

From: Rowe, A. and J. Boulgarides. (1992). *Managerial Decision Making: A Guide to Successful Business Decisions*. New York: Macmillan.

▲ Decision Style Inventory Instructions

1. Use *only* the following numbers to answer each question:
8 when the question is *most* like you.
4 when the question is *moderately* like you.
2 when the question is *slightly* like you.
1 when the question is *least* like you.
2. Each of the numbers must be inserted in the box following the answers to each question.
3. You may only use the 8, 4, 2, and 1 *once* for each question.
4. For example, the numbers you might use to answer a given question could look as follows: **8 1 4 2**
5. Notice that each number has been used only once in the answers for a given question.
6. In answering the questions, think of how you *normally* act in a situation.
7. Choose the *first* response that comes to your mind when answering the questions.
8. There is no time limit in answering the questions, and there are no right or wrong answers. You can change your mind.
9. Your responses reflect how you *feel* about the response to the questions and what you *prefer* to do, *not* what you think is the right thing to do.

▲ SCORING THE DECISION STYLE INVENTORY

The results on the decision style inventory reflect a person's cognitive complexity and values. As can be seen in Figure 2.2, the decision style model has two components: cognitive complexity and values orientation. The lower half of Figure 2.2 shows that the directive and behavioral styles prefer structure, whereas the upper half prefer complexity. The cognitive complexity dimension separates the upper and lower half, and distinguishes managers from leaders as described by Zaleznick (1970).

The values dimension separates the left and right halves and covers the task/people dimension. The left half of Figure 2.2 shows that the analytic and directive styles prefer task whereas the right half prefer people. Decision styles also describe the individual's personal-

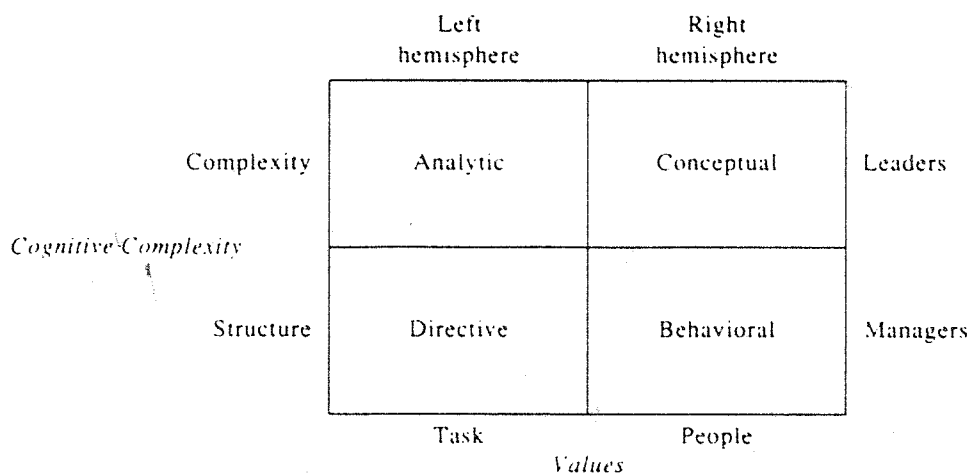


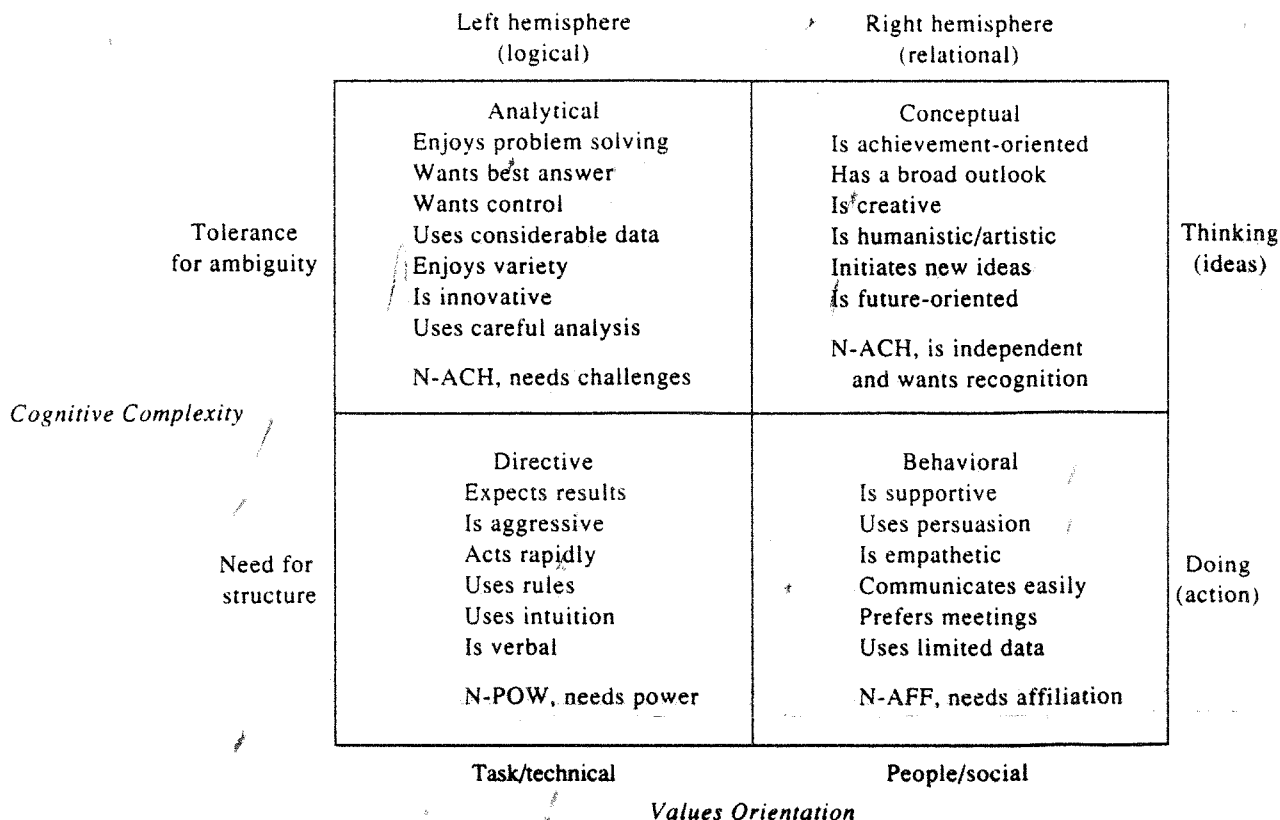
Figure 2.2 ▲ Decision Style Model

ity, self-competence, interpersonal competence, situational awareness, and problem-solving capability. A more complete description of the decision style model is shown in Figure 2.3.

The description of each of the four styles follows.

1. Directive

This individual has a low tolerance for ambiguity and low cognitive complexity. The focus is on technical decisions, and this style is often autocratic and has a high need for power. Because of the use of little information and few alternatives, speed and satisfac-



tory solutions are typical of these individuals. Generally they prefer structure and specific information, which is given verbally. They are focused and often are aggressive. Their orientation is internal to the organization and short range, with tight controls. Although they are efficient, they need security and status. They have the drive required to achieve results, but they also want to dominate others.

2. Analytic

This individual has a much greater tolerance for ambiguity than the directive style manager and also has a more cognitively complex personality that leads to the desire for more information and consideration of many alternatives. Because of the focus on technical decisions and the need for control, there is an autocratic bent. The analytic style is typified by the ability to cope with new situations. As a result, this style enjoys problem solving and strives for the maximum that can be achieved in a given situation. Position and ego are important characteristics, and these individuals often reach top posts in a company or start their own. They are not rapid in their decision making; they enjoy variety and prefer written reports. They enjoy challenges and examine every detail in a situation.

3. Conceptual

Having both high cognitive complexity and a people orientation, this style tends to use data from multiple sources and considers many alternatives. Similar to the behavioral style, there is trust and openness in relations and shared goals with subordinates. These individuals tend to be idealists who may emphasize ethics and values. They generally are creative and can readily understand complex relationships. Their focus is long range with high organizational commitment. They are achievement-oriented and value praise, recognition, and independence. They prefer loose control to power and will frequently use participation. They typically are thinkers rather than doers.

4. Behavioral

Although low on the cognitive complexity scale, this manager has a deep concern for the organization and development of people. Behavioral style managers tend to be supportive and are concerned with subordinates' well being. They provide counseling, are receptive to suggestions, communicate easily, show warmth, are empathetic, are persuasive, and are willing to compromise and accept loose control. With low data input, this style tends toward short-range focus and uses meetings for communicating. These managers avoid conflict, seek acceptance, and are very people-oriented, but sometimes are insecure.

Table 2.3 ▲ Style Reactions

<i>Basic Style</i>	<i>Under Stress</i>	<i>Motivated by:</i>	<i>Solves Problems by:</i>	<i>Manner of Thinking</i>
Directive	Explodes	Power, Status	Rules and Policies	Focused
Analytic	Follows Rules	Challenge	Analysis and Insight	Logical
Conceptual	Is Erratic	Recognition	Intuition and Judgment	Creative
Behavioral	Avoids	Acceptance	Feeling and Instinct	Emotional