

# IDENTIFYING YOUR STYLE



Quickly select those behaviors which are most-to-least characteristic of you at work. Moving left to right for each question, assign "4" to your most typical behavior, "3" to the next typical; then "2" and finally "1" to the behavior which seems least typical of you.

EXAMPLE: 3 directing	4 interacting	2 steady	1 cautious
L	P	K	B
1. ___ Competitive	___ Persuasive	___ Protective	___ Cautious
2. ___ Self-Assured	___ Enthusiastic	___ Patient	___ Analytical
3. ___ Decisive	___ Open	___ Relaxed	___ Methodical
4. ___ Assertive	___ Talkative	___ Modest	___ Organized
5. ___ Adventurous	___ Optimistic	___ Predictable	___ Logical
6. ___ Dominating	___ Outgoing	___ Easy-Going	___ Consistent
7. ___ Directing	___ Spontaneous	___ Accepting	___ Detailed
8. ___ Persistent	___ Sensitive	___ Sincere	___ Perfectionist
9. ___ Daring	___ Impulsive	___ Stabilizing	___ Reserved
10. ___ Results Oriented	___ People-Oriented	___ Loyal	___ Quality-Oriented
_____ TOTAL	_____ TOTAL	_____ TOTAL	_____ TOTAL

## INSTRUCTIONS FOR COUNTING AND GRAPHING

1. Total the numbers in each of the four columns respectively. Place the total number for each column in the blank at the bottom of the column.
2. Check your accuracy by adding all the column totals together. When all four columns are added together, they should equal 100.
3. The higher your total in a certain column, the more intense is your particular style. Note the letter at the top of the column which corresponds to your highest score.

Plan a party by groups



### DIRECTING LION

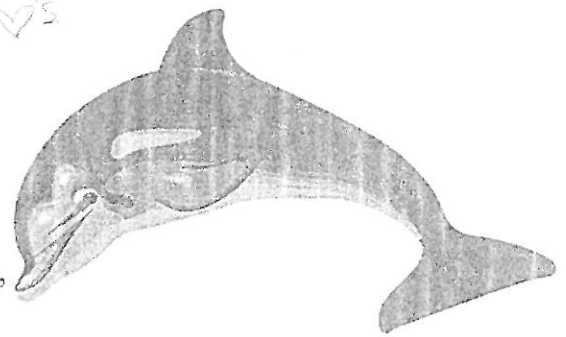
"I know what I want and go after it!"  
"I enjoy taking charge of situations."  
"I take on new challenges that are a real test for me."  
"You'll know who I am by my steady eye contact and firm handshake."

not always right  
No detail  
think big

### INTERACTING PORPOISE

ppl's

"I make new friends easily and always want to be included."  
"I prefer freedom from control, detail and complexity."  
"I really enjoy entertaining and motivating people."  
"You'll know who I am by my animated and informal style of communication."



### STEADY PANDA BEAR

Cautious

aka-Koala



"I'm most comfortable when I know what others expect of me."  
"I prefer it when things go smoothly and I don't like change."  
"I receive satisfaction from working together with others."  
"You'll know who I am by my intermittent eye contact, gentle handshake and less forceful tone of voice."

### CAUTIOUS BEAVER

organized  
uncomfortable  
w/conflict

"I have a need to do things correctly because I'm uncomfortable making mistakes."  
"I prefer to be careful, quiet and observant."  
like situations where I have the freedom to concentrate on perfecting ideas and work without interruption."  
"You'll know me by my reserved nature, slow speech and attention to detail."



# THE LION

## **The Lion Most Often:**

Asks "what" questions--not as interested in "who" "how" or "why."  
Seeks control and strives for immediate, tangible results.  
Delegates detail and focuses on the bottom line.  
Overcomes opposition and completes tasks on time.  
Takes risks and implements changes.  
Interprets rules and makes quick decisions.  
Downplays feelings and relationships.  
Asks fewer questions--makes more statements.  
Talks more than listens.  
Outwardly displays high self-confidence.



## **The Lion is Motivated By:**

Difficult assignments, power, prestige, challenge, competition, variety, opportunity for individual accomplishment, freedom from control and supervision, and potential for growth.

## **For Balance in Teamwork, The Lion Needs Others Who Will:**

Weigh pros and cons. Research facts. Structure a predictable environment.  
Handle the detail. Calculate risks.

## **To Improve Relationships with Lions:**

Focus on results. Be efficient. Minimize small talk. Use a few facts and logic to convince. Avoid detail. Agree with the facts, not the ideas.

## **For Lions To Be More Effective They Need To:**

Recognize the worth of practical experience.  
Realize their own need for and appreciation of people.  
Release some control in order to benefit from the talents of others.  
Slow his/her pace.

# THE PORPOISE

## **The Porpoise Most Often:**

Asks "who" questions--not as interested in "what" "how" or "why."  
Operates spontaneously but strives for noticeable results.  
Initiates contact with people and desires to help others.  
Seeks freedom from detail and control.  
Generates enthusiasm and brings others into alliance to accomplish tasks.  
Brainstorms creative ideas and participates well as a team player.  
Emphasizes relationships and openly expresses feelings.  
Takes risks when pressured by others to do so.  
Needs frequent breaks because of shorter attention span.



## **The Porpoise Is Motivated By:**

New assignments, participatory management, known and obtainable goals, high visibility tasks, social recognition, freedom of expression, group activities outside of the job, and opportunity to verbalize proposals.

## **For Balance in Teamwork, The Porpoise Needs Others Who Will:**

Appreciate sincerity. Provide immediate feedback about his/her work.  
Concentrate on the tasks at hand. Seek facts. Prefer dealing with things more than people. Organize time and follow-up on projects.

## **To Improve Relationships With Porpoises:**

Focus on ideas and people. Provide verbal approval and recognition. Treat with warmth. Recognize special talents and accomplishments. Be friendly and encourage conversation. Use stories to prove points. Support their help of others. Avoid detail. Offer incentive for challenge.

## **For Porpoises To Be More Effective They Need To:**

Control time and adhere to deadlines.  
Make more objective decisions and more realistic appraisals.  
Spend more time checking, verifying and organizing or locating someone to handle these areas.  
Accept direction.

Panda

## THE BEAR

### **The Bear Most Often:**

Asks "how" questions--not as interested in "what" "who" or "why."

Cooperates with others and makes only group decisions to carry out the task.

Performs routine and specialized work in a predictable manner.

when to complete a task.

Seeks stability and security in personal and professional lives.

taking risks.

Listens more than talks and calms heated discussions.

Demonstrates patience and loyalty.



### **The Bear Is Motivated By:**

Similar assignments along with the same people, clearly stated ground rules and procedures, identification with a group, sincere appreciation, and organization in the workplace.

### **For Balance in Teamwork, The Bear Needs Others Who Will:**

Provide time tables and overall structure. React quickly to unexpected change.

Become flexible and involved in more than one task. Apply pressure on others for task completion. Delegate tasks.

### **To Improve Relationships with Bears:**

Be friendly and sincere. Notify before making any changes. Explain the importance of their role in reaching a goal. Emphasize how specific actions will minimize risks.

### **For Koalas To Be More Effective They Need To:**

Validate own self worth and have more confidence in the abilities of others.

Respect and take part in healthy disagreements and problem solving.

Become open to new ideas.

Let go of need for known and certain in order to grow and adjust to today.

# THE BEAVER

## **The Beaver Most Often:**

- Asks "why" questions--not as interested in "what" "who" or "how."
- Works within existing circumstances to produce quality rather than quantity.
- Bases decisions on logical thinking and critical analysis.
- Generates many unique perspectives and ideas as view situations from many angles--often left unstated.
- Focuses on key directives and details, checking and rechecking for accuracy.
- Develops long term strategies and thorough plans rather than to react to given situations.
- Works with complete data systems or develops their own.
- Takes few risks.
- Asks many questions as part of fact finding--makes statements as necessary.



## **The Beaver Is Motivated By:**

- Standard operating procedures, goals, fears, organized workplace, opportunity for careful planning, exact job descriptions and objectives, scheduled performance appraisals, responsiveness to individual efforts, back-up plans for action, assurance of security.

## **For Balance in Teamwork, The Beaver Needs Others Who Will:**

Make Quick decisions. Compromise with the opposition. Use policies only as guidelines.

## **To Improve Relationships With Beavers:**

Respect the need for privacy and detail. Focus on step-by-step explanations. Avoid surprising changes and violating the Beaver's standards. Provide pros and cons to persuade and disagree with the facts, not the person. Hold to minimum socializing at work.

## **For Beavers To Be More Effective They Need To:**

Share their vast information stores with less concern over the opinions of others.  
Develop tolerance for healthy conflict.  
Remember to laugh at themselves and others.