



Advising Style Inventory

Instructions: There are nine sets of words listed below. Rank order each set of words, assigning a 4 next to the word which best characterizes your leadership style, a 3 next to the word which next characterizes your leadership styles, and so on. Be sure to assign a different rank to each of the four words in each set. Each word should have a number, 4-1. Now, total the columns, using only the sets of numbers below the corresponding letter in the scoring section.

- | | | | |
|----------------------|-------------------|-------------------|-------------------|
| 1. ____forceful | ____negotiating | ____testing | ____sharing |
| 2. ____decisive | ____teaching | ____probing | ____unifying |
| 3. ____expert | ____convincing | ____inquiring | ____cooperative |
| 4. ____resolute | ____inspirational | ____questioning | ____giving |
| 5. ____authoritative | ____compelling | ____participative | ____approving |
| 6. ____commanding | ____influential | ____searching | ____collaborative |
| 7. ____direct | ____persuasive | ____verifying | ____impartial |
| 8. ____showing | ____maneuvering | ____analytical | ____supportive |
| 9. ____prescriptive | ____strategic | ____exploring | ____compromising |

Scoring

T	S	C	J
_____	_____	_____	_____
234578	136789	234589	136789

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Explanation of the Advising Style Inventory

Tell: the advisor makes the decision and announces it to the group. The advisor provides complete direction. Tell is useful when communicating about safety issues, institution regulations and for decisions that neither require nor ask for student input.

Sell: the advisor makes the decision and then attempts to gain commitment from students by "selling" the positive aspects of the decision. Sell is useful when student commitment is needed, but the decision is not open to student influence.

Consult: the advisor invites input into a decision while retaining authority to make the final decision herself. The key to a successful consultation is to inform students, on the front end of the discussion, that their input is needed, but that the advisor is retaining the authority to make the final decision. This is the level of involvement that can create student dissatisfaction most readily when this is not clear to the people providing input.

Join: the advisor invites the students to make the decision with the advisor. The advisor considers his voice equal in the decision process. The key to a successful join is when the advisor truly builds consensus around a decision and is willing to keep her influence equal to that of the others providing input.