

StyleView™

Personal Assessment Profile & Interpretation

prepared for:

Sam Sample

Sample Company, Inc.

25-Sep-06

Provided by



Consulting tools that
enlighten, encourage and enable.



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Introduction

This report shows the results of your *StyleView* assessment. Before looking at your personal assessment profile, you should take a few moments to acquaint yourself with the concepts on which your *StyleView* assessment is based.

StyleView is based upon the fundamental fact that people differ greatly one from another in how they go about making decisions. These differences reflect different styles of decision-making. Decision styles are habits of thinking that people acquire in the course of dealing with other people and in the course of living and working in different situations. Decision styles are unrelated for the most part to intelligence or mental aptitudes. One's styles determine simply how one goes about using his or her mental capabilities.

Some styles are action-oriented, while others are more analytic. Some styles are very "uni-focused" on one or two key criteria for making decisions, whereas other styles are multi-focused, and take many different and changeable criteria into account. Once a decision is made, some styles stand by the decision for the long term, whereas other styles quickly modify decisions when circumstances change.

In the following pages you will find:

- An overview of five different styles of decision making.
- A graph showing the estimated frequency with which you use different styles when you are aware of and watching your own behavior. This graph shows your role style profile and it is accompanied by a text analysis of your role style profile, based upon the styles you appear to use most frequently.
- A graph showing the estimated frequency with which you use different styles when you are just going about things as you normally do, without giving much thought to how you are doing whatever you happen to be doing. This graph shows your operating style profile and it is accompanied by a text analysis of your operating style profile, based upon the styles you appear to use most frequently.
- A summary graph showing both your role style profile and your operating style profile so that you can directly compare the two. Making this comparison should give you insights into how people see you when they first meet you or when they deal with you formally, or from a distance, compared to how people experience you when they come to know you well.

Before looking at your profiles, you should spend a few moments reading the descriptions of the five styles that are assessed in the *StyleView* system (see the next page).

Decision-Style Dynamics



Section I: Five Basic Styles of Decision-Making

StyleView is based upon the Driver Decision Style model. The model describes four fundamentally different styles of decision-making. The styles differ in terms of information use and solution focus. Inasmuch as people differ greatly in the extent to which they use each of the styles, any one individual's profile is unlikely to resemble any other person's profile exactly. This is especially true because the assessment measures decision styles from two different perspectives: role style and operating style.

Your role style profile generally indicates how you think when you are aware of your role or relationship with other people -- particularly when you might be evaluated or judged. Your role styles tend to reflect how you believe you ought to behave. Your operating style profile indicates how you think when you are just going about making decisions as a matter of habit, without giving any particular thought to how you are doing whatever you happen to be doing. You may not be very aware of your own operating styles, but the chances are that people who work with you closely see your operating styles quite clearly. The five styles are briefly described below. Then on the following pages, your most frequently used role styles and operating styles are described in more detail.

The Decisive Style

The Decisive style is a fast-moving, action-oriented, and focused style. The style places great emphasis on efficiency and practicality. People who use this style frequently are generally viewed as quick-thinking, productive, and reliable. When in Decisive mode, people generally want to make decisions, put them into action and then move on to other issues. Once decisions are made they are not changed easily.

The Flexible Style

The Flexible style is another fast-moving, action-oriented style. But, unlike the Decisive style, the Flexible style is geared to adapting rapidly to change. People who use this style frequently are generally viewed as fast, agreeable, and highly responsive to changing circumstances. When in Flexible mode, people generally make fast decisions that they will quickly modify or change if situations change. They are seldom at a loss for ideas, and tend to be intuitive and innovative.

The Hierarchic Style

The Hierarchic style is a methodical and analytic style that puts energy into thinking things through carefully. People who frequently use the Hierarchic style usually place a great deal of importance on quality and on doing things in the best way possible. Thoroughness and logic are very important. Once high quality decisions are made, they are seldom abandoned unless obviously superior alternatives present themselves. The Hierarchic style values competence and expertise. Knowing what one is talking about, and having "done one's homework" weigh heavily in determining confidence in other people.

The Integrative Style

The Integrative style is another highly analytic style. However, compared to the Hierarchic style, the Integrative style is much more exploratory and attracted to new and unusual ideas and possibilities. People who often use the Integrative style tend to be drawn to groups and teams because of the diversity of information and ideas that are available. When using the Integrative style, people seldom do things the same way twice, preferring instead to try out new methods and ideas. When decisions are made they often involve doing several things simultaneously. Moreover, decisions are modified or adapted to meet changing conditions.

The Systemic Style

The Systemic style is a highly analytic, very thorough, and global-thinking style. People who make use of this style seldom make decisions until they fully grasp the "big picture" surrounding any situation. Once they turn their attention to action, they search for strategies that deal not only with the immediate issue before them, but also the larger context surrounding the issue. Usually, their decisions are intended to satisfy many criteria. When using the Systemic style, people often work to satisfy multiple priorities. They tend to make decisions slowly, but their decisions often are highly original and very comprehensive.

StyleView Profile Analysis

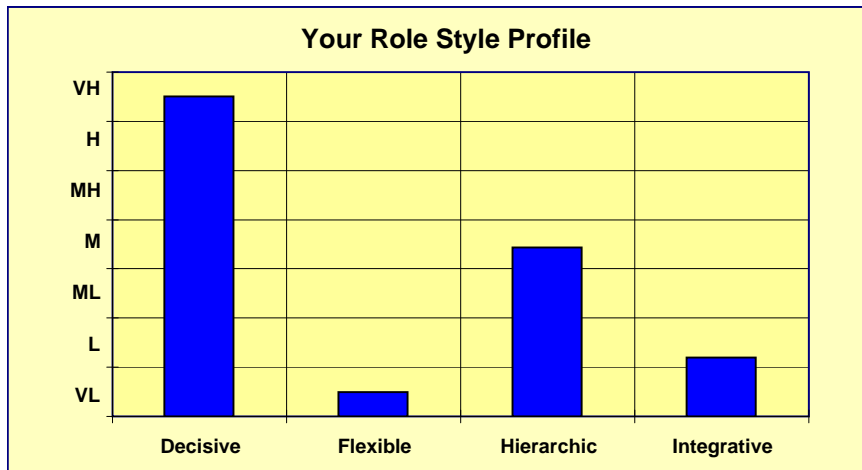


Role Style Profile

Name: Sam Sample

Organization: Sample Company, Inc.

Assessment Date: 25-Sep-06



This chart shows your scores on each of the four role styles. Generally the height of the bars indicate the relative frequency with which you use each of the styles. Note that Systemic is not scored as a role style

Your Primary and Secondary Role Style Combination: Decisive and Hierarchic

According to your assessment results, when you are in role style (usually situations where you are conscious of your role or position in relation to other people) you are likely to project a pragmatic, no nonsense image. You are likely to place high importance on efficiency, practicality, and consistency.

Both, your Decisive primary role style and your Hierarchic secondary style put a lot of importance on doing the right thing and on doing exactly what you say you will. Consequently, you are likely to be seen as having strong opinions and points of view. If you are in a position of authority, you are likely to be seen as quite directive whereas, as a subordinate, you are likely to be seen as obedient and reliable. Rules, procedures, and protocol are things that you feel should be taken seriously.

Compared to people whose profiles include other styles such as Flexible or Integrative, you are likely to be seen as fairly serious, stable, and consistent. Honest, candid, direct and blunt are descriptors that people often apply to your role style combination. People with your role styles also are often seen as quite tough and concerned about maintaining control.

Inasmuch as your primary role style is Decisive, we expect that this is the role style that you use most often. Next most frequently, we expect that you will use your secondary role style, Hierarchic. The difference between these styles revolves around use of information and analysis. The Decisive style is more action-oriented and less analytic than the Hierarchic style. When you shift from Decisive to Hierarchic role style, the main change in your behavior is that you are likely to seem more thoughtful, analytic, and methodical and less inclined to push for quick decisions. However, you still are likely to be seen as having strong, or even stronger, opinions and viewpoints.

You are most likely to be in your Hierarchic secondary style when you find yourself in interpersonal situations where you feel only moderate pressure (neither too high nor too low). As pressure decreases, or increases from moderate you most likely shift quite swiftly back to your more usual, action-oriented, Decisive style.

StyleView Profile Analysis

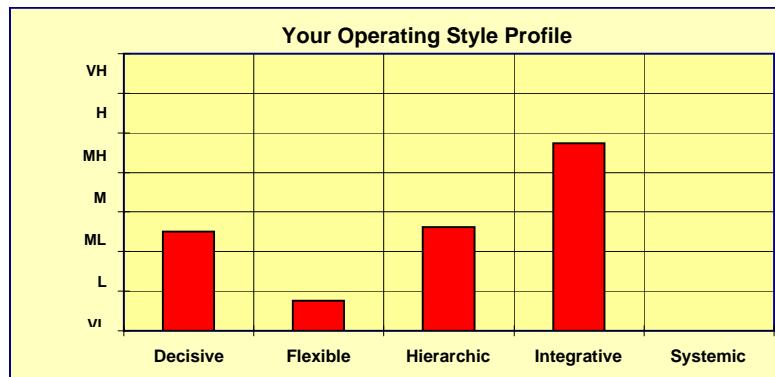


Operating Style Profile

Name: Sam Sample

Organization: Sample Company, Inc.

Assessment Date: 25-Sep-06



This chart shows your operating style scores. Note that Systemic scores only appear if your Hierarchic and Integrative styles scores are approximately equal. The height of each bar generally indicates the relative frequency with which you use that style in relation to other styles

Your Primary and Secondary Operating Style Combination: Integrative and Hierarchic

According to your operating style assessment, your primary style is Integrative and your secondary style is Hierarchic. Both of these are analytic styles that emphasize thinking things through before taking action. With Integrative as your primary style, the indications are that in most everyday situations, when you are just going about things naturally, as a matter of habit, and you are faced with a decision to make, you tend to think things through, mulling things over from different perspectives with a good deal of information, and taking into account many considerations. When you reach conclusions about what to do, your decisions are likely to combine multiple courses of action. As time goes by, you may re-examine your decisions and make adjustments or changes in your plans. This is most likely to be descriptive of your behavior when you are working under relatively moderate pressure.

As pressure increases, however, you will shift toward your secondary, Hierarchic style. As this shift occurs the main change that will take place in your behavior is that your thinking will become more selective, focused and, less exploratory. Your inclination will continue to be to examine issues thoroughly, but now rather than being willing to take any consideration into account, you will search for solutions that clearly stand out as superior in some particular way. For many people, the main criterion for decision-making when they are in Hierarchic mode is quality. Consequently, they concentrate on finding what clearly stands out as the highest quality solution for any problem at hand, one that will stand the test of time. However, as pressures ease up again, your inclination will be to shift once again back into Integrative mode. As you return again to the Integrative style, your tendency will be to look more broadly at solutions that satisfy other criteria beyond quality alone.

People who know you and who feel comfortable with you will appreciate your thoroughness, patience and command of information. People who feel less comfortable with you may see you as too inclined to get wrapped up in analysis and detail, as insufficiently responsive to schedules and deadlines.

Generally, however, people with your style combination are viewed as creative problem-solvers, and good planners and strategists.

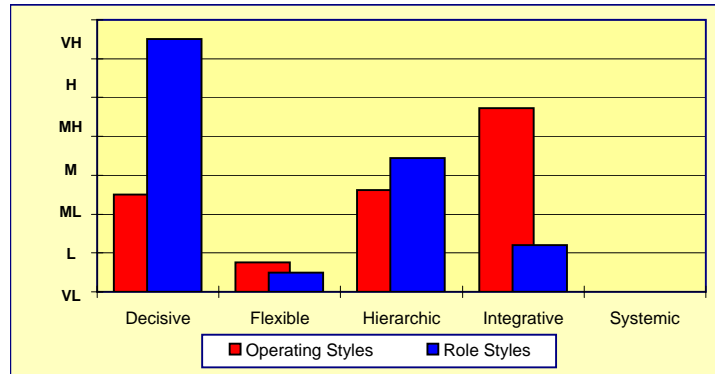
StyleView Decision Style Profile Overview



Your Role Style and Operating Style Profiles

Name: Sam Sample

Organization: Sample Company, Inc.



Primary/Secondary Operating Styles:
Integrative/Hierarchic

Primary/Secondary Role Styles:
Decisive/Hierarchic

Comparing your role style profile and your operating style profile

Your role style profile indicates how you tend to behave when you are conscious of being watched or observed by others. It usually reflects how you believe you should think and how you want to be seen by other people. Your role style profile most likely has been shaped by interactions with other people during your life-time, beginning in childhood and continuing on into your career and home life.

Your operating style profile indicates how you tend to behave when you are simply doing things in whatever way comes to you most naturally, as a matter of habit. Your operating profile can change -- and probably has changed -- over the years in response to changes in your working and living situations. For the most part, your operating profile is less shaped by interpersonal interaction than your role style is, and is more directly influenced by your direct experience with work and tasks.

Here are some guidelines for evaluating your role and operating style profiles.

Notice which bars in your role style profile are highest. Are they the same as the bars in your operating style profile that are highest? In the preceding text interpretations, how different or similar are the descriptions of your primary and secondary role style combinations and your primary and secondary operating styles?

If you see bars in your role style profile that are *higher* than the corresponding bars in your operating style profile, it may be that you highly identify with one or more role styles that in fact you use much less when going about day-to-day decision-making. Most people have different role and operating style profiles. If you see bars in your role style profile that are *lower* than the corresponding bars in your operating style profile, it may be that you use some styles in day-to-day decision-making much more frequently than you think you do. Other people around you, however, may clearly see you using these other styles.

Comparing your role style profile and your operating style profile should give you a good idea of how consistently you behave when you are watching yourself with how you think and act when you are doing things in whatever way comes to you most naturally. This may also indicate how surprised other people are by you once they get to know you and see through your role style.

Both, your role style behavior and your operating style behavior are important aspects of your thinking and decision-making behavior. The key to effective decision-making is self-awareness, and the capacity to notice situations that may call for you to do things a bit differently from the way you normally would handle things.

Section II: Complexity Motives

Introduction

So far, your report has focused on your decision-making styles - how you think and decide as a matter of habit. In this section, your report shifts focus to look at the motivational roots of your decision-making and thinking behavior. Motives give energy to your behavior and determine what you enjoy doing and what you dislike doing.

Complexity Comfort Zones

Complexity motives deal with the degree to which you enjoy doing things in complex vs. uncomplicated ways. Most of us want some complexity in our activities. When things are totally lacking in any complexity, we tend to feel bored and understimulated. As the tasks and situations we face move from being absolutely simple to somewhat complex, we tend to feel more stimulated, interested, and mentally alive. However, as tasks and situations go on getting more and more complex, at some point we move from feeling alive and stimulated to harried and overwhelmed. We all have our "just right" points for handling complexity. Around these points, we have our "comfort zones" for dealing with complexity.

Individual Differences

Your just-right point and comfort-zone for handling complexity may be quite different from those of other people with whom you work. People differ in how much complexity they like to handle. So, it might be that things are just getting to be interesting to you, when someone else is already feeling overwhelmed by the complexity of the situation you are facing. We have all seen this. For example, some people just love to dig into a problem or puzzle and to spend a lot of energy figuring out how to solve it. Given the same problem, other people feel as though they would just rather not bother with it.

Intra-Individual Differences

Many people are quite selective about not only how much complexity they want to deal with, but also about what kind of complexity they want to handle. For example, some people would much rather work on a complicated analysis of data, than deal with the complexities of handling people. Some people, on the other hand, like the complexities of interacting with people, but dislike having to spend their energy figuring out solutions to technical problems or handling logistical issues.

Complexity Motives and Mental Energy

When we perform a simple task, we are required to use less mental energy than when we handle a complicated task. So, another way of thinking about complexity motivation is in terms of the amount of mental energy we want to put into a particular kind of activity. Saying that you enjoy putting a lot of mental energy into an activity is virtually the same thing as saying that your complexity motivation for that activity is high.

Your Complexity Motive Profile

In the following section, you will see the results of your complexity motivation assessment, expressed in terms of mental energy. In each of four different activity categories, your profile shows (1) how much mental energy you presently see yourself using or putting into a type of activity, and (2) how much mental energy you would prefer to put into that activity if you had things your way. Please keep in mind that your profile represents a snapshot of a picture that can change over time as you become more familiar with activities or move into new situations where you face different kinds of tasks and activities. The charts and text deal in large part with the degree of difference or similarity in the amounts of mental energy you feel that you are using now in your activities and the amounts you would prefer to be using.

Your profile should provide useful insights into the degree to which you are feeling comfortable with, strained by, or overwhelmed by complexities in each of the areas.

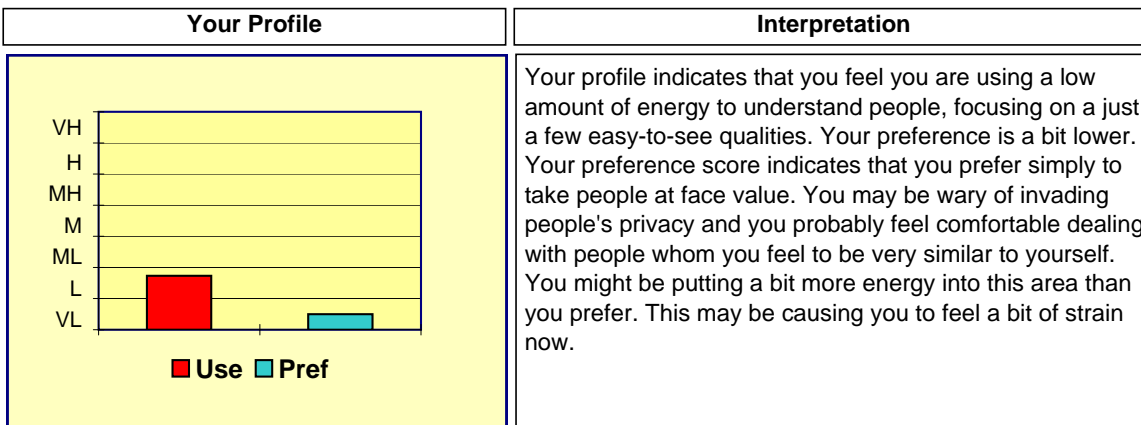
Social Complexity Motivation Profile

Name: Sam Sample
 Organization: Sample Company, Inc.

25-Sep-06

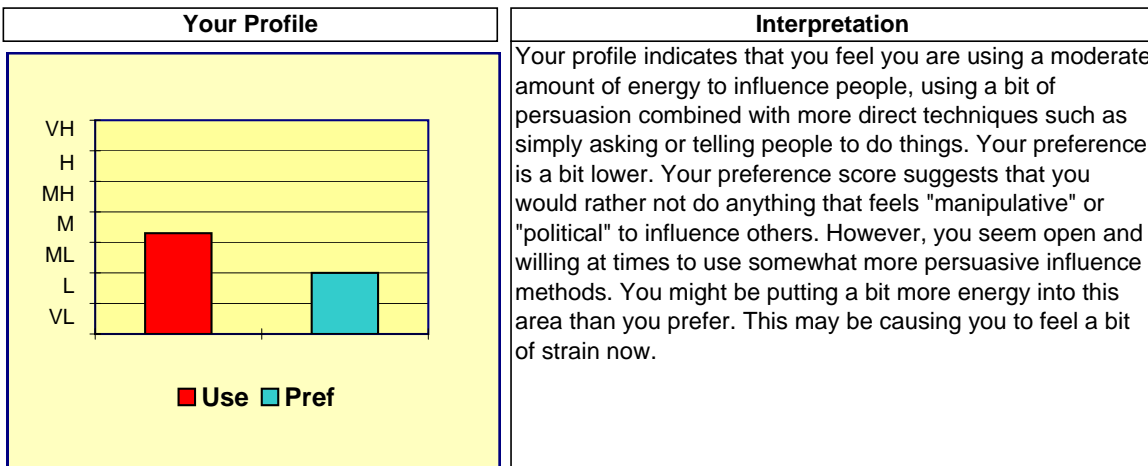
People Perception Complexity

Your complexity motivation profile in the area of people perception indicates how you use, and would prefer to use, your energy for the purpose of understanding the motives, capabilities, preferences and unique qualities of people with whom you interact. In this area, low energy means focusing on just a few readily apparent qualities of people such as personal appearance, cultural background, or education and training. High energy means understanding people in terms of less obvious and more numerous characteristics such as personal likes and dislikes, specific kinds of skills and aptitudes, styles of thinking and behaving, career aspirations, and other highly individual characteristics.



Influence Complexity

Your complexity motivation profile in the area of influence indicates how you use, and would prefer to use, your energy for the purpose of influencing other people. Scores lower on the scale indicate direct and simple influence techniques such as simply telling or asking people to do things. Higher scores indicate more subtle, complex and more energy-demanding techniques such as persuasion, and motivating or inspiring other people to do things.



Non-Social Complexity Motivation Profile

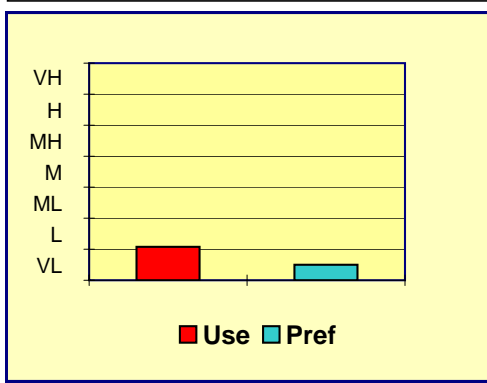
Name: Sam Sample

Organization: Sample Company, Inc.

25-Sep-06

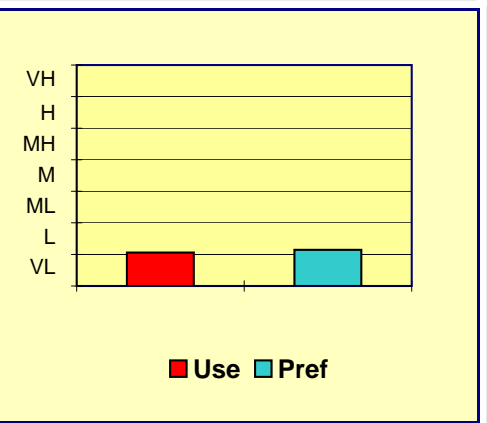
Data Analysis Complexity

Your data analysis complexity profile indicates how you use, and would prefer to use, your energy for the purpose of analyzing information in order to make sense of things or situations -- particularly technical situations that you face. Lower scores indicate use of relatively available and easy-to-understand facts and figures. Higher scores indicate use of less easy to obtain and, perhaps, disorganized data that may require complex or abstract concepts or technical principles to interpret.

Your Profile	Interpretation
 <p>■ Use ■ Pref</p>	<p>Your profile indicates that you feel you are using a low amount of energy to analyze technical ideas or information, relying mostly on readily available and easy to evaluate facts or figures. This fits your preference very well. Your preference score says that you prefer working with information and data that are very well-organized information that can be understood easily without using specialized concepts or principles. You probably are quite comfortable with the amount of energy that you are putting into this area at the present time.</p>

Systems Management Complexity

Your complexity motivation profile in the area of systems management indicates how you use, and would prefer to use, your energy for the purpose of organizing, orchestrating, coordinating, and controlling work. This area could also be called "logistics management." Low scores indicate managing one task or project at a time before dealing with other things. Higher scores indicate managing many different priorities and types of tasks or developing systems to monitor and control many different kinds of tasks or projects.

Your Profile	Interpretation
 <p>■ Use ■ Pref</p>	<p>Your profile indicates that you feel you are putting a low amount of energy into managing logistics and tasks, focusing on one or two tasks at a time without putting much effort into coordinating or tracking progress on multiple projects or tasks. This fits your preference very well. Your preference score indicates that you prefer to focus on a just a couple of very similar or related tasks at any one time, rather than dividing your attention or energy between many different tasks or projects. You probably are quite comfortable with the amount of energy that you are putting into this area at the present time.</p>