



Work Styles Assessment

Overview:

This assessment is designed to help you identify your primary work style and learn about the similarities and differences between all the styles. Understanding yourself better is the first step to becoming more effective when working and interacting with others. **Important Note:** To access all the functionality of this document, download and open this file with the most recent version of [Adobe Reader](#).

Instructions:

First, read all four boxes in each row. Next, choose the box that is MOST like you and put the number 4 at the top of the box. Then, choose the box that is LEAST like you and put the number 1 at the top of that box. Finally, put the numbers 3 (*A lot like me*) and 2 (*Somewhat like me*) in the remaining boxes.

As you complete the assessment, base your responses on how you are as a Toastmasters leader today, not how you think you should be or would like to be in the future.

IMPORTANT: Use each number (1, 2, 3, and 4) only one time per row.

4 = Most like me 3 = A lot like me 2 = Somewhat like me 1 = Least like me

SAMPLE (Correct)

On a typical day, I tend to be...

	2	1	3	4
ROW Z	Calm Patient Cooperative	Persuasive Talkative Outgoing	Determined Confident Decisive	Organized Consistent Precise
	Box 34	Box 35	Box 36	Box 37

SAMPLE (Incorrect: Use each number (1, 2, 3, and 4) only one time per row)

On a typical day, I tend to be...

	2	1	4	4
ROW Z	Calm Patient Cooperative	Persuasive Talkative Outgoing	Determined Confident Decisive	Organized Consistent Precise
	Box 34	Box 35	Box 36	Box 37

Begin your assessment on the next page.

Your Work Styles Assessment

4 = Most like me 3 = A lot like me 2 = Somewhat like me 1 = Least like me

Rows A – D: On a typical day, I tend to be...

	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
ROW A	Competitive Purposeful Direct	Sociable Dynamic Persuasive	Cautious Precise Deliberate	Caring Encouraging Calm
	Box 1	Box 2	Box 3	Box 4

	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
ROW B	Reserved Analytical Questioning	Team player Relaxed Good Listener	Self-reliant Determined Strong-willed	Demonstrative Enthusiastic Talkative
	Box 5	Box 6	Box 7	Box 8

	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
ROW C	Optimistic High-spirited Relaxed	Decisive Courageous Risk-taking	Accommodating Humble Tactful	Private Consistent Precise
	Box 9	Box 10	Box 11	Box 12

	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
ROW D	Organized Accurate Skeptical	Even-tempered Cooperative Patient	Confident Firm Results-oriented	Outgoing Expressive Involved
	Box 13	Box 14	Box 15	Box 16

Continue on next page.

4 = Most like me 3 = A lot like me 2 = Somewhat like me 1 = Least like me

Row E: On a bad day, I might be seen by others as...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW E	Indecisive Detached Defensive	Frantic Hasty Impulsive	Submissive Stubborn Passive	Domineering Impatient Aggressive
	Box 17	Box 18	Box 19	Box 20

Row F: Some of my stress triggers are...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW F	Unfair treatment Violation of values Time pressures	No interaction or fun Personal rejection Lack of flexibility	Lack of focus Indecisiveness Feeling out of control	Lack of structure Poor quality work Time wasted
	Box 21	Box 22	Box 23	Box 24

Row G: When I am under stress, I may appear...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW G	Argumentative Over responsive Highly opinionated	Aggressive Irritated Controlling	Withdrawn Judgmental Overly cautious	Nit picking Distant Resentful
	Box 25	Box 26	Box 27	Box 28

Row H: I am uncomfortable with...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW H	Criticism Disorder Being wrong	Loss of control Failure Vulnerability	Disapproval Loss of influence Being ignored	Loss of stability Offending others Confrontation
	Box 29	Box 30	Box 31	Box 32

Continue on next page.

4 = Most like me 3 = A lot like me 2 = Somewhat like me 1 = Least like me

Row I: I prefer other people to be...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW I	Engaging	Pleasant	Precise	Brief
	Box 33	Box 34	Box 35	Box 36

Row J: I am often irritated by...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW J	Rules Routine	Carelessness Vagueness	Inefficiency Indecision	Insensitivity Impatience
	Box 37	Box 38	Box 39	Box 40

Row K: I am motivated by...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW K	Stable environments Sincere appreciation Opportunities to help	Social recognition Group activities Friendly relationships	Power and authority Competition Winning	Solving problems Attention to quality Situations utilizing my expertise
	Box 41	Box 42	Box 43	Box 44

Row L: My decision-making style could be described as...

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROW L	I decide quickly and make things happen fast	It may take time, but my decision will be right	I decide quickly and jump in with enthusiasm	It may take time, but my decision will be fair
	Box 45	Box 46	Box 47	Box 48

Continue on next page.

Discovering Your Style

Look at the chart below to see your score in each of the four styles. Most people score in multiple categories. The highest score indicates your primary style.

Analytical (Blue) <input type="text"/>	Driver (Red) <input type="text"/>	Expressive (Yellow) <input type="text"/>	Amiable (Green) <input type="text"/>	Total of All Scores Must = 120 <input type="text"/>
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Important Note: If any of the individual Style Scores are less than 12 or greater than 48, or if the total of all scores does *not* equal 120, you have made a mistake. Please go back to make sure you used the numbers 1, 2, 3, and 4 only one time per row.

Understanding Different Styles

The four terms (Driver, Expressive, Amiable and Analytical) were originally coined by Dr. David Merrill, founder of Tracom Consulting Group. If you are interested in reading more about the research done by Dr. Merrill and his associates, read *Personal Styles and Effective Performance: Make your Style Work for You* by Dr. David Merrill and Roger Reid (Radnor, PA: Chilton, 1981).

Understanding the styles and preferences of your team members allows you to adapt how you communicate, which improves the effectiveness of your working relationships. It also helps you to learn your team members' preferred way of making decisions, receiving information, working on projects and dealing with conflict.

It is important to recognize that this assessment is based on a behavioral model. It is about preferences, not capabilities, and is not a measure of skill or intelligence. The style descriptions should be used as a guide, not a pretext to make assumptions or draw definitive conclusions about others. Our individual styles describe but do not define us.

Remember:

- Everyone is a mixture of styles
- No one style is better than another, and each style has value
- All styles have strengths and limitations
- A strong District team will leverage the strengths of each type so that leaders can work together most effectively.
- Having a higher score in one style indicates you are comfortable using that style in many situations, but it is not necessarily an indicator of what you choose in all circumstances.

Review the charts on the next three pages to learn more about how to recognize and work with leaders with each of the four styles, as well as some tips for adapting your primary style.

Recognizing the Four Styles

<p style="text-align: center;">Analytical (Blue)</p> <p>Leaders with a preference for this style:</p> <ul style="list-style-type: none"> • Process information methodically • Give exact and precise information • Lead with knowledge and evidence • Consider all options before making a decision • Love a good spreadsheet • Focus on the task at hand • See a lot of data and asks many questions • Behave methodically and systematically • Value accuracy and being right • Plan thoroughly before making decisions • Prefer to work alone • Are quick to think and slow to speak • Don't share a lot of personal information <p>May be perceived by others as:</p> <ul style="list-style-type: none"> • Never having fun • Overanalyzes everything • Overly critical 	<p style="text-align: center;">Driver (Red)</p> <p>Leaders with a preference for this style:</p> <ul style="list-style-type: none"> • Tend to have quick cognitive processes • Are direct and straight to the point • Lead with courage and drive • Often answer before the question is finished being asked • Like to be where the action is • Take charge • Have strong opinions • Don't take things personally • Value results and saving time • Are good at delegating work • Are private about personal matters • Are decisive and comfortable with risk <p>May be perceived by others as:</p> <ul style="list-style-type: none"> • Impersonal and pushy • Too competitive • Power-hungry
<p style="text-align: center;">Amiable (Green)</p> <p>Leaders with a preference for this style:</p> <ul style="list-style-type: none"> • Are compassionate and empathetic • Make decisions by committee • Live by a strong sense of beliefs and values • Lead with heart and through others • Take their time to notice their surroundings • Like to be helpful and reliable • Show concern for others' feelings • Build networks of friends to help do work • Value acceptance, harmony, and stability • Are slow with big decisions • Are easy-going; like slower, steady pace • Dislike change and impersonal attitudes • Are timid about voicing contrary opinions <p>May be perceived by others as:</p> <ul style="list-style-type: none"> • Too focused on relationships and feelings • Never makes decisions or speaks up • Too passive and accommodating 	<p style="text-align: center;">Expressive (Yellow)</p> <p>Leaders with a preference for this style:</p> <ul style="list-style-type: none"> • Are creative and dynamic thinkers • Engage others and like to collaborate • See the possibilities in any situation • Lead with vision and energy • Tend to have a fast pace but relaxed style • Can get distracted by “sparkly” things • Enjoy attention and recognition • Rely on hunches, intuition, and feelings • Get excited about new ideas • Are easily bored with routine and details • Want everyone to have fun while working • Are very talkative and share personal information <p>May be perceived by others as:</p> <ul style="list-style-type: none"> • Too focused on socializing • Talks more than listens • Lacks follow-through

Working with the Four Styles

<p style="text-align: center;">Analytical (Blue)</p> <p>Primary Focus: Problem-solving</p> <p>Value to the team:</p> <ul style="list-style-type: none"> Asking the difficult questions and stopping others from rushing in <p>Can be irritated by:</p> <ul style="list-style-type: none"> Carelessness, Vagueness <p>Reacts to pressure and tension by:</p> <ul style="list-style-type: none"> Seeking more data and information <p>Tips for Communicating with this style:</p> <ul style="list-style-type: none"> Be systematic, thorough, and precise Provide analysis, facts and lots of evidence Focus on the task and don't get too personal Recognize and acknowledge their desire for accuracy and precise Allow time for evaluation Expect to repeat yourself Be prepared to answer many "how" questions 	<p style="text-align: center;">Driver (Red)</p> <p>Primary Focus: Results</p> <p>Value to the team:</p> <ul style="list-style-type: none"> Keeping everyone focused on measurable results <p>Can be irritated by:</p> <ul style="list-style-type: none"> Inefficiency, Indecision <p>Reacts to pressure and tension by:</p> <ul style="list-style-type: none"> Taking charge or more control <p>Tips for Communicating with this style:</p> <ul style="list-style-type: none"> Be clear, accurate, rational, and organized Focus on the task and talk about results or expected results Argue facts, not feelings Provide concise and precise information Be brief and provide options, but don't provide details unless asked Be prepared to answer "what" questions
<p style="text-align: center;">Amiable (Green)</p> <p>Primary Focus: Maintaining harmony</p> <p>Value to the team:</p> <ul style="list-style-type: none"> Considering others and thinking of the impact on people <p>Can be irritated by: Insensitivity, Impatience</p> <p>Reacts to pressure and tension by:</p> <ul style="list-style-type: none"> Becoming silent, withdrawn, or introspective <p>Tips for Communicating with this style:</p> <ul style="list-style-type: none"> Be relaxed, agreeable, caring and inviting Don't push and don't rush Include information about others on the team Be logical and systematic Create a plan with written guidelines Clarify and reassure them at every step Be a good listener Be prepared to answer "why" questions 	<p style="text-align: center;">Expressive (Yellow)</p> <p>Primary Focus: Interaction</p> <p>Value to the team:</p> <ul style="list-style-type: none"> Motivating and inspiring others to try a new approach <p>Can be irritated by: Rules, Routine</p> <p>Reacts to pressure and tension by:</p> <ul style="list-style-type: none"> "Selling" ideas or becoming argumentative <p>Tips for Communicating with this style:</p> <ul style="list-style-type: none"> Be enthusiastic, open, and flexible Focus on developing the relationship and be willing to share your experiences Use stories, demonstrations and visual aids as they remember information by association Be sure to focus on the big picture Don't get bogged down in the details Ask and answer "who" questions

Tips for Adapting Your Primary Style

<p style="text-align: center;">Analytical (Blue)</p> <p>Perceptions</p> <ul style="list-style-type: none"> You likely see yourself as the one who asks the right questions and “never misses a trick” Be careful, as others may see you as blocker to making quick decisions <p>Reactions to Stress</p> <ul style="list-style-type: none"> To help you avoid becoming detached and quiet, you may want to try asking questions to help you understand what has happened <p>Building Trust</p> <ul style="list-style-type: none"> Others may not trust you because they see you as doubting, obstructive, or unemotional <p>You can gain trust by...</p> <ul style="list-style-type: none"> Letting your emotions show sometimes Saving your interrogation skills for when it really counts Allowing others to make a decision without your input 	<p style="text-align: center;">Driver (Red)</p> <p>Perceptions</p> <ul style="list-style-type: none"> You likely see yourself as the one with the plan who keeps their “eye on the prize” Be careful, as others may see you as a bit too fast and furious <p>Reactions to Stress</p> <ul style="list-style-type: none"> To help you avoid losing your temper and blaming the messenger, you may want to try taking control of the situation by creating a plan to lessen the impact <p>Building Trust</p> <ul style="list-style-type: none"> Others may not trust you because they see you as aggressive, blunt, rash, or impatient <p>You can gain trust by...</p> <ul style="list-style-type: none"> Setting deadlines then letting people get on with their part of the project Asking for feedback on your decisions – the end result may be better!
<p style="text-align: center;">Amiable (Green)</p> <p>Perceptions</p> <ul style="list-style-type: none"> You likely see yourself as the one who always goes the extra mile and takes care of everyone Be careful, as others may see you as lacking dynamism to get things done <p>Reactions to Stress</p> <ul style="list-style-type: none"> To help you avoid letting your emotions get the better of you, you may want to try taking some time to reflect on the situation <p>Building Trust</p> <ul style="list-style-type: none"> Others may not trust you because they see you as stubborn, private, hesitant, or bland <p>You can gain trust by...</p> <ul style="list-style-type: none"> Explaining that you need time to think before making a decision Showing willingness to change course if it is required Opening up to others in a way that is comfortable for you 	<p style="text-align: center;">Expressive (Yellow)</p> <p>Perceptions</p> <ul style="list-style-type: none"> You likely see yourself as the eager one who thinks “outside the box” and involves everyone Be careful, as others may see you as not having patience to see their ideas through <p>Reactions to Stress</p> <ul style="list-style-type: none"> To help you avoid becoming frantic or jumping to conclusions, you may want to try taking a deep breath before sharing your feelings <p>Building Trust</p> <ul style="list-style-type: none"> Others may not trust you because they see you as scattered, emotional, indiscreet, or flippant <p>You can gain trust by...</p> <ul style="list-style-type: none"> Bringing serious focus to projects when it really matters Making informed decisions and sticking to them Not getting involved in team gossip