Behavioral-style Evaluation

As you read the descriptions of *supportiveness* and *directness*, you undoubtedly compared your own characteristics to those being described. Now you have an opportunity to determine your own style. This evaluation is a selected list of statements and adjectives derived from managerial, psychological and sociological literature describing observable supporting, controlling, direct, and indirect behaviors.

By completing the Behavioral-style Evaluation below and plotting your score on a grid, you will develop a behavioral "self-portrait. Remember – you must understand your own behavior style before you can begin to adapt it to others.

**Instructions:** Compare each set of statements. Then circle the letter S (Supporting), C (Controlling), I (Indirect), or D (Direct) that best describes you in most situations and with most people.

1. S More open to getting to know people better and establishing new relationships, OR
   C Exerts more control over who he/she gets involved with, including how well you get to know them

2. C Focuses conversations on tasks, issues, business or subject at hand OR
   S Allows conversations to take the direction of interest of the parties involved, even though this may stray from the business or subject at hand

3. I A less frequent contributor to group conversations OR
   D A more frequent contributor to group conversations

4. I Tends to keep personal thoughts or feelings private, sharing only when asked and necessary, OR
   D Tends to express personal thoughts or feelings about things, whether asked to or not

5. C Tends to make decisions based on objectives, facts, or evidence, OR
   S Tends to make decisions based on feelings, experiences, or relationships

6. D Frequently uses gestures, facial expressions, and voice intonation to emphasize points, OR
   I Less likely to use gestures, facial expressions, and voice intonation to emphasize points

7. D More likely to make statements: "That's the way it is!" or, "I feel…", OR
   I More likely to ask questions or speak less assertively: "How does this fit?" or, "As I understand it…"

8. C More likely to expect and respond to conflicts, OR
   S Less likely to expect conflict and more motivated to personally deal with conflicts when they arise

9. S More likely to accept others' points of view (ideas, feelings, and concerns) OR
   C Less likely to accept other people's points of view (ideas, feelings, and concerns)

10. C Tends to focus mostly on the idea, concept, or outcome OR
    S Tends to focus primarily on the interest level, person involved, and process

11. I More likely to wait for others to introduce him/her at social gatherings, OR
    D More likely to introduce self at social gatherings

12. S More open about own time involvement with others, OR
    C Less open about own time involvement with others

13. C Likely to stick with own agendas and concerns while tuning into the power motives of others, OR
    S Likely to tune into others' agendas and concerns while minimizing any conflict or disagreement

14. I Tends to remain involved with known situations, conditions, and relationships, OR
    D Tends to seek new experiences, situations, and opportunities

15. D Likely to express own views more readily, OR
    I Likely to reserve the expression of own views

16. I Tends to react more slowly and deliberately, OR
    D Tends to react more quickly and spontaneously

17. C Prefers to work independently or dictate the conditions as it involves others, OR
    S Prefers to work with and through others, providing support when possible

18. I Likely to respond to risk and change in a more cautious or predictable manner, OR
    D Likely to respond to risk and change in a more dynamic or unpredictable manner

**Total numbers of**

S’s _______ - C’s _______ =

D’s _______ - I’s _______ =

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Instructions: Plot all your behavioral-style assessments on the grid.