

# 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

<b>Style: Driver</b>		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Descriptor Above is 1</b>	<b>My Tally is...</b>															
<b>Style: Expressive</b>		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Descriptor Above is 2</b>	<b>My Tally is...</b>															
<b>Style: Amiable</b>		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Descriptor Above is 3</b>	<b>My Tally is...</b>															
<b>Style: Analytic</b>		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Descriptor Above is 4</b>	<b>My Tally is...</b>															

**Total of the 4 categories should equal 24.**

**Please send the information below to Debra Liner**

**Hi Debra, My Dominant personal style is \_\_\_\_\_ with a score of \_\_\_\_\_. My Back-up personal style is \_\_\_\_\_ with a score of \_\_\_\_\_. Sincerely, \_\_\_\_\_.**

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## Personal Style Inventory

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

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

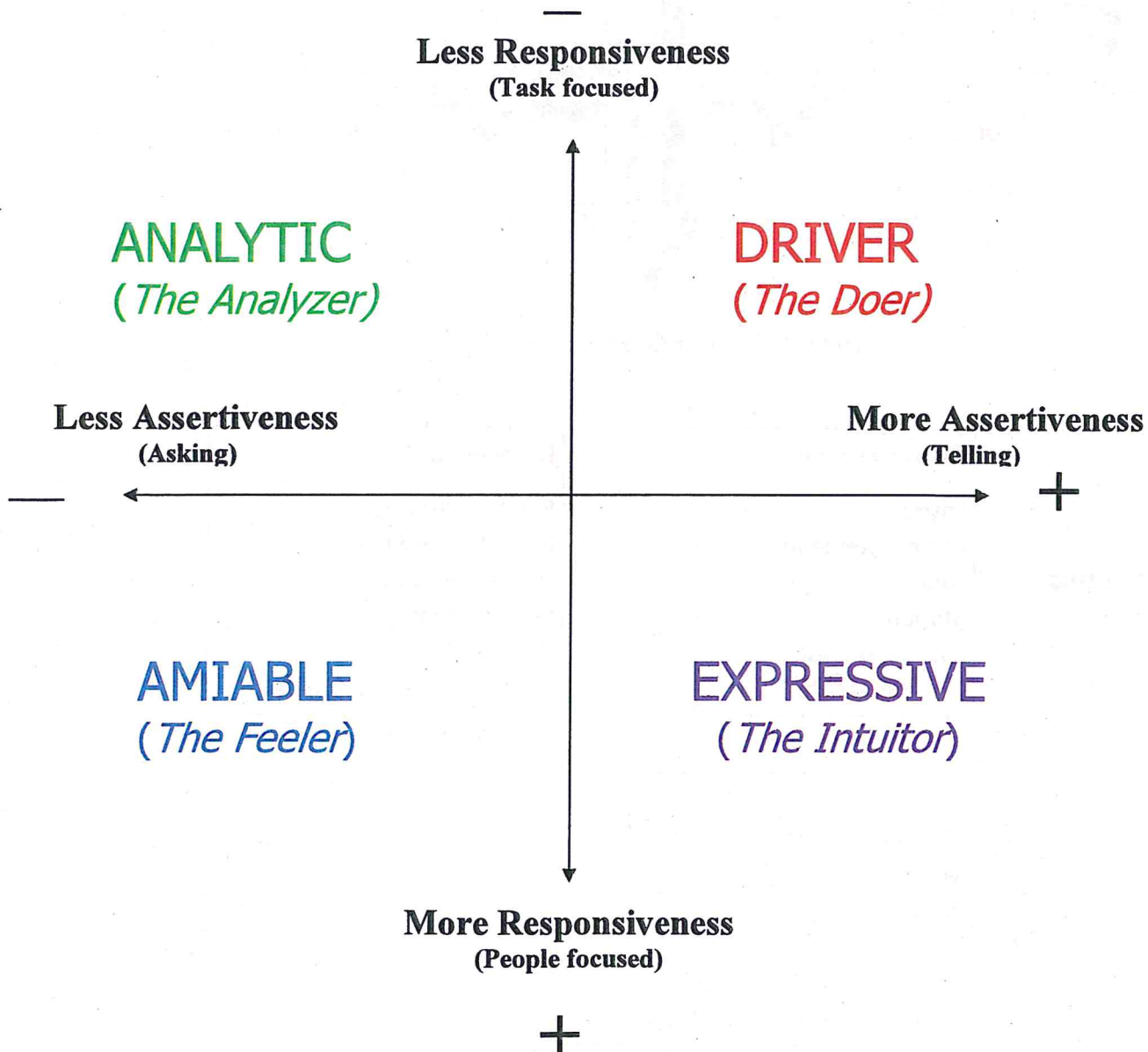
Source: David Merrill & Roger Reid, *Personal Styles and Effective Performance*, 1981

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# Personal Styles/Social Styles

“Habitual Ways of Interacting”

Model: A balance of “Assertiveness” and “Responsiveness”



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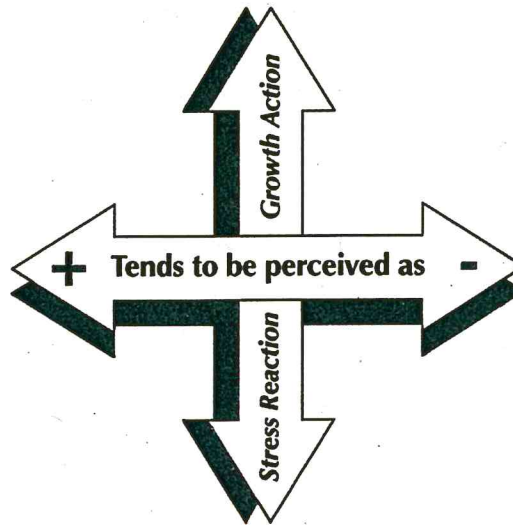
## The DRIVER STYLE: Task Specialist

**The Doer**



**Strong willed**  
**Independent**  
**Practical**  
**Decisive**  
**Efficient**

**LISTEN MORE**



**Pushy**  
**Severe**  
**Tough**  
**Dominating**  
**Harsh**

### AUTOCRATIC POWER BEHAVIORS

**Behaviors of this Style**

**Verbal/Vocal**

Faster  
More statements  
Louder  
Monotone  
Focuses on task  
Uses facts/data

**Non-Verbal**

Points at others  
Leans forward to make point  
Direct eye contact  
Closed hands  
Rigid posture  
Controlled facial expression

**Ways to recognize this Style**

Swift reaction time  
Maximum effort to control  
Minimum concern for caution in relationships  
Present time frame  
Direct action  
Tendency to reject inaction  
Need for control/results/achievement

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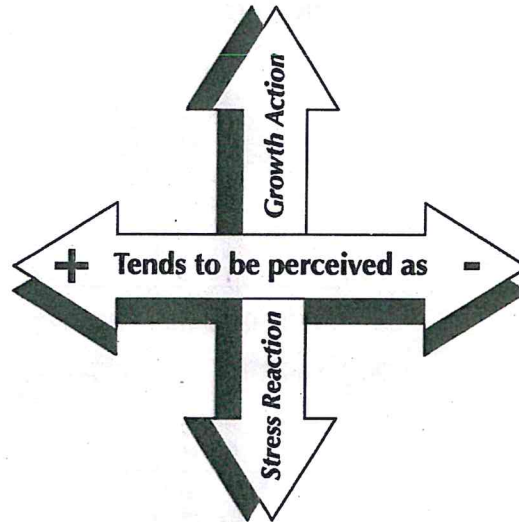
## The AMIABLE STYLE: Relationship Specialist

### The Feeler



Supportive  
Respectful  
Willing  
Dependable  
Agreeable

### INITIATE ACTION / SPEAK UP



Conforming  
Unsure  
Pliable  
Dependent  
Awkward

### COMPLYING BEHAVIORS

#### Behaviors of this Style

##### Verbal/Vocal

Slower  
Fewer statements  
Softer  
Uses vocal inflection  
Focuses on people  
Uses opinions/stories

##### Non-Verbal

Hands relaxed or cupped  
Leans back while talking  
Indirect eye contact  
Open palms  
Casual posture  
Animated expression

#### Ways to recognize this Style

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

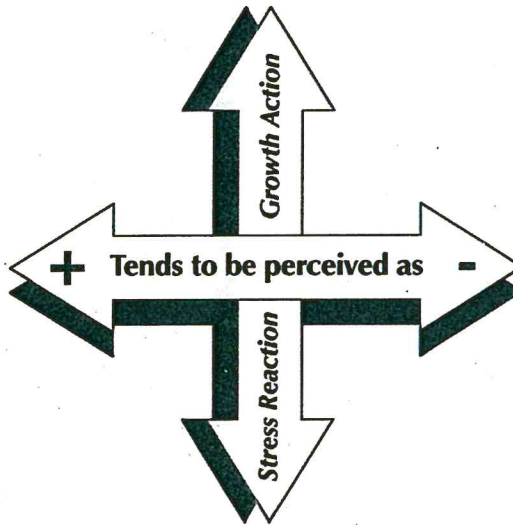
## The EXPRESSIVE STYLE: Social Recognition Specialist

### The Intuitor

### "CHECK" YOUR OWN BEHAVIOR/ENTHUSIASM



Ambitious  
Stimulating  
Enthusiastic  
Dramatic  
Friendly



Manipulative  
Excitable  
Undisciplined  
Reacting  
Egotistical

### PERSONAL ATTACK BEHAVIORS

#### Behaviors of this Style

#### Verbal/Vocal

Faster  
More statements  
Louder  
Uses vocal inflection  
Focuses on people  
Uses opinions/stories

#### Non-Verbal

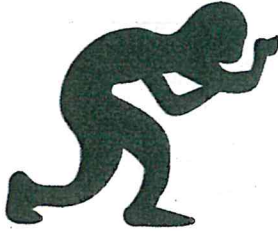
Points at others  
Leans forward to make point  
Direct eye contact  
Open palms  
Casual posture  
Animated expression

#### Ways to recognize this Style

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

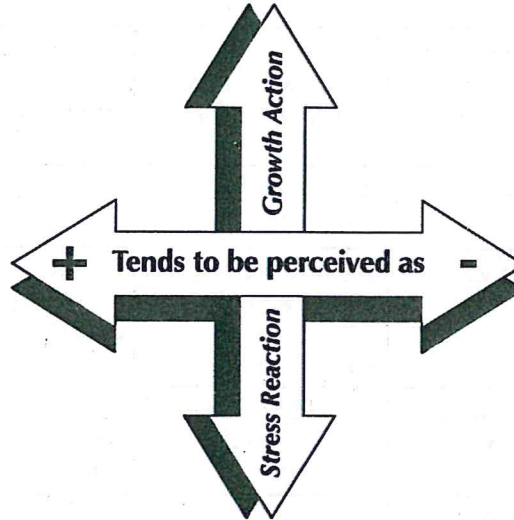
## The ANALYTIC STYLE: Technical Specialist

### The Analyzer



Industrious  
Persistent  
Serious  
Exacting  
Orderly

### DECLARE A DECISION/DIRECTION



Critical  
Indecisive  
Stuffy  
Picky  
Moralistic

### AVOIDANCE BEHAVIORS

#### Behaviors of this Style

##### Verbal/Vocal

Slower  
Fewer statements  
Softer  
Monotone  
Focuses on task  
Uses facts/data

##### Non-Verbal

Hands relaxed or cupped  
Leans back while talking  
Indirect eye contact  
Closed hands  
Rigid posture  
Controlled facial expression

#### Ways to recognize this Style

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

## Overview of Personal Styles Characteristics

(Including Tips for working with other types)

FACTORS	DRIVERS	EXPRESSIVES	AMIABLES	ANALYTICS
<b>Recognizing the Style</b>	Action oriented: like their own way, decisive, want to get job done.	Enthusiastic especially about ideas they're presenting	People connected: friendly, like positive attention, are helpful	Detail and fact oriented: like data, ask many questions, think systematically
<b>React to Tension by...</b>	Taking charge, taking more control	Selling their ideas or arguments	Becoming silent and withdrawing	Seeking more data and information
<b>Time Orientation and Decision Making:</b>	Now oriented: want options and probabilities	Future oriented: make impulsive decisions, swayed by testimonials	Present oriented: want decisions good for people	Historically oriented: slow to decide – must be good for future, always need more data
<b>What They Dislike</b>	Wasting time, trying to decide for them	Boring explanations, wasting time with too many facts	Rejection, being treated with uncaring and unfeeling attitudes	Making an error, being unprepared, spontaneity
<b>Under Stress Will Tend to...</b>	Become autocratic and authoritarian	Blame and attack others	Acquiesce to preserve the peace	Withdraw into facts and principles
<b>Best Way to Deal with:</b>	Let them be in charge	Get excited with them, show emotion	Be supportive show you care	Provide framework and information
<b>Measure Self by ...</b>	Results, getting job completed	Recognition, applause, feedback	Friends, close relationships	Accuracy, reliability of information
<b>Must be allowed to...</b>	Strive, to win and be competitive	Get ahead quickly, they like challenges	Relax, feel care about others; they like to know others care	Make decisions at own pace – not pressured
<b>Will Improve with...</b>	Responsibilities that require cooperation with others	Recognition, some structure to help achieve goals	A structure of goals with methods for achieving goals	Closure, interpersonal communications skills
<b>Like to Save...</b>	Control: Like efficiency, getting things done now	Effort: Rely heavily on feeling, hunches, intuition	Relationships: Friends are very important	Face: hate to make errors, be wrong
<b>Tend to Ask</b>	Discuss & answer the "What?" questions	Ask & answer the "Who?" questions	Prepare to answer the "Why?" questions	Prepare to answer the "How?" questions
<b>Key Trust Issue to Meet:</b>	Will you tell me directly?	Will you accept me for who I am?	Can I count on you to help me?	Will you do what you say you'll do?
<b>An Effective Supervisor/ Leader Will...</b>	Allow them freedom to do things their own way	Inspire them to bigger and better accomplishments, give freedom to adapt	Show caring; provide details of specific goals and activities to be accomplished	Provide structure; communicate what data is important to the task
<b>Critical Skill Needed</b>	Listen and ask	Listen and focus in communications	Speak up on goals and issues	Speak up on people, issues, feelings

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# Third Dimension of Personal Styles Model

## Versatility

The Versatility dimension reflects the degree to which you are perceived as being willing (and able) to change your preferred behaviors to make others more comfortable in an interaction.

To build your versatility, identify some “growth actions” for yourself and employ the following skills to shape new behaviors:

- Listen
- Be aware (of your behaviors and others)
- Observe and consider others’ personal styles, including those whose styles you do not know
- Self-reflect
- Practice new skills

The results of greater versatility will be that:

- Others (and you!) remain comfortable, non-defensive and **EFFECTIVE** in their communication and relationships with you
- You and your team will have greater success in working with others in realizing identified goals

## “Growth Actions” to Improve Versatility

### If you are an Analytic:

- Declare, take a stand, make a decision
- Show emotional support for the feelings of others
- Show some excitement and involvement in a relationship
- Talk personally with people about their ideas, not dwelling strictly on technical and abstract subjects

### If you are a Driver:

- LISTEN
- Build cooperation into work relationships, talk about other people’s ideas
- Avoid the temptation to answer every question immediately
- Learn to make social small talk

### If you are an Amiable:

- Initiate action, provide some direction and stick to goals and objectives
- Limit the extent to which you pull others into your personal matters
- Keep communication more in line with business behaviors and issues

### If you are an Expressive:

- Check yourself, slow down enough to consider the facts and feelings of others
- Center conversation less on self
- Tone down emotional reactions by presenting factual information and assist in defining goals
- Talk more slowly and less during stressful situations

**These are only generalized suggestions.  
Find the ones that work for you and those with whom you interact.**

## Versatility Tips to Apply to Other Styles

### Working with Analytics:

- Prepare to answer HOW
- Provide data (graphs, stats)
- List pros and cons
- Be accurate, logical
- Give them time
- Provide deadlines
- Don't rush or surprise

### Working with Drivers:

- Discuss and answer WHAT
- Keep fast-paced
- Do not waste time (get to the point!)
- Be business-like
- Give them choices (allows some control)
- Be direct

### Working with Amiables:

- Prepare to answer WHY
- Use friendly tone of voice, lots of eye contact
- Ask them instead of telling
- Draw out their opinions
- Inquire about personal life (appropriately)
- Define expectations
- Strive for harmony
- Avoid deciding everything for them

### Working with Expressives:

- Ask and answer WHO
- Keep faster pace, direct eye contact
- Be enthusiastic, allow for fun
- Support creativity, intuition
- Talk about the big picture, less on details
- Handle details for them
- Value feelings and opinions
- Be flexible

**These are only generalized suggestions.**

**Find the ones that work for you and those with whom you interact.**

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