

Work Style Inventory Quiz

Handout 3.3.2a

This tool is from Wilson Learning and is their shortened version from a very long inventory. It is not intended to be a comprehensive psychological evaluation. Source: Customer Service for Dummies by Karen Leland and Keith Bailey. Original concept: Larry Wilson, Wilson Learning

Instructions:

Consider each of the following questions separately. Circle one number (1, 2, 3, or 4) that corresponds to the description that best fits you. If you have trouble selecting only one answer, ask yourself which response, at work, would be the most natural or likely for you to make. There are no *right* answers to these questions, so base your responses on how you are today, not how you think you should be or would like to be in the future.

1. When talking to a customer or co-worker...

- a. I maintain eye contact the whole time.
- b. I alternate between looking at the person and looking down.
- c. I look around the room a good deal of the time.
- d. I try to maintain eye contact, but look away from time to time.

2. If I have an important decision to make...

- a. I think it through completely before deciding.
- b. I go with my gut instincts.
- c. I consider the impact it will have on other people before deciding.
- d. I run it by someone whose opinion I respect before deciding.

3. My office or work area mostly has...

- a. family photos and sentimental items displayed.
- b. inspirational posters, awards, and art displayed.
- c. graphs and charts displayed.
- d. calendars and project outlines displayed.

4. If I am having a conflict with a co-worker or customer...

- a. I try to help the situation along by focusing on the positive.
- b. I stay calm and try to understand the cause of the conflict.
- c. I try to avoid discussing the issue causing the conflict.
- d. I confront it right away so that it can get resolved as soon as possible.

5. When I talk on the phone at work...

- a. I keep the conversation focused on the purpose of the call.
- b. I spend a few minutes chatting before getting down to business.
- c. I am in no hurry to get off the phone and do not mind chatting about personal things, the weather, and so on.
- d. I try to keep the conversation as brief as possible.

6. If a co-worker is upset...

- a. I ask if I can do anything to help.
- b. I leave him alone because I do not want to intrude on his privacy.
- c. I try to cheer him up and help him to see the bright side.
- d. I feel uncomfortable and hope he gets over it soon.

7. When I attend meetings at work...

- a. I sit back and think about what is being said before offering my opinion.
- b. I put all my cards on the table so my opinion is well known.
- c. I express my opinion enthusiastically, but listen to others' ideas as well.
- d. I try to support the ideas of the other people in the meeting.

8. When I make a presentation in front of a group...

- a. I am entertaining and often humorous.
- b. I am clear and concise.
- c. I speak relatively quietly.
- d. I am direct, specific, and sometimes loud.

9. When a customer is explaining a problem to me...

- a. I try to understand and empathize with how she is feeling.
- b. I look for the specific facts pertaining to the situation.
- c. I listen carefully for the main issue so that I can find a solution.
- d. I use body language and tone of voice to show him/her that I understand.

10. When I attend training programs or presentations...

- a. I get bored if the person moves too slowly.
- b. I try to be supportive of the speaker, knowing how hard the job is.
- c. I want it to be entertaining as well as informative.
- d. I look for the logic behind what the speaker is saying.

11. When I want to get my point across to customers or co-workers...

- a. I listen to their point of view first and then express my ideas gently.
- b. I strongly state my opinion so that they know where I stand.
- c. I try to persuade them without being too forceful.
- d. I explain the thinking and logic behind what I am saying.

12. When I am late for a meeting or appointment...

- a. I do not panic but call ahead to say that I will be a few minutes late.
- b. I feel bad about keeping the other person waiting.
- c. I get very upset and rush to get there as soon as possible.
- d. I apologize profusely once I arrive.

13. I set goals and objectives at work that...

- a. I think I can realistically attain.
- b. I feel are challenging and would be exciting to achieve.
- c. I need to achieve as part of a bigger objective.
- d. Will make me feel good when I achieve them.

14. When explaining a problem to a co-worker whom I need help from...

- a. I explain the problem in as much detail as possible.
- b. I sometimes exaggerate to make my point.
- c. I try to explain how the problem makes me feel.
- d. I explain how I would like the problem to be solved.

15. If customers or co-workers are late for a meeting with me in my office...

- a. I keep myself busy by making phone calls or working until they arrive.
- b. I assume they were delayed a bit and do not get upset.
- c. I call to make sure that I have the correct information (date, time, etc.).
- d. I get upset that the person is wasting my time.

16. When I am behind on a project and feel pressure to get it done...

- a. I make a list of everything I need to do, in what order, by when.
- b. I block out everything else and focus 100 percent on the work I need to do.
- c. I become anxious and have a hard time focusing on my work.
- d. I set a date to get the project done by and go for it.

17. When I feel verbally attacked by a customer or a co-worker...

- a. I tell her to stop it.
- b. I feel hurt but usually do not say anything about it to her.
- c. I ignore her anger and try to focus on the facts of the situation.
- d. I let her know in strong terms that I do not like her behavior.

18. When I see a co-worker or customer whom I like and haven't seen recently...

- a. I give him/her a friendly hug.
- b. I greet him/her but don't shake his/her hand.
- c. I give him/her a firm but quick handshake.
- d. I give him/her an enthusiastic handshake that lasts a few moments.

Source: Customer Service for Dummies by Karen Leland and Keith Bailey

Original concept: Larry Wilson, Wilson Learning

What's My Style? Scoring Form

Handout 3.3.2b

Once you have finished the questionnaire, review the following scoring sheet. Circle the letter that responds to each question from your quiz. Count up the responses to the four specific working styles: driver, expressive, amiable, and analytical. Record at the bottom of this sheet

1. a driver b amiable c analytical d expressive	7. a analytical b driver c expressive d amiable	13. a analytical b expressive c driver d amiable
2. a analytical b driver c amiable d expressive	8. a expressive b analytical c amiable d driver	14. a analytical b expressive c amiable d driver
3. a amiable b expressive c analytical d driver	9. a amiable b analytical c driver d expressive	15. a expressive b amiable c analytical d driver
4. a expressive b amiable c analytical d driver	10. a driver b amiable c expressive d analytical	16. a analytical b driver c amiable d expressive
5. a analytical b expressive c amiable d driver	11. a amiable b driver c expressive d analytical	17. a driver b amiable c analytical d expressive
6. a amiable b driver c expressive d analytical	12. a analytical b amiable c expressive d driver	18. a amiable b analytical c driver d expressive

TOTALS: Driver _____ Amiable _____ Analytical _____ Expressive _____

The highest score is your most dominant style. The wider the range of scores the more dominant the style. If you have two scores that are the same for your highest score, then you have two dominant styles.

Work Styles Inventory Descriptions

Amiable

Amiables are people-oriented, relatively unassertive, warm, and reliable. Amiables are sometimes seen by others as compliant, softhearted, and acquiescent.

Amiables seek security. They take action and make decisions slowly. This pace stems from their desire to avoid risky or unknown situations. Before they take action or make a decision, they have to know how other people feel about their decision.

Amiables tend to be the most people-oriented of all the four styles. Having close, friendly, personal, first –name relationships with others is one of their most important objectives. They dislike interpersonal conflict so much that they sometimes say what they think other people want to hear. They have natural counseling skills and are supportive. Their theme is, “Notice how well-liked I am.”

Amiables tend to be good, active listeners and generally develop relationships with people who are also good listeners. As a result, Amiables have strong networks of people who are willing to be mutually supportive. You often feel good just being with an Amiable.

Amiables focus on getting acquainted and building trust. They are irritated by pushy, aggressive behavior. They question, “How will it affect my personal circumstances and the camaraderie of the group?” They are cooperative, steady workers, and excellent team players.

The primary strengths of Amiables are relating to, caring for, and loving others. Their primary weaknesses are that they are somewhat unassertive, overly sensitive, and easily bullied.

Ideal occupations for the Amiable cluster around the helping professions such as counseling, teaching, social work, the clergy, psychology, nursing, parenting, and human-resource development. In the business environment, Amiables like others to be courteous, friendly, and accepting of their share of the responsibility. In a social environment, they like others to be genuine and friendly.

Amiables’ desks contain family pictures and other personal items. Their office walls have personal slogans, family or group photos, serene pictures or mementos. Amiables are high-touch in a high-tech world. They give their offices a friendly, warm ambience and arrange seating in a side-by-side, cooperative way.

To achieve more balance and to develop behavioral flexibility, Amiables need to say “no” occasionally; attend to the completion of tasks without over-sensitivity to the feelings of others; be willing to reach beyond their comfort zone to set goals that require some stretch and risk; and delegate to others.

Analytical

Analyticals are task-oriented and unassertive. They are concerned with analytical processes and are persistent, systematic problem solvers. They can also be seen as aloof, picky, and critical. Analyticals are very security-conscious and have a high need to be right, leading them to an over reliance on data collection. In their quest for data, they tend to ask many questions about specifics. Their actions and decisions tend to be slow and extremely cautious, but they will rarely miss a deadline. Although they are great problem solvers, Analyticals could be better decision-makers.

Analyticals tend to be perfectionists, serious, and orderly. They focus on the details and the process of work, and become irritated by surprises and “glitches.” Their theme is, “Notice my efficiency” and their emphasis is on compliance and working within existing guidelines to promote quality in products or service.

Analyticals like organization and structure, and dislike too much involvement with other people. They work slowly and precisely by themselves, are time-disciplined, and prefer an intellectual work environment. Analyticals tend to be critical of their own performance. They tend to be skeptical and like to see things in writing.

Analyticals’ primary strengths are their accuracy, dependability, independence, follow-through, and organization. Their primary weaknesses are their procrastination and conservative natures, which promote their tendency to be picky and over-cautious. Occupations that they tend to gravitate toward are accounting, engineering, computer programming, the hard sciences (chemistry, physics, and math) systems analysis, and architecture.

The greatest irritation for Analyticals is disorganized, illogical people. In business environments, they want others to be credible, professional, and courteous. In social environments, they like others to be pleasant and sincere.

Environmental clues include highly organized desks with clear tops. Their office walls contain their favorite types of artwork: charts, graphs, exhibits, or pictures pertaining to the job. Analyticals are non-contact people who prefer the formality of distance. This preference is reflected in the functional but uninviting arrangement of their desks and chairs. They are not fond of huggers and touchers, and prefer a cool handshake or a brief phone call.

To improve their balance and behavioral flexibility, Analyticals need to: openly show concern and appreciation of others; occasionally try shortcuts and time-savers; adjust more readily to change and disorganization; improve timely decision-making and initiation of new projects; and use policies more as guidelines than hard and fast laws.

Driver

Dominant Drivers are task-oriented and assertive. They exhibit firmness in their relationships with others, are oriented toward productivity and goals, and are concerned with bottom line results.

Drivers accept challenges, take authority, and go head first into solving problems. They tend to exhibit great administrative and operational skills and work quickly and impressively on their own. They tend to be cool, independent, and competitive with others, especially in a business environment. Drivers try to shape their environment to overcome obstacle en route to their accomplishments. They demand maximum freedom to manage themselves and others, and use their leadership skills to become winners.

Their weak traits include stubbornness, impatience, and toughness. Drivers tend to take control of others and have a low tolerance for their feelings, attitudes, and inadequacies. They are fast-paced and are impatient with delays. It is not unusual for a Driver to call you and, without saying hello, launch right into the conversation: "You've got to be kidding; the shipment from Hong Kong will kill us..., by the way, this is Jack." When other people cannot keep up with their speed, they view them as incompetent.

The Driver's motto might be, "I want it done right and I want it done now," or, "I want it done yesterday!" They like to juggle three things at once, and when they feel comfortable with those three things, they pick up a fourth. They keep adding more until the pressure builds to the point where they let everything drop, then immediately start the whole process over again. The Driver's theme may be, "Notice my accomplishments."

Their strengths are their ability to get things done, their leadership, and their decision-making ability. Their weaknesses tend to be inflexibility, impatience, poor listening habits, and failure to take time to "smell the flowers."

A Driver's ideal occupation might be a hard-driving newspaper reporter, stockbroker, independent consultant, corporate CEO, or drill sergeant. In a business environment, they like others to be decisive, efficient, receptive, and intelligent. In a social environment, they want others to be quick, assertive, and witty.

A Driver's desk will be busy with paperwork, projects, and material separated into piles. Their offices are decorated to suggest power. Drivers are formal and keep their distance physically and psychologically. A Driver's office is arranged so that seating is forma-face to face with a big power desk separating them from visitors.

To achieve balance, Drivers need to practice active listening, pace themselves to look more relaxed, and develop patience, humility, and sensitivity. They need to show concern for others, use more caution, verbalize the reasons for their conclusions, and participate more as team players.

Expressive

Expressives are people-oriented and assertive exhibiting characteristics such as animation, intuitiveness, and liveliness. However, they can also be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation.

Expressives are fast-paced. Their actions and decisions are spontaneous, and are seldom concerned about facts and details, which they try to avoid as much as possible. Their motto is “Don’t confuse me with the facts.” This disregard for details sometimes prompts them to exaggerate and generalize facts and figures. It also gives them a built-in excuse when they are wrong: “I didn’t have all the facts!” They are more comfortable with “best guesstimates” than with exact data.

Expressives’ primary strengths are their enthusiasm, persuasiveness, and delightful sociability. Their primary weaknesses are getting involved in too many things, impatience, and their short attention spans, which cause them to become bored easily.

Expressives are idea persons. They have the ability to get others caught up in their dreams because of their good persuasive skills. They influence others and shape their environment by bringing others into alliance to accomplish results. They seek approval and recognition for their accomplishments and achievements, and have a dynamic ability to think quickly on their feet.

Expressives are true entertainers. They love an audience and thrive on involvement with people. They tend to work quickly and enthusiastically with others. Expressives are stimulating, talkative, and gregarious. They tend to operate on intuition and like to take risks. Their greatest irritations are boring tasks, being alone, and not having access to a telephone.

Many Expressives are in occupations such as sales, entertainment, public relations, professional hosts, trial attorneys, social directors on cruise ships, and other glamorous, high profile careers. In the business environment, they like other people to be risk-takers, and to act quickly. In a social environment, they like others to be uninhibited, spontaneous, and entertaining.

Expressives design and use their space in a disorganized and cluttered manner, but they know if something is missing. Their walls may contain awards, stimulating posters or notes, and motivational, personal slogans. Their seating indicates warmth, openness, and a willingness to make contact. Since Expressives are touchers and don’t mind a slap on the back or a handshake, they often move to an alternative seating arrangement when talking with visitors.

To achieve balance and behavioral flexibility, Expressives need to: control their time and emotions; develop a more objective mindset; spend more time checking, verifying, specifying, and organizing; develop more of a task-focus; and take a more logical approach to projects and issues.

General Strategies by Behavioral Type

In relationships with Amiables:

- Support their feelings by showing personal interest
- Assume that they'll take everything personally
- When you disagree, discuss personal feelings
- Allow them time to trust you
- Move along in an informal, slow manner
- Show that you are "actively" listening
- Provide guarantees and personal assurances that any actions will involve a minimum of risk

Above all, be warm and sincere.

In relationships with Analyticals:

- Support their organized, thoughtful approach
- Demonstrate through actions rather than words
- Be systematic, exact, organized, and prepared
- List advantages and disadvantages of any plan
- Provide solid, tangible, factual evidence
- Provide guarantees that actions won't backfire

Above all, be thorough and well prepared.

In relationships with Drivers:

- Support their goals and objectives
- Keep your relationship business-like
- If you disagree, argue facts-not personal feelings
- Recognize their ideas-not them personally
- To influence decisions, provide alternative actions with brief supporting analysis
- Be precise, efficient, and well-organized

Above all, be efficient and competent.

In relationships with Expressives:

- Support their opinions, ideas, and dreams
- Don't hurry the discussion
- Try not to argue-you seldom can win
- Agree on the specifics
- Summarize in writing who is to do what, where, when
- Be entertaining and fast-moving
- Use testimonials and incentives to positively affect decisions

Above all, be interested in them.

Managing by Style

Amiable

- **Motivate:** Show how something will benefit their relationships and strengthen their position with others.
- **Compliment:** Praise their teamwork, the way they are regarded by other people, their relationship skills, and their ability to “get along” with others.
- **Counsel:** Allow plenty of time to explore their feelings and understand the emotional side of the situation. They express their feelings, but indirectly. Draw them out through questioning and listening techniques. Create a non-threatening environment.
- **Correct:** Reassure them that what you are seeking to correct is the behavior only. Don’t blame or judge the person; keep things focused on the behavior and its appropriateness.
- **Delegate:** Make a personal appeal to their loyalty. Give them the task, state the deadlines that need to be next and explain why it’s important to do it in a specific way.

Analytical

- **Motivate:** Appeal to their need to be accurate and to their logical approach to things.
- **Compliment:** Praise their efficiency, though processes, organization, persistence, and accuracy.
- **Counsel:** Describe the process that you plan to follow. Outline how that process will produce the results they seek. Ask questions to help them give the right information. Let them show how much they know.
- **Correct:** Specify the exact behavior and outline how you would like to see the behavior changed. Establish checkpoints and timelines.
- **Delegate:** Take time to answer all their questions about structure and guidance. The more they understand the details, the more likely they will be to complete the task properly. Be sure to establish deadlines.

Driver

- **Motivate:** Provide options and clearly describe the probabilities of success in achieving goals.
- **Compliment:** Praise their achievements, upward mobility, and leadership potential.
- **Counsel:** Stick to the facts. Engage them by talking about the desired results, and then discuss their concerns. Focus on tasks more than feelings and ask them how they would solve the problem.
- **Correct:** Describe what results are desired. Show them the gap between actual and desired. Suggest the improvement that is needed and establish a time when they will get back to you.
- **Delegate:** Give them the bottom line and then get out of their way. To improve efficiency give parameters, guidelines, and deadlines.

Expressive

- **Motivate:** Offer them incentives and testimonials. Show them how they can look good in the eyes of others.
- **Compliment:** Praise their appearance, creative ideas, persuasiveness, and charisma.
- **Counsel:** Allow them plenty of opportunity to talk about things that are bothering them. Listen for facts and feelings. Many times Expressives merely need to “get something off their chest” and talking may solve the problem.
- **Correct:** Specify exactly what the problem happens to be and what behavior is required to eliminate the problem. Be sure you confirm in writing the agreed upon behavior changes.
- **Delegate:** Make sure you get clear agreement. Establish checkpoints so that there is not a long period between progress reports.

Behavior Under Stress

AMIABLES: WILL SUBMIT

Example of typical response to stressful situation: "OK, if that's the way you must have it, we'll try it."

MAY APPEAR

- Wishy-Washy
- Submissive
- Passive
- Dependent
- Hesitant
- Defensive
- Indecisive

NEED

- Reassurances that they're liked
- Personal assurance
- Slow paced for comfort and security
- Relationships

ANALYTICALS: WILL WITHDRAW

Example of typical response to stressful situation: "I can't help you any further. Do what you want."

MAY APPEAR

- Over-reliant on data and documentation
- Resistant to change
- Slow to act
- Slow to begin work
- Unable to meet deadlines
- Unimaginative
- Withdrawn
- Resentful

NEED

- Guarantees that they're right
- Understanding of principles and details
- Slow pace for "processing" information
- Accuracy

DRIVERS: WILL DICTATE

Example of typical response to stressful situation: "If you can't stand the heat, get out of the kitchen."

MAY APPEAR

- Restless
- Critical
- Blunt
- Intrusive
- Uncooperative
- Irritable
- Aggressive
- Pushy

NEED

- Control of situation and self
- Tangible evidence of progress
- Fast pace for moving toward goals
- Accomplishments

EXPRESSIVES: WILL DISREGARD

Example of typical response to stressful situation: "Hey, let's get on to something more positive!"

MAY APPEAR

- Manipulative
- Overeager
- Impulsive
- Inconsistent
- Superficial
- Unrealistic
- Wasteful of time

NEED

- To get credit
- Action and interaction
- Quick pace for stimulation & excitement
- Prestige