Personality types & work styles  
  
Adapted from Adizes, I. (1979). *How to Solve the Mismanagement Crisis*. Homewood, Illinois: Dow Jones-Irwin.

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|  | **Producer** | **Administrator** | **Entrepreneur** | **Integrator** |
| **Time** | Now | Past | Future | Today |
| **Output** | Results | Rules | Ideas | Culture |
| **Thinking** | Concrete | Abstract | Systemic | Relational |
| **Risk Tolerance** | High | Low | High | Low |
| **Analysis** | Literal | Literal | Metaphorical | Metaphorical |
| **Concern** | External | Internal | External | Internal |
| **Skill** | Goals | Systems | Models | People |
| **Measurement** | Quantity | Quantity | Quality | Quality |