



Self-Assessment

Instructions: The self-assessment will include two sections, a working style survey and a communication style survey. This activity is intended to help mentors and mentees reflect on how they work and communicate best with others. Each section will have its own set of brief instructions. Both sections will be taken independently and will be self-scored (it might be helpful to print out this document to assist with scoring). Scoring guides will be provided at the end of this document, in addition to some questions to guide discussion. Mentors and mentees should plan to have a conversation about their results.

Working Style Survey

Read each statement and order your responses “1,” “2,” “3,” or “4,” with “1” being the response that BEST describes you and “4” being the response that LEAST describes you.

1. When performing a job, it is most important to me to
 - a. Do correctly, regardless of the time involved 3
 - b. Set deadlines and get it done 1
 - c. Work as a team, cooperatively with others 2
 - d. Demonstrate my talents and enthusiasm 4
2. The most enjoyable part of working on a job is
 - a. The information you need to do it 3
 - b. The results you achieve when it's done 2
 - c. The people you meet or work with 4
 - d. Seeing how the job contributes to progress 1
3. When I have several ways to get a job done, I usually
 - a. Review the pros and cons of each way and choose 1
 - b. Choose a way that I can begin to work immediately 4
 - c. Discuss ways with others and choose the one most favored 2
 - d. Review the ways and follow my “gut” sense about what will work the best 3
4. In working on a long-term job, it is most important for me to
 - a. Understand and complete each step before going to the next step 1
 - b. Seek a fast, efficient way to complete it 4

- c. Work on it with others in a team 2
- d. Keep the job stimulating and exciting 3

5. I am willing to take a risky action if
- a. There are facts to support my action 1
 - b. It gets the job done 4
 - c. It will not hurt others' feelings 2
 - d. It feels right for the situation 3

Communication Style Survey

Consider the following question: "When under pressure, I tend to be..."

Each of the 23 rows contain four responses to this question. Within each row, circle the adjective that best describes you.

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|--------------------------|--------------------|-----------------|---------------------|
| 1. Humorous 3 | Regimental 2 | Concise 1 | Concerned 4 |
| 2. Focused on outcome 1 | Focused on steps 2 | Excited 3 | Apprehensive 4 |
| 3. Aggressive 1 | Talkative 3 | Disciplined 2 | Nurturing 4 |
| 4. Non-confrontational 4 | Schmoozer 3 | Resistant 2 | Assertive 1 |
| 5. Innovative 1 | Talented 2 | Creative 3 | Productive 4 |
| 6. Driven 1 | Enthusiastic 3 | Absorbed 2 | Seeking the peace 4 |
| 7. Scattered 3 | Structured 2 | Multi-tasking 1 | Helpful 4 |
| 8. Analytical 2 | Clear 1 | Tolerant 4 | Imaginative 2 |
| 9. Prophetic 1 | Logical 2 | Resourceful 3 | Practical 4 |
| 10. Consistent 4 | Heroic 1 | Critical 2 | Empathic 3 |
| 11. Competitive 2 | Directing 1 | Enrolling 3 | Reliable 4 |
| 12. Charismatic 3 | Forceful 1 | Friendly 4 | Technical 2 |
| 13. Encouraging 4 | Independent 1 | Intellectual 2 | Light-hearted 3 |

14. Likes short-term goals 2 Socializer 3 Likes long-term goals 4 Risk-taker 1
15. Rule -breaker 1 Tests Rules 3 Abides by Rules 4 Upholds Rules 2
16. Explaining 2 Expecting 1 Supporting 4 Mediating 3
17. Leading teams 1 Avoiding teams 2 Motivating teams 3 Seeking teams 4
18. Leading by example 1 Sharing leadership 3 Avoiding leadership 4
Leading by necessity 2
19. Overlooking others 1 Criticizing others 2 Understanding Others 3
Promoting others 4
20. Shy from drama 4 Ignore drama 1 Hate drama 2 Manage drama 3
21. Tough 1 Contained 4 Questioning 2 Curious 3
22. Likes physical challenge 1 Avoids conflict 3 Likes mental challenge 2
Avoids stress 4
23. Avoids confrontation 4 Diffuses confrontation 3
Angered by confrontation 1 Energized by confrontation 2

Working Style Survey Scoring Guide

Tally your response option totals (total number beside As, Bs, Cs, and Ds). Your LOWEST score is your preferred or dominant working style. In the case of a tied score, you should go with the working style that feels the most like you. For example, someone with a score of 11 “As,” 9 “Bs,” 16 “Cs,” and 14 “Ds” would have the “Driver” working style.

A= Analytical

B= Driver

C= Amiable

D= Expressive

Working Style Characteristics Tool	
Analytical • Cautious actions and decisions • Likes organization and structure • Dislikes involvement with others • Asks many questions about specific details • Prefers objective, task-oriented work environment • Wants to be accurate and thus relies too much on data collection • Seeks security and self-actualization	Driver • Takes action and acts decisively • Likes control • Dislikes inaction • Prefers maximum freedom to manage self and others • Cool and independent, competitive with others • Low tolerance for feelings, attitudes, and advice of others • Works quickly and efficiently alone
Amiable • Slow at taking action and making decisions	Expressive • Spontaneous actions and decisions • Risk taker

• Likes close, personal relationships • Dislikes interpersonal conflict • Supports and “actively” listens to others • Weak at goal setting and self-direction • Demonstrates excellent ability to gain support from others • Works slowly and cohesively with others • Seeks security and inclusion	• Not limited by tradition • Likes involvement • Generates new and innovative ideas • Tends to dream and get others caught up in the dream • Jumps from one activity to the other • Works quickly and excitedly with others • Not good with follow-through
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Using Your Working Style with Other Styles Tool				
	Analytical	Driver	Amicable	Expressive
Analytical	Establish priority of tasks to be done. Commit to firm time frames for your work and stick to them.	Take a deep breath, relax and slow down. With analyticals, you need to demonstrate you have considered all or most options or outcomes before moving ahead.	Cut short the social hour and get right down to the specifics. The more information you have to support your position, the better.	Translate your vision into specific tasks or goals. Involve analyticals in research and developing the details of the plan of action.
Driver	Organize your work around major themes; prepare “executive summaries” with headings or bullets that state the conclusions first and supporting data and analysis second.	Remind each other of your similarities and your need to adopt qualities of the other styles.	Don’t take anything personally. Getting results is what counts with drivers; be decisive and dynamic. Emphasize the bottom line.	Take time to think about what your vision really is; translate it into action steps with objectives and timelines.
Amicable	Start off on a personal note, gravitate to project specifics and expectations;	Spend time up front gaining trust and confidence; be inclusive. Be sure to be specific about	Laugh with each other about how important it is being relational. Then focus on what we	Tell them how important the team concept is to making your vision a reality. Give

	emphasize the greater good of the project.	deadlines, even when it seems obvious.	really need to accomplish here and do it.	amiabiles the job of team building to make the dream come true.
Expressive	Jazz up your presentation; try to think of the BIG picture. Involve the expressive in developing the “vision” or marketing of the plan.	Be patient and try to work with a flip chart to harness creative spirits. Emphasize time lines and due dates. Build in flexibility to allow the free rein of creativity.	Engage the expressive with appreciation of their vision and creativity. Harness this energy to deal with pesky but important details only they can address.	Remind each other of your tendency to generate a lot of ideas without thinking through how to implement them.

Communication Style Survey Scoring Guide

Tally your responses based on how many 1s, 2s, 3s and 4s you chose. Your HIGHEST score demonstrates your strongest communication style, especially under pressure. Your secondary score indicates your fallback or adaptive style or styles. There are strengths associated with each style as well as limitations. For example, a score of 16 responses marked “2” would indicate the “Thinker” communication style.

1= Doer

2= Thinker

3= Influencer

4= Connector

Communication Style Characteristics Tool	
Doer • High achiever • Likes control • Quick to action and getting results • Little care for details and love of shortcuts • Autonomy, freedom, and taking risks • Self-starter and innovator	Thinker • Loves to gather information • Enjoys reading and presenting findings • Takes time in decision making • Desires deadlines, clear expectations, goal setting, structure, and evaluation • Loves to win, competitive

• Enjoys public recognition • Tends to be impatient and insensitive to others	• Likes recognition but won't ask for it • Can appear combative, critical, and sarcastic
Influencer • Likes to “think out loud” • Can interrupt others when excited • Desires approval, friendly • Desires chance for social interaction and creativity • Can build rapport and support with others, is understanding and inspirational • Genuinely likes people but may get caught up in drama • Can be wishy-washy, impractical, or late on work	Connector • Counts on others to set tone and determine direction • Takes time trusting new people but likes working with others • Seeks to reduce stress and promote harmony • Desires consistency and acknowledgement of effort • Does not readily give opinions • Diligent, dependable, caring • Can be stubborn and non-supportive, especially of pushy people and impulsive ideas

Using Your Working Style with Other Styles Tool				
When communicating with a:	Doer	Thinker	Influencer	Connector
Keep in mind:	• Be clear, specific, brief and to the point. • Stick to business. • Be prepared to support your ideas and work.	• Prepare your “case” in advance. Be prepared for a debate. • Stick to business. • Be accurate and realistic.	• Provide a warm and friendly environment. Do little things to show your care. • Don't deal with a lot of details (put them in writing). • Ask “feeling” questions to draw their opinions or comments.	• Begin with a personal comment-break the ice. • Present your case smoothly, non-threateningly. • Ask “how?” questions to draw their opinions.
Factors that will create tension or dissatisfaction:	• Talking about things that are not relevant to the task or issue. • Being unprepared or	• Being giddy, casual, informal, emotional or loud. • Pushing too hard for results or	• Being curt or cold. Cutting them off if they have something to say. • Controlling the conversation. Not	• Rushing headlong into business. Creating tension. • Being domineering or demanding.

	incomplete. Avoiding or beating around the bush. • Appearing unsure or disorganized, but not asking for help.	being unrealistic with deadlines. • Being disorganized or messy.	allowing them to talk and express. • Focusing on facts and figures.	• Forcing them to respond quickly to your ideas. Demanding change.
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Discussion Questions

Mentors and mentees can use the following questions to guide their discussion of the self-assessment activity:

- Were you surprised by your results from the working style or communication style surveys? Why or why not?
Not very surprised, I had a feeling I would perhaps be under the category analytical given my work ethic. Being a connector was not too surprising to me as well, as many of my current roles in public health, I was a connector between patients, resources, and other organizations.
- Do you think your scores and descriptions from the two surveys align? If so, to what extent? If not, how do they differ?
Initially I thought maybe I'd score between the doer, or the thinker based on my personality traits. However, I was not extremely surprised with being described as a connector.
- What do others need to know about your style to effectively work with you? What should you be aware of when working with others?
I enjoy having an open space for communication and open dialog, I believe allows for effective communicative atmosphere in the workplace. There are others who prefer to work more independently or enjoy solidarity work environments.
- What advantages are there for your two styles working together? What are the disadvantages and obstacles you might face?
Being analytical and a connector can help build effective communication amongst team members. Some disadvantages are that becoming demanding because of that, so it is important to acknowledge these aspects and create balance.
- How do you think completing, reflecting on, and discussing this self-assessment will benefit your mentoring relationship?
This was an insightful assessment on one's communication styles and important to acknowledge to prepare for future workplace environments. This will benefit my mentoring relationship as we can develop skills to prepare for possible challenging aspects and heightened other strengths.