

In order to enable

||→ **Individuals**

||→ **Teams**

||→ **Organizations**

to work together more effectively...

...you need tools that help them understand

How People Work



Format Systems Ltd.

Now you have them!

STYLO Operating Style Indicators

In all walks of organizational life - from Executive leadership to the Front Line - to meet today's business challenges people must learn to work more effectively. They must acquire the ability to accurately assess what is going on around them and then determine how best to act. They must determine how to tailor their actions to most effectively meet changing conditions and how to modify situations to suit their actions.

STYLO is quietly becoming the preferred tool of Executive Coaches, those crucial to change initiatives, and development professionals who strive to assist individuals, groups and teams achieve higher levels of performance and success.

In contrast to typological instruments that examine fixed and unchangeable aspects of personality, STYLO throws light on *behavior*, which is flexible. By revealing a person's bias for behavior - one's *Process* preference - STYLO acts as the key to opening the door to learning, effectiveness and success.

WHAT IT IS:

The **STYLO Self-Perception Operating Style Indicator** is a paired comparison format that takes about 25 minutes to complete. It has been constructed with a strong focus on the needs and realities of the business world - so it is free of the jargon and confusion often associated with psychological instruments.

Through STYLO, one's audible and visible behavior is revealed and explained. An Operating Style results from the interface of three elements:

*What you are capable of doing...*Skills, Experience, Knowledge

*What is to be done...*Job or Role expectations, demands, constraints

*How things are to be done...*The organizational and extra-organizational environment.

An Effective Operating Style results from your accurate judgment of situations in terms of your strengths and weaknesses, the demands of your job or role, and of the organizational environment of which you are a part.

An Ineffective Operating Style results from misperceptions or misjudgments of situations or actions in terms of the three elements.



TWO PERSPECTIVES: Encouraging and Threatening Environments. The STYLO Model and Indicator provides you with two perspectives of your Operating Style. The first is when you feel you are performing your role or function successfully. This is an Encouraging Environment.

The second is when you feel threatened. This can be because you feel you are not performing your role or function successfully, or when you feel under pressure to do things in a way that conflicts with your preferences.

Because an individual's behavior can vary significantly between these two Environments, gaining accurate insights is essential. It allows you, as an individual and group member, to develop strategies to improve your effectiveness in task and interpersonal activities, helping you enhance your performance and success.

WHAT IT DOES:

STYLO enables individuals, teams and leaders to develop these Key Competencies essential in today's flatter, more flexible organizations:

Accurate assessment of their own behavioral strengths and weaknesses and understanding how these impact their judgment of situations.

The ability to display a range of behavior that is appropriate to the situation.

The skill of recognizing and using the behavioral strengths of team members to take on essential team roles.

The competency to generate and benefit from high quality feedback about behavior among members and between the group and its external contacts.

The ability to recognize the dominant behavior inclinations in the organization or team.

The skill to identify the paradigms and basic assumptions that drive organizational behaviors.

PRODUCTS:

In addition to the Self-Perception Indicator, **STYLO comes in an Associate-Perception Indicator.** By allowing individuals to obtain non-pejorative feedback from associates, management, subordinates, and clients, STYLO creates a unique opportunity for dialogue and learning and is a powerful tool for 360 degree feedback processes.

Both instruments are available in on-line, Internet versions only. Debriefing materials, including a STYLO User's Guide are also available.

Internet Access to the STYLO Operating Style Indicator allows accredited STYLO Users to direct their clients to secure on-line access to the Indicator. The Accredited User can then access the secure results in a format that will assist in the planning of their client development session.

Personalized STYLO Written Profile A comprehensive, personalized written interpretation is also available. This 30-page document is composed by a STYLO expert and is based on the output generated from the Self-Perception Indicator. The Written Profile is intended to help individuals assess accurately the strengths and weaknesses of their current pattern of behavior - their Operating Style. Top Executive Coaches are using STYLO Written Profiles as a powerful tool for enhancing their clients' performance.

ACCREDITATION: In order to ensure effective use of STYLO Indicators and materials, Accreditation Courses are available through Zeisler Associates, Inc. in North America and Format Systems Ltd. in Europe. Accreditees will be licensed to use all STYLO materials and incorporate them within their consulting, training and developmental programs.

The STYLO Accreditation Course is both highly interactive and applications focused. The Course consists of some pre-work, a two-day workshop, and personalized follow-up tailored to each participant's needs. We offer open, corporate, one-on-one, or small group Accreditation options.

For registration or further information:

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