


Working Styles Assessment

You will be working with UBT members and UBT staff with different working styles and backgrounds. Your working style may be very different than your co-lead's style. To work as efficiently and effectively as possible, it's helpful to assess your working style to determine the way you prefer to work.

Knowledge of Self—Working Style Self-Assessment

Teams are made up of individuals with different work experience and backgrounds, each with his or her own particular working style. There are many different working styles to think about, and every person's individual working style plays a key role in the team's development and success.



"The most important thing to remember is this: To be ready at any moment to give up what you are for what you might become."

W.E.B. DuBois

Working Style Questionnaire

Purpose

The purpose of this brief questionnaire is to get some idea of your preferred or dominant working style.

Outcome

There are no right or wrong answers and you may find that several choices appeal to you because you prefer a combination of styles.

Instructions

1. Complete the questionnaire on the next page.
2. Read each statement and order your responses with the numbers “1,” “2,” “3” or “4,” with “1” being the response that BEST describes you and “4” being the response that LEAST describes you. Use whole numbers only (no fractions or decimals).
3. You have approximately 15 minutes to complete the questionnaire.
4. Once you have completed the questionnaire, transfer the results to the score sheet on the following page.



ACTIVITY: Working Styles Questionnaire

1. When performing a job, it is most important to me to

- A [] do it correctly, regardless of the time involved.
- B [] set deadlines and get it done.
- C [] work as a team, cooperatively with others.
- D [] demonstrate my talents and enthusiasm.

2. The most enjoyable part of working on a job is

- A [] the information you need to do it.
- B [] the results you achieve when it's done.
- C [] the people you meet or work with.
- D [] seeing how the job contributes to progress.

3. When I have several ways to get a job done, I usually

- A [] review the pros and cons of each way and choose.
- B [] choose a way that I can begin to work immediately.
- C [] discuss ways with others and choose the one most favored.
- D [] review the ways and follow my "gut" sense about what will work the best.

4. In working on a long-term job, it is most important to me to

- A [] understand and complete each step before going to the next step.
- B [] seek a fast, efficient way to complete it.
- C [] work on it with others in a team.
- D [] keep the job stimulating and exciting.

5. I am willing to take a risky action if

- A [] there are facts to support my action.
- B [] it gets the job done.
- C [] it will not hurt others' feelings.
- D [] it feels right for the situation.



ACTIVITY: Your Working Style Score Sheet

Transfer the answers from the Working Styles Questionnaire onto the scoring grid below by entering the number you chose for each letter. Next, total the columns and record the answers in the space provided.

	A []	B []	C []	D []
	A []	B []	C []	D []
	A []	B []	C []	D []
	A []	B []	C []	D []
	A []	B []	C []	D []
TOTALS:	A []	B []	C []	D []

Your **LOWEST** score is your preferred or dominant working style. In the case of a tied score, you should pick the working style you feel is most like you.

A = Analytical

B = Driver

C = Amiable

D = Expressive

My preferred working style is _____



TOOL: Working Style Characteristics

A–Analytical	B–Driver
<ul style="list-style-type: none">• Cautious actions and decisions	<ul style="list-style-type: none">• Takes action and acts decisively
<ul style="list-style-type: none">• Likes organization and structure	<ul style="list-style-type: none">• Likes control
<ul style="list-style-type: none">• Dislikes involvement with others	<ul style="list-style-type: none">• Dislikes inaction
<ul style="list-style-type: none">• Asks many questions about specific details	<ul style="list-style-type: none">• Prefers maximum freedom to manage self and others
<ul style="list-style-type: none">• Prefers objective, task-oriented work environment	<ul style="list-style-type: none">• Cool and independent, competitive with others
<ul style="list-style-type: none">• Wants to be accurate and therefore relies too much on data collection	<ul style="list-style-type: none">• Low tolerance for feelings, attitudes and advice of others
<ul style="list-style-type: none">• Seeks security and self-actualization	<ul style="list-style-type: none">• Works quickly and efficiently by themselves

C–Amiable	D–Expressive
<ul style="list-style-type: none">• Slow at taking action and making decisions	<ul style="list-style-type: none">• Spontaneous actions and decisions, risk taker
<ul style="list-style-type: none">• Likes close, personal relationships	<ul style="list-style-type: none">• Not limited by tradition
<ul style="list-style-type: none">• Dislikes interpersonal conflict	<ul style="list-style-type: none">• Likes involvement
<ul style="list-style-type: none">• Supports and “actively” listens to others	<ul style="list-style-type: none">• Generates new and innovative ideas
<ul style="list-style-type: none">• Weak at goal setting and self-direction	<ul style="list-style-type: none">• Tends to dream and get others caught up in the dream
<ul style="list-style-type: none">• Demonstrates excellent ability to gain support from others	<ul style="list-style-type: none">• Jumps from one activity to another
<ul style="list-style-type: none">• Works slowly and cohesively with others	<ul style="list-style-type: none">• Works quickly and excitingly with others
<ul style="list-style-type: none">• Seeks security and inclusion	<ul style="list-style-type: none">• Not good with follow-through



TOOL: Using Your Style with Other Styles

Your Style Other Style	Analytical	Driver	Amiable	Expressive
Analytical	Establish priority of tasks to be done. Commit to firm time frames for your work and stick to them.	Take a deep breath, relax and slow down. With analyticals, you need to demonstrate you have considered all or most options or outcomes before moving ahead.	Cut short the social hour and get right down to the specifics. The more information you have to support your position, the better.	Translate your vision into specific tasks or goals. Involve analyticals in research and developing the details of the plan of action.
Driver	Organize your work around major themes; prepare "executive summaries" with headings or bullets that state the conclusions first and supporting data and analysis second.	Remind each other of your similarities and your need to adopt qualities of the other styles.	Don't take anything personally. Getting results is what counts with drivers; be decisive and dynamic. Emphasize the bottom line.	Take time to think about what your vision really is; translate it into action steps with objectives and timelines.
Amiable	Start off on a personal note, gravitate to project specifics and expectations; emphasize the greater good of the project.	Spend time up front gaining trust and confidence; be inclusive. Be sure to be specific about deadlines, even when it seems obvious.	Laugh with each other about how important it is being relational. Then focus on what we really need to accomplish here and do it.	Tell them how important the team concept is to making your vision a reality. Give amiables the job of team building to make the dream come true.
Expressive	Jazz up your presentation; try to think of the BIG picture. Involve the expressive in developing the "vision" or marketing of the plan.	Be patient and try to work with a flip chart to harness creative spirits. Emphasize time lines and due dates. Build in flexibility to allow the free rein of creativity.	Engage the expressive with appreciation of their vision and creativity. Harness this energy to deal with pesky but important details only they can address.	Remind each other of your tendency to generate a lot of ideas without thinking through how to implement them.



ACTIVITY: Working Styles Questions



1. What do others need to know about our style in order to effectively work with us?



2. What are our challenges in working with each of the other working styles?



3. We all have a few elements of all the styles. Do you think this is an advantage or disadvantage?



4. Why is it a good thing your team has people from all these different styles?
