

Personal Style Survey

Read each set of statements below. In each pair, choose the one statement that describes you best when you are working with your team. Both statements may be true of you, but choose the one that applies to you in the most situations, most often and with the most people. Then circle the letter in front of that statement. Remember, there are no right or wrong, good or bad answers.

1. D I am often direct and frank in team meetings, or
C I am reserved and careful
2. D I take control when crisis situations confront my team, or
C I wait to see what happens before taking action in a crisis
3. B I make team decisions based on my intuition and feelings, or
A Based on facts, logic and specific information
4. A I tend not to express my emotions and feelings to team members, or
B I often express my emotions and feelings to team members
5. D I usually contribute to team member discussion, or
C I seldom contribute
6. C I am careful and contemplative about taking risks and accepting new, difficult challenges for my team, or
D I am quick to take risks and accept new, difficult challenges for my team
7. B When I express my opinions, my facial expressions and enthusiasm are greater than most people I know, or
A I tend to be less descriptive with my facial expressions and enthusiasm
8. A I am usually a bit difficult to get to know in interpersonal or business situations, or
B I am easy to get to know
9. C I usually make decisions that will affect my team deliberately, slowly and with forethought, or
D I usually make decisions quickly, spontaneously and in the "heat of the moment"
10. B I am able to adapt to changing situations and the whims of people around me, or
A I am more rigid and disciplined about how I spent my time
11. D I feel comfortable stating my opinions and do so with expressive language and gestures, or
C I feel somewhat uncomfortable stating my opinions and do so with less expressive language and gestures
12. A I emphasize planning and details about who should do what, how it should be done and when, or

B I emphasize spontaneity and I am less structured about how things get done

13. B My conversations with team members focus on personal life, or
A My conversations with team members focus on my professional or volunteer life
14. D I tend to bend the rules to fit the team's needs, or
C I generally follow policies and rules in getting things done
15. B My facial expressions and body language tell people right away, with little doubt, what I am thinking and feeling, or
A My body language and facial expressions tend to be more reserved, disguising my personal feelings
16. B I prefer to work with my team members on projects, or
A I prefer to work alone on projects
17. D I introduce myself to new team members, or
C I usually let new team members introduce themselves to me
18. D In expressing my views to the team, I often use dramatic statements such as "I think...", "I feel..", and "I believe.." or
C In expressing my view to the team, I often use qualifying statements such as "According to others...", "Based on previous conversations.", and "Others have found that..."

Total the number of circled A's, B's, C's and D's and place them on the lines below

A _____

B _____

C _____

D _____

The combined total should equal 18

Now subtract:

B minus A = _____

D minus C = _____

**Circle your "B minus A" and your "D minus C" numbers on the chart.
Draw a line connecting the two numbers you have circled to determine your quadrant.**

ACCOMMODATING ENTHUSIASTIC

B

+9

+8

+7

+6

+5

+4

+3

+2

+1

-9 -8 -7 -6 -5 -4 -3 -2 -1 0 +1 +2 +3 +4 +5 +6 +7 +8 +9

-1

-2

-3

-4

-5

-6

-7

-8

-9

A

MEDITATIVE TARGETED

A Closer Look at the Basic Personal Styles

T Targeted

E Enthusiastic

A Accommodating

M Meditative

TARGETED

Characteristics

- Focuses on team goals and results
- Expects team to take action and be decisive
- Encourages risk taking
- Expresses own opinions and feelings freely to the team
- Does not encourage interpersonal team member involvement
- Tends to be controlling when under stress
- Competitive

Needs: Control, a fast pace, independence and accomplishment

Fears: Being taken advantage of

Working with Targeted people

- Give direct eye contact
- If you disagree with them, explain why
- Be clear, specific, and precise
- Discuss facts, figures, issues, calendars
- Refer to objectives, benefits, results, bottom line profits
- Be supportive of their ideas, objectives and conclusions
- Be in support of the result, not necessarily of "them"
- Use discretion
- Be brief, efficient, organized, logical, do not waste their time
- Give options, choices, freedom, allow some control
- Give several options and then ask them to make the choice
- Ask what they would do to accomplish the task
- State expectations
- Remain businesslike and professional
- Do not expect to get to know each other before beginning as task
- Keep the commitments you make with them

- Reward them monetarily, or by accomplishing their task on time or by not wasting their time with details, minutiae, trivia, or personal things.

ENTHUSIASTIC

Characteristics

- Focuses on people and team member relationships
- Enjoys teamwork and people involvement
- Encourages team innovation
- Considers team member facts, opinions and ideas
- Gets team members to do things by using persuasion more than power
- Tends to be impulsive under stress
- Optimistic

Needs: Recognition, approval, fast pace, involvement and fun

Fears: Being disliked

Working with Enthusiastic people

- Do not focus on the bottom line first
- Leave room for their sense of humor, be patient if they lose focus
- Allow time for socializing, stay personable
- Talk about things that interest them
- Support their dreams and vision
- Support the relationship
- Be available, open, fun, interesting
- Stay organized
- Review process, offer ideas for action
- Challenge and inspire them
- Provide outside testimonials and references, refer to popular trends
- Request their ideas and opinions; share suggestions and build objectives together
- Take the initiative and handle details regarding ways to implement what is agreed upon
- Follow up on agreements
- Give public credit, recognition, praise and rewards fairly quickly after achieving goals
- Be patient
- Do not limit them
- Avoid looking over their shoulder
- Do not argue or compete with them (they like to win)

ACCOMMODATING

Characteristics

- Focuses on team harmony and steadiness
- Creates team climate of trust, dependability and security
- Listens sincerely to team member feedback and ideas
- Tends to be more careful and contemplative with the goals and actions of the team
- Tends to be indecisive under stress
- Open and considerate

Needs: Personal assurance, comfort, direction, sincerity and a slower, methodical pace

Fears: Conflict

Working with Accommodating people

- Stay warm, friendly, informal, personable, put them at ease; show personal interest
- Be empathetic and patient
- Keep good eye contact
- Speak slowly, and avoid harsh tones, avoid harsh disagreement
- Have structure
- Build a cooperative effort, work together
- Give clear, detailed, specific instruction
- Work together to agree on commitments and try not to change them after agreeing
- Keep your part of the commitment
- Encourage self care, show interest in their personal goals
- Check for disagreement, look for hurt feelings, ask questions, solicit their opinions
- Do not assume their silence means agreement
- Watch and listen for their non-verbal cues
- Offer them a way out with dignity
- Do not rush their answer, give time for them to make decisions
- Follow up on agreements
- Recognize and reward; use sincere, warm praise and personal thanks

MEDITATIVE

Characteristics

- Focuses on team analysis, facts and details
- Encourages the team to plan strategically and focus on tasks
- Creates a climate where team rules are encouraged and followed
- Encourages the team to solve problems through effective analysis
- Doesn't encourage team spirit as much as team process
- Tends to withdraw under stress
- Contemplative and reserved

Needs: To be right, a slow pace for processing information, accuracy and time to be alone

Fears: Being wrong and confronting a quick change without substantiation

Working with Meditative people

- Do not be vague or ambiguous; be direct, specific, realistic
- Use facts and logic, and do not exaggerate or try to manipulate
- Give specific, detailed instructions
- A logical, organized, written presentation of your position can be useful
- List pros and cons to support your suggestions
- Support their methodical and thoughtful style; don't be too quick with a solution
- Stick to business, stay professional and formal, avoid getting too personal
- Create balance between research and action
- Use step-by-step timetables, schedules and calendars
- Teach and train them
- Do not surprise them
- Do not rush them, be persistent but patient
- Be diplomatic, stay low key, build credibility
- Get agreement and clearly list what you both will do to accomplish the task
- Stick to your commitments
- Reward with praise of their methodical strategies; thank them for meeting dues dates budgets, etc.