

STYLE INVENTORY

Instructions

Understanding Your Style

1. Complete the **Personal Style Inventory** (page 2). Go to page 6 to tally your **Personal Style Inventory**. Review the results indicated by the longest bar (pages 7-11).
 - Do you perceive it as accurate?
 - What does it mean for you as a member of this team?
 - Do you recognize these styles in the behavior of others?

Understanding How Others Perceive Your Style

2. Ask two or three other people to complete the **Peer Style Inventory** about you. Print your name in the gray box at the top of each **Peer Style Inventory** (pages 3, 4, and 5) before distributing. This will be used for further discussion in class.

Examples of who to ask:

- a family member
 - a past co-worker
 - a peer or colleague
 - a direct report (past or present)
3. Bring the completed **Personal Style Inventory** and **Peer Style Inventory** sheets with you to the Washington Bankers Association, Executive Development Program - "Communications and Influencing Others" session on September 12th, 2017.

Personal Style Inventory

Check the word or phrase in each set that is most like you.

1. ___ Competitive	1. ___ Tries new ideas	1. ___ Will power	1. ___ Daring
2. ___ Joyful	2. ___ Optimistic	2. ___ Open-minded	2. ___ Expressive
3. ___ Considerate	3. ___ Wants to please	3. ___ Cheerful	3. ___ Satisfied
4. ___ Harmonious	4. ___ Respectful	4. ___ Obliging	4. ___ Diplomatic
1. ___ Powerful	1. ___ Restless	1. ___ Unconquerable	1. ___ Self-reliant
2. ___ Good mixer	2. ___ Popular	2. ___ Playful	2. ___ Fun-loving
3. ___ Easy on others	3. ___ Neighborly	3. ___ Obedient	3. ___ Patient
4. ___ Organized	4. ___ Abides by rules	4. ___ Fussy	4. ___ Soft-Spoken
1. ___ Bold	1. ___ Outspoken	1. ___ Brave	1. ___ Nervy
2. ___ Charming	2. ___ Companionable	2. ___ Inspiring	2. ___ Jovial
3. ___ Loyal	3. ___ Restrained	3. ___ Submissive	3. ___ Even-tempered
4. ___ Easily led	4. ___ Accurate	4. ___ Timid	4. ___ Precise
1. ___ Stubborn	1. ___ Decisive	1. ___ Positive	1. ___ Takes risks
2. ___ Attractive	2. ___ Talkative	2. ___ Trusting	2. ___ Warm
3. ___ Sweet	3. ___ Controlled	3. ___ Contented	3. ___ Willing to help
4. ___ Avoids	4. ___ Conventional	4. ___ Peaceful	4. ___ Not extreme
1. ___ Argumentative	1. ___ Original	1. ___ Determined	1. ___ Persistent
2. ___ Light-hearted	2. ___ Persuasive	2. ___ Convincing	2. ___ Lively
3. ___ Nonchalant	3. ___ Gentle	3. ___ Good-natured	3. ___ Generous
4. ___ Adaptable	4. ___ Humble	4. ___ Cautious	4. ___ Well-disciplined
1. ___ Forceful	1. ___ Assertive	1. ___ Aggressive	1. ___ Eager
2. ___ Admirable	2. ___ Confident	2. ___ Life-of-the-party	2. ___ High-spirited
3. ___ Kind	3. ___ Sympathetic	3. ___ Easily fooled	3. ___ Willing
4. ___ Non-resisting	4. ___ Tolerant	4. ___ Uncertain	4. ___ Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*

Peer Style Inventory

Check the word or phrase in each set that is most like:

1. <input type="checkbox"/> Competitive 2. <input type="checkbox"/> Joyful 3. <input type="checkbox"/> Considerate 4. <input type="checkbox"/> Harmonious	1. <input type="checkbox"/> Tries new ideas 2. <input type="checkbox"/> Optimistic 3. <input type="checkbox"/> Wants to please 4. <input type="checkbox"/> Respectful	1. <input type="checkbox"/> Will power 2. <input type="checkbox"/> Open-minded 3. <input type="checkbox"/> Cheerful 4. <input type="checkbox"/> Obliging	1. <input type="checkbox"/> Daring 2. <input type="checkbox"/> Expressive 3. <input type="checkbox"/> Satisfied 4. <input type="checkbox"/> Diplomatic
1. <input type="checkbox"/> Powerful 2. <input type="checkbox"/> Good mixer 3. <input type="checkbox"/> Easy on others 4. <input type="checkbox"/> Organized	1. <input type="checkbox"/> Restless 2. <input type="checkbox"/> Popular 3. <input type="checkbox"/> Neighborly 4. <input type="checkbox"/> Abides by rules	1. <input type="checkbox"/> Unconquerable 2. <input type="checkbox"/> Playful 3. <input type="checkbox"/> Obedient 4. <input type="checkbox"/> Fussy	1. <input type="checkbox"/> Self-reliant 2. <input type="checkbox"/> Fun-loving 3. <input type="checkbox"/> Patient 4. <input type="checkbox"/> Soft-Spoken
1. <input type="checkbox"/> Bold 2. <input type="checkbox"/> Charming 3. <input type="checkbox"/> Loyal 4. <input type="checkbox"/> Easily led	1. <input type="checkbox"/> Outspoken 2. <input type="checkbox"/> Companionable 3. <input type="checkbox"/> Restrained 4. <input type="checkbox"/> Accurate	1. <input type="checkbox"/> Brave 2. <input type="checkbox"/> Inspiring 3. <input type="checkbox"/> Submissive 4. <input type="checkbox"/> Timid	1. <input type="checkbox"/> Nervy 2. <input type="checkbox"/> Jovial 3. <input type="checkbox"/> Even-tempered 4. <input type="checkbox"/> Precise
1. <input type="checkbox"/> Stubborn 2. <input type="checkbox"/> Attractive 3. <input type="checkbox"/> Sweet 4. <input type="checkbox"/> Avoids	1. <input type="checkbox"/> Decisive 2. <input type="checkbox"/> Talkative 3. <input type="checkbox"/> Controlled 4. <input type="checkbox"/> Conventional	1. <input type="checkbox"/> Positive 2. <input type="checkbox"/> Trusting 3. <input type="checkbox"/> Contented 4. <input type="checkbox"/> Peaceful	1. <input type="checkbox"/> Takes risks 2. <input type="checkbox"/> Warm 3. <input type="checkbox"/> Willing to help 4. <input type="checkbox"/> Not extreme
1. <input type="checkbox"/> Argumentative 2. <input type="checkbox"/> Light-hearted 3. <input type="checkbox"/> Nonchalant 4. <input type="checkbox"/> Adaptable	1. <input type="checkbox"/> Original 2. <input type="checkbox"/> Persuasive 3. <input type="checkbox"/> Gentle 4. <input type="checkbox"/> Humble	1. <input type="checkbox"/> Determined 2. <input type="checkbox"/> Convincing 3. <input type="checkbox"/> Good-natured 4. <input type="checkbox"/> Cautious	1. <input type="checkbox"/> Persistent 2. <input type="checkbox"/> Lively 3. <input type="checkbox"/> Generous 4. <input type="checkbox"/> Well-disciplined
1. <input type="checkbox"/> Forceful 2. <input type="checkbox"/> Admirable 3. <input type="checkbox"/> Kind 4. <input type="checkbox"/> Non-resisting	1. <input type="checkbox"/> Assertive 2. <input type="checkbox"/> Confident 3. <input type="checkbox"/> Sympathetic 4. <input type="checkbox"/> Tolerant	1. <input type="checkbox"/> Aggressive 2. <input type="checkbox"/> Life-of-the-party 3. <input type="checkbox"/> Easily fooled 4. <input type="checkbox"/> Uncertain	1. <input type="checkbox"/> Eager 2. <input type="checkbox"/> High-spirited 3. <input type="checkbox"/> Willing 4. <input type="checkbox"/> Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*

Peer Style Inventory

Check the word or phrase in each set that is most like:

1. <input type="checkbox"/> Competitive 2. <input type="checkbox"/> Joyful 3. <input type="checkbox"/> Considerate 4. <input type="checkbox"/> Harmonious	1. <input type="checkbox"/> Tries new ideas 2. <input type="checkbox"/> Optimistic 3. <input type="checkbox"/> Wants to please 4. <input type="checkbox"/> Respectful	1. <input type="checkbox"/> Will power 2. <input type="checkbox"/> Open-minded 3. <input type="checkbox"/> Cheerful 4. <input type="checkbox"/> Obliging	1. <input type="checkbox"/> Daring 2. <input type="checkbox"/> Expressive 3. <input type="checkbox"/> Satisfied 4. <input type="checkbox"/> Diplomatic
1. <input type="checkbox"/> Powerful 2. <input type="checkbox"/> Good mixer 3. <input type="checkbox"/> Easy on others 4. <input type="checkbox"/> Organized	1. <input type="checkbox"/> Restless 2. <input type="checkbox"/> Popular 3. <input type="checkbox"/> Neighborly 4. <input type="checkbox"/> Abides by rules	1. <input type="checkbox"/> Unconquerable 2. <input type="checkbox"/> Playful 3. <input type="checkbox"/> Obedient 4. <input type="checkbox"/> Fussy	1. <input type="checkbox"/> Self-reliant 2. <input type="checkbox"/> Fun-loving 3. <input type="checkbox"/> Patient 4. <input type="checkbox"/> Soft-Spoken
1. <input type="checkbox"/> Bold 2. <input type="checkbox"/> Charming 3. <input type="checkbox"/> Loyal 4. <input type="checkbox"/> Easily led	1. <input type="checkbox"/> Outspoken 2. <input type="checkbox"/> Companionable 3. <input type="checkbox"/> Restrained 4. <input type="checkbox"/> Accurate	1. <input type="checkbox"/> Brave 2. <input type="checkbox"/> Inspiring 3. <input type="checkbox"/> Submissive 4. <input type="checkbox"/> Timid	1. <input type="checkbox"/> Nervy 2. <input type="checkbox"/> Jovial 3. <input type="checkbox"/> Even-tempered 4. <input type="checkbox"/> Precise
1. <input type="checkbox"/> Stubborn 2. <input type="checkbox"/> Attractive 3. <input type="checkbox"/> Sweet 4. <input type="checkbox"/> Avoids	1. <input type="checkbox"/> Decisive 2. <input type="checkbox"/> Talkative 3. <input type="checkbox"/> Controlled 4. <input type="checkbox"/> Conventional	1. <input type="checkbox"/> Positive 2. <input type="checkbox"/> Trusting 3. <input type="checkbox"/> Contented 4. <input type="checkbox"/> Peaceful	1. <input type="checkbox"/> Takes risks 2. <input type="checkbox"/> Warm 3. <input type="checkbox"/> Willing to help 4. <input type="checkbox"/> Not extreme
1. <input type="checkbox"/> Argumentative 2. <input type="checkbox"/> Light-hearted 3. <input type="checkbox"/> Nonchalant 4. <input type="checkbox"/> Adaptable	1. <input type="checkbox"/> Original 2. <input type="checkbox"/> Persuasive 3. <input type="checkbox"/> Gentle 4. <input type="checkbox"/> Humble	1. <input type="checkbox"/> Determined 2. <input type="checkbox"/> Convincing 3. <input type="checkbox"/> Good-natured 4. <input type="checkbox"/> Cautious	1. <input type="checkbox"/> Persistent 2. <input type="checkbox"/> Lively 3. <input type="checkbox"/> Generous 4. <input type="checkbox"/> Well-disciplined
1. <input type="checkbox"/> Forceful 2. <input type="checkbox"/> Admirable 3. <input type="checkbox"/> Kind 4. <input type="checkbox"/> Non-resisting	1. <input type="checkbox"/> Assertive 2. <input type="checkbox"/> Confident 3. <input type="checkbox"/> Sympathetic 4. <input type="checkbox"/> Tolerant	1. <input type="checkbox"/> Aggressive 2. <input type="checkbox"/> Life-of-the-party 3. <input type="checkbox"/> Easily fooled 4. <input type="checkbox"/> Uncertain	1. <input type="checkbox"/> Eager 2. <input type="checkbox"/> High-spirited 3. <input type="checkbox"/> Willing 4. <input type="checkbox"/> Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*

Peer Style Inventory

Check the word or phrase in each set that is most like:

1. __ Competitive 2. __ Joyful 3. __ Considerate 4. __ Harmonious	1. __ Tries new ideas 2. __ Optimistic 3. __ Wants to please 4. __ Respectful	1. __ Will power 2. __ Open-minded 3. __ Cheerful 4. __ Obliging	1. __ Daring 2. __ Expressive 3. __ Satisfied 4. __ Diplomatic
1. __ Powerful 2. __ Good mixer 3. __ Easy on others 4. __ Organized	1. __ Restless 2. __ Popular 3. __ Neighborly 4. __ Abides by rules	1. __ Unconquerable 2. __ Playful 3. __ Obedient 4. __ Fussy	1. __ Self-reliant 2. __ Fun-loving 3. __ Patient 4. __ Soft-Spoken
1. __ Bold 2. __ Charming 3. __ Loyal 4. __ Easily led	1. __ Outspoken 2. __ Companionable 3. __ Restrained 4. __ Accurate	1. __ Brave 2. __ Inspiring 3. __ Submissive 4. __ Timid	1. __ Nervy 2. __ Jovial 3. __ Even-tempered 4. __ Precise
1. __ Stubborn 2. __ Attractive 3. __ Sweet 4. __ Avoids	1. __ Decisive 2. __ Talkative 3. __ Controlled 4. __ Conventional	1. __ Positive 2. __ Trusting 3. __ Contented 4. __ Peaceful	1. __ Takes risks 2. __ Warm 3. __ Willing to help 4. __ Not extreme
1. __ Argumentative 2. __ Light-hearted 3. __ Nonchalant 4. __ Adaptable	1. __ Original 2. __ Persuasive 3. __ Gentle 4. __ Humble	1. __ Determined 2. __ Convincing 3. __ Good-natured 4. __ Cautious	1. __ Persistent 2. __ Lively 3. __ Generous 4. __ Well-disciplined
1. __ Forceful 2. __ Admirable 3. __ Kind 4. __ Non-resisting	1. __ Assertive 2. __ Confident 3. __ Sympathetic 4. __ Tolerant	1. __ Aggressive 2. __ Life-of-the-party 3. __ Easily fooled 4. __ Uncertain	1. __ Eager 2. __ High-spirited 3. __ Willing 4. __ Agreeable

—Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*

Tallying the Personal Style Inventory

Instructions

1. Count the number of “ones” that you marked. Write that number in the Tally Box marked 1. Do the same with the numbers two, three, and four.
2. On the first tally box below, draw a line through the number on the bar graph that corresponds with your total number of “ones.” This is the end line for your bar graph.
3. Beginning at the left end, shade the space on the bar up to your end line on the first bar graph.
4. Do the same for the second, third, and fourth graphs.
5. The longest bar is your predominant style. The second longest bar is your backup style.

Tally Box

Driver

1		0 1 2	3 4 5 6	7 8 9 10 11	12 14 16 18
---	--	-------	---------	-------------	-------------

Expressive

2		0 1 2	3 4 5	6 7 8 9 10	11 12 14 16
---	--	-------	-------	------------	-------------

Amiable

3		0 1	2 3 4	5 6 7 8 9	10 12 14 16
---	--	-----	-------	-----------	-------------

Analytic

4		0 1	2 3 4	5 6 7 8	9 10 12 14
---	--	-----	-------	---------	------------

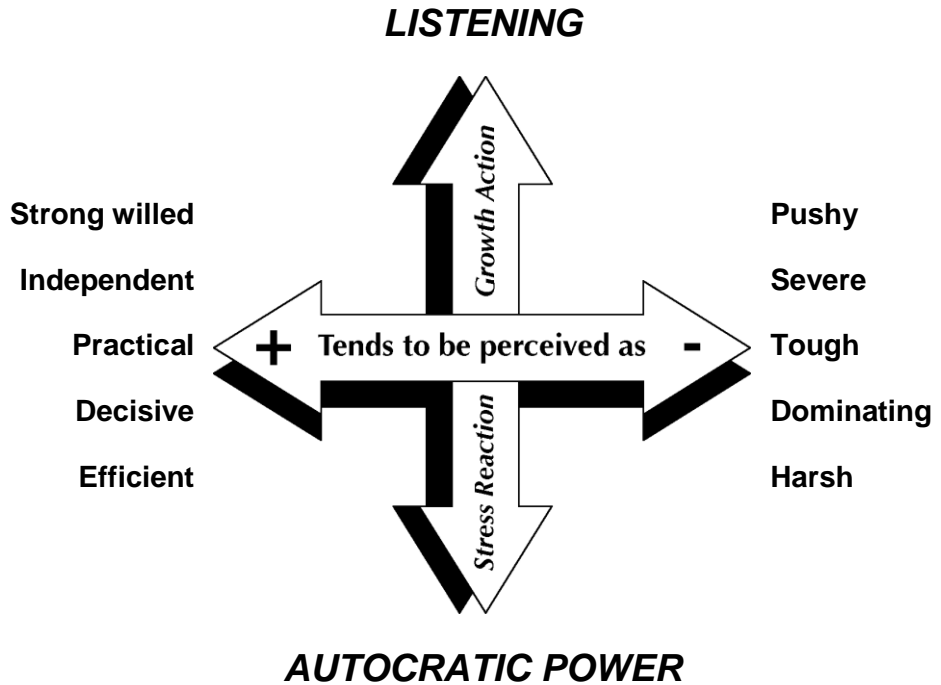
_____ **TOTAL (equals 24)**

Style Inventory Descriptions

<i>DRIVER</i>	<i>EXPRESSIVE</i>	<i>AMIABLE</i>	<i>ANALYTIC</i>
Action oriented	Verbal	Patient	Diplomatic
Decisive	Motivating	Loyal	Accurate
A problem solver	Enthusiastic	Sympathetic	Conscientious
Direct	Gregarious	A team person	A fact finder
Assertive	Convincing	Relaxed	Systematic
Demanding	Emotional	Mature	Logical
A risk taker	Impulsive	Organized	Conventional
Forceful	Generous	Questioning	Analytical
Adventuresome	Influential	Supportive	Sensitive
Competitive	Charming	Stable	Controlled
Self-reliant	Confident	Considerate	Orderly
Independent	Inspiring	Empathetic	Precise
Determined	Dramatic	Persevering	Disciplined
An agitator	Optimistic	Trusting	Deliberate
Results oriented	Animated	Congenial	Cautious
<i>HIGH WANTS</i>	<i>HIGH WANTS</i>	<i>HIGH WANTS</i>	<i>HIGH WANTS</i>
Challenges	Social recognition	Guarantees	High standards
Authority	Freedom from details	Security	Details
Power	To be with people	Appreciation	Perfection
Freedom from controls	Provide service	Quality control	Traditional procedures
Options	Group activities	Specialization	

The DRIVER STYLE: Task Specialist

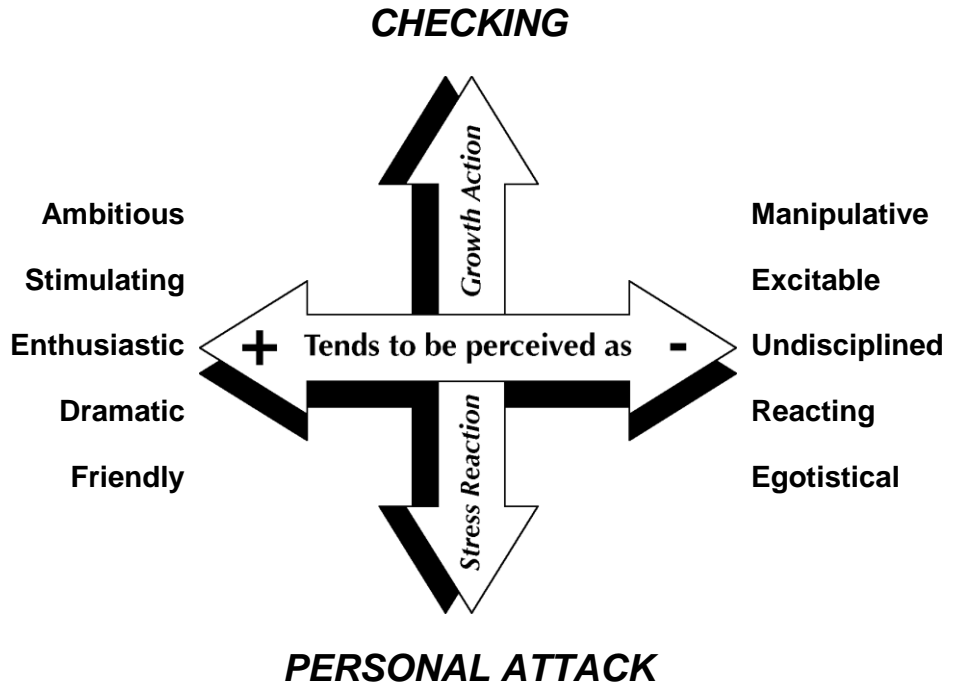
The Doer



Behaviors	Verbal/Vocal	Non-Verbal
	<p>Faster</p> <p>More statements</p> <p>Louder</p> <p>Monotone</p> <p>Focuses on task</p> <p>Uses facts/data</p>	<p>Points at others</p> <p>Leans forward to make point</p> <p>Direct eye contact</p> <p>Closed hands</p> <p>Rigid posture</p> <p>Controlled facial expression</p>
Recognized By	<p>Swift reaction time</p> <p>Maximum effort to control</p> <p>Minimum concern for caution in relationships</p> <p>Present time frame</p> <p>Direct action</p> <p>Tendency to reject inaction</p> <p>Need for control/results/achievement</p>	

The EXPRESSIVE STYLE: Social Recognition Specialist

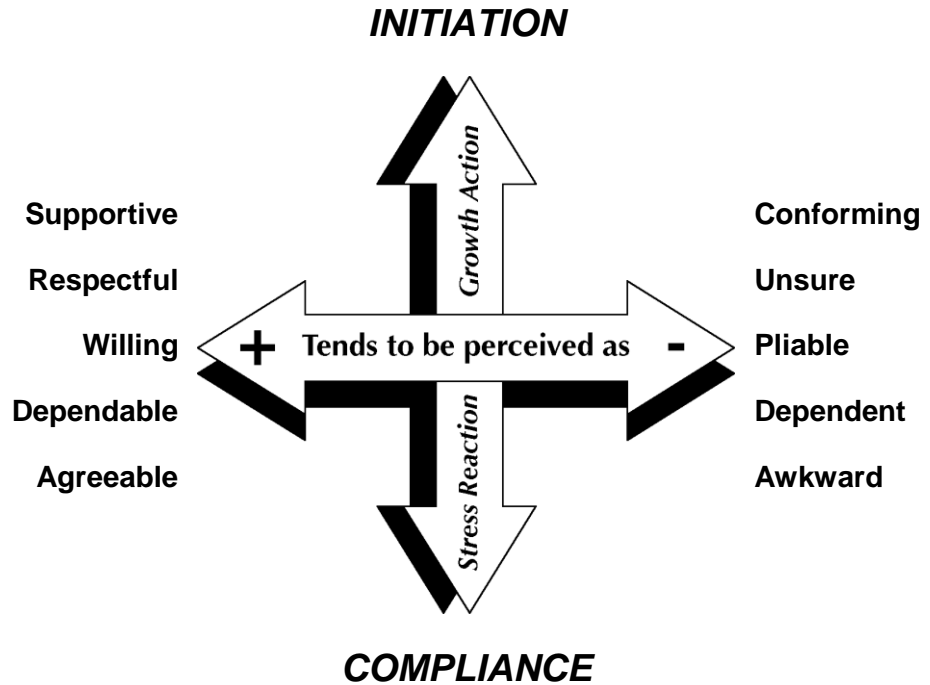
The Intuitor



Behaviors	<p style="text-align: center;">Verbal/Vocal</p> <ul style="list-style-type: none"> Faster More statements Louder Uses vocal inflection Focuses on people Uses opinions/stories 	<p style="text-align: center;">Non-Verbal</p> <ul style="list-style-type: none"> Points at others Leans forward to make point Direct eye contact Open palms Casual posture Animated expression
Recognized By	<ul style="list-style-type: none"> Rapid reaction time Maximum effort to involve Minimum concern for routine Future time frame Impulsive action Tendency to reject isolation Need for excitement/personal approach/acceptance 	

The AMIABLE STYLE: Relationship Specialist

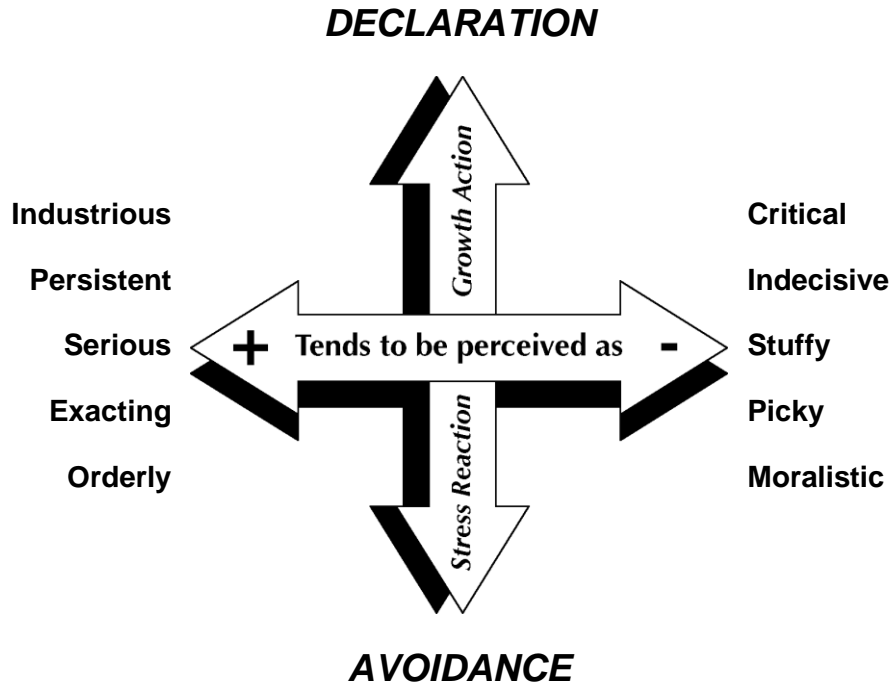
The Feeler



Behaviors	<p style="text-align: center;">Verbal/Vocal</p> <p style="text-align: center;">Slower Fewer statements Softer Uses vocal inflection Focuses on people Uses opinions/stories</p>	<p style="text-align: center;">Non-Verbal</p> <p style="text-align: center;">Hands relaxed or cupped Leans back while talking Indirect eye contact Open palms Casual posture Animated expression</p>
Recognized By	<p style="text-align: center;">Unhurried reaction time Maximum effort to relate Minimum concern for effecting change Present time frame Supportive action Tendency to reject conflict Need for cooperation/personal security/acceptance</p>	

The ANALYTIC STYLE: Technical Specialist

The Analyzer



Behaviors	<p style="text-align: center;">Verbal/Vocal</p> <p style="text-align: center;">Slower Fewer statements Softer Monotone Focuses on task Uses facts/data</p>	<p style="text-align: center;">Non-Verbal</p> <p style="text-align: center;">Hands relaxed or cupped Leans back while talking Indirect eye contact Closed hands Rigid posture Controlled facial expression</p>
Recognized By	<p style="text-align: center;">Slow reaction time Maximum effort to organize Minimum concern for relationships Historical time frame Cautious action Tendency to reject involvement Need for accuracy/being right/achievement</p>	

Assumptions About Personal Styles

There is no best or worst style.

All styles have advantages and disadvantages. All styles are effective when appropriate to the situation and implemented well.

There are no pure styles.

We all have parts of each style in us. However, we also have one style that predominates, one style in which we are most comfortable and which requires the least energy and stress.

Behavior style does not explain the whole person.

It only defines **perceived** patterns of behavior. It does not address personality or an understanding of how an individual thinks or feels.

Much of the population is different from you.

Other people have different needs. Therefore, they communicate in a different manner, use time differently, relate in a different way, make decisions, and manage conflict in a way that differs from how you do it.

We all have goals we hope to attain and results we wish to achieve.

However, different interpersonal priorities influence how we go about accomplishing these ends.