



# **StyleView Report**

## **Prepared for John Doe**

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## Contents of Your Report

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This report is based on the StyleView Assessment of your decision-making styles. Decision-making styles are habits of thinking that we all form through experience.

In the following sections of your report you will find:

- An overview of five different styles of decision making.
- A graphic report on your interpersonal, "role style" profile. This deals mainly with the image you want to project when *interacting with other people*. Your role styles influence how well you fit with the *interpersonal* aspects of a particular career or occupation.
- A graphic report on your natural, "operating style" profile. Your operating styles reflect how you *behave most naturally* when you are just going about things as you normally do, without giving much thought to the image you are projecting. Your operating styles affect how well you fit with the *task environment* of a career or occupation - especially with decisions and information processing.
- A graphic report comparing your interpersonal (role) and natural (operating) styles. This report examines how *other people's first and second impressions of you* may differ or be the same, depending on your primary role and operating styles.

## Decision Styles Basics

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The StyleView model describes four fundamentally different styles of decision-making.

Decision styles are *habits of thinking*. They differ in terms of their emphases on:

- **Information Use:** Action vs. Analysis
- **Focus:** Single focus (focus on one solution) vs. Multiple focus (focus on many solutions)

People differ greatly in the styles they use when making decisions, communicating, and sharing information with others.

### The "Bottom-Line" for Career Choice:

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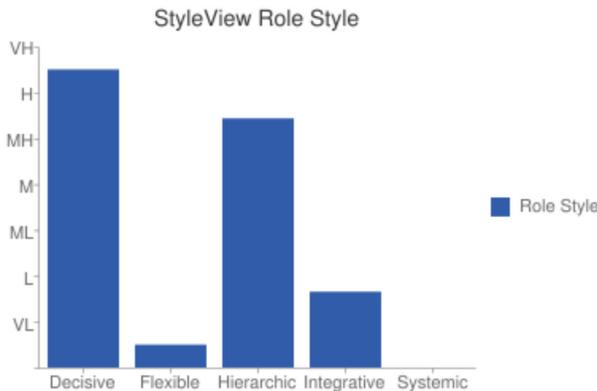
Because occupations can differ from one another in the demands they place on people for analysis, action, adaptability and steadiness, your use of different styles is an important factor in determining your fit with particular occupations and professions.

## Your Role Style Profile

### A Graphic Look at Your Role Style Profile

Your role styles affect the way you *deal with people* when you wish to create your best impression.

Bar heights in the graph indicate the relative amount of time you use each of the styles.



Your *primary* role style is **Decisive** Your *secondary* role style is **Hierarchic**



As a role style, this is a quick and practical style.

As a role style, this is a thoughtful and logical style.

### Overview of Your Role Style

According to your assessment results, when you are in role style (usually situations where you are conscious of your role or position in relation to other people) you are likely to project a pragmatic, no nonsense image. You are likely to place high importance on efficiency, practicality, and consistency. Both, your Decisive primary role style and your Hierarchic secondary style put a lot of importance on doing the right thing and on doing exactly what you say you will. Consequently, you are likely to be seen as having strong opinions and points of view. If you are in a position of authority, you are likely to be seen as quite directive whereas, as a subordinate, you are likely to be seen as obedient and reliable. Rules, procedures, and protocol are things that you feel should be taken seriously. Compared to people whose profiles include other styles such as Flexible or Integrative, you are likely to be seen as fairly serious, stable, and consistent. Honest, candid, direct and blunt are descriptors that people often apply to your role style combination. People with your role styles also are often seen as quite tough and concerned about maintaining control. Inasmuch as your primary role style is Decisive, we expect that this is the role style that you use most often. Next most frequently, we expect that you will use your secondary role style, Hierarchic. The difference between these styles revolves around use of information and analysis. The Decisive style is more action-oriented and less analytic than the Hierarchic style. When you shift from Decisive to Hierarchic role style, the main change in your behavior is that you are likely to seem more thoughtful, analytic, and methodical and less inclined to push for quick decisions. However, you still are likely to be seen as having strong, or even stronger, opinions and viewpoints. You are most likely to be in your Hierarchic secondary style when you find yourself in interpersonal situations where you feel only moderate pressure (neither too high nor too low). As pressure decreases, or increases from moderate you most likely shift quite swiftly back to your more usual, action-oriented, Decisive style.

### Ideal Occupations (Fit with the People)

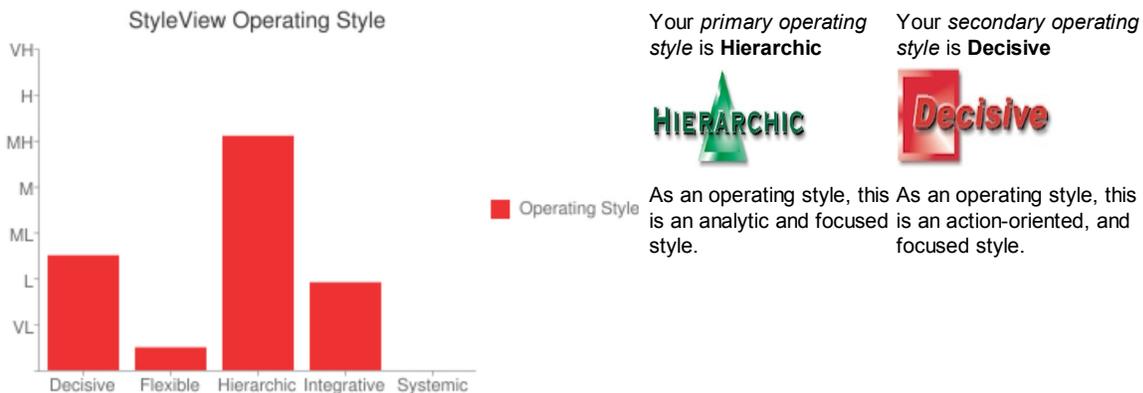
Your success in your career will depend in part on how effectively you handle the interpersonal side of your work, the styles of other people in your occupation and on the kinds of interactions you are likely to have on the job. Based on your primary role style, Decisive, you are likely to be most successful in fields require being very consistent, practical and clear - particularly when dealing with other people, such as in corporate accounting and finance, real estate, and manufacturing.

## Your Operating Style Profile

### A Graphic Look at Your Operating Style Profile

Your operating styles affect the way you handle tasks and decisions when working alone or with people with whom you are quite familiar.

Bar heights in the graph indicate the relative amount of time you use each of the styles.



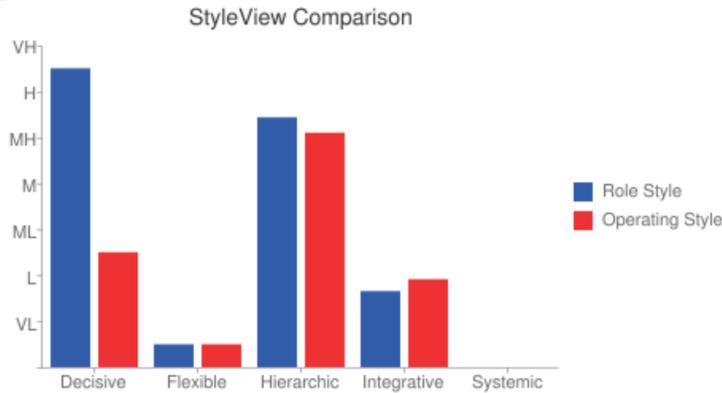
### Overview of Your Operating Styles

According to your style assessment, your primary operating style is Hierarchic and your secondary style is Decisive. These styles emphasize clarity, focus, and quality. With Hierarchic as your primary style, the chances are that in situations when you are just going about things, naturally, as a matter of habit, and you are faced with a decision to make you think things through thoroughly in an effort to determine the best course of action for the problem at hand. You probably won't feel comfortable coming to a conclusion until you have sorted through a substantial amount of information and you see clearly a high quality course of action, one that will stand the test of time. You probably place a good deal of importance on planning, with a definite eye to the long-term. And, once you develop a plan, you are likely to use it as a blue-print for action. With Decisive as your secondary style, there will be times when you will move quickly to reach a decision without your usual careful, analytic approach. This is likely to occur when you feel under more pressure than usual or when you are dealing with problems or decisions that are very familiar to you, where you already know what the available options are. Overall, you are likely to feel quite definite about your decisions, and you will be strongly motivated to see that your decisions are put into action. People who know you well and who feel comfortable with you will appreciate your logic, commitment, clarity and command of information. People who are less comfortable with you may see you as stubborn, opinionated, and/or resistant to change. Generally, people with your profile are viewed as good planners, and problem-solvers, and sometimes as motivational leaders.

### Ideal Occupations (Fit with Tasks and Decisions)

Your operating decision styles influence how well you fit with the tasks, information processing, and decision-making in a particular occupational field. Taking into account your primary operating style, Hierarchic, we estimate that you are most likely to perform at your best in occupations where the work requires planning and thinking things through to assure that exact requirements are achieved. Examples of several occupations like these include real estate, human resources, and operations management.

## Overview



### Comparing your role style profile and your operating style profile

Your role and operating styles influence how people see you when they *first meet you*, or when they only see you in relatively formal circumstances, (**role style**) vs. how people see you *when they get to know you well* (**operating style**).

As you know, first impressions may not be accurate impressions. That is, people often seem quite different after you get to know them from how you viewed them when you first met them.

Based on our analysis of your profile, we expect that other people's first impression of you will be somewhat different from their impression of you after they come to know you well.

#### Our reasoning is as follows:

Your primary <b>role</b> style is:	Your primary <b>operating</b> style is:
Decisive	Hierarchic

#### How you impress others

##### First impression of you

When people first meet you they are likely to see you as action-oriented, firm and practical - steady, reliable and committed to getting things done efficiently.

##### After people get to know you

People who really get to know you well will come to see that you actually are very analytic, thorough, and logical in your thinking, and as quite inclined to stick with a particular course of action once you make up your mind.

##### Main difference

The main difference that people are likely to notice as they become increasingly familiar with you is that you are more analytic and inclined to think things through thoroughly before deciding than at first you appeared to be.