

Decision Dynamics **Decision Style Model™**

StyleView™ Emotional Behaviors Report

08 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 emotional behaviors. We measure the extent to which you recognize and manage your own emotions, motivate yourself, and deal with complexities, especially those that involve interpersonal relationships.

In the following sections of this report you will find:

- Your emotional behaviors profile, showing how much you tend to use each of the six emotional behaviors we focus on in this report as follows: Ambiguity Tolerance, Composure, Empathy, Energy, Humility, and Confidence.
- An overview of the six emotional behaviors with comments regarding how each will affect your actions and how you will appear to others; particularly when your scores are too high or too low for a specific situation or job.

We often take our emotions for granted, justifying our behavior by saying things like, "That's just the way I am," or "That's just me." Research, however, proves we can, and often do, change the way we handle our emotions. Your report will provide important insights into your emotional strengths and developmental areas, helping you to find personal satisfaction and allowing you to contribute your best to an organization.

Emotional Behaviors Basics

Research shows that emotions are important to our sense of fulfillment in our working lives and our overall happiness. When our needs are met, we feel energized and happy. When they are not, our emotions tell us that something is missing. This internal guidance system influences our decisions by letting us know how we feel about the different choices we face. Our ability to listen to and understand the needs of others influences our ability to help them and make them feel important, and cared about. These are critical aspects of effective communication and successful leadership.

Emotional behaviors are composed of feelings and impulses that give energy and direction to a person's actions. These behaviors influence work assignments and the intensity of effort that people bring to their work. People differ, often quite markedly, from one another in their emotional profiles. This means that we have different abilities recognizing and managing our emotions, motivating ourselves and handling interpersonal relationships. Likewise, jobs and work assignments also vary quite noticeably in the optimal amount of a particular emotional behavior needed to be effective and successful.

It is important to note that there is nothing inherently good or bad about a particular emotional behavior level, high or low, apart from the situation in which it is used. A particular emotional behavior level could be too high for one situation, too low for another and just right for yet a different circumstance.

Consequently, the amount of an emotional behavior needed for success in one position might differ sharply from the amount of the same emotional behavior needed to be effective in a different position; company and, perhaps, a different country or culture. For instance, some positions involve handling a great deal of uncertainty. In such a position, a higher level of Ambiguity Tolerance generally will fit the job best. However, another position may demand assuring strict compliance with policies and procedures. Generally, lower scores on Ambiguity Tolerance will fit this sort of position best. So "good" or "bad" vary with the situation.

For more information about Decision Dynamics assessments including the more than 40 years of research and practice that goes into its development, please visit: www.decisiondynamics.eu.



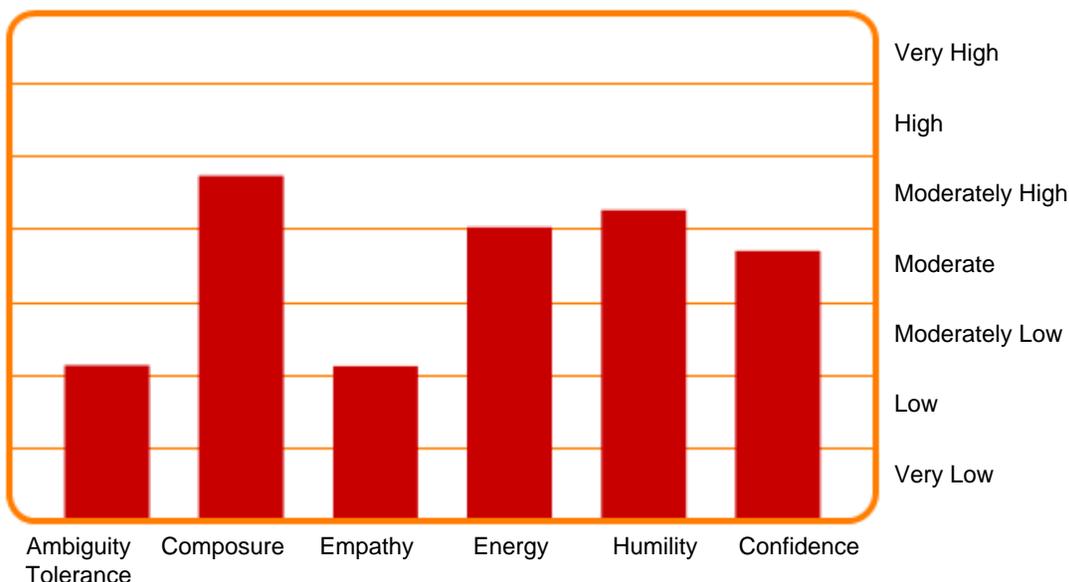
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Emotional Behaviors

Your emotional behaviors influence how effectively you deal with different situations and people. Bar heights on the graph indicate how much you demonstrate each of the emotional behaviors to others.



Your low Ambiguity Tolerance score means that, compared to most people, you prefer to keep change and uncertainty to a minimum in your life. Most likely, you feel best when careful planning and control helps your work run like a well-oiled machine. High levels of change, conflict or frustration can shake you up and ruin your efficiency. You are likely to introduce even more planning and control to avoid such experiences if they do occur. You likely feel that most problems and difficulties result from one's inadequate planning and preparation. We expect your workplace to be very neat and organized, and that you use tools such as daily planners, calendars, and project schedulers to avoid wasted time and surprises. You like to associate with people who are mostly like you in beliefs and opinions since you dislike conflict. Some people see you as very reliable and responsible, whereas others may consider you to be too conventional and rigid, and too easily rattled by uncertainty.

Your moderate high score on Composure says that, compared to other people, you are somewhat less likely to react emotionally to stressful situations, such as those involving risk, conflict and frustration. Whereas, the average person is inclined to become more reactive and immediate in their responses to stressful circumstances, you are likely to retain more of your capacity to think coolly and analytically, as pressures rise. Others may see this as a good thing because you stand a somewhat better chance to think your way through the stress-generating situation and, in the process, help moderate the stress that others around you experience. However, you may find that some people wonder if you aren't too cool and calm at times, when they might prefer to see you respond more immediately and expressively to pressure-packed situations.

Your low Empathy score suggests that you, compared to most people, are less comfortable trying to gain an in-depth understanding of people, including yourself. It appears that you would rather trust your instincts and rely on your gut feelings in sizing up either yourself or others. Long, drawn out psychological analyses of personality tend to make you uncomfortable or bored. Why not take people at face value? Once in a while, when something really troubling occurs, you can stop and try to analyze why you or others did what they did. Your friends are usually very like you in opinions, beliefs and behavior. You may really dislike people who strongly disagree with you or do things that you think are very wrong. People see you as very honest and consistent. Some however see you as fairly judgmental and hard nosed in how you treat many people. You may be seen as unaware of weak areas in yourself.



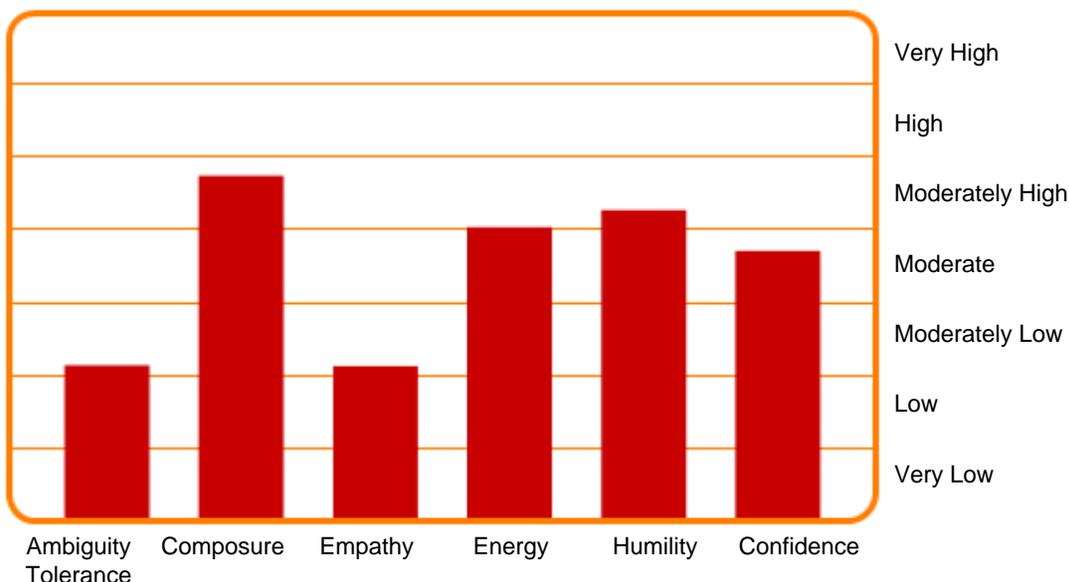
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Your moderate score on Energy implies that you are similar to many people in your tendency to seek a reasonable balance in your goal-setting and work efforts. You recognize that there are situations where setting high quality goals, using sophisticated work methods, and putting in long hours, are justified, particularly when working on assignments and tasks that are very important to you and the organization. However, when dealing with less important events you are quite content to settle for an easier and less complex strategy for managing tasks and assignments. Consequently, your work associates may be a bit confused by your varying levels of effort. Some will see you as making reasonable choices of when to exert high levels of effort. Yet, other people are likely to see you as too easy-going. Generally, you are quite tolerant of people with different energy levels, since you see energy's usefulness as varying with the situation.

Your moderate score on Humility implies that, like many people, you favor a select few methods for performing your work or handling problems that represent your particular ways of doing things. Nevertheless, you can put your preferences aside at times to accommodate the views and styles of other people, or to adjust to the peculiarities of particular situations and circumstances. Quite likely, you believe that some approaches are significantly better than others, and those ways of doing things may seem more natural and comfortable to you. Yet, you likely recognize that some situations may require you to adapt your behaviors to accommodate the styles and preferences of other people or the demands of the circumstances. Because of this, other people, particularly those who are relatively similar to you in their ways of doing things will find you to be a reasonably compatible person with whom to work.

Your moderate score on Confidence suggests that you are somewhat selective in the assignments, problems and tasks you prefer to handle. Although you may appreciate a challenge now and again, you prefer assignments that seem likely to result in successful outcomes. Messy problems that entail big risks and, particularly those that involve lots of controversy and conflict are unlikely to appeal to you. On the other hand, assignments and problems that pose no difficulties or obstacles, where success is absolutely assured, aren't likely to appeal to you either. Instead, you are likely to opt for assignments and tasks that will give your talents a reasonable workout, but which offer a fairly strong chance of being brought to a successful conclusion. Consequently, some people may view you as too conservative or selective in the tasks you take on. Just as likely, however, other people will admire your courage as you dive into difficult situations.



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Emotional Behaviors

The following describes each measured behavior and the disadvantages associated with either the under-use or overuse of that behavior given the requirements of a particular job or situation a person might face.

Ambiguity Tolerance refers to a person's capacity to deal with uncertainty, variety, diversity, unanticipated change, lack of structure and routine, and, as the name suggests, ambiguity. When Ambiguity Tolerance is too high for the situation, a person may become bored, create disorder or controversy to keep things stimulating, or disregard established procedures and policies. When a person's Ambiguity Tolerance is too low for a situation, the person is likely to become rattled and stressed, lose ability to process information, become overly rigid, or fail to respond appropriately to unique situations.

Composure refers to a person's inclination to remain cool and collected, and able to think clearly, under pressure. When Composure is too high for the situation, a person is likely to be seen as uninvolved, indifferent and remote. Others may find the person to be very difficult to read and this, actually, can cause others to feel wary and unsettled. When Composure is too low for the situation, a person runs the risk of over-reacting emotionally to problems. In the process, the person may lose her or his capacity to think clearly and to make sound judgments. This, in turn, can cause stress for others and lead them to lose confidence in the person.

Empathy refers to an individual's capacity to understand oneself as well as other people, including strengths and developmental areas; to objectively and accurately read other's behaviors and motives. When Empathy is too high for the situation, the person risks identifying too readily with others' concerns, and of being swayed too easily by their preferences and wishes. Likewise, one might find it particularly challenging to make "tough people decisions" and, further, could make too many exceptions from policies and procedures to accommodate particular people's needs. When Empathy is too low for the situation, a person is liable to misread people, misjudging capabilities and needs, and fail to anticipate people's reactions to decisions. This could lead to conflicts and alienation of others. In particular, this may create difficulties stemming from use of inappropriate means of influence. Moreover, it may be distressing and difficult to work with persons different from oneself.

Energy refers to a person's capacity to handle complex and demanding tasks over a lengthy period without losing motivation and mental energy. When Energy is too high for the situation, the person is likely to feel under-utilized and under-challenged. As a result, the person might become distracted from key tasks, lose efficiency or over-do or over-complicate tasks. The person also could unwittingly overwhelm others with too much complexity and intensity. When Energy is too low a person is likely to become overwhelmed and stressed by task demands. As a result, one could get caught in a cycle of decreasing energy and motivation. In the process, the person runs the risk of over-simplifying decisions and tasks, ignoring important issues, making errors of judgment, and leaving important tasks undone.

Humility refers to a person's willingness to adapt to different circumstances and to modify his or her own behavior without becoming too ego-invested in seeing things in a particular way, or in doing things always in one's preferred way. When Humility is too high for the situation, a person is likely to be perceived as lacking conviction or commitment to particular methods and procedures. By accommodating others too readily, one risks not being taken seriously and, consequently, may fail to impact others' behaviors and views. When Humility is too low for the situation, the person is likely to be seen as stubborn. Various problems often result; others may back away; others may resist in return, resulting in conflict and communication breakdown. Or, alternately, the person's own apparent commitment to one's preferred methods could cause others to overestimate the wisdom and propriety of that person's choices.

Confidence refers to a person's self-assurance as indicated by a willingness to take on difficult assignments; especially those that require effective handling of conflict and controversy. When Confidence is too high for the situation, the person may appear arrogant and domineering; seeming overly self-important and dismissive of others' views. Occasionally, the person may intimidate others, and isolate herself from important information. Further, one may over-estimate his or her own capabilities and find oneself unable to handle the situations that one faces. When Confidence is too low for the situation, the person may strike others as timid and fearful. One may fail to deal with conflicts and performance problems, or may acquiesce too easily to others' views and fail to protect important standards, principles and ethics. Consequently, the person is likely to lose others' respect and, may lose one's ability to influence them.



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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

