**Diverger: Nickname – The Reflector**

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| **Learning Preference: CE & RO**  **Concrete Experience**  **Reflective Observation** | **C:\Users\Sam MacPherson\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\VMBVVU3W\MPj04330930000[1].jpg** |

**Summary of Diverger Style:**

* Prefers to learn from activities that allows watching, emotional reflection, and to review what has happened. They are comfortable using observation and working in cooperative groups.
* Lectures may be helpful but only if they provide explanations and concrete examples.
* This style likes innovative and imaginative approaches to creative solutions, problem solving, and actions.
* These learners are able to look at things from different perspectives. They are sensitive. They prefer to watch, first, rather than do as a first inclination. They also tend to gather information through observation and use their imagination to solve problems and create.
* Divergers are best at viewing concrete situations from several different viewpoints. Kolb called this style 'Diverging' because these people perform better in situations that require ideas-generation, for example, brainstorming.
* People with a Diverging learning style have broad cultural interests and like to gather information. They are interested in people and social elements, tend to be imaginative and emotional, and tend to be artistically strong. People with the Diverging style prefer to work in groups, especially with other Divergers, and listen with an open mind and to receive personal feedback.
* Divergers have characteristics opposite from convergers. Their greatest strengths lie in creativity and imaginative ability. A person with this learning style excels in the ability to view concrete situationsfrom many perspectives and generate many ideas such as in a "brainstorming" session.

**Research Findings:**

* Divergers are interested in people and tend to be imaginative and emotional.
* Divergers prefer to 'stand back', gather data, ponder how they feel about a situation, and may delay reaching conclusions. They prefer to listen thoughtfully before speaking.
* Divergers take experiences and experience them deeply, thus diverging from a single experience to multiple possibilities in terms of what this might mean.
* They like to ask 'why’ or “how did that make you feel?” to explore from detail to constructively work up to the big picture.
* This style enjoys participating and working with others but they like a calm ship and fret over conflicts.
* This style is generally influenced by other people and like to receive constructive feedback.
* This style likes to learn via logical instruction or hands-one exploration with conversations that lead to discovery.
* Divergers like imaginative, innovative activities, generating a wide range of ideas, discussion, being sensitive to others’ feelings, identifying problems and gathering information, being personally involved in the learning experience, and group activities.

**Career Choices:** Divergers often tend to be interested in the arts and often have humanities or liberal arts backgrounds. Counselors, organizational development specialists, and personnel managers, critics, the arts, etc. tend to be characterized by this learning style.

**Training approach**: Lectures are generally helpful to this style of learning. Trainers should provide expert interpretation, provide for interpretive expression and creative activities. Performance should be judged by external criteria. Divergers may enjoy role play type of activities and team building events but will not be the first to participate. They will also blend into larger groups. This group also enjoys independent study, comparison of many examples, and self-diagnostic activities.

**ASSIMILATORS: Nickname – The Analyst**

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| **Learning Preference: AC & RO**  **Abstract Conceptualization**  **&**  **Reflective Observation** |  |

**Summary of Assimilator Style:**

* Prefers to pull a number of different observations and thoughts into an integrated whole in a step-by-step manner (go from details to big-picture).
* Prefers to reason logically and design models, theories, and projects.
* Likes lectures, analogies, systems, and case studies.
* Position themselves as experts within groups.
* The Assimilating learning preference is for a concise, logical approach. Ideas and concepts are more important than people. These people require good clear explanation rather than practical opportunity. They excel at understanding wide-ranging information and organizing it a clear logical format.
* People with an Assimilating learning style are less focused on people and more interested in ideas and abstract concepts.
* People with this style are more attracted to logically sound theories than approaches based on practical value.
* This person's strength lies in the ability to understand and create theories. A person with this learning style excels in inductive reasoning and in synthesizing various ideas and observations into an integrated whole.  This person, like the converger, is less interested in interpersonal issues and more concerned with abstract concepts, but is less concerned with the practical use of theories.  For this person it is more important that the theory be logically sound and precise; in a situation where a theory or plan does not fit the ”data," the Assimilator would likely re-examine the data or discard it in favor of gathering more information.  As a result, this learning style is more characteristic of the basic sciences and mathematics rather than the applied sciences. A draw back for the Assimilator is over analysis of information and suffering from “analysis paralysis.”
* Assimilators often struggle with tasks that require time management and urgency.

**Research Findings:**

* This learner likes abstract ideas and concepts, creating conceptual models, designing experiments, problem solving, considering alternative solutions, reading, reflection, theories, analyzing quantitative information, and structured activities.
* Assimilators have the most cognitive approach, preferring to think than to act.
* They prefer lectures for learning, with demonstrations where possible, and will respect the knowledge of experts.
* They will also learn through conversation that takes a logical and thoughtful approach.
* Assimilators prefer a concise, logical approach.
* Assimilators require clear detailed explanation and instruction rather than practical opportunity.
* They excel at understanding wide-ranging information and organizing it a clear logical format.
* Assimilators are less focused on people and more interested in ideas and abstract concepts and like organized and structured understanding.
* Assimilators are more attracted to logically sound theories than approaches based on practical value.
* They prefer readings, lectures, exploring analytical models, and having time to think things through.

**Personality:** This learning style will gladly accept class task that require the configuration or analysis of information for the group or for the instructor. They often have a strong control need and prefer the clean and simple predictability of internal models to external messiness. Assimilators will position themselves as internal experts and will use questions and comments the instructor to demonstrate their expertise and set themselves apart from other participants in training. They may slow the pace of instruction due to their need for detailed explanations to every topic and poor time management skills.

**Training Approach:** The best way to teach an assimilator is with lectures and assignments that start from high-level concepts that allow them to work down to the details. In formal learning situations, people with this style prefer readings, lectures, exploring analytical models, and having time to think things through; as a result, this learner does not like any activity that puts them on the spot. The learner may enjoy a systematic approach, detailed directions, and computer-assisted instruction. Assimilators do not appreciate learning through games or role-play, as they like to stay serious. Assimilators are not as open to feedback.

**Career Choices:** Assimilators are effective in information, analytics, consulting, and laboratory sciences professions. Assimilators often choose careers involving research and advising.

**CONVERGER: Nickname – The Chief or Commander**

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| **Learning Preference: AC & AE**  **Abstract Conceptualization**  **Active Experimentation** |  |

**Summary of Converger Style:**

* This style prefers the application of ideas, logical process, solving problems, feedback, and decision-making (obvious links between the task-at-hand and a problem).
* Prefers strategic problems over social and interpersonal issues.
* Prefers to test new learnings in actual practice to prove the concepts out.
* Likes planning, field work, decision making, coaching, and directing the larger picture.

People with a Converging learning style tend to naturally take a Plan-Do-Check-Act approach to solving problems and will use their learning to find solutions to practical issues. They prefer technical tasks, and are less concerned with social and interpersonal aspects. People with a Converging learning style are best at finding practical uses for ideas and theories. They can solve problems and make decisions by finding solutions to questions and problems. People with a Converging learning style enable others with specialist and technology abilities. People with a Converging style like to experiment with new ideas, to simulate, and to work with practical applications. Whenever practical, Convergers prefer gathering facts through direct observation as a foundation for predicting future actions, outcomes, and consequences.

**Research shows:**

* This type of person possesses strength in the ability to understand and create theories and strategies.
* A person with this learning style excels in inductive reasoning and in synthesizing various ideas and observations into an integrated whole.
* Convergers, are less interested in people issues and more concerned with abstract concepts, but are less concerned with the practical use of theories.
* Convergers think about things and then try out their ideas to see if they work in practice. They like to ask 'how' about a situation, understanding how things work in practice. They prefer “facts” and will seek to make things efficient by making small and careful changes.
* This person's greatest strength lies in designing the practical application of ideas.  A person with this style seems to do best in those situations where there is a single correct answer or solution to a question or problem and can focus on specific problems or situations.

**Personality:** Research on this style of learning shows that Convergers are relatively unemotional, preferring to deal with things rather than people. Although this learner enjoys developing people through a process based coaching approach, Convergers do not do as well in interpersonal situations.

**Career Choices:** They often choose to specialize in planning, operational and corporate leadership, engineering, consulting, and coaching.

**Training Approach:** This style prefers to think carefully before acting. Prefers to work independently or lead others where they can plan or be involved in planning actions.

This learner likes finding practical uses for ideas and theories, evaluating consequences and selecting solutions, following detailed sequential steps, hands-on activities, cause and effect, and being given clear objectives with a logical sequence to activities.

They learn through interaction and simulation is more effective with them than other methods. He or she may enjoy simulations, selecting information sources, discussing with experts, and "real world” applications

**ACCOMMODATORS: Nickname - The Organizer**

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| **Learning Preference CE & AE**  **Concrete Experience**  **Active Experimentation** | C:\Users\Sam MacPherson\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\X8D8V271\MPj04003370000[1].jpg |

**Summary of Accomodator Style**

* This style is good at adapting to new, changing circumstances and solves problems in an intuitive, trial-and-error manner. They tend to prefers discovery based learning.
* The accomodator style tends to be at ease with people and small groups.
* This style also refers the challenges of new experiences, involvement with others, learning games, learn by doing, simulations, and role-playing.

Accommodators prefer a hands-on approach, with a strong preference for doing rather than thinking about things too much. They like to ask “what if?” and “why not?” to support their action-first approach. Accommodators are polar opposites form Assimilators. Their greatest strengths lie in carrying out plans and experiments while involving themselves in new experiences. In situations where a theory or plan does not fit the "facts," they tend to discard it and try something else. They often solve problems in an intuitive trial and error based manner, relying heavily on other people for information. The Accommodating learning style often relies on intuition rather than logic.

**Research shows:**

* They do not like routine and will take creative risks to see what happens.
* They like to explore complexity by direct interaction and learn better by themselves than with other people.
* These learners use other people's analysis, and prefer to take an experiential “Let’s see what happens” approach.
* They are attracted to new challenges and experiences, and to carrying out plans.
* This learning style is prevalent and useful in roles requiring action and initiative.
* People with an Accommodating learning style can work alone or in teams to complete tasks.
* They set targets and actively work in the field trying different ways to achieve an objective.

**Personality:** They are the classic “Leap before Looking” risk-takers and excel in those situations requiring quick decisions and adaptations. They commonly act on 'gut' instinct rather than logical analysis often resulting in a cycle of Firefighting. Accommodators are at ease with people but may be seen as impatient and "pushy.“ He or she works well with others; but, prefers serving as the group’s leader. Accommodators tend to dislike structure, standardized process, and authority figures.

**Career Choices:**Their educational background is often in practical fields such as business or operations.  They prefer “action-oriented" jobs such as entrepreneurs, the military, emergency services, construction, professional athletics, manufacturing, medical practice, training, marketing, or sales.

**Training Approach:** This learner likes hands-on experience, active learning, carrying out solutions, risk taking, trial and error, flexibility, sharing information with others, debates and class discussion, presentations, group activities. This learner may enjoy role play, narration, and online peer interaction. This learner tends to have a short attention span and prefers the field environment to classroom. With Accomodators, it is important to watch their body language and use an approach of 20% instruction with 80% activity until the desired learning takes place.