

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 inde-
pendent
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 cover-
age 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:

Analytic II _____ _____	Conceptual III _____ _____
Directive I _____ _____	Behavioral IV _____ _____