

Assessment Report on

Example Report

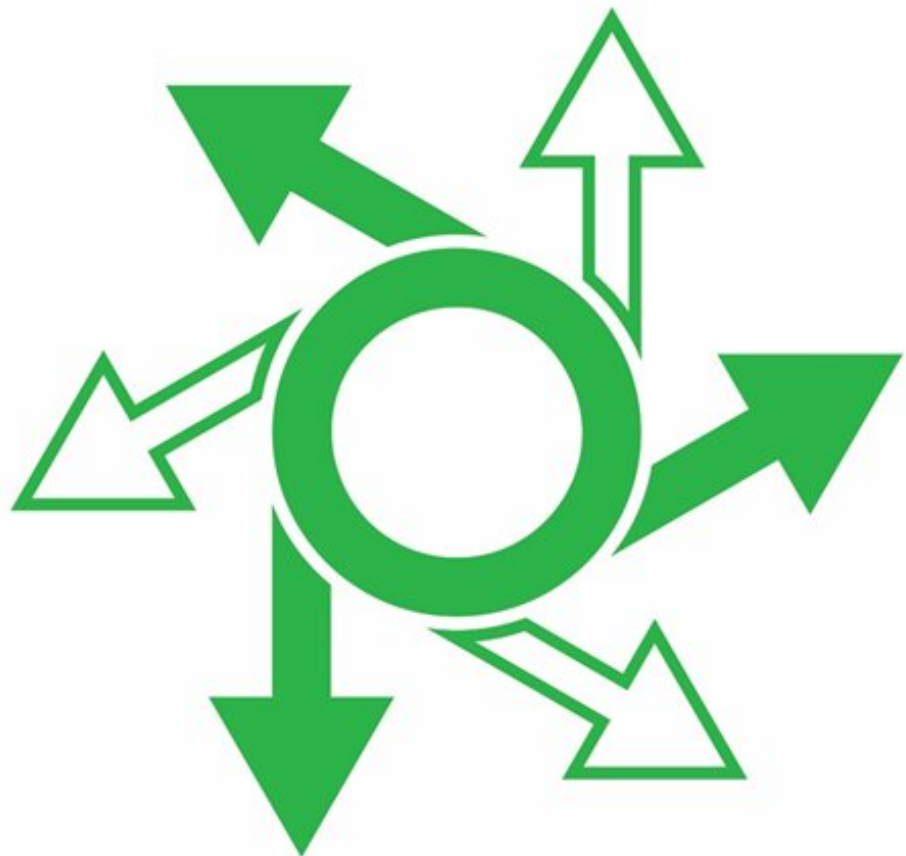


Date

8-Sep-2020

# DecisionStyles

Personal Report



## Contents of Your Report

1. About this Report
2. Interpretation of the Scores
3. Ratings Acquiescence
4. Decision Styles: Your Summary Profile
5. Your Decision Profile
6. Furthering Your Development
7. Self-reflection and Action Planning
8. Other BeTalent Resources to Explore

## About this Report

Thank you for completing the Decision Styles questionnaire. This report provides you with a summary of your core decision making styles and preferences based on the online assessment. The results reflect your decision preferences in comparison to 10 styles of decision making. The results are provided for each of the decision styles and your score is graphically represented on a 1 to 10 scale. The results are rated, compared and ranked against a large group of global Managers and Professionals. The score given represents how extreme your results are compared to this norm group; scores of 1 and 10 are extreme scores achieved by only 1% of the comparison group however scores of 5 and 6 are typical of the comparison group.

The use of this report is limited to those people who have received specialist briefing in its use and interpretation. It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place. The information contained within this report is likely to remain valid for 18 to 24 months, depending upon circumstances.

This report has been generated electronically by the BeTalent software. It has been derived from the results of the assessment completed by you and reflects the responses that you have made. BeTalent Ltd and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. BeTalent Ltd can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

## Interpretation of the Scores

The 10 Factors are each measured on a scale which encompasses a preference towards certain Decision Styles. The further the ratings are from the centre, the more likely that this style is more pronounced in the individual's decision profile than the opposing style. Ratings of 1-2 or 9-10 represent 'Primary' Decision Style, while ratings of 3-4 or 7-8 represent 'Secondary' style. Finally, ratings that are 5 or 6 suggest that the individual adopts 'Agile' approach to decision making.

**BeTalent Ltd.**

[www.betalent.com](http://www.betalent.com)

## Ratings Acquiescence

We understand how important it is to make a good first impression. We all want to show our best selves in professional settings. In terms of psychometric questionnaires, we are aware that there are some times when the desire to present a positive version of ourselves leads us to answer some questions in a way that we would like to be, rather than in a way that we actually are. For this reason, the BeTalent Decision Styles tool has 'Social Desirability' and 'Self Deception' and 'Consistency' checks built into it.

The scores from the Social Desirability and Self Deception scales give an indication of how accurately you represented yourself whilst answering the questions. A high score on Social Desirability may mean that you have responded in a way that you felt would be socially acceptable. If the score is low in Social Desirability, you may have been somewhat tough on yourself. High scores on the Self Deception scale may suggest you have answered questions in a way you would like to see yourself rather than how you actually see yourself. A low score in Self Deception may suggest that you have downplayed your responses. The Consistency scale shows the extent to which you used similar levels of agreement when answering the questions within each of the scales. A low score in Consistency may suggest you altered your preference depending on the situation.

Either a high or low score in any of these three scales suggest that you may want to interpret the results with caution as there may be conflicting outcomes on the results. You can see your scores on the Social Desirability, Self-Deception and Consistency scales below.

### Social Desirability (5.09)



Your responses suggests that you have answered the items in this questionnaire in a balanced way and have not responded in a more or less socially favourable manner than your peers.

### Self Deception (6.73)



Your responses suggests that you are honest and true to yourself in your thinking patterns, beliefs, behaviours, emotional reactions, and relationships. There is no conflict between who you think you are, and who you actually are. You have a balanced view of yourself.

### Consistency (4.61)



Your responses suggest that you are able to flex your approach depending on the nature of the situation.

## Decision Styles: Your Summary Profile

The diagram below shows an overview of your results.

APPROACH									
Single Minded			Adaptive				Open Minded		
Prefers a single course of action and sticks to a decision once made			Adapts to alternative ideas and suggestions after a decision is made				Works well with multiple perspectives, ideas and suggestions		
1	2	3	4	5	6	7	8	9	10

BELIEF									
Questioning			Balanced				Assured		
Looks for reassurance from colleagues and is open to influence			Balances their self-belief with a healthy level of critical evaluation to challenge their ideas				Trusts their ability to make good decisions, fiercely supports a decision once made		
1	2	3	4	5	6	7	8	9	10

CONSULT									
Independent			Interdependent				Inclusive		
Prefers to make independent decisions without collaboration or consultation with others			Balances making decisions alone and making decisions with others depending on the situation				Inclusive and collaborative prefers to include and involve others in decision making		
1	2	3	4	5	6	7	8	9	10

CONTROL									
External			Pragmatic				Internal		
Has an "external locus of control" and is critically evaluative			Has a realistic outlook, is pragmatic when attributing either success or failure to themselves or others				Has an "internal locus of control" and focuses on positive outcomes		
1	2	3	4	5	6	7	8	9	10

DELIBERATION									
Planned			Considered				Spontaneous		
Adopts a calculated approach using logical and rational data to control possible outcomes			A practical decision maker who balances intuition and evidence when making decisions				An impulsive decision maker who prefers not to dwell on too many options		
1	2	3	4	5	6	7	8	9	10

FACTS									
Intuitive			Rational				Objective		
Trusts their instinct, makes quick, intuitive decisions based on their feelings			Analyses both intuitive and objective data before committing to a decision				Weighs up the pros and cons, prefers to have all the facts before making a decision		
1	2	3	4	5	6	7	8	9	10

PACE									
Measured			Steady				Rapid		
Careful and cautious, takes time to think things through and decide			Solves problems and decisions at a steady pace, prefers not to rush or overly contemplate decisions				Identifies options at pace, acts on the first viable solution		
1	2	3	4	5	6	7	8	9	10


RESPONSIBLE									
Cautious			Accountable				Bold		
Breaks down decisions into smaller parts, shares ownership and responsibility			Is prepared to take accountability for projects that they are knowledgeable in or can take responsibility for				Takes ownership and accountability for decisions and outcomes		
1	2	3	4	5	6	7	8	9	10


RISK									
Risk Averse			Opportunistic				Risk Seeking		
Looks for ways to predict the likely outcomes from decisions, to create certainty			Views risk as an opportunity and enjoys operating in an environment with an element of manageable risk				Sees risk-taking as integral to being successful, equates risk with potential gain		
1	2	3	4	5	6	7	8	9	10

THOUGHT									
Apparent			Reasoned				Reflective		
Takes the immediate situation at face value when making a decision			Asks questions in order to understand the validity of the situation and facts available				Questions, challenges and probes in order to fully understand the situation		
1	2	3	4	5	6	7	8	9	10

## Your Decision Profile

The following section shows your decision-making preferences as assessed through the Decision Styles Questionnaire. It is important to understand and identify how you prefer to make decisions as your decision-making styles enable you to achieve your own personal competitive advantage. The following tables show your decision making preferences. Please remember that every individual is different and as a result, will have a different combination of decision styles. You will note that each style has an opposing style on a continuum. The further from the centre of the scale you are, the more likely that this style is more pronounced in your decision making than the opposing style.

Approach										
The degree to which an individual is open to alternative perspectives and is able change their mind after a decision has been made.										
<b>Single Minded</b> Prefers to take control and have a single course of action. Likely to close down the alternatives to fewer, tangible options. Sorts through the information and then selects the most salient solution, in order to control the outcome and reduce complexity or confusion. Tends to follow through and stick to a decision once made.						<b>Open Minded</b> An agile decision maker; is open to alternative perspectives. Finds making decisions easy because they do not feel the need to oversee all of the elements. Works well within ambiguous or unpredictable situations where they cannot control all of the facts. Does not get confused by multiple alternatives or options. Is open-minded to new ideas and is willing to have their ideas challenged by others.				
1	2	3	4	5	6	7	8	9	10	

Belief										
The degree to which an individual believes in their ability to make and follow through on decisions independently of others.										
<b>Questioning</b> Is open to alternative ideas and suggestions and seeks confirmation and feedback from others. Can question their decisions and looks for additional support or reassurance in order to validate decisions and ideas. Likely to be open to influence and suggestion from others. They seek advice and opinion and their belief increases when their ideas are validated by trusted colleagues.						<b>Assured</b> Has belief in their ability to make good decisions and has clear and strong ideas. Fiercely supports a decision once it has been made. Demonstrates clarity and consistency in thought and follows through to completion. Their high level of self-belief can mean they can be unyielding in the face of additional information.				
1	2	3	4	5	6	7	8	9	10	

## Consult

The degree to which an individual seeks advice and takes others views into consideration when making decisions.

### Independent

Makes independent decisions without collaboration or input from colleagues. Self-sufficient, they do not need to consult with colleagues in order to evaluate or make decisions. They take personal ownership for decisions and are prepared to speak up when they are wrong. They are autonomous, self-directed decision makers who are not dependent on others.



### Inclusive

Inclusive, collaborative decision makers; they include colleagues in the decision making process and facilitate discussion in order to gather comprehensive ideas and have a complete picture. They enjoy the process of discussion and like airing ideas before making decisions. Looks to identify the key themes and gain consensus. Prefers for decisions to be discussed and debated before they are concluded.

1

2

3

4

5

6

7

8

9

10

## Control

The degree to which an individual is optimistic, has an "internal locus of control" and expects good things to happen to them in the future.

### External

Adopts a critically evaluative stance, and looks for reasons why a project or decision could fail in order to identify and remove potential problems. Can focus on the negative and tend to be self-critical. Unlikely to see the positive in a situation, they believe that successful decisions, projects and ideas are partly due to external influences.



### Internal

They are optimistic, enthusiastic decision makers. They focus on the positive and are bright, cheerful and expectant of positive outcomes. They control the elements in order to maximise good things happening in the future. Believes that they can create success by making the most of situations and opportunities. Believes that people create their own luck and can take responsibility for their own success.

1

2

3

4

5

6

7

8

9

10

## Deliberation

The degree to which an individual carefully considers and takes time to plan their decisions.

### Planned

Adopts a deliberate, calculated approach to decision making using rational data. A sensible thinker, they like logic and common-sense. They seek to predict the outcome of a decision by conducting careful thinking before the decision is made. They are strategic, intentional decision makers and are organised and prepared in their thinking.



### Spontaneous

An impulsive decision maker, who comes to an immediate decision using existing and pertinent information. They are spontaneous decision makers who prefer not to think through the alternatives, plan their approach or control the outcomes. They seek clear and simple solutions; preferring not to have too many alternatives when making decisions.

1

2

3

4

5

6

7

8

9

10

## Facts

The degree to which an individual analyses the available information and facts before making decisions.

### Intuitive

Makes quick, intuitive decisions based on belief. Trusts their 'gut instinct' and pays attention to how a decision feels before committing to a way forward. Highly perceptive and aware, they will prioritise intuition over objective evidence when making decisions. Often fast decision makers, they do not overly contemplate decisions when they 'feel' right.



### Objective

Tends to weigh up the pros and cons before making a decision. Prefers objective information and careful reasoning. Actively seeks facts and evidence before committing to a decision. They are objective, impartial and robust decision makers based on tangible evidence. They take a balanced approach and consider all of the required information before committing.

1

2

3

4

5

6

7

8

9

10

## Pace

The degree to which an individual makes quick decisions and enjoys working at a fast pace.

### Measured

Prudent and sensible, they take time to decide. A cautious decision maker. Careful and measured, these individuals prefer to make decisions at an even pace. Takes their time to think things through in order to conduct well considered decisions. Takes time to reflect and mull things over, prefers to gradually come to the right decision.



### Rapid

Identifies solutions at pace. Quickly sorts through the information in order to make quick, practical decisions. Prefers to work at a fast pace and make quick decisions. Identifies and acts on the first possible solution. Does not hesitate or take time to reflect. Highly rapid decision makers can also contain elements of rashness.

1

2

3

4

5

6

7

8

9

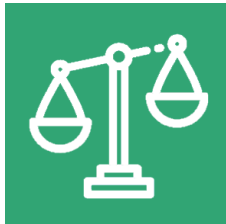
10

## Responsible

The degree to which an individual takes responsibility for decisions and is prepared to make decisions without all the facts.

### Cautious

They are cautious decision makers who make a series of smaller decisions rather than large or bold decisions. Vigilant and wary, they tend to select options that are steady and reliable. Their prudence means they are unlikely to commit to a decision that has an element of chance. They prefer to share ownership and responsibility for a decision in order to maximise success.



### Bold

Decisive, takes ownership and responsibility for the decision. They are self-reliant, they take charge and are willing to make bold decisions that have significant potential impact. They are self-assured and take personal accountability. They are confident decision makers and are willing to commit to a decision that has an element of chance.

1

2

3

4

5

6

7

8

9

10

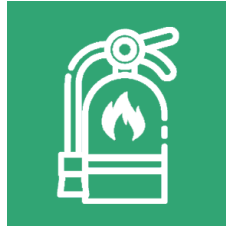


## Risk

The degree to which an individual views risk as an opportunity and enjoys operating in an environment that has an element of uncertainty.

### Risk Averse

Tends to find risk taking uncomfortable, prefers life to be safe and predictable. Avoids risky situations as equates risk with potential loss. Satisfied with steady, assured progress. Favours the strategy of minimising losses by reducing risk. Looks for safe options and results. Prefers to be certain about outcomes before committing to a way forward.



### Risk Seeking

Gets a kick out of risk taking, tending to become bored if life is too comfortable. Stimulated by a element of risk. Equates risk with potential gain and sees 'doing well' in competitive terms. Sees risk-taking as an integral part of being successful. Favours the strategy of taking calculated risks to maximise gain.

1

2

3

4

5

6

7

8

9

10

## Thought

The degree to which an individual contemplates and takes time over important decisions.

### Apparent

Makes decisions on the basis of the immediate facts. Does not like to over analyse a situation. The desire to get a solution means that they take things at face value. Takes the pertinent facts and identifies the first solution that becomes apparent. Does not ask questions or investigate in order to understand the problem further.



### Reflective

Questions, challenges and probes in order to fully understand the problem and get to the heart of the issue. Reflects and considers the options before making a decision and takes time to decide. Investigates and analyses a wide variety of evidence, so that decisions are well thought through. They are well considered decision makers.

1

2

3

4

5

6

7



8

9

10

## Furthering Your Development

Once you have identified your decision styles, it is important that you continue to develop and improve these areas so that you do not become complacent. To help with your development and to enhance your decision capability even further, we have provided you with two actions to develop and enhance each of your decision making capabilities.

Style	Development Action
 <p data-bbox="228 789 350 821"><b>Approach</b></p>	<p data-bbox="456 457 1438 678">Put yourself in an unfamiliar situation, or where you know elements will be continually changing. Keep an open mind to new information, and remain positive in the face of changing circumstances. Before you enter the situation, consider how you might deal with changing demands; and how you will make decisions when there are uncertainties. Reflect on your performance and consider how you could build on this next time.</p> <p data-bbox="456 716 1438 936">Consider the way you normally make decisions. Do you prefer to know all the facts then select and stick to the decision you made or do you remain open to the options? When you are faced with a problem, make a list of the pros and cons of each perspective. When would being open to alternatives be beneficial? Alternatively, in what situations would sticking to your decision be beneficial?</p>
 <p data-bbox="253 1398 326 1430"><b>Belief</b></p>	<p data-bbox="456 1045 1438 1308">Consider the last time you set out to accomplish a task in which risks were involved and you achieved your goal. Write down how you successfully finished the project to completion? What were your strengths? How did you apply these strengths to this task? Reflect on how this success may impact upon future tasks you decide to take on. With time the recognition of your strengths and competence in particular areas facilitates a higher self-confidence and belief.</p> <p data-bbox="456 1346 1438 1566">Spend some time with a colleague who works in an area which requires them to frequently work beyond their comfort zone. Ask them to explain to you how they overcome their fears. What strategies do they use? Do they back up their beliefs with evidence? Do they take ownership for difficult decisions? Make notes and consider ways in which you can apply your learning.</p>



### Consult

Read 'Trust & Betrayal in the Workplace: Building Effective Relationships in Your Organization' (Reina, 2012). As you read, make notes and consider how you can apply the text's messages to your current role/organisation. What are the implications of the messages for you? How might you adapt the extent to which you consult others? Note down three key messages and the implications of these for you and your decision style.

Seek feedback from your colleagues about the ways in which you have interacted with them through during decisions made at difficult times. Ask them for a balanced appraisal of the types of situations where you appear most attentive and involved, as well as the times when you would benefit from being more engaged and attentive of others. In light of their feedback, consider how you might benefit from adapting your style in the future.



### Control

Ask a manager, colleague or client to give you feedback on your ambitions to be the best. In seeking this feedback, ask them to think about how you respond to both positive and constructive feedback; do you take feedback as an opportunity to improve and develop, to be the best you can be? Ask them to develop a balanced appraisal; giving guidance as to what you could do better as well as areas in which you are doing well.

Read 'Positive Psychology at Work: How Positive Leadership and Appreciative Inquiry Create Inspiring Organizations' (Lewis, 2011). Make notes and consider the benefits of a positive outlook at work. Are there any drawbacks to this? Are there any situations where either approach may be more appropriate? Think about how you can cultivate different techniques and apply these to your own work.



### Deliberation

Spend a day with a colleague who is renowned for making good decisions under pressure. Ask them to explain to you their strategies for making a balanced yet quick decisions. Do they have strategies for evaluating the pros and cons of a decision? If so, consider how you could apply these in your own decision making. Take time to consider why might this benefit you.

Find a trusted individual to discuss your approach to decision making. How spontaneous are you when quick decisions are required? Could you be more open to opportunities and make quicker decisions in order to increase the opportunity to succeed? Be honest with them and work together to consider the areas which need improvement as well as areas of strength. Try and develop strategies together to improve your willingness to both. Meet regularly so you can evaluate your development.



### Facts

Involve yourself in a project which is focused on gathering business data. Try to identify three key messages coming out of the data and bring these into conversations with key stakeholders. What do these three messages intuitively mean for you? Trying not to deliberate too much, what instinctively do these results mean for the business? Take note of how others react to your messages, do they display confidence in your expertise

Locate a colleague who is well known for their evaluative skills. Ask them to give you some guidance and support in becoming more intuitive and in touch with your instinct. Explain how you solve problems and discuss ideas for how you could make quick, intuitive decisions based on faith in beliefs and ideas. Ask for suggestions on how you could improve. Once you have gained as much information and ideas as possible, apply your learning to a problem in the workplace.



### Pace

Observe someone who you feel works at pace. Take note of their body language and behaviours in their interactions with others. How do they display pace and decisiveness? How do they assure others when working at pace? What do they do that you don't? Consider how you can implement similar behaviours in your own role and in interactions with colleagues.

On your next project, try to identify blockers that may hinder decision making. What actions can you personally take to commit to decisions? How can you move towards decisive action, and promote a culture of 'doing'? It may help to develop a timeline to work towards when making decisions in order to encourage action and facilitate the pace of decisions.



### Responsible

Identify a colleague who takes the initiative and takes ownership and responsibility for activities. Work with them to understand when and why they take the initiative. Carefully consider how you can learn from them in order to have more confidence and belief in yourself. Are there any strategies that you could employ to help you to achieve greater confidence in your decision style?

On the next project you are working on, consider how you can try to take a bolder and more independent approach. Consider how you can get results without requiring outside help or guidance. Ask yourself what you would be confident in delivering without guidance or support. As the project progresses keep tabs on how responsible you are and whether there are opportunities to take charge.



### Risk

Under the heading 'Risk' brainstorm the risks that you take within your role. Consider all of the positive and negative aspects of those risks. Get together with some colleagues and brainstorm potential benefits that taking more calculated risks might have on the future of the organisation. How can you make this a part of the company culture? How can you encourage others to take on tasks which are outside of their comfort zone?

Approach a colleague whom you feel comfortable with and arrange a coaching session with them. Focus the session on your ability to work with risk and uncertainty, using specific work examples where you could have dealt with a situation more effectively. Try to identify specific actions that you can incorporate into your decision making process. Arrange a series of coaching sessions in order to evaluate your risk-taking behaviour and the effectiveness of any strategies that you have put in place.



### Thought

Get involved in a project that would challenge you to take more decisive action at pace. During the project you should evaluate which decisions require a steady and considered approach and which can be made based on the situation as it appears. Use this experience to develop your ability to flex your thought when it comes to making decisions, as well as to increase your capability and confidence as a decision maker.

Reflect on your past experiences of the important decisions that have taken a great deal of thought. What were the main barriers to your decision making? What impact did this have on your ability to make decisions? What can you learn from this? How can you filter through the information in an effective way to ensure a more balanced approach?

## Self-reflection and Action Planning

The aim of this section of the report is to provide you with an opportunity for personal exploration and to identify the key themes and messages in your results. It will also provide you with a structure to define your ongoing development actions. You will find some key questions to help you focus on what is important to you.



What were your initial impressions when you read your report?



How do your decision styles impact the way you work independently and with others?



When do your decision styles benefit you the most at work?




When might your decisions styles be less effective in a working environment? How can you manage this?



How might you need to adapt your decision styles as you progress in your career?

Thinking about your results, your current role and possible future roles, what actions will you undertake to maximise your performance or further capitalise on your decision making styles? Use this in combination with the "Furthering Your Development" guide in the previous section.

Style	Development Required	Development Action	By When

 Do you have any further comments?

## Other BeTalent Resources to Explore

The BeTalent products support the assessment and development of potential; providing you with the ability to select a delivery mechanism which will most engage your people and create insight for your business.

**BeTalent Strengths**



**Winning Attitude**



**Culture Fit**



**BeTalent Resilience**



**Decision Styles**



**Blended 360**



**Inspiring Leader**



**Situation Analysis**



**BeTalent Team**



**Talent Fit**



All our tools can be accessed through the BeTalent Platform.

Physical copies of our card sort exercise packs can be purchased from [BeTalent.com](http://BeTalent.com) or Amazon.



### BeTalent Ltd






4 Breakfield Mews,  
30 Breakfield,  
Coulston,  
Surrey, CR5 2HS. UK

Telephone: +44 (0)208 645 0222

Internet: [www.BeTalent.com](http://www.BeTalent.com)

E-mail: [hello@betalent.com](mailto:hello@betalent.com)

### Key Notes:

-  Questionnaire
-  Card Sort
-  Case Study
-  Multi-rater 360/180
-  Group Report