

# Behavior Style **SELF**

Report

**Sample User**

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# **Behavior Style Self Assessment Report**

Prepared for:

**Sample User**

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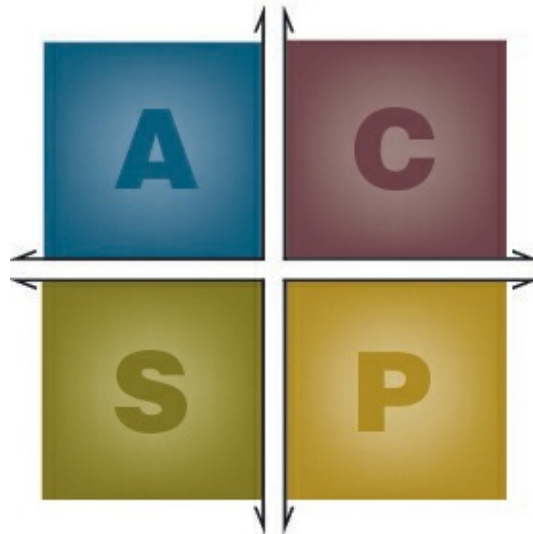
## BEHAVIOR STYLE ONLINE ASSESSMENT

### SELF

The Behavior Style Self Assessment you have just completed is a self-scoring assessment that measures and summarizes the strengths and challenges of the four primary Behavior Styles: **Controller**, **Stabilizer**, **Analyzer** and **Persuader**.

It is designed for immediate application. The information contained in this report is detailed enough to describe human behavior but simple enough for use in the 'real world.' The intent of the Behavior Style Self assessment is simply to validate one's pattern of behavior in order to facilitate making the appropriate choices when interacting with others.

To build on your awareness of Behavior Styles, our *People Skills* workshop provides you with the tools and options to make appropriate choices so you can situationally, intentionally and temporarily modify behavior to create win-win outcomes. To learn more about People Skills please visit our website at [www.EffectivenessInstitute.com](http://www.EffectivenessInstitute.com) or call us at 800-805-8654.



## BEHAVIOR VERSUS PERSONALITY



Personality is represented by the whole iceberg; behavior is one part of the whole. Personality is complex and has many variables (e.g., birth order, heredity) which impact who you are.

Behavior is represented by the part of the iceberg that is above the waterline. It is observable. Behavior is what you do. It can be seen by others.

**Personality cannot be situationally, intentionally and temporarily modified by choice.**

*Example: I cannot change my heredity or past experiences.*

**Behavior can be situationally, intentionally and temporarily modified by choice.**

*Example: I can choose to talk more, or to be more outgoing.*



## WHAT IS BEHAVIOR STYLE?

*Behavior Style is a pattern of behaviors that can be observed in self and in others.* Behavior Style is reflected in what is said and done. It is your observable behavior.

The early stages of a relationship are spent confirming the initial judgments we make. Once formed, significant data is required in order to change the initial perception.

People often evaluate others with a value-driven perception of how their behavior *should* be. When these value-driven perceptions differ from observed behavior, it is easy to become frustrated with the behavior of others. The challenge is to recognize different behaviors and blend with them, not fight with them. The essence of teamwork and a step toward increased productivity is blending the strengths of all team members toward a mutually agreed upon goal.

### Behavior Style Self History

In developing our Behavior Style Profile, we combined our work and experience with the original research of Jung, Marston, Merrill and Reid. We wanted the profile to be easy to use, understandable and accurate in self-perception. We use the terms Controller, Stabilizer, Analyzer and Persuader to describe the primary patterns of behavior that individuals exhibit. We reference these behavior patterns as Behavior Style. We have found that these Style names elicit fewer initial negative reactions than other terms.

In our Profile, all Styles have equal value, and all Styles have strengths. Through our presentations, we have learned that *focusing on the strengths of each Style reduces the tendency to label or categorize individuals, and instead provides tools for working effectively with others.*



### **PEOPLE ARE NOT BEHAVIOR STYLES**

Most individuals have preferred Behavior Styles from which they operate most of the time. Effective individuals have access to and use all four Styles, even though they prefer one or two Styles.

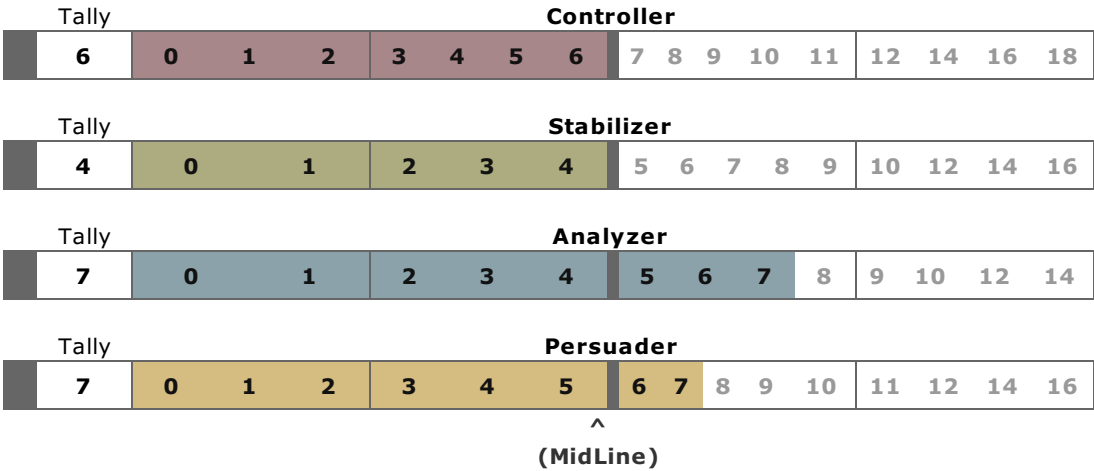
Even though there are Style preferences it is important to avoid labeling yourself or others as one Style.

1. Labeling reduces and limits the perception of a person's ability to demonstrate a full range of behaviors.
2. Labeling provides an excuse for behaviors that are situationally ineffective.
3. Labeling encourages uncomplimentary stereotyping that breaks down trust.



**PROFILE BAR GRAPH**

The results of your selections are shown in the following bar graph. The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections you made.



**YOUR STYLE COMBINATIONS**

Your Predominant Style is: **Analyzer-Persuader**

**Style Combinations**

When Behavior Styles are combined, strong tendencies emerge. These tendencies form your Behavior Style pattern.

Only the bar graphs that are right of the midline are considered.

- The longest bar graph represents your primary Style (Analyzer-Persuader).





## STYLE PATTERN DESCRIPTION (1)

### **Analyzer-Persuader**

Analyzer-Persuaders tend to develop both specialized technical skills and the ability to deal with people. They establish high performance expectations in themselves and in others and verbalize these often. They may be perceived as having an attitude of superiority about their way of doing things.

Because they develop a high level of expertise in their area, they often attempt to do everything themselves rather than delegate to others. Quality control and meeting high expectations are important. If others do not meet the standards, Analyzer-Persuaders will verbalize their disappointment and point out specifically what was not done well.

Self-discipline is a significant strength, as is their ability to apply technical skill with people involvement.

**Improving Flexibility:** Analyzer-Persuaders could improve their effectiveness by letting go after delegating. If expectations are not met, coaching others is better than criticizing. In addition, it is more motivating to others if Analyzer-Persuaders express appreciation or praise for accomplishments, rather than stating how things could have been done better.

### BEHAVIOR STYLE QUICK REFERENCE

You have an overview of your Behavior Style based upon the results of your SELF Assessment. The following Quick Reference information will provide you with more insight about the strengths and blindspots of your Style. You can also view the same information about other Styles by clicking on the links below. This will give you insight about how being flexible with your behavior will allow you to meet Style needs, thereby increasing the effectiveness of your communication and relationships with others.

To purchase a full Quick Reference Guide that provides cues and additional insights regarding how to best work with each style visit [www.EffectivenessInstitute.com](http://www.EffectivenessInstitute.com).

<p><b>ANALYZER</b></p> <ul style="list-style-type: none"> <li>● <b>Major focus -- Quality, accuracy, perfection</b></li> <li>● Driving need -- To get it right</li> <li>● Greatest strength -- Uses facts, data, history</li> <li>● Blindspot -- Declaring a position</li> <li>● Support -- Their standards and principles</li> <li>● Take time to -- Be accurate</li> <li>● Provide -- Facts and data</li> </ul>	<p><b>CONTROLLER</b></p> <ul style="list-style-type: none"> <li>● <b>Major focus -- Results</b></li> <li>● Driving need -- To be in control</li> <li>● Greatest strength -- Uses conflict</li> <li>● Blindspot -- Listening</li> <li>● Support -- Their objectives and results</li> <li>● Take time to -- Be efficient</li> <li>● Provide -- Action</li> </ul>
<p><b>STABILIZER</b></p> <ul style="list-style-type: none"> <li>● <b>Major focus -- Relationships</b></li> <li>● Driving need -- Security</li> <li>● Greatest strength -- Maintaining harmony</li> <li>● Blindspot -- Initiating quickly</li> <li>● Support -- Them as a person</li> <li>● Take time to -- Understand their goals</li> <li>● Provide -- Appreciation</li> </ul>	<p><b>PERSUADER</b></p> <ul style="list-style-type: none"> <li>● <b>Major focus -- People</b></li> <li>● Driving need -- To be liked</li> <li>● Greatest strength -- Uses verbal skills</li> <li>● Blindspot -- Following systems</li> <li>● Support -- Their ability to take risks</li> <li>● Take time to -- Get acquainted, have fun</li> <li>● Provide -- Approval and praise</li> </ul>

## SUMMARY OF THE CONTROLLER STYLE

### **Characteristics of the Controller Style . . .**

- Tends to be decisive.
- Likes options and knowing the results of each.
- Wants concise, documented evidence of your competency, qualifications and track record.
- Responds to things that get results.
- Does not listen well to things not directly related to the issue at hand.
- Needs to have control.

### **Controller expectations of others . . .**

- Be on time, businesslike, and to the point.
- Support their ideas, objectives and conclusions, or tell them why you disagree.
- Be competent and efficient.

### **The Controller Style tends to respond to . . .**

- An action orientation.
- A "get it done" mentality.
- Adaptability in dealing with changes or conflict.

### **In making decisions the Controller Style will . . .**

- Want to see immediate results.
- Need to remain in control.
- Want options and the potential benefits of each option.
- Expect documented evidence to support your thoughts or opinions.
- Want the right and option to negotiate.
- Prefer an answer now, not later.
- Expect you to be on time, and to make efficient use of their time.
- Expect you to surface and verbalize any differing viewpoints.
- Expect you to do what you say you will do.
- Prefer a one-page summary with supporting material attached.

more . . .



### **Suggestions to work most effectively with the Controller Style**

*To work most effectively with Controllers, discover their objectives and goals, and find ways to support them. Be prepared to show how your ideas can help them obtain the desired results. Include options.*

1. It is not necessary to build a personal relationship unless the Controller obviously desires it. Do not waste time with small talk. Keep the relationship focused on business.
2. Stick to the "what," "why," or "when" of an issue. Ask specific questions about specific items. Do not spend much time on the "how" or "who."
3. Personal support is not important, but ideas and objectives are. If you agree with the Controller's position, support the desired results rather than supporting the Controller personally. Indicate what you can do to achieve the objectives.
4. Avoid personal criticism. If you disagree with the Controller's position, disagree with the facts not with the person.
5. Make your position clear based upon facts and logic. Avoid emotions, feelings, and philosophy.
6. Present the Controller with options so that he or she can make the decision.

## SUMMARY OF THE STABILIZER STYLE

### **Characteristics of the Stabilizer Style . . .**

- Tends to need agreement of others before deciding.
- Likes support.
- Wants conflict-free decisions and implementation.
- Wants to maintain an ongoing relationship.
- Requires assurances and guarantees.
- Prefers a low-key, low-pressure relationship.

### **Stabilizer expectations of others . . .**

- Do what you say.
- Provide support and help without being asked.
- Give patient and thorough explanations.

### **The Stabilizer Style tends to respond to . . .**

- Actions that recognize and affirm loyalty.
- Someone who takes the time to know them, their specific situation and their personal concerns.
- Actions or behaviors that support commitments you have made.

### **In making decisions the Stabilizer Style will . . .**

- Need to know that you are trustworthy.
- Want to be comfortable with you personally.
- Expect you to understand his or her personal situation.
- Not want to feel pressured or threatened.
- Want assurance that this decision is the best available to solve the problem.
- Want to have assurances in writing when trust is not in place or it is a new relationship.
- Prefer a low-pressure request for action.
- Want personal involvement in follow-up.
- Be inclined to seek advice from others before deciding.
- Want options for a way out should things go wrong.

more . . .



### **Suggestions to work most effectively with the Stabilizer Style**

*To work most effectively with Stabilizers, work cooperatively. Support the Stabilizer's feelings and relationships with others. Show genuine interest and appreciation for what they do. Ask questions to clarify expectations.*

1. Do not be disorganized or uninformed. Prepare your presentation or points in advance.
2. Establish a cooperative effort with the Stabilizer; avoid overstating what can be realistically accomplished to achieve the objective.
3. Be patient and responsive. Take time to listen. Offer thoughts from your own situation and experiences.
4. Do not rush presentation of your ideas and thoughts. Clearly define how and what you can contribute to the relationship, process or outcome.
5. Affirm the individual, address the facts or issue. If you agree easily, look for potential areas of future dissatisfaction. If you disagree, be careful of hurt feelings. Any comments may be perceived to be personal.
6. Spend time with Stabilizers as individuals. Give attention to their personal situations, families and interests.

## SUMMARY OF THE ANALYZER STYLE

### **Characteristics of the Analyzer Style . . .**

- Needs time to process before making decisions.
- Likes to avoid personal confrontations.
- Wants detailed explanations.
- Responds to technical expertise in analyzing problems.
- Requires precision and accuracy.
- Looks for long-term benefits and stability.

### **Analyzer expectations of others . . .**

- Be specific and focused.
- Be an expert in your field.
- Have personal work that is thorough, precise and based upon accurate facts.

### **The Analyzer Style tends to respond to . . .**

- Punctuality, accuracy and quality.
- Detailed and precise explanations of questions.
- A written analysis with documented evidence supported by principles and logic.

### **In making decisions the Analyzer Style will . . .**

- Need to see evidence of expertise.
- Require time to make a decision. The more important or complex the decision, the longer the time needed.
- Expect accurate answers to questions; will accept a delay for the sake of precision.
- Want to know why this action will work in their situation.
- Want details and documentation.
- Dislike emotional appeals.
- Prefer a direct but low-pressure request for action, only after they are finished asking questions.
- Need to see a logical, sequential approach to your conclusion.
- Need to verify information personally so they can make the 'right' decision.

more . . .



### **Suggestions to work most effectively with the Analyzer Style**

*To work most effectively with Analyzers, approach a situation or project logically and accurately, with facts documented. Present your position and information carefully, with appropriate depth and detail.*

1. Demonstrate through action how you can help. Provide a well-organized, well-documented presentation, with a copy for the Analyzer.
2. Analyzers often suspect that people will "oversell" themselves in what they can or will do. Be specific, and do not exaggerate.
3. Take your time, be factual and remain persistent. Be careful not to rush even after you have established a relationship. Do not dramatize.
4. Analyzers will seek assurance that decisions are really "right" and that there is no chance for error. If you agree, look for potential areas of future disagreement or dissatisfaction. Be aware that agreement does not mean quick implementation.
5. If you disagree with an Analyzer, present your position in an organized, clearly-defined manner that demonstrates the logical path to your conclusion.
6. Define individual responsibilities clearly and in writing. Do not make agreements or commitments or offer guarantees that you cannot keep.



## SUMMARY OF THE PERSUADER STYLE

### Characteristics of the Persuader Style . . .

- Tends to respond quickly or on impulse.
- Likes incentives and will take risks for them.
- Wants personal attention and wants to make a good impression.
- Responds to recommendations of important people.
- Tends to not check details.
- Dreams and uses intuition.

### Persuader expectations of others . . .

- To be open, friendly and enthusiastic.
- Recognition and approval of their ideas, opinions and beliefs.
- To know that action will take place immediately.

### The Persuader Style tends to respond to . . .

- A personal contact requesting their help.
- Your taking time to know and enjoy them personally.
- Positive ideas and responses.

### In making decisions the Persuader Style will . . .

- Need to make their own decisions after they have input from others.
- Like personal credit for their ideas.
- Want to know what others in a similar position are doing.
- Appreciate that you work out the details and provide a written summary.
- Tend to respond to ideas or suggestions that are easy to do and get quick results.
- Expect immediate action from you.
- Tend to be indecisive when there is potential for others to be hurt.
- Appreciate an informal letter or phone call after the business is completed.
- Be open to having opposing points of view and want to talk it through.
- Need the opportunity and freedom to change their mind.

more . . .



### **Suggestions to work most effectively with the Persuader Style**

*To work most effectively with Persuaders, be warm, sociable, and take time to be supportive. Recognize their ideas and intentions and be sure to leave time for verbalizing.*

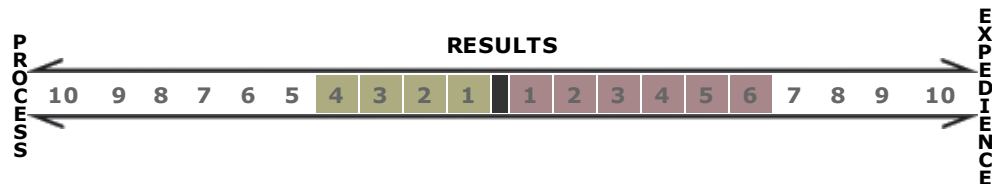
1. Seek out their ideas and opinions on topics of interest, particularly their thoughts about people. Take the time to listen.
2. Leave room for exploring ideas and possible solutions from their point of view as well as yours.
3. Take the initiative on details. If you agree to a task, assume responsibility to work out specific details because Persuaders tend to disregard the "how" of an agreement.
4. If you disagree with a Persuader, avoid arguing. Refocus on expectations. Persuaders have a strong need to win an argument.
5. Do not discuss all the details, but put expectations, agreements and understandings in writing.
6. Allow time for socializing after the task is completed.

## THE RESULTS DIMENSION

There are two dimensions of observable behavior: Results and Emotions. *These two dimensions function independently of one another*, which is why they can be observed separately. Together, they determine an individual's Behavior Style.

The Results Dimension clarifies *how an individual goes about accomplishing a task or achieving a result*. This dimension ranges from Process-oriented to Expedience-oriented behaviors.

- Process-oriented individuals tend to pay more attention to *how* results can be achieved. Impact: perceived to be deliberate, systematic and moderate.
- Expedience-oriented individuals tend to pay more attention to the *speed* at which results can be achieved. Impact: perceived to be initiating, outspoken and bold.



Your Behavior Style preference in the Results Dimension is toward: **Expedience-Oriented**

### Process-oriented behaviors:

1. Speaks slowly, after thinking
2. Asks more than tells
3. Generally speaks with a soft voice
4. Frequently sits or stands at an angle to person
5. Lets others initiate
6. Slow, relaxed muscle movement (e.g., softer handshake)
7. Often looks away while conversing
8. Usually indirect, uses hints
9. Talks with pauses
10. Careful, thoughtful decisions

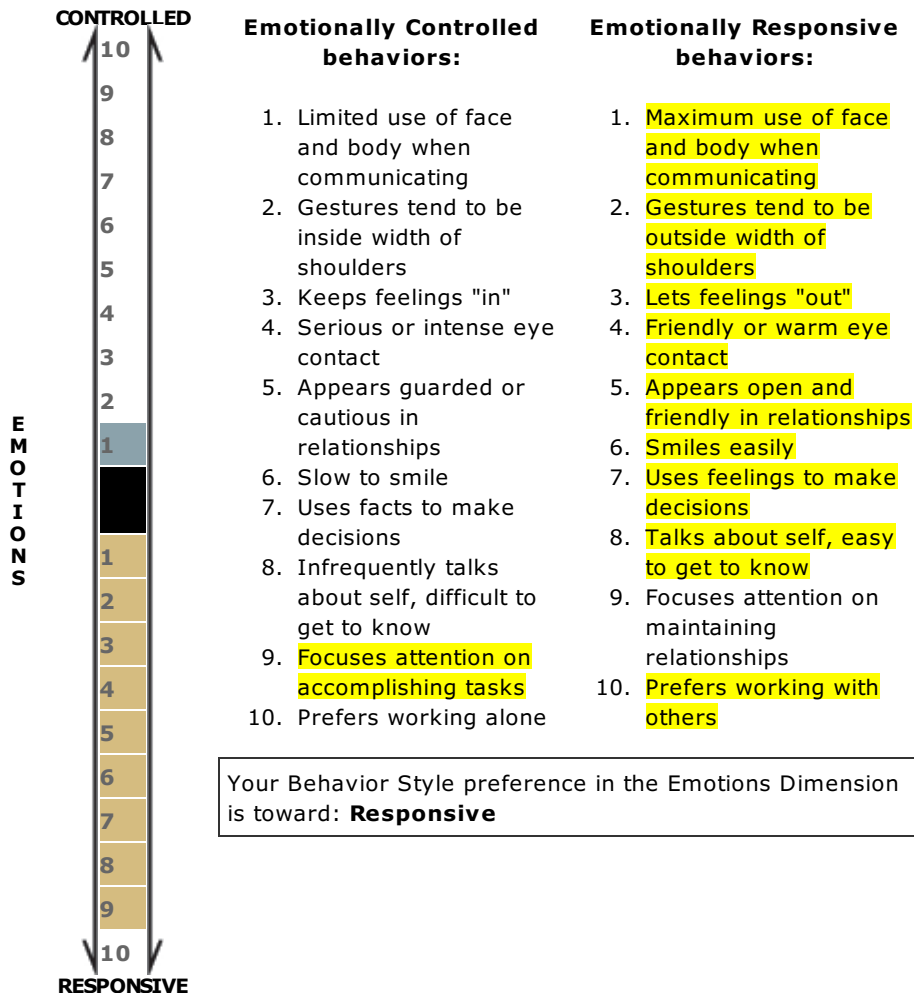
### Expedience-oriented behaviors:

1. Speaks quickly, while thinking
2. Tells more than asks
3. Generally speaks with a strong voice
4. Frequently sits or stands directly across from person
5. Initiates
6. Quick, tight muscle movement (e.g., firm handshake)
7. Direct eye contact while conversing
8. Usually direct and to the point
9. Talks without pauses
10. Quick, bold decisions

## THE EMOTIONS DIMENSION

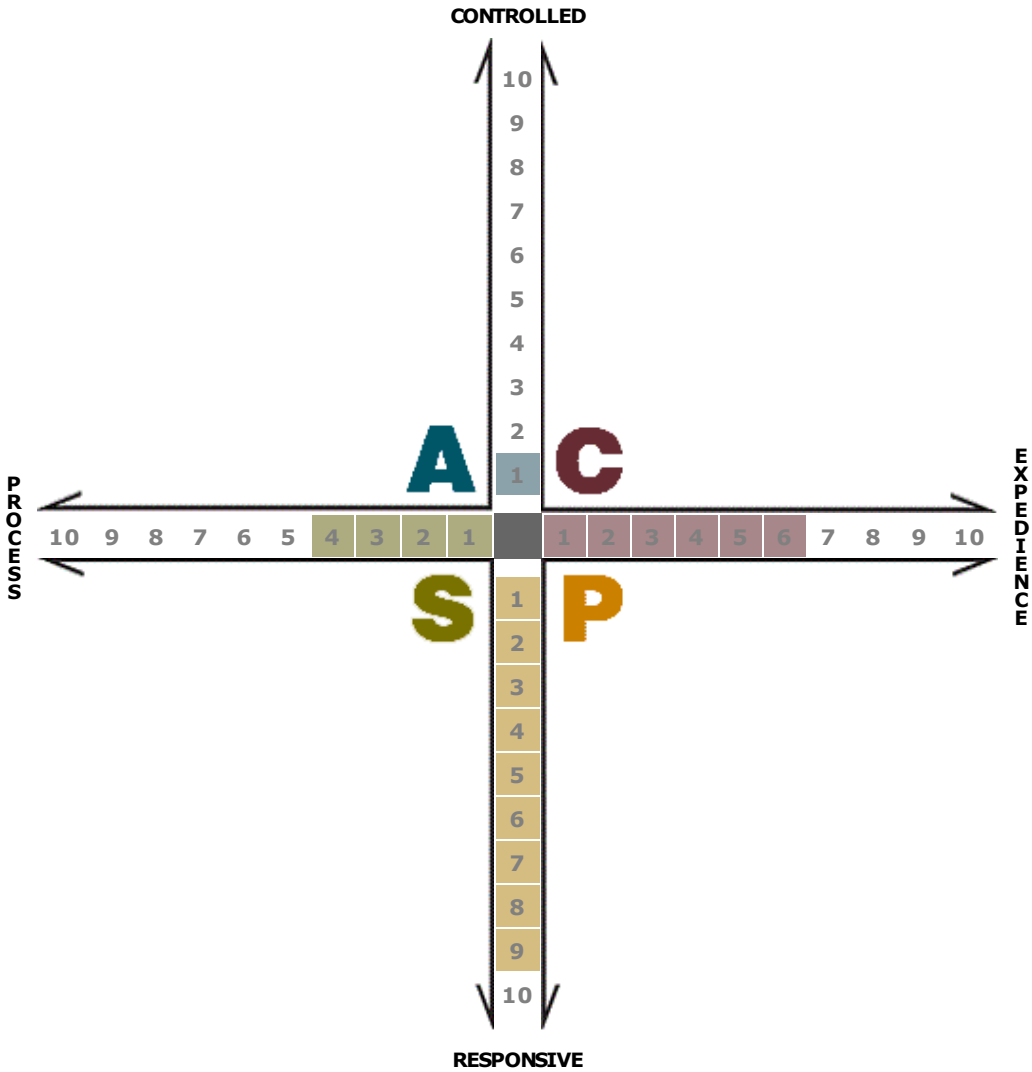
The Emotions Dimension illustrates *the degree to which an individual expresses emotions and feelings when relating to others. The Emotions Dimension ranges from Controlled to Responsive behaviors.*

- Emotionally Responsive individuals tend to experience *and* express their feelings and emotions. Impact: perceived to be verbal, expressive and informal.
- Emotionally Controlled individuals tend to experience *but not* express their feelings and emotions. Impact: perceived to be serious, reserved and formal.



**BEHAVIOR CHOICE**

The Results and Emotions dimensions are independent of one another, but when the two dimensions are combined, the four Behavior Styles emerge. The Behavior Style that emerges for you from the combined results and emotions dimensions may differ from the primary and secondary Behavior Style initially identified on the Profile Bar Graph. The reason for this is that the primary and secondary Behavior Style(s) are generated from the survey are focused on answers from the standpoint of "who you think you are." When looking at the Results and Emotions Dimensions, the perspective changes to identify the specific behaviors you choose to externally exhibit when you are "getting things done."



## BEHAVIOR STYLE ENERGY

People tend to get more energy from certain behaviors and work activities than others. Subsequently, they tend to give effort and energy to the activities where they get the most energy. There are four words that describe the different energies related to Behavior Styles; Task Relational, Initiate and Implement. It can be helpful to think of these things as behaviors or activities that either drain or charge our "internal battery."

### Above Midline Styles (Controller and Analyzer Styles)

- Give energy to TASK accomplishment.
- Receive energy from working on or completing TASK.



### Below Midline Styles (Stabilizer and Persuader Styles)

- Give energy to relating with RELATIONAL connections.
- Receive energy from working with RELATIONAL connections.



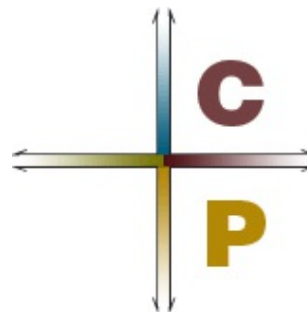
### Left of Midline Styles (Analyzer and Stabilizer Styles)

- Give energy to IMPLEMENTING ideas and plans.
- Receive energy from IMPLEMENTING ideas and plans.



### Right of Midline Styles (Controller and Persuader Styles)

- Give energy to INITIATING ideas and plans.
- Receive energy from INITIATING ideas and plans.





## BEHAVIOR STYLE ENERGY

### TASK -- Analyzer and Controller (**A+C = Task Energy**)

- The Analyzer and Controller give energy to TASK accomplishment, and they get energy back from working on task. Whenever either of these Styles is experiencing low energy, they go work on something and it picks up their energy level.

### RELATIONAL -- Stabilizer and Persuader (**S+P = Relational Energy**)

- The Stabilizer and Persuader give energy to task, but don't get any energy back. These Styles give energy to RELATIONAL connections and they get energy back from these connections. When either of these Styles is experiencing low energy, they go talk to somebody and it picks their energy up.

### IMPLEMENTING -- Analyzer and Stabilizer (**A+S = Implementing Energy**)

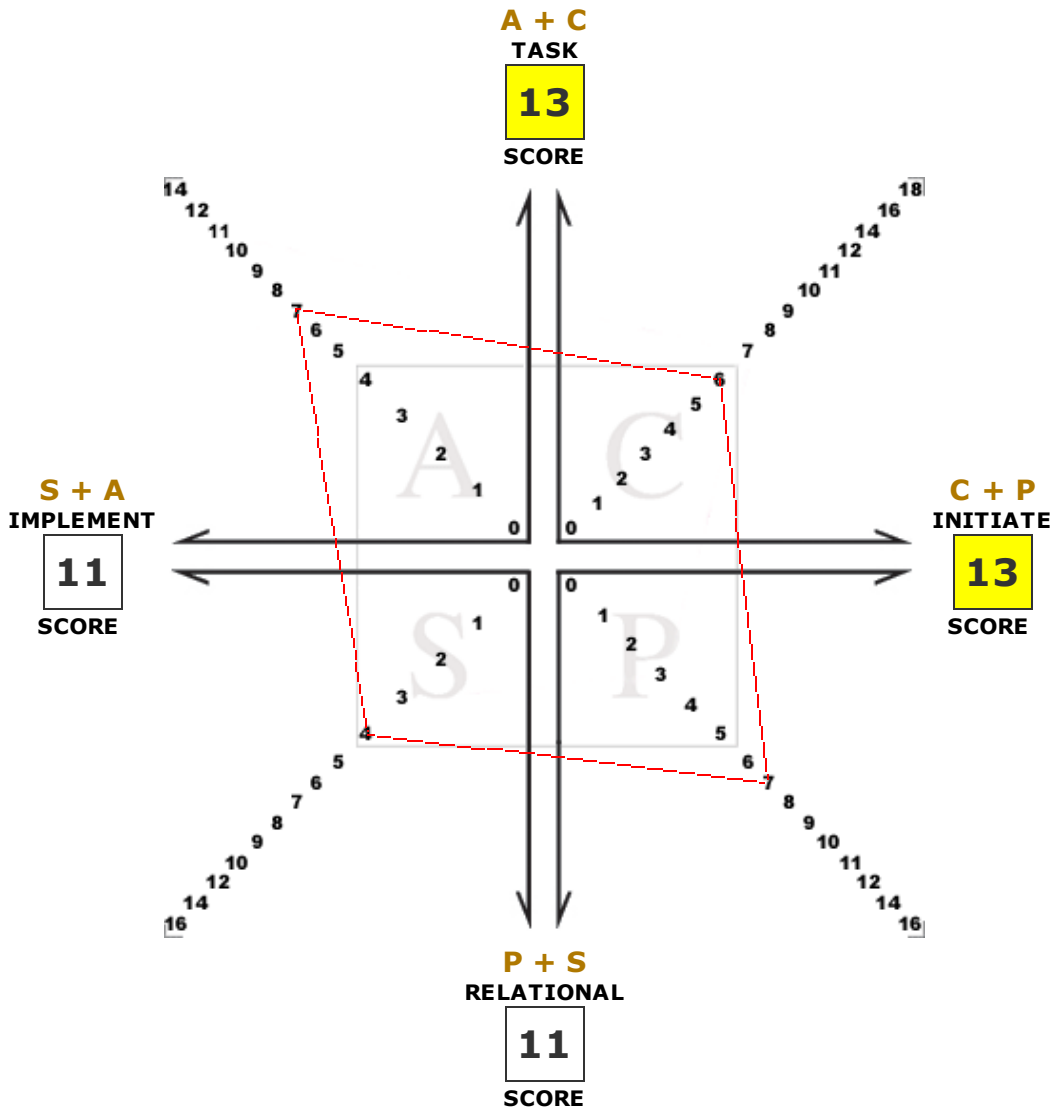
- The Analyzer and Stabilizer give energy to IMPLEMENTING, and they get their energy back from this activity (first we are going to organize our thoughts on paper and then we are going to take it to marketing and distribution, etc.). Making a plan work is energizing.

### INITIATING -- Controller and Persuader (**C+P = Initiating Energy**)

- The Controller and Persuader give and get energy from INITIATING. Listen to the energy when they brainstorm. "We are going to work on this and at the same time we are starting on that, and two weeks after that, we will..." They can give energy to implementing, but it drains them to do repetitive tasks or work only on one project.

Everyone uses each of these energies differently depending on the situation. For example: At work, Controllers may focus on Initiating and Task, but at a social event, the focus may shift to Implementing and Relational connections.

**ENERGY GRAPH**



Based upon your scores, you get and give the most energy to **INITIATING** and by focusing on **TASK**.





## BEHAVIOR IS A CHOICE

The Behavior Style profile is a powerful tool to discover your individual, unique combination of strengths. Each of us has, and situationally use, all four of the Behavior Styles as we work to be successful.

This profile is designed to accomplish two objectives:

1. Develop an understanding of the 4 Behavior Styles.
2. Within a specific focus, (me at work or me at home) understand which of the Behavior Styles you use to be effective within that particular frame of reference.

**Remember:** If you change your focus, or frame of reference, it is likely that your patterns of behavior will change as you work to be effective within this different environment. Failure to recognize the need to shift your Behavior Style will negatively impact your credibility.

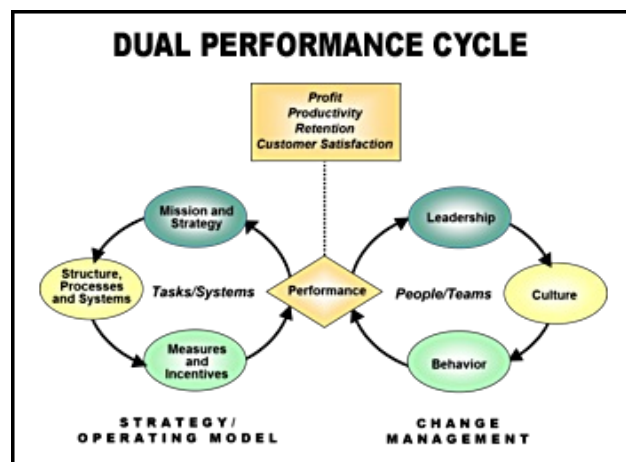
## ABOUT THE EFFECTIVENESS INSTITUTE

### About Us

Founded in 1980, Effectiveness Institute is a learning and development organization that has worked with thousands of clients across the U.S. and around the world in a wide range of industries. Our purpose is to deliver measurable improvement in the way individuals, teams and organizations perform, helping to build and sustain high-performance cultures within client organizations.

### Our Philosophy

To understand the various dynamics and critical success factors involved in organizations we created the Dual Performance Cycle. Organizations measure performance using certain metrics (e.g., Customer Satisfaction, ROI, Productivity, Retention, etc.). When efforts are made to improve performance, organizations commonly focus on the left side (Task/Systems) of the Dual Performance Cycle. While this is important and critical to success, research demonstrates that the right side of the cycle (People/Teams) has a substantial impact on performance outcomes.



Traditionally, competencies related to the right side of the Dual Performance Cycle have been described as "soft skills." These "people skills", such as the ability to give and receive feedback, navigate conflict, collaborate, promote ideas and inspire others, are critical for individual and team success. Balance is the key: technically competent individuals (left side) who demonstrate emotional intelligence that builds trust and respect (right side) always maximize performance.

At Effectiveness Institute, our work focuses on creating and sustaining high performance in all levels of the organization by improving the effectiveness of leaders and teams.

### Our Methods

Effectiveness Institute provides organizations with well-informed models, assessments, workshops, webinars and consulting that facilitate high performance. However, we don't supply one-size-fits-all answers. Instead we offer a variety of options to serve the needs of organizations. We also work together with clients who contact us to understand their needs. Only then do we propose solutions. This is important because most organizations know what they currently want (e.g., increased productivity, better service, higher profits, growth, less turnover, lower costs, etc.) but not necessarily what they currently need (e.g., clearer purpose, less unproductive conflict, improved people skills, greater clarity, stronger executive relationships, etc.) to achieve their goals.

Our content focuses on the key pressure points of most organizations: communication, teamwork, conflict, leadership and change. We provide only time-tested proven material. Every workshop, assessment or webinar is designed to build awareness, achieve participant "buy-in", develop real-world skills and make a positive impact on performance.



### **Contact Us**

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We love to talk with our customers, so please call us with any questions you may have about this product or our business in general.