Cleaver Behavior Styles as a post-covid strategy in mipymes

Estilos de comportamento do cutelo como uma estratégia pós-cobiçada em mipimas

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ABSTRACT
This research was carried out in response to the crisis that we face at a global level in which health is vulnerable to covid-19, impacting on various organizational contexts, strongly driven to react using technology through digital tools in order to respond and functionally to work responsibilities, it is considered important that mipymes manage to strengthen the relationship between technology and employees and minimize the risk of being left behind. It is a descriptive research, in which the bibliographic review of the evaluation of talents, analysis of the cleaver test, specifying requirements to develop software
to be implemented in mipymes through human capital management was considered, providing information on 16 styles of behavior of talents to join the organization or collaborators. In this way the organization has the opportunity to be its own generator of change, not only by measuring the competencies of its collaborators, but also by being designed and organization to enhance what people are capable of thinking, creating and doing while face and resolve labor situations in favor of the organization.

**Keywords:** Human capital management, psychometric tests, cleaver styles

1 INTRODUCTION

The research of the Claver styles is carried out to develop software and apply technology in the processes of human capital management, specifically in the process of choosing talents that are integrated into the organization or for collaborators who are already part of organizational structure, this resource is for all types of organization, however this is aimed at MSMEs as part of the current trends in response to the covid-19 that has impacted globally, where health is presented as a priority and strongly encourages isolation, avoiding personal contact as much as possible, making use of technology and in the case of medium and small companies to join the best practices of human capital management and application of technology to renew and continue in the difficult competitive environment. There is a wide variety of software and platforms on the market that are really very expensive, this evaluation system is developed in multidisciplinary work and will be made available to MSMEs to provide a post-covid response as part of innovative solutions that allow them to reduce the maximum the negative impact of this contingency and propose ways of reactivation and operational continuity. The question is: Will the entrepreneurs of the MSMEs of the central region of the state of Coahuila, Mexico implement innovations in the management of human capital? The objective is to inform, explain and make available this research and the impact on the organization.
HUMAN CAPITAL MANAGEMENT

The evolution of people management from the 60s to the present has considered important skills, personal traits, work styles, leadership styles, and contribution to the organization, through flexibility, adaptability and disposition, to change, intuition and interest in continuous training, teamwork, knowledge management, the application of various types of leadership focused on the analysis and solution of problems.

Human capital management involves a whole diagnostic model in which various processes are considered, such as: the integration of new talents, training, promotion and development, performance evaluation, potential evaluation, establishment of career plans, motivation work environment, work environment diagnosis, leadership and quality system and development (Gelabert, M. 2014).

Currently due to the contingency situation in which we live vulnerable to health due to covid-19, human capital management needs to broaden focus and influence. You must consider the totality of work, the workforce and the workplace among other variables, but above all, that the role is to make the work more humane and the people better at doing their jobs. Entrepreneurs of small and medium-sized companies must be aware that facing this new reality implies balancing the use of technology with human capital, in order to enhance the talent of their collaborators and have greater possibilities of moving forward safely and moving through modifications, necessary in an agile and efficient way.

In the face of covid-19 we have learned that the organizations with the greatest adaptability and technological infrastructure were the least impacted, supporting their operational continuity. Those organizations that are able to use technology well to move forward and rethink their business model for the future through accelerated digital transformation will be the ones that will position themselves ahead of their competition. It is time to challenge the view that technology and humanity are separate elements, as both can make it possible for organizations to prevail in the face of the greatest challenges. An organization that is designed and organized to maximize what people are capable of thinking, creating and doing focuses on managing these trends, driving strategies for the work (the what), the workforce (the who) and the workplace. (where). In addition to trends, organizations have challenges derived from the health crisis. It is estimated that 2.7 billion people, approximately four out of five employees worldwide, have been impacted by contingency measures. Organizational and government leaders have been challenged to respond to the crisis quickly and rethink their workforce strategies in real time. According to Deloitte's point of view, a crisis unfolds in 3 stages. Respond, in which the organization deals with the current situation and manages continuity, Recover, in which the organization learns and emerges stronger. Thrive, in which the organization prepares and shapes the new normal. In Mexico, at the moment in which we find ourselves, most of the leaders have taken actions mainly for the stage of responding, identifying and navigating through the uncertainty. Your recovery will definitely not be static, nor will it occur on a specific date. For this reason, it is time to take advantage of the analysis of the experts and use this learning to
emerge with more force. Today human capital management faces a degree of complexity, we believe that it is necessary to change the approach to better understand the characteristics and needs of employees, maximize their contribution at work and increase the meaning of their careers by aligning with the purpose of the organization, but at the same time generating a greater sense of belonging (Deloitte, 2020)

![Figure 1. Deloitte 2020 Global Human Capital Trends](image)

The covid-19 crisis has clearly shown us the importance of people in all organizations, so SMEs must plan how to respond to the challenges that are being presented through the best practices of human capital management, especially identifying the behavior styles of its collaborators, enhancing their participation in the organization's operations. (Bersin, 2020)

**PSYCHOMETRIC TEST**

Psychological evaluation is a discipline of Psychology that deals with the measurement of some aspects of human behavior; This measurement is carried out through basic methodologies, among which are psychometric techniques, which aim to describe personality characteristics, classify people into certain categories, according to their intelligence quotient, work styles, values, predict the future behavior of a subject, control certain current characteristics in a person to confront them with possible changes in behavior at a later time (González, 2007). In this research, the Cleaver self-description test was used as an evaluation instrument to determine 16 styles of behavior.

**CLEAVER BEHAVIOR STYLES**

The Cleaver behavior test was developed in the United States of America, its author JP Cleaver, the administration time is 15 to 20 minutes, the application is through a format in which there are 24 groups of 4 words that must Being categorized by the evaluated between what describes him the most and what
describes him least, consists of a forced self-description of a series of adjectives, it is an effort to provide an instrument that facilitates the knowledge of the behavioral characteristics of the individual, each person has its own style in its adaptation to the environment, which it can describe through self-perception., This test measures behaviors and abilities, it can determine how the person acts in a normal environment, how their behavior changes if they are motivated or it motivates you and how you act under pressure (whether you push yourself or push yourself). In addition, it presents a matrix in which it describes a typical pattern of a person interacting in four characteristics to determine if the person has the ideal job skills for a certain position in the organization.

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<th>Obtain results in situations of opposition, initiative, leadership, acceptance of challenges.</th>
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<td>Influence</td>
<td>Influencing other people to act positively and favorably</td>
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<td>S</td>
<td>Stability</td>
<td>Constancy in carrying out the work and in a predictable way</td>
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<td>C</td>
<td>Compliance</td>
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The analysis of the information that is carried out through the Cleaver evaluation system, using software technology designed to determine the behavior of the people who join the company or the collaborators who are already part of the organization, provides 16 styles behaviors in an automated way that are described below in four projections: Personal strengths, Directional initiative, potential performance problems and effective supervision.

ADAPTABLE

Personal strengths: People see these people as systematic, accurate, and helpful. These people like the familiar, the routine and the stable. One of his strengths is his capacity for analysis and reflection for the activities of his positions that require study. People are important to them, but to a small degree, although they seek trust and rapprochement. People who know these people respect their adherence to rule in decision-making processes. They rarely make mistakes, and never make the same mistakes twice.

Directional Initiative: The adaptive style seeks to perform its work quietly, without being noticed, accurately and avoiding problems. They want to know where to find the answers they need, who to turn to, and where the experts are. They will feel more comfortable knowing that their work environment is stable and unchanged.
Potential performance problems: Due to their high dependency on existing systems these people do not like to change the status quo. A high insistence on quality can backfire because of your lack of urgency. When they delegate they do it temporarily due to their possession of work and everything related to it, time management becomes a real challenge for them because they tend to work concentrated and sustained on a project or issue at the same time, (Band, 1992).

Effective supervision: This person, because he is very precise and stable, requires a boss who defines his responsibilities, dates, commitments and rewards. For these people, the more information they receive in writing, the better. They expect extensive explanations about their work and seek to feel that what they are doing is important. A possible frustration for them is their continued doubt and hesitation in the face of risks.

ADMINISTRATOR

Personal strengths: This person is perceived as trustworthy, loyal, and balanced. He is unfazed by the fire, is characterized by his self-control, patience in handling other people, great capacity for concentration and the willingness to always give in to the wishes of others without violating established standards or norms. They show a strong inclination to serve in sales or professional areas, and a conservative and uniform leadership when occupying managerial positions.

Directional initiative: This type of person fundamentally has a very made way of being. Therefore, the challenge in many cases is neither attractive nor acceptable. They want to work in a predictable and methodical environment with time to do things right and provide authentic service to others. They want security from the situation, a position characterized by specialized skills and knowledge, and time to make changes or vary the focus of their jobs. Administrative positions appear to meet many of these characteristics. Thus, these people may aspire to ascend to satisfy their inner desire to control their own destiny (Banda, 1992).

Likely Performance Potentials: Generally considered conservative and trustworthy, these "service-oriented" types can be slow to react to new and different. They can only meet deadlines through long working hours. They can take time to make decisions and for their anxious subordinates, the answers will be given "always tomorrow" although loyal and reliable, they are also possessive of their position, things and their relationships.

Effective supervision: The key to effective improvement of these individuals is an understanding manager who shows a sincere appreciation of effort, and is available to guide and advise. This guy needs a “head start” to make changes or achieve goals. Knowing what to expect is not enough.
AUTOCRATIC

Personal strengths: This entrepreneurial guy is generally thought of as a human hot rod. Bold and fearless, he seeks out challenges, gravitates toward problems, takes firm stances on controversial issues, and dares to be different. You want to "run the show" and you must win at all costs! Generally a leader of the type who goes ahead. He is aggressive in sales, technical or administrative positions. Your individuality and self-confidence can be perceived as "creative." Although most of the time he is courageous and does not feel threatened by what is new and different.

Directional Initiative: Basically independent and obsessed with freedom, the "Autocrat" wants the opportunity to achieve what he sets out to do above all else. He seeks the unstructured or the power to do the things he chooses. They want to know the "Panoramic Image" but also have the right to modify it according to their needs and interests.

Potential performance problems: Like many top performers, he also has the potential to be a troublemaker. There is nothing he enjoys more than a good fight, and he is not aware of the damage he does. He is demanding of his companions and his judgment is blind as to the collateral or subsequent effects of his actions. They are too determined, too trusting, too hasty, too arbitrary.

Effective supervision: Managing entrepreneurs and autocrats is quite a task. So this style must be challenged, but in modern society it must also be controlled. Requesting their collaboration and participation is not enough: with it you need to make them commit in writing. You have to be easy, you have to protect them from themselves. Make sure the risks you take are yours, not the company's. They tend to take over, to be the boss or the best. Yes, you have to have a career plan for him with many opportunities for promotion or space to be able to maneuver since he is an individualist with a demand “that he has to win (Banda, 1992).

ADVISER

Personal strengths: People see this person as calm, friendly, relaxed, and independent. This type of individual does not present any threat and it is impossible not to like him. People come to see these individuals with their problems because they perceive that they like people and are willing to listen to them. If they have suggestions, they will offer them indirectly and informally. Others are naturally drawn to the warmth, understanding, and sympathy of this style. Their self-confidence and modesty, control and meekness, perseverance, and devotion to people combine to be very nice people for counselors.

Directional Initiative: Basically, these types of people are patient, personable, modest, and consistent. In their daily activities, they see the need to always show kindness and good treatment. They want to work with people they know and help them in a calm, naturally sociable environment, they hate being alone or on their own. Comprehensive and in a good mood, they tend to teach, advise and advise.
Potential performance issues: This type of person wants to dare, but has a hard time deciding when to challenge, stop or persist, reject, or help. It bothers them to have to give direct orders, these individuals may treat workers marginally and if they get angry they will try to find a way to make things right. They may hold a grudge against those who criticize them or do not allow them to do things their own way.

Effective supervision: This person prefers a relaxed, democratic management style. This cool person is completely geared towards a favorable environment and does not work well in a stressful or threatening atmosphere. The manager should know this person well as such, and openly express his appreciation for a job well done. Since they are not in a rush, a bit of friendly prodding to set and meet realistic goals can help (Banda, 1992).

COORDINATOR

Personal strengths: People view this person as open, verbally aggressive, active, and independent. This person is a very social guy who enjoys gambling, but also knows when to work. This style gets along well with all kinds of people and motivates them very cleverly. Behind all their friendship, however, there is a decided emphasis on results. These people can speak well and are persuasive by nature. High I's tend to be charismatic and can remain friendly even when they disagree. They can laugh at themselves and try not to intentionally hurt anyone. Under pressure, they will stand their ground in what they think is right.

Directional Initiative: At heart this person is gregarious, positive, impatient, and unconventional. In their daily activities, High I's see the need to emphasize their natural abilities towards people and obtain results through confidence and persuasion. They tend to hurt themselves in favor of people and for what they can potentially achieve, or what they can do. These people dislike routines and regimens.

Potential performance problems: People with this profile tend to trust people too much and estimate their ability to change them. They delegate well, but often have a weak following, since they expect the best from people. High I see the bright side of things and may be overly optimistic about the results of their efforts. Occasionally these individuals can be overly enthusiastic and "oversell."

Effective supervision: This style responds best to a friendly and democratic manager. These individuals want the manager to be not just a boss but also a confidant. They want to be able to talk about things nicely. These types of individuals need public recognition of their achievements (Banda, 1992).

CREATOR

Personal strengths: This style is perceived as energetic, objective, impulsive and systematic. These individuals tend to be gifted with high intelligence, but with a touch of disorganization. They are oriented towards concepts, theories, projections and probabilities. These energetic people research the facts thoroughly and look for all possible solutions to a problem. They are not satisfied with just any answer,
but will tirelessly search for the best answer. This process often results in new and creative ideas. These people are often viewed as perfectionists.

Directional Initiative: Basically this style is driving, analytical, intense and complex. Perfectionism arises from a gift to see both the particular and the general. These people may find more alternatives than their peers imagine. For this reason, they are held high as problem solvers. Unhappy with the past, these individuals are on a constant search for something to wonder and ponder. They tend to be drawn to tricky puzzles, tactics, and strategy. This type of person tends to prefer to work alone, usually in a technical area. The time to explore and the freedom to probe are very important to these people (Banda, 1992).

Potential performance issues: Can be exciting for some and infuriating for others when this person is around. Carefully aggressive, tense, self-critical, and overly serious, this person seeks results with one foot on the gas and the other on the brake. Due to their desire for perfection, these people are never entirely satisfied with anything. As a result they seem to hesitate and sometimes reverse. Since he's not so interested in people as in "creative stuff," this style can be cold and distant. It tends to work at starts rather than at a steady pace.

Effective supervision: This is the type of person who can take action and make up their minds at the least expected moment, then consult and delay when there is all the reason in the world to move forward or carry on. This unpredictable characteristic tends to confuse colleagues who cannot always implement their best ideas. They need a manager who knows them well so that existing projects are completed and new ones started.

DEVELOPER TEAM

Personal strengths: People view this person as enthusiastic, modest, active, and diplomatic. Considered more than important, this Alta I is an incurable, cheerful, practicing optimist, at ease with strangers. This type of individual uses words to banish doubts and discomforts. His way of selling regardless of his profession is smooth and low pressure. These people can talk well about inconsequential things, easily indicating conversations. They have the ability to generate and maintain a pleasant atmosphere of goodwill both for themselves and for visitors. They tend to be gentle and considerate, calm and smiling, and are very comfortable with a large circle of acquaintances and peers (Banda, 1992).

Directional Initiative: Basically, this style is entrepreneurial, straightforward, alert, and controlled. In their daily activities, these individuals perceive the need to be persuasive, but at the same time, careful with people and their feelings. These people like to be liked and popular, receiving open recognition from those around them for their ability and acceptance. The preferred work environment of this style is open, familiar and friendly.

Potential performance issues: For some people, this style may seem superficial and perhaps "too nice." Due to their desire to preserve harmony and goodwill, these people may appear more casual than
dedicated, more indirect than specific. Long-term good relationships can lead to more important than immediate results. This style can overestimate the ability of others and therefore you can expect more than possible. It seeks to cushion interpersonal conflicts, so these people may not be firm, insistent or direct in handling personnel problems that require assertiveness. This style is diplomatic and very sensitive.

Effective supervision: People of this style respond best to a friendly and personable manager in favorable situations and to be supportive when things are not going well. They want to be able to talk about things and to be advised. These people like to get along with "you" with the boss and get socially involved with colleagues and superiors in the company. It works particularly well in tasks that require working with groups of people and motivating them in low pressure situations (Banda, 1992).

DIPLOMATIC

Personal strengths: People perceive these types of people as the best person in the world. Very polite, personable and adaptable, she is “the salt of the earth”. Has a high level of quality consciousness. They set high standards for themselves and others as well. Their friends admire their correct conduct, their sense of justice, and their self-discipline. In business, others think they are smart, conservative, and generally right. As a supervisor he is strict, meticulous as a teacher, and systematic as a technician. These Diplomats rise to the highest ranks because they made no mistakes and made no enemies along the way.

Directional Initiative: The Diplomat basically wants him to do well; be right and avoid controversy and criticism. Therefore, you want to know the rules of the game; Rather than challenging, you want to be among supportive peers. You tend to want to "shelter from the storm" and have systems to draw on or manuals to follow. If this style is not available, of course, I will try to develop and install them, in order to manage work and people "as written." He doesn't want mistakes and wants to get high-quality production the first time, so he looks for an environment, career and boss that will allow him to achieve it.

Potential performance problems: Being willing to adapt can lead this style to make too many compromises. Although he is a strict and fair supervisor, he can be "easy prey" for subordinates or difficult clients for tending to "give in" to keep the peace. Although well organized and highly disciplined, this guy may grow out of the vision necessary to plan beyond the short term and may not see the "big picture." Time can slip through your grasp due to your obsession with precision and detail. Their decisions may be slow due to waiting for more information or documentation (Banda, 1992).

Effective Supervision: The correct, disciplined and considerate Diplomat needs a boss who gives clear and concise instructions and answers. A full understanding of the expectations, standards and systems of the position is essential, beginning with the protocol and ending with a written description of your position. Reinforcing when clients or subordinates cause you difficulties will help you gain self-confidence. Explanations of the issues and answers about goals and strategies and "how to improve" will help this kind guy who always strives to please.
**DOCUMENTER**

Personal strengths: People perceive this person as conservative, stable, and conscientious. This style is cooperative and accommodating, precise and systematic, courteous and diplomatic. Neat and careful. This Alta-C style tends to follow procedures and meet high standards. Such people are sensitive and alert to possible dangers. In their minds there is always the possibility of danger. These are people who try to look ahead to avoid unnecessary difficulties or risks. Meticulous and orderly, they have a passion for order. They follow the instructions carefully in order to produce perfect work.

Personal initiative: Basically this person is accommodating, contemplative, methodical and open. In their daily activities, this individual believes that adhering to the rules, obeying orders, and relying on precedents and regulations is important. People with this behavior are often drawn into positions that require meticulous work with things and great care in detail. They tend to prefer sharing responsibility for decision making by working as a member of a team. This style tends to dislike sudden or abrupt change. Well-informed, accurate in detail, conservative in their estimates, and confident of those coming, these individuals tend to be good planners (Banda, 1992).

Potential performance problems: Since this type of person tends to want perfection, these individuals will often do the work themselves to ensure its accuracy. This may mean that they will not be good at delegating. When such people delegate, they will most likely not let go entirely, but will tend to over-manage. Your compulsion to check and re-check details can cause people to fall behind in meeting deadlines. Their decisions are generally low-risk, tentative, and cautious. They may hesitate to act on their own initiative and wait for instructions from a superior. Due to their dislike for antagonism, these people may give in in front of others to avoid confrontations.

Effective supervision: This person works best for a manager who maintains an “open door” policy and is always available to discuss key moves. This cautious style probably needs support and support in difficult situations. Their preference is to participate in a decision rather than a job description, to know what is expected of them. This style works particularly well on tasks that require planning, attention to detail, precision, and organization (Banda, 1992).

**SPECIALIST**

Personal strengths: People see this person as quiet, gentle, predictable, and controlled. You tend to maintain familiar surroundings and maintain a close relationship with a few select friends. He prefers the world of things, machines or numbers more than people. He is cool, thoughtful, considerate, and fits in well with others. Soft-spoken, calm, relaxed, and collected, this individual likes to proceed at a deliberate pace. This style performs smoothly and consistently, is practical, level-headed, and is down-to-earth. Your results may be the result of working long hours to meet a deadline.
Directional Initiative: Basically, this style is modest, objective, patient, and precise. In daily activities you need to concentrate on the task in front of you, which you prefer to be repetitive and specialized. These people prefer to do one thing at a time and do it completely. More than traveling, these individuals like to work in one place. They will make very few unnecessary decisions, knowing that time makes more trouble than people. The modesty, possessive nature and minimal aspirations of this style combine to form a serene personality and a diligent work style (Banda, 1992).

Potential performance problems: Perceived as a traditionalist, people of this style are more comfortable where they are than where they might be. Talk about the best of times and "the old days." Although he does not show his injuries openly, he can be spiteful and eventually seek revenge. Since this style tends to be possessive, it can take time to delegate. Generally, it will be slow to initiate. When more than one project is being carried out at the same time, it may be that you need to be DOMAINED to meet the deadlines.

Effective supervision: These people will work best with a relaxed and friendly manager who actively expresses interest in them, and expresses sincere appreciation for their contributions. They want to work for "a friend." Because of your search for the familiar, you will need time to prepare for the change. People with this behavior need to feel that what is being done is worthwhile. Once started, you will be able to work constantly, but may need detailed instructions and help getting started.

IMPLEMENTER

Personal strengths: Implementers enjoy life and work. They are almost always active and rarely do nothing. If you have a difficult job that needs to be done quickly, this is the ideal type of person. They are highly results-oriented, social, and easy to interact with most people. People with this style like to get involved in homework, get results, and have fun. They are decisive, self-confident, versatile and positive.

Directional initiative: These social people seek to achieve their personal goals and try to achieve them by choosing a route where they find personal satisfaction. They like to strive to please others, gain popularity and recognition, and have a lot of freedom to act as they like.

Potential performance problems: Watch out for poor judgment caused by overconfidence, ignoring the rules, impulsive actions, or wanting to cover too much. They tend to ignore details, be influenced by their preferred colleagues, and make many mistakes by performing their work too hastily (Banda, 1992).

Effective supervision: These people want to be very involved in their organizations. They especially enjoy problems that have to do with people and with democratic or fair relationships. Making friends, gaining personal recognition, and being the star of the team motivates and drives them to act. So, be sure to keep them on the line or plan, encourage them to work as a team, and let them see the penalties that will be applied if they make mistakes.
INITIATOR

Personal strengths: People view this person as coldly aggressive, impatient realist, and independent. This style is internally driven and strives to overcome obstacles and achieve goals. Goals are often obsessions. This High D and Low I person likes difficult problems that can be overcome with mental power, logic and tactics. People who have this style tend to be very down to earth, cold and competitive who want to run the show in their own way. They are more than willing to accept responsibility and make independent decisions.

Directional Initiative: Underneath, this style is dominant, thoughtful, active, and very determined. In everyday activities, you display a need to initiate action, exercise authority, and produce tangible results. A person with this style is an individualist, a loner who wants both power and freedom. They are individuals who operate best in a fast-paced environment. The more difficult the problem, the better your interest.

Potential performance issues: Sometimes cold, blunt, and critical. The "Initiator" impacts others much more strongly than they realize. When people don't meet your expectations, Alta D will tell you as is, and many times that hurts. Eager to get things done, this person will not hesitate to do them alone. For this reason, this style is not always the best delegate or communicator. Such people run the risk of becoming impatient and irritable when things don't go their way (Banda, 1992).

Effective supervision: This person works best with a direct and clear manager with whom equal commitments can be negotiated. Due to its desire for variety and challenge, this style requires difficult tasks that appeal to logic and are analytical in nature. Personal interaction can be enhanced by raising your awareness with tasks that challenge your logical or analytical ability.

INVESTIGATOR

Personal strengths: People perceive this person as determined, logical, tenacious, and rigidly independent. Friendly, but generally aloof, decisive, and fairly accurate, this style tends to be thoughtful, but doesn't hesitate to express its opinions. Curious and analytical, this type of individual enjoys following leads. Decipher keys, dig for facts and discover hidden meanings. People with this style assess circumstances objectively and dispassionately. This “results-oriented” style prefers to work patiently rather than urgently. Efficient performance is the result of long hours of work rather than flares of inspiration.

Directional Initiative: Basically this style is stubborn, suspicious, slow, and stubborn. In everyday activities, these individuals need to be independent and questioning. They are very conscientious and you can wait for them to finish what they start. They prefer to operate alone and advance in their own way and at their own pace. This style will lead to suspicions rather than conclusions, regardless and determined people who have this behavior like difficult tasks in which they can work alone. They resent people who look "over their shoulder." These people tend to prefer working with "things" rather than getting too involved with people (Banda, 1992).
Potential performance issues: Unbelievers of what they see on the surface, skeptical of people's intentions, and feeling challenged by unresolved issues. People of this style tend to see other people as confusing and annoying obstructions. They are not interested in pleasing others and can be abrupt, tactless, stubborn, and stubborn. It is difficult, almost impossible, to influence them or change their approaches once they have made a decision. They are generally not good at persuading others or generating enthusiasm due to a tendency to "order" rather than "sell."

Effective supervision: This style despises the emotional side. The suppression of feelings is a virtue for these individuals, who pride themselves on their rationality, objectivity, and analytical character. People who have this behavior are often accused of being stubborn, due to their uncompromising determination to beat them and outspoken. Let's be frank, decide what I should do in peace. This is a tough style that is not afraid of confrontation or argument. Difficult problems. They react favorably to a direct management style

LIBERAL STYLE

Personal strengths: People view these people as enthusiastic, determined, and independent. Due to their high "I" these people are outgoing, talkative and with great confidence in themselves. They present their ideas in a positive way even though they are discouraged. This free style tends to initiate contacts, create a suitable environment for decisions and use original and unconventional techniques to close a sale or reach an agreement. People with this style feel good in large groups as well as in small ones and see advantages in making acquaintances at any time they agree (Banda, 1992).

Directional Initiative: Basically this style is outgoing, individualistic, active and determined. In their daily activities they show their sympathy, charm and restraint. They do best when they work on issues that have to do with people. They will use their sales, communication and social skills to close a sale in the different areas in which they work. Their preferred working conditions include variety, activity, interpersonal relationships, and the opportunity to make decisions.

Potential performance problems: This class of people tends to be criticized primarily for two things. They manifest a certain insincerity and show too much disinhibition. Their ability to communicate excessively and their defiant stance towards risks makes them appear suspicious. These people do not like negative situations and will try to hide them or hide them using their ingenuity and their activity. They tend to be very opportunistic and to trust people too much, lacking more discipline to control and follow up on projects.

Effective supervision: These people prefer a friendly and communicative boss. They like to work with moderate or little structure. In their ideal position they want to persuade people and interact intensely in work situations. They are motivated by frequent public recognition, as well as visible symbols of their success. These people like to know that their way of doing their work is appreciated. These nice, social
people don't like having cold, crude, or impersonal bosses or collaterals. They will greatly enjoy companionship at work, but prefer to be recognized as leaders rather than followers (Banda, 1992).

ORGANIZER

Personal strengths: People perceive this person as aggressive, persuasive, active, and independent. This is a person of action, a starter who pursues goals with great force regardless of what comes his way. The worst thing for people who have this profile is to give up; the last thing you will do is give in. This guy is a competition loving first stimulator. Encourage or persuade, praise or goad, exhort or push, depending on the situation. He has a tendency to demand first and ask questions later. Pride gives you the decision to take a chance and implement bold plans. It is a favorable environment, it will be friendly; in an antagonistic one it will be hard.

Directional Initiative: Basically this person is strong, confident, impatient, and firm. In its daily activities this style sees the need to move positively to obtain measurable results, putting aside everything that hinders it. These people set a fast pace and expect their peers to keep up with them. Alta D makes decisions quickly and easily, but is willing to acknowledge that there are some restrictions that are both reasonable and necessary.

Potential performance issues: This person's mastery of getting quick results can make it poor to delegate, and a direct, but too brief, communication. These people tend to be bad listeners who are better senders than receivers. They may spend too much time putting out minor fires and not enough time making long-term plans. This style can be impulsive in decision-making and shoots without drawing (Banda, 1992).

Effective supervision: This person's superiors need a tolerance for criticism and must be willing and able to delegate. For this style, respect for authority does not mean blind obedience. They really like projects that neither challenge nor extend them. Their successes must be openly and frequently acknowledged. You have to keep them involved and moving up, otherwise they might leave.

SOLVER

Personal strengths: These people are firm and determined and find it difficult to get involved in their work by doing many activities, with great variety and under pressure. They are fast, action oriented and versatile. They are human dynamos, very sensitive to standards and policies, they seek quality and discipline and results are their main concern. This combination of results orientation and high quality awareness makes them true doers.

Directional initiative: With such a high sense of urgency these people are willing to commit fully and what they least expect is a job under pressure; if there isn't, they create it. Its orientation is to seek to solve the largest and most complete problem at the least risk. They are opportunistic people.
Potential performance problems: These people generally try to do many activities. They always commit, even when it is a business that does not correspond to them. Being very demanding guys, they expect a lot from people and want everything done by yesterday. They tend to cause tension and confusion due to their high eagerness to obtain results (Banda, 1992).

Effective supervision: The key to managing this dynamic style is through directing and keeping it focused on what is important. Don't let him do too much, and make sure he knows the goals and performance standards. These people being tense by nature, take extra care to keep yourself healthy. Encourage relaxation in him and separate him from too much involvement in activities that stress teas. Explain the benefits of being patient and insist on them. Make sure he knows for what purpose he can confuse and cause problems with people. Help him learn to control himself (Banda, 1992).

Software designed for the evaluation of Cleaver Behavior Styles.

The covid-19 contingency had a strong global impact on all types of organizations and practically forced us to confront a reality that for various reasons and justifications had not been answered by MSMEs, accepting that technological evolution implies constant change in society and especially in companies, so they are obliged to adapt to the changes and demands of the here and now to achieve and maintain competitive advantage, in this specific case what corresponds to the strategic direction of human resources must implement policies that have a positive impact on the profitability of the company (Dolan, 2007).

Also when facing this health crisis in which protecting health has been a priority, organizations that have used new technologies within human resources functions among other operational processes have managed to stay in the market. They have considered that progress Technology has a speed and a global reach that generates adaptive rather than proactive responses (Afiouni, 2007).

Technological advance offers many integrative tools for various operational processes in organizations, in this research software was developed to offer it to MSMEs in which an analysis of the application instrument was initially carried out specifying, from the identification data of the evaluated, indications for respond to the self-description Cleaver test, as well as the review, qualification and interpretation criteria to define each style of behavior.

The biggest challenge was the development of applications since each evaluation generates different algorithms that, when applied, should generate more specific information on the styles of behavior according to three variables: under normal conditions, under motivating conditions and working under pressure.

The application was implemented on a Windows server of a local company, the database recorded the responses of each evaluated, this information can be exported through text and graphics, generating a results report.
2 RESULTS AND CONCLUSIONS

The automation of the evaluation of the Cleaver behavior styles.

The Software has several modules: user registration, response series, process results and data export.

Knowing the Cleaver behavior styles allows to enhance the performance of human capital, the level of responsibilities, decision-making and problem solving in the company.

The information provided by the software through the Cleaver behavioral styles facilitates the following processes in human capital management: Human capital choice, promotions and transfers, implement motivation programs, develop career programs, identify types of leadership, knowledge of human capital, efficiency in internal processes, support in the fulfillment of objectives, allows greater speed to obtain and send information and reports.
It is important that MSMEs join organizations capable of using technology to move forward and rethink their business model for the future through accelerated digital transformation, in the different processes to minimize the negative impact of covid-19 and raise reactivation strategies after the contingency, since they will be the ones that will position themselves ahead of their competition.
REFERENCES


