WORK STYLES

Scale		0 5 10
Knowledge Specialist	4	
Directive Management	5	
Delegative Management	4	
Work Motivation	8	
Self Development	9	
Corporate Adaptability	10	
Social Adaptability	8	
Social Responsibility	9	

Scale		0 5 10
Public Contact	3	
Detail	8	
Global	2	
Linear	9	
Conceptual	3	
Concrete	8	

The following are descriptions of typical behaviors of High Scores (7-10).

Knowledge Specialist: Contributes and leads by utilizing personal expertise and knowledge to find solutions. Leads by example. This includes managers and executives who are leaders in technical, educational, consulting and other specialized fields.

Directive Management: Personal, direct involvement in problem solving, controlling and implementing. Leads from the front in exercising authority. Includes managers and executives in action-driven organizations.

Delegative Management: Utilizes plans and strategies. Arranges resources and assists co-workers and teams in dealing with resource and implementation issues. Includes managers and executives in plan-driven organizations.

Work Motivation: A positive attitude toward work; exhibits a responsible outlook toward work rules and assigned functions. Able to find value in most jobs/roles.

Self Development: A positive attitude toward personal growth and development; utilizes classic educational systems more than hands-on experience. Motivated to make contributions and exercise professional or managerial responsibility.

Corporate Adaptability: A positive commitment to relationships and organizational goals necessary for advancing in the organization and corporate structure/ culture. Dedicated to and identifies with the corporate initiatives that require significant individual and team commitment.

Social Adaptability: Adaptability to people, social situations, corporate and legal rules. Positive attitudes toward others, ability to withstand extended stress. Meets unexpected changes in an optimistic, tolerant manner, extends trust to others easily.

Social Responsibility: Values and supports social conventions in own social group. Provides and supports stability in work, family, legal and social relationships.

Each pair below has a combined score of 11.

Public Contact: Prefers activities involving social contact. Seeks solutions through people. Focused on people being central to organizational effectiveness.

Detail: Concern for the procedural and detailed aspects of work. Focused on processes as central to organizational effectiveness.

Global: Problem solving that involves a relational and holistic process. Thinking and actions need not follow a set, sequential pattern.

Linear: Preference for activities and tasks that follow a logical, sequential analysis and process.

Conceptual: Utilizes abstract information, experience, intuition and knowledge to find fresh and imaginative solutions.

Concrete: Uses analysis and facts to solve problems.

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