



ABOUT VIEW: AN ASSESSMENT OF PROBLEM SOLVING STYLE™



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 25 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 to 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 groups when they need to deal with change, think through new challenges and opportunities, and make decisions that lead to action.

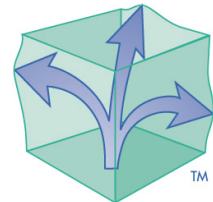
Orientation to Change – how people prefer to manage change or solve problems when responding to novelty, structure, and authority. The main questions in this dimension include:

- How do you prefer to respond to novel challenges?
- How do you feel about and react to structure?
- How do you prefer to deal with boundaries and authority?



The **Explorer** style seeks to break new ground. Explorers thrive on venturing into uncharted territory and following new and interesting possibilities wherever they may lead. They find structure confining or limiting and prefer to work independently from key sources of authority.

The **Developer** style seeks to bring things to fulfillment. Developers thrive on organizing, synthesizing, refining and improving outcomes. They are comfortable working with structure and appreciate clear expectations from sources of authority.



Manner of Processing – where people prefer to process information and how they choose to interact with others when solving problems or managing change. The main questions for this dimension include:

- 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 energy?



The **External** style draws energy from interacting with others, discussing possibilities, and hitch-hiking on the ideas of others. They tend to share their thinking and information broadly and freely. Externals are more likely to push to action and make improvements along the way.

Those with **Internal** styles draw energy from reflection, think things through on their own, and consider ideas themselves before sharing them with others. They tend to share their thinking and information when they are finished or when they feel it has reached perfection. Internals are 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. The main questions for this dimension include:

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



The **Person-oriented** decider 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. They tend to react to both ideas and the people suggesting them and, as a result, provide feedback that is appreciative and sensitive to both.

The **Task-oriented** decider prefers to consider first the quality of the result or outcome, whether or not something is logical or sensible, and can be objectively justified. They tend to react to people's ideas independent of their feelings and often provide feedback that focuses on gaps or what's lacking from an idea in order to produce better results.



Using VIEW

VIEW is available on-line and takes about 10-15 minutes to complete. Each participant receives a personal feedback form outlining their scores on each of the dimensions and implications for their results. There are a number of important benefits of understanding your problem-solving style, and that of others. These include:

- **Better knowledge of my own 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, you can 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. CPSB offers qualification programs and courses should you wish to become a Qualified VIEW User.

How can I obtain more information?

- Contact

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- Read some more:

Treffinger, D. J., Selby, E. C., & Isaksen, S. G. (2008). Understanding individual problem-solving style: A key to learning and applying Creative Problem Solving. *Learning and Individual Differences, 18*, 390-401.

Treffinger, D. J., Selby, E. C., Isaksen, S. G., & Crumel, J. H. (2007). *An Introduction to Problem Solving Style*. Sarasota, FL: The Center for Creative Learning.

Selby, E. C., Treffinger, D. J., & Isaksen, S. G. (2007). *VIEW: An assessment of problem solving style – Technical Manual* (2nd ed.). Sarasota, FL: Center for Creative Learning.

Selby, E. C., Treffinger, D. J., Isaksen, S. G., & Lauer, K. J. (2004). Defining and assessing problem-solving style: Design and development of new tool. *The Journal of Creative Behavior, 38*, 221-243.