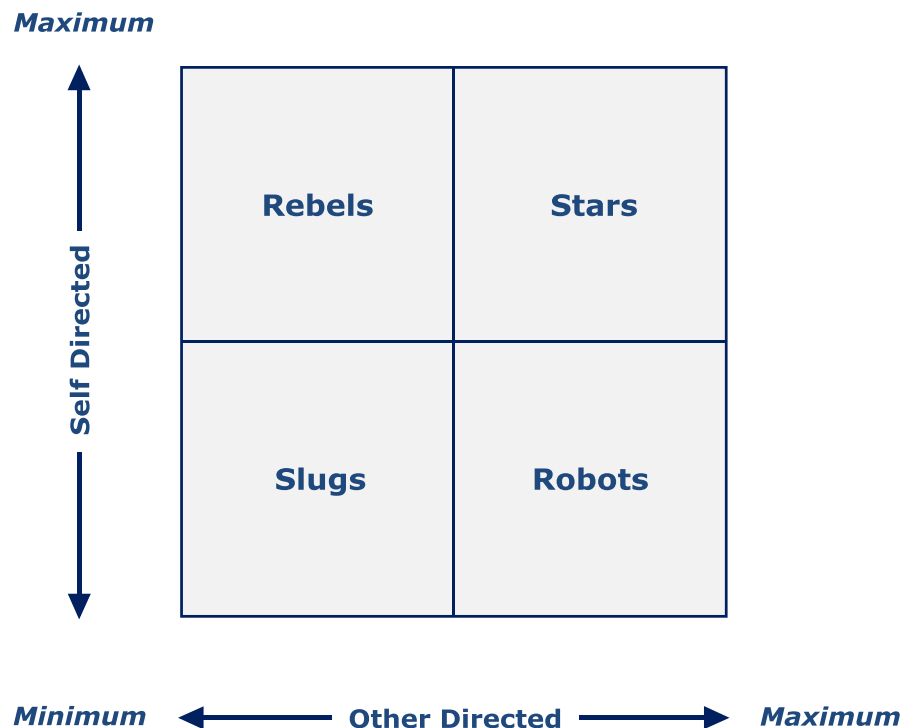


# Tools for Knowledge Workers

## Self-Directed vs Other-Directed Matrix



We often say of other people (just as others say of us) that they are “self-directed” or “other-directed,” which is to say they provide their own lead or take their cues from others. The truth of the matter is that most likely we all are some mix of self-directed and other-directed. When it is the case that much of a person’s observable behavior exhibits certain characteristics, we tend to talk about that person’s “style.” The matrix above depicts four basic styles based on four different mixes of being self-directed and other-directed. The matrix was originally created in as a way of framing some basic behavior patterns displayed by managers in conjunction with preparing the dreaded annual performance review. For more about that application of the self-directed, other-directed matrix, click [here](#).

