Communication: A Self-Assessment Exercise

Below are 40 pairs of sentences. Please select from each pair of attributes the one which is most typical of your personality. No pair is an either-or proposal. Make your choice as spontaneously as possible. There is no wrong answer. Circle the number of your choice.

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 innovation 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 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.
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 up. 40. I perceive myself as decisive.
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.       | 63. I like to get things done. |
| 46. I perceive myself as a facilitator. | 64. Good relationships are essential. |
| 47. I like to focus on one issue at a time. | 65. I am impulsive. |
| 48. I like to achieve. | 66. I accept differences in people. |
| 49. I enjoy learning about others. | 67. Communicating with people is an end in itself. |
| 50. I like variety. | 68. I like to be intellectually stimulated. |
| 51. Facts speak for themselves. | 69. I like to organize. |
| 52. I use my imagination as much as possible. | 70. I usually jump from one task to another. |
| 53. I am impatient with long, slow assignments. | 71. Talking and working with people is a creative act. |
| 54. My mind never stops working. | 72. Self-actualization is a key word for me. |
| 55. Key decisions have to be made in a cautious way. | 73. I enjoy playing with ideas. |
| 56. I strongly believe that people need each other to get work done. | 74. I dislike wasting my time. |
| 57. I usually make decisions without thinking too much. | 75. I enjoy doing what I am good at. |
| 58. Emotions create problems. | 76. I learn by interacting with others. |
| 59. I like to be liked by others. | 77. I find abstractions interesting and enjoyable. |
| 60. I can put two and two together very quickly. | 78. I am patient with details. |
| 61. I try out my new ideas on people. | 79. I like brief, to the point statements. |
| 62. I believe in the scientific approach. | 80. I feel confident in myself. |
Scoring Your Communication Style Inventory

Each selected item has to be reported on the four scales reproduced below. In other words, if items 1, 4, 6, have been selected, the same numbers on the four scales should be circled again. Transfer your selections from the previous pages to this sheet by circling the sentence number that you selected.

On each style line add up the number of items that you have circled (not the figures but the number of selected items). The maximum is 20 per style and the total for the four styles should be 40.


<table>
<thead>
<tr>
<th>Styles/Features</th>
<th>They talk about…</th>
<th>They are…</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action (A)</strong></td>
<td>Results * Responsibility * Objectives * Feedback * Performance * Experience * Productivity * Challenge * Efficiency * Achievements * Moving Ahead * Change * Decisions.</td>
<td>Pragmatic * Direct * Impatient * Decisive * Quick (jumping from one thing to another) * Energetic * Challenge Others</td>
</tr>
<tr>
<td><strong>People (PE)</strong></td>
<td>People * Self-development * Needs * Sensitivity * Motivations * Awareness * Teamwork * Cooperation * Communications * Beliefs * Feelings * Values * Team Spirit * Expectations * Understanding * Relations</td>
<td>Spontaneous * Empathetic * Warm * Subjective * Emotional * Perceptive * Sensitive</td>
</tr>
<tr>
<td><strong>Idea (I)</strong></td>
<td>Concepts * What’s new in the field * Innovation * Creativity * Interdependence * Opportunities * New ways * Possibilities * New methods * Grand designs * Improving * Issues * Problems * Potential * Alternatives</td>
<td>Imaginative * Charismatic * Difficult to understand * Ego-centered * Unrealistic * Creative * Full of ideas * Provocative</td>
</tr>
</tbody>
</table>

Plotting Your Results

For a visual overview of your preferred communication style, plot your score from each of the 4 style types on the appropriate line in the graph above. When you have all four scores plotted you can connect the dots. The resulting figure will tell you whether you have a strong preference for one communication style or whether the results are more mixed across 2, 3 or all 4 styles.
Coping With 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 ideas.
   * Use visual aids.

B. **Communicating with a process oriented person:**
   - Be precise (state the facts).
   - Organize your presentation in a logical order;
     a) background b) present situation c) outcome.
   - Breakdown 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 right away).
   - 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 or 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 or 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.