

APPENDIX 20.PROTOTYPIC PROFILES FOR SIX ORGANIZATIONAL CLIMATES RANKEDIN RESPECT TO OPENNESS VS CLOSEDNESS

(AFTER HALPIN AND CROFT, 1963)

Groups								
Climates	Groups' Characteristics				Leaders' Characteristics			
	Disenga- ment	Hindr- ance	Esprit	Inti- macy	Aloof- ness	Produc- tion Emphasis	Thrust	Consider- ation
Open	43	43	63	50	42	43	61	55
Autono- mous	40	41	55	62	61	39	53	50
Contro- lled	38	57	54	40	55	63	51	45
Familiar	60	42	50	58	44	37	52	59
Pater- nal	65	46	45	46	38	55	51	55
Closed	62	53	38	54	55	54	41	44

The Numbers represent doubly-- Standardized Scores (both nor-
matively and ipsatively,) with a mean of 50 and a standard devi-
ation of 10.