

ACTIVITY: Working Styles Questionnaire

Order your responses 1,2,3,4

1- **BEST** describes you/ colleague

4-**LEAST** describes you/ colleague

1. When performing a job, it is most important to me to		
You		Colleague
A []	do it correctly, regardless of the time involved	A []
B []	set deadlines and get it done.	B []
C []	work as a team, cooperatively with others	C []
D []	demonstrate my talents and enthusiasm	D []
2. The most enjoyable part of working on a job is		
A []	the information you need to do it	A []
B []	the results you achieve when it's done	B []
C []	the people you meet or work with	C []
D []	seeing how the job contributes to progress	D []
3. When I have several ways to get a job done, I usually		
A []	review the pros and cons of each way and choose	A []
B []	choose a way that I can begin to work immediately	B []
C []	discuss ways with others and choose the one most favoured	C []
D []	review the ways and follow my "gut" sense about what will work the best	D []
4. In working on a long-term job, it is most important to me to		
A []	understand and complete each step before going to the next step	A []
B []	seek a fast, efficient way to complete it	B []
C []	work on it with others in a team	C []
D []	keep the job stimulating and exciting	D []
5. I am willing to take a risky action if		
A []	there are facts to support my action	A []
B []	it gets the job done	B []
C []	it will not hurt others feelings	C []
D []	it feels right for the situation	D []

ACTIVITY: Working Style Score Sheet

Transfer the answers from the Working Styles Questionnaire onto the scoring grid below by entering the number you chose for each letter. Next, total the columns and record the answers in the space provided.

	You				Colleague			
1.	A ()	B ()	C ()	D ()	A ()	B ()	C ()	D ()
2.	A ()	B ()	C ()	D ()	A ()	B ()	C ()	D ()
3.	A ()	B ()	C ()	D ()	A ()	B ()	C ()	D ()
4.	A ()	B ()	C ()	D ()	A ()	B ()	C ()	D ()
5.	A ()	B ()	C ()	D ()	A ()	B ()	C ()	D ()
Totals	A ()	B ()	C ()	D ()	A ()	B ()	C ()	D ()

Your Lowest score is your preferred or dominant style in the case of a tied score you should pick the working style you feel is most like you.

- A = Analytical
- B = Driver
- C = Amiable
- D = Expressive

My preferred working style is :

My Colleagues preferred working style is:



TOOL: Working Style Characteristics

A–Analytical	B–Driver
Cautious actions and decisions	Takes action and acts decisively
Likes organization and structure	Likes control
Dislikes involvement with others	Dislikes inaction
Asks many questions about specific details	Prefers maximum freedom to manage self and others
Prefers objective, task-oriented work environment	Cool and independent, competitive with others
Wants to be accurate and therefore relies too much on data collection	Low tolerance for feelings, attitudes and advice of others
Seeks security and self-actualization	Works quickly and efficiently by themselves
C–Amiable	D–Expressive
Slow at taking action and making decisions	Spontaneous actions and decisions, risk taker
Likes close, personal relationships	Not limited by tradition
Dislikes interpersonal conflict	Likes involvement
Supports and “actively” listens to others	Generates new and innovative ideas
Weak at goal setting and self-direction	Tends to dream and get others caught up in the dream
Demonstrates excellent ability to gain support from others	Jumps from one activity to another
Works slowly and cohesively with others	Works quickly and excitingly with others
Seeks security and inclusion	Not good with follow-through



TOOL: Using Your Style with Other Styles

Other Style \ Your Style	Analytical	Driver	Amiable	Expressive
Analytical	Establish priority of tasks to be done. Commit to firm time frames for your work and stick to them	Take a deep breath, relax and slow down. With analyticals, you need to demonstrate you have considered all or most options or outcomes before moving ahead.	Cut short the social hour and get right down to the specifics. The more information you have to support your position, the better	Translate your vision into specific tasks or goals. Involve analyticals in research and developing the details of the plan of action.
Driver	Organize your work around major themes; prepare "executive summaries" with headings or bullets that state the conclusions first and supporting data and analysis second.	Remind each other of your similarities and your need to adopt qualities of the other styles.	Don't take anything personally. Getting results is what counts with drivers; be decisive and dynamic. Emphasize the bottom line.	Take time to think about what your vision really is; translate it into action steps with objectives and timelines.
Amiable	Start off on a personal note, gravitate to project specifics and expectations; emphasize the greater good of the project.	Spend time up front gaining trust and confidence; be inclusive. Be sure to be specific about deadlines, even when it seems obvious.	Laugh with each other about how important it is being relational. Then focus on what we really need to accomplish here and do it.	Tell them how important the team concept is to making your vision a reality. Give amiables the job of team building to make the dream come true.
Expressive	Jazz up your presentation; try to think of the BIG picture. Involve the expressive in developing the "vision" or marketing of the plan.	Be patient and try to work with a flip chart to harness creative spirits. Emphasize time lines and due dates. Build in flexibility to allow the free rein of creativity.	Engage the expressive with appreciation of their vision and creativity. Harness this energy to deal with pesky but important details only they can address.	Remind each other of your tendency to generate a lot of ideas without thinking through how to implement them!