



STYLE INVENTORY

Instructions

Understanding Your Style

1. Complete the **Personal Style Inventory** (page 2). Go to page 6 to tally your **Personal Style Inventory**. Review the results indicated by the longest bar (pages 7-11).
 - Do you perceive it as accurate?
 - What does it mean for you as a supervisor?
 - Do you recognize these styles in the behavior of others?

Understanding How Others Perceive Your Style

2. Ask two or three other people to complete the **Peer Style Inventory** about you. Print your name in the gray box at the top of each **Peer Style Inventory** (pages 3, 4, and 5) before distributing. This will be used for further discussion in class.

Examples of who to ask:

- a family member
 - a past co-worker
 - a peer or colleague
 - a direct report (past or present)
3. Bring the completed **Personal Style Inventory** and **Peer Style Inventory** sheets with you to the first day of class.



Personal Style Inventory

Check the word or phrase in each set that is most like you.

1. ___ Competitive	1. ___ Tries new ideas	1. ___ Will power	1. ___ Daring
2. ___ Joyful	2. ___ Optimistic	2. ___ Open-minded	2. ___ Expressive
3. ___ Considerate	3. ___ Wants to please	3. ___ Cheerful	3. ___ Satisfied
4. ___ Harmonious	4. ___ Respectful	4. ___ Obliging	4. ___ Diplomatic
1. ___ Powerful	1. ___ Restless	1. ___ Unconquerable	1. ___ Self-reliant
2. ___ Good mixer	2. ___ Popular	2. ___ Playful	2. ___ Fun-loving
3. ___ Easy on others	3. ___ Neighborly	3. ___ Obedient	3. ___ Patient
4. ___ Organized	4. ___ Abides by rules	4. ___ Fussy	4. ___ Soft-Spoken
1. ___ Bold	1. ___ Outspoken	1. ___ Brave	1. ___ Nervy
2. ___ Charming	2. ___ Companionable	2. ___ Inspiring	2. ___ Jovial
3. ___ Loyal	3. ___ Restrained	3. ___ Submissive	3. ___ Even-tempered
4. ___ Easily led	4. ___ Accurate	4. ___ Timid	4. ___ Precise
1. ___ Stubborn	1. ___ Decisive	1. ___ Positive	1. ___ Takes risks
2. ___ Attractive	2. ___ Talkative	2. ___ Trusting	2. ___ Warm
3. ___ Sweet	3. ___ Controlled	3. ___ Contented	3. ___ Willing to help
4. ___ Avoids	4. ___ Conventional	4. ___ Peaceful	4. ___ Not extreme
1. ___ Argumentative	1. ___ Original	1. ___ Determined	1. ___ Persistent
2. ___ Light-hearted	2. ___ Persuasive	2. ___ Convincing	2. ___ Lively
3. ___ Nonchalant	3. ___ Gentle	3. ___ Good-natured	3. ___ Generous
4. ___ Adaptable	4. ___ Humble	4. ___ Cautious	4. ___ Well-disciplined
1. ___ Forceful	1. ___ Assertive	1. ___ Aggressive	1. ___ Eager
2. ___ Admirable	2. ___ Confident	2. ___ Life-of-the-party	2. ___ High-spirited
3. ___ Kind	3. ___ Sympathetic	3. ___ Easily fooled	3. ___ Willing
4. ___ Non-resisting	4. ___ Tolerant	4. ___ Uncertain	4. ___ Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*



Peer Style Inventory

Check the word or phrase in each set that is most like:

1. <input type="checkbox"/> Competitive 2. <input type="checkbox"/> Joyful 3. <input type="checkbox"/> Considerate 4. <input type="checkbox"/> Harmonious	1. <input type="checkbox"/> Tries new ideas 2. <input type="checkbox"/> Optimistic 3. <input type="checkbox"/> Wants to please 4. <input type="checkbox"/> Respectful	1. <input type="checkbox"/> Will power 2. <input type="checkbox"/> Open-minded 3. <input type="checkbox"/> Cheerful 4. <input type="checkbox"/> Obliging	1. <input type="checkbox"/> Daring 2. <input type="checkbox"/> Expressive 3. <input type="checkbox"/> Satisfied 4. <input type="checkbox"/> Diplomatic
1. <input type="checkbox"/> Powerful 2. <input type="checkbox"/> Good mixer 3. <input type="checkbox"/> Easy on others 4. <input type="checkbox"/> Organized	1. <input type="checkbox"/> Restless 2. <input type="checkbox"/> Popular 3. <input type="checkbox"/> Neighborly 4. <input type="checkbox"/> Abides by rules	1. <input type="checkbox"/> Unconquerable 2. <input type="checkbox"/> Playful 3. <input type="checkbox"/> Obedient 4. <input type="checkbox"/> Fussy	1. <input type="checkbox"/> Self-reliant 2. <input type="checkbox"/> Fun-loving 3. <input type="checkbox"/> Patient 4. <input type="checkbox"/> Soft-Spoken
1. <input type="checkbox"/> Bold 2. <input type="checkbox"/> Charming 3. <input type="checkbox"/> Loyal 4. <input type="checkbox"/> Easily led	1. <input type="checkbox"/> Outspoken 2. <input type="checkbox"/> Companionable 3. <input type="checkbox"/> Restrained 4. <input type="checkbox"/> Accurate	1. <input type="checkbox"/> Brave 2. <input type="checkbox"/> Inspiring 3. <input type="checkbox"/> Submissive 4. <input type="checkbox"/> Timid	1. <input type="checkbox"/> Nervy 2. <input type="checkbox"/> Jovial 3. <input type="checkbox"/> Even-tempered 4. <input type="checkbox"/> Precise
1. <input type="checkbox"/> Stubborn 2. <input type="checkbox"/> Attractive 3. <input type="checkbox"/> Sweet 4. <input type="checkbox"/> Avoids	1. <input type="checkbox"/> Decisive 2. <input type="checkbox"/> Talkative 3. <input type="checkbox"/> Controlled 4. <input type="checkbox"/> Conventional	1. <input type="checkbox"/> Positive 2. <input type="checkbox"/> Trusting 3. <input type="checkbox"/> Contented 4. <input type="checkbox"/> Peaceful	1. <input type="checkbox"/> Takes risks 2. <input type="checkbox"/> Warm 3. <input type="checkbox"/> Willing to help 4. <input type="checkbox"/> Not extreme
1. <input type="checkbox"/> Argumentative 2. <input type="checkbox"/> Light-hearted 3. <input type="checkbox"/> Nonchalant 4. <input type="checkbox"/> Adaptable	1. <input type="checkbox"/> Original 2. <input type="checkbox"/> Persuasive 3. <input type="checkbox"/> Gentle 4. <input type="checkbox"/> Humble	1. <input type="checkbox"/> Determined 2. <input type="checkbox"/> Convincing 3. <input type="checkbox"/> Good-natured 4. <input type="checkbox"/> Cautious	1. <input type="checkbox"/> Persistent 2. <input type="checkbox"/> Lively 3. <input type="checkbox"/> Generous 4. <input type="checkbox"/> Well-disciplined
1. <input type="checkbox"/> Forceful 2. <input type="checkbox"/> Admirable 3. <input type="checkbox"/> Kind 4. <input type="checkbox"/> Non-resisting	1. <input type="checkbox"/> Assertive 2. <input type="checkbox"/> Confident 3. <input type="checkbox"/> Sympathetic 4. <input type="checkbox"/> Tolerant	1. <input type="checkbox"/> Aggressive 2. <input type="checkbox"/> Life-of-the-party 3. <input type="checkbox"/> Easily fooled 4. <input type="checkbox"/> Uncertain	1. <input type="checkbox"/> Eager 2. <input type="checkbox"/> High-spirited 3. <input type="checkbox"/> Willing 4. <input type="checkbox"/> Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*



Peer Style Inventory

Check the word or phrase in each set that is most like:

1. <input type="checkbox"/> Competitive	1. <input type="checkbox"/> Tries new ideas	1. <input type="checkbox"/> Will power	1. <input type="checkbox"/> Daring
2. <input type="checkbox"/> Joyful	2. <input type="checkbox"/> Optimistic	2. <input type="checkbox"/> Open-minded	2. <input type="checkbox"/> Expressive
3. <input type="checkbox"/> Considerate	3. <input type="checkbox"/> Wants to please	3. <input type="checkbox"/> Cheerful	3. <input type="checkbox"/> Satisfied
4. <input type="checkbox"/> Harmonious	4. <input type="checkbox"/> Respectful	4. <input type="checkbox"/> Obliging	4. <input type="checkbox"/> Diplomatic
1. <input type="checkbox"/> Powerful	1. <input type="checkbox"/> Restless	1. <input type="checkbox"/> Unconquerable	1. <input type="checkbox"/> Self-reliant
2. <input type="checkbox"/> Good mixer	2. <input type="checkbox"/> Popular	2. <input type="checkbox"/> Playful	2. <input type="checkbox"/> Fun-loving
3. <input type="checkbox"/> Easy on others	3. <input type="checkbox"/> Neighborly	3. <input type="checkbox"/> Obedient	3. <input type="checkbox"/> Patient
4. <input type="checkbox"/> Organized	4. <input type="checkbox"/> Abides by rules	4. <input type="checkbox"/> Fussy	4. <input type="checkbox"/> Soft-Spoken
1. <input type="checkbox"/> Bold	1. <input type="checkbox"/> Outspoken	1. <input type="checkbox"/> Brave	1. <input type="checkbox"/> Nervy
2. <input type="checkbox"/> Charming	2. <input type="checkbox"/> Companionable	2. <input type="checkbox"/> Inspiring	2. <input type="checkbox"/> Jovial
3. <input type="checkbox"/> Loyal	3. <input type="checkbox"/> Restrained	3. <input type="checkbox"/> Submissive	3. <input type="checkbox"/> Even-tempered
4. <input type="checkbox"/> Easily led	4. <input type="checkbox"/> Accurate	4. <input type="checkbox"/> Timid	4. <input type="checkbox"/> Precise
1. <input type="checkbox"/> Stubborn	1. <input type="checkbox"/> Decisive	1. <input type="checkbox"/> Positive	1. <input type="checkbox"/> Takes risks
2. <input type="checkbox"/> Attractive	2. <input type="checkbox"/> Talkative	2. <input type="checkbox"/> Trusting	2. <input type="checkbox"/> Warm
3. <input type="checkbox"/> Sweet	3. <input type="checkbox"/> Controlled	3. <input type="checkbox"/> Contented	3. <input type="checkbox"/> Willing to help
4. <input type="checkbox"/> Avoids	4. <input type="checkbox"/> Conventional	4. <input type="checkbox"/> Peaceful	4. <input type="checkbox"/> Not extreme
1. <input type="checkbox"/> Argumentative	1. <input type="checkbox"/> Original	1. <input type="checkbox"/> Determined	1. <input type="checkbox"/> Persistent
2. <input type="checkbox"/> Light-hearted	2. <input type="checkbox"/> Persuasive	2. <input type="checkbox"/> Convincing	2. <input type="checkbox"/> Lively
3. <input type="checkbox"/> Nonchalant	3. <input type="checkbox"/> Gentle	3. <input type="checkbox"/> Good-natured	3. <input type="checkbox"/> Generous
4. <input type="checkbox"/> Adaptable	4. <input type="checkbox"/> Humble	4. <input type="checkbox"/> Cautious	4. <input type="checkbox"/> Well-disciplined
1. <input type="checkbox"/> Forceful	1. <input type="checkbox"/> Assertive	1. <input type="checkbox"/> Aggressive	1. <input type="checkbox"/> Eager
2. <input type="checkbox"/> Admirable	2. <input type="checkbox"/> Confident	2. <input type="checkbox"/> Life-of-the-party	2. <input type="checkbox"/> High-spirited
3. <input type="checkbox"/> Kind	3. <input type="checkbox"/> Sympathetic	3. <input type="checkbox"/> Easily fooled	3. <input type="checkbox"/> Willing
4. <input type="checkbox"/> Non-resisting	4. <input type="checkbox"/> Tolerant	4. <input type="checkbox"/> Uncertain	4. <input type="checkbox"/> Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*



Peer Style Inventory

Check the word or phrase in each set that is most like:

1. __ Competitive	1. __ Tries new ideas	1. __ Will power	1. __ Daring
2. __ Joyful	2. __ Optimistic	2. __ Open-minded	2. __ Expressive
3. __ Considerate	3. __ Wants to please	3. __ Cheerful	3. __ Satisfied
4. __ Harmonious	4. __ Respectful	4. __ Obliging	4. __ Diplomatic
1. __ Powerful	1. __ Restless	1. __ Unconquerable	1. __ Self-reliant
2. __ Good mixer	2. __ Popular	2. __ Playful	2. __ Fun-loving
3. __ Easy on others	3. __ Neighborly	3. __ Obedient	3. __ Patient
4. __ Organized	4. __ Abides by rules	4. __ Fussy	4. __ Soft-Spoken
1. __ Bold	1. __ Outspoken	1. __ Brave	1. __ Nervy
2. __ Charming	2. __ Companionable	2. __ Inspiring	2. __ Jovial
3. __ Loyal	3. __ Restrained	3. __ Submissive	3. __ Even-tempered
4. __ Easily led	4. __ Accurate	4. __ Timid	4. __ Precise
1. __ Stubborn	1. __ Decisive	1. __ Positive	1. __ Takes risks
2. __ Attractive	2. __ Talkative	2. __ Trusting	2. __ Warm
3. __ Sweet	3. __ Controlled	3. __ Contented	3. __ Willing to help
4. __ Avoids	4. __ Conventional	4. __ Peaceful	4. __ Not extreme
1. __ Argumentative	1. __ Original	1. __ Determined	1. __ Persistent
2. __ Light-hearted	2. __ Persuasive	2. __ Convincing	2. __ Lively
3. __ Nonchalant	3. __ Gentle	3. __ Good-natured	3. __ Generous
4. __ Adaptable	4. __ Humble	4. __ Cautious	4. __ Well-disciplined
1. __ Forceful	1. __ Assertive	1. __ Aggressive	1. __ Eager
2. __ Admirable	2. __ Confident	2. __ Life-of-the-party	2. __ High-spirited
3. __ Kind	3. __ Sympathetic	3. __ Easily fooled	3. __ Willing
4. __ Non-resisting	4. __ Tolerant	4. __ Uncertain	4. __ Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*



Tallying the Personal Style Inventory

Instructions

1. Count the number of “ones” that you marked. Write that number in the Tally Box marked 1. Do the same with the numbers two, three, and four.
2. On the first tally box below, draw a line through the number on the bar graph that corresponds with your total number of “ones.” This is the end line for your bar graph.
3. Beginning at the left end, shade the space on the bar up to your end line on the first bar graph.
4. Do the same for the second, third, and fourth graphs.
5. The longest bar is your predominant style. The second longest bar is your backup style.

Tally Box

Driver

1		0 1 2	3 4 5 6	7 8 9 10 11	12 14 16 18
---	--	-------	---------	-------------	-------------

Expressive

2		0 1 2	3 4 5	6 7 8 9 10	11 12 14 16
---	--	-------	-------	------------	-------------

Amiable

3		0 1	2 3 4	5 6 7 8 9	10 12 14 16
---	--	-----	-------	-----------	-------------

Analytic

4		0 1	2 3 4	5 6 7 8	9 10 12 14
---	--	-----	-------	---------	------------

_____ **TOTAL (equals 24)**



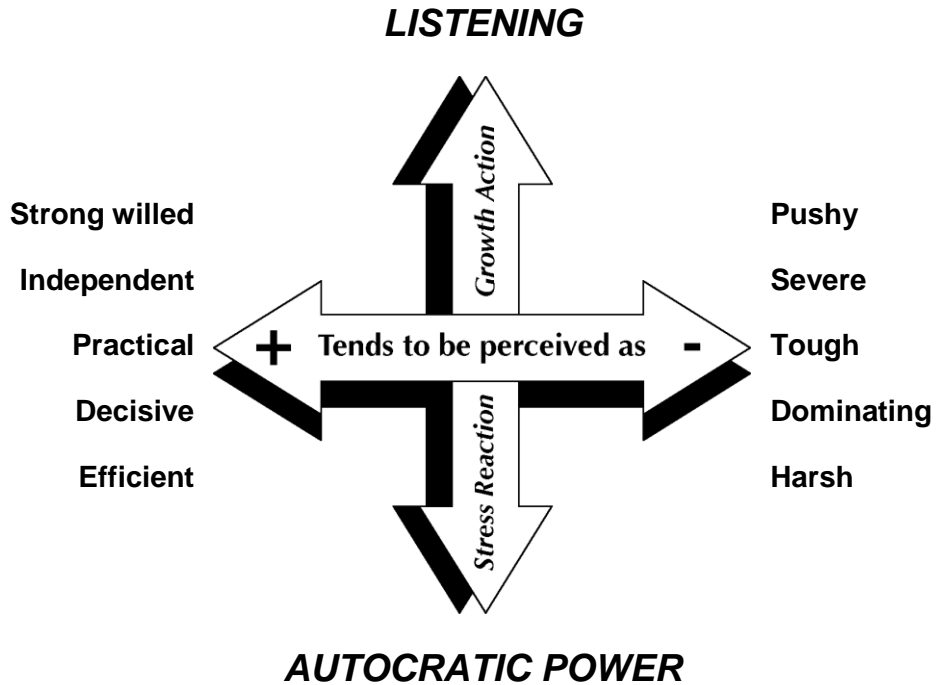
Style Inventory Descriptions

<i>DRIVER</i>	<i>EXPRESSIVE</i>	<i>AMIABLE</i>	<i>ANALYTIC</i>
Action oriented	Verbal	Patient	Diplomatic
Decisive	Motivating	Loyal	Accurate
A problem solver	Enthusiastic	Sympathetic	Conscientious
Direct	Gregarious	A team person	A fact finder
Assertive	Convincing	Relaxed	Systematic
Demanding	Emotional	Mature	Logical
A risk taker	Impulsive	Organized	Conventional
Forceful	Generous	Questioning	Analytical
Adventuresome	Influential	Supportive	Sensitive
Competitive	Charming	Stable	Controlled
Self-reliant	Confident	Considerate	Orderly
Independent	Inspiring	Empathetic	Precise
Determined	Dramatic	Persevering	Disciplined
An agitator	Optimistic	Trusting	Deliberate
Results oriented	Animated	Congenial	Cautious
<i>HIGH WANTS</i>	<i>HIGH WANTS</i>	<i>HIGH WANTS</i>	<i>HIGH WANTS</i>
Challenges	Social recognition	Guarantees	High standards
Authority	Freedom from details	Security	Details
Power	To be with people	Appreciation	Perfection
Freedom from controls	Provide service	Quality control	Traditional procedures
Options	Group activities	Specialization	



The DRIVER STYLE: Task Specialist

The Doer



Behaviors

Verbal/Vocal
Faster
More statements
Louder
Monotone
Focuses on task
Uses facts/data

Non-Verbal
Points at others
Leans forward to make point
Direct eye contact
Closed hands
Rigid posture
Controlled facial expression

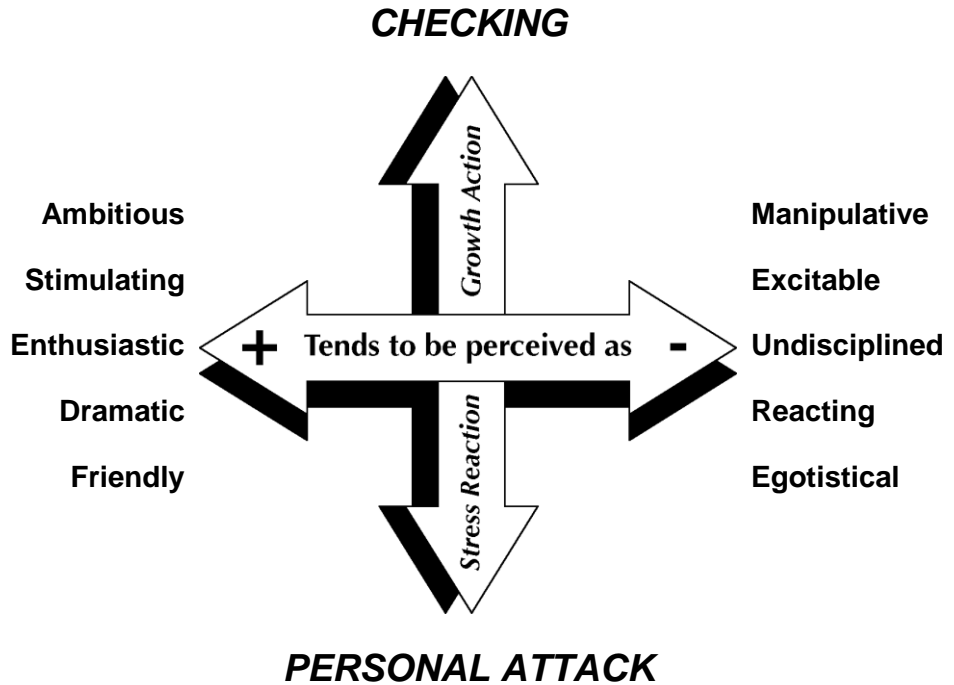
Recognized By

Swift reaction time
Maximum effort to control
Minimum concern for caution in relationships
Present time frame
Direct action
Tendency to reject inaction
Need for control/results/achievement



The EXPRESSIVE STYLE: Social Recognition Specialist

The Intuitor

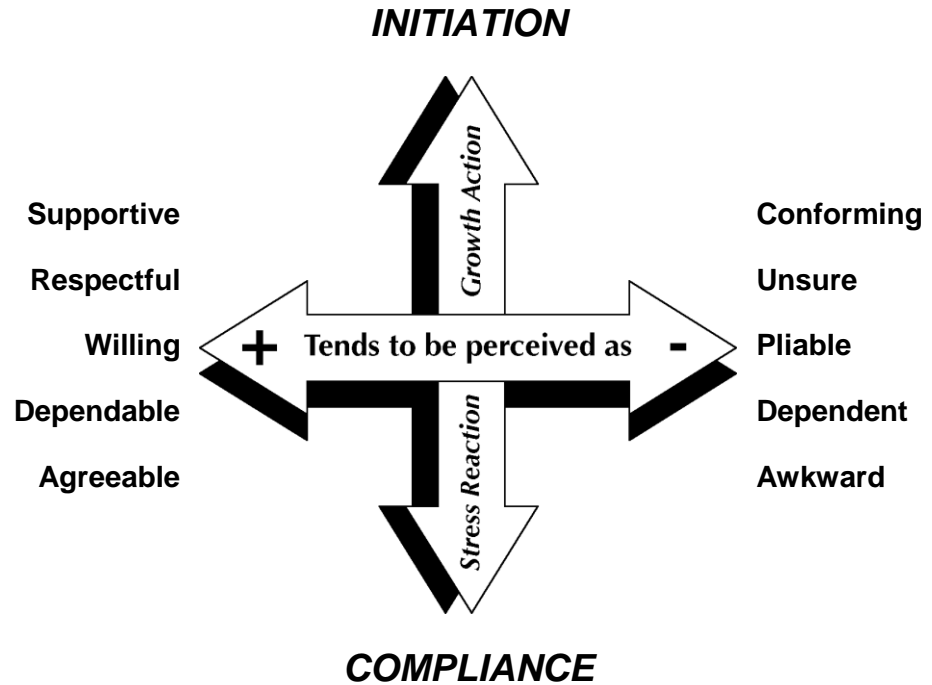


Behaviors	<p style="text-align: center;">Verbal/Vocal</p> <ul style="list-style-type: none"> Faster More statements Louder Uses vocal inflection Focuses on people Uses opinions/stories 	<p style="text-align: center;">Non-Verbal</p> <ul style="list-style-type: none"> Points at others Leans forward to make point Direct eye contact Open palms Casual posture Animated expression
Recognized By	<ul style="list-style-type: none"> Rapid reaction time Maximum effort to involve Minimum concern for routine Future time frame Impulsive action Tendency to reject isolation Need for excitement/personal approach/acceptance 	



The AMIABLE STYLE: Relationship Specialist

The Feeler



Behaviors

Verbal/Vocal

Slower
Fewer statements
Softer
Uses vocal inflection
Focuses on people
Uses opinions/stories

Non-Verbal

Hands relaxed or cupped
Leans back while talking
Indirect eye contact
Open palms
Casual posture
Animated expression

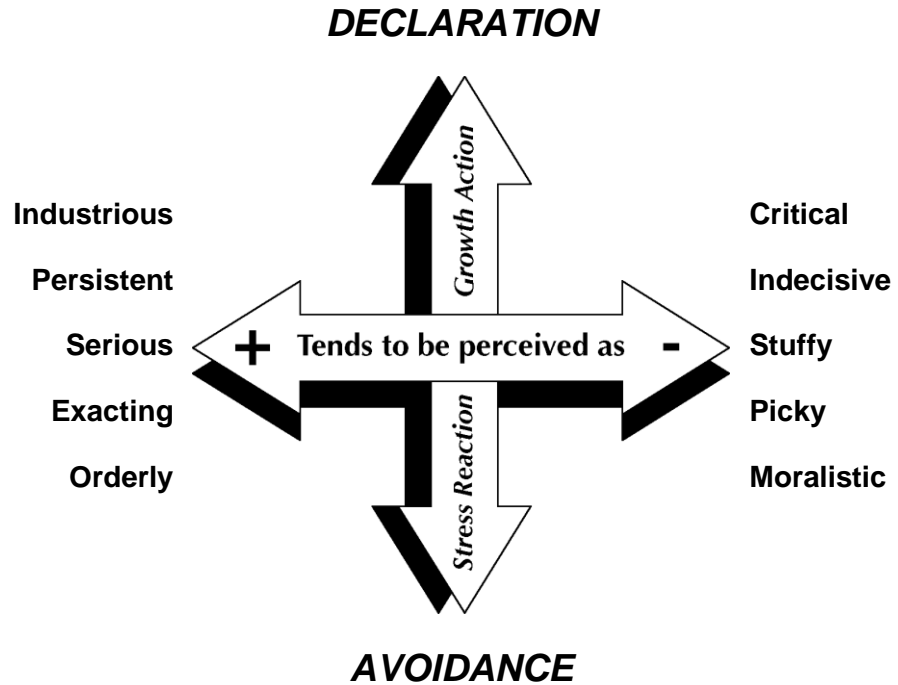
Recognized By

Unhurried reaction time
Maximum effort to relate
Minimum concern for effecting change
Present time frame
Supportive action
Tendency to reject conflict
Need for cooperation/personal security/acceptance



The ANALYTIC STYLE: Technical Specialist

The Analyzer



Behaviors

Verbal/Vocal
Slower
Fewer statements
Softer
Monotone
Focuses on task
Uses facts/data

Non-Verbal
Hands relaxed or cupped
Leans back while talking
Indirect eye contact
Closed hands
Rigid posture
Controlled facial expression

Recognized By

Slow reaction time
Maximum effort to organize
Minimum concern for relationships
Historical time frame
Cautious action
Tendency to reject involvement
Need for accuracy/being right/achievement



Assumptions About Personal Styles

There is no best or worst style.

All styles have advantages and disadvantages. All styles are effective when appropriate to the situation and implemented well.

There are no pure styles.

We all have parts of each style in us. However, we also have one style that predominates, one style in which we are most comfortable and which requires the least energy and stress.

Behavior style does not explain the whole person.

It only defines **perceived** patterns of behavior. It does not address personality or an understanding of how an individual thinks or feels.

Much of the population is different from you.

Other people have different needs. Therefore, they communicate in a different manner, use time differently, relate in a different way, make decisions, and manage conflict in a way that differs from how you do it.

We all have goals we hope to attain and results we wish to achieve.

However, different interpersonal priorities influence how we go about accomplishing these ends.