VIEW: An Assessment of Problem-Solving Style

Proven to provide useful insights for individuals and teams

VIEW: An Assessment of Problem Solving Style (**VIEW**) is a short, easy-to-complete, on-line questionnaire developed specifically for the purpose of helping individuals and teams efficiently and effectively solve problems, manage change, and promote innovation.

It is based on more than 40 years of research and development. VIEW is designed to help you take a proactive stance in establishing an environment in which team members can work to their full potential as individuals, and more effectively as a team. VIEW puts you in a position to build strategies and plans for playing to people's strengths and appreciating differences.

What is Problem-Solving Style?

Problem-solving styles are consistent individual differences in the ways people prefer to plan and approach challenges or opportunities in order to gain clarity, produce ideas, and prepare for action. They are the ways you prefer to behave when managing change, processing information, and making decisions. Your problem-solving style influences your behavior whether you are working alone, with a partner, or as part of a team.

Problem-solving styles are value neutral. There are no 'right' or 'wrong' styles. Organizations and high-performing teams need to have a diversity of styles and be able to lever these differences on a variety of tasks and challenges.

The Three Dimensions of Problem-Solving Style

VIEW assesses three dimensions of problem-solving style. These dimensions have been shown to be important for individuals and teams when they need to deal with change, think through new challenges and opportunities, and make decisions that lead to action.

Orientation to Change

How people prefer to manage change or solve problems when responding to novelty, structure, and authority. This dimension deals with the questions:

- How do I prefer to respond to novel challenges?
- How do I feel about and react to structure and authority?
- How do I prefer to search for alternatives?

The Explorer Style

▶Seeks to break new ground

▶Thrives on venturing into uncharted territory

▶Follows new and interesting possibilities wherever they may lead

▶Finds structure confining or limiting and prefer to work independently from key sources of authority

The Developer Style

▶Seeks to bring things to fulfillment

▶Thrives on organizing, synthesizing, refining, and improving outcomes

▶Is comfortable with structure

▶Appreciates clear expectations from sources of authority

Manner of Processing

How people prefer to process information and how they choose to interact with others when solving problems or managing change. This dimension deals with the questions:

- How do I prefer to manage information when problem solving?
- When do I choose to share my thinking?
- Does interacting with others build or spend my energy?

The External Style

▶ Draws energy from interacting with others, discussing possibilities

▶ Tends to hitch-hike on the ideas of others

▶ Tends to share their thinking and information broadly and freely

▶ More likely to push to action and make improvements along the way

The Internal Style

▶ Draws energy from reflection, thinking things through on their own

▶ Considers ideas themselves before sharing them with others

▶ Tends to share their thinking and information when they are finished or when they feel it has reached perfection

▶ More likely to engage in careful study and thought before taking action

Ways of Deciding

What people prefer to focus on when making decisions: people or tasks. This dimension deals with the questions:

- What factors get first priority when I focus or decide?
- Where do I start?
- How do I make trade-offs?

The Person-Oriented Style

▶ Prefers to consider first the impact or effect of choices and decisions on people, their feelings, and on the need for harmony and maintaining positive relationships with others

▶ Tends to react to both ideas and the people suggesting them

▶ Provides feedback that is appreciative and sensitive to both

The Task-Oriented Style

▶ Prefers to consider first the quality of the result or outcome, whether or not something is logical or sensible, and can be objectively justified

▶ Tends to react to people's ideas independent of their feelings

▶ Provides feedback that focuses on gaps or what's lacking from an idea in order to produce better results

Using VIEW*

VIEW is available online and takes about 10-15 minutes to complete. Each individual or team member receives a personal feedback form outlining their scores on each dimension, with implications of their results. There are a number of important benefits of understanding your problem-solving style, and that of others. These include:

- **Better knowledge of your personal preferences.** Using VIEW allows you to obtain a deeper understanding and appreciation of your own preferred ways of problem solving and managing change. It provides implications for leveraging your personal strengths.

- **Guides behavior and learning.** Once you understand your preferences, implications, and strengths, you can better apply them. Your style is not absolute and fixed, and other factors can also influence the way you behave. As a result, you can focus on learning strategies and tools that not only play to your strengths, but also decrease the stress and challenge that comes along with needing to behave in ways that are outside your preferred style.

- **Improved teamwork.** Using VIEW allows each member of a team to understand how they may best contribute to a successful outcome. There are no better or worse, right or wrong styles. Each style has unique strengths and can contribute to problem solving or meeting challenges. High-performing teams know how to appreciate and use the diversity of their team members.

* Note: Only qualified VIEW Users can purchase and administer the measure. Please contact us if you are interested in receiving feedback, or becoming qualified to use VIEW.

How can I obtain more information?

Contact us

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Read some more (at www.viewassessment.com)

- *Understanding individual problem-solving style: A key to learning and applying Creative Problem Solving.* By D.J. Treffinger, E.C. Selby & S.G. Isaksen (2008)

- *Effect of group training in problem-solving style on Future Problem Solving performance.* By L.F. Main, M.A. Delcourt & D.J. Treffinger (2017)

- *Teamwork for transformation: Applying VIEW for high performance.* By S.G. Isaksen (2013)

- *Defining and assessing problem-solving style: Design and development of a new tool.* By E.C. Selby, D.J. Treffinger, S.G. Isaksen & K.J. Lauer (2004)