Decision Dynamics **Decision Style Model™**

***StyleView*™ Complexity Motives Report**	08 May 2013

Susan Sample	

Decision Dynamics is a leader in methods and tools for strategic human resources development that illuminate and enhance the interplay between people and organizations. Our scientifically based approach is built on more than 40 years of continuous research and practical use in organizations. Our clients have already used our solutions to profile and develop more than one million employees around the world.

Contents of Your Report

In the following section, you will see the results of your complexity motivation assessment, expressed in terms of mental energy. In each of four different activity categories, your profile shows:

> How much of your mental energy you presently see yourself using or putting into a type of activity.
> How much mental energy you would prefer to put into that activity if you had things your way.

Please keep in mind that your profile represents a snapshot in time that can, and likely will, change as you become more familiar with activities or move into new situations where you face different kinds of tasks and responsibilites. The charts and text deal in large part with the degree of difference or similarity in the amounts of mental energy that you say you are using now and the amounts you would prefer to be using.

Complexity Motives Basics

Complexity motives deal with the degree to which you enjoy doing things in complex versus uncomplicated ways. Most of us want some complexity in our activities. When things are totally lacking in any complexity, we tend to feel bored and under stimulated. As the tasks and situations we face move from being absolutely simple to somewhat complex, we tend to feel more stimulated, interested, and mentally alive. However, as tasks and situations go on getting more and more complex, at some point we move from feeling alive and stimulated to harried and overwhelmed. We all have our "just right" points for handling complexity. Around these points, we have our "comfort zones" for dealing with complexity.

Your just-right point and comfort-zone for handling complexity may be quite different from those of other people with whom you work. People differ in how much complexity they like to handle. So, it might be that things are just getting to be interesting to you, when someone else is already feeling overwhelmed by the complexity of the situation you are facing. We have all seen this. For example, some people just love to dig into a problem or puzzle and to spend a lot of energy figuring out how to solve it. Given the same problem, other people feel as though they would just rather not bother with it.

Many people are quite selective about not only how much complexity they want to deal with, but also about what kind of complexity they want to handle. For example, some people would much rather work on a complicated analysis of data, than deal with the complexities of handling people. Some people, on the other hand, like the complexities of interacting with people, but dislike having to spend their energy figuring out solutions to technical problems or handling logistical issues.

When we perform a simple task, we are required to use less mental energy than when we handle a complicated task. So, another way of thinking about complexity motivation is in terms of the amount of mental energy we want to put into a particular kind of activity. Saying that you enjoy putting a lot of mental energy into an activity is virtually the same thing as saying that your complexity motivation for that activity is high.

Your profile should provide useful insights into the degree to which you are feeling comfortable with, strained by, or under whelmed by complexities in each of the areas.

For more information about the Decision Dynamics Decision Style Model and assessments including the more than 40 years of research and practice that goes into its development, please visit: www.decisiondynamics.eu.
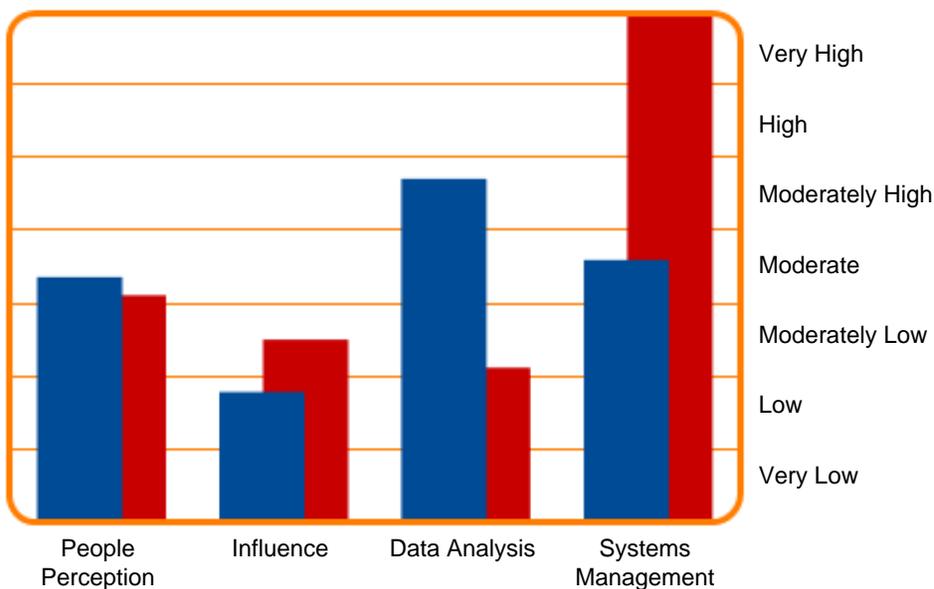
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Complexity Motives

Your profile shows how you perceive the level of complexity in your work.

Complexity Use		**Complexity Preference**
How much energy you use		How much energy you prefer to use

People Perception Your profile indicates that you invest a moderately small amount of your mental energy to understand other people; using some behavioral cues to size-up people while focusing on several relatively easy-to-see qualities. This fits your preference very well. It suggests that you are comfortable investing a modest amount of your mental energy into sizing-up other people. You probably work comfortably with different people, as long as they don't seem greatly different from yourself. You probably are quite comfortable with the amount of mental energy that you are putting into this activity.

Influence Your profile suggests that you invest a limited amount of your mental energy to influence other people; relying on straight forward, direct techniques such as telling or asking people to do things, or simply not doing much else to influence them. Your preference for doing so is a bit higher. It suggests that you would rather not do anything that feels "manipulative" or "political" to influence others. However, at certain times, you seem open and willing to use somewhat more persuasive methods to influence others. You may have a bit more mental energy for this activity than you currently are using. This might be causing you to feel a bit under-challenged now.

Data Analysis Your profile shows that you feel you are investing a moderately high amount of your mental energy to analyze technical ideas or statistics, relying on diverse information you must gather and evaluate using some specialized concepts or principles. Your preference for doing so is lower. It indicates that you prefer working with information that is well-organized, and relatively easy to interpret without much use of technical concepts or principles. You appear to be putting more of your mental energy into this activity now than you prefer. This is probably causing you to feel overloaded right now.

Systems Management Your profile points out that you feel you are investing a moderate amount of your mental energy into managing logistics and handling several different priorities that require you to coordinate and monitor progress on a variety of tasks. Your preference for doing so is higher. It indicates that you enjoy managing multiple competing priorities, or designng efficient systems to track, control and report progress on many different tasks and projects. You appear to have more mental energy for this activity than you are currently using. This probably is causing you to feel under-challenged.

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Complexity Motives

Not only do complexity motives differ between people, they often differ within the same person. We specifically focus on complexity motives in the four major spheres of activity: People Perception, Influence, Data Analysis, and Systems Management. Each area is explored in more detail below.

People Perception deals with the process of sizing-up other individuals with whom one must interact - trying to figure out "what makes them tick." People perception is, thus, related to the mental energy invested in reading people. The higher the number of dimensions used in reading people and the more abstract and subtle the factors examined, the more complex the process of people perception is.

> Low complexity in this sphere indicates that a person prefers to concentrate his or her perceptions of others on just a few easily observed, basic characteristics (e.g., smart or dull, friendly or unfriendly).
> High complexity in this sphere indicates that a person prefers to look beyond surface behaviors and broad categories to size up other individuals, possibly using a variety of concepts (e.g., speed, alertness, openness to new ideas, sociability, negotiations skill, management style, achievement motives).

Influence is related to the mental energy invested in influencing people. This area of complexity deals with the process of affecting the ideas, attitudes, and behavior of other individuals. Complexity motives in this area color a person's management style, and approaches to persuasion and negotiations, as well as methods for dealing with conflicts.

> Low complexity in this sphere indicates that a person prefers to use a few, simple and direct methods of influence, such as telling people what to do, or simply stating one's views or desires.
> High complexity in this sphere indicates that a person prefers to use a variety of techniques, including subtle and indirect methods, to influence other people. This often means building rapport, using subtle persuasion, and employing different types of encouragements and rewards. In terms of management style, it often indicates preference for participative decision-making.

Data Analysis deals with the variety of information sources and concepts that a person uses to evaluate and make sense of situations, things, or events. Complexity motivation in this area affects a person's level of abstract thinking.

> Low complexity in this sphere indicates that a person prefers to concentrate on a few obvious or clear aspects of things or situations. Use of complicated conceptual ideas to make sense of things is avoided. The person relies on actualities and concrete facts and is not interested in data exploration.
> High complexity in this sphere indicates a preference for in-depth analysis of situations or things. Often, the person uses abstract principles or concepts to interpret information. The person enjoys using diverse information and abstractions and looking at possible relationships between things.

Systems Management is related to the mental energy invested in managing logistics. This area deals with the process of organizing and orchestrating events, developing plans and managing logistics, and using systems or procedures to track, adjust, and control processes.

> Low complexity in this sphere indicates that a person prefers to deal with one or two processes that are easy to monitor and control and do not require complicated plans. The person will organize events in a casual manner and will favor the use of a few informal techniques (e.g., notes, memory) to plan and keep track of things.
> High complexity in this area indicates that the person enjoys formulating complicated plans for organizing processes (e.g., a new manufacturing process) and/or events (e.g., a professional conference). The person enjoys handling multiple priorities as well as designing and using elaborate data gathering and record keeping systems that track trends and allow multiple processes to be adjusted and controlled (e.g., sales orders, inventory levels, equipment utilization rates, and production output).

40 Years of Research and One Million Satisfied Users

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Decision Dynamics was founded by two industrial and organizational psychologists from Princeton and Yale Universities. The company was soon taken on by demanding and development-intensive clients such as NASA, the Aerospace Corporation, and Rockwell.

Our research and development efforts continues in Decision Dynamics Research and are aimed at advancing the state of art in assessment methods and technologies. Meanwhile you benefit from having immediate access to the very latest, fully developed tools and methods in our portfolio adapted for providing practical usage, measurable results and rapid impact of today's demanding workplace.

The Decision Dynamics approach functions as a catalyst to support organizations' efforts to increase engagement and performance. Together with our global network of partners and resellers we provide profiling tools, training, and consultative services.

Decision Dynamics tools and business solutions are used for:

> Engagement
> Selection and recruitment
> Leadership development
> Talent management and succession planning
> Career development and coaching
> Team development