Decision Style Inventory

The following items represent four patterns of decision making. It is possible that you have additional responses but you are asked to RANK ORDER YOUR PREFERENCES FOR ONLY THE FOUR CHOICES GIVEN. Please score these items as you normally see yourself in your work situation, not what you believe is correct or desirable.

Use the following numbers to complete each statement:

8 - when the completion is MOST like you.
4 - when the completion is MODERATELY like you.
2 - when the completion is SLIGHTLY like you.
1 - when the completion is LEAST like you.

Example:

I feel that people should be:

   8 dependable    1 intelligent    4 ethical    2 compassionate

Please use each number only once for each item.

1. My prime objective is to:
   ___ have a position with status
   ___ be the best in my field
   ___ achieve recognition for my work
   ___ feel secure in my job

2. I enjoy jobs that:
   ___ are technical and well-defined
   ___ have considerable variety
   ___ allow independent action
   ___ involve people

3. I expect people who work for me to be:
   ___ productive and fast
   ___ highly capable
   ___ committed and responsive
   ___ receptive to suggestions

4. In my job, I look for:
   ___ practical results
   ___ the best solutions
   ___ new approaches and ideas
   ___ good working environment

5. I communicate best with others:
   ___ in a direct one-to-one basis
   ___ in writing
   ___ by having a group discussion
   ___ in a formal meeting
6. In my planning, I emphasize:

___ current problems    ___ meeting objectives    ___ future goals    ___ developing people’s careers

7. When solving a problem, I:

___ rely on proven approaches    ___ apply careful analysis    ___ look for creative approaches    ___ rely on my feelings

8. When using information, I prefer:

___ specific facts    ___ accurate and complete data    ___ broad coverage of many options    ___ limited data which is easily understood

9. When I am not sure about what to do, I:

___ rely on intuition    ___ search for facts    ___ look for a possible compromise    ___ wait before making a decision

10. Whenever possible, I avoid:

___ long debates    ___ incomplete work    ___ using numbers or formulas    ___ conflict with others

11. I am especially good at:

___ remembering dates and facts    ___ solving difficult problems    ___ seeing many possibilities    ___ interacting with others

12. When time is important, I:

___ decide and act quickly    ___ follow plans and priorities    ___ refuse to be pressured    ___ seek guidance or support

13. In social settings, I generally:

___ speak with others    ___ think about what is being said    ___ observe what is going on    ___ listen to the conversation

14. I am good at remembering:

___ people’s names    ___ places we met    ___ people’s faces    ___ people’s personality
15. The work I do provides me:

___ the power to influence others
___ challenging assignments
___ achieving my personal goals
___ acceptance by the group

16. I work well with those who are:

___ energetic and ambitious
___ self-confident
___ open minded
___ polite and trusting

17. When under stress, I:

___ become anxious
___ concentrate on the problem
___ become frustrated
___ am forgetful

18. Others consider me to be:

___ aggressive
___ disciplined
___ imaginative
___ supportive

19. My decisions typically are:

___ realistic and direct
___ systematic or abstract
___ broad and flexible
___ sensitive to the needs of others

20. I dislike:

___ losing control
___ boring work
___ following rules
___ being rejected

(c) A.J. Rowe 6/6/81; REV. 3/3/83; Retyped 3/31/97

Score the inventory by adding the total points in each of the four columns. The sum of your four column totals should be 300.

Place your scores and preference levels in the appropriate boxes in the table:

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<thead>
<tr>
<th>Analytic II</th>
<th>Conceptual III</th>
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<tr>
<th>Directive I</th>
<th>Behavioral IV</th>
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