

Decision Style Inventory

Rate these options to describe your current decision style, not your preferred actions.

Choose your answers from the following: 8 = Most 4 = Often 2 = Seldom 1 = Least

My prime objective is to:	Be the best in my field	Feel secure in my job	Achieve recognition for my work	Have a position with status
I enjoy jobs that:	Have considerable variety	Involve people	Allow independent action	Are technical and well defined
I expect people working for me to be:	Highly capable	Receptive to suggestions	Committed and responsive	Productive and Fast
In my job, I look for:	The best solutions	A good working environment	New approaches or ideas	Practical results
I communicate best with others:	In writing	In a formal meeting	By having a group discussion	On a direct one-to-one basis
In my planning, I emphasize:	Meeting objectives	Developing people's careers	Future goals	Current problems
When faced with solving a problem, I:	Apply careful analysis	Rely on my feelings	Look for creative approaches	Rely on proven approaches
When using information, I prefer:	Accurate and complete data	Limited data that is easily understood	Broad coverage of many options	Specific facts
When I am not sure about what to do, I:	Search for facts	Wait before making a decision	Look for a possible compromise	Rely on intuition
Whenever possible, I avoid:	Incomplete work	Conflict with others	Using numbers or formulas	Long debates
I am especially good at:	Solving difficult problems	Interacting with others	Seeing many possibilities	Remembering dates and facts
When time is important, I:	Follow plans and priorities	Seek guidance or support	Refuse to be pressured	Decide and act quickly
In social settings, I generally:	Think about what is being said	Listen to the conversation	Observe what is going on	Speak with others
I am good at remembering:	Places we met	People's personalities	People's faces	People's names
The work I do provides me:	Challenging assignments	Acceptance by the group	Ability to achieve my personal goals	The power to influence others
I work well with those who are:	Self-confident	Polite and trusting	Open minded	Energetic and ambitious
When under stress, I:	Concentrate on the problem	Am forgetful	Become frustrated	Become anxious
Others consider me:	Disciplined	Supportive	Imaginative	Aggressive
My decisions typically are:	Systematic or abstract	Sensitive to the needs of others	Broad and flexible	Realistic and direct
I dislike:	Boring work	Being rejected	Following rules	Losing control

A=

B=

C=

D=

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Typical Range of Style Scores

Chart Your Score

	Least Preferred	Backup	Dominant	Very Dominant
(A) Analytical	20 to 82	83 to 96	97 to 104	105 to 160
(B) Behavioral	20 to 47	48 to 61	62 to 69	70 to 160
(C) Conceptual	20 to 72	73 to 86	87 to 94	95 to 160
(D) Directive	20 to 67	68 to 81	82 to 89	90 to 160

Instructions: Based on your totals from the previous page, circle the box that represents your totals for each leadership style. For example, if D=94, first find the Directive row, then find the range your number fits into (90 to 160) and circle the box.