



BEHAVIOURAL STYLES - QUESTIONNAIRE

Purpose

This questionnaire will help you in planning how to be as effective as possible when dealing with other people. By understanding your own style, and the style of people you deal with, you can be more successful at getting agreement and commitment.

Task

Think of a specific person you like, perhaps a work colleague or a good friend. With this person in mind, please look at each line on the following two-page questionnaire. Each line has words at each end which are opposites. For example, the first line of the questionnaire goes from "Formal" to "Informal". Where would you put the person you are thinking about?

If you think the person is **very** formal, put a plus (+) sign in box 0 or 1.

If you think they are very **informal**, put a + in box 9 or 10.

If you think they are somewhere in between, put a plus (+) sign in the most suitable box.

Do not spend too much time thinking about each line; what is important is that you put down how **you** see this person.

Now think of a person you dislike or perhaps find it difficult to get on with, and repeat the exercise. This time mark the appropriate box with a minus (-) sign.

Finally, repeat the exercise. This time, rate yourself as you think others see you. Mark the appropriate box with a capital (I).



Rating Self Controlled and Spontaneous Behaviour

	0	1	2	3	4	5	6	7	8	9	10	
Formal												Informal
Controlled												Responsive
Disciplined												Spontaneous
Head Orientated												Gut Or Heart Orientated
Appears Organised												Appears Disorganised
Reserved												Impulsive
Withholds Feelings												Expresses Feelings
Task Orientated												Relationship Orientated
Cold												Warm
Distant												Close

Page Totals:

Person 1	
Person 2	
Person 3	



Rating easy going and dominant behaviour

	0	1	2	3	4	5	6	7	8	9	10	
Passive And Gentle												Aggressive And Pushy
Hesitant And Quiet Communicator												Communicates And Talks Readily
Appears Shy												Appears Confident
Submissive And Relaxed												Authoritative And Assertive
Goes Along												Takes Charge
Asks Questions												Makes Statements
Accepts Others' Views												Challenges Others Views
Subdued/ Stand-offish												Overbearing
Appears Thoughtful												Appears Active
Indirect												Direct

Page Totals:

Person 1	
Person 2	
Person 3	

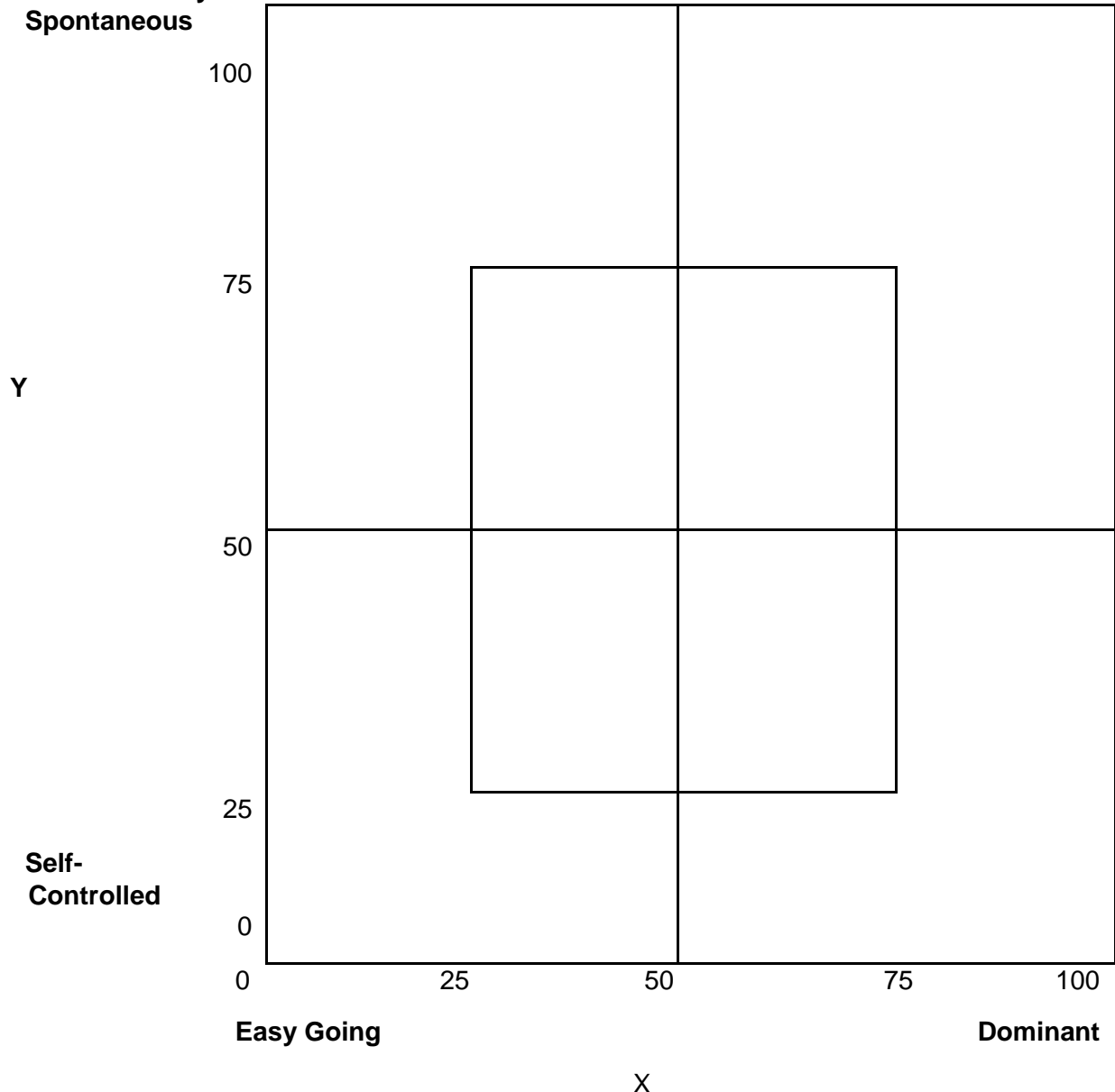


Plotting the styles

Your answers to the questionnaire can be turned into a 'picture' of the person you were thinking about. Each tick for the person scores the number at the top of the column. Add up the total score for each person separately on the first page of the questionnaire and write it at the bottom of the page. Now do the same for the second page.

Mark the score for the first page ("Self-Control-Spontaneous") on the vertical side (Y Axis) of the Behavioural Style Box. Mark the score for the second page ("Easy Going - Dominant") on the horizontal side (X Axis) of the Behavioural Style Box. The position of the person concerned is at the intersection of these two plots. Mark the position on the graph.

Behavioural styles box





BEHAVIOURAL STYLES

Potential strengths and weaknesses

You can be perceived by others to have the strengths or weaknesses (or both) of your 'style'. It all depends on what you do and how you do it.

SPONTANEOUS	AMIABLE	EXPRESSIVE
	<p><i>Strength</i> Supportive Dependable Agreeable Helpful</p> <p><i>Weakness</i> Soft Submissive Indecisive Undisciplined</p>	<p><i>Strength</i> Ambitious Stimulating Enthusiastic Amusing</p> <p><i>Weakness</i> Manipulative Excitable Egotistical Flippant</p>
SELF-CONTROLLED	ANALYST	DRIVER
	<p><i>Strength</i> Serious Industrious Persistent Exacting</p> <p><i>Weakness</i> Dull Critical Pedantic Over-detailed</p>	<p><i>Strength</i> Determined Efficient Decisive Practical</p> <p><i>Weakness</i> Arrogant Hard Dominating Unsympathetic</p>
	EASY GOING	DOMINANT



Dealing with Different Styles

Amiable	Expressive
<ul style="list-style-type: none"> • Smile • Be relaxed • Show interest in the person • Be prepared to lead the discussion • Suggestions, not statements • GENTLY pin them down • Find out what 'yes' really means • Summarise frequently • Be prepared to talk 'social' 	<ul style="list-style-type: none"> • Reflect their enthusiasm • Adopt a positive attitude • Return their humour • Be open and direct • DO NOT be cold with them • Be ready to bring them back to the business • Build on their ideas • Agree the agreement in specific terms • Be challenging
Analyst	Driver
<ul style="list-style-type: none"> • Avoid question and answer session • Keep to broad issues • Motivate them • Do not laugh until they do • Be more formal and serious • Ask them questions • Find out what is important to them • Do not hurry them • Have a strong agenda / structure 	<ul style="list-style-type: none"> • Do not waste time • Talk about WORK, not SOCIAL • Not too many smiles • Come quickly to the point • Do not contradict • Be positive • Do not be too relaxed • Make the answer their idea • When the business is over; Go!