

COMMUNICATION: A Self-Assessment Exercise

Instructions: Please select one from each pair of attributes (by circling the number of) – the one that you prefer most at this time. No pair is an either-or proposal. Hold “one” context in mind – either work or at home – and make your choice as spontaneously as possible (recognizing that at times you might have chosen either one). You must make a choice from each of the pairs; no pairs should be left unanswered. There is no wrong answer. (Put name at top.)

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

(continued on next page)

41. I search for challenging tasks.
42. I rely on observation and data.
43. I can express my feelings openly.
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 to waste 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.

(continued on the next page for scoring)

Scoring: In each of the previous 80 pairs, you circled the one response you most preferred. Now, circle the number below that corresponds to each of the answers you selected (from the previous 80 pairs) – that means that if you circled #2 on the survey form, you find where the #2 is located (in this case, it is in “STYLE 2” and circle it. Continue doing the same with each of the numbers you circled on the form. Then add up the total number of items you circled in each of the four different STYLE categories and write it in the space provided at the right for each style.

NOTE: The maximum total number of circled items is "20" per style and your grand total for the four styles should add up to 40.

STYLE 1:

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

Total number of items circled for STYLE 1 (A) = _____
20

STYLE 2:

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

Total number of items circled for STYLE 2 (PR) = _____
20

STYLE 3:

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

Total number of items circled for STYLE 3 (PE) = _____
20

STYLE 4:

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

Total number of items circled for STYLE 4 (I) = _____
20

(Your totals should add up to "40" ...)

NOTE: You will receive information explaining the distinctions between the different styles and what that might reflect in the way your own responses are distributed over the four style categories. Each person is unique in their profile, bringing their own “style” of communicating to the forefront in different situations and under varying circumstances...i.e. your predominant “style” at work may be different than your predominant “style” at home or with your family.

COMMUNICATION STYLES
(Description of their main characteristics)

STYLES OF ORIENTATION	CONTENT (When communicating, FOCUS is upon:)	PROCESS (Communication BEHAVIOR is:)	
ACTION ORIENTED PERSON	Results	Responsibility	Pragmatic (down to earth)
	Objectives	Feedback	Direct (to the point)
	Performance	Experience	Impatient
	Productivity	Challenges	Decisive
	Efficiency	Achievements	Quick Analysis (moves from one idea to another)
	Moving Ahead	Change	Energetic / confrontational
		Decisions	
=====			
PROCESS ORIENTED PERSON	Facts	Trying out	Systematic (step by step)
	Procedures	Analysis	Logical (cause & effect)
	Planning	Observations	Factual
	Organizing	Proof	Verbose
	Controlling	Details	Unemotional
	Testing		Cautious & Patient
=====			
PEOPLE ORIENTED PERSON	People	Self-Development	Spontaneous
	Needs	Sensitivity	Empathetic
	Motivations	Awareness	Warm
	Teamwork	Cooperation	Subjective
	Communications	Beliefs	Emotional
	Feelings	Values	Perceptive
	Team spirit	Expectations	Sensitive
	Understanding	Relations	
=====			
IDEA ORIENTED PERSON	Concepts	New horizons	Imaginative
	Innovation	Alternatives	Charismatic
	Creativity	Interdependence	Difficult to understand
	Opportunities	New ways	Ego-centered
	Possibilities	New methods	Unrealistic
	Grand designs	Improving	Creative
	Issues	Problems	Full of ideas
		Potential	Provocative
=====			

SOURCE: Casse, Pierre "Training for the Cross-Cultural Mind," Washington, DC:SIETAR International, 1979, p. 131. [Modified slightly by Michael Keller]

COMMUNICATION STYLES

(Adjusting to 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 idea(s).
- Use visual aids.

B. Communicating with a PROCESS oriented person:

- Be precise (state the facts).
- Organize your presentation in a logical order;
 - Background
 - Present Situation
 - Outcome
- Break down 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 immediately).
- 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/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 on 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.

FOUR VALUE ORIENTATIONS

that indicate preferences in Communication and Learning Style

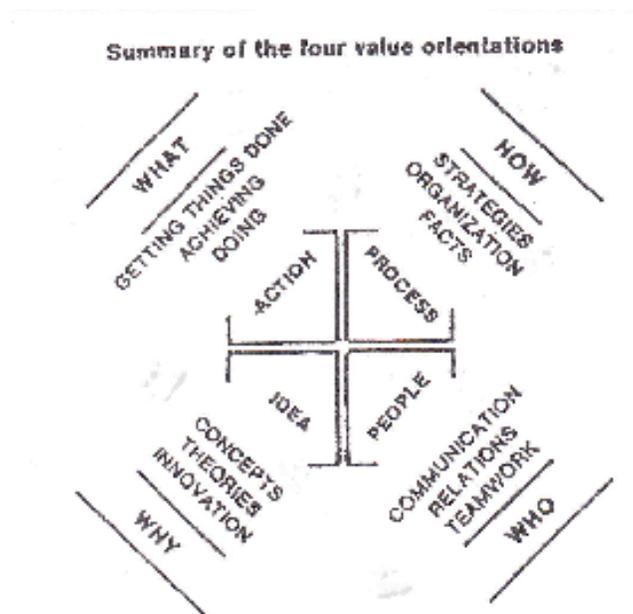
The four value orientations can be found in any individual and anywhere in the world. They are the *action*, *process*, *people*, and *idea* orientations. Everybody has a value orientation which is more important than the others. It is called the dominant value orientation. The main characteristics of the four value orientations in terms of their impact on people's lifestyles can be described as follows:

ACTION-oriented people like action, doing, achieving, getting things done, improving, moving ahead, being pragmatic (down to earth), being direct or to the point, decisive, and challenging.

PROCESS-oriented people like facts, organizing, structuring, setting up strategies, tactics, analyzing, documenting, testing, controlling, observing, being systematic, logical, unemotional, cautious, and patient.

PEOPLE-oriented individuals like to focus on social processes, interactions, motivation, teamwork, communication, feelings, needs, expectations, personal growth, and self-actualization. They are spontaneous, emphatic, warm, perceptive, sensitive, emotional, and subjective.

IDEA-oriented people like concepts, theories, innovation, creativity, opportunities, possibilities, and new ways and approaches to problem-solving. They are imaginative, charismatic, full of ideas, provocative, and stimulating.



SOURCE: Casse, Pierre "Training for the Cross-Cultural Mind," Washington, DC:SIETAR International, 1979, pp. 125-132.

Figure 33. Four Value Orientations and their Impact on Managers and Employees

Subjects Value Orientations	Managers	Employees
Action Orientations	<ol style="list-style-type: none"> 1. Make decisions and discuss them with employees. 2. Like quick decisions. 3. Like to set up objectives and delegate execution. 4. Monitor action on an ad hoc basis. 5. Can be impatient with employees. 	<ol style="list-style-type: none"> 1. Want to set up their own objectives. 2. Like to work on their own projects. 3. Are sensitive to feedback. 4. Act sometimes without thinking. 5. Are interested in professional and personal growth.
Process Orientations	<ol style="list-style-type: none"> 1. Spend time clarifying objectives with employees. 2. Collect facts before making decisions. 3. Give special importance to strategies and tactics. 4. Monitor actions in a systematic way (use of check points). 5. Like to think things through. 	<ol style="list-style-type: none"> 1. Do not like to be pushed around. 2. Like to propose options, analyze alternatives. 3. Want to know how their work fits into the overall operation. 4. Seek orders. 5. Are patient with details.
People Orientations	<ol style="list-style-type: none"> 1. Believe that people are full of resources. 2. Search for consensus. 3. Encourage teamwork. 4. Provide recognition easily. 5. Delegate responsibility for control and monitoring. 	<ol style="list-style-type: none"> 1. Enjoy meetings. 2. Like to feel that they belong to a team. 3. Need to know they are supported by the manager. 4. Sometimes lose sight of the task at hand. 5. Are oversensitive to others reactions.
Idea Orientations	<ol style="list-style-type: none"> 1. Like stimulating exchanges with employees. 2. Have a tendency to start too many projects at the same time. 3. Make long-term decisions. 4. Delegate in an informal way. 5. Are bored with routine activities. 	<ol style="list-style-type: none"> 1. Want to be involved in special projects. 2. Look for innovative actions. 3. Enjoy brainstorming sessions. 4. Assess their managers on the originality of their ideas. 5. Are bold and are sometimes misunderstood by their managers.