

StyleView Report

Prepared for:

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StyleView™ Basics

A guide to understanding your Decision Styles Profile

Decision Styles are habits of thinking, problem solving and decision-making that people develop over time from interactions with other people and from dealing with the ebb and flow of complexities and pressures in every day life. They are formed through experience. Consequently, people whose experiences differ develop very different styles of decision-making.

The following guide defines concepts and terms used in your StyleView Report for describing Decision Styles and the various factors that differentiate styles.

Each Decision Style is composed of two factors: **information use** and **solution focus**.

Information Use refers to the amount of information a style uses to reach a decision.

Satisficer styles engage a low to moderate amount of information. They use essential facts and are quickly *satisfied* that they have gathered sufficient information to proceed.

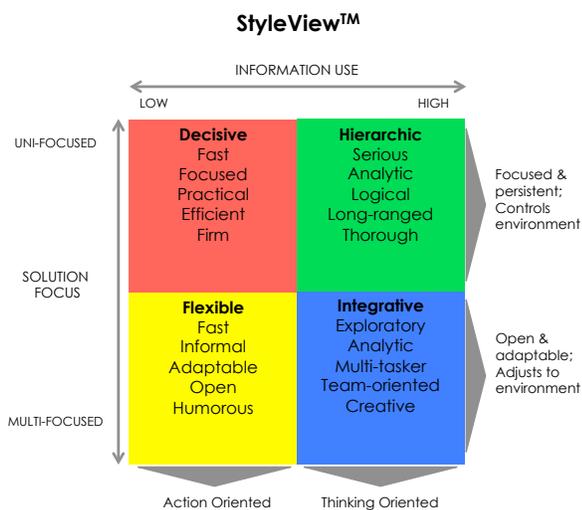
Maximizer styles take in a lot of information and think extensively about that information before deciding. They *maximize* information.

Solution Focus describes what is ultimately done with the information each style has gathered.

Uni-Focused styles zero-in on a single goal or objective and then find a path for achieving that goal. Once the strategy is identified, they stay the course.

Multi-Focused styles look for solutions that achieve multiple goals. No one strategy is likely to suffice and they will adapt and modify their strategies as situations evolve.

When combined, information use and solution focus create the four Decision Styles pictured in the StyleView model matrix below.



There are four Decision Styles that express themselves in individuals' behavior and thinking patterns. There are no right or wrong styles, however different styles are appropriate for different situations.

The **Decisive** style is uni-focused and satisfying. It quickly grabs a few key facts and decides on one course of action.

The **Flexible** style is multi-focused and satisfying. It quickly generates many ideas to adapt to changing circumstances.

The **Hierarchic** style is uni-focused and maximizing. It carefully gathers a lot of information before reaching the right long-term goal.

The **Integrative** style is multi-focused and maximizing. It engages with large amounts of information to generate unique and multifaceted strategies and aims.

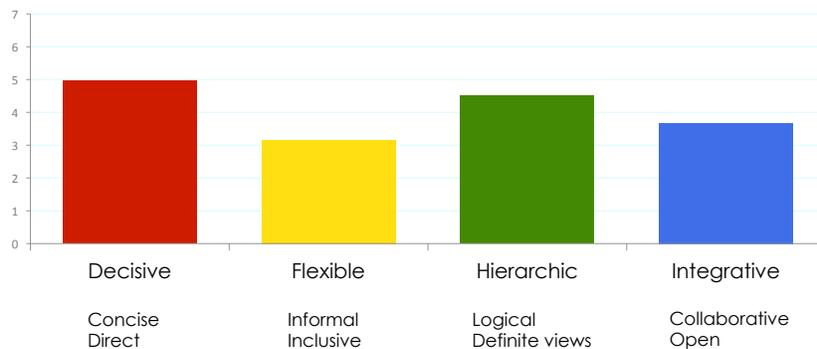
Two Sides to Your Style

Interpersonal Role Style: Your Interpersonal Role Style Profile describes your likely behaviors when working with people with whom you are not very familiar.

Operating Style: Your Operating Style Profile describes your likely behaviors when working alone or with a few close colleagues.

When people are aware of the need to present an appropriate image, they usually behave in a manner that reflects what we call *interpersonal role style*. People tend to be in role style when interacting with others with whom they are not very familiar or when in relatively formal circumstances, such as attending a large meeting or making a presentation. This is when people will behave in whatever way they believe that they *should* behave.

Interpersonal Role Style



Your Primary Role Style is Decisive

Decisive appears to be your most frequently used style when interacting with others. This indicates that you tend to keep communications clear, direct, to-the-point, and practical. You likely avoid detailed explanation, complexity, or ambiguity. This style is most effective in situations where tasks or decisions are relatively simple, routine, or familiar and, where it is important to keep things running smoothly and on schedule.

Your Secondary Role Style is Hierarchic

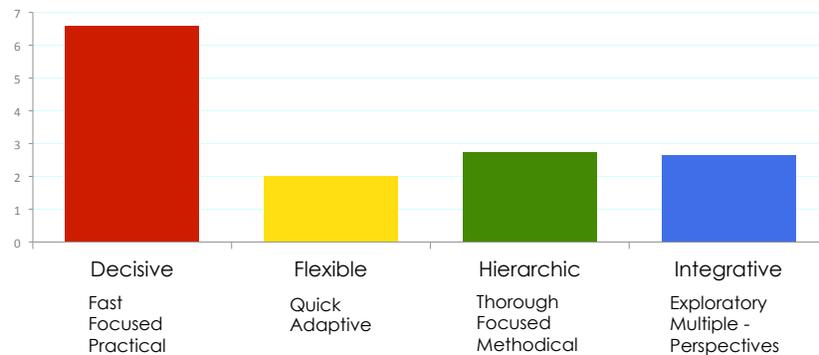
Hierarchic appears to be your second most frequently used role style. This indicates that, at other times, you tend to be clear, detailed, and logical in your communications and explanations. You are likely to be prepared to articulate ideas and strategies clearly, with supportive explanation, logic, and reasoning. The Hierarchic style is likely to be most effective in situations where the issues at hand are fairly complex and decisions have important, long-term consequences. In these situations, the Hierarchic style is useful for developing and maintaining focus on a particular goal or strategy, and making sure that things are running smoothly.

Your Least-Used Role Style is Flexible

The Role style that you appear to be least likely to use is Flexible. This style involves the tendency to keep communications casual and to solicit input from many people, showing an active interest in others' ideas, points of view and preferences.

A person's *operating style* profile represents the styles that a person is most likely to fall into naturally when going about a task or when making a decision without being aware of how he or she is thinking or behaving. Operating styles are the styles that a person uses when that individual's attention is focused on a decision that must be made or on a task immediately at hand.

Operating Style



Your Primary Operating Style is Decisive

Decisive appears to be your most frequently used style when working alone or with close associates, and just going about things in whatever way comes most naturally. This suggests that you tend to focus on a few key factors in making a decision, and then stay the course once a decision is reached. You likely concentrate on getting things done and moving things forward. You are likely to be comfortable in situations where time is of the essence, especially when the issues to be decided are clear and uncomplicated.

Your Secondary Operating Style is Hierarchic

Hierarchic appears to be your second most frequently used operating style. While in this style, you will tend to step back and look at the big picture in a lot of detail, and then carefully select a course of action that stands out clearly as superior for achieving a very specific goal or outcome. You are also probably comfortable in situations where the issue to be handled is complex and requires a high quality solution that can stand the test of time and that is not likely to be modified or changed.

Your Least-Used Operating Style is Flexible

The operating style that you appear to use least frequently is Flexible. This style involves the tendency to see a lot of objectives as desirable and, correspondingly, a lot of possible courses of action. When in this Flexible mode, you would move quickly from one course of action to another as things change or as you see new possibilities.