

Daniel Ferranti—Independent Management Assessment

StyleView Report-Daniel Ferranti

Decision Styles Basics



Decision styles are **habits of thinking**. They differ in terms of their emphasis on:

- **Information Use:** Action vs. Analysis
- **Focus:** Single focus on one solution) vs. Multiple focus (focus on many solutions)

People differ greatly in the styles they use when making decisions, communicating, and sharing information with others.

Your Leadership Style Profile

Your leadership styles affect the way you **deal with people**

<p>Your primary leadership style (style used most often):</p>		<p>As a leadership style, this is a quick, friendly and agreeable style.</p>
<p>Your secondary leadership style (style used next most often):</p>		<p>As a leadership style, this is a thoughtful and logical style.</p>

Overview of Your Leadership Styles

According to your assessment results, your leadership style behavior will vary from being quite open, adaptive, and willing to change directions, to being very analytic and focused. This flexible combination is rare and considered to be the strongest and most effective of all leadership styles. First of all, you value relationships and try to maintain harmony, but not at the expense of making poor decisions based on shoddy logic. Nonetheless, when conflicts do arise, you try to find ways to accommodate others' points of view while at the same time orchestrating a consensus in order to achieve the desired results. Although you value quality and logic, you also utilize interpersonal skills so that others may cooperate in achieving a rational resolution. Your ability to dynamically apply both logic and interpersonal skills ranks in the 97th percentile of measured effectiveness.

Compared to people with Task leadership style combinations, others likely see you as more agreeable and willing to change your decisions or to change course as new data or circumstances dictate. But, in contrast to people with Participative leadership style combinations, others likely see you as more analytic, structured, and organized in both your planning and execution.

As a boss, people probably describe you as easy going and open most of the time, but also very directive on some issues, particularly those that influence priorities, plans and goals. Your closest subordinates probably describe you as a valued coach and mentor that exhibits highly influential communication and motivational abilities with an organizational empowerment approach to management. As a subordinate, you probably are viewed as a team player who is reasonably compliant and cooperative, who nonetheless can also be quite thoughtful, conscientious and independent. Since your style likely engenders loyalty from subordinates, supervisors and peers alike, you appear adept at building consensus in such a way so as to influence the decision making process while also assuring that your ideas become incorporated.

Inasmuch as your primary leadership style is Social, we expect that this is the leadership style that you use most often. Next most frequently, we expect that you use your secondary leadership style, Intellectual. These two styles differ greatly. The Social style is fast, intuitive, and dynamic. The Intellectual style is analytic, logical, and focused. Your adaptability to shift between these styles is a strong leadership asset.

When you shift from a Social to an Intellectual leadership style, you likely become both more analytic and less willing to change your mind to accept someone else' idea. Correspondingly, you are more inclined to argue for a specific solution. Others may see you as more agreeable and easier to deal with when you are in your Social leadership style. But, when you are in your Intellectual style, they likely find it easier to understand your points of view and your reasons for having those views. Your communication skills and ability to influence others allows you to facilitate communication and cooperation from others while operating in either your Social or Intellectual styles.

Inasmuch as your Social style is your primary leadership style, the indications are that you are sensitive to interpersonal pressure. As pressure decreases, or increases, you most likely shift back and forth between your Social style your more analytic, logical and focused Intellectual style.

People who do not know you well might be a bit surprised by your change from being very agreeable and adaptive to being more structured, cautious and analytic when you shift from your primary to secondary leadership style. People who do know you well appreciate both of these attributes, your thoughtfulness, pro-active coaching style, and organizational empowerment skills.

Ideal Occupations (Fit with the people)

Your success in your career will depend in part on how effectively you handle the interpersonal side of your work, the styles of other people in your occupation and on the kinds of interactions you likely are to have on the job. Based on your leadership style, you likely are most successful in management positions that require you to deal quickly, but agreeably with many different kinds of people, particularly where the many issues that need to be decided shift very fast and unpredictably. You seem adept in complex and dynamic organizational environments.

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Your Thinking Style Profile

Your thinking styles affect the way you handle tasks and decisions

Your *primary thinking style*
(style used most often):

**Complex**

As a thinking style, this is an analytic and focused style.

Your *secondary thinking style*
(style used next most often):

**Flexible**

As a thinking style, this is an action-oriented, and adaptable style.

Overview of Your Thinking Styles

Your primary and secondary thinking styles combine two very different styles: Complex and Flexible. Complex is a highly analytic, and focused style, emphasizing logic and quality. Flexible is a fast, adaptive, and change-oriented style. According to your assessment, Complex is your primary style and Flexible is your secondary style. These two thinking styles are an unusual but effective combination. This indicates that in most situations when you are just going about things as you normally do, as a matter of habit, and you are faced with a decision to make, you think things through thoroughly in an effort to determine the best course of action for the problem at hand. You probably won't feel very comfortable coming to a conclusion until you have sorted through a good deal of information and you clearly see a high quality course of action, one that will stand the test of time. You probably place importance on careful planning, with a definite eye to the long-term. Once you do develop a plan, your high drive will likely use it as a blueprint for fast action.

Nonetheless, with Flexible as your secondary style, there likely are times when you quite suddenly shift direction and move off on a different course. This shift in your styles is most apt to occur when you feel under greater than usual pressure to act or you assess a change in circumstances that requires action. At these times, you may shift from being highly analytic, steady and focused, to very fast-moving and dynamic.

Because Complex and Flexible styles are so different, some people may find you difficult to understand. People who work with you when you are in your Complex mode probably view you as serious and methodical, and perhaps as very steady, serious and careful. People who see you when you are in your Flexible mode probably view you as action oriented, quite agreeable and adaptive, and perhaps as innovative and creative.

Generally speaking, the fact that your two most frequently used styles are so different should give you the capability to deal with very different kinds of problems and situations, ranging from those that require careful, logical and long-range thinking, to those that require responding quickly to fast-changing situations. This combination fosters both strategic and tactical execution skills. Your combined scores rank in the 93rd percentile of measured effectiveness.

Ideal Occupations (Fit with tasks and decisions)

Your **thinking** decision styles influence how well you fit with the tasks, information processing, and decision-making in a particular occupational field. Taking into account your primary thinking style, Complex, we estimate that you most likely perform at your best in occupations where the work requires planning and thinking things through to assure that exact requirements and plans are achieved. The addition of your Flexible thinking style enhances your capability to develop creative solutions as well, allowing you to incorporate varied options when implementing the action-plans that accomplish objectives.

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Overview: Your Leadership and Thinking Style Profiles

Comparing your leadership style profile and your thinking style profile

As you know, first impressions may not be accurate impressions. Other people's perception of you may change, sometimes drastically, from the time they first meet you to when they better know you.

- When people *first meet you*, or when they see you in relatively formal circumstances, they primarily are influenced by your **leadership** style.
- As they *become better acquainted with you*, and they see you more informally, they primarily are influenced by your **thinking** style.

Based on our analysis of your profile, we expect that other people's first impression of you will be somewhat different from their impression of you after they come to know you well.

Our reasoning is as follows:

Your Primary **Leadership** Style is *Social*

Your Primary **Thinking** Style is *Complex*

First Impression of You	When people first meet you they likely see you as quick and agreeable, as open to input, and willing to shift directions quickly as things change. You seem gregarious and are magnetic to them.
After People Get to Know You	People who really get to know you well will come to see that actually you are very analytic, thorough, and logical in your thinking, and inclined to stick with a particular course of action once you make up your mind, remaining flexible and adaptable more to a change in facts or circumstances than to the opinions of others.
Main Difference	As people become more familiar with you they likely see you as more analytic in your thinking and also as more focused on achieving particular courses of action. They also are likely to see that you have stronger views and opinions than you first appeared to have, and may be surprised by the amount of influence you quietly assert over their own opinions and actions over time.

Ideal Occupations

In sum, your Social/Intellectual Leadership Style, along with your Complex/Flexible Thinking Styles are individually and collectively a rare and powerful set of combinations that should prove most effective in managing complex organizational settings while orchestrating them to achieve desired group objectives. Your aggregate scores rank in the 95th percentile—a very strong leadership and management profile. When compared with most other senior executives measured, this places you among the top tier, and in the upper right quadrant of measured management effectiveness.