



Decision Style Inventory

The Decision Style inventory is used to help people understand how they tend to make decisions. The degree of preparation, the extent to which people rely on information and structure and the influences on those decision-making patterns is often influenced by the style people tend to use most frequently. We can use this Inventory to begin to understand our own decision-making style, other people's styles and how our style may impact on others in a positive or negative way. We can also use the results to help us to consider how we might strengthen our decision making by developing some less/under used styles. You shouldn't use this to compare your scores to others' scores, but, rather, to consider your own pattern of decision making and how you might develop your decision making skills.

Completing the questionnaire:

There are no right or wrong answers. Each person is different and will, therefore, score the questions differently. Generally, it is best not to think too much but to go with your initial instinct.

Each question is answered by assigning an 8 to the answer that is most like you, 4 to the next answer most like you, then a 2, and finally a 1 for the answer least like you. For example, in the first question an individual may want to assign an 8 to "be recognised for my work", a 4 to "have a position with status", a 2 to "feel secure", and a 1 to "be outstanding in my field".

Each score can be assigned **only once** in each question i.e. all 4 numbers, 8, 4, 2, and 1 must be used for each question. Do not repeat any of these 4 numbers for any one question i.e. using 2 X 8's would not be a correct response to a question.

There are no right or wrong responses. Your scores should reflect how you see yourself, not what you believe is correct or desirable, as related to your work situation. You should consider typical decisions that you make in your work environment when responding.

When you have finished scoring all the questions, please total the columns.

(Rowe, Mason, Dickel, Mann and Mockler, 1994)



	Question		1		2		3		4
1	My prime objective is to:	Have a position with status		Be the best in my field		Achieve recognition for my work		Feel secure in my job	
2	I enjoy jobs that:	Are technical and well defined		Have considerable variety		Allow independent action		Involve people	
3	I expect people working for me to be:	Productive and fast		Highly capable		Committed and responsive		Receptive to suggestions	
4	In my job, I look for:	Practical results		The best solutions		New approaches or ideas		Good working environment	
5	I communicate best with others:	In a direct one to one basis		In writing		By having a group discussion		In a formal meeting	
6	In my planning I emphasize:	Current problems		Meeting objectives		Future goals		Developing people	
7	When faced with solving a problem, I	Rely on proven approaches		Apply careful analysis		Look for creative approaches		Rely on my feelings	
8	When using information, I prefer:	Specific facts		Accurate and complete data		Broad coverage of many options		Limited data that is easily understood	
9	When I am not sure about what to do, I:	Rely on intuition		Search for facts		Look for a possible compromise		Wait before making a decision	
10	Whenever possible, I avoid:	Long debates		Incomplete work		Using numbers or formulas		Conflict with others	
11	I am especially good at:	Remembering dates and facts		Solving difficult problems		Seeing many possibilities		Interacting with others	
12	When time is important, I	Decide and act quickly		Follow plans and priorities		Refuse to be pressured		Seek guidance or support	
13	In social settings I generally:	Speak with others		Think about what is being said		Observe what is going on		Listen to the conversation	
14	I am good at remembering:	People's names		Places we met		People's faces		People's personality	
15	The work I do provides me:	The power to influence others		Challenging assignments		Achieving my personal goals		Acceptance by the group	
16	I work well with those who are:	Energetic and ambitious		Self confident		Open minded		Polite and trusting	
17	When under stress, I:	Become anxious		Concentrate on the problem		Become frustrated		Am forgetful	
18	Others consider me:	Aggressive		Disciplined		Imaginative		Supportive	
19	My decisions typically are:	Realistic and direct		Systematic or abstract		Broad and flexible		Sensitive to the needs of others	
20	I dislike:	Losing control		Boring work		Following rules		Being rejected	
			Total		Total		Total		Total



Decision Style Inventory - Scoring Sheet

Please write your scores for each column in the corresponding boxes below: Then, transfer your scores onto the grid below. You can also add horizontally / vertically to get an indication of the balance of your scores in terms of Ideas / Action / Task and People.

<input type="checkbox"/> Column 1 Directive	<input type="checkbox"/> Column 2 Analytic	<input type="checkbox"/> Column 3 Conceptual	<input type="checkbox"/> Column 4 Behavioural
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	ANALYTIC <input type="text"/>	CONCEPTUAL <input type="text"/>	IDEA <input type="text"/> ORIENTED
	DIRECTIVE <input type="text"/>	BEHAVIOURAL <input type="text"/>	ACTION <input type="text"/> ORIENTED
	TASK <input type="text"/> TECHNICAL	PEOPLE <input type="text"/> ORGANISATIONAL	



Decision Making Styles Explanation

Style	Descriptor	Coping Strategy
Analytical	Technical, logical, careful and methodical. Likes to have data and order and enjoys problem-solving. Prefers structure and enjoys scientific study, and happy working alone.	You see change as a challenging puzzle to be solved. You need plenty of time to gather information, analyse data, and draw conclusions. You may resist change if you are not given enough time to think it through.
Conceptual	Creative and artistic, future oriented. Likes to brainstorm, wants independence and uses judgement. optimistic, uses ideas vs. data, looks at the big picture, rebellious and opinionated, and committed to principles or a vision.	You are interested in how change fits into the big picture. You want to be involved in defining what needs to change and why. You will resist change if you feel excluded from participating in the change process.
Behavioural	Supportive of others, empathetic, wants affiliation, nurtures others, communicates easily, uses instinct, avoids stress, avoids conflict, relies on feelings instead of data, and enjoys team /group efforts.	You want to know how everyone feels about the changes ahead. You work best when you know that the whole group is supportive of each other and that everyone champions the change process. If the change adversely affects someone in the group, you will perceive change as a crisis.
Directive	Single-minded and uses rules to make decisions. Enjoys being productive, individual achievements and power/status. Acts rapidly, takes charge and can be persuasive. May be impatient aggressive/ manipulative.	You want specifics on how the change will affect you and what your own role will be during the change process. If you know the rules of the change process and the desired outcome, you should be able to act rapidly and aggressively to achieve change goals. You resist change if the rules or anticipated results are not clearly defined.