Communication Style Self-Assessment

Select from each pair of statements the one that is most typical of your personality. Think about how you typically act, talk, and interact with others at work. Each pair may not seem like an either-or proposal, so choose the one which resonates most for you. Make your choice as spontaneously as possible. There is no wrong answer.

	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.
	19. I think I am good at reading people.	20. I like creative problem solving.
	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.

Based on the work of P Case "Teaching for the Cross-Cultural Mind" Washington, DC, SIETAR, 1981.

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

Scoring Sheet

Circle the items you have selected in each row and add up the totals for each style (one point per answer). The maximum is 20 per style and your total for the four styles should be 40. The highest score indicates your communication style. You may have more than one dominant style.

Style 1 - Eagle

1 - 8 - 9 - 13 - 17 - 24 - 26 - 31 - 33 – 40 - 41 - 48 - 50 - 53 - 57 - 63 - 65 - 70 - 74 - 79	

Style 2 - Owl

2 - 7 - 10 - 14 - 18 - 23 - 25 - 30 - 34 - 37 - 42 - 47 - 51 - 55 - 58 - 62 - 66 - 69 - 75 - 78	

Style 3 - Penguin

3 - 6 - 11 - 15 - 19 - 22 - 27 - 29 - 35 - 38 - 43 - 46 - 49 - 56 - 59 - 64 - 67 - 71 - 76 - 80	

Style 4 - Peacock

4 - 5 - 12 - 16 - 20 - 21 - 28 - 32 - 36 - 39 - 44 - 45 - 52 - 54 - 60 - 61 - 68 - 72 - 73 – 77	

Descriptions

	People with this style talk about…	People with this style are…	Communicating with an Eagle
Eagle	Results Responsibility Objectives Performance Experience Productivity Challenges Efficiency Achievements Moving ahead Change	Pragmatic (down to earth) Feedback Direct (to the point) Impatient Decisive Quick (jump from idea to idea) Energetic (challenge others)	✓ Focus on the result first; state the conclusion 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.
	People with this style talk about…	*People with this style are…*	**Communicating with an Owl:**
Owl	Facts Trying out Procedure Analysis Planning Observations Organizing Proof Controlling Details Testing	Cautious Systematic (step-by-step) Logical (cause and effect) Factual Verbose Unemotional Patient	✓ Be precise; state the facts. ✓ Break down your recommendations. ✓ Include options and alternatives with pros and cons. ✓ Do not rush them. ✓ Outline your proposal.
	People with this style talk about…	*People with this style are…*	**Communicating with a Penguin:**
Penguin	People Needs Motivation Teamwork Communications Feelings Team spirit Understanding Self-development Cooperation Beliefs Values Expectations Relationships	Spontaneous Empathetic Warm Subjective Emotional Perceptive sensitive	✓ Allow for small talk; do not start the discussion right away. ✓ Stress the relationship 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.
	People with this style talk about…	*People with this style are…*	*Communicating with a Peacock:*
Peacock	Concepts Innovation Interdependence New ways New methods Improving Problems What's new in the field Creativity Opportunities Possibilities Grand design Issues Potential Alternatives	Imaginative Charismatic Difficult to understand Ego-centric Unrealistic Creative Full of ideas Provocative	✓ Allow enough time for discussion. ✓ Do not get impatient when he or she goes off on tangents. ✓ Try to relate the discussed topic to a broader concept or idea. ✓ Stress the uniqueness of the idea or topic at hand. ✓ Emphasize future value or relate the impact of the idea to the future. ✓ If writing, try to stress the key concepts that underlie your recommendation at the outset. ✓ Start with an overall statement and work toward the particulars.