	-0.01639	1.00000	-0.27156	0.04126	0.19206	-0.01931	0.03650	-0.01940	0.21913	0.39981	-0.20935	-0.20358
	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
OOD	-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
	0.00010	0.40850	0.00600	0.00000	0.09840	0.84250	0.50290	0.18380	0.00040	0.40460	0.78760	0.00030	0.96630
COMH	-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
	0.94180	0.95970	0.68210	0.09840	0.00000	0.06790	0.00430	0.00010	0.02060	0.52870	0.10670	0.88300	0.01500
COMR	-0.06898	0.16004	0.19206	0.02002	-0.18239	1.00000	-0.30141	-0.11581	-0.07106	0.25380	0.11331	-0.05523	-0.16765
	0.49310	0.10990	0.05430	0.84250	0.06790	0.00000	0.00220	0.24880	0.48010	0.01040	0.25920	0.58330	0.09380
COMG	-0.10600	0.11750	-0.01931	0.06743	-0.28161	-0.30141	1.00000	-0.11682	-0.05758	-0.10794	0.13749	0.00322	0.06435
	0.29140	0.24190	0.84800	0.50290	0.00430	0.00220	0.00000	0.24460	0.56740	0.28260	0.17040	0.97450	0.52260
COMD	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
	0.43550	0.10680	0.71710	0.18380	0.00010	0.24880	0.24460	0.00000	0.88660	0.07180	0.42490	0.13130	0.11760
MOTH	0.41197	-0.07012	-0.01940	-0.34742	0.23014	-0.07106	-0.06758	-0.01437	1.00000	-0.18586	0.09269	-0.39182	0.30094
	0.00010	0.48590	0.84730	0.00040	0.02060	0.48010	0.56740	0.88660	0.00000	0.06280	0.35650	0.00010	0.00220
MOTR	-0.08971	0.33419	0.31913	-0.08383	-0.06341	0.25380	-0.10794	0.17995	-0.18586	1.00000	-0.11320	-0.19619	-0.11630
	0.37230	0.00060	0.02770	0.40460	0.52870	0.01040	0.28260	0.07180	0.06280	0.00000	0.25970	0.04930	0.24680
MOTG	-0.02750	-0.05666	0.39981	0.02714	0.16147	0.11331	0.13749	-0.08026	0.09269	-0.11320	1.00000	-0.38395	-0.14616
	0.78490	0.57360	0.00010	0.78760	0.10670	0.25920	0.17040	0.42490	0.35650	0.25970	0.00000	0.00010	0.14470
MOTD	-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	0.00010	0.00000	0.89470
LEAH	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
LEAR	-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
LEAG	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
DECH	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	0.19389	0.08190	0.35466	-0.27471	0.09938	0.01356	-0.05637	0.06854	0.10972	0.20578	0.15687	-0.16536	0.03529
	0.05190	0.41550	0.99930	0.00540	9.32280	0.89290	0.57550	0.49590	0.27470	0.03900	0.11720	0.09840	0.72600
DECG	-0.11900	0.17322	0.31026	-0.11864	0.01852	0.13267	0.01210	0.05374	0.09041	0.09787	0.22029	-0.09565	-0.18391
	0.23590	0.08320	0.00160	0.23740	0.85410	0.28600	0.90440	0.59350	0.36860	0.33020	0.02690	0.34130	0.06560
DECD	-0.21886	0.00474	0.08309	0.24529	-0.00440	0.18766	0.06811	-0.04716	-0.33673	0.02720	0.23162	0.08968	-0.21379
	0.02790	0.96350	0.40880	0.01340	0.96520	0.06020	0.49860	0.63950	0.00060	0.78720	0.01980	0.37250	0.03180
ORGH	0.28807	-0.04712	-0.07742	-0.27883	-0.06214	-0.22001	0.18741	-0.08585	0.18473	-0.18177	-0.14846	-0.07607	0.12454
	0.00350	0.63990	0.44160	0.00470	0.53700	0.02710	0.06060	0.39330	0.06440	0.06890	0.13840	0.44960	0.21470
ORGR	-0.06087	0.18912	0.15263	0.06885	0.11396	0.16966	-0.14821	0.22518	-0.10437	0.19713	0.26625	-0.00472	-0.11857
	0.54540	0.05820	0.12760	0.49390	0.25650	0.08990	0.13910	0.02360	0.29900	0.04820	0.00710	0.96270	0.23760
ORBB	-0.07040	0.21545	0.18015	0.00379	0.06634	0.27406	-0.18681	0.08118	0.03882	0.15450	0.36731	-0.18534	-0.18814
	0.48420	0.03050	0.07140	0.97000	0.50980	0.00550	0.06140	0.41960	0.69990	0.12290	0.00020	0.06350	0.05950
ORGD	-0.26463	-0.06007	0.01341	0.24278	0.03568	-0.01031	-0.04500	0.05854	9.08681	-0.00090	-0.12740	0.15952	0.07056
	0.00750	0.55070	0.89410	0.01440	0.72320	0.91850	0.65500	0.56090	0.38800	0.99290	0.20420	0.11110	0.48320

	LEAR	LEAG	LEAD	DECH	DECR	DECG	DECD	ORGH	ORGH	ORGG	ORBD
OOH	-0.05055	0.11396	-0.16992	0.13260	0.19398	-0.11900	-0.21886	0.28807	-0.06087	-0.07040	-0.26463
	0.61560	0.25650	0.08940	0.18620	0.05190	0.23590	0.02790	0.00350	0.54540	0.48420	0.00750
OOR	0.12201	0.12042	0.13518	-0.20149	0.08190	0.17322	0.00474	-0.04712	0.18912	0.21545	-0.06007
	0.22420	0.23030	0.17770	0.04330	0.41550	0.08320	0.96250	0.63990	0.05820	0.03050	0.55070
OOG	-0.17315	0.35734	0.01810	-0.09695	0.35466	0.31026	0.08309	-0.07742	0.15263	0.18015	0.01341
	0.08340	0.00020	0.85740	0.33480	0.00030	0.00160	0.40880	0.44160	0.12760	0.07140	0.89410
OOD	0.09190	-0.14292	0.10470	-0.07511	-0.27471	-0.11864	0.24529	-0.27883	0.06885	0.00379	0.24278
	0.36070	0.15390	0.29740	0.45540	0.00540	0.23740	0.01340	0.00470	0.49390	0.97000	0.01440
COMH	0.08376	-0.06804	-0.18776	0.00382	0.09938	0.01852	-0.00440	-0.06214	0.11396	0.06634	0.03568
	0.40500	0.49900	0.06010	0.96980	0.32280	0.85410	0.96520	0.53700	0.25650	0.50980	0.72320
COMR	0.12586	0.25873	-0.01278	-0.12560	0.01356	0.13267	0.18766	-0.22001	0.16966	0.27406	-0.01031
	0.20980	0.00900	0.89910	0.21070	0.89290	0.18600	0.06020	0.02710	0.08990	0.00550	0.91850
COMG	-0.01698	-0.04652	-0.03246	0.01451	-0.05637	0.01210	0.06811	0.18741	-0.14821	-0.18681	-0.04500
	0.86620	0.64410	0.74730	0.88550	0.57550	0.90440	0.49860	0.06060	0.13910	0.06140	0.65500
COMD	-0.05989	0.09027	0.23420	-0.07432	0.06854	0.05374	-0.04716	-0.08585	0.22518	0.08118	0.05854
	0.55190	0.36930	0.01840	0.46010	0.49590	0.59350	0.63950	0.39330	0.02360	0.41960	0.56090
MOTH	0.11419	-0.12210	-0.16687	0.38392	0.10972	0.09041	-0.33673	0.18473	-0.10437	0.03862	-0.08681
	0.25550	0.22390	0.09530	0.00010	0.27490	0.36860	0.00060	0.06440	0.29900	0.69990	0.38800

Appendix 10

SAS

CORRELATION COEFFICIENTS

MOTR	0.03446	0.18371	0.05919	-0.24382	0.20578	0.07870	0.02720	-0.18177	0.19713	0.15450	-0.00090
	0.73230	0.06590	0.55650	0.01400	0.03900	0.33020	0.78720	0.06890	0.04820	0.12290	0.99290
MOTB	-0.12291	0.42120	-0.07384	-0.12524	0.15687	0.22029	0.23162	-0.14846	0.26625	0.36734	-0.12740
	0.22080	0.00010	0.46300	0.21210	0.11720	0.02690	0.01980	0.13840	0.00710	0.00020	0.20420
MOTD	-0.00941	-0.17256	0.18321	0.08358	-0.16536	-0.09565	0.08968	-0.07607	0.00472	-0.18534	0.15952
	0.92560	0.08440	0.06670	0.40600	0.09840	0.34130	0.37250	0.44960	0.96270	0.06350	0.11110
LEAH	-0.14081	-0.34607	-0.55998	0.28866	0.03529	-0.18391	-0.21379	0.12454	-0.11857	-0.18814	0.07056
	0.16020	0.00040	0.00010	0.00340	0.72600	0.06560	0.03180	0.21470	0.23760	0.05950	0.48320
LEAR	1.00000	-0.32000	-0.18675	0.07026	-0.11884	-0.05179	-0.12174	0.08227	0.01017	-0.00839	-0.11725
	0.00000	0.00110	0.06150	0.48510	0.23650	0.60700	0.22520	0.41340	0.91960	0.93360	0.24290
LEAG	-0.32000	1.00000	-0.13589	-0.25164	0.28096	0.18502	0.14473	-0.06582	0.29439	0.37218	-0.28514
	0.00110	0.00000	0.17540	0.01110	0.00440	0.06400	0.14870	0.51320	0.00280	0.00010	0.00390
LEAD	-0.18675	-0.13589	1.00000	-0.10839	-0.16906	0.17889	0.14219	-0.18760	0.01671	0.00763	0.24191
	0.06150	0.17540	0.00000	0.28060	0.09100	0.07350	0.15610	0.06300	0.86830	0.93960	0.01480
DECH	0.07026	-0.25164	-0.10839	1.00000	-0.16906	-0.02157	-0.55024	0.23081	-0.27822	-0.09470	0.03000
	0.48510	0.01110	0.28060	0.00000	0.09100	0.83050	0.00010	0.02020	0.00480	0.34620	0.76590
DECR	-0.11884	0.28096	-0.16906	-0.16906	1.00000	0.18910	-0.19382	0.02245	0.14642	0.13852	-0.09588
	0.23650	0.00440	0.09100	0.09100	0.00000	0.05820	0.05210	0.83270	0.14400	0.16710	0.34020
DECG	-0.05179	0.18502	0.17889	-0.02157	0.18910	1.00000	-0.24518	-0.13777	0.06223	0.29752	0.02085
	0.60700	0.06400	0.07350	0.83050	0.05820	0.00000	0.01350	0.16950	0.53640	0.00250	0.83610
DECD	-0.12174	0.14473	0.14219	-0.55024	-0.19382	-0.24518	1.00000	-0.22644	0.22856	0.04903	0.00647
	0.22520	0.14870	0.15610	0.00010	0.05210	0.01350	0.00000	0.02280	0.02150	0.62640	0.94880
DRGH	0.08227	-0.06582	-0.18760	0.23061	0.02245	-0.13777	-0.22644	1.00000	-0.46553	-0.40001	-0.60958
	0.41340	0.51320	0.06030	0.02020	0.82370	0.16950	0.02280	0.00000	0.00010	0.00010	0.00010
DRGR	0.01017	0.29439	0.01671	-0.27822	0.14642	0.06223	0.22856	-0.46553	1.00000	0.22988	-0.11810
	0.91960	0.00280	0.86830	0.00480	0.14400	0.53640	0.02150	0.00010	0.00000	0.02070	0.23950
DRGG	-0.00839	0.37218	0.00763	-0.09470	0.13852	0.29752	0.04904	-0.40001	0.22988	1.00000	-0.08330
	0.93360	0.00010	0.93960	0.34620	0.16710	0.00250	0.62640	0.00010	0.02070	0.00000	0.40760
DRGD	-0.11725	-0.28514	0.24191	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.

Appendix 11

CORRELATIONS

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
[illegible]	[illegible]	0.24019	1.00000	0.00000	0.64550	0.09129	0.09129	0.16667	-0.10050	-0.25126	-0.28868
[illegible]	[illegible]	0.00000	[illegible]	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
[illegible]	[illegible]	[illegible]	[illegible]	0.00000	0.37210	0.17541	0.17541	[illegible]	[illegible]	-0.14484	-0.27735
[illegible]	[illegible]	[illegible]	[illegible]	0.00000	0.64550	0.09129	0.09129	[illegible]	[illegible]	-0.25126	-0.28868
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.00000	[illegible]	[illegible]	[illegible]	[illegible]	0.00000	0.00000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.00000	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.14907
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.31623
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.17408
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.14907	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.00000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.00000
[illegible]	[illegible]	[illegible]	[illegible]	0.00000	-0.37210	-0.17541	[illegible]	[illegible]	[illegible]	0.14484	-0.27735
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.53109	0.27735
[illegible]	[illegible]	[illegible]	[illegible]	0.00000	0.14907	0.00000	[illegible]	[illegible]	[illegible]	-0.52223	-0.14284
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.15152	0.17408
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.25820	[illegible]	[illegible]	[illegible]	[illegible]	-0.10050	-0.28868
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.33735	[illegible]	[illegible]	[illegible]	[illegible]	0.27273	0.17408
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.20672	[illegible]	[illegible]	[illegible]	[illegible]	0.14484	0.27735
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.37210	[illegible]	[illegible]	[illegible]	[illegible]	-0.14484	0.27735
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.25820	[illegible]	[illegible]	[illegible]	[illegible]	-0.10050	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.38925	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.04303	[illegible]	[illegible]	[illegible]	[illegible]	0.10050	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.04303	[illegible]	[illegible]	[illegible]	[illegible]	0.10050	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.21320	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.14484	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.33735	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.17408	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.14907	[illegible]	[illegible]	[illegible]	[illegible]	0.17408	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.27273	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.17408	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.44039	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.37210	[illegible]	[illegible]	[illegible]	0.14484	-0.14484	0.27735
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.14907	[illegible]	[illegible]	[illegible]	-0.17408	0.52223	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000

Appendix 11

CORRELATIONS

Appendix 11

CORRELATIONS

				Q30	Q31	Q32	Q33	Q34	Q35	Q36
				0.57735						
				0.00000						
				0.27735						
				0.57735	0.45227					0.00000
				0.00000						0.00000
				0.14907	0.33735			0.37214		0.00000
				0.31623						0.00000
				0.31623						0.00000
				0.17408						0.00000
										0.00000
				0.14286						0.00000
										0.00000
				0.27735						0.00000
										0.00000
				0.14286	0.17408					0.00000
				0.17408						0.00000
				0.57735						0.00000
										0.00000
										0.00000
										0.00000
										0.00000
				0.49835						0.00000
										0.00000
				0.74535						0.00000
										0.00000
										0.00000
										0.00000
										0.00000

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	0.693229	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	0.853000	0.878000	0.902700	0.925400	0.945000	0.961600	0.975300	0.984400	0.990600	0.994600	0.997800	1.000000

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
OOR	0.335930	-0.01169	-0.24607	0.175620	0.404800	0.313620	0.377780	0.164770	-0.15772	-0.02488
OOG	0.459770	0.409880	0.035280	-0.00909	-0.31036	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	0.123620	0.112750	-0.05372	0.116560	0.094000	-0.04552	-0.57486
COMR	0.449510	0.067780	0.067350	0.119180	0.345190	0.068420	-0.36105	-0.41822	0.218680	0.301920
COMG	-0.14423	0.08694	-0.14360	-0.43394	-0.25862	0.420830	0.428500	0.101470	-0.28210	0.318370
COMD	0.210950	-0.00704	0.57756	0.264900	-0.05142	-0.27049	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	0.222160	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	0.200830	-0.35876	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
DECG	0.339980	0.249440	-0.03718	0.370830	-0.28243	0.473850	0.124010	-0.01101	0.132570	-0.13883
DECD	0.444660	-0.33759	0.136770	-0.54433	0.041460	-0.23630	-0.16597	-0.03126	-0.24807	-0.00399
ORGH	-0.56353	0.324920	-0.32064	-0.43151	0.141050	0.247880	0.040330	-0.05578	0.172040	-0.22289
ORGR	0.560490	0.050780	0.164820	0.048890	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 'TOTAL = 18.181143

Appendix 12

OOH	OOR	OOG	OOD	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.

The computer print out pages are very poor quality and almost illegible

Appendix 13

FACTOR PATTERN

	FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7	FACTOR8	FACTOR9
[illegible]	[illegible]	[illegible]	[illegible]	0.98822	0.18697	0.15[illegible]	-0.07[illegible]	-0.02042	0.09141
[illegible]	[illegible]	[illegible]	[illegible]	0.00000	-0.00000	-0.00[illegible]	[illegible]	[illegible]	0.00000
[illegible]	[illegible]	[illegible]	[illegible]	0.25095	0.60742	-0.14[illegible]	[illegible]	[illegible]	-0.22097
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.18697	0.1[illegible]	-0.06209	-0.09[illegible]	0.09141
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-0.00000	-0.00[illegible]	0.00000	[illegible]	-0.00000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.15[illegible]	0.16[illegible]	[illegible]	[illegible]	-0.[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	0.12729	0.06[illegible]	[illegible]	[illegible]	0.03[illegible]	-0.[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.03917	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	0.01598	0.19410	[illegible]	[illegible]	0.04205	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.14[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
					[illegible]				
					[illegible]				
					[illegible]			

[illegible] METHOD [illegible] COMPONENTS

Appendix 13

PRIOR COMMUNALITY ESTIMATES: ONE

[illegible] OF THE CORRELATION MATRIX TOTAL [illegible]

	1	2	3	4	5	6	7	8	9	10	11	12
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.886580	[illegible]	[illegible]	[illegible]	[illegible]	0.484234	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	1.403827	0.300217	0.174047	[illegible]	[illegible]	[illegible]	0.297493	0.193364	0.225349
[illegible]	[illegible]	[illegible]	0.1549	[illegible]	0.0663	0.0572	[illegible]	[illegible]	[illegible]	0.0285	0.0195	0.0137
[illegible]	[illegible]	[illegible]	0.5695	[illegible]	0.7445	0.8018	[illegible]	[illegible]	[illegible]	0.9600	0.9795	0.9932

	13	14	15	16	17	18	19	20	21	22	23	24
[illegible]	[illegible]	[illegible]	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.000000	0.000000	[illegible]	[illegible]	0.000000	0.000000	0.000000
[illegible]	[illegible]	[illegible]	[illegible]	0.0000	[illegible]	0.0000	0.0000	[illegible]	[illegible]	[illegible]	0.0000	0.0000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.0000	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.0000

	25	26	27	28	29	30	31	32	33	34	35	36
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.000000	[illegible]	[illegible]	[illegible]	[illegible]	0.000000	0.000000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0.0000	0.0000	[illegible]	[illegible]	[illegible]	0.0000	0.0000	0.0000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1.0000	1.0000	[illegible]	[illegible]	[illegible]	[illegible]	1.0000	[illegible]

[illegible]

Appendix 13

| | | |

Appendix 14

Orthogonal factor rotation - "Organisation"

Appendix 14

SAS

ROTATION METHOD: VARIMAX

ORTHOGONAL TRANSFORMATION MATRIX

	1	2	3	4	5	6
1	0.59761	-0.12332	0.53176	0.29218	-0.31348	0.40158
2	0.51812	0.76315	-0.22244	-0.23008	0.19930	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
OOH	-0.03752	0.81749	-0.12279	-0.08559	0.09424	-0.17140
OOR	0.04968	0.07194	-0.00231	0.20679	0.06270	0.64207
OOG	0.64896	0.18181	0.08095	0.12351	-0.08243	-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	-0.02341	0.70235	-0.15732	-0.03815
DECH	-0.12623	0.01280	-0.70678	-0.10960	0.05581	-0.18989
DECR	0.35187	0.44097	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
ORGG	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

OOH	OOR	OOG	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	ORGG	ORGD
0.567039	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"

ROTATION METHOD: VARIMAX

Appendix 15

ORTHOGONAL TRANSFORMATION MATRIX

	1	2	3	4	5	6	7	8	9
1	0.910740	0.193200	0.166260	-0.143590	0.122500	-0.250790	0.014920	-0.022130	0.079670
2	-0.308330	0.859660	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	0.107820	0.001700	0.170310	-0.082750	0.121780	0.345280	-0.440970	0.483560	-0.624660
8	-0.130190	-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	-0.036800
Q2	-0.00000	-0.00000	0.000000	0.000000	0.000000	-0.00000	-0.00000	0.000000	0.000000
Q3	-0.095750	0.408670	0.106920	0.329170	-0.348710	-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	-0.036800
Q5	-0.00000	-0.00000	-0.00000	-0.00000	0.000000	-0.00000	-0.00000	0.000000	-0.00000
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	0.153680	0.005710
Q8	-0.530110	0.103730	0.005050	-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	0.170040	0.323840
Q13	-0.523760	0.542600	0.211570	-0.032560	-0.148820	0.057290	0.190130	0.356170	0.199280
Q14	-0.960260	-0.091660	-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	-0.273430	0.098250	-0.059570	-0.883240	-0.013370	-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	-0.340430
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	0.930533	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

FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7	FACTOR8	FACTOR9
1.000000	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000

Appendix 16

Organisation profiles - raw scores

CULTURAL PROFILE OF SAMPLE - RAW SCORES

CO 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
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	GM	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	GM	1	4	2	3	3	2	1	4	1	4	2	3	2	3	1	4	3	1	2	4
8	59	GM	3	4	2	1	4	1	2	3	3	4	1	2	3	1	2	4	2	3	1	4
8	60	GM	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	GM	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	GM	4	3	1	2	4	3	1	2	4	1	3	2	4	1	2	3	2	3	1	4
9	69	GM	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	GM	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	GM	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	GM	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	GM	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	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

14	97	OPS	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	OPS	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	OPS	4	1	3	2	4	1	2	3	4	1	2	3	4	1	2	3	3	1	2	4
14	106	OPS	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	OPS	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	OPS	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	3	4	1	3
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

CO 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

CULTURAL PROFILE OF SAMPLE - RAW SCORES

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	MR	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	MR	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	.	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	OPS	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	OPS	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	OPS	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	OPS	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

CULTURAL PROFILE OF SAMPLE - RAW SCORES

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	OPS	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	OPS	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

CULTURAL PROFILE OF SAMPLE - RAW SCORES

CO 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	M	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	3	3
39	419	GM	4	1	2	3	3	2	1	4	3	2	1	4	4	2	1	3	3	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

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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

CO	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	466			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	464			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	4	1	2	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		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		1	2	3	2	3	1	4	4	1	2	3	2	4	1	3
48	500			OPS	4	1	3	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	2	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	2	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	3	1	2
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	4	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	GK	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	2	4	1	3	2	4	3	1	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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