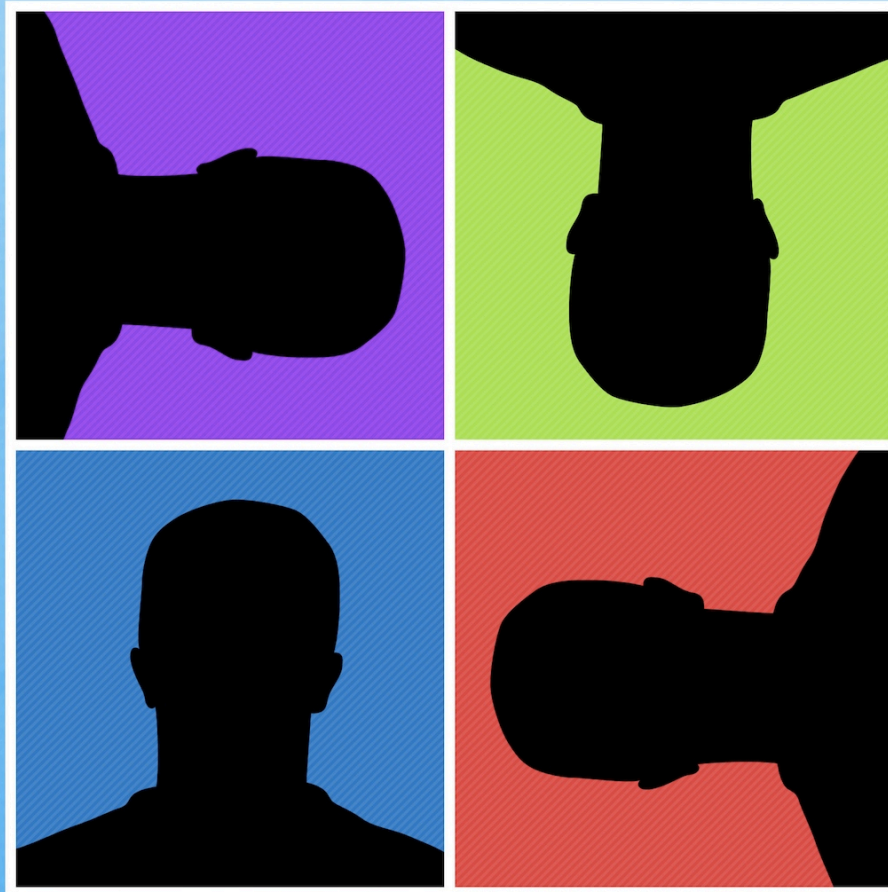


DISCOVER YOUR INTERPERSONAL STYLE

Assessment and Workbook



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INTERPERSONAL STYLE INVENTORY (ISI)

<i>Directions: Read each question and indicate how true the statement is by circling the corresponding number. When finished, add all the numbers you circled in each area and write the sum in the total box located in the far right column.</i>	Never True	Occasionally True	Sometimes true	Often True	Always True	Total
Section I						
1. I enjoy telling stories.	1	2	3	4	5	Section I Total _____
2. I get energy from being with people.	1	2	3	4	5	
3. I tend to focus more on people than tasks.	1	2	3	4	5	
4. I am energetic.	1	2	3	4	5	
5. I like to talk a lot.	1	2	3	4	5	
6. I like to be a part of social gatherings at work.	1	2	3	4	5	
7. People tell me I am fun to be with.	1	2	3	4	5	
Section II						
8. I would rather get straight to the point than spend time in small talk.	1	2	3	4	5	Section II Total _____
9. I like to finish my work before I interact with co-workers.	1	2	3	4	5	
10. I make decisions quickly.	1	2	3	4	5	
11. I work at a fast pace and it frustrates me when others are slower.	1	2	3	4	5	
12. I wish people weren't so worried about hurting the feelings of others.	1	2	3	4	5	
13. I like to take charge and be the leader on most projects.	1	2	3	4	5	
14. I like to plan many months in advance.	1	2	3	4	5	
Section III						
15. I enjoying analyzing problems and finding solutions.	1	2	3	4	5	Section III Total _____
16. I enjoy structure and organization in my work environment.	1	2	3	4	5	
17. I enjoy the challenges of math and science.	1	2	3	4	5	
18. I like to focus on one task for a long period of time.	1	2	3	4	5	
19. I enjoy the small details of a project.	1	2	3	4	5	
20. People sometimes describe me as being a perfectionist.	1	2	3	4	5	
21. I view myself as an expert in what I do for work.	1	2	3	4	5	
Section IV						
22. I enjoy involving people in group and team activities.	1	2	3	4	5	Section IV Total _____
23. I am careful not to hurt other people's feelings.	1	2	3	4	5	
24. I like to mentor or counsel others.	1	2	3	4	5	
25. I am a good listener.	1	2	3	4	5	
26. People describe me as easy going and cooperative.	1	2	3	4	5	
27. I go along with the group's decision even if I disagree.	1	2	3	4	5	
28. I see myself as a peacemaker.	1	2	3	4	5	

Once you have completed the assessment, turn to page 3 to complete the interpretation section.

Interpersonal Style Assessment (ISA) Overview

The ISA is a tool anyone can use to better understand his/her style of communication, problem solving, and leadership. This inventory measures an individual on four scales (Expressing, Driving, Facilitating, and Analyzing) that, when studied, will provide information about preferred behavior in social situations. By understanding your interpersonal style, you can better leverage your strengths and draw upon the strengths of your peers and colleagues. Likewise, teams that are composed of individuals who understand their style strengths are better equipped to overcome team challenges and perform at a higher level.

Scoring Your ISA

Once you have completed rating each question and scoring each section on page 2, transfer the section total number to the Interpretation table below.

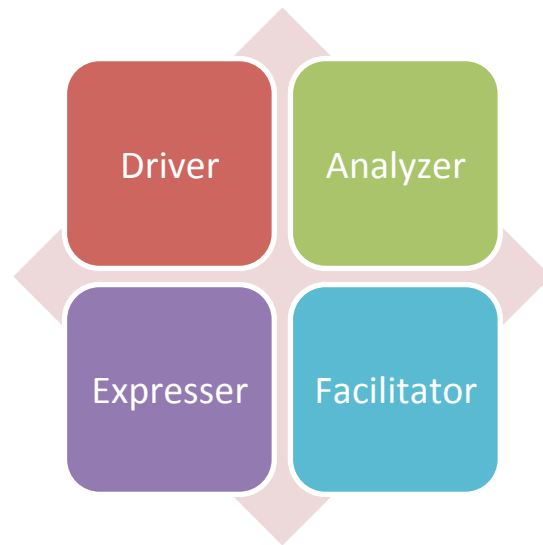
PART	SCORE	FACTOR NAME
Section I		Expresser
Section II		Driver
Section III		Analyzer
Section IV		Facilitator

Circle the factor with the highest score. If you have two factors with scores that are higher than the other two and are within 1 point of each other, circle both factors. If you have 3 factors with scores higher than the other factor and they are all within 1 points of each other, circle those 3 high factors. Circle all factors only if they are all within 1 points of each other.

The factor that you circled is your primary interpersonal style. You may have one or more primary styles if the highest scores are within one point of each other. Your second highest score is your secondary style. Most people have 1 primary and 1 secondary style. However, some may have 1 primary and 2 secondary or 2 primary and 1 secondary. If all your factors are within one point of each other, this is called a four-high pattern and you are determined to have no clear interpersonal style preference. This can be an advantage because you are probably very good at moving between the style factors depending on the circumstances of the moment. However, this can be a disadvantage because people may not know what your interpersonal preference is and you may be perceived as inconsistent in your interpersonal style. In other words, it may be difficult for people to know how to approach you.

Write your primary and secondary styles below.

Primary Style(s)	
Secondary Style(s)	



Interpreting the Interpersonal Style Assessment (ISA)

No factor is better or worse than the others. Each style is an interpersonal style preference for which we approach our interactions with others. Although we use each style depending on our environment and the need of the situation at hand, we often find more comfort and skill in certain styles. Each style gives us an idea for how we approach our communication, conflict, and relationships. It also helps us better understand how we like to work, live, and what gives us more energy.

Each style has its own strengths and challenges. Not everyone finds it difficult to maneuver through the challenges of a particular style, just as not everyone utilizes the strengths of each style.

DRIVER

Drivers have a fast-paced, get it done, achievement mentality. Known as natural leaders, directors naturally feel the need to take charge and get things done. In a group or team setting, directors often take the lead even without being asked. Drivers have a high need to progress and get things accomplished, which at times is at the expense of him/herself or others. Other characteristics of Drivers include, speaking their mind, hard-working, focused, and ambitious.

Generally speaking, Drivers' strengths include direct communication style, vision oriented, leadership, rational, and decisiveness. Their key weaknesses or areas where they need to develop tend to be oversight of details, making decisions too quickly, steam-rolling people, and impatience with others that process slower.

Driver Strengths

- To the point
- Looks to lead
- Fast-paced
- Makes quick decisions
- Open with thoughts/opinions
- Task focused
- Rational
- Visionary

Driver Challenges

- May steamroll people
- Overly task focused
- Hard-driver
- May forget key details
- Choose task over people
- Impatient with others
- Acts too quickly on assumptions and decisions

Driver Motivators

Drivers are motivated by environments that value accomplishment, goals, and vision. Drivers get inspired when the goal is big and a challenge is set before them. They naturally want to be involved in leading or at least influencing the strategy or direction. They are motivated when they are asked to take charge of accomplishing a goal. Like Expressers, involvement is a key component of motivation for Drivers. If they are not involved they can quickly become distracted by other things they feel they can influence. It is important that Drivers are in a role that allows them to use their strengths and utilize their passion and need for influence and leadership. Drivers are often irritated by a person or team's slow movement and indecisiveness, communication that is not direct or concise, and not having a plan of action in place.

Driver Development Opportunities

Drivers love to cast vision and lead people. Their passion for direction can often come across as controlling or steamrolling. Drivers must carefully balance their desire to accomplish and conquer with the needs of people around them. Drivers are visionary and can easily forget about the details or purposefully delegate them to others. While this can be a good thing, Drivers must stay connected to the tactics and responsibilities of his or her team and not lose touch with the realities and challenges of the environment.

Drivers tend to be past-paced, which may lead them to react rashly to situations and make decisions too quickly. It is important that Drivers rely on key people who can provide good advisement on areas such as people management, engagement, and execution.

EXPRESSER

Expressers are social people. They like to talk and express their thoughts and ideas. The expresser usually processes thought and decisions by talking too others. Known for their people first focus, Expressers seek connection with people and gain energy by interacting with others. Other characteristics of Expressers include fun-loving, open, assertive, creative, and entertaining.

Generally speaking, Expressers' strengths include relationship building, collaboration, energy, and communication. Their key development opportunities tend to be in the area of focusing on results, increasing their attention span, and communicating in a concise manner.

Expresser Strengths

- Creative
- Seeks fun
- Open with thoughts
- People First
- Relationship Builder
- Accepting of others
- Talkative
- Entertainer
- Good Communicator

Expresser Challenges

- May choose people over tasks
- Procrastinates
- Overly talkative
- Poor time management
- Lack of focus
- Too many ideas
- May not be taken seriously

Expresser Motivators

Expressers are motivated by environments that value people, team collaboration, and vision. Expressers get inspired by hearing stories of success that involve people helping and valuing other people. They want to be involved in a mission that has social and community impact. They are motivated when they are asked to express their thoughts and ideas in meetings and group settings. Involvement is a key component of motivation for Expressers. If they are not involved, they can quickly become distracted by other things they feel they can influence. It is important that Expressers are in a role that allows them to use their strengths and utilize their passion and need for expression. Expressers are often irritated by other people's lack of flexibility, social introversion, routine tasks, and perfectionism.

Expresser Development Opportunities

Expressers love to create ideas and dreams, but often to the detriment of planning and executing important tasks. Expressers are visionary and typically avoid the details. Expressers can manage this pitfall by intentionally setting times for planning, project reviews, and creating a weekly priority list.

Expressers must realize that they can become easily distracted and bored. Armed with this knowledge, Expressers can be vigilant of their tendency to drift their focus to the next idea or project before a prior one is completed.

Expressers tend to be more emotional and react too quickly to other people's poor behavior or criticism. Expressers can help develop themselves by creating their own standards of behavior for giving feedback, reacting to criticism, and handling conflict. These standards may include committing to withholding reaction, response, or decision for at least 24 hours. Commit to not talk to others or gossip about a conflict. It is always a good idea to process the emotions and feelings in an appropriate way before responding.

ANALYZER

Analyzers love a challenge and enjoy solving problems. Known as naturally critical and deep thinkers, Analyzers seek to investigate and learn. They are very fact oriented and search for the key information that can lead to better quality, decisions, and outcomes. Analyzers can get very focused on their work to the detriment of team collaboration. Analyzers have a high need to achieve the greatest quality possible, which at times is at the expense of having a deliverable completed on time. Analyzers are the world's investigators, builders, and fixers leading many of them into the fields of engineering, science, and mathematics.

Generally speaking, Analyzers shy away from the spot light and tend to enjoy pulling away to work on projects that use their skill and strengths. Their key weaknesses or development areas tend to be focusing on tasks more than people, slow to get work completed because of a focus on high quality, and over-engineering processes and project plans.

Analyzer Strengths

- Expert
- Fact oriented
- Good listener
- Thorough
- Quality oriented
- Focused
- Rational
- Structured

Analyzer Challenges

- Perfectionist tendencies
- Slow processing
- Focus on task more than people
- Dislikes change
- Details distract from vision
- Impatient with those who move too fast
- Over-engineer processes

Analyzer Motivators

Analyzers are motivated by environments that allow people to thinking deeply about problems and opportunities. Analyzers get inspired by challenges set before them. They naturally want to be involved in learning and investigating all possibilities related to strategy and direction. They are motivated when they are acknowledged as experts and given adequate time to create or deliver their best work. Analyzers can become disengaged and dissatisfied when they are put under overly-tight deadlines. Analyzers are often irritated by Drivers and Expressers who make decisions too quickly and don't consult all perspectives and opinions.

Analyzers Development Opportunities

While Analyzers have a passion for investigating, learning, and solving problems they must be able to balance this with the speed of business and deadlines. Analyzers must understand that in most cases perfection cannot be reached with the resources and time provided. It is important that Analyzers take time to build relationships with colleagues and team members. Understanding the value of these relationships can help the Analyzer seek different perspectives and collaborate for a better outcome than what could be achieved on his or her own.

Analyzers are often the devil's advocates during meetings since they are thinking deeply and often differently than everyone else. The Analyzer must be careful to communicate his or her intention to investigate the issue more thoroughly in a manner that prevents them from being perceived as the dissenter.

FACILITATOR

Facilitators love to help people achieve their goals. They want to help everyone feel involved and part of the team and organization. Facilitators are naturally people oriented and hold to deep core values. Facilitators use their intuition to counsel and mentor people. Other characteristics of Facilitators include friendly, open, reserved, thoughtful, and loyal.

Generally speaking, Facilitators have great strength in facilitating communication, mutual understanding, and collaboration. Their key weaknesses and development opportunities tend to be sensitivity to criticism, fear of failure or rejection, and quietness or lack of assertiveness.

Facilitator Strengths

- Loved by many
- Peacemaker
- People focused
- Encourager
- Mediator
- Looks for needs of people
- Honest
- Natural mentor/coach

Facilitator Challenges

- Sensitive to criticism
- Avoids recognition
- Fears failure
- Dislikes risk
- Perceived low energy
- Easily overlooked
- Lack of assertiveness

Facilitator Motivators

Facilitators are motivated by environments that value people and collaboration. Facilitators are often observant and quiet within large groups and save their input for the right time, often last. Facilitators like to think through ideas before sharing their opinion and allowing Facilitators this processing time is motivating. Facilitators are also motivated by being given responsibility for the care and development of others. Giving facilitators the opportunity to help, teach, coach, and mentor others will utilize their strengths and passions. Facilitators can play a key role in helping a team move forward in a healthy and effective manner. Putting Facilitators in this role helps them feel valued and needed.

Facilitator Development Opportunities

Because Facilitators like to think through the ramifications of ideas and different perspectives, their thoughts and opinions can be overlooked by a quick processing team or leader. The Facilitator must manage a balance between thinking and observing with expression and influence. It is a good thing to listen and wait your turn to give input, but Facilitators must make sure they are not waiting too long. Facilitators can also develop their assertiveness skills. Although it may not feel natural to many Facilitators to take the lead or show authority, they must look for opportunities, from time to time, to step forward, take the lead, and show assertiveness. Facilitators are often very good at building deep relationships and may want to stay close to the people they know well, but they must also work on developing their ability to get to know a broad range of people and expand their network.

COMPARING STYLES

	EXRESSER	DRIVER	ANALYZER	FACILITATOR
SPEED	Fast	Fast	Slow	Slow
FOCUS	People	Task	Task	People
WORK MOTIVATION	Conversations Idea Generation Collaboration Social/Networking Specified Role Fun	Achievement Focused Defined Goals Clear Direction Public Recognition Opportunity to Lead Big Impact Projects	Show their expertise Solve Problems Time to Analyze Space to Focus Finished Projects Clear/Expected Outcomes	Collaboration Relationships Opportunity to Teach Coaching/Mentoring Support Others Personal Growth
STRENGTHS	Communication Energy Ideas	Focus Direction Organization	Problem Solving Quality of Work Structure	Listening Encouraging Teaching/Informing
CHALLENGES	Focus Organization Listening	Patience Care of People Details	Communication Connection Energy	Direction Structure Task Focus
WORRIES	Not being heard	Not having influence	Not understanding	No fairness

IRRITANTS	Aloofness	Distracted	Unprepared	Lack of Social Justice
	Slow	Apathetic	Rash	Uncooperative
	Lack of Friendliness	Disorganized	Low Quality Output	Inflexibility

STYLE ADAPTIBILITY

Each style has a unique perspective for communicating, relationships, problem solving, and work style. No style is any better or worse than the others. Most people can use all of these styles when needed. This is called flexibility and adaptability and is a key skill for anyone. However, this does not discount the fact that most of us have interpersonal style preferences, which relates to the behaviors and perspectives we are most comfortable with and that match our personality.

We all play many roles, so it is important to think about how our interpersonal style preferences impact our roles and how we interact with others in those roles. For example, you may be an expresser and your style is naturally supportive of your role as a mother. You are very talkative and enjoy making friends with your child’s friends and their parents. However, this style may need to adapt to your work role as an accountant. In this role you have realized that many of your colleagues get irritated when you drop in for a quick chat or have a question. As an expresser and someone who is developing themselves, this is where you have to become flexible with your style. You may be able to live fully in your expression at home, but you will need to adapt to your environment and pull back a little so as to not upset the work environment flow and be accepted. Being adaptable does not mean you are foregoing your style. Rather, it is a smart way to increase your influence and lead others more effectively.

It is natural for anyone to become closed, defensive and even judgmental when we come into contact with someone very different from ourselves or who does not fit the norm of our environment. When a person is different, it shows a higher skill of social intelligence to be able to be aware of the norms and then adapt to the environment in order to build trust and credibility. Once these are built, you are able to be more flexible in your style. You can display your preferences more and allow it to be an asset to your group, team, or workplace. It is this process that has allowed many people to greatly influence others and help them see different perspectives and interpersonal styles. Where we can steer off course, is when we choose to use only our preferential style and refuse to be flexible and try to force others to adapt to our perspective and way of doing things.

DEVELOPING YOURSELF

This assessment was developed to give you a general understanding and awareness of your interpersonal preferences and how they affect others. It is not intended to provide a comprehensive personality assessment. While it is always difficult to put people into only four categories, studies show that the four styles discussed are the most basic preferences that humans display.

Study your style, make notes of your strengths and potential liabilities and then use the information in this workbook to help you understand the differences between people and how we communicate, solve problems, manage work, and handle conflict. At this point, you can probably do a good job of assessing a person’s style(s) either by thinking about past interactions with them or monitoring their current

behaviors. Everyone gives signals that provide information about their personality and interpersonal style preferences.

Begin to think about how you can use your knowledge of interpersonal styles to better understand the people around you including your supervisor, colleagues, direct reports, and even your family. Try to determine what their style is and what potential conflicts may naturally occur because of style differences. When leading and coaching others, take into consideration your natural style and their natural style. Be flexible by mirroring their style in order to build trust and rapport in the relationship. Also, use this knowledge to anticipate possible conflict or miscommunication that may occur. As you become more familiar with interpersonal style, you will begin to find it very easy to detect the style of others and know how to better communicate and be a more effective leader.

Development Planning

On the next page you will find a personal development plan to enable you to take action. It is not enough to just be aware of your interpersonal style or the style of others. To truly develop ourselves and make change happen, we have to take intentional action to move ourselves towards the person we want to be. You will find a worksheet below that will help you think through the application of the Interpersonal Styles Assessment and begin taking action that will assist you in developing new behaviors.

My Development Action Plan

Date of Assessment: _____

My Primary Style(s) is: _____

My Secondary Style(s) is: _____

My Interpersonal Strengths Include:

My Interpersonal Challenges Include:

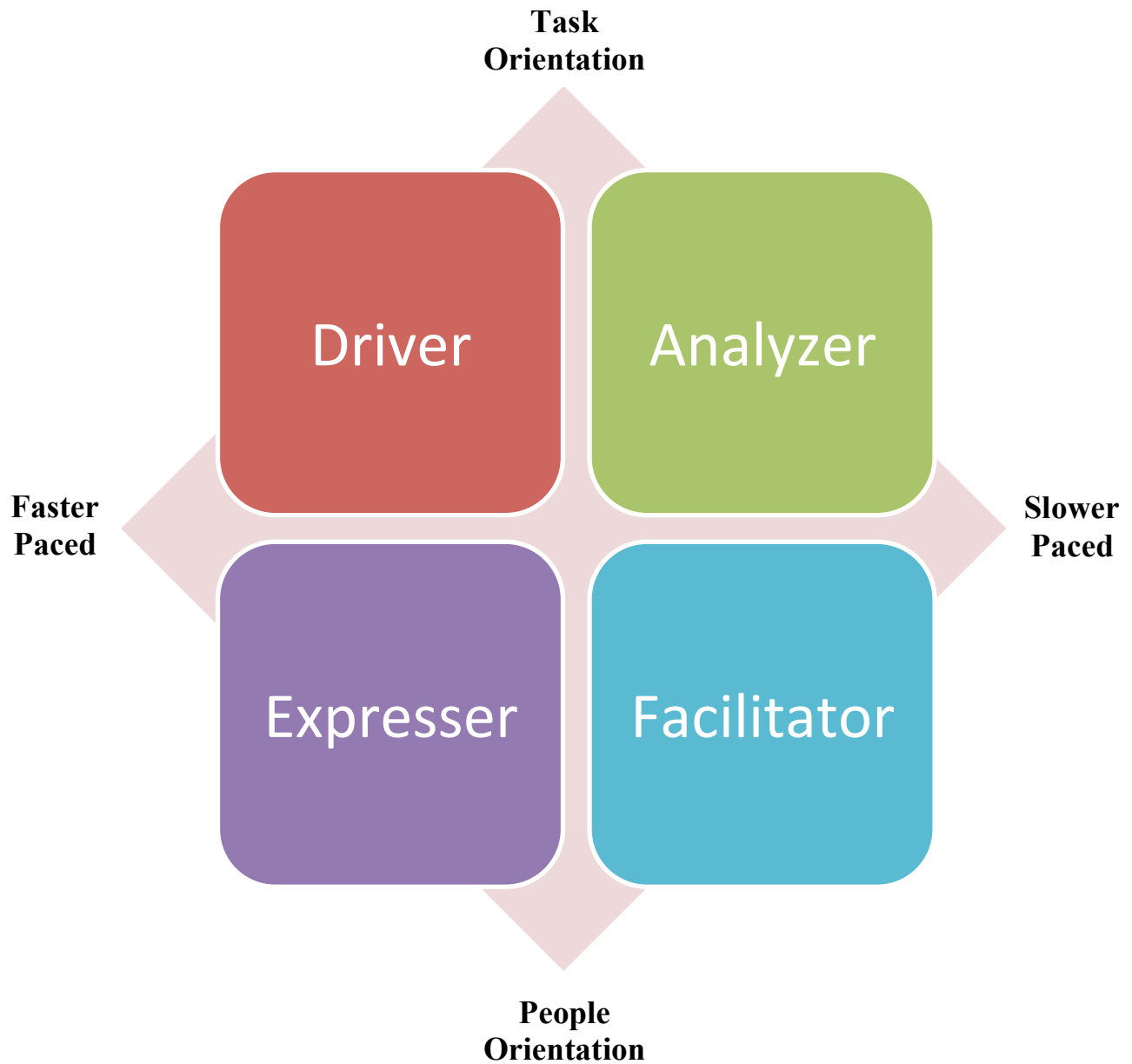
The Actions I will take over the next 30 days to develop myself interpersonally include:

- 1.
- 2.
- 3.

The new interpersonal behaviors I will intentionally exhibit will be:

(example: I will take 10 minutes during the lunch period to talk to my colleagues in the break room.)

- 1.
- 2.
- 3.



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