

# PERSONAL STYLE INDICATOR



Identify your inherent personal style as it relates to people, tasks, time, and situations. Understand self and others more clearly. Improve communications. Increase your success in all relationships, both at work and at home.

Name of Participant:  
**Sample Tester**  
Date of Assessment:  
**2011-09-30**

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Online Personal Style Indicator (PSI)

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## Personal Style of Sample Tester



Style assessment is complex, yet when approached in a systematic manner, it becomes more manageable and offers you a tool for



increased clarity in self-understanding and improved relationships with others.

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## What Is The Personal Style Indicator?

The *Personal Style Indicator (PSI)* is a scientifically developed, learning and communication instrument. It is not a test that can be passed or failed.

The *PSI* can assist you to do the following:

- Identify your basic personal style, which is the way that you prefer to respond to time, people, tasks, and situations.
- Gain self-understanding and self-acceptance and greater appreciation and acceptance of others.
- Recognize the consequences and effect of your interpersonal style and the effect your personal style has on the way you relate with others.
- Discover your typical reactions to stress and pressure and learn how to compensate for your weaknesses.
- Better understand the style tendencies of others and learn to interact with them more effectively, to promote harmony and increase your credibility with others.
- Increase your productivity and success by sharing a common language when talking with others about which style behaviors are more preferred at home or on a particular job.
- Determine your preferred work style and work environment to more intentionally select the best job, role, and/or career for you.
- Develop a plan to increase your style-flexibility and effectiveness in relation to tasks and in your interactions with others.
- Facilitate team development through the careful assessment of team-member strengths.



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## Understanding Your Personal Style

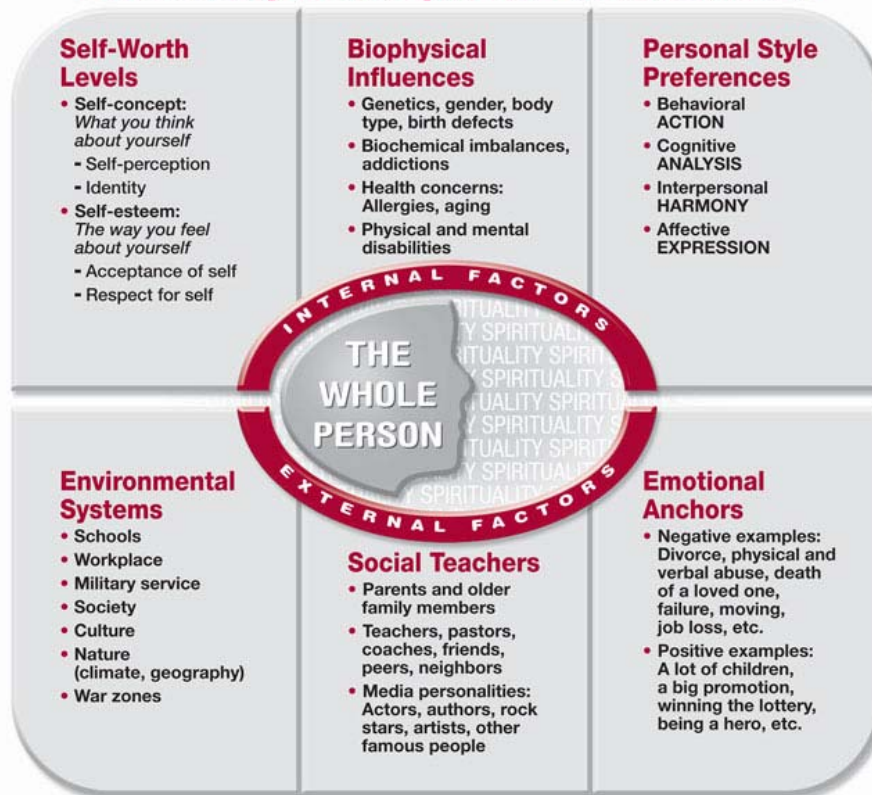
We will get to your scores in a minute. First, let's outline the **Personality Development Factors**. It will guide you to better understand your own and others' tendencies and provide increased clarity in self-understanding and improved relationships with others.

As you go through the sections, you will learn step-by-step how to understand and interpret your scores in the *Personal Style Indicator*.

Personal style is only one part of your personality. We must acknowledge that human beings are more complex than just their personal style. Even though it is an important part of your personality, your personal style represents only one facet of you. To simplify and explain this complexity, CRG created the **Personality Development Factors Model**. (See *illustration below*) All these Factors at various levels have and are contributing to your **Personality Development**. Each factor is self-evident, except perhaps Emotional Anchors, where a past experience of a positive or negative nature stirs an emotional reaction within.

To learn more about the **Personality Development Factors Model**, buy the book, [Why Aren't You More Like Me?](#) available from CRG.

## Personality Development Factors Model



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### STEP ONE

#### Understanding Your Personal Style



Many factors determine your personal style and how much rigidity or flexibility you demonstrate. Your personal style is created by a complex set of behaviors and attitudes that strongly affects the way you present yourself to others. Personal style is your habitual way of behaving or your predisposition to act, in everyday situations, with most people.

Research reveals that you are born with personal style and it is consistent throughout your lifetime. It is your natural predisposition to perceive, approach, and interact with the environment, which includes time, people, tasks, and situations.

Theory and research indicate that four main styles are useful in describing human behavior. Understanding these four styles will provide you with useful insights. It is also important to understand how your personal style underlies much of your behavior.

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#### Personal Style: Your Foundation

Your basic personal style forms the foundation of your interpersonal, communication, parenting, counseling, decision-making, learning, management, preferred job and leadership styles and much more. How you see yourself (self-perception) influences the way you act.

The **Personal Style Indicator** provides you with an organized view of how you perceive yourself, while also revealing the likely consequences of your style. As you become more keenly aware of those consequences, you can plan to develop greater style-flexibility to increase your effectiveness at home or at work.

The behaviors exhibited by your style vary somewhat from person to person and situation to situation. For the most part and for most people, however, they remain consistent over time.





The general pattern you exhibit is unique and distinct from the patterns of most other people. Gaining deeper understanding of the four style dimensions will assist you to appreciate the characteristics of other styles. You can apply this knowledge later, when you want to adjust your style to be more effective and to build credibility with others. Style-shifting is an important skill to develop. You can learn to be more flexible and effective without being artificial in the way you present yourself.

**Have others complete a *PSI* on their perception of your style.**



If you want an understanding of how others perceive you—both at work and at home—ask them to complete a *PSI* on you. Over the years we have found this a very insightful process. You can then compare the way you see yourself with the way others see you. This strategy is great for helping interpersonal relationships, team-building, communications, leadership, and other applications. You may also complete the *PSI* for another person, to help you become more effective with him or her.

Although the *PSI* should never replace getting to know someone else personally, it can help you frame a way to build credibility and awareness of others' needs and help you plan your behavior and interactions with others.

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## Understanding the Four Personal Style Dimensions

As you read about the four dimensions, identify the statements you believe are true about yourself. Ignore the statements you feel do not apply to you.

### Behavioral

**ACTION 40**

This style dimension is characterized by a strong tendency toward altering the environment in a way which will achieve well thought-out goals. Therefore, people who naturally operate mainly from this quadrant of style are likely to seem self-assured and driven, many times oblivious to other people's feelings and on a track of their own. When their vision is shared by a group, then they are often seen as heroes and leaders because they tend to forge ahead to meet challenges with unusual fearlessness. This style position by itself is extroverted and can withstand greater stress. It does not favor artistic, aesthetic or emotional modes of operating, but prefers a planned method by which previously defined goals and results are achieved. In this style there is a clear sense of acting upon the environment to achieve these results.

### Cognitive

**ANALYSIS 46**

This style dimension is characterized by a strong tendency to avoid being influenced negatively by people or environmental influences. This type moves toward goals which are often perceived as requirements of others in positions of authority. Attention to details and being on the alert for potential dangers or inconsistencies enable people with this style to maintain a better position of security and control. People with this style tend to avoid emotional intensity and unpredictability; and they may especially need intimacy because they find that trust in others is not easily attained. This style position by itself is introverted, being more sensitive to stimulation. It does not prefer the sensory, emotional modes of operating, but tends toward logical analysis and correct performance of tasks, with an additional interest in the fine arts.

### Interpersonal

**HARMONY 35**

This style dimension is characterized by a strong tendency to adapt to people and surroundings in order to promote harmony and comfort for self and others. The approach to life and people in a practical, friendly and naturally warm manner is typical of this style dimension. Adaptation to all other styles is a way of life, providing the desired security and balance needed and preferred by those who score higher in this style dimension. A desire to support others in order to gain a sense of validation and approval is a natural tendency. This style position by itself is introverted, being more sensitive to stimulation. It favors a practical balance of both the logical and intuitive modes of functioning, thereby avoiding extremes. In this style there can also be a tendency toward stubbornness, especially if others are being overbearing.

### Affective

**EXPRESSION 39**

This style dimension is characterized by a strong tendency to intuitively explore the environment and interact with it to assess the outcome. Spontaneous exploration and expression of ideas and feelings mark the natural tendencies of this style. People with a natural tendency toward this dimension of style are often attempting to influence others through the creative media of speaking, writing, dance, art or music. They would like to sell others on themselves and ideas or products which they believe will be helpful. They will go out of their way to help others, even if it inconveniences them because often they believe in the value of people. By itself, this style is extroverted, not being easily over-stimulated by the environment. It does not favor the analytical modes of operating, but is more intuitive and creative in its way of functioning.

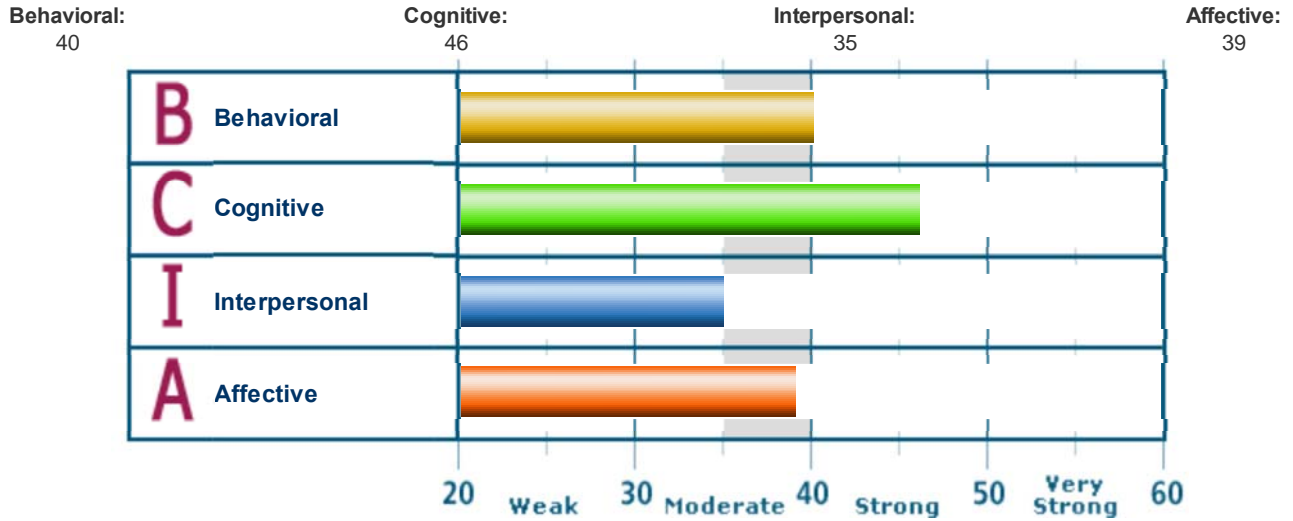
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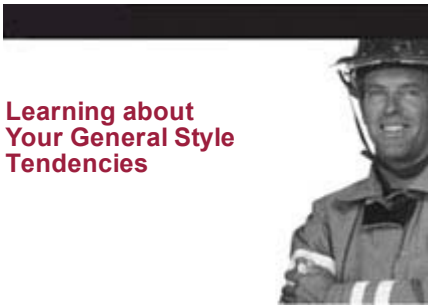
## STEP TWO

### Graphing Your Personal Style Scores





**STEP THREE**



**Learning about Your General Style Tendencies**

Now you have a visual graph that represents your style pattern. Here is what this might mean to you.

- Each of us has all four dimensions, in varying intensities.
- The higher your score in one of the dimensions, the more likely this dimension is influencing the way you perceive, approach, and interact with the environment.
- The opposite is true for your lower scores. The lower your score in a style dimension, the less likely that dimension is influencing your choices and decision-making.

There is no right or wrong answer or distribution of numbers. The majority of individuals will have two scores above 40 and two scores below 40. Some will have only one score above 40; others will have three scores 40 and above. A small percentage of the population has all four scores within 4 to 5 points.

The combination of your four scores makes up your style pattern. To deepen your understanding of the general style tendencies of each dimension, carefully read the description of each style quadrant to gain an understanding of the general orientation, typical strengths, and common difficulties of each dimension.

We give you permission to personalize this report to your own uniqueness. Ignore the comments that you feel do not apply to you. Identify statements you believe are true about yourself.

**Understanding Your General Style Tendencies**

**Behavioral**

**ACTION**

**40**

**General Orientation:**

- To tasks: *wants results now*
- To people: *seeks authority*
- To problems: *tactical, strategic*
- To stress: *doubles efforts*
- To time: *future and present*

**Typical Strengths:**

- Acts rapidly to get results
- Is inventive and productive
- Shows endurance under stress
- Is driven to achieve goals

**Cognitive**

**ANALYSIS**

**46**

**General Orientation:**

- To tasks: *wants quality*
- To people: *seeks security*
- To problems: *analyzes data*
- To stress: *withdraws*
- To time: *past and future*

**Typical Strengths:**

- Acts cautiously to avoid errors
- Engages in critical analysis
- Seeks to create a low-stress climate
- Wants to insure quality control

Can take authority boldly

**Common Difficulties:**

Can be too forceful or impatient

Can often think their way is best

Can be insensitive to others

Can be manipulative or coercive

Can be lonely or fatigued

Can follow directives and standards

**Common Difficulties:**

Can bog down in details and lose time

Can be too critical or finicky

Can be overly sensitive to feedback

Can seem to be lacking in courage

Can be too self-sufficient, alone

## Interpersonal

### HARMONY

35

**General Orientation:**

To tasks: *reliable performance*

To people: *seeks to help others*

To problems: *practical solutions*

To stress: *adjusts to it*

To time: *present*

**Typical Strengths:**

Promotes harmony and balance

Is reliable and consistent

Tries to adapt to stress

Sees the obvious that others miss

Is often easy-going and warm

**Common Difficulties:**

Can be too easy-going and accepting

Can allow others to take advantage

Can become bitter if unappreciated

Can be low in self-worth

Can be too dependent on others

## Affective

### EXPRESSION

39

**General Orientation:**

To tasks: *people come first*

To people: *seeks to influence*

To problems: *intuitive and creative*

To stress: *escapes from it*

To time: *present and future*

**Typical Strengths:**

Acts creatively on intuition

Is sensitive to others' feelings

Is resilient in times of stress

Develops a network of contacts

Is often willing to help others

**Common Difficulties:**

Can lose track of time

Can "overburn" and over-indulge

Can be too talkative

Can lose objectivity, be emotional

Can be self-oriented, self-assured

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### Exercising Caution when Assessing Your Own and Others' Styles

We should never pigeonhole individuals or try to stuff someone into a personality "box." When provided with crisp, neat categories, the temptation is to use these models as a shortcut for getting to know people. The models were intended to provide clarity and insight about a person's personality, which is constantly changing, somewhat unpredictable, and often a surprise to even careful observers.

Some people have said of others, "Oh, he's a Cognitive type" or "She's an Affective type," pronouncing clear judgment of another person's personality. This type of simplistic thinking is to be avoided, especially when you share style patterns with friends, co-workers, or family members.

The **Personal Style Indicator** is just that: an indicator, not a test. It is meant to provide a common language to assist you in understanding your self and in communicating with others regarding the important issue of personal styles.



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## STEP FOUR

### Determining Your Interpretive Summary for Your Style



We will outline the process on how your style pattern(s) were determined. As mentioned earlier, the combination of your four scores (patterns) reflects your personal style. Most of us will have one, perhaps two, or even a maximum of three interpretive summaries with which we best identify.

Everybody has all four personal style dimensions within them. It is the combination of the intensity levels for the four dimensions which determine the personal style pattern. The pattern represents the overall impact all four dimensions have upon the individual's

personality and behavior. It also indicates how naturally flexible you are to "shift" out of one dimension and into another. The combination of dimensional scores determines two different types of patterns, primary and secondary.

### How Your Pattern(s) were Determined

The patterns shown below have been chosen based on the following three rules:

1. All style scores above 40 definitely indicate your preference for style behaviors and tendencies and therefore determine your Primary Style Pattern. Your scores are ranked by putting your highest score first. There is, however, one exception—you may have two scores 40 or over within 5 points. In that case, you would read two Interpretations.
2. Any style scores which are between 35 and 39 should be considered as a dimension of style which you may sometimes prefer. Your Secondary Style Pattern is determined by including all your scores 35 and above ending up with a Triple-High or even a Synergistic Pattern.
3. Any style scores that are below 35 definitely indicate your tendency not to prefer behaviors and tendencies typical of those dimensions.

Be aware that the main difference between primary and secondary patterns is that when we are under pressure (challenged, stressed out, frightened, etc.) we move to our strengths and away from our weaknesses and moderate strengths. This means you will be affected most by your primary pattern when you are under pressure. The secondary pattern tends to come into play when we feel safe within the environment—when we can relax.

The majority of individuals have two dimensions 40 or above. There is, however, one exception to the rule of highest score first. On some occasions, individuals will have two scores 40 or over within 5 points. In that case, you would read two Interpretive Summaries.

A percentage of people will have three scores of 40 and over. In this case, one of the Triple-High Patterns will apply.

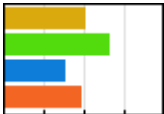
Finally, a percentage of individuals will have all four of their scores within 4 to 5 points of each other. It means by default that all your scores will be close to the midline of 40, therefore the Synergistic Style Pattern will apply.

**Note:** Again, feel free to make this your own personalized report. As you read your interpretations below, ignore the interpretive comments that you feel do not apply to you. Identify the comments that describe you most accurately.

#### Primary Pattern

C & B

Competitive

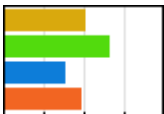


People with a competitive personal style are predominately introverted (sensitive to stimulation) individuals who can draw upon a reservoir of resilience. Their nonverbal signals often show restraint in the expression of feelings, including only a scant show of emotion through the use of the face, eyes, and hands. They prefer being in control in their interactions with people and tasks because of their high needs for quality and production. There can be a great internal pressure within these people because they are being pulled in two directions: One direction for accuracy and quality and the other direction for decisiveness and immediate action. Others may respect this type's ability to work but may seldom enjoy their friendship because they rarely relax. This type of person often underestimates the value of play, at work or at home.

#### Secondary Pattern

B, C, I & A

Synergistic



**Synergistic** People with this pattern are extremely flexible and adaptable. With equal strength in all four style dimensions, they have the natural ability to see the world the way all other styles do. When these people are in control of their pattern, they tend to be good team players and can mediate among diverse groups of people. If they aren't in control, they can have difficulties with others. They can be good leaders and team members when their drive toward being task-oriented is balanced with their strong people-orientation. When it isn't balanced, they often become confused and unsure of themselves. These people tend to feel style crazy because all four dimensions are equally strong. Having to constantly please all four dimensions at the same time often leaves these individuals feeling very divided inside. They can feel quite challenged when it comes to problem-solving and decision-making because they seldom are totally satisfied with the outcomes.

## In-Depth Interpretation(s)

### Primary Pattern

C & B

Competitive

### Strengths

This style has strengths that include the ability to be both sensitive and challenging at the same time. The **competitive** style can be very receptive to what is happening but is willing to move into the field of play rather than sit and watch from the sidelines. Discovering new ways to get things done systematically is another notable strength of people with this style pattern.

Though appearing to have moderately high energy levels and seeming to be somewhat intense in manner, people with this style are strategic about how they treat other people. They are often cautious and deliberate in the way they go about solving interpersonal problems. Their tendency to analyze beforehand the consequences of what is said or done in a situation will temper and

counterbalance their opposite tendency to act quickly to make an impact. Another asset of this style is that it has an important combination of qualities related to tasks (such as patience, concentration and attention to detail), which are required for many highly technical jobs.

### Common Areas of Difficulty

Indecisiveness is often a concern for **competitive**-style people if they tend to review too much data before deciding on a course of action. This can slow down their ability to solve problems creatively because they allow themselves to become bogged down with considering too many alternatives in theory, when they would do better to risk trying in practice some of the possibilities open to them. Sometimes they will know what is needed but fail to act swiftly enough to secure it. At other times, they will start out attempting to assess too many options and then later be forced to grab at the nearest solution because they have misjudged the time available. Nevertheless, when forced to pick and choose, and then act, they will most often respond successfully. Providing firm deadlines and clearly defined job responsibilities to help this person to understand exactly what is expected of him or her can be important motivators.

**Competitive** individuals find it difficult to adjust to unexpected changes and can become very frustrated or angry if someone gets in their way. They can change gears dramatically and race toward securing a decision and defending their territory when the security of having plenty of time for careful analysis is threatened or fails to offer the desired results. People with this style can become physically taut and emotionally drained when things aren't going as they expect. In fact, they can at times seem to have sudden swings in mood and temperament, verging on the proverbial Dr. Jekyll and Mr. Hyde syndrome: restrained and mild-mannered in most instances, but suddenly aggressive when cornered or blocked.

### Reactions to Stress

People with this style tend to accumulate tension slowly over a long period of time and then blow off steam suddenly without warning. Yet they have more of a tendency to accumulate stress than to release it. Therefore, withdrawing into themselves and retreating from danger can also be as typical as lashing out when under stress. After the event, however, we may see this person regrouping his or her resources and energies, emerging afterward with new vitality and fresh ideas.

During times of heavy stress, an intense need for affection and appreciation can emerge. This is especially true for people with this style because typically they feel they do not get enough of either, and often respond well to plenty of both. Typical reactions to stress for them include increased muscle tension, frequent migraine-like headaches, and high irritability (particularly with people who are performing below the expected standard). These individuals can get depressed if their lives do not allow ample opportunity for high levels of achievement and respect.

### Team Functioning and Compatibility with Other Styles

When the team is focused on a specific task and is performing well, this style can be a vigorous participant and contributor. When time is wasted frivolously, when the group loses track of where it is going or when other members just sit around and socialize, then this style can become sullen and resentful. These **competitive** individuals feel annoyed if time is not well spent. In contrast, persons with predominantly Interpersonal or Affective dimensions tend to see this style as a kind of Mr. Scrooge character, a killjoy who can't "loosen up and have some fun." But when it is time to get tasks accomplished, the other styles would do well to delegate authority to **competitive** people who can run meetings efficiently and who are good at keeping everyone on track.

In work situations, this high "C-B" style associates comfortably with other people of the same style. However, being rather hard-headed in approach (due to their strong orientation toward getting tasks done), people of this style find it difficult to accept the more relaxed approach to life taken by the "softer" styles with high "I" and "A" dimensions. Away from work, in the more relaxed setting of home, they may prefer the company of people with the Interpersonal or Affective styles. Indeed, for these folks, the romantic notion that opposites attract when it comes to love and marriage often proves to be true.

### Leadership Implications

People with this style tend to find leadership roles somewhat difficult to assume when they do not find others easy to direct. They firmly believe that they must control people to ensure that high-quality results are obtained within short time periods. They can, however, successfully lead groups that possess considerable technical know-how or experience and thus do not need to be given strong direction or any training beforehand to accomplish concrete projects. **Competitive** styles need highly motivated people around them with whom to work. This helps to prevent them from becoming easily discouraged, wanting to try to take on the project all by themselves, or feeling they must quit rather than tolerate the incompetence of others. The ideal team for a person of this style is one that has already been established and that keeps everything running smoothly. Under these circumstances, **competitive** styles can feel the success of being in control of producing a quality product or service.

### To Increase Effectiveness

To improve effectiveness, people with this style would benefit from learning to set a more realistic pace for themselves. They also need to develop more clearly articulated goals and more realistic expectations of what is possible or practical. They need to guard against trying to accomplish too much or their emotional health may suffer. This style of person could also learn to stop being overly critical and impatient with themselves and others in many instances where this is counterproductive, unnecessary or destructive.

Once introduced to an effective training program in interpersonal skills these individuals can become highly effective communicators because they not only possess the stamina and motivation to be good at whatever they attempt but also possess an enduring need to achieve positive recognition, power and control along the way. As a result, things that were previously difficult areas for them can be transformed into strengths.

Engaging in plenty of sports activities and cardiovascular exercise can help to release blocked tensions and unexpressed emotions. It is also important to do things like deeply relaxing by being still, praying, taking walks or hikes in nature beside moving or still water, or gazing at the stars on a clear night. These types of activities will assist the **competitive** person to disengage from his or her rather incessant goal orientation toward getting things done. These people often "soften" their personal style somewhat when more leisure, play and recreation is introduced, as long as they permit themselves to let go of their need to win or to be the best at everything they do.

## Secondary Pattern

### B, C, I & A Synergistic

#### Strengths

**Synergistic** people have an excellent inner resource for developing understanding of people with any style pattern. With equal strength in each of the four dimensions (B, C, I and A) they have the natural ability to perceive the environment and connect with other people regardless of the personal style pattern the other person might have. This allows them to be good team players as well as mediators between diverse groups of people.

These people have strong flexibility and adaptability which provides them with an advantage in many social and work situations. This personal style pattern allows them to have many interests and to prefer variety in the widest sense of the term. Their drive toward being task-oriented is balanced with their need to have harmony with others. They can be both leaders as well as followers, and like working alone as much as with others. They tend to talk and verbally express themselves but can also listen well. They often like to let their actions speak for them. This style pattern lends itself toward helping and problem-solving roles where the **synergistic** individual's wide range of interests and skills are appreciated and rewarded.

#### Common Areas of Difficulty

Like all of the other personal style patterns, self-management is vital to increase effectiveness and communication, and this style provides quite a challenge to understand and apply in many situations. Because the personal style dimensions are so equally matched in power, they can tend to cancel each other out. For example, when a **synergistic** person wants (or needs) to make a decision, the "B" dimension wants them to make the decision based on "B" style, while the "C", "I", and "A" dimensions also want the decision based on their separate styles. This can pull the individual in different directions, leaving him or her feeling confused, torn or frustrated.

If people with this style are not in control of their pattern, they may also feel very hesitant in making decisions, especially ones in very important areas of their life such as relationships or careers. Internal turmoil and stress could be the direct result of these four dimensions fighting within them to influence life choices. Since each dimension is equally strong, no single one can dominate the others, leaving these people feeling as if they have a split personality. In reality, nothing could be further from the truth; they just need to get the four dimensions to work together as a team rather than letting them fight it out as competitors.

People with this pattern may experience concern about their identity—a strong sense of not really knowing who they are and what their purpose in life is. This sensation occurs because nothing outside of them totally meets the inner needs they have in all four dimensions. While certain relationships or things meet some of their needs, other needs, which are just as important, may go unsatisfied. Once they start to doubt their work and their personal choices, it often leads to their starting to doubt themselves.

Others may have great difficulty understanding these people because of their wide range of preferences and behaviors. While all of these characteristics are real, others could perceive them as being contradictory, double-minded, indecisive, confusing or hard to read. In short, others are never totally sure what these people might do or say. People might even sometimes consider individuals with this pattern to be wishy-washy in what they say and believe. This can lead to communication breakdowns and conflict in their relationships.

#### Reactions to Stress

While people with this personal style pattern have a natural tendency to get along well with others, they also have a natural tendency to not get along well with themselves. The inner dogfight going on among the four dimensions can really take a toll on their nerves if they are not focused on taking charge of this inner conflict. Too often, people who have four fairly equal personal style dimensions are unable to please any of them, because they are trying too hard to please all of them at the same time.

Individuals with this type of style pattern can also find it very stressful when they are in situations where someone else is demanding them to function in a consistent manner for a long period of time. Their natural tendencies are to move back and forth among all four dimensions, not to stay put in just one. When they get locked into situations where they have to stay in just one strength area for long periods of time, they get bored, frustrated or stressed. They love variety and change in the work setting. While sometimes these types of people work well under stress, there are also other times when they can overreact to stress. This contradiction can undermine others' confidence in their ability to cope consistently under pressure. It can hurt their reputation for being reliable when the stress increases beyond normal day-to-day conditions. To offset this, courses on how to manage inner conflicts and the contradictory demands from the personal style dimensions are recommended.

#### Team Functioning and Compatibility with Other Styles

Generally, this personal style pattern functions well with others in work and team settings. Their natural styleshifting tendencies work well with those who have patterns that lack the flexibility of this pattern. Quick comprehension of others' points of view can make people with this pattern valuable team members. They have a strong balance between being task-oriented and people-oriented and can get along well with others while getting things done. They also have a natural empathy for other style patterns because due to their strong scores in all four patterns, **synergistic** people can identify with others' style patterns.

The wide range of style dimension strengths allows this person to connect with many individuals in different areas of compatibility. This individual has a component that can communicate with people where they live while also expressing his or her interests, ideas, likes and dislikes in a clear way. The natural balance between being verbal and nonverbal is a strong asset to any team.

#### Leadership Implications

This personal style pattern has excellent potential for leadership positions because of a balance between the tendencies of each of the four dimensions. The Behavioral dimension gives this person a strong tendency to be extroverted and task-oriented. It also provides the person with a strong need for goal setting and action planning, along with a natural drive to be in control of situations. The strong Cognitive dimension also allows the individual to be task-oriented with the advantage of being mentally and verbally focused on quality. It lends itself to problem solving and enhancing systems for continuous improvement.

On the people-side of the leadership continuum, the Interpersonal dimension gives these people the advantage of being able to be sensitive to people for who they are. It also allows them to serve, as well as to lead others. People with this pattern are willing to seek out others' opinions and to listen to what they have to say. They are real team players and would not dominate. The Affective dimension allows them to be fun, creative and spontaneous. These characteristics soften the task side so that others don't think they are all work and no play. Generally, people with this pattern have good speaking abilities over the phone and in front of others, including groups of people they may or may not know. Their success as leaders will greatly depend on how they take charge of their

inner self—the four personal style dimensions—and the way they learn how to use them to help others to accomplish tasks and build relationships.

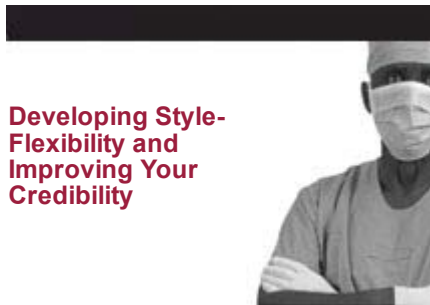
### To Increase Effectiveness

The real key to increasing effectiveness is to take charge of their personal style pattern. While this is obvious, and a fact for all of the style patterns, it is especially true of this one. The natural balance among all four personal style dimensions will either make-or-break this person in his or her work and personal relationships. Become a master in the skills of style-shifting as identified in *Why Aren't You More Like Me?* (Robinson, 1994). Learn to use inner balance to help reduce stress and conflict and to increase effectiveness with others.

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## STEP FIVE



### Developing Style-Flexibility and Improving Your Credibility

After you are able to recognize behavioral style patterns in your own and in others' behaviors, you will be better prepared to develop your social awareness and versatility. Each of us already has a capacity for a certain amount of flexible behavior toward another person, depending on the needs of the moment.

The further development of your awareness of self and others will allow you greater freedom to be more intentional and conscious in your dealings with others, for your benefit and theirs

### Style-Matching to Avoid Style-Clashing

We can clash with others just by virtue of our natures. People naturally get along with some people better than others. Those people with whom we have style clashes can be respected and valued more if we are willing and able to shift into behavioral patterns with which they are more comfortable. This is not to say we should stop being ourselves, but that we can learn to be ourselves in ways that are more effective in adapting to others' styles. This creates a more favorable climate for problem-solving and relationship development.

### Style-Shifting Guidelines

The diagram below illustrates the five steps for effective style-shifting. These guidelines can assist you in being more aware of how you might behave differently with different types of people who, in various situations, exhibit and prefer various types of behavior from yours.

### Style-Shifting Cycle



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### Style-Shifting Guidelines

In the four style boxes below, you may want to note the names of people with whom you wish to style-shift.

**Behavioral**

**ACTION 40**

**Want others to:**

- Give them summarized facts
- Respect their judgments
- Support them to reach goals
- Cope with unwanted details
- Cooperate with them

**Get most upset when others:**

- Are too slow
- Get in their way
- Talk too much
- Try to be in control
- Waste time

**Respond best to:**

- Direct, honest confrontations
- Logical, rational arguments
- Fair, open competition
- An impersonal approach
- Getting results quickly

**Cognitive**

**ANALYSIS 46**

**Want others to:**

- Give them detailed information
- Ask for their opinions
- Not interrupt their work
- Treat them with respect
- Do quality work the first time

**Get most upset when others:**

- Move ahead too quickly
- Don't give them enough time
- Are vague in their communications
- Don't appreciate their efforts
- Are too personal or emotional

**Respond best to:**

- Diplomatic, factual challenges
- Arguments based on known facts
- Freedom from competitive strain
- Friendliness, not personal contact
- Doing tasks well and completely

**Interpersonal**

**HARMONY 35**

**Want others to:**

- Make them feel like they belong
- Appreciate them for their efforts
- Be kind, considerate, thoughtful
- Trust them with important tasks
- Value them as persons

**Get most upset when others:**

- Get angry, blow up, or are mean
- Demand that they physically move
- Take advantage of their goodness
- Are manipulative or unfair
- Are judgmental of others

**Respond best to:**

- A gradual approach to being challenged
- A factual, practical approach
- Comfortable, friendly times
- Respecting their boundaries
- Conventional, established ways

**Affective**

**EXPRESSION 39**

**Want others to:**

- Give them opportunity to speak
- Admire their achievements
- Be influenced in some ways
- Take care of details for them
- Value their opinions

**Get most upset when others:**

- Are too task-oriented
- Confine them to one place
- Are not interested in them
- Compete for and win attention
- Seem judgmental of them

**Respond best to:**

- Being challenged in a kind way
- An influencing, sales approach
- Enjoyable competitions
- Affection and personal contact
- Having a good time

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## Sample Tester Personal Style Plan

**STEP SIX**

**Designing Your Plan to Increase Your Effectiveness**



The outline below provides you with an opportunity to briefly summarize what you have learned about yourself through the *Personal Style Indicator*.

Enter your responses in the sections below. Remember to **save** your entries as they will be printed in your final report.

*The Main Strengths Of My Style Are:*

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*The Main Difficulties With My Style Are:*

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**What I Could Do To Become More Flexible In Certain Areas:**

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**Behaviors I Would Like To Have More Control Over:**

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**What I Could Do To Be More Effective With Certain People (think of specific people and read Style-Shifting Guidelines from previous page):**

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