

Section One – Kinds of People

This section measures employees' perceptions of the behavior of their co-workers, based on the *kinds of people* described in Integro's *Personal Responsibility Model*.

This model identifies three *kinds of people*:

Self-Directed – people who are personally responsible, and two kinds of *Other-Directed* people – those who tend to be **Compliant**, and those who are **Rebellious**.

The survey asks employees to respond to the following question:

What percentage of the people that you work with would fit each of the following three descriptions? Please ensure your total for all three equals 100%.

- Person 1** - Will not be told what to do; feels frustrated; feels entitled to better treatment; does just what they have to do to keep their job; tends to blame others when things go wrong. (Rebellious)
- Person 2** - Does what they are asked to do; does not feel committed to the organization... it's just a job; sticks to the rules and stays out of trouble. (Compliant)
- Person 3** - Is committed to the organization; open-minded and willing to learn; accepts personal responsibility for their performance; uses initiative and creativity to improve results. (Self-Directed)
(Respondents to the survey do not see the labels shown in parenthesis.)

Reading the Graph: The pie chart shows the average percentage of scores for the three descriptions, for all employees in this group that respond to the questions.

Important Note: While we have used the title “Kinds of People” for this section, we are really talking about how employees are currently behaving. It is important to understand that Rebellious and Compliant behaviors are natural responses from employees who perceive themselves to be in an Authoritarian environment.

It is also possible for the same person to use all three types of behavior in one day.

Therefore this result is not a *portrait* of the employees in your group, merely a *snapshot* of how they were behaving at the time this survey was taken.

Key Questions:

- How do you need your employees to behave to achieve your objectives?
- Is your present leadership approach going to allow your employees to be *self-directed*?
- What kind of culture do you need to create to attract and retain *Self-Directed* people, and get your currently *Rebellious* and *Compliant* people to behave in a *self-directed* way?