

PAEI MODEL: THE FOUR ROLES OF MANAGEMENT

Management Models

>> INTRODUCTION

In the 1970s Dr Ichak Adizes put forward his idea of four key roles for managers. He suggested that although managers would be able to perform each of these four roles, most managers would naturally lean towards one of the four and that probably for that individual the four roles would have an order of preference of their use.

More recently Adizes has suggested that the four roles correspond to four management styles, and by identifying the role order and preferences you should be able to determine your naturally preferred style. The **PAEI** acronym describes these four styles:

- **Producer:** You like to stay busy and produce outputs to meet organisational goals, with a strong task focus and no time for non-achievement activities like meetings, training or routine planning.
- **Administrator:** You like to plan and organise. You enjoy working with systems and procedures and create rules and policies if these don't exist. You work to time and meet deadlines by following your rules and schedules.
- **Entrepreneur:** You are a risk taker and like to be inspired to develop your own and others' ideas. Usually enthusiastic and energetic, you are always looking for new ideas and approaches.
- **Integrator:** You are sociable and like people to be involved and supported. You bring people together and encourage team spirit. Your focus upon enabling people to work together is helpful in reducing conflict.

>> HOW CAN THIS HELP ME?

Adizes proposes that a balanced style across the four is desirable to be effective as a manager and as a team. This helps you communicate more effectively with others and deal efficiently and effectively with a wide variety of situations. Use the descriptors to determine your own style preferences. How does this fit with the culture of your organisation? Do you change style depending on the projects you work on and teams you work with?

>> ADDITIONAL RESOURCES

Mismanagement styles, Ichak Adizes
California Management Review, vol 19 no 2, 1976, pp5-20

Adizes Institute Worldwide
http://www.adizes.com/management_styles/

>> THE MODEL

