



# **StyleView Report**

## **Prepared for Jill Sample**

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## Contents of Your Report

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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:

- An overview of five different styles of decision making.
- 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

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The StyleView 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:** Action vs. Analysis
- **Focus:** Single focus (focus on one solution) vs. Multiple focus (focus on many solutions)

People differ greatly in the styles they use when making decisions, communicating, and sharing information with others.

### The "Bottom-Line" for Career Choice:

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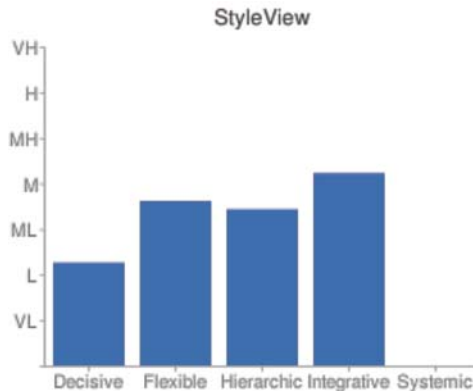
Because occupations can differ from one another in the demands they place on people for analysis, action, adaptability and steadiness, your use of different styles is an important factor in determining your fit with particular occupations and professions.

## Your Role Style Profile

### A Graphic Look at 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  
**Integrative**



As a role style, this is a thoughtful, open, and patient style.

Your *secondary* role style is  
**Flexible**



As a role style, this is a quick, friendly and agreeable style.

### Overview of Your Role Style

According to your assessment results, your primary and secondary role styles are Integrative and Flexible, respectively. This indicates that 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 an image of being patient, agreeable, open, and adaptive. You are likely to emphasize the importance of cooperation, harmony, and participation. Compared to people with Decisive and Hierarchic roles style combinations, you are likely to be seen as more tolerant and open to ideas. As a boss, people would probably describe you as sensitive, patient and very easy-going. However, some people might complain that you are too tolerant of others' behavior or that you seem hesitant to give clear and firm directions. As a subordinate, you probably would be viewed as cooperative and responsive. Your role style profile indicates that your primary role style is Integrative, and that your secondary style is Flexible. This indicates that Integrative is the role style that you will use most frequently, and that Flexible is the style you are most likely to use when you are not using your Integrative style. Both of these are open, multi-focused styles that are favorably disposed to, and responsive to, change. They differ mainly around information and analysis. The Flexible style is more action-oriented and the Integrative style is more analytic. When you shift from your Integrative to your Flexible style, you are likely to take on a faster, and less analytic pace, in dealing with other people. At these times, you may seem a bit less serious, and more likely to joke around and take things lightly, without thinking things through in as much depth. You are likely to be in your secondary, Flexible mode in interpersonal situations where you are feeling more pressure than usual. As you feel decreasing pressure and tension, you are likely to move back into your more analytic, primary, Integrative style.

### Ideal Occupations (Fit with the People)

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, Integrative, you are likely to be most successful in fields that require patiently interacting with people about issues that are complex, and which involve many different points of view that are likely to change often. Examples include law, consulting, and information technology.

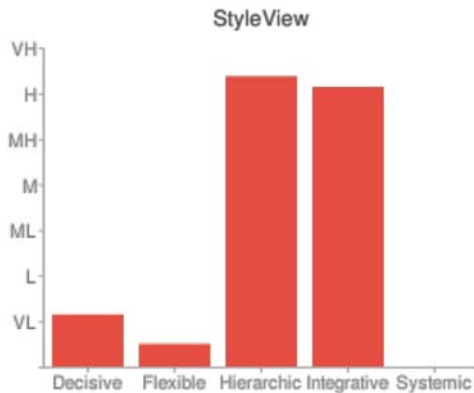
You should also make a note of this: Your profile shows that you use your secondary style, Flexible almost as much as your primary style. So, you should consider occupations that fit the Flexible style. These would be fields that require you to deal quickly and agreeably with many different kinds of people, particularly where the issues that need to be decided shift very fast and unpredictably. Examples include consulting, marketing, and human resources.

## Your Operating Style Profile

### A Graphic Look at 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* operating style is **Hierarchic**



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

Your *secondary* operating style is **Integrative**



As an operating style, this is an analytic and exploratory style.

### Overview of Your Operating Styles

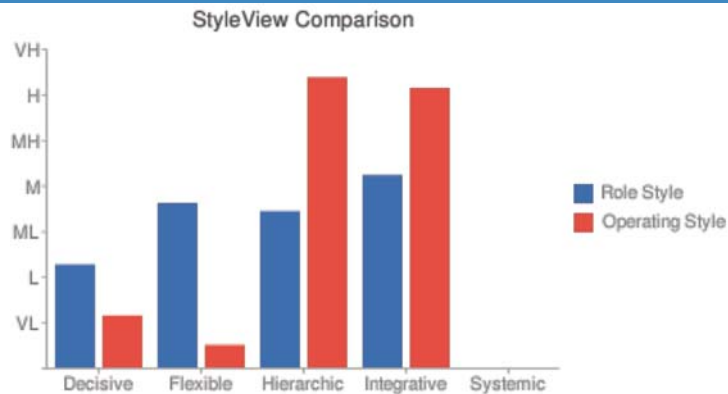
According to your operating style assessment, your primary style is Hierarchic and your secondary style is Integrative. Both of these are analytic styles that emphasize thinking things through before taking action. With Hierarchic as your primary style, the chances are that in most situations when you 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 particular course of action that clearly stands out as superior to others. Quality and long-range planning will be very important to you. However, with Integrative as your secondary style, there are likely to be times when you will look at a particularly broad range of possible courses of action, and you will feel particularly attracted to new ideas and to unusual and creative solutions that accomplish several different things at once. These times are most apt to occur when you are feeling somewhat more relaxed than usual and when you do not feel under much pressure. People who know you and who feel comfortable with you will appreciate your thoroughness, patience and command of information. People who feel less comfortable with you may see you as too inclined to get wrapped up in analysis and detail, as insufficiently responsive to schedules and deadlines. Generally, however, people with your style combination are viewed as excellent thinkers, planners and strategists.

### Ideal Occupations (Fit with Tasks and Decisions)

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. Examples of several occupations like these include real estate, human resources, and operations management.

However, you should keep this in mind: You appear to use your secondary style, Integrative almost as often as your primary style. So, you should also consider occupations that fit this style, too. Occupations that fit the Integrative style best are those where the work is complex and changing, requiring creative, analytic thinking. Examples include engineering, manufacturing, and senior management in large and diversified organizations.

## Overview



### Comparing your role style profile and your 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 from their impression of you after they come to know you well.

**Our reasoning is as follows:**

Your primary <b>role</b> style is:	Your primary <b>operating</b> style is:
Integrative	Hierarchic

### How you impress others

#### First impression of you

When people first meet you they are likely to see you as analytic and exploratory in your thinking. You are likely to seem open to others' ideas and input and as willing to patiently consider many different alternatives before making decisions.

#### 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 likely to single out and stick to a particular course of action that you regard as best than their first impression indicated you would.