

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 Report**
Date of Assessment: **Jan 01, 2020**



by Terry D. Anderson, Ph.D., with Everett T. Robinson, M.A.,
and Ken Keis, Ph.D.



What is the Personal Style Indicator?

The Personal Style Indicator is a scientifically developed, self-administered, and self-scored learning and communication instrument. It is not a test that can be passed or failed; it is a tool to help you learn.

The PSI can assist you to do the following.

- Identify your basic personal style, which is the way 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 to 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.
- Increase your productivity and success by sharing a common language when talking with others about the style behaviors that are 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.



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.

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

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.



You will learn step-by-step how to understand and interpret your scores on the Personal Style Indicator, as you go through the various sections listed below. 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. Therefore, you will be guided through the following six steps, to better understand your own and others' tendencies

SIX STEPS

1. Understanding Personal Style
2. Your Personal Style Graph
3. Learning about Your General Style Tendencies
4. Your Interpretive Summary for Your Style
5. Developing Style-Flexibility and Improving Your Credibility
6. Designing Your Own Plan to Increase Effectiveness

STEP 1

Understanding 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.

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.

Understanding The Four Personal Style Dimensions

SCORE

32

Behavioral

ACTION

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.

SCORE

35

Cognitive

ANALYSIS

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.

SCORE

48

Interpersonal

HARMONY

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.

SCORE

45

Affective

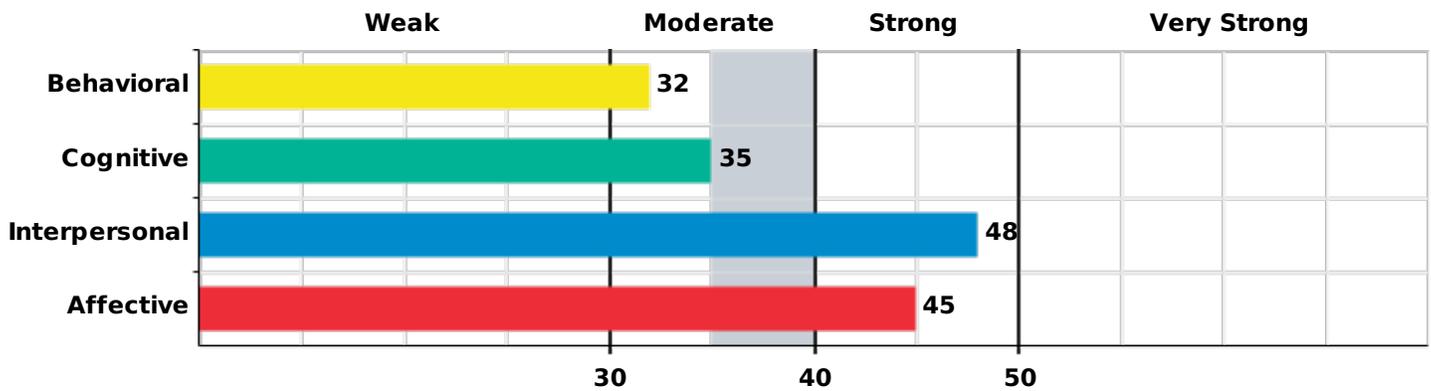
EXPRESSION

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 overstimulated by the environment. It does not favor the analytical modes of operating, but is more intuitive and creative in its way of functioning.

STEP 2

Your Personal Style Graph



STEP 3

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.

1. Each of us has all four dimensions, in varying intensities.
2. 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.
3. 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.

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.

Understanding Your General Style Tendencies

SCORE
32

Behavioral

ACTION

General Approach:
 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
 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

SCORE
35

Cognitive

ANALYSIS

General Approach:
 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 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

SCORE
48

Interpersonal

HARMONY

General Approach:
 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

SCORE
45

Affective

EXPRESSION

General Approach:
 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

STEP 4

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 pattern(s) determined for your style have been chosen based on the following rules:

1. All style scores above 40 definitely indicate your preference for style behaviors and tendencies and therefore determine your Primary Style Pattern. The majority of individuals have two dimensions 40 or above. Your scores are ranked by putting your highest score first. Example: if your score is B-55 and I-45, you would read the B & I – Determined profile – and only the Determined profile.

There is, however, one exception—you may have two scores 40 or over within 5 points. Example: Your scores are C-46 and A-44. Because your two scores are within 5 points, you would identify two Interpretive Summaries: C & A – Perceptive and A & C – Inventive. Read them both.

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.

A percentage of people will have three scores of 40 and over. In this case, one of the Triple-High Patterns will apply. In the case of three dimensions being 40 or over, the order of the letters no longer applies as it did with two dimensions. Example: Your scores are I-46, B-44, C-42 (or I,B,C). You would go to B,C,I – Ambitious. Read this summary because all dimensions are present.

Any style scores that are below 35 definitely indicate your tendency not to prefer behaviors and tendencies typical of those dimensions.

3. Finally, a percentage of individuals will have all four of their scores within 4 to 5 points of each other. Having all your scores within 4 to 5 points means by default that all your scores will be close to the midline of 40. If this is true for you, please go to the very last Interpretive Summary: Synergistic. Example: B - 42, C - 38, I - 41, A - 39 would represent this type of pattern.

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.

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

Style Summary

Sample Report, Your Primary Patterns

I & A

Responsive

In this personal style pattern, there is a tendency toward noticing and responding to the emotions of others while still being focused on a task or important goal. They have a strong intuitive (right brain) orientation to the environment. People with this pattern are often dependable, loyal, and affectionate. They are often polite, bubbly to an extent, and willing to support others and their needs. Soft-spoken but spontaneous, these type of people often have a sense of humor that others enjoy. They also have a more pronounced creative streak in the expressive arts such as music, painting, sculpture, dance, interior decorating, or fashion, for example. The need for contact with people and belonging or even leading social clubs or organizations can be pronounced. These people seem to need to be with others.

A & I

Versatile

People with this type of Personal Style pattern tend to be both receptive and expressive at the same time. They are often patient people and good listeners who express themselves in a way that promotes harmony with others. They are active personal and interpersonal problem-solvers. They tend to express themselves for the purpose of facilitating acceptance, resolutions, and clarity. They are intuitive yet practical because of the capacity of their harmonious tendencies toward being useful to others. They often are fairly high in energy when it comes to working with people, but can get sidetracked when it comes to getting tasks done on time.

Secondary Pattern

C, I & A

Balanced

These types of people tend to be good problem-solvers in relationships and with tasks. Being both analytical and expressive, with a balanced tendency toward promoting harmony, these individuals are often energetic and highly competent when working with people to get tasks done. They are so committed to both quality performance and quality relationships, they can make good team members and even good team leaders. Being both sensitive (introverted) and resilient (extroverted), they often have an interesting and effective mix of receptivity and expressiveness in their styles. This is perhaps the easiest pattern for others to work with because of its natural versatility.

In-Depth Interpretations

Sample Report, Your In-Depth Interpretation

Primary Pattern #1

I & A

Responsive

Strengths

People with this pattern tend to respond well to the needs of others in particular situations. They like to be around other people and to coordinate activities with them. They notice problems and are often the first to offer help when they see that they can be of assistance. They will likely stop to help someone stranded on the road with car trouble or will go out of their way to cheer someone up. They like offering friendly advice. They can be counted on to see the best in others and to encourage people who are hesitant or demoralized. They are likely to frequently express appreciation to others, to recognize favors done for them and to foster close relationships. They are naturally cooperative and sociable and seek friendship with a wide range of people, as long as those individuals are not overly critical, cynical or callous. Disliking all forms of aggression, they tend to be harmonizers and mediators in situations of conflict instead of jumping in and taking sides. They can be emotional as well as dependable, and spontaneous and lively as well as soft-spoken and modest. They often have a delightful sense of humor.

Common Difficulties

These styles of people can sometimes feel taken advantage of in situations at work or at home. Other people with more assertive temperaments may be heard saying, "Ask Peter or Eloise to do that for you; they helped me the other day when I was in a mess." And most likely, Peter or Eloise will eagerly do it for them. They have a hard time saying no to people. They tend to be the ones who take pity on door-to-door salespeople, letting them into their homes, and they tend to be the ones who will readily give to charity even when they may be needy themselves. At times they can be naive, guileless and easily influenced or deceived. In general, they tend to idealize people and think that certain individuals are still basically good even when there is ample evidence to the contrary. They may try to work with juvenile delinquents, convicts or down-and-outs but be teased by people who call them bleeding hearts or do-gooders. They tend toward showing too much kindness and perhaps not enough firmness toward others. Indeed, they can find it difficult to stand up for their own rights because they are so sensitive to anger, disapproval or resentment from others. Although they can be spontaneous and creative, they fear being rejected and will steer clear of placing themselves in vulnerable positions.

Reactions to Stress

During times of stress or when under pressure, they tend to withdraw, to feel sorry for themselves and to complain a lot to anyone who will listen. In stressful situations, people with this style can become moaners and whiners, and friends may sometimes tease them for not being "tougher" and more resilient. Others may also say to them, "You are too sensitive and take everything too personally." These styles of people want events to be successful and relationships with people to be pleasant. They are susceptible to feeling brokenhearted when relationships run into difficulties and can easily feel abandoned or taken for granted. When love doesn't work out well, these individuals take it the hardest because they tend to base a lot of their self-identity and self-worth on how successful their intimate relationships are. However, their sensitivity, tenderheartedness and genuine concern for others often win our admiration. When they are surrounded by close friends and family, **responsive** people can obtain the emotional support they need to handle stress more effectively.

Team Functioning and Compatibility with Other Styles

People with this style pattern tend to go along with the team or the group. They also tend to be talkative, but not necessarily about what is on the agenda. The **responsive** person is a social creature who likes to pass the time of day with chit-chat, and so can find it difficult to stay focused on a task. Sometimes, other group members with Behavioral or Cognitive styles can resent these people and call them motor-mouths when they dominate the conversation with their comments and anecdotes. They have difficulty sticking to schedules and plans, yet can be fabulous organizers when it comes to preparing events, outings, parties, conferences or vacations, where they can be counted on to make these a success. responsive person needs to make sure that any style-opposite they are attracted to also has a genuinely caring nature, is prepared to discuss mutual concerns and is open to changing personal attitudes or behaviors, otherwise serious conflict and animosity can develop between them.

Leadership Implications

People with this pattern have a difficult time assuming leadership roles because of their tendencies to ignore timelines and lose sight of their original objectives. They are more involved in the *process* of living with other people than getting things done promptly. They can be excellent at promoting unity, improving public relations or fighting for a cause in which they believe strongly. But they are often poor at dealing with complex issues or leading a team through technical procedures where they are required to attend to people's needs, task requirements and quality of results, all at the same time.

To Increase Effectiveness

Despite their network of supportive friends, people with this style can feel lonely and introspective and need perhaps more than anything else to develop a clear sense of their personal self. They should recognize their talents, skills and advantages and not dwell on perceived shortcomings or missed opportunities. They should also not focus on the negatives that may come up in the future because they can become preoccupied with worry all too easily. Learning to be more assertive with others in a respectful and mutually supportive fashion is important for self-development. Taking specific workshops in self-awareness and assertiveness, or exploring these skills with the help of a professional counselor, can be useful too. Since these people have a tendency to suppress their deeper emotions and not acknowledge them to themselves or disclose them to others, they should also acquire techniques for reducing or managing the build-up of stress in their lives and should exercise regularly and practice good nutrition. Overeating or overindulging can be a poor mechanism for coping with social or personal tension in life. Sometimes, undereating can be a problem as well, especially during stressful times.

Sample Report, Your Primary Pattern #2

A & I

Versatile

Strengths

People with this personal style can show concern and give warmth more than most. They often make good counselors, social workers, church ministers or schoolteachers. It is clear that they often have a commitment to people and to influencing others in positive ways, while at the same time wanting to be respectful, loyal and helpful in a patient manner. This style of person can often be the most adaptive to new situations: they can get along with most other styles of people quite well. They can cooperate with others to solve joint problems. They have a great deal of style flexibility so that shifting styles depending upon the situation or the person is not unnatural or overly difficult for them. These styles of people are perhaps the most committed to the fundamental human values of viewing people as autonomous moral beings, worthy of respect. Versatile people can seem to want to help others naturally and like to be creative in the ways in which they serve others. They also like to avoid selling to others ideas or products for which they feel no genuine interest.

Common Difficulties

People with this style often have difficulty concentrating for long on the same task and can sometimes be poor at keeping to schedules and deadlines. They are so busy being wholly involved with others that the passing of time is secondary in importance to them. They tend to go more by their intuition in a situation rather than by logic. They can, however, be logical and rational when necessary. They tend to try something first and then evaluate how well it works, rather than think through the probable consequences of an action before embarking on it. Some friction can occur between versatile people and the Behavioral or Cognitive styles. Sometimes, labels like bleeding heart or Pollyanna or do-gooder are attached to these people by others because versatile people tend to idealize other people in a jovial fashion, expecting eventually the very best of even the most negative people. **Versatile** individuals tend to trust others too easily and can be quite surprised and even perhaps be too easily forgiving when others do not live up to their expectations. When in management positions, or when acting the role of a parent, they can be conned or manipulated, and they can be too passive when others need objective feedback or when subordinates require disciplinary action.

Reactions to Stress

If pressured by others, the versatile style of person tends to smile, be nice, become hesitant and agree if at all possible. They don't like to fight very much, but honesty and integrity are so important to them that they often can feel quite tense about not standing up for themselves or others. This tension can adversely affect their lifestyles and can accumulate over the years in the form of headaches, a stiff neck or back problems.

Team Functioning and Compatibility with Other Styles

People with this style can function well as members of a team because of the high degree of adaptability present in their profiles. They can make valuable, imaginative contributions and can fit in well with group expectations or norms unless their creativity is thwarted by group pressure or by personal ignorance of their talents. In more intimate relationships, people with this pattern can associate well with a number of different styles because of their inherent flexibility. Although the Behavioral style tends to intimidate them, they are attracted to the strength and confidence that these people appear to have. People with the versatile profile tend to appreciate the complexity and flexibility of people with triple-high style patterns with whom they can function harmoniously in most situations.

Leadership Implications

In group or team leadership positions, versatile people might tend to be too lenient, or lack the necessary fortitude to be sure that everything goes smoothly according to plan, despite setbacks and unforeseen problems. If they become more conscious of this tendency, however, they have the capacity to be able to style-shift their behavior to be more influential and effective. They need to become more consistently focused on the goals they wish to achieve and need to encourage others to concentrate more attention on getting their jobs done. They will often inspire others by recognizing their contributions, showing sincere appreciation of their efforts or genuine concern for their problems.

To Increase Effectiveness

Learning how to manage time more effectively, coupled with learning how to set clear goals and plan suitable routes for achieving them, can be of much benefit to these people. They need to be more strategic, to develop more style flexibility in the Cognitive and Behavioral style areas and to develop more of a concern for achieving productivity and high-quality results in whatever they do. They naturally tend to be quite sympathetic and understanding in their communications with others, but their need to become more assertive in relationships could be addressed by enrolling in courses that focus on being able to stand up for themselves and to stick to their ground, without disrespecting others. Nonetheless, being assertive is a difficult area for these individuals because they have a natural preference for seeking security and avoiding confrontations with other people. Finally, they should learn not to take feedback or criticism from others as personal rejection, but learn to see the feedback as valuable information that can assist their own development.

Secondary Pattern

C, I & A

Balanced

Strengths

The outstanding strength of people with this pattern is their strong mental capacity. There is a blend of rationality and creativity in this style, which puts these people on the "cutting edge" of situations that require problems to be managed or solved. Others often look to these styles of individuals for fresh ideas, especially in the areas of their technical expertise. Since people with this pattern are more likely than most other styles to think and speak clearly, creatively and diplomatically they are often noticed by a wide range of people. This can give them an advantage when they want to influence others to move in a direction they can demonstrate as being clearly an improvement.

Common Difficulties

This style of person often experiences unusual levels of self-confidence and self-assuredness which at times can lead to their being perceived as know-it-all by others. This is true especially in their areas of expertise, where they are knowledgeable or well prepared because they have undergone extensive training or taken great pains to do their homework before they speak. They often want things done the way they think is best because they have researched various options and believe that they have found the best ways of doing things. When challenged, they will often quote quite convincing facts to support their positions and can leave others in the conversation feeling that their ideas were somewhat unrecognized or ignored. These styles tend to suffer from some of the unrealistic idealism of the *affective* dimension: they expect others to share their enthusiasm and to be as competent as they are. When they find out this is not the case, they become inwardly disillusioned for a period of time and are leery of again trusting those people who were a disappointment. They could be more realistic in their assessment of others and show more appreciation for the value of others, even when those others make some mistakes. Often this does not become a serious or long-term concern because their strong sensitivity to others provokes them eventually to follow up with other people if there has been any discord or if any unfinished business remains.

Reactions to Stress

This personal style can become overextended and overloaded. The very intensity of their high energy levels and their overly conscientious concern for quality can cause them stress. They tend to rethink everything when under pressure and come up with new ways to deal with problems. Therefore, during times of added stress, there is often a time of creative withdrawal followed by a reemergence into activity with renewed vigor. This is one of the personal styles that seems to thrive on a higher level of stress and complexity than most. Perhaps this is due to their analytical acuity, their intuitive sensibility and their fervent drive for inner harmony (between themselves and their environments). This combination of style tendencies fosters both a logical and a creative approach to coping with nagging problems, difficult people or stressful situations.

Team Functioning and Compatibility with Other Styles

A person with this triple-high style pattern can function well on a team. There is a balance of Affective and Interpersonal tendencies in their makeup, which helps them respond well to others, and they possess the ability and willingness to shift their behaviors to match styles with others depending upon the circumstances. They are likely to be able to attend effectively to both people and tasks at the same time. They can be adept at leading people through a complex series of events and can help to unravel problems on teams or work groups. They tend to be careful yet also creative; they are concerned for quality yet also practical about deadlines. They prefer the effectiveness of the Interpersonal and Cognitive styles when in work settings but in more intimate relationships they may be fascinated by the boldness of the Behavioral styles or the flamboyance of the Affective styles. They might tend also to be attracted more to other triple-high patterns because they value the adaptability found in those styles.

Leadership Implications

If there is a such a thing as a natural born leader, then people with this style pattern are perhaps most likely to fit this image. These styles of people could be more effective by moving into positions of leadership where they can facilitate the development of individuals and teams to the benefit of all. Their natural tendency to balance both the demands of tasks and the needs of people indicates strong potential for leadership. They naturally tend to encourage others, win over their hearts and make them feel like worthwhile members of a team. They possess an inherent willingness and ability to deal with complex issues in ways that creatively, diplomatically and effectively meet the challenge offered by positions of leadership. Also, they are often willing and able to attend to details, to motivate and assist people and to ensure that successful results are achieved. They can also make good managers of groups that are already functioning well because they have the technical predisposition to understand how systems work and how they can be well maintained. They could add a dash of the boldness, decisiveness and farsightedness found in the Behavioral dimension (which they tend not to prefer) to be more prominent and dynamic when managing people or leading teams.

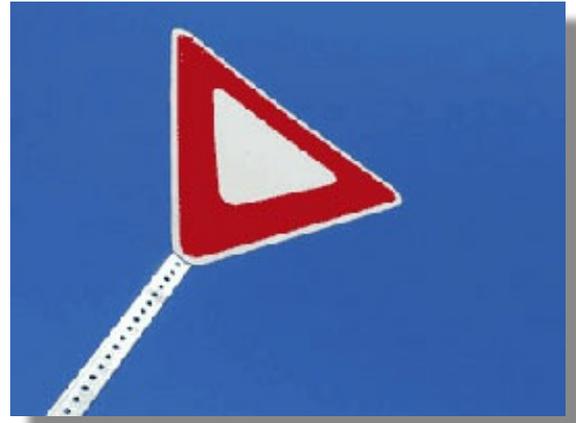
To Increase Effectiveness

Seeking out higher education, additional training and further experience in leadership or management positions will help to expand their sphere of influence and increase their chances of achieving their longer-term ambitions. Sometimes, however, these styles of individuals can be so sensitive to the negative reactions of others that they tend to shy away from the responsibility of leadership or management positions. They often don't like to take the criticism or public scrutiny that comes with assuming leadership. Nonetheless, their pronounced style versatility permits them to shift easily from one mode of interaction to another. They can avoid being emotionally hurt by criticism if they learn to develop a kind of artful dodger mode in which they avoid situations that are likely to bring them into contact with their critics, or learn to not take critical comments so personally. Improved stress management is one area where this style could benefit from the experience of others. Likewise, learning to accept criticism or differences of opinion is another concern for these sorts of people. However, **balanced** people, as the name suggests, are likely to already have developed competent communication skills and their attention is best directed toward understanding specific interpersonal behaviors that could be improved. This can be accomplished through training sessions and practicing in real life and on-the-job situations.

STEP 5

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.

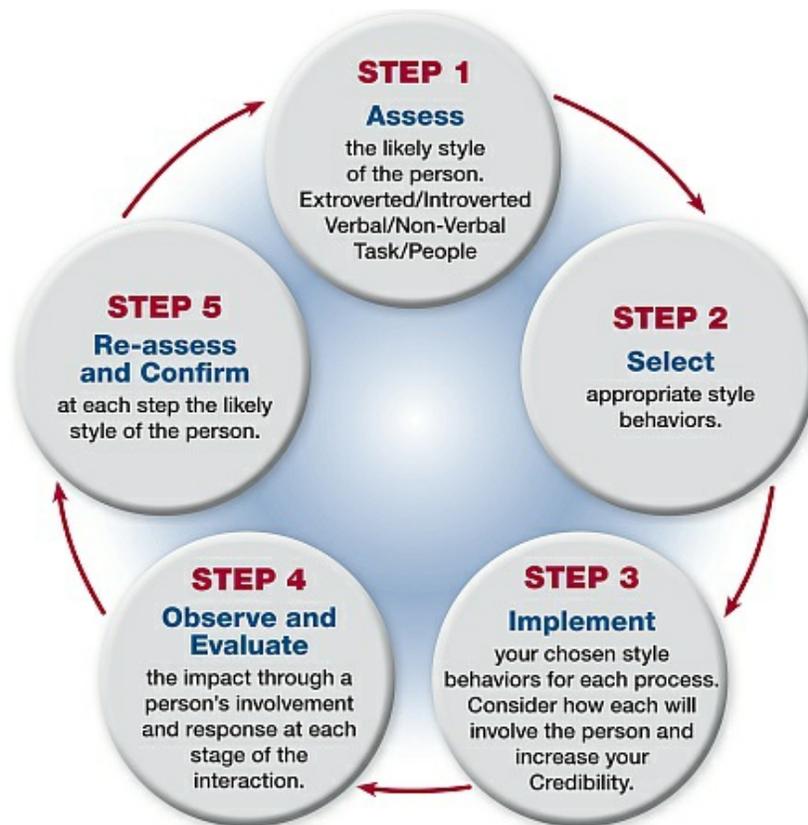


Style-Matching to Avoid Style-Clashing

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 Guidelines

SCORE
32

Behavioral

ACTION

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

SCORE
35

Cognitive

ANALYSIS

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

SCORE
48

Interpersonal

HARMONY

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

SCORE
45

Affective

EXPRESSION

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



STEP 6

Designing Your Own Plan to Increase Effectiveness

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

Write your responses in the sections below

The Main Strengths Of My Style Are:

The Main Difficulties With My Style Are:

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

Behaviors I Would Like To Have More Control Over:

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