

Decision Dynamics **Decision Style Model™**

**StyleView™ Developmental Report**

10 May 2013

Susan Sample  
CEO/C-Level Executives Level 1

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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. Your profile is compared against a benchmark profile to see to what degree your profile fit the demands of the position.

In the following sections of your report you will find:

- A graphic report comparing your interpersonal, "role style" profile against a selected benchmark profile. This deals mainly with the degree to which your pattern of interaction with other people fits the interpersonal demands of the position.
- A graphic report comparing your natural, "operating style" profile against a selected benchmark profile. This deals mainly with the degree to which your thinking and decision making pattern, when not being self aware, fit with the task environment of a position.

Since this is a comparative report, your Decision Style profile has been adjusted against the benchmark profile to reflect your overall fit. Therefore, while the shape remains the same, the height of your role and operating style bars may appear different than in your Decision Style feedback report.

### 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.

### You can change

A good fit means that your profile is close to the selected benchmark profile. If your profile is below the benchmark profile you might underuse certain critical behaviours and if you are above you might overuse them. Consequently, it is equally important to pay attention to when you are above a benchmark profile as it is to when you are below. Deviations in any direction might interfere with your performance as well as your own satisfaction in a position. However, remember that 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](http://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.



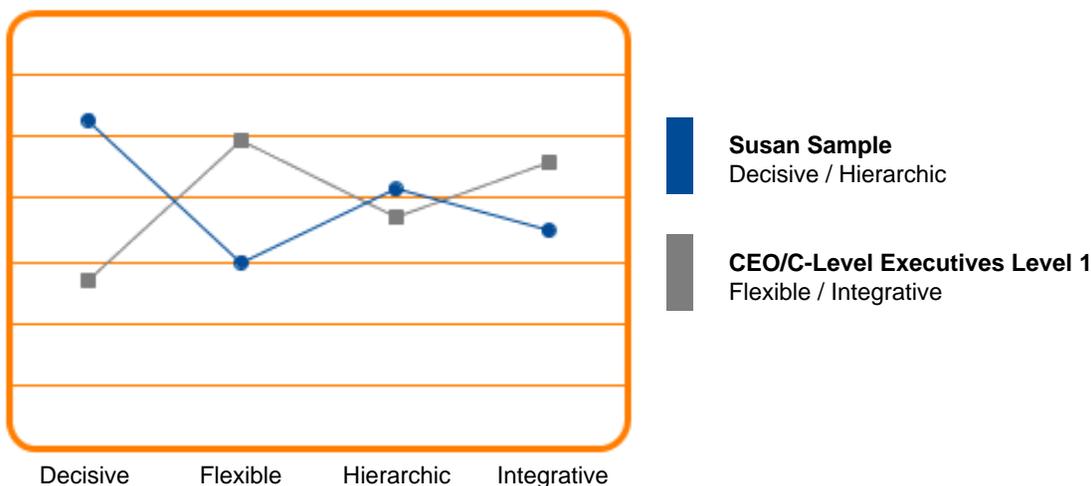
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### Role Style

A benchmark profile has been selected against which your role style profile is compared. The graph below speaks to the degree to which your pattern of interacting with other people fits specific interaction demands of the position.



Considering your two most used role styles, your profile indicates that when working with others you will project a pragmatic and serious image. Because your most used style is Decisive, others likely see you as placing high importance on efficiency, practicality, and consistency as well as delivering on your commitments. When you feel the pressure ease up a bit, you are likely to use the more methodical, analytic and precise Hierarchic style. Overall, others probably see you as having strong opinions and points of view. You are likely to perform your best in situations that are relatively straight-forward and where clear direction and efficiency are key.

As the benchmark profile shows, this position primarily requires Flexible behaviors, such as dealing quickly and agreeably with many different kinds of people, particularly where the issues that need to be decided shift very fast and unpredictably. This position is likely to involve interacting with people who hold a diversity of views, in situations where there are no clear-cut solutions and where there is high pressure to minimize conflicts and maximize the flow of ideas.

In view of your fit with the benchmark profile, the most significant gap that we think merits your attention is that you may use the Decisive role style more frequently than called for by this position. When you do so, others could see you as being too blunt and directive. While some of your personal strengths could be attributed to your more frequent use of the Decisive role style, such as being clear, direct, authoritative and delegating tasks while emphasizing the importance of following directions, this position calls for less use of these Decisive behaviors. To better meet the demands of this position, we recommend that you direct your developmental efforts to toning down your Decisive role style. Stay alert to situations where input from others is needed and time is less critical. In these situations:

- > Wait more than you would normally before stating your views and opinions, and before issuing assignments.
- > Go out of your way to listen to others before speaking. Practice active listening.
- > Ask for input and ideas before stating your views.
- > Actively look for ways to incorporate others' ideas in your recommendations.
- > Make sure to talk about the reasons for your views; ask others if your reasoning is clear.

We recommend you also address your next most significant gap. You may use the Flexible style less than required by this position. To better meet the demands of this role, go out of your way to welcome ideas and input when things are uncertain and the issues are new, especially when others' knowledge and support is needed; stay attuned to others' feelings and preferences, actively express appreciation for others' views and input.



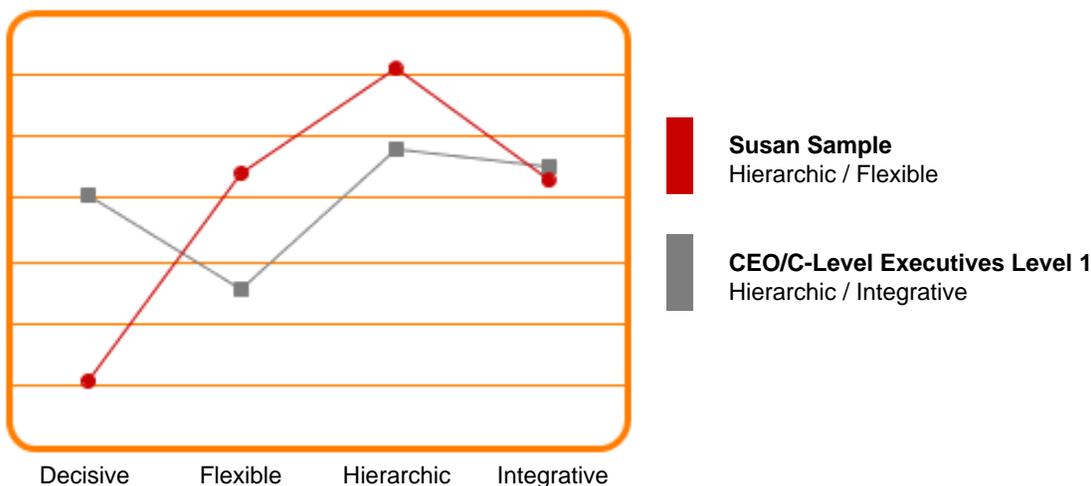
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### Operating Style

A benchmark profile has been selected against which your operating style profile is compared. The graph below speaks to the degree to which your pattern of thinking and deciding when you are on your own or with close associates fits the specific demands of the position.



Considering your two most used operating styles, your profile indicates that when working alone or with close associates you will most often use the Hierarchic style and think things through thoroughly to determine the best solution for the problem. You will probably sort through a good deal of information until you see clearly a particular course of action that stands out as superior to others. Even so, as pressure builds, you are likely to shift to your Flexible style and will let go of one position in favor of another that better fits the immediate needs of the situation. You are likely to perform particularly well when addressing issues that are very complex and accuracy is critical.

As the benchmark profile shows, this position primarily requires Hierarchic behaviors. The work probably involves planning and thinking things through to assure that exact requirements are achieved. This position is likely to involve dealing with complex problems requiring precise and high quality solutions and with ample time to communicate complex information convincingly and clearly.

In light of your fit with the benchmark profile, the most significant gap that merits your attention is that you may not use the Decisive operating style as much as this position calls for. This could result in your not taking action as swiftly as necessary or in not showing sufficient tenacity sticking with a particular course of action. While your less frequent use of the Decisive operating style is often to your benefit in that you are less likely to become locked into one solution or course of action, this position needs more use of Decisive behaviors. There appears a greater need for quickly sizing-up situations and pragmatically choosing the most practical and efficient solution to get things done on time and within budget. We recommend that you direct your developmental efforts to increasing your use of the Decisive operating style. Be alert to situations where time to solution is critical and where consistency and persistence are important. In these situations:

- Push yourself to quickly focus on one key objective that must be achieved.
- Next, push yourself to rapidly implement your solution and then stay the course until your goal is achieved.
- Do not depart from, modify or elaborate on your course of action, unless absolutely compelled to do so.

We recommend you also address your next most significant gap. You may use your Flexible style more frequently than called for by this position. To better meet the demands of this role, avoid changes of mind and abrupt shifts in direction unless circumstances truly dictate new solutions; do not confuse others with frequent changes in plans.



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### Developmental Role and Operating Styles

The *StyleView*™ Decision Style 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. This style fits very well when working with standardized procedures, specific and clearly defined tasks and very high pressure to get things done very quickly.



**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. This style fits very well in rapidly shifting circumstances that require immediate attention, interactions with many people and adaptive solutions and with high pressure to keep things moving quickly and smoothly, with a minimum of conflicts.



**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. This style fits very well when dealing with complex problems requiring careful planning, precise and high quality decisions and with sufficient time to communicate complex information convincingly and clearly.



**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. This style fits very well with complicated problems that demand the consideration of many different stakeholders, changing situations, and organizations where decision making can best be implemented with the full understanding and commitment of many people; and when moderate pressure allows sufficient time to consider many points of view and information in developing creative solutions.

Many people use a completely different style in public versus when they are with close associates. Research has shown this to have a major impact on how people perform and thrive at work. The decision style profile separates these two modes. 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 think and make decisions when they are focused on the problem and not on other people.



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### **40 Years of Research and One Million Satisfied Users**

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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

