

Communication: A Self-Assessment Exercise

Below are 40 pairs of sentences. Please select from each pair of attributes the one which is most **typical** of your personality. No pair is an either-or proposal. Make your choice as *spontaneously* as possible. There is no wrong answer. Circle the number of your choice.

- | | |
|---|---|
| 1. I like action. | 23. Planning is the key to success. |
| 2. I deal with problems in a systematic way. | 24. I become impatient with long deliberations. |
| 3. I believe that teams are more effective than individuals. | 25. I am cool under pressure. |
| 4. I enjoy innovation very much. | 26. I value experience very much. |
| 5. I am more interested in the future than in the past. | 27. I listen to people. |
| 6. I enjoy working with people. | 28. People say that I am a fast thinker. |
| 7. I like to attend well organized group meetings. | 29. Cooperation is a key word for me. |
| 8. Deadlines are important for me. | 30. I use logical methods to test alternatives. |
| 9. I cannot stand procrastination. | 31. I like to handle several projects at the same time |
| 10. I believe that new ideas have to be tested before being used. | 32. I always question myself. |
| 11. I enjoy the stimulation of interaction with others. | 33. I learn by doing. |
| 12. I am always looking for new possibilities. | 34. I believe that my head rules my heart. |
| 13. I want to set up my own objectives. | 35. I can predict how others may react to a certain action. |
| 14. When I start something I go through until the end. | 36. I do not like details. |
| 15. I basically try to understand other people's emotions. | 37. Analysis should always precede action. |
| 16. I do challenge people around me. | 38. I am able to assess the climate of a group. |
| 17. I look forward to receiving feedback on my performance. | 39. I have a tendency to start things and not finish them up. |
| 18. I find the step-by-step approach very effective. | 40. I perceive myself as decisive. |
| 19. I think I am good at reading people. | 41. I search for challenging tasks. |
| 20. I like creative problem solving. | 42. I rely on observation and data. |
| 21. I extrapolate and project all the time. | 43. I can express my feelings openly. |
| 22. I am sensitive to others' needs. | 44. I like to design new projects. |

45. I enjoy reading very much.
46. I perceive myself as a facilitator.

47. I like to focus on one issue at a time.
48. I like to achieve.

49. I enjoy learning about others.
50. I like variety.

51. Facts speak for themselves.
52. I use my imagination as much as possible.

53. I am impatient with long, slow assignments.
54. My mind never stops working.

55. Key decisions have to be made in a cautious way.
56. I strongly believe that people need each other to get work done.

57. I usually make decisions without thinking too much.
58. Emotions create problems.

59. I like to be liked by others.
60. I can put two and two together very quickly.

61. I try out my new ideas on people.
62. I believe in the scientific approach.

63. I like to get things done.
64. Good relationships are essential.

65. I am impulsive.
66. I accept differences in people.

67. Communicating with people is an end in itself.
68. I like to be intellectually stimulated.

69. I like to organize.
70. I usually jump from one task to another.

71. Talking and working with people is a creative act.
72. Self-actualization is a key word for me.

73. I enjoy playing with ideas.
74. I dislike wasting my time.

75. I enjoy doing what I am good at.
76. I learn by interacting with others.

77. I find abstractions interesting and enjoyable.
78. I am patient with details.

79. I like brief, to the point statements.
80. I feel confident in myself.

Scoring Your Communication Style Inventory

Each selected item has to be reported on the four scales reproduced below. In other words, if items 1, 4, 6, have been selected, the same numbers on the four scales should be circled again. Transfer your selections from the previous pages to this sheet by circling the sentence number that you selected.

On each **style line** add up the number of items that you have circled (not the figures but the **number** of selected items). The maximum is 20 per style and the total for the four styles should be 40.

Ex. Style 1= 1-8-9-13-17-24-26-31-33-40-41-48-50-53-57-63-65-70-74-79 = 3

Style 1= ACTION = 1-8-9-13-17-24-26-31-33-40-41-48-50-53-57-63-65-70-74-79 = _____

Style 2 = PROCESS = 2-7-10-14-18-23-25-30-34-37-42-47-51-55-58-62-66-69-75-78 = _____

Style 3= PEOPLE = 3-6-11-15-19-22-27-29-35-38-43-46-49-56-59-64-67-71-76-80 = _____

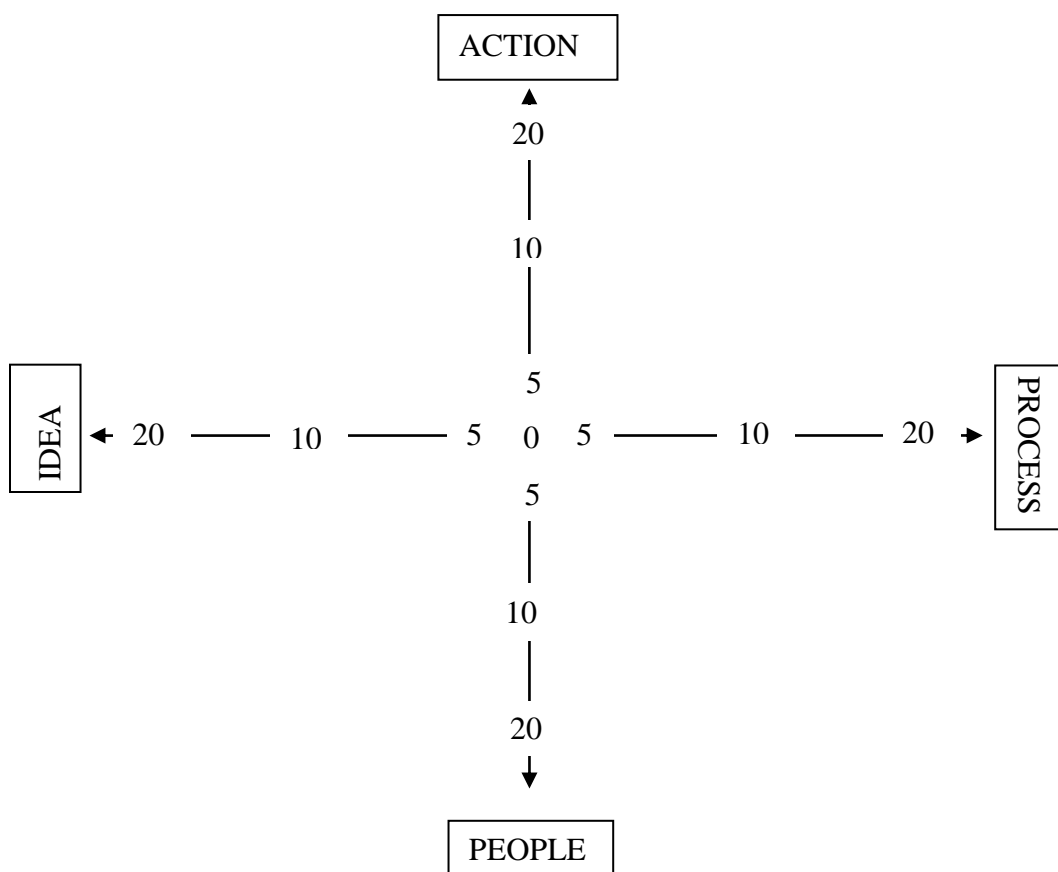
Style 4 = IDEA = 4-5-12-16-20-21-28-32-36-39-44-45-52-54-60-61-68-72-73-77 = _____

TOTAL: _____

Styles/Features	They talk about...	They are...
Action (A)	Results * Responsibility Objectives * Feedback * Performance * Experience * Productivity * Challenge * Efficiency * Achievements * Moving Ahead * Change * Decisions	Pragmatic * Direct * Impatient * Decisive * Quick (jumping from one thing to another) * Energetic * Challenge Others
Process (PR)	Facts * Trying Out * Procedures * Analysis * Planning * Observations * Organizing * Proof * Controlling * Details * Testing	Systematic * Logical * Factual * Verbose * Unemotional * Cautious * Patient
People (PE)	People * Self-development * Needs * Sensitivity * Motivations * Awareness * Teamwork * Cooperation * Communications * Beliefs * Feelings * Values * Team Spirit * Expectations * Understanding * Relations	Spontaneous * Empathetic * Warm * Subjective * Emotional * Perceptive * Sensitive
Idea (I)	Concepts * What's new in the field * Innovation * Creativity * Interdependence * Opportunities * New ways * Possibilities * New methods * Grand designs * Improving * Issues * Problems * Potential * Alternatives	Imaginative * Charismatic * Difficult to understand * Ego-centered * Unrealistic * Creative * Full of ideas * Provocative

Plotting Your Results

For a visual overview of your preferred communication style, plot your score from each of the 4 style types on the appropriate line in the graph above. When you have all four scores plotted you can connect the dots. The resulting figure will tell you whether you have a strong preference for one communication style or whether the results are more mixed across 2, 3 or all 4 styles.



Coping With Other Communication Styles

A. Communicating with an action oriented person:

- * Focus on the results first (state the conclusion right at the outset).
- * State your best recommendation (do not offer many alternatives).
- * Be as brief as possible.
- * Emphasize the practicality of your ideas.
- * Use visual aids.

B. Communicating with a process oriented person:

- Be precise (state the facts).
- Organize your presentation in a logical order;
 - a) background b) present situation c) outcome .
 - Breakdown your recommendations.
- Include options (consider alternatives) with pros and cons.
- Do not rush a process oriented person .
- Outline your proposal (1,2,3...)

C. Communicating with a people oriented person:

- Allow for small talk (Do not start the discussion right away).
- Stress the relationships between your proposal and the people concerned .
- Show how the idea worked well in the past.
- Indicate support from well respected people.
- Use an informal writing style.

D. Communicating with an idea oriented person:

- Allow enough time for discussion.
- Do not get impatient when he or she goes off on tangents.
- In your opening, try to relate the discussed topic to a broader concept or idea (in other words be conceptual).
- Stress the uniqueness of the idea or topic at hand. Emphasize future value or relate the impact of the idea or the future
- If writing to an idea oriented person, try to stress the key concepts which underlie your proposal or recommendation right at the outset. Start off with an overall statement and work toward the more particular.