

**STEP**  
**1**

Before you begin this survey, take a moment and think about how you prefer to interact with people, how you work, etc. Then, read the statements below and rank them in order using the scale in Step 2. Don't over-analyze – go with your “gut” instinct. By the end of the exercise, you will be able to identify your personal “behavioral style.”

Example

<input type="checkbox"/> 1 Direct, “bottom line”	<input type="checkbox"/> 3 Optimist	<input type="checkbox"/> 2 Orderly, structured	<input type="checkbox"/> 4 Organized, neat
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**STEP**  
**2**

Reading from left to right, rank the phrases across each row from 1 to 4 on how accurately each phrase describes your true personality or behavioral style.

- 1 = Rarely like me
- 2 = Somewhat like me
- 3 = Usually like me
- 4 = Very much like me

<b>1</b>	<input type="checkbox"/> Direct, “bottom line”	<input type="checkbox"/> Optimist	<input type="checkbox"/> Orderly, structured	<input type="checkbox"/> Organized, neat
<b>2</b>	<input type="checkbox"/> Decisive	<input type="checkbox"/> Jovial, joking	<input type="checkbox"/> Easy to get along with	<input type="checkbox"/> Perfectionistic
<b>3</b>	<input type="checkbox"/> Makes quick decisions	<input type="checkbox"/> Cheerful, happy	<input type="checkbox"/> Follows procedures	<input type="checkbox"/> Reserved, thoughtful
<b>4</b>	<input type="checkbox"/> Impatient, restless	<input type="checkbox"/> Convincing, assuring	<input type="checkbox"/> Respectful of others	<input type="checkbox"/> Attentive to details
<b>5</b>	<input type="checkbox"/> Determined, stands firm	<input type="checkbox"/> Funny, joking	<input type="checkbox"/> Loyal, dependable	<input type="checkbox"/> Goes “by the book”
<b>6</b>	<input type="checkbox"/> Outspoken	<input type="checkbox"/> People Person	<input type="checkbox"/> Looks out for others	<input type="checkbox"/> Follow rules and regulations
<b>7</b>	<input type="checkbox"/> Often late or “just in time”	<input type="checkbox"/> Outgoing personality	<input type="checkbox"/> On time or early	<input type="checkbox"/> Cautious, careful
<b>8</b>	<input type="checkbox"/> Decides quickly	<input type="checkbox"/> Talkative, chatty	<input type="checkbox"/> Steady, predictable	<input type="checkbox"/> Quiet, unemotional
<b>9</b>	<input type="checkbox"/> Takes risks	<input type="checkbox"/> Prefers people over things	<input type="checkbox"/> Neat, organized	<input type="checkbox"/> Precise, analytical
<b>10</b>	<input type="checkbox"/> Team leader not follower	<input type="checkbox"/> Charming, attractive	<input type="checkbox"/> Team player - not leader	<input type="checkbox"/> Disciplined, orderly

**STEP**  
**3**

Now add up each column and place your total in the bottom box. The highest value will be used for Step 4.

<input type="checkbox"/> <b>Direct, Decisive</b>	<input type="checkbox"/> <b>Influential, Important</b>	<input type="checkbox"/> <b>Supportive, Steady</b>	<input type="checkbox"/> <b>Precise, Conscientious</b>
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**STEP**
**4**

Check your highest score, match the statement to the corresponding paragraph and read the section. This is your basic behavioral style. If you scored high in two categories (Direct, Decisive and Influential, Important) a combination of the two paragraphs can be used.

**DIRECT, DECISIVE**

Emphasis is on shaping the environment by overcoming opposition to accomplish results.

**DESCRIPTION**
**This person's tendencies include:**

- getting immediate results
- causing action
- accepting challenges
- making quick decisions
- questioning the status quo
- taking authority
- managing trouble
- solving problems

**This person desires an environment which includes:**

- power and authority
- prestige and challenge
- opportunity for individual accomplishments
- wide scope of operations
- direct answers
- opportunity for advancement
- freedom from controls and supervision

**ACTION PLAN**
**This person needs others who:**

- outweigh pros and cons
- calculate risks
- use caution
- structure a more predictable environment
- research facts
- deliberate before deciding
- recognize the needs of others

**To be more effective, this person needs:**

- difficult assignments
- to understand that they need people
- techniques based on practical experience
- identification with a group
- to verbalize reasons for conclusions
- an awareness of existing sanctions
- to pace self and to relax more

**INFLUENTIAL, IMPORTANT**

Emphasis is on shaping the environment by influencing or persuading others.

**DESCRIPTION**
**This person's tendencies include:**

- contacting people
- making a favorable impression
- verbalizing with articulateness
- creating a motivational environment
- generating enthusiasm
- entertaining people
- viewing people and situations optimistically
- participating in a group

**This person desires an environment which includes:**

- popularity, social recognition
- public recognition of ability
- freedom of expression
- democratic relationships
- freedom from control and detail
- opportunity to verbalize proposals
- coaching and counseling

**ACTION PLAN**
**This person needs others who:**

- concentrate on the task
- seek facts
- speak directly
- respect sincerity
- develop systematic approaches
- prefer dealing with things to dealing with people
- take a logical approach
- demonstrate individual follow-through

**To be more effective, this person needs:**

- control of time
- objectivity in decision-making
- participatory management
- more realistic appraisal of others
- priorities and deadlines
- to be more firm with others

**COMPLIANT, CONSCIENTIOUS**

Emphasis is on working conscientiously within existing circumstances to ensure quality and accuracy

**DESCRIPTION**
**This person's tendencies include:**

- attention to key directives and standards
- concentrating on key details
- being diplomatic with people
- using subtle or indirect approaches to conflict
- checking for accuracy
- analyzing performance critically
- using a systematic approach to situations or activities

**This person desires an environment which includes:**

- clearly defined performance expectations
- valuing quality and accuracy
- reserved, business-like atmosphere
- opportunity to demonstrate expertise
- control over those factors that affect their performance
- opportunity to ask "why" questions

**ACTION PLAN**
**This person needs others who:**

- delegate important tasks
- make quick decisions
- use policies only as guidelines
- compromise with the opposition
- state unpopular positions
- initiate and facilitate discussions
- encourage teamwork

**To be more effective, this person needs:**

- opportunity for careful planning
- exact job descriptions and performance objectives
- scheduled performance appraisals
- specific feedback on performance
- to respect people's personal worth as much as their accomplishments
- to develop a tolerance for conflict

**SUPPORTIVE, STEADY**

Emphasis is on cooperating with others to carry out the task.

**DESCRIPTION**
**This person's tendencies include:**

- performing in a consistent, predictable manner
- demonstrating patience
- developing specialized skills
- desiring to help others
- showing loyalty
- being a good listener
- calming excited people

**This person desires an environment which includes:**

- maintenance of the status quo unless given reasons for change
- predictable routines
- credit for work accomplished
- minimal infringement on home life
- sincere appreciation
- identification with a group
- standard operating procedures
- minimal conflict

**ACTION PLAN**
**This person needs others who:**

- react quickly to unexpected change
- stretch toward the challenges of accepted tasks
- are involved in more than one activity
- are self-promoting
- work comfortably in unpredictable environments
- are flexible in work procedures

**To be more effective, this person needs:**

- conditioning prior to change
- validation of self-worth
- information on how one's effort contributes to the total effort
- work associates of similar competence and sincerity
- guidelines for accomplishing tasks
- encouragement of creativity