



Working Styles



PURPOSE

The purpose of this questionnaire is to determine your preferred or dominant working style. There are no right or wrong answers and several choices might even appeal to you because you prefer a combination of styles.



When to Use

Use this tool when attempting to determine the working style of your co-lead or those of your UBT members.



Who Uses

Co-leads



How to Use

1. Complete the questionnaire on the next page. You have approximately 15 minutes to complete it.
2. Read each statement and rate each statement 1, 2, 3, or 4. 1 represents the statement that best describes you and 4 represents the response that least describes you. Use whole numbers only (no fractions or decimals).
3. After you have completed the questionnaire, transfer the results to the score sheet on the following page.



QUESTIONNAIRE: YOUR WORKING STYLE

Name:

1. When performing a job, it is most important to me to:

- A Do it correctly, regardless of the time involved.
- B Set deadlines and get it done.
- C Work as a team, cooperatively with others.
- D Demonstrate my talents and enthusiasm.

2. The most enjoyable part of working on a job is:

- A The information you need to do it.
- B The results you achieve when it's done.
- C The people you meet or work with.
- D Seeing how the job contributes to progress.

3. When I have several ways to get a job done, I usually:

- A Review the pros and cons of each way and choose.
- B Choose a way that can begin to work immediately.
- C Discuss ways with others and choose the one most favored.
- D Review the ways and follow my "gut" sense about what will work the best.

4. In working on a long-term job, it's most important to me to:

- A Understand and complete each step before going to the next step.
- B Seek a fast, efficient way to complete it.
- C Work on it with others in a team.
- D Keep the job stimulating and exciting.



TOOL (continued)

5. I am willing to take a risky action if:

- A There are facts to support my action.
 - B It gets the job done..
 - C It will not hurt others' feelings.
 - D It feels right for the situation.
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Transfer the answers from the Working Styles questionnaire onto the scoring grid below by entering the number you choose for each letter. Next, total the columns and record the answers in the space provided.

QUESTIONNAIRE RESULTS:

Question 1	A	B	C	D
Question 2	A	B	C	D
Question 3	A	B	C	D
Question 4	A	B	C	D
Question 5	A	B	C	D

Your **lowest** score is your preferred or dominant working style. In the case of a tied score, you should pick the working style you feel is most like you.



TOOL (continued)

WORKING STYLE CATEGORIES:

A = Analytical

- Makes cautious actions and decisions
- Likes organization and structure
- Dislikes involvement with others
- Asks many questions about specific details
- Prefers objective, task-oriented work environment
- Wants to be accurate and therefore relies too much on data collection
- Seeks security and self-actualization

B = Driver

- Takes action and acts decisively
- Likes control
- Dislikes inaction
- Prefers maximum freedom to manage self and others
- Is cool and independent; competitive with others
- Has a low tolerance for feelings, attitudes, and advice of others
- Works quickly and efficiently by them self

C = Amiable

- Is slow at taking action and making decision
- Likes close, personal relationships
- Dislikes interpersonal conflict
- Supports and “actively” listens to others
- Is weak at goal setting and self-direction
- Works slowly and cohesively with others
- Seeks security and inclusion

D = Expressive

- Takes spontaneous actions and makes spontaneous decisions; risk taker
- Is not limited by tradition
- Likes involvement
- Generates new and innovative ideas
- Tends to dream and get others caught up in the dream
- Works quickly and excitingly with others
- Is not good with follow-through

My preferred working style is:



TOOL (continued)

Your Style Others Style				
Analytical	Establish priority of tasks to be done. Commit to firm time frames for your work and stick to them.	Take a deep breath, relax, and slow down. With Analyticals, you need to demonstrate that you have considered all or most options or outcomes before moving ahead.	Cut short the social hour and get right down to the specifics. The more information you have to support your position, the better.	Translate your vision into specific tasks or goals. Involve Analyticals in researching and developing the details of the plan of action.
Driver	Organize your work around major themes; prepare “executive summaries” with headings or bullets that state the conclusions first and supporting data and analysis second.	Remind each other of your similarities and your need to adopt qualities of the other’s styles.	Don’t take anything personally. Getting results is what counts with drivers; be decisive and dynamic. Emphasize the bottom line.	Take time to think about what your vision really is; translate it into action steps with objectives and timelines.
Amiable	Start off on a personal note, gravitate to project specifics and expectations; emphasize the greater good of the project.	Spend time up front gaining trust and confidence; be inclusive. Be specific about deadlines, even when it seems obvious.	Laugh with each other about how important it is being relational. Then focus on what we really need to accomplish here and do it.	Tell them how important the team concept is to making your vision a reality. Give Amiables the job of team building to make the dream come true.
Expressive	Jazz up your presentation; try to think of the BIG picture. Involve the expressive in developing the “vision” or marketing of the plan.	Be patient and try to work with a chart pad to harness creative spirits. Emphasize timelines and due dates. Build in flexibility to allow the free rein of creativity.	Engage the expressive with appreciation of his or her vision and creativity. Harness this energy to deal with pesky but important details only the expressive can address.	Remind each other of your tendency to generate a lot of ideas without thinking through how to implement them.

