

Caux Round Table Decision Style Inventory Personal Report

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Interpreting Your Decision Styles Inventory Report

If you are reading this, it most likely means that you have completed the Decision Styles Inventory (DSI) and are looking forward to reviewing and interpreting its results. This executive summary is intended to introduce you to the larger purpose of the DSI and to provide you with an initial context as you consider your results.

The Caux Round Table Principles for Business puts forth ethical standards for good governance of public power. However, as abstract principles, it is often not immediately apparent how such norms should be applied in specific decisions or how we people in business, subordinating to market needs and pressures, should incorporate them into our decision-making and reflections about our work.

The challenge of finding a vocation in business is to do well by doing good and gaining an honest conviction that one's career and one's personal life are mutually enhancing and leading one on to the goal of having lived life without choosing between virtue and wealth. Knowing that one has a vocation contributes to a sense of comprehensive personal wellbeing and satisfaction in a life well lived.

To assist individuals in the task of making the Principles for Business work better for them in the arena of business achievement, the Caux Round Table has also developed a framework for thinking about our individual preferences and dispositions with respect to decision-making. This assessment instrument is called the Decision Styles Inventory or "DSI".

The DSI will help you master your intuitively comfortable approach to making decisions. It will point out your strengths with respect to four fundamental dimensions of decision-making: inquiry and thinking (inquirer), team building (unifying), doing (pragmatist) and innovating (entrepreneur).

Once you have your DSI in hand, you can use this guide to reflect on how you can best activate any of the 7 ethical Principles of Business and meet the expectations of responsible stakeholder engagement in your day-to-day business decision-making. Each section of this guide presents considerations as to how different styles of decision-making advance or hinder implementation of a relevant Principle.

Interpreting Your Decision Styles Inventory Report (continued)

Decision-making is vital to your success and to your organization's success. But each of us has an approach to decision-making which reflects personal styles and emotional concerns. Decision-making also reflects how we look at facts and more abstract considerations. Some of us take into account the culture of our organization more than others; and some consider most important the consequences of a decision for their own situation.

Now, let's look at the four major styles of decision-making before you review your own DSI results.

“.... All men who decide on difficult issues ought to free themselves from the influence of hatred, friendship, anger, and pity. For when these intervene the mind cannot readily judge the truth, and no one has ever served his emotions and his best interests simultaneously. When you set your mind to a task, it prevails; if passion holds sway, it consumes you and the mind can do nothing.”

Julius Caesar, from Sallust, Catiline's Conspiracy

A Summary View of the Four Decision Styles

There are also many workplace situations that create a certain amount of discomfort, tension and anxiety, such as missing a deadline, giving less than our best effort on a project or task, not speaking up when we know we should, not asking for what we need, feeling like a task is too big, etc.

The more discomfort, tension and anxiety we feel in any situation the more we need to know about ourselves, why we behave the way we do, of what we are under pressure, and how to activate our strengths without stirring up the shadows that mimic every strength. Each Profile is as valuable as the next. Each contains deep strengths and shadows which are the source code for our actions, ethical or not.

<p>Inquirer</p> <p>Leadership Action- Investigates Leadership Core Value- Certainty Behavior Domain- Cognition/Thinking</p> <ul style="list-style-type: none"> • Investigate/evaluate/review • Information centered • Likes new ideas/possibilities • Problem identifier • Trusts right questions • Relies on research: study trends • “Do we have the right hill”? 	<p>Unifier</p> <p>Leadership Action- Affiliates Leadership Core Value- Acceptance Behavior Domain- Heart/Sensing Feeling</p> <ul style="list-style-type: none"> • Honors rules, policies, procedures • Works within structure • Inclusive/inviting • Credibility through collaboration • Values, listens to and cares for others • Goals determined by group • Negotiates via compromise • Seeks acceptance • “Does everyone agree we should take the hill”?
<p>Entrepreneur</p> <p>Leadership Action- Innovates Leadership Core Value- Independence Behavior Domain- Imagination</p> <ul style="list-style-type: none"> • Adapts to optimize advantage • Establishes credibility through assertion • Takes charge • Bypasses bureaucracy • Takes risks/prefers autonomy • Single minded • Rule bender/breaker: seeks attention through performance • “I’ll find my own hill.” 	<p>Pragmatist-Initiates</p> <p>Leadership Action- Initiates Leadership Core Value- Order Behavior Domain- Action/Movement</p> <ul style="list-style-type: none"> • Get it done right, now • Follows through on commitments • Task centered • Needs challenge to be productive • Trusts right answers • Problem re-solver • Seeks input from trusted sources • No tolerance for sloppy work • Credibility: when targets are met • “I’m just taking the hill.”

**DECISION STYLES AND
CORE CAUX ROUND TABLE VALUES
OF KYOSEI, HUMAN DIGNITY AND STEWARDSHIP**

INQUIRERS/THINK:

KYOSEI: Strengths: sees others; sees value in relationships, reciprocity. Weaknesses: may overlook perspective/needs of others out of excessive confidence in importance of own perspective

HUMAN DIGNITY: Strengths: sees others; understands their situation analytically. Weaknesses: may overlook perspective/needs of others

STEWARDSHIP: Strengths: takes long term point of view; sense for the strategic; plans how to get things done. Weaknesses: can't commit to action; low priority for implementation; needs more data or background information; impractical; space cadet

UNIFIERS/WE:

KYOSEI: Strengths: binds relationships; creates place for others; sees to the needs of others. Weaknesses: freezes others out

HUMAN DIGNITY: Strengths: takes care of others; sees to their comfort and needs; validates their belonging to the group. Weaknesses: accepts others only if they conform to group norms and practices; enforcer of conformity

STEWARDSHIP: Strengths: loyal and devoted; nourishing; good team player. Weaknesses: prefers insiders; compliance by others prerequisite for sustaining relationship

**DECISION STYLES AND
CORE CAUX ROUND TABLE VALUES
OF KYOSEI, HUMAN DIGNITY AND STEWARDSHIP**

PRAGMATISTS/DO:

KYOSEI: Strengths: involves others to get the job done; comfortable with reality; open to cooperative partnerships. Weaknesses: sees relationships as incidental to getting the job done; uses people; little long term consistency

HUMAN DIGNITY: Strengths: works well and easily with others who are part of the task team; good humor; welcomes constructive comments and contributions. Weaknesses: doesn't consider consequences for others; overlooks externalities

STEWARDSHIP: Strengths: follows-through; gets results; cares for outcomes. Weaknesses: tunnel vision; narrow focus; doesn't link immediate task to needs or perspective of others

ENTREPRENEURS/I

KYOSEI: Strengths: creative; sees new linkages, seeks out how to deliver what others want. Weaknesses: goes it alone; closed minded

HUMAN DIGNITY: Strengths: creates new products and services; innovative with respect to external demands. Weaknesses: close minded; hard sell; prone to overstate and mislead; manipulates emotions and needs of others for selfish gain

STEWARDSHIP: Strengths: self-interest considered upon the whole; shifts paradigms to keep up with change and new opportunities; leads others in new directions. Weaknesses: can overlook externalities to meet personal goals; takes excessive risks; myopic focus on self-sustaining needs; can be a bully

Action Options by Decision Style

1. Inquirer

Strengths:

Understands societal norms and has support of accepted norm group.

Development:

- May need to reflect on personal decision-making
- May need to know when the group is misaligned with society
- May need to realize when personal values have been compromised
- May need to come to grips with personal value and integrity
- May need to learn when conflict with peers is valid and useful

2. Unifier

Strengths:

“I can do it by myself; I just can do it alone.” Adheres to prescribed expectations of others. Brings clarity to group by relying on earlier defined directives. Personal accountability encouraged by compliance.

Development:

- May need to examine personal pronouncements that define behavior, e.g. “Keep all promises” “Take care of others” “Act reasonably”
- May need to deal with an ethical dilemma that is unclear
- May need to review the principle of “One rule fits all”
- May need to learn to ask probing questions that may bring discomfort
- May need to re-evaluate the power of ‘group think’

Action Options by Decision Style (continued)

3. Entrepreneur

Strengths:

Informal, does not stand on pretense or status, accessible to those of like orientation, able to discern between inhibiting and facilitating standards, and concerned about self-control and personal responsibility.

Development:

- May need to examine the fine line between control and consideration
- May need to respect those in authority
- May need to team with those who see rules as guides, not controllers
- May need to coach a person who is inflexible and rule bound
- May need to listen to a formal presentation, take notes, and share learnings

4. Pragmatist

Strengths:

Self-confidence, outcome and results oriented, assertive, relies on own competence for achievement.

Development:

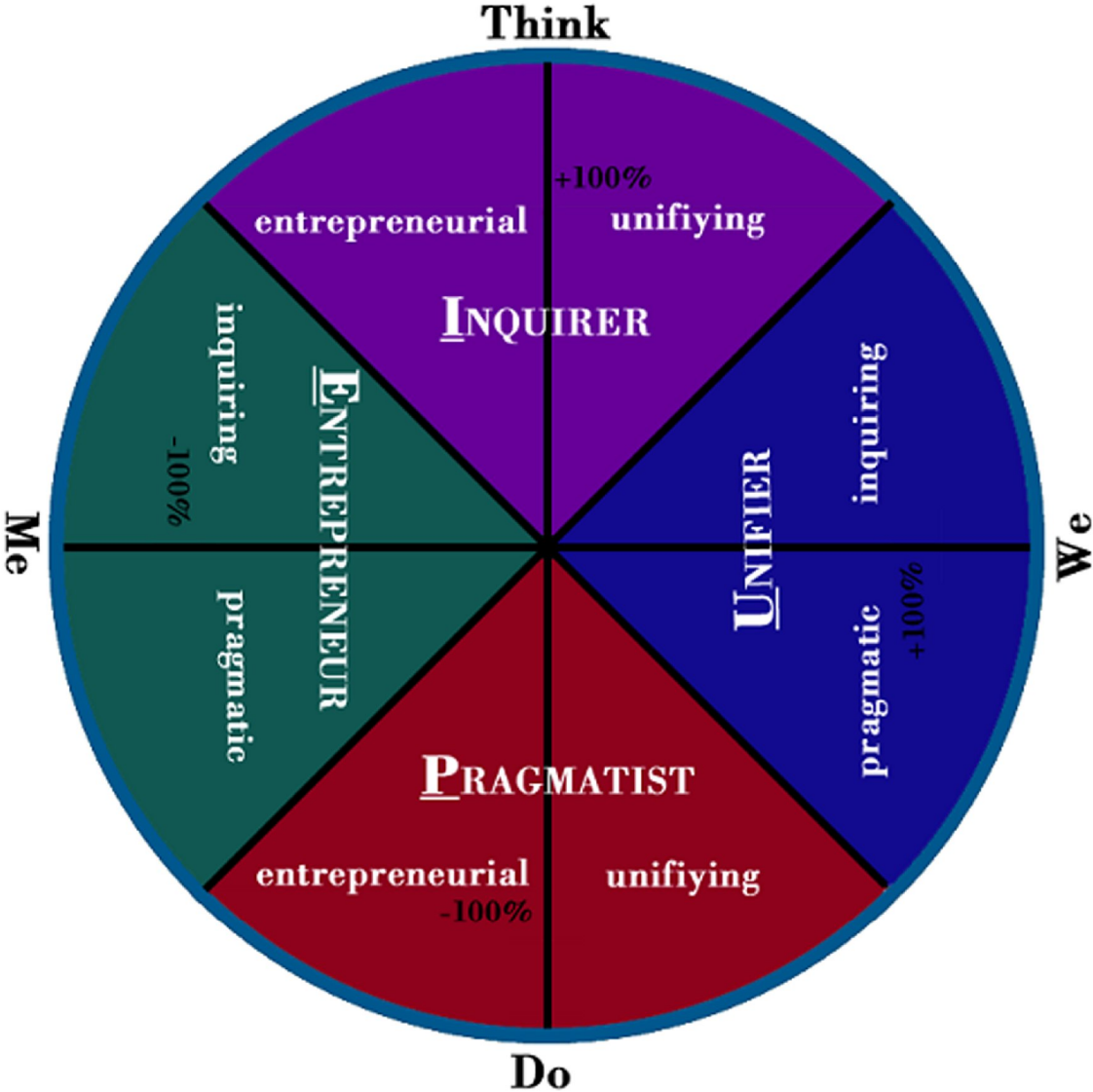
- May need to appreciate the competencies of others
- May need to value and participate in a team orientation to achieve specific goals
- May need to see that “my way may not be the best way”
- May need to listen to others with a strong, practical theory
- May need to examine that everything begins and ends with relationships

Your Personal Decision Styles Profile

When facing personally challenging situations at work:

Your numeric scores

EU (Horizontal) Axis score:
IP (Vertical) Axis score:



Interpreting Your Numeric Scores

The Consensus Axis (Horizontal)

Your EU number represents how you answered the questions related to the horizontal **Consensus axis**. **This axis reflects how much you trust and rely on yourself (Entrepreneur) or others (Unifier) to act** in situations you believe contain significant elements of ambiguity, confusion, threat or pressure. Each Profile on the EU axis is quantified from 0 to 100 with the center point set at 0. For instance, if your EU score is 33, your Consensus Factor is found 33 points to the right of the center point and identifies how much Unifier behavior you may default to in ethically ambiguous situations. If your score is a -33, your Consensus Factor is found 33 points to the left of the center point and identifies how much Entrepreneurial behavior you may default to in ethically ambiguous situations. We also refer to this horizontal Consensus axis as the **I - We** dynamics of leadership.

The Creative Axis (Vertical)

Your IP number represents how you answered the questions on the vertical **Creative axis**. **This axis reflects how much you trust and rely on ideas, investigation and theory (Inquirer) or practical experience (Pragmatist) to act** in situations you believe contain significant elements of ambiguity, confusion, threat or pressure. Each Profile on the IP axis is quantified from 0 to 100 with the center point set at 0. For instance, if your IP score is 45, your Creative axis is found 45 points moving up from the center point and identifies how much Inquirer behavior you may default to in ethically ambiguous situations. If your score is a -45, your Creative axis is found 45 points down from the center point and identifies how much Pragmatist behavior you may default to in ethically ambiguous situations. We also refer to this vertical Creative axis as the **Think-Do** dynamics of leadership.