

ASSESSMENT TOOLS

Personality and Behavioral Styles

Since the time of Hippocrates, researchers and experts in the field of personality and human behavior have been seeking ways to understand how different styles impact others. The following assessment instrument is the result of over 30 years of in-depth research and has continuously helped people improve the quality of their working and personal relationships.

Directions: This is NOT A TEST! There is no right or wrong answer. You cannot pass or fail. It is merely an assessment of your personality style and the behaviors particular to that style. There are no good or bad styles. Each one is different and has its own strengths and weaknesses. Next to each characteristic identify the degree to which you think it describes you in the workplace. If you aren't sure, ask yourself, "What would my co-workers/ boss/ subordinates say?" Keep in mind that this is not how you would 'like to be' or how you 'hope others see you.' It is how you *really are* - so for an accurate reading, respond as honestly as you can.

Turn to the next page for your assessment.

0 = Never

1= Sometimes

2= Frequently

3= Very much

enter in your rating in the box next to each word and add the total at the bottom

Dominant		Playful		Helpful		Reflective	
Takes charge		Impulsive		Relationship driven		Precise	
Makes statements		Social		Warm		Factual	
Assertive		Talkative		Sensitive		Logical	
Risk taker		Warm		Nurturing		Consistent	
Goal driven		Friendly		Caring		Studious	
Independent		Creative		Good listener		Detailed	
Strong-willed		Optimist		Involved		Careful	
Competitive		Visionary		People focused		Analytical	
Initiates action		Idea generator		Understanding		Disciplined	
Independent		Fun-loving		Co-operative		Non-aggressive	
Determined		Forceful		Avoids conflict		Orderly	
Problem solver		Interactive		Low risk		Systematic	
Persistent		Spontaneous		Peacemaker		Deliberate	
Self-confident		Quick to act		Reliable		Methodical	
Concise		Undisciplined		Loyal		Calm	
Direct		Easily distracted		Team player		Inquisitive	
Decides quickly		Energetic		Friendly		Conscientious	
Efficient		Up-beat		Non-threatening		Intellectual	
Forceful		Enthusiastic		Collaborative		Low risk	
Confronts others		Motivator		Lets others initiate		Practical	
Self-reliant		Initiator		Gentle		Cautious	
Productive		Likes change		Patient		Private	
Firm		Needs variety		Tolerant		Unemotional	
Likes control		Active		Give to Others		Accurate	
Column A	<input type="text"/>	Column B	<input type="text"/>	Column C	<input type="text"/>	Column D	<input type="text"/>

1)Write down your highest score and note the column (Your Dominant Style)

2)Write down your next highest score and note the column (Your Back-up Style)

▶ Personality and Behavioral Styles Interpretation

Understanding the results of your assessment will help you to successfully get along with and influence the people around you by 1) realizing that people are fundamentally different in the way they think, act, feel, perceive and respond, 2) that these differences can be categorized into four basic and easily recognized personality styles which in turn have four sub-styles, and 3) understanding the different personality styles – yours and theirs – which will give you the tools you need to create alignment, and agreement. This in turn enables you to build better work/life relationships resulting in more effective communication and productive results.

This assessment identifies four basic personality styles each with its own particular behavioral characteristics: **the Driver, the Promoter, the Supporter and the Analyzer**. Most of us, to some extent operate in all four domains, yet each of us is oriented to **one Dominant style (your highest score)** that indicates our behavior preferences. That one style greatly influences our life choices, lifestyles, communication techniques, basic human needs, how we learn, what we fear, what we like/dislike, how we think and solve problems, what we avoid, how we react to other people and circumstances and how we use our skills and abilities. In short, it is our Basic Personality. We each tend to also have a **Back-up style (your second highest score)** which also influences our perceptions and behaviors.

Each style has strengths and weaknesses. It should be noted that when a strength is taken to an extreme, it becomes a weakness. Therefore, the goal is to balance out your extremes so that you and the people around you can thrive through successful interactions.

Let's take a look at the four styles and learn a little more about each one.

	DRIVER Column A	PROMOTER Column B	SUPPORTER Column C	ANALYZER Column D
Leadership Style:	Directive	Visionary	Personal/Relating	Evaluating
Strengths:	Action oriented, Determined, Produces results, Unemotional in crisis, Efficient, Problem solver, Takes charge	Idea generator, Optimistic, Creative, Spontaneous, Exciting, Motivator, Inspirational, Fun	Listens well, Helpful, Caring, Excellent follower, Collaborator, Great team player, Sensitive to others, Loyal	Thorough and accurate, Methodical, Detailed, Intelligent, Persistent, Inquisitive, Systematic, Logical, Practical
When Strengths are Taken to the Extreme	Can be Stubborn, Insensitive to others, Arrogant, Domineering, Manipulative, Impatient, Impulsive when taking big risks	Often Leaves things incomplete, Disorganized, Avoids or misses details, Dreamer, Unrealistic, Superficial, Impatient, Manipulative	Can be Self-effacing, Needs approval, Covertly manipulative, Sacrifices honesty for harmony, Resentful, Ignores own needs to help others	Often is Indecisive, Critical, Negative towards new ideas, Buries emotions, Picky, Dislikes change, Overly serious
Overplayed Drama:	Dictator	Runaway	Rescuer	Victim
Value to the Organization:	Organizer, Delegates, Task accomplisher, Produces results, Self motivated, Hard working, Progressive, Decisive, Disciplined, Timely	Conceptualizes, Competitive, Loves a challenge, Fun to be around, Generates high energy, Initiates relationships, Motivates others to take action	Shares information, Builds consensus, Dependable and loyal, Good at reconciling factions, Very calming, Builds bridges	Thinks of all angles, Identifies loopholes, Evaluates, Maintains standards, Defines, Clarifies, Gathers information, Critiques and tests.
Tends to be most successful in the following professions:	Legal, CEOs of established organizations, Mergers and Acquisitions	Sales, Marketing, Entertainment, Public Relations, Advertising	Human Resources, Therapy, Education	Medicine, Accounting and Finance, Strategic Planning, Engineering, Computers
Needs leadership which:	Allows them freedom to do things their own way	Inspires them to bigger and better accomplishments	Details specific plans and activities, Reassures when doing well	Structures a framework or a track to follow, Provides well established rules and procedures

Need to be Given:	Opportunity to achieve and compete, Recognition	Approval, Recognition, Chance to be heard	Acceptance, Compliments, Emotional security	Security, Quality, No surprises
Need to save:	Time	Effort	Relationships	Face
Communication Style:	Direct, To the point, Makes statements, High eye contact, quick, fast paced	Animated, Dramatic, Unrestricted, Expressive, Enthusiastic	Relaxed, Gentle, High physical contact, Indirect, Listens	Restricted, Low Eye Contact, Factual, Unemotional, Listens
Most needs to learn:	How to listen to others and respond to feelings, How to cooperate, Humility	Discipline and focus, To follow through and complete, To think before acting	To reach for goals, To act without agreement, To be more driven and results focused	To take risks and deal with the unknown, To respond more rapidly, To initiate, To lighten up, To appear wrong

A deeper understanding of the four Personality Styles and Behavior Characteristics, can be found in *Your Survival Strategies Are Killing You! Guide Book*

Based on the data you will find in the *Survive or Thrive Guide Book*, you will gain an in-depth understanding of the Four Styles and learn how to apply this knowledge in practical influencing situations such as managing, coaching, consulting, selling ideas or products, servicing customers or living effectively with others. Discover:

- Their greatest fears
- How they approach problem solving
- What they must be allowed to have
- How to support them
- What they rely on for success
- How they express emotion
- What they can't stand
- What each style needs to know to communicate successfully with the other
- What to avoid at all costs

And much, much more...

▶ Other Corporate Assessment Instruments

Highly effective organizations are consistently looking for ways to enhance their performance, culture and work environment. Using the most respected, scientifically researched assessment tools to accurately gain an understanding of the dynamics within your company, Martha Borst is available to conduct a variety of studies to help you design a dynamic future.

Organizational Assessment will help you develop an understanding of your current strengths and a realization of how to better leverage resources and employees. The first step in this assessment will be a series of small, functional group interviews. As a third party, it is Martha's responsibility to objectively collect information while respecting the confidentiality of participating members. Names will not be associated with, nor implied. She will only report the themes and patterns of this feedback. In addition, your employees will complete a written survey. Feedback from both will give you strong quantitative information regarding your current position and opportunities for growth.

[click for more information](#)

Leadership 360 Assessments delivered to your high potential employees, are tools that provide a valuable opportunity for individual leaders to look at their thinking and how it influences their behavior. The results assist them to quickly recognize their specific strengths as well as any "stumbling blocks" that may be standing in their way. When this assessment is combined with Martha's insightful [executive coaching](#) and/or participation in the [Authentic Leadership](#)

[Workshop](#), participants use what they learn to initiate positive changes in how they think and act. They grow significantly and learn how to continuously raise the bar on their personal and professional performance. [For more information on assessments, click here.](#)

Team Development Assessments - Every team is different. You might be part of a team within a large company, or part of a small business where your entire workforce is a team. Each has particular strengths as well as undermining behaviors. Although there are many conditions that lead to greater effectiveness, the basic attitudes of your team members are the most critical. Each person's beliefs, attitudes and behaviors produce results. The Team Assessments serve as valuable diagnostic tools for identifying the profile of your team's current operating level and will identify the changes that need to be made to operate at peak performance. Combining these with a variety of selected [team development workshops](#) average to under-performing groups become energized, aligned and empowered to produce phenomenal results. [For more information on assessments, click here.](#)