

Work Styles Assessment

Please complete this assessment electronically to receive your results. In the first column ("Most like me"), put a "1" in the box next to the statement that most closely describes you when interacting with peers or colleagues (such as other club members or district leaders). Leave the other boxes in the column blank. In the second column ("Next closest"), put a "2" in the box next to the statement that is next closest to describing you. Leave the other boxes in the column blank. There are no correct answers to these questions. Base your responses on how you are today, not how you think you should be or would like to be in the future.

EXAMPLE: When I make a presentation in front of a group...

Most like me (1)	Next closest (2)	
		a. I am entertaining and often humorous.
		b. I am clear and concise.
		c. I speak relatively quietly.
		d. I am direct, specific and sometimes loud.

1. When talking to a peer or colleague...

Most like me (1)	Next closest (2)	
		a. I maintain eye contact the whole time.
		b. I alternate between looking at the person and looking down.
		c. I look around the room a good deal of the time.
		d. I try to maintain eye contact but look away from time to time.

2. If I have an important decision to make...

Most like me (1)	Next closest (2)	
		a. I think it through completely before deciding.
		b. I go with my gut instincts.
		c. I consider the impact it will have on other people before deciding.
		d. I run it by someone whose opinion I respect before deciding.

3. My office or work space mostly has...

Most like me (1)

Next closest (2)

- a. Family photos and sentimental items displayed.
- b. Inspirational posters, awards and art displayed.
- c. Graphs and charts displayed.
- d. Calendars and project outlines displayed.

4. If I am having a conflict with a peer or colleague...

Most like me (1)

Next closest (2)

- a. I try to help the situation along by focusing on the positive.
- b. I stay calm and try to understand the cause of the conflict.
- c. I try to avoid discussing the issue causing the conflict.
- d. I confront it right away so that it can get resolved as soon as possible.

5. When I talk on the phone with a peer or colleague...

Most like me (1)

Next closest (2)

- a. I keep the conversation focused on the purpose of the call.
- b. I spend a few minutes chatting before talking about work.
- c. I am in no hurry to get off the phone and don't mind chatting about personal things, the weather and so on.
- d. I try to keep the conversation as brief as possible.

6. If a peer or colleague is upset...

Most like me (1)

Next closest (2)

- a. I ask if I can do anything to help.
- b. I leave them alone because I don't want to intrude on their privacy.
- c. I try to cheer them up and help them to see the bright side.
- d. I feel uncomfortable and hope they get over it soon.

7. When I attend meetings...

Most like me (1)

Next closest (2)

- a. I sit back and think about what is being said before offering my opinion.
- b. I put all my cards on the table so my opinion is well known.
- c. I express my opinion enthusiastically, but listen to others' ideas as well.
- d. I try to support the ideas of the other people in the meeting.

8. When I make a presentation in front of a group...

Most like me (1)

Next closest (2)

- a. I am entertaining and often humorous.
- b. I am clear and concise.
- c. I speak relatively quietly.
- d. I am direct, specific and sometimes loud.

9. When another person is explaining a problem to me...

Most like me (1)

Next closest (2)

- a. I try to understand and empathize with how she or he is feeling.
- b. I look for the specific facts pertaining to the situation.
- c. I listen carefully for the main issue so that I can find a solution.
- d. I use my body language and tone of voice to show her or him that I understand.

10. When I attend training programs or presentations...

Most like me (1)

Next closest (2)

- a. I get bored if the person moves too slowly.
- b. I try to be supportive of the speaker, knowing how hard the job is.
- c. I want it to be entertaining as well as informative.
- d. I look for the logic behind what the speaker is saying.

11. When I want to get my point across to another person...

Most like me (1)

Next closest (2)

- a. I listen to their point of view first and then express my ideas gently.
- b. I strongly state my opinion so that they know where I stand.
- c. I try to persuade them without being too forceful.
- d. I explain the thinking and logic behind what I am saying.

12. When I am late for a meeting...

Most like me (1)

Next closest (2)

- a. I don't panic but call ahead to say that I will be a few minutes late.
- b. I feel bad about keeping the other person waiting.
- c. I get very upset and rush to get there as soon as possible.
- d. I apologize profusely once I arrive.

13. I set goals and objectives that...

Most like me (1)

Next closest (2)

- a. I think I can realistically attain.
- b. I feel are challenging and would be exciting to achieve.
- c. I need to achieve as part of a bigger objective.
- d. Will make me feel good when I achieve them.

14. When explaining a problem to someone whom I need help from...

Most like me (1)

Next closest (2)

- a. I explain the problem in as much detail as possible.
- b. I sometimes exaggerate to make my point.
- c. I try to explain how the problem makes me feel.
- d. I explain how I would like the problem to be solved.

15. If others are late for a meeting with me...

Most like me (1)

Next closest (2)

- a. I keep myself busy by making phone calls or working until they arrive.
- b. I assume they were delayed a bit and don't get upset.
- c. I call to make sure that I have the correct information (date, time and so on).
- d. I get upset that the person is wasting my time.

16. When I am behind on a project and feel pressure to get it done...

Most like me (1)

Next closest (2)

- a. I make a list of everything I need to do, in what order and by when.
- b. I block out everything else and focus 100 percent on the work I need to do.
- c. I become anxious and have a hard time focusing on my work.
- d. I set a date to get the project done and go for it.

17. When I feel verbally attacked by another person...

Most like me (1)

Next closest (2)

- a. I tell the person to stop it.
- b. I feel hurt but usually don't say anything about it to the person.
- c. I ignore the anger and try to focus on the facts of the situation.
- d. I let the person know in strong terms that I don't like their behavior.

18. When I see a peer or colleague whom I like and haven't seen recently...

Most like me (1)

Next closest (2)

- a. I give him/her a friendly hug.
- b. I greet him/her but don't shake his hand.
- c. I give him/her a firm but quick handshake.
- d. I give him/her an enthusiastic handshake that lasts a few moments.

Your Style Scores

See below for your primary and secondary style scores. The highest number in each column indicates your primary and secondary styles.

Primary Style

- Amiable
- Analytical
- Driver
- Expressive

Secondary Style

- Amiable
- Analytical
- Driver
- Expressive

Totals: (Total should equal 18)

(Total should equal 18)

Important Note: If each of your scores do not equal 18, you may have missed a column, added too many numbers or typed an incorrect number. Review each statement to ensure you have typed only one “1” in the “Most like me” column and only one “2” in the “Next closest” column.

Understanding Your Style

Having a higher score in one style indicates you are comfortable using that style in many situations, but is not necessarily an indicator of what you choose in all circumstances. You will notice you are not just one style, and neither is anyone else, which is why it is important not to label anyone based on their scores. We are all different and complex. Understanding yourself better is the first step to becoming more effective when working and interacting with others. Learning about other people’s styles can help you understand their priorities and how they differ from your own.

Read the following pages to find out more about the characteristics of all four styles.

- Highlight the words and phrases from the style summaries that accurately describe you.
- Using a different color, highlight the words and phrases that do not accurately describe you. (Note: To change the highlight color, right click on the highlighted text, select “Properties” and choose a new color from the “Appearance” tab.)

Reference: The four terms (Driver, Expressive, Amiable and Analytical) were originally coined by Dr. David Merrill, founder of Tracom Consulting Group. If you are interested in reading more about the research done by Dr. Merrill and his associates, read *Personal Styles and Effective Performance: Make your Style Work for You* by Dr. David Merrill and Roger Reid (Radnor, PA: Chilton, 1981).

The Four Styles

Amiable (Dove)

People with the Amiable style are characteristically calm, patient, consistent, dependable and loyal. Typically highly cooperative, sensitive and easy to get along with, they tend to be great listeners. Amiables value stability, sincerity and harmonious relationships, and they usually have very high emotional intelligence. They typically avoid confrontation, yet have the ability to mediate in conflict situations, if necessary. Amiables tend to be introverted and are uncomfortable being the center of attention, so they may be perceived by others as timid or too accommodating when it comes to voicing their opinions. Because they are generally more interested in the group arriving at consensus than being personally right, Amiables sometimes come across to others as unsure or hesitant when making decisions.



Analytical (Owl)

People with the Analytical style are characteristically logical, fact-based and task-oriented, and tend to focus on precision and perfection. Typically more private with personal information, they are usually polite but reserved. Analyticals often have a strong desire to be precise and exact, and typically won't openly discuss ideas until they are confident with their information or decision. They value numbers, statistics and ideas, and usually love details and discipline, and you can usually count on them to be persistent, diligent and systematic. Sometimes, Analyticals can be seen by others as withdrawn, boring, quiet, reclusive and even sullen at times. If they seem indecisive, it's probably because of a need to assess all the data first. Because they are generally methodical, objective and candid, Analyticals may come across to others as impersonal, inflexible, rigid, overly critical or insensitive.



Driver (Eagle)

People with the Driver style are characteristically decisive, competitive, independent and confident. As an action-oriented and ambitious style, they are usually focused, direct, practical and driven. Extremely goal-oriented, Drivers tend to value results, speed and personal achievement, and they usually thrive on being in charge, taking risks and telling others what to do and how to do it. Typically, they take the lead and get things done, and they are usually highly effective in crisis situations. Sometimes, Drivers can be seen by others as domineering, pushy, impatient, insensitive and even aggressive. If they seem unempathetic, it's probably because Drivers tend to be task- rather than relationship-oriented and typically don't take things personally or think others should either. Because they focus on getting results and saving time, Drivers may come across to others as, controlling, short-tempered, bossy and uncompromising.





Expressive (Peacock)

People with the Expressive style are characteristically friendly, enthusiastic, socially adept and optimistic. They tend to be full of ideas and thoroughly enjoys brainstorming with others. Typically talkative and open, Expressives tend to readily exchange information and life experiences, and are usually motivated by acceptance and appreciation. They value creativity and collaboration, and work best in a stimulating, personal and friendly team environment. You can ordinarily count on Expressives for their energy, encouragement and vision, but they usually leave the details to others. Sometimes, they can be seen by others as overly dramatic, impulsive, disorganized and even egotistical. Because Expressives are generally spontaneous, self-assured and passionate, they may be perceived by others as too impulsive, overly talkative, unrealistic and abrasive.



The Four Styles

<p>AMIABLE (Dove) </p> <p>How to recognize:</p> <ul style="list-style-type: none"> • Likes to be helpful and reliable. • Shows concern for others' feelings. • Builds networks of friends to help do work. • Values acceptance, harmony, and stability. • Is slow with big decisions. • Is easy-going; likes slower, steady pace. • Dislikes change and impersonal attitudes. • Is timid about voicing contrary opinions. <p>Reacts to pressure and tension by:</p> <ul style="list-style-type: none"> • Becoming silent, withdrawn, or introspective. <p>May be perceived by others as:</p> <ul style="list-style-type: none"> • Too focused on relationships and feelings. • Never makes decisions or speaks up • Conforms too easily. • Too passive and accommodating. <p>Words used to describe this style:</p> <table border="0"> <tr><td>Calm</td><td>Conflict-avoidant</td></tr> <tr><td>Caring</td><td>Dependent</td></tr> <tr><td>Cooperative</td><td>Follower</td></tr> <tr><td>Diplomatic</td><td>Hesitant</td></tr> <tr><td>Humble</td><td>Indecisive</td></tr> <tr><td>Patient</td><td>Indirect</td></tr> <tr><td>Reliable</td><td>No boundaries</td></tr> <tr><td>Respectful</td><td>Overly sensitive</td></tr> <tr><td>Sensitive</td><td>Predictable</td></tr> <tr><td>Sincere</td><td>Push over</td></tr> <tr><td>Supportive</td><td>Unsure</td></tr> <tr><td>Trustworthy</td><td>Weak</td></tr> </table> <p>Tips for communicating with this style:</p> <ul style="list-style-type: none"> • Be relaxed, agreeable, caring and inviting. • Use the word "we". • Don't push and don't rush. • Include information about others on the team • Be logical and systematic. • Agree clearly and often. • Create a plan with written guidelines. • Be a good listener. • Be prepare to answer "why" questions. 	Calm	Conflict-avoidant	Caring	Dependent	Cooperative	Follower	Diplomatic	Hesitant	Humble	Indecisive	Patient	Indirect	Reliable	No boundaries	Respectful	Overly sensitive	Sensitive	Predictable	Sincere	Push over	Supportive	Unsure	Trustworthy	Weak	<p>ANALYTICAL (Owl) </p> <p>How to recognize:</p> <ul style="list-style-type: none"> • Focuses on the task at hand. • Seeks a lot of data and asks many questions. • Behaves methodically and systematically. • Values accuracy and being right. • Plans thoroughly before making decisions. • Prefers to work alone. • Is quick to think and slow to speak. • Doesn't share a lot of personal information. <p>Reacts to pressure and tension by:</p> <ul style="list-style-type: none"> • Seeking more data and information. <p>May be perceived by others as:</p> <ul style="list-style-type: none"> • Not having feelings. • Never having fun. • Overanalyzes everything. • Overly critical. <p>Words used to describe this style:</p> <table border="0"> <tr><td>Accurate</td><td>Distrusting</td></tr> <tr><td>Careful</td><td>Impersonal</td></tr> <tr><td>Conscientious</td><td>Indecisive</td></tr> <tr><td>Conservative</td><td>Inflexible</td></tr> <tr><td>Detail-oriented</td><td>Insensitive</td></tr> <tr><td>Determined</td><td>Isolated</td></tr> <tr><td>Disciplined</td><td>Overly critical</td></tr> <tr><td>Logical</td><td>Perfectionist</td></tr> <tr><td>Meticulous</td><td>Rigid</td></tr> <tr><td>Organized</td><td>Short-sighted</td></tr> <tr><td>Skeptical</td><td>Unempathetic</td></tr> <tr><td>Task-Focused</td><td>Vindictive</td></tr> </table> <p>Tips for communicating with this style:</p> <ul style="list-style-type: none"> • Be systematic, thorough, deliberate and precise. • Provide analysis, facts and lots of evidence. • Focus on the task and don't get too personal. • Recognize and acknowledge their desire for accuracy and precise • Don't rush unnecessarily and allow time for evaluation. • Expect to repeat yourself. • Be prepared to answer many "how" questions. 	Accurate	Distrusting	Careful	Impersonal	Conscientious	Indecisive	Conservative	Inflexible	Detail-oriented	Insensitive	Determined	Isolated	Disciplined	Overly critical	Logical	Perfectionist	Meticulous	Rigid	Organized	Short-sighted	Skeptical	Unempathetic	Task-Focused	Vindictive
Calm	Conflict-avoidant																																																
Caring	Dependent																																																
Cooperative	Follower																																																
Diplomatic	Hesitant																																																
Humble	Indecisive																																																
Patient	Indirect																																																
Reliable	No boundaries																																																
Respectful	Overly sensitive																																																
Sensitive	Predictable																																																
Sincere	Push over																																																
Supportive	Unsure																																																
Trustworthy	Weak																																																
Accurate	Distrusting																																																
Careful	Impersonal																																																
Conscientious	Indecisive																																																
Conservative	Inflexible																																																
Detail-oriented	Insensitive																																																
Determined	Isolated																																																
Disciplined	Overly critical																																																
Logical	Perfectionist																																																
Meticulous	Rigid																																																
Organized	Short-sighted																																																
Skeptical	Unempathetic																																																
Task-Focused	Vindictive																																																

Expressive (Peacock)



How to recognize:

- Enjoys attention and recognition.
- Relies on hunches, intuition and feelings.
- Gets excited about new ideas and loves to brainstorm.
- Values creativity and collaboration.
- Is easily bored with routine and details.
- Prefers to work with others and wants everyone to have fun at work.
- Is very talkative and readily shares personal information.
- Works on multiple project simultaneously.

Reacts to pressure and tension by:

- “Selling” ideas or becoming argumentative.

May be perceived by others as:

- Too focused on socializing.
- Speaks every thought out loud.
- Talks more than listens.
- Lacks follow-through.

Words used to describe this style:

Adventurous	Comes on too strong
Collaborative	Disorganized
Creative	Dominating
Energetic	Dreamer
Enthusiastic	Egotistical
Fun	Emotional
Innovative	Impulsive
Intuitive	Lacking substance
Optimistic	Scattered
Passionate	Talks too much
Sociable	Undisciplined
Spontaneous	Unrealistic

Tips for communicating with this style:

- Be enthusiastic, open and flexible.
- Focus on developing a relationship and be willing to share stories and experiences.
- Use lots of examples, demonstrations and visual aids as they remember information by association.
- Be sure to focus on the big picture.
- Don't get bogged down in the details.
- Ask and answer “who” questions.

Driver (Eagle)



How to recognize:

- Likes to be where the action is.
- Has strong opinions and doesn't take things personally.
- Values results and saving time.
- Takes charge and is good at delegating work.
- Not shy, but is private about personal matters.
- Has a fearless attitude and thrives on new challenges and takes initiative.
- Is decisive, direct and comfortable taking risks.

Reacts to pressure and tension by:

- Taking charge or more control.

May be perceived by others as:

- Impersonal and pushy.
- Too competitive.
- Doesn't consider others' opinions.
- Power-hungry.

Words used to describe this style:

Ambitious	Aggressive
Competitive	Blunt
Confident	Bossy
Decisive	Controversial
Determined	Domineering
Direct	Forceful
Dominant	Impatient
Fearless	Insensitive
Honest	Pushy
Independent	Strong-willed
Powerful	Stubborn
Results-focused	Unempathetic

Tips for communicating with this style:

- Be clear, accurate, rational and orderly.
- Focus on the task and talk about results or expected results.
- Argue facts, not feelings.
- Provide concise, precise and organized information.
- Be brief and provide options, but don't provide details unless asked.
- Be prepared to answer “what” questions.