

SELF PROFILE



Understanding yourself and others on and off the job.

- ◆ **Identify your particular social style — how you relate most often.**
- ◆ **Gain a better understanding of yourself and others.**
- ◆ **Predict how you and others might respond in a given situation.**
- ◆ **Improve your communication with others who have different styles, therefore building more meaningful relationships.**



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Self — A Profile of Interpersonal Interactions

Each of us is unique. We all have different perceptions, values and experiences that make us special. The **SELF** Profile is a survey of social style dimensions that is designed to:

- Identify your particular style — how you relate most often.
- Help you gain a better understanding of yourself and others.
- Help you predict how you and others might respond in a given situation.
- Improve your communication with others who have different styles, therefore building more meaningful relationships.

The **SELF** Profile has four distinct social styles of interaction with others. Although all of us are a unique blend of all four styles, you will be able to identify your dominant style. **SELF** was developed by using the most sophisticated techniques available, but it cannot provide accurate feedback if you do not provide accurate responses. Therefore, it is best to answer the questions in the way that you behave *now* rather than the way you used to be or would most like to be. Remember, no personality style is better than any other. And, honest answers will provide you with the most accurate, useful information possible.

SELF Directions

The **SELF** Profile consists of 30 general questions describing how a person might act in a given situation.

- For questions 1-24, use the 1-5 scale listed in the example below describing how you might act in a given situation.
- For questions 25-30, choose A or B — whichever response describes you best.

Example: I consider myself to be good at small talk.

1	2	3	4	5
Not at all like me	Somewhat like me	Occasionally like me	Usually like me	Very much like me

Write the Number That Describes You Best in the Boxes on the Right

Not at all like me 1	Somewhat like me 2	Occasionally like me 3	Usually like me 4	Very much like me 5
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1. When in a group, I tend to speak and act as the representative of that group.
2. I am seldom quiet when I am with other people.
3. When faced with a leadership position, I tend to actively accept that role rather than diffuse it among others.
4. I would rather meet new people than read a good book.
5. Sometimes I ask more from my friends or family than they can accomplish.
6. I enjoy going out frequently.
7. It's important to me that people follow the advice that I give them.
8. I like to entertain guests.
9. When I am in charge of a situation, I am comfortable assigning others to specific tasks.
10. I often go out of my way to meet new people.
11. In social settings, I find myself asking more questions of others than they ask of me.
12. I truly enjoy mixing in a crowd.
13. Other people usually think of me as being energetic.
14. I make friends very easily.
15. I am a verbal person.
16. I try to be supportive of my friends, no matter what they do.
17. When I see that things aren't going smoothly in a group, I usually take the lead and try to bring some structure to the situation.
18. I seldom find it hard to really enjoy myself at a lively party.
19. When in a leadership position, I like to clearly define my role and let followers know what is expected.
20. I consider myself to be good at small talk.
21. I am very good at persuading others to see things my way.
22. I can usually let myself go and have fun with friends.
23. I often find myself playing the role of leader and taking charge of the situation.
24. I do not prefer the simple, quiet life.

Tear along the perforation

For Questions 25-30, Write the Letter Representing Your Response in the Boxes on the Right

25. You are in a conversation with more than one person. Someone makes a statement that you know is incorrect, but you are sure the others didn't catch it. Do you let the others know?
- A. Yes
 - B. No
26. After a hard day's work I prefer to:
- A. Get together with a few friends and do something active.
 - B. Relax at home and either watch TV or read.
27. When planning a social outing with a small group, I am most likely to:
- A. Be the first to suggest some plans and try to get the others to make a decision quickly.
 - B. Make sure everyone has a say in the planning and go along with what the group decides.
28. You have just finished a three-month project for which you have sacrificed a great deal of your free time and energy. To celebrate, are you more likely to:
- A. Invite some of your friends over and throw a party.
 - B. Spend a quiet, peaceful weekend doing whatever you wish, either by yourself or with a special friend.
29. If I feel that I am underpaid for my work, I'm most likely to:
- A. Confront the boss and demand a raise.
 - B. Do nothing and hope the situation improves.
30. I think that those around me see me as primarily:
- A. Gregarious and outgoing.
 - B. Introspective and thoughtful.

Tear along the perforation

To Score Your *Self* Profile

1. On items 25-30:

- If you answered A, give yourself a 5.
- If you answered B, give yourself a 1.

2. Transfer each of the scores you've entered on the right to the blanks below.

3. Add each column.

Proceed to the next page ...

1. _____	2. _____
3. _____	4. _____
5. _____	6. _____
7. _____	8. _____
9. _____	10. _____
11. _____	12. _____
13. _____	14. _____
15. _____	16. _____
17. _____	18. _____
19. _____	20. _____
21. _____	22. _____
23. _____	24. _____
25. _____	26. _____
27. _____	28. _____
29. _____	30. _____
Total _____	Total _____

DIRECTIVE SCORE _____ **AFFILIATIVE SCORE** _____

25. <input type="checkbox"/>	1. <input type="checkbox"/>
	2. <input type="checkbox"/>
	3. <input type="checkbox"/>
	4. <input type="checkbox"/>
	5. <input type="checkbox"/>
26. <input type="checkbox"/>	6. <input type="checkbox"/>
	7. <input type="checkbox"/>
	8. <input type="checkbox"/>
27. <input type="checkbox"/>	9. <input type="checkbox"/>
	10. <input type="checkbox"/>
	11. <input type="checkbox"/>
	12. <input type="checkbox"/>
	13. <input type="checkbox"/>
28. <input type="checkbox"/>	14. <input type="checkbox"/>
	15. <input type="checkbox"/>
	16. <input type="checkbox"/>
	17. <input type="checkbox"/>
29. <input type="checkbox"/>	18. <input type="checkbox"/>
	19. <input type="checkbox"/>
	20. <input type="checkbox"/>
	21. <input type="checkbox"/>
	22. <input type="checkbox"/>
30. <input type="checkbox"/>	23. <input type="checkbox"/>
	24. <input type="checkbox"/>

If you scored from:

Give yourself a:

15-21

1

22-33

2

34-44

3

45-56

4

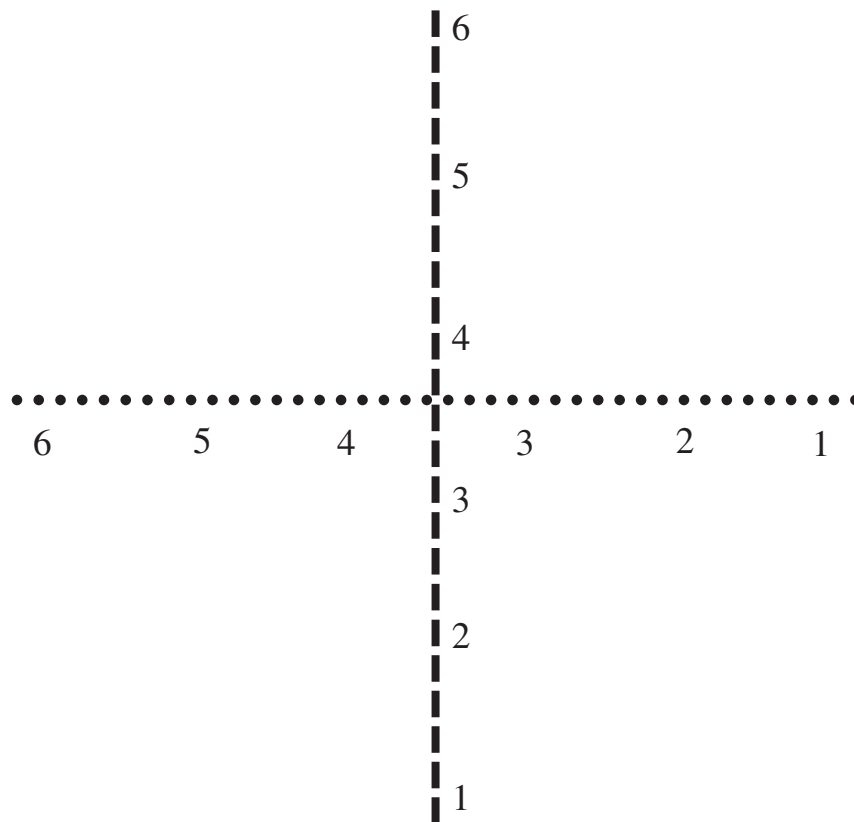
57-68

5

69-75

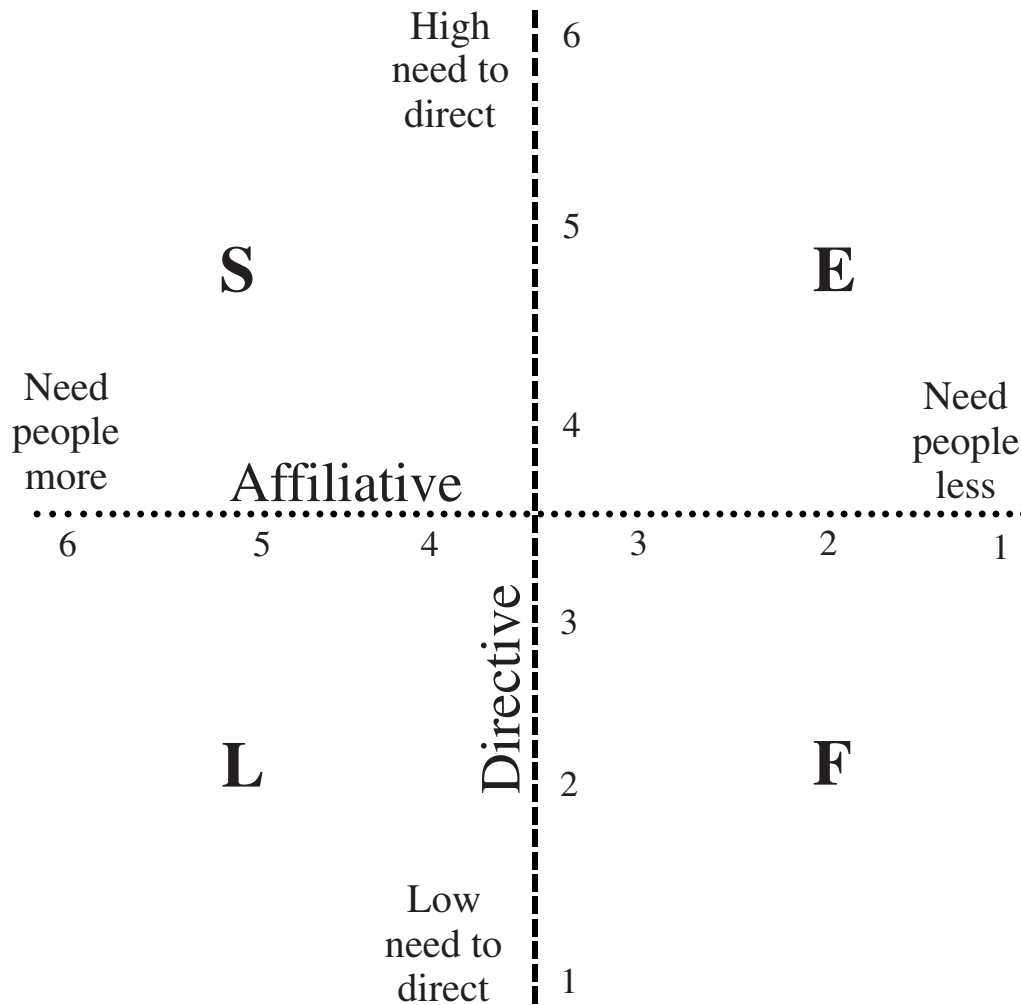
6

- Take your **Directive Score** and put a dot on the broken line below.
- Then, put a dot on the dotted line below for your **Affiliative Score**.
- Next, connect the two dots with a straight line.
- Shade in the area between the line you've drawn and the intersection of the broken and dotted lines.



Dimensional Descriptors

When the broken and dotted lines intersect, they form four dimensions: the **S**, the **E**, the **L** and the **F**. Since the lines measure your **Affiliative** and **Directive** tendencies, the combination of the scores can indicate a group of characteristics.



Now, to interpret your **SELF** scores, it may be helpful to take a close look at your visual **Scoring Diagram**. You can gain valuable information about yourself by looking at the shaded area on the graph.

If your shaded area on the graph is fairly large (Figure 1), it is very probable that you exhibit behavior that is very similar, in most situations, to others in that dimension.

However, if your shaded area takes up only a small portion of your designated dimension (Figures 2 and 3), you are more likely to be flexible across situations and able to adapt your social style to the particular situation. To interpret your scores, it will help to look at the characteristics of the dimension you've shaded. That dimension identifies the response pattern you follow in a large number of situations. But, if your triangle has a large area along one line (Figure 3), it may indicate that you possess many of the characteristics of the adjoining dimension. You will need to take a close look at the characteristics of both areas to determine how you behave in most situations.

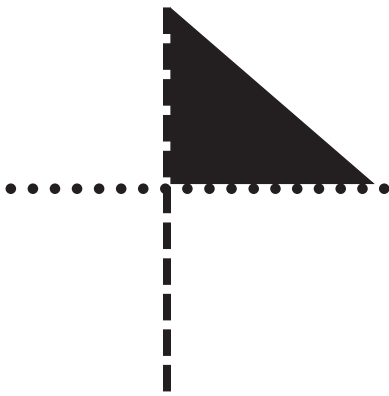


Figure 1

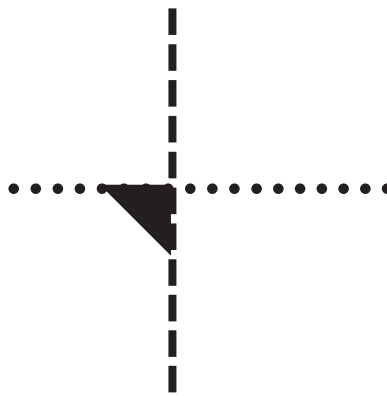


Figure 2

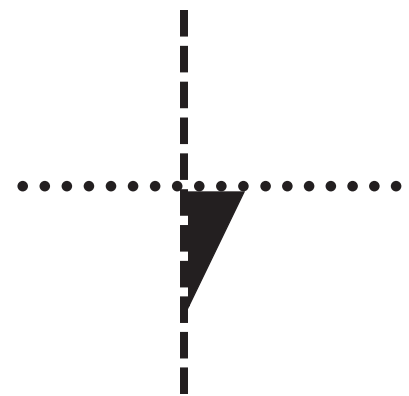
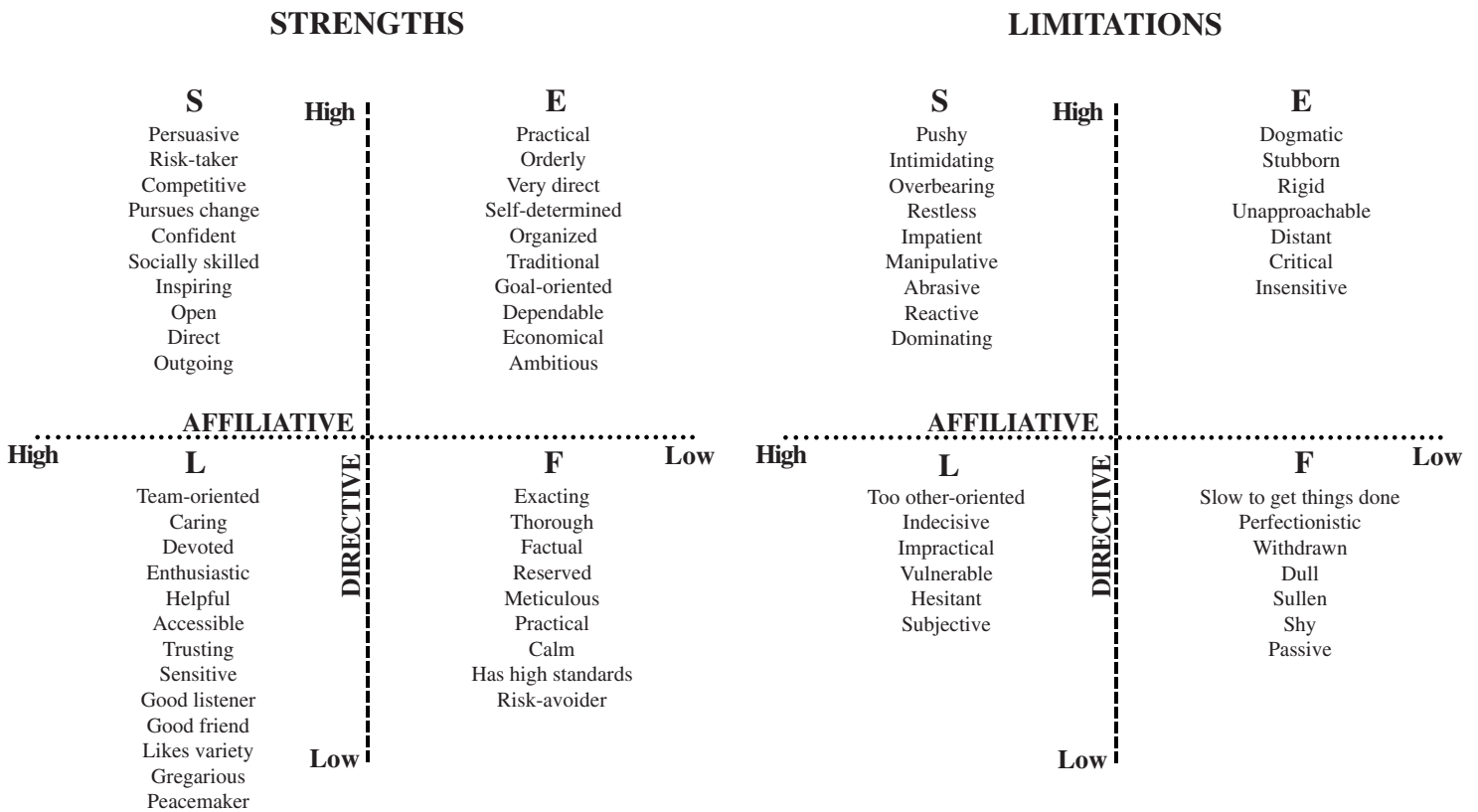


Figure 3

We have gathered information to give you feedback on each of the four dimensions, including clues on how to interact with others. Continue to explore your **SELF** profile.

Self Characteristics

Below are some characteristics that can be used to describe the tendencies of each dimension of the SELF.



Exercise: Exploring

- Select the three Strengths listed in your primary dimension that are most like you.

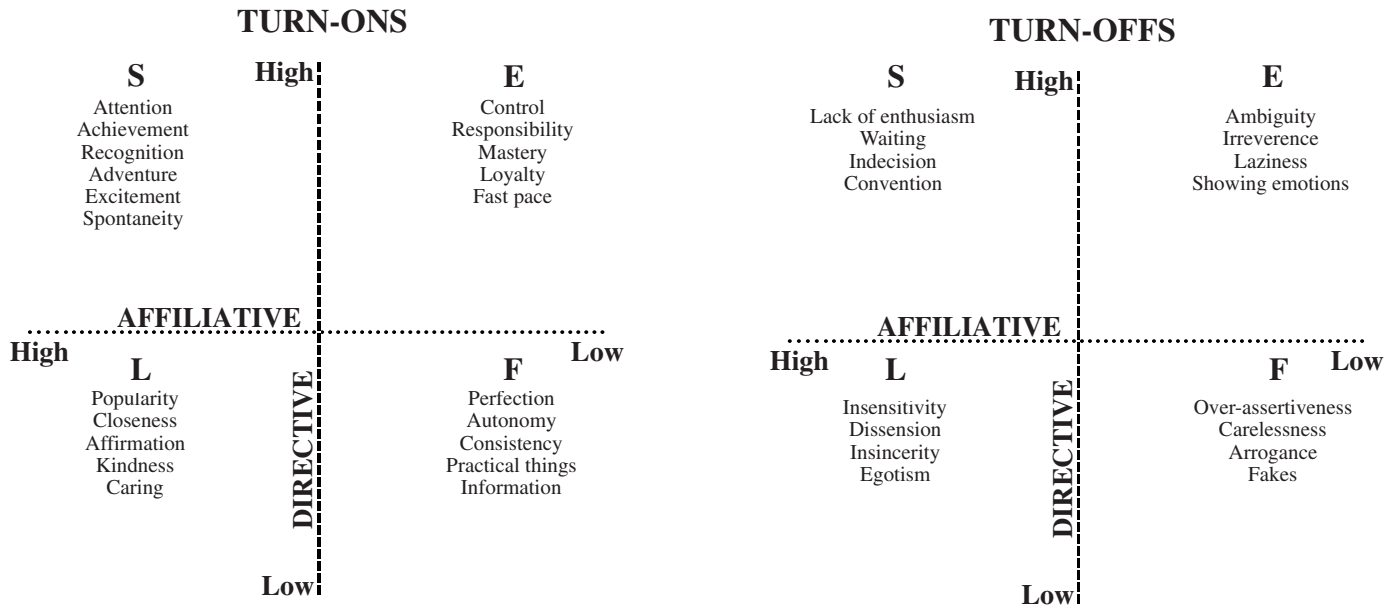
- Select the two Limitations that most accurately describe you.

- Think of a situation in which you are most likely to act in a manner characteristic of your _____
dimension. _____^(specific) Now, think of a situation where you
might take on the characteristics of another dimension. List the situation and the dimension. _____

- List at least one descriptor from each dimension that you consider a strength you'd like to have:

(1) _____ (2) _____ (3) _____ (4) _____
S E L F

Self and Interactions With Others



Exercise: Exploring You and Interactions With Others

Review the **SELF** social dimensions. Which dimension(s) are you most likely to get along with?

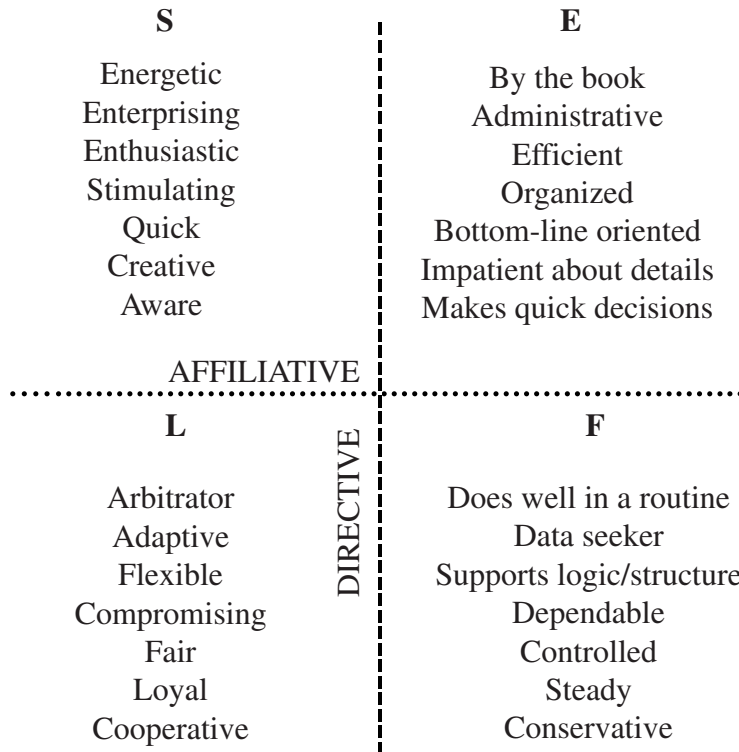
Review the dimensions listed above. List three of your friends and decide which dimension they might fit into. Remember to focus on a pattern, not a single behavior.

Which dimension(s) might you find most difficult to get along with?

List any social tendencies you may have that could jeopardize you in interacting with any of the other three dimensions.

Self Working Strategies

The following describes social style preferences at work. If you scored high in any dimension, you are likely to possess the following working strengths:



Exercise: Exploring You

- Think of three or four individuals that you work with. Try to place them in one of the four dimensions. Focus on a pattern and not just one descriptor.

Name _____

Dimension _____

- In what working situations do you think each of these individuals is most likely to be a success?

How to Flex Your *Self* Style in Working Relationships With Others

Below are characteristics describing what strategies to use and not use with each of the four dimensions.

Positive Actions You Could Take

Actions to Avoid When Dealing With Each Dimension

S	E	S	E
Show energy and enthusiasm Show interest in what they are doing or saying Allow them to be spontaneous Yield to their need for attention and recognition Try to agree with them as often as possible	Show respect for their position and accomplishments Plan on doing most of the talking Yield to their need to be in control Avoid disagreements in areas of common expertise Engage in activities that don't require a lot of verbal interaction (i.e., sports or other friendly competitions)	Boring them Being indifferent Letting them bowl you over with energy Forgetting their birthday or other special occasion	Expecting a lot of warm emotions Expecting praise or thanks Expounding on your differences Being offended by their distance
L	F	L	F
Show sincere interest in them as individuals Listen, be humanistic and sensitive Be expressive Be casual and informal Converse, do your part to maintain the conversation	Listen, they may not bother to speak out unless you give them a clear opening Be friendly, unassuming and entertaining Be low-key and supportive Be the initiator Ask their opinion	Taking advantage of their willingness to help Being distant and unapproachable Being unappreciative or forgetting their efforts Forgetting to return their favors	Being arrogant or boastful Being loud or pushy Speaking "knowingly" on that which you know little Taking over (they may let you but they'll resent it)

Think again of four friends or four members of your work family. List their names:

_____	_____
_____	_____

For each individual listed above, list a few interactive strategies that might make your interactions with this person more effective.

Name _____	Strategies _____
_____	_____
_____	_____
_____	_____

Successful Working Strategies

If you are in a working relationship with someone of this style, here are a few things that may be helpful to remember.

For Working With Employees or Peers

DO

S

Allow them the flexibility to be creative.
They seek recognition and exciting challenges, so reward their efforts with your enthusiasm.
Channel their energy in appropriate directions (not always easy).
Make sure they get lots of credit (they'll probably take it anyway).
Respect need for socializing.
Remember: We are important (philosophy).

E

They need control — take advantage of their efficient, practical, ambitious nature and give them the reins when possible.
Take advantage of their need to clear up messes — when business is bad or the situation ambiguous, they'll be the best people to provide structure and get others back on line.
Show respect for their traditional values and ways of thinking.
Work with them to be more accepting of other methods of accomplishment.
Remember: I am important (philosophy).

L

Remember their need to keep everyone happy and their skill at keeping the peace — when business is good, these people will be the most effective leaders.
Treat them fairly, supportively and openly.
Allow them opportunities to interact with others.
Appeal to their principles and values.
Remember: They are important (philosophy).

F

Listen; these people may not be the boldest or first to present ideas — be assured, however, that they have a lot of great ideas.
Work with them to set deadlines (you may often have to help them see the virtues of “good enough”).
Give them space to operate.
Pay attention and appreciate their need for substance and credibility.
Recognize they are practical and emotional.
Remember: It is important (philosophy).

If your supervisor/manager operates from one of these dimensions, it may be helpful to remember these guidelines.

For Working With Supervisors/Managers

DO

S

Be sociable.
Be flexible, open and spontaneous.
Show enthusiasm and excitement.
Let them get lots of credit.
Provide support by providing balance between them and other employees, subtly interject reality when necessary and keep things tidy and organized.

E

Recognize they are motivated by challenge.
Play by their rules.
Be on time, to the point, oriented toward results.
Show that you are keenly aware of their authority.
Provide support by serving as a buffer between them and other employees, expose them to alternative ways of doing things, but document everything with emphasis on results.

L

Openly express your thoughts, concerns, ideas.
Be a team player, compromise, strive for consensus, build relationships.
Take interest in your supervisor/manager as a person.
Make it easy for them when they have to be directive.
Provide support; set your own performance goals and get them done.

F

Acknowledge their expertise.
Give facts and data, and be consistent.
Think things through and document ideas with facts from credible sources.
Offer detailed, well-thought-out plans of action.
Provide support by subtly providing energy and enthusiasm through the ranks, bringing in fresh, new approaches (but be sure to document and detail every aspect of your proposal).

Successful Working Strategies

For Working With Employees or Peers

DON'T

S

Stifle their energy by demanding their conformity.
Forget to show them your appreciation for their new and thoughtful ideas.
Remember their motivations, don't be too put off by their unconventionality.
They are motivated by opportunities and friendship.

E

Get into their "territory" (they'll let you know).
"Go around" them on issues when they should be involved.
Be ambiguous or use excuses.
Exhibit unassertive behavior.

L

Take advantage of their eagerness to please.
Be harsh or insensitive.
Forget to acknowledge them when you pass them in the hall.
Criticize or cause conflicts.

F

Pressure them, in the interest of expediency, to abandon their careful, exacting nature (it is these traits that keep the rest of us honest).
Expect them to quickly get on board and initiate new projects without thinking them through first.
Expect them to empathize (be emotional) in a crisis; instead, they'll use logic and practicality.

For Working With Supervisors/Managers

DON'T

S

Openly argue.
Expect them to have everything organized and carefully laid out.
Present one conclusion; instead, explore possible compromises/options.
Use a win/loss approach.

E

Exhibit any behaviors that may be misinterpreted as laziness (they'll look for it).
Expect more than a "business relationship."
Waste time chatting.
Expect any strokes.

L

Take advantage of their nature by slacking off.
Forget the importance of maintaining social rapport and informal chats.
Forget to listen and have patience.

F

Be false and ingratiating — do your homework and stick to the facts.
Be in a hurry to prove yourself or push through your new ideas.
Appear arrogant or cocky.
Expect a high risk or surprise in decision-making.

Self Social Styles Dimensions Summary

S E L F

SOCIAL MOTIVATORS	Recognitions	Success	Acceptance	Substance
DISLIKES	Routine indecision	Laziness, irreverence	Dissension, egotism	Pushers, phonies
DECISION STYLES	Spontaneous (quick)	Decisive (quick)	Inclusive (slow)	Methodical (slow)
WHEN THINGS DON'T GO WELL, THEY WILL	Be accusing, blame it on others	Fight for control, become defensive	Submit, fall in line	Withdraw, separate
ADAPTIVE STRATEGIES	Tone it down some, listen	Listen, accept others' differences	Self-indulge	Assert, be spontaneous
WOULD MOST LIKE YOU TO (BE)	Recognize their ideas and achievements	Follow and support their goals	Sensitive of their feelings	Accepting of their thoughts
THEIR WORST FEARS ARE	Losing social image	Losing control	Losing acceptance	Being wrong and looking foolish

Guidelines for Using This Information

When you have completed the **SELF Profile** and have access to more information for understanding others, there are a few guidelines that may be useful to remember.

- First, the information in this test is designed to aid you in self-awareness and understanding others in broad and general terms. However, there will be, as is always the case, exceptions to these general categories. Human beings are very complex creatures whose behavior is greatly affected by a variety of factors. Therefore, they are not easily categorized.
- Second, always remember that an individual's behavior is greatly affected by the situation he or she is in. So, you can expect individuals to exhibit a variety of different characteristics in different situations. Therefore, look for consistent information across several settings before categorizing others into any one dimension.
- Finally, it will help you to remember that an individual's social style is the product of many years of development and is not easily changed. You will be wise to accept others as they are — for both their strengths and limitations — rather than insisting upon changing them.
- Remember, no personality style is better than any other. Yet, our social interactions with others can be greatly enhanced if we have an understanding of the motivations, strengths and weaknesses of both ourselves and others. The **SELF Profile** can serve as a useful tool for gathering such information.



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A Division of Rockhurst University Continuing Education Center, Inc.

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Cat No. 527