

Behavior Style **SELF**

Report



EFFECTIVENESS
INSTITUTE

CONTACT US

425-641-7620

contact@effectivenessinstitute.com

www.effectivenessinstitute.com

Behavior Style Self Assessment Report

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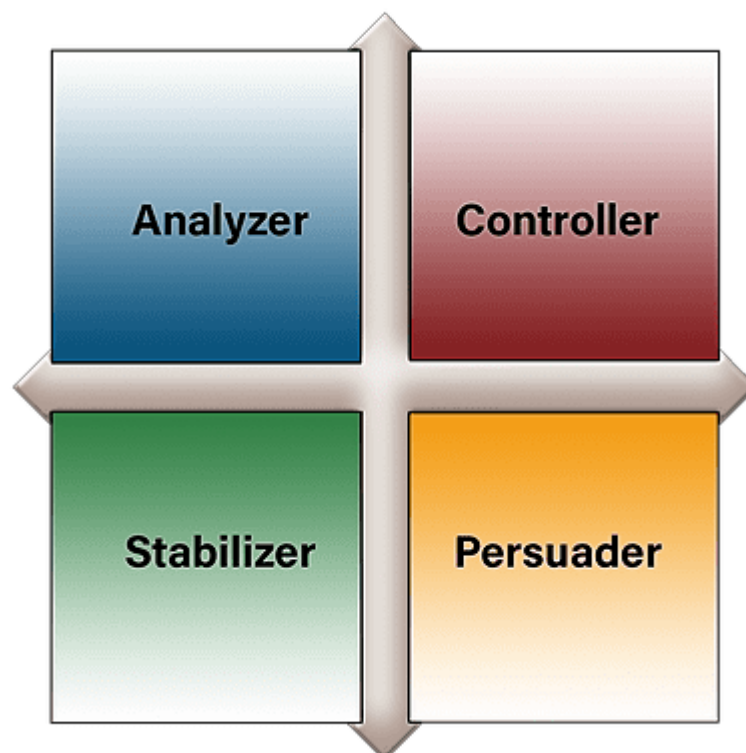
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BEHAVIOR STYLE ONLINE ASSESSMENT

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

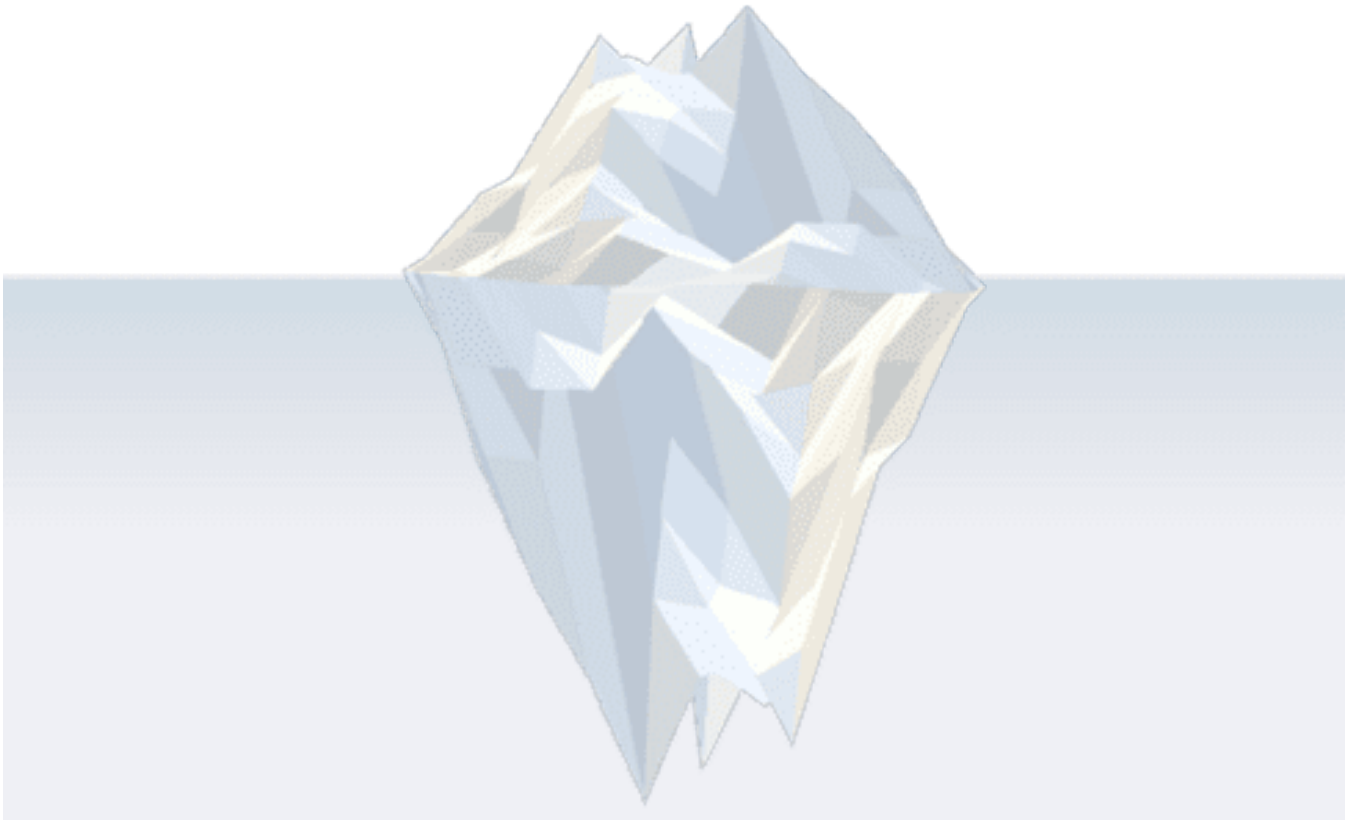
The information contained in this report is detailed enough to describe human behavior but simple enough to immediately use in the 'real world.' The intent of the assessment is simply to validate one's preferred pattern of behavior in order to facilitate making the appropriate choices when interacting with others.

Our *People Skills* workshop builds on the information in this assessment, increasing your awareness of choices you can make to situationally, intentionally and temporarily modify behavior and create win-win outcomes. To learn more about People Skills please visit our website at www.EffectivenessInstitute.com or call us at 425-641-7620.





BEHAVIOR VERSUS PERSONALITY



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

Behavior is represented by the part of the iceberg that is above the waterline. It is observable and immediately accessible to 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 verbally express my feelings or keep them to myself.



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.

People often evaluate others with a value-driven perception of how their behavior *should* be. When these value-driven perceptions differ from the behavior we observe in others, it is easy to become frustrated. The challenge is to recognize different behaviors and work effectively 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.

In our model, 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

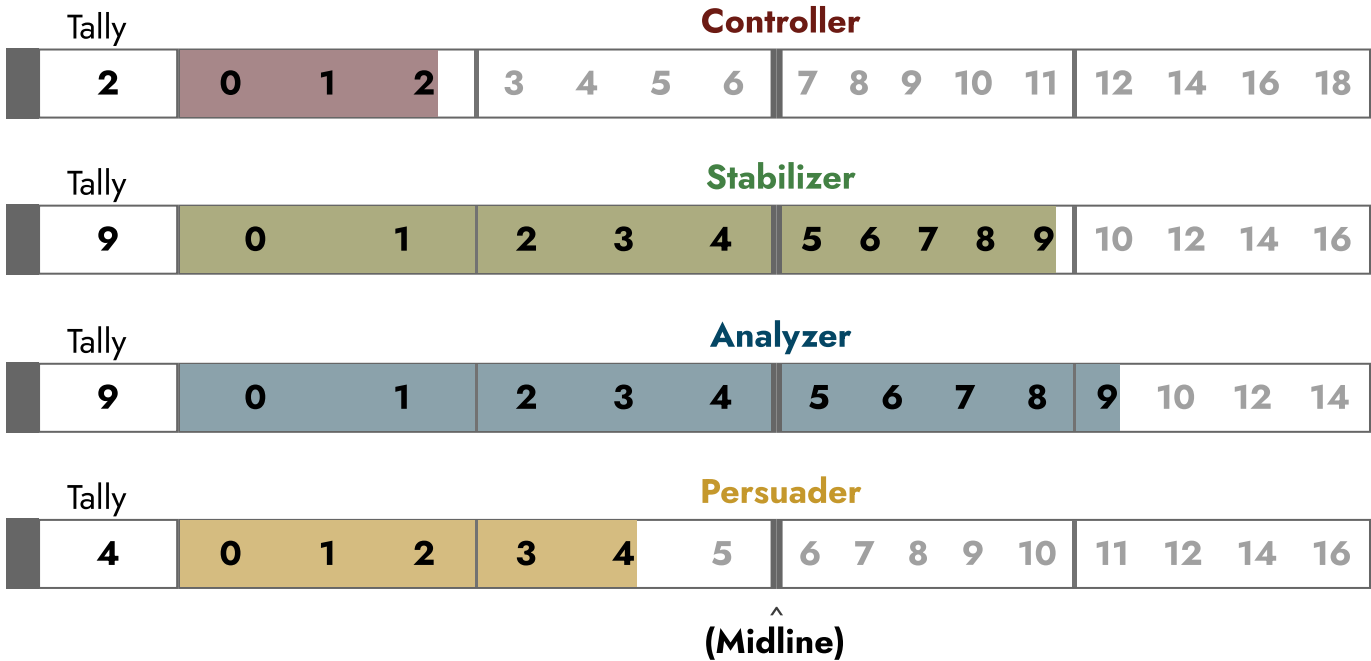
Most individuals have preferred Behavior Styles from which they operate most of the time. Effective individuals have access to and use all four Styles, even though they prefer one or two.

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 the selections you made are shown in the following bar graph. The graph reveals your preferences related to the four behavior patterns.



YOUR STYLE COMBINATIONS

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

Style Combinations

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

The bar graphs shaded to the right of the midline indicate your Behavior Style preference.

The graph shaded to furthest to the right represents your primary Style. Other graphs shaded to the right of midline indicate secondary and possibly tertiary preferences you may have.



STYLE PATTERN DESCRIPTION (1)

Analyzer - Stabilizer

Individuals with an Analyzer-Stabilizer preference tend to thrive in calm and harmonious environments. Conflict, confrontation, and behavior that is viewed as aggressive and demanding disrupts their ability to think and act at their best. They excel at gathering and evaluating factual information and presenting their views in a logical manner.

When things are not going well, they tend to feel concerned, both in their work and personal lives. Analyzer-Stabilizers prefer working independently or with a small group, particularly with individuals who share their thinking and working style. They tend to avoid large gatherings and are often less talkative during meetings. Making the "right" decision is of utmost importance to them, which can make them risk averse. If they do not see a clear path to the right decision, they might opt not to make any decision at all.

An endless loop of analysis is not uncommon and often includes worrying about the need to make a decision and if they made the right one. They tend to maintain an elevated level of emotional control and may initially view highly expressive people as less trustworthy until credibility is established.

Enhancing Flexibility: Analyzer-Stabilizers can benefit from realizing the value of taking action rather than obsessing over perfection. Sharing their thoughts and feelings with others would help them build trust with different personality types. They can also earn respect from others by sharing their wealth of information and knowledge, finding the right balance between sharing enough and avoiding overwhelming others.



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 blind spots of your Style. It also provides you with practical ways to meet Style needs, which will increase 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.

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



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 related to the issue at hand.
- Needs to have the control necessary to accomplish tasks as quickly as possible.

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 philosophizing.
6. Present the Controller with options so that they 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 with dignity 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 disagree with them, own your perceptions, and do not make it about them. Negative comments may be perceived as 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 but not hurried.
- Be an expert or highly knowledgeable in your field.
- Have 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 actions you suggest will work in their situation.
- Dislike emotional appeals.
- Prefer a direct but low-pressure request for action only after they have their questions answered.
- Want to be involved in follow-up for tasks they have been a part of.
- Need to see a logical, sequential approach to your conclusion.
- Need to verify information for themselves 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 documented facts. 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 or try to influence with emotion.
4. Analyzers will seek assurance that decisions are the correct or best one and that there is a clear understanding about any potential for errors. 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.
- Time you take to get to know and enjoy who they are.
- 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 note, email, or phone call after the task is finished.
- 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. Since Persuader's do not enjoy working out the "how" of an agreement, it is helpful to assume responsibility for those details.
4. If you disagree with a Persuader, avoid arguing. Refocus on expectations. Persuaders have a competitive drive to win arguments.
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.

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: **Process - 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:

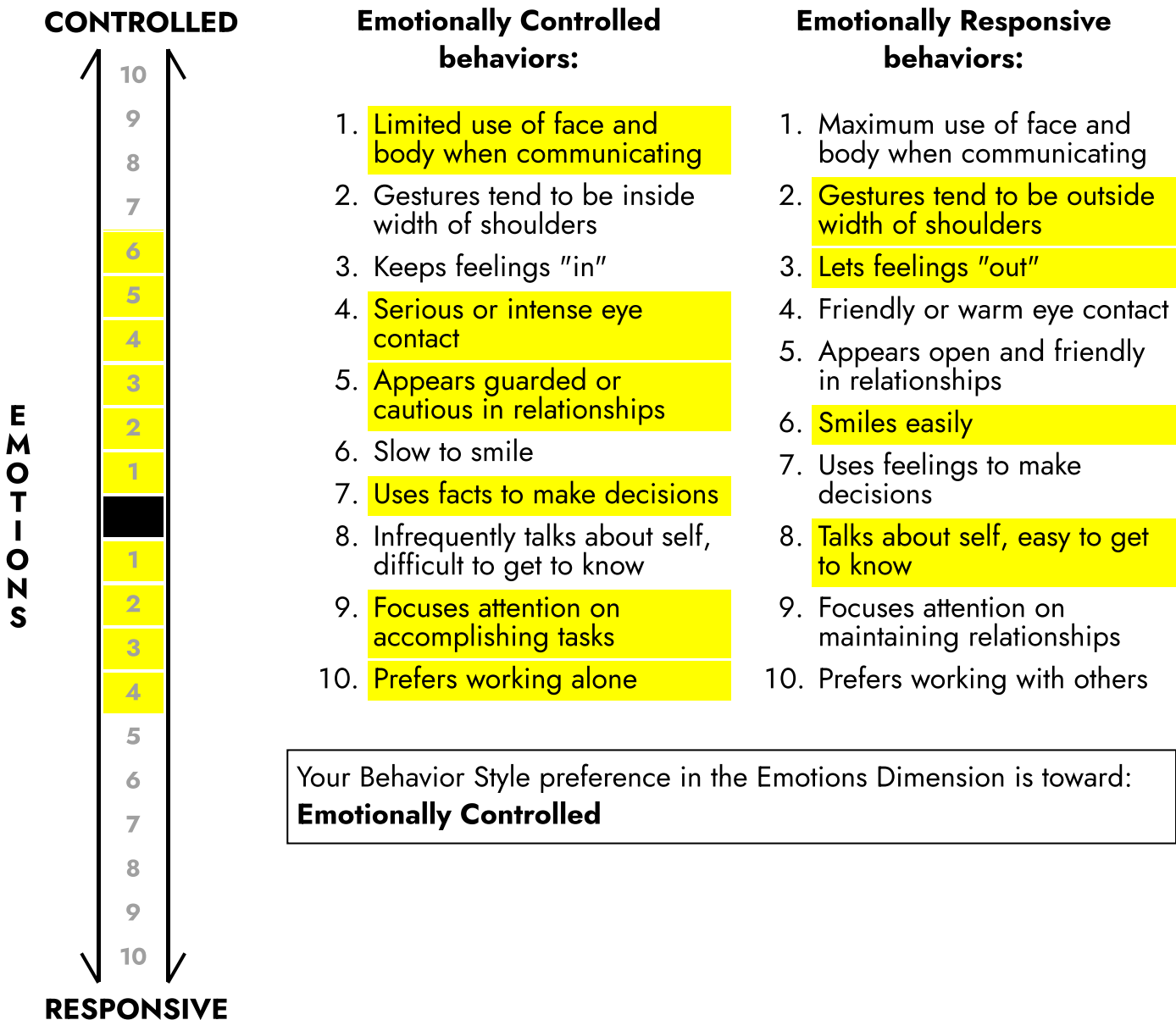
1. Speaks quickly, while thinking
2. Tells more than asks
3. Generally speaks with a strong voice
4. Frequently sits or stands directly across from person
5. Initiates
6. Quick, tight muscle movement (e.g., firm handshake)
7. Direct eye contact while conversing
8. Usually direct and to the point
9. Talks 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.

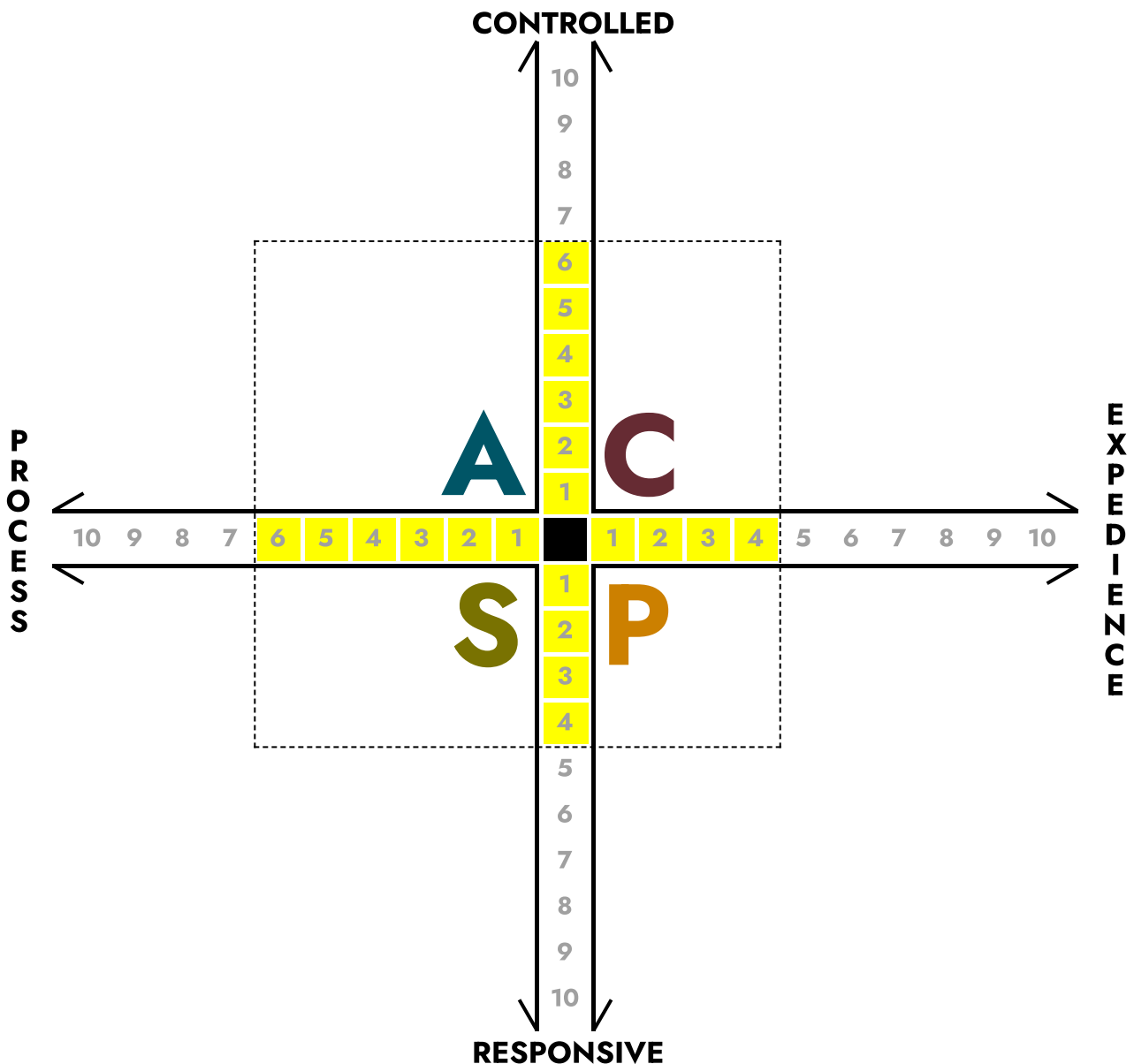
- Emotionally Responsive individuals tend to experience and express their feelings and emotions. Impact: perceived to be verbal, expressive and informal.
- Emotionally Controlled individuals tend to experience but not express their feelings and emotions. Impact: perceived to be serious, reserved and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



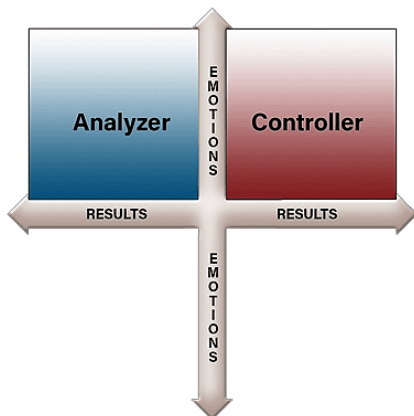


BEHAVIOR STYLE ENERGY

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.”

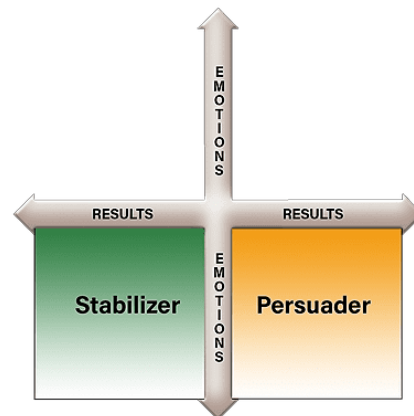
Above Midline Styles (Controller and Analyzer Styles)

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



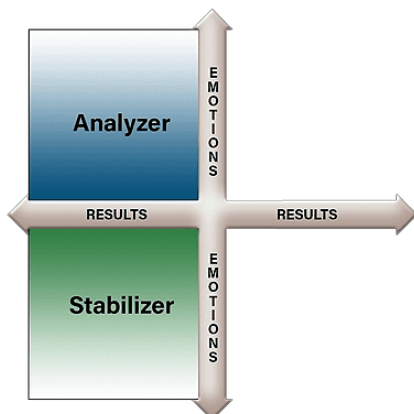
Below Midline Styles (Stabilizer and Persuader Styles)

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



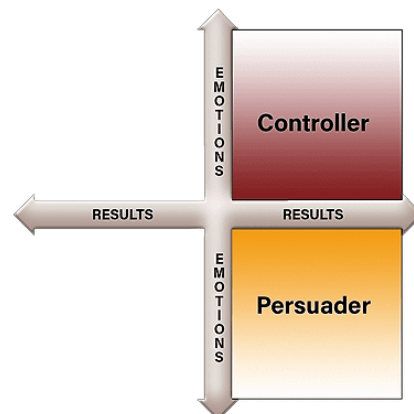
Left of Midline Styles (Analyzer and Stabilizer Styles)

- 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 they enjoy and it picks up their energy.

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

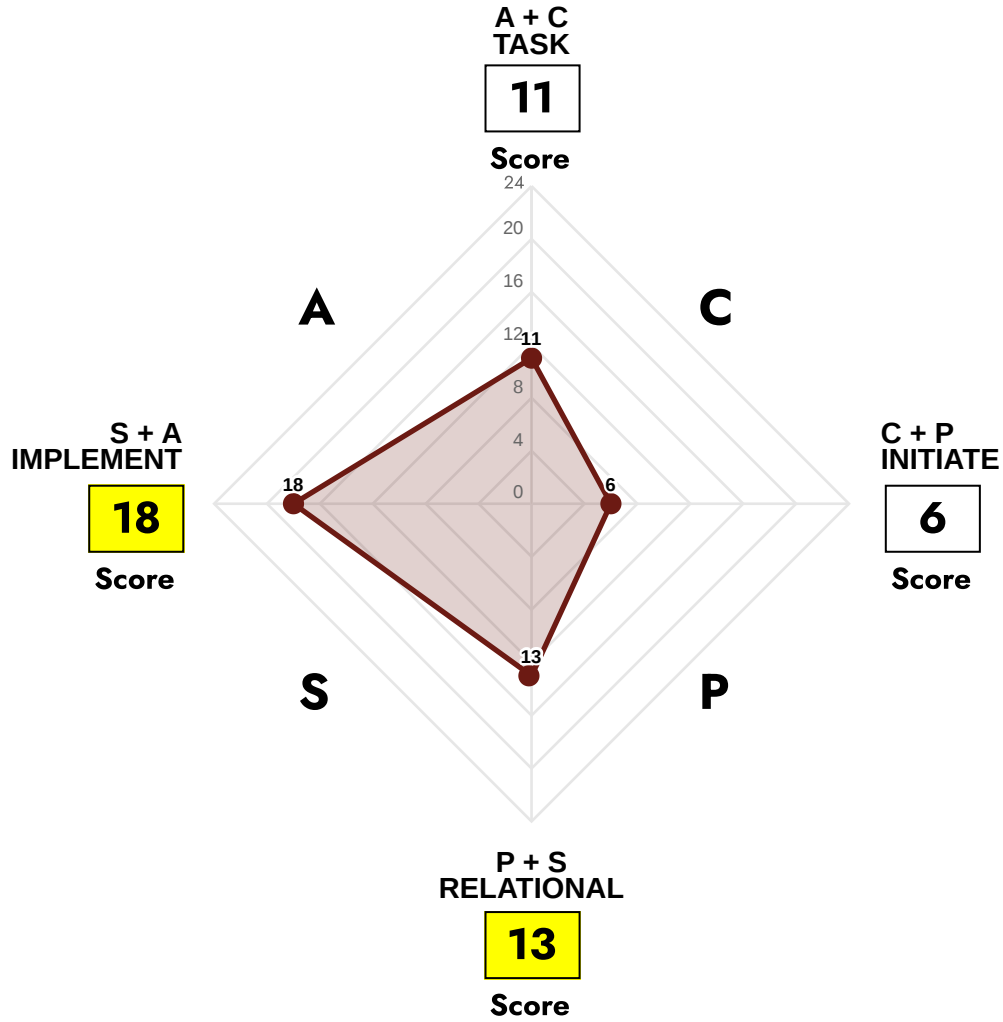
- The Analyzer and Stabilizer give energy to IMPLEMENTING, and they get their energy back from this activity (first we are going to organize our thoughts on paper and then we are going to take it to marketing and distribution, etc.). Making a plan work is energizing.

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 **IMPLEMENTING** and by focusing on **RELATIONSHIPS**.



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 to be successful.

This profile is designed to accomplish two objectives:

1. Develop an understanding of the four Behavior Styles.
2. Within a specific focus, (work, home, social, etc.) understand which of the Behavior Styles you tend to use to be effective.

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

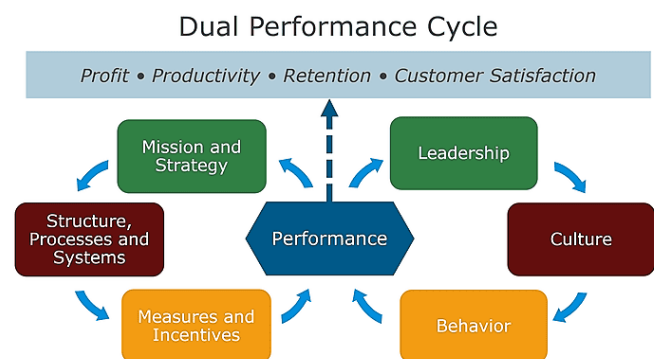
ABOUT THE EFFECTIVENESS INSTITUTE

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.



ABOUT THE EFFECTIVENESS INSTITUTE - - 2

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.



EFFECTIVENESS
INSTITUTE

Contact Us

Effectiveness Institute
PO Box 3231
Bellevue, WA 98009
(425) 641-7620
contact@effectivenessinstitute.com
www.effectivenessinstitute.com

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