

Decision Dynamics **Decision Style Model™**

StyleView™ Decision Style Report

06 May 2013

Susan Sample

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Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our clients have already used our solutions to profile and develop more than one million employees around the world.



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Contents of Your Report

This report is based on the StyleView Assessment of your decision-making styles. Decision-making styles are habits of thinking that we all form through experience.

In the following sections of your report you will find:

- > A graphic report on your interpersonal, "role style" profile. This deals mainly with the image you want to project when interacting with other people. Your role styles influence how well you fit with the interpersonal aspects of a particular career or occupation.
- > A graphic report on your natural, "operating style" profile. Your operating styles reflect how you behave most naturally when you are just going about things as you normally do, without giving much thought to the image you are projecting. Your operating styles affect how well you fit with the task environment of a career or occupation - especially with decisions and information processing.
- > A graphic report comparing your interpersonal (role) and natural (operating) styles. This report examines how other people's first and second impressions of you may differ or be the same, depending on your primary role and operating styles.

Decision Styles Basics

The Decision Dynamics Decision Style Model describes four fundamentally different styles of decision making. Decision styles are habits of thinking. They differ in terms of their emphases on:

- > Information use - using little information versus a lot of information. Satisficing styles emphasize action and use little information, while maximizing styles put energy into analysis and use a lot of information.
- > Solution focus - focusing on a single solution versus several solutions. Styles focusing on one single solution try to close in on one alternative, while styles preferring to work with many solutions try to keep as many alternatives open as possible.

People differ greatly in the styles they use when making decisions, communicating, and sharing information with others. Because occupations and positions differ from one another in the demands they place on people for interaction, analysis, action, adaptability and steadiness, your use of different styles is an important factor in determining your fit with particular professions and positions.



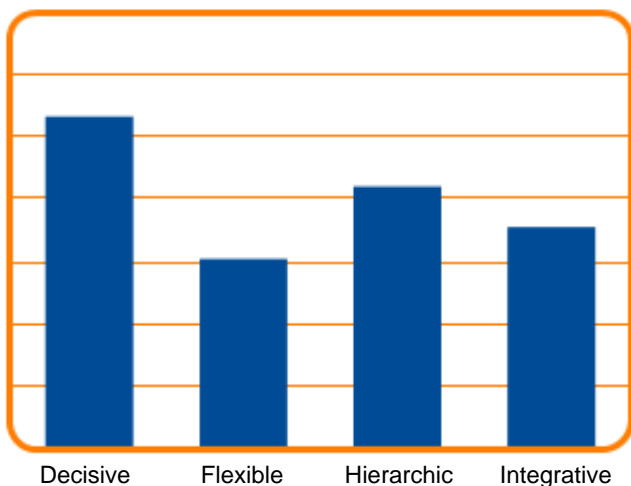
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Your Role Style Profile

Your role styles affect the way you deal with people when you wish to create your best impression. Bar heights in the graph indicate the relative amount of time you use each of the styles.



Your primary role style is
Decisive

As a role style, this is a quick and practical style



Your secondary role style is
Hierarchic

As a role style, this is a thoughtful and logical style

According to your assessment results, when you are in role style (usually situations where you are conscious of your role or position in relation to other people) you are likely to project a pragmatic, no nonsense image. You are likely to place high importance on efficiency, practicality, and consistency. Both, your Decisive primary role style and your Hierarchic secondary style put a lot of importance on doing the right thing and on doing exactly what you say you will. Consequently, you are likely to be seen as having strong opinions and points of view. If you are in a position of authority, you are likely to be seen as quite directive whereas, as a subordinate, you are likely to be seen as obedient and reliable. Rules, procedures, and protocol are things that you feel should be taken seriously. Compared to people whose profiles include other styles such as Flexible or Integrative, you are likely to be seen as fairly serious, stable, and consistent. Honest, candid, direct and blunt are descriptors that people often apply to your role style combination. People with your role styles also are often seen as quite tough and concerned about maintaining control. Inasmuch as your primary role style is Decisive, we expect that this is the role style that you use most often.

Next most frequently, we expect that you will use your secondary role style, Hierarchic. The difference between these styles revolves around use of information and analysis. The Decisive style is more action-oriented and less analytic than the Hierarchic style. When you shift from Decisive to Hierarchic role style, the main change in your behavior is that you are likely to seem more thoughtful, analytic, and methodical and less inclined to push for quick decisions. However, you still are likely to be seen as having strong, or even stronger, opinions and viewpoints.

You are most likely to be in your Hierarchic secondary style when you find yourself in interpersonal situations where you feel only moderate pressure (neither too high nor too low). As pressure decreases, or increases from moderate you most likely shift quite swiftly back to your more usual, action-oriented, Decisive style.

Your success in your career will depend in part on how effectively you handle the interpersonal side of your work, the styles of other people in your occupation and on the kinds of interactions you are likely to have on the job. Based on your primary role style, Decisive, you are likely to be most successful in fields that require being very consistent, practical and clear - particularly when dealing with other people.



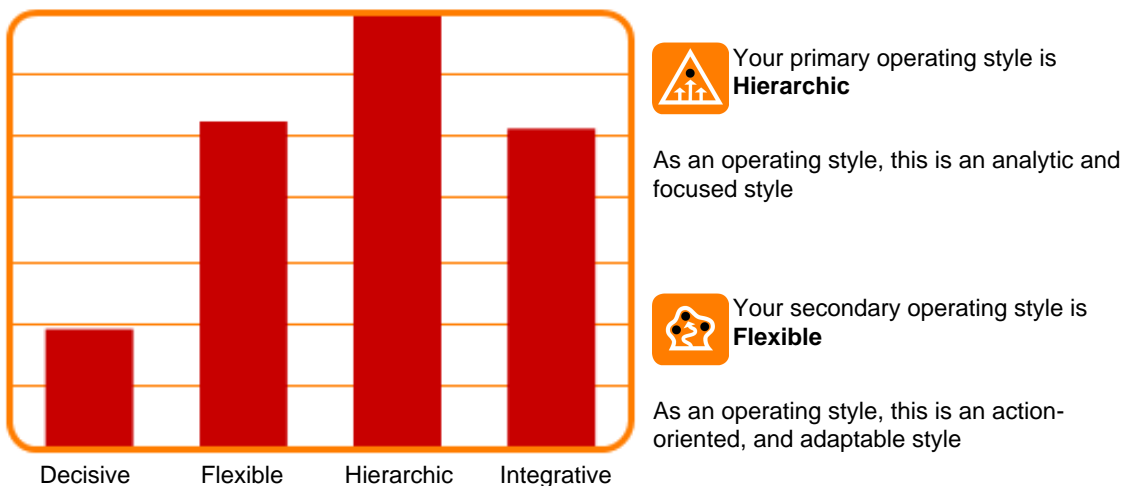
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Your Operating Style Profile

Your operating styles affect the way you handle tasks and decisions when working alone or with people with whom you are quite familiar. Bar heights in the graph indicate the relative amount of time you use each of the styles.



Your primary and secondary operating styles combine two very different styles: Hierarchic and Flexible. Hierarchic is a highly analytic, and focused style, emphasizing logic and quality. Flexible is a fast, adaptive, and change-oriented style. According to your assessment, Hierarchic is your primary style and Flexible is your secondary style. This indicates that in most situations when you are just going about things as you normally do, as a matter of habit, and you are faced with a decision to make, you think things through thoroughly in an effort to determine the best course of action for the problem at hand.

You probably won't feel very comfortable coming to a conclusion until you have sorted through a good deal of information and you see clearly a high quality course of action, one that will stand the test of time. You probably place importance on careful planning, with a definite eye to the long-term. And, once you develop a plan, you are likely to use it as a blue-print for action. Nonetheless, with Flexible as your secondary style, there are likely to be times when you quite suddenly will shift direction and move off on a different course. This shift in your styles is most apt to occur when you feel under greater than usual pressure. At these times, you may shift from being highly analytic, steady and focused, to very fast-moving and changeable. Because Hierarchic and Flexible styles are so different, some people may find you difficult to understand.

People who work with you when you are in your Hierarchic mode probably view you as serious and methodical, and perhaps as very steady or even rigid serious and careful. People who see you when you are in your Flexible mode probably view you as quite agreeable and adaptive, and perhaps as innovative, or maybe even as scattered. Generally speaking, the fact that your two most frequently used styles are so different should give you the capability to deal with very different kinds of problems and situations, ranging from those that require careful, logical and long-range thinking, to those that require responding quickly to fast-changing situations.

Your operating decision styles influence how well you fit with the tasks, information processing, and decision-making in a particular occupational field. Taking into account your primary operating style, Hierarchic, we estimate that you are most likely to perform at your best in occupations where the work requires planning and thinking things through to assure that exact requirements are achieved.

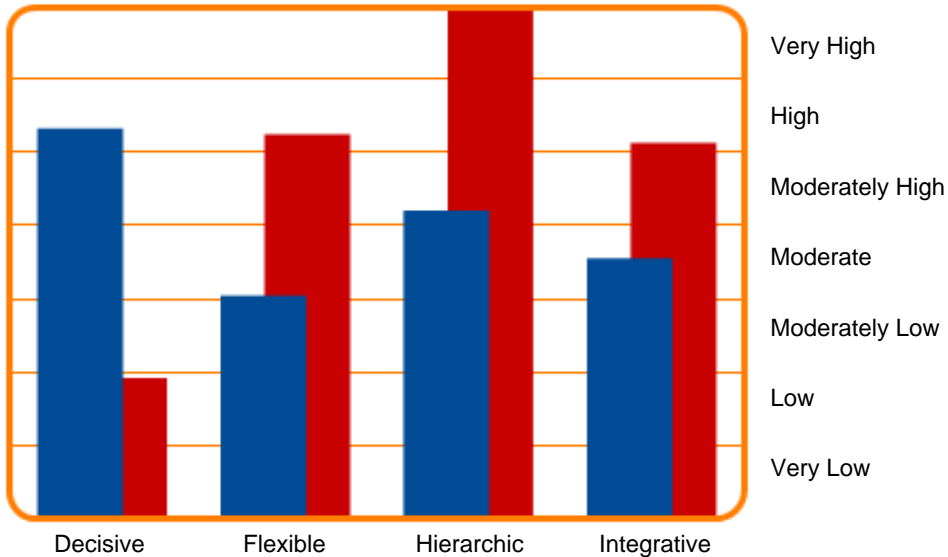


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Your Role and Operating Style Profile



Your role and operating styles influence how people see you when they first meet you, or when they only see you in relatively formal circumstances, (role style) vs. how people see you when they get to know you well (operating style). As you know, first impressions may not be accurate impressions. That is, people often seem quite different after you get to know them from how you viewed them when you first met them. Based on our analysis of your profile, we expect that other people's first impression of you will be somewhat different as their impression of you after they come to know you well. Our reasoning is as follows:

Your primary role style is **Decisive**



As a role style, this is a quick and practical style

Your primary operating style is **Hierarchic**



As an operating style, this is an analytic and focused style

First impression of you

When people first meet you they are likely to see you as action-oriented, firm and practical - steady, reliable and committed to getting things done efficiently.

After people get to know you

People who really get to know you well will come to see that you actually are very analytic, thorough, and logical in your thinking, and as quite inclined to stick with a particular course of action once you make up your mind.

Main difference

The main difference that people are likely to notice as they become increasingly familiar with you is that you are more analytic and inclined to think things through thoroughly before deciding than at first you appeared to be.



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Role and Operating Styles

The *StyleView*™ Profile shows how a person tends to make decisions, communicate and share information with others - in public and private mode. The profile is based upon the Decision Dynamics Decision Style Model. The model describes four fundamentally different styles that differ in terms of:

Information use - using little information versus a lot of information. Satisficing styles emphasize action and use little information, while maximizing styles put energy into analysis and use a lot of information.

Solution focus - focusing on a single solution versus several solutions. Styles focusing on one single solution try to close in on one alternative, while styles preferring to work with many solutions try to keep as many alternatives open as possible.



Decisive Style - focused and action oriented. The Decisive style is a fast-moving style that places great emphasis on efficiency and practicality. People who use this style frequently, are generally viewed as quick-thinking, productive, and reliable. When in Decisive mode, people generally want to make decisions, put them into action and then move on to other issues. Once decisions are made they are not changed easily.



Flexible Style - open and action oriented. The Flexible style is another fast-moving, action-oriented style. But, unlike the Decisive style, the Flexible style is geared to adapting rapidly to change. People who use this style frequently, are generally viewed as fast, agreeable, and highly responsive. When in Flexible mode, people generally make fast decisions that they will quickly modify or change if situations change. They are seldom at a loss for ideas, and tend to be intuitive and innovative.



Hierarchic Style - focused and analytic. The Hierarchic style is a logical and methodical style that puts energy into thinking things through carefully. People who frequently use the Hierarchic style, usually place a great deal of importance on quality and on doing things in the best way possible. Once high quality decisions are made, they are seldom abandoned unless obviously superior alternatives present themselves.



Integrative Style - open and analytic. The Integrative style is another highly analytic style. However, compared to the Hierarchic style, the Integrative style is much more exploratory and attracted to new and unusual ideas and possibilities. People who often use the Integrative style tend to be drawn to groups and teams because of the diversity of information and ideas that are available. When decisions are made they often involve doing several things simultaneously. Moreover, decisions are modified or adapted to meet changing conditions.

Many people use a completely different style in public versus when they are in private mode. Research has shown this to have a major impact on how people perform and thrive in work situations. The decision style profile separates these two situations into Role style and Operating style. The **Role style** gives us an understanding of how the person interacts with others, such as; in teams, projects, or as a leader. The **Operating style** gives insight into how people really think and make decisions, such as; longer term and strategically, or shorter term and action oriented.

Remember - Decision styles are habits of thinking and behaving and just like any other habits - although with some effort - you can change, if you want to! For more information about the Decision Dynamics Decision Style Model and assessments including the more than 40 years of research and practice that goes into its development, please visit: www.decisiondynamics.eu. We recommend the book "The Dynamic Decision Maker" where you can learn more about how your profile affects the many aspects of your work and personal life. It also gives insight into how you can leverage your strengths and overcome challenges based on your profile and specific situation.



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40 Years of Research and One Million Satisfied Users

Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our solutions have already been used to profile and develop more than one million employees around the world.

Decision Dynamics was founded by two industrial and organizational psychologists from Princeton and Yale Universities. The company was soon taken on by demanding and development-intensive clients such as NASA, the Aerospace Corporation, and Rockwell.

Our research and development efforts continues in Decision Dynamics Research and are aimed at advancing the state of art in assessment methods and technologies. Meanwhile you benefit from having immediate access to the very latest, fully developed tools and methods in our portfolio adapted for providing practical usage, measurable results and rapid impact of today's demanding workplace.

The Decision Dynamics approach functions as a catalyst to support organizations' efforts to increase engagement and performance. Together with our global network of partners and resellers we provide profiling tools, training, and consultative services.

Decision Dynamics tools and business solutions are used for:

- > Engagement
- > Selection and recruitment
- > Leadership development
- > Talent management and succession planning
- > Career development and coaching
- > Team development

