

Career Counselling – Understanding Career Options

Activity – Decision Making Style

Rank the four alternatives in each column as either: 1, 2, 4 or 8, with 8 indicating your highest degree of preference. Each response in any set of four must be ranked differently, that is; you cannot use a number more than once for each question. At the end, total your scores in each column. Your highest score indicates your preferred decision-making style.

	Column A	1-8	Column B	1-8	Column C	1-8	Column D	1-8
1. My prime objective is to:	Be the best in my field		Feel secure in my job		Achieve recognition for my work		Have a position with status	
2. I enjoy jobs that:	Have considerable variety		Involve people		Allow independent action		Are technical and well defined	
3. I expect people working for me to be:	Highly capable		Receptive to suggestions		Committed and responsive		Productive and fast	
4. In my job I look for:	The best solutions		A good working environment		New approaches or ideas		Practical results	
5. I communicate best with others:	In writing		In a formal meeting		By having a group discussion		On a direct one-to-one basis	
6. In my planning I emphasise:	Meeting objectives		Developing people's careers		Future goals		Current problems	
7. When faced with solving a problem, I:	Apply careful analysis		Rely on my feelings		Look for creative approaches		Rely on proven approaches	
8. When using	Accurate and		Limited data that are		Broad coverage of		Specific facts	



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information, I prefer:	complete data		easily understood		many points		
9. When I am not sure what to do, I:	Search for facts		Wait before making a decision		Look for a possible compromise		Rely on intuition
10. Whenever possible, I avoid:	Incomplete work		Conflict with others		Using numbers or formulas		Long debates
11. I am especially good at:	Solving difficult problems		Interacting with others		Seeing many possibilities		Remembering dates and facts
12. When time is important, I:	Follow plans and priorities		Seek guidance or support		Refuse to be pressured		Decide and act quickly
13. In social settings, I generally:	Think about what is being said		Listen to the conversation		Observe what is going on		Speak with others
14. I am good at remembering:	Places where I met others		People's personalities		People's faces		People's names
15. The work I do provides me with:	Challenging assignments		Acceptance by the group		Achieving my personal goals		The power to influence others
16. I work well with those who are:	Self-confident		Polite and trusting		Open-minded		Energetic and ambitious
17. When under stress, I:	Concentrate on the problem		Am forgetful		Become frustrated		Become anxious
18. Others consider me:	Disciplined		Supportive		Imaginative		Aggressive
19. My decisions typically are:	Systematic or abstract		Sensitive to the needs of others		Broad and flexible		Realistic and direct
20. I dislike:	Boring work		Being rejected		Following rules		Losing control
Totals	Total A		Total B		Total C		Total D



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Highest Score in Column **A** = **Analytical Decision Maker**

Highest Score in Column **C** = **Conceptual Decision Maker**

Highest Score in Column **B** = **Behavioural Decision Maker**

Highest Score in Column **D** = **Directive Decision Maker**

	High Tolerance for Ambiguity(low need for structure)	Low Tolerance for Ambiguity(high need for structure)
Oriented to Task and Technical concerns	<p>Analytical Decision Maker</p> <p>Solves problems by analysis, planning, and forecasting</p> <p>Pros – gathers a wide range of information and makes rational decisions after weighing up all the perspectives.</p> <p>Cons – can spend too long obtaining information leading to confusion and an inability to decide.</p> <p>Strategies – set a time limit on the information gathering process and use a structured decision-making process.</p>	<p>Directive Decision Maker</p> <p>Solves problems by applying operational objectives in a systematic and efficient way</p> <p>Pros – uses objective information to make decision. Generally integrates information and makes decisions quickly and in a logical manner.</p> <p>Cons – can be focused on the short rather than long term. Can be too task focused and not consider other people’s opinions, which can make them seem too authoritative, inflexible and difficult to work with.</p> <p>Strategies – take time to listen to other people and consider the human cost of the decision.</p>
Oriented to Human and Social Concerns	<p>Conceptual Decision Maker</p> <p>Solves problems by exploring new options, forming new strategies, being creative, and taking risks</p> <p>Pros – has broad outlook and often focuses on the long term big picture. Creative thinking identifies alternative options.</p> <p>Cons – often overlooks short-term solutions and can be impractical.</p> <p>Strategies – identify key current concerns and incorporate these aspects into the decision to make sure it is achievable.</p>	<p>Behavioural Decision Maker</p> <p>Solves problems through people</p> <p>Pros – shows concern for others and is interested in their opinion.</p> <p>Cons – can overlook facts and make decisions which are based on feelings rather than being rational. Can take too long to make decision.</p> <p>Strategies – carefully evaluate the utility of others’ decisions and adopt a rational process.</p>



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