

DECISION STYLE INVENTORY

Results

September 2017



Characteristics

People with this style are concerned with accurate information and well thought out decisions. Facts need to be collected and analyzed for their relevance to any issue. They are constantly searching for the best possible solution. They appreciate orderly, detailed reports that logically relate to the problem at hand. They value the pursuit of knowledge. This style responds well to new job requirements. These new assignments are often perceived as challenges.

Leadership Style

Analyticals enjoy challenges and are excellent at detailed strategic planning. They expect precise responses from staff and focus on technical problems. They also prefer traditional approaches to decision making, relying on proven techniques to solve problems.

Communication Behaviors

Verbal (words)	Vocal (tone of voice)	Visual (body language)
Fact and task-oriented	Little inflection	Few facial expressions
Limited sharing of feelings	Few pitch variations	Noncontact oriented
More formal and proper	Less variety in vocal quality	Few gestures
Focused on conversation	Steady, monotone delivery	
	Low, volume, slow speech	

Under Stress

Analyticals may appear:

- Over reliant on data and documentation
- Resistant to change
- Slow to act
- Slow to begin work
- Unable to meet deadlines
- Unimaginative
- Withdrawn
- Resentful

They need:

- Guarantees that they're right
- Understanding of principals
- Slow pace for "processing" information
- Accuracy



Characteristics

Leaders with this style are people oriented. They enjoy being involved with people and exchanging views with them. Their good listening skills allow them to gather information and perceptions before making a decision. They rely on past experiences when considering many sides of an issue. They value working with others who are insightful in their thinking. It is very important for them to work with people they respect and like. Their intuition about situations is often based on the ability to immerse themselves in reality.

Leadership Style

Behaviorals are supportive of their staff and work towards agreement and consensus within a team. They need staff who share their sense of mission, and are concerned with the feelings and well-being of others.

Communication Behaviors

Verbal (words)	Vocal (tone of voice)	Visual (body language)
Asks more than tells	Steady, warm delivery	Intermittent eye contact
Listens more than talks	Less forceful tone	Gentle handshakes
Reserves opinions	Lower volume	Exhibits patience
Less verbal communication	Slower speech	Slower moving

Under Stress

Behaviorals may appear:

- Wishy-washy
- Submissive
- Passive
- Dependent
- Hesitant
- Defensive
- Indecisive

They need:

- Reassurances that they are liked
- Personal assurance
- Slow pace for comfort and security
- Trusting relationships



Characteristics

Those with this style are creative and have a broad outlook on the organization. They rely on feelings and intuition when making decisions. They look forward to challenging tasks, but prefer to initiate the challenge rather than respond to it. A crisis is usually perceived as an opportunity. They see many possible solutions to problems. They look toward the future in all they do. They enjoy working with people in small group settings.

Leadership Style

Conceptuals encourage creative solutions to problems and energize their staff in the pursuit of big picture ideas and goals. They work to enhance their organization's reputation and are willing to take risks in that effort. They need staff who can implement details that they might have overlooked in the process.

Communication Behaviors

Verbal (words)	Vocal (tone of voice)	Visual (body language)
Tells stories, anecdotes	Lots of inflection	Animated facial expressions
Shares personal feelings	More pitch variation	Much hand/body movement
Informal speech	More variety in vocal quality	Contact oriented
Expresses opinions readily	Dramatic	Spontaneous actions
Flexible time perspective	High volume	
Digresses from conversation	Fast speech	

Under Stress

Conceptuals may appear:

- Manipulative
- Overeager
- Impulsive
- Inconsistent
- Superficial
- Unrealistic
- Wasteful of time

They need:

- To get credit
- Action and interaction
- Quick pacing for stimulation
- Prestige



Characteristics

People with this style combine thinking with active participation. They have a pragmatic view of the world and its problems. They believe that if it works, use it. They make decisions by considering the bottom-line importance of their actions. They prefer doing, rather than reflecting. Their energy drives them to accomplish difficult tasks.

Leadership Style

Directives are more willing to exercise power and control over others. They prefer short-term goal setting, with a focus on the internal problems of an organization. They prioritize speed, efficiency, and results from those they work with, with an emphasis on hard work and a conformity to rules.

Communication Behaviors

Verbal (words)	Vocal (tone of voice)	Visual (body language)
Tells more than asks	More vocal variety	Firm handshake
Talks more than listens	More forceful tone	Steady eye contact
Lots of verbal communication	Communicates readily	Gestures to emphasize points
Makes emphatic statements	High volume, fast speech	Displays impatience
Blunt and to the point	Challenging voice intonation	Fast moving

Under Stress

Directives may appear:

- Restless
- Critical
- Blunt
- Intrusive
- Uncooperative
- Irritable
- Aggressive
- Pushy

They need:

- Control of situation and self
- Tangible evidence of progress
- Fast pace for moving toward goals
- Accomplishments



	Analytical	Behavioral	Conceptual	Directive
Motivating	Appeal to their need to be accurate and their logical approach to things.	Show how something will benefit their relationship and strengthen their position with others.	Offer them incentives and testimonials. Show them how they can look good in the eyes of others.	Provide them with options and clearly describe the probabilities of success in achieving goals.
Complimenting	Their efficiency, thought processes, organization, persistence and accuracy.	Their teamwork, the way they are regarded by other people, their relationship skills and their ability to get along with others	Their appearance, creative ideas, persuasiveness and charisma.	Their achievements, upward mobility and leadership potential.
Counseling	Describe the process that you plan to follow. Outline how that process will produce the results they seek. Ask questions to help them give you the right information. Let them show you how much they know.	Allow plenty of time to explore their feelings and understand the emotional side of the situation. They express their feelings, but may do it indirectly. Draw them out through questioning and listening techniques. Create a non-threatening environment.	Allow them plenty of opportunity to talk about things that are bothering them. Listen for facts and feelings. Many times Conceptuals merely need to “get something off their chest” and talking may solve the problem.	Stick to the facts. Draw them out by talking about the desired results. Then discuss their concerns. Focus on the tasks more than feelings. Ask them how they would solve the problem.
Correcting	Specify the exact behavior that is indicated and outline how you would like to see it changed. Establish checkpoints and times.	Reassure them that what you are seeking to correct is the behavior only. Don't blame or judge the person; keep things focused on the behavior and its appropriateness.	Specify exactly what the problem is and what behavior is required to eliminate the problem. Be sure to confirm in writing the agreed upon behavior changes.	Describe what results are desired. Show them the gap between actual and desired. Suggest clearly the improvement that is needed and establish a time when they will get back to you.
Delegating	Take time to answer all their questions about structure and guidance. The more they understand the details, the more likely they will be to complete the task properly. Be sure to establish deadlines.	Make a personal appeal to their loyalty. Give them the task, state the deadlines that need to be met and explain why it's important to do it a specific way.	Make sure you get clear agreement. Establish checkpoints so that there is not a long period of time between progress reports.	Give them the bottom line and get out of their way. So that they can be more efficient, give them parameters, guidelines and deadlines.



	Analytical	Behavioral	Conceptual	Directive
Needs to know about:	How they can justify it logically / how it works	How it will affect their personal circumstances	How it enhances their status and visibility	What it does/ By when/ What it costs
Do it with:	Accuracy	Warmth	Flair	Conviction
Save them:	Embarrassment	Conflict	Effort	Time
Provide them with:	Data and documentation	Personal service and assurances	Testimonials and incentives	Options with supporting analysis
Likes you to be:	Precise	Pleasant	Stimulating	To the point
Support their:	Procedures	Feelings	Ideas	Goals
Create this environment:	Serious	Personal	Enthusiastic	Businesslike
Maintain this pace:	Slow / systematic	Slow / relaxed	Fast / spontaneous	Fast / decisive
Focus on this priority:	The task / the process	The relationship / communication	The relationship / interaction	The Task / the results
At play be:	Structured / play by the rules	Casual and cooperative	Spontaneous and playful	Competitive and aggressive
Use time to:	Ensure accuracy	Develop the relationship	Enjoy the interaction	Act efficiently
Write this way:	Detailed and precise	Warm and friendly	Informal and dramatic	Short and to the point
On the phone be:	Businesslike and precise	Warm and pleasant	Conversational and playful	Short and to the point

The Platinum Rule:

“Do unto others as they want to be done unto.”