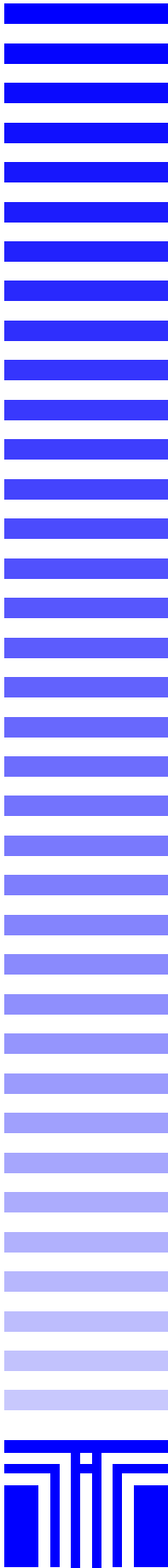


INSIGHTS TO SUCCESS™

*"Those who know others are learned.
Those who know themselves are wise."
-Lao Tse*

Jane Doe
Client Relations Administrator
ABC Company
1-8-2002



INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
-W.M. Marston*

GENERAL CHARACTERISTICS

Based on Jane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jane's natural behavior.

Jane is nondemonstrative and wants to be seen as an "anchor of reality" in a "sea of confusion." She prefers to help and support others rather than compete against them. She dislikes volunteering her opinion until she has collected sufficient information to warrant an opinion. She can be motivated through teamwork. She likes to know she is a valued team member. Jane may have difficulty sharing her feelings if it may disturb the relationship. Patience, control and deliberateness characterize her usual behavior. Once Jane has come to a decision, others may find it difficult to change her mind. If changes are inevitable, and she sees enough benefits, they will be made. At times, Jane would like to slow the world down and cut out some of the activities people want her involved in. At times she can be quite skeptical. Others may misinterpret this strength as a negative one, but she is only seeking needed data. She is good at concentrating in order to listen and learn. She is not easily distracted by peripheral activity.

Jane tries to use balanced judgment. She is the person who brings stability to the entire team. Logic is important when trying to influence her. She pays more attention to logic than emotional "hype." When challenged she can become objective, searching hard for facts and figures. This may be her way of defending her decisions. When faced with a tough decision, she will seek information and analyze it thoroughly. Jane is persistent and persevering in her approach to achieving goals. She can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she

GENERAL CHARACTERISTICS

probably won't want to repeat the process. She adheres to company policy and doesn't break the rules just for the sake of breaking them.

Jane remains aloof from active participation in unfamiliar groups. She will talk more, however, in a group of people she trusts and has known for a long time. Most people see her as being a considerate and modest person. She probably won't try to steal the spotlight from others. Sometimes she will withdraw from a verbal battle. If she feels strong about an issue, she may retreat to gather her resources and then return to take a stand! Rarely does she display her emotions; that is, she projects a good poker face. Others may get the feeling that she is unfriendly, when in reality she is not. Jane is more motivated by logic than emotion. To her, logic represents tangible research. She is somewhat reserved with those she doesn't trust or know. After trust has been established, she may be open and candid. She tends to be possessive of information; that is, she doesn't voluntarily share information with others outside of her team. This may be a blessing, or a curse, to her superiors. She may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic.

YOUR PERSONAL / PROFESSIONAL VALUE

This section of the report identifies the specific talents and behavior Jane brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Patient and empathetic.
- Good listener.
- Good at reconciling factions--is calming and adds stability.
- Comprehensive in problem solving.
- Always concerned about quality work.
- Service-oriented.
- Builds good relationships.
- Always looking for the logical solutions.
- Accurate and intuitive.

IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Jane's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jane enjoys and also those that create frustration.

- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Little conflict between people.
- Needs personal attention from her manager and compliments for each assignment well done.
- Familiar work environment with a predictable pattern.
- An environment where she can use her intuitive thinking skills.
- Close relationship with a small group of associates.
- A stable and predictable environment.
- An environment dictated by logic rather than emotion.
- Prefers technical work, specializing in one area.

CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.

Do:

- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Look for hurt feelings or personal reasons if you disagree.
- Prepare your "case" in advance.
- Define clearly (preferably in writing) individual contributions.
- Make an organized presentation of your position, if you disagree.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Give her time to be thorough, when appropriate.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Provide solid, tangible, practical evidence.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.

DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Patronize or demean her by using subtlety or incentive.
- Rush headlong into business or the agenda.
- Use gimmicks or clever, quick manipulations.
- Be vague about what's expected of either of you; don't fail to follow through.
- Manipulate or push her into agreeing because she probably won't fight back.
- Threaten, cajole, wheedle, coax or whimper.
- Offer assurance and guarantees you can't fulfill.
- Be vague; don't offer opinions and probabilities.
- Keep deciding for her, or she'll lose initiative. Don't leave her without backup support.
- Be abrupt and rapid.
- Leave things to chance or luck.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Force her to respond quickly to your objectives. Don't say "Here's how I see it."

COMMUNICATION TIPS

This section provides suggestions on methods which will improve Jane's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Jane will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

COMMUNICATION TIPS

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

PERCEPTIONS

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Jane's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Jane to project the image that will allow her to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

Jane usually sees herself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see her as being:

Nondemonstrative
Unconcerned

Hesitant
Inflexible

And, under extreme pressure, stress or fatigue, others may see her as being:

Possessive
Detached

Stubborn
Insensitive

TIME WASTERS

This section of the report is designed to identify time wasters that may impact Jane's overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing her use of TIME and increasing PERFORMANCE.

1. NOT EXERCISING AUTHORITY

Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.

POSSIBLE CAUSES:

- Want to be seen as supportive
- Believe people will do what is right
- Fear offending others
- Fear creating conflict between team members

POSSIBLE SOLUTIONS:

- Have clearly defined and written performance objectives
- Have clearly written rationale for specific decisions
- Assign decision reporting to the deputy/assistant
- Appoint a strong deputy or assistant
- Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

2. FAILURE TO CLARIFY PRECISE RESPONSIBILITIES WITH MANAGER

The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

POSSIBLE CAUSES:

- Unsure of how you will be perceived
- Don't want to overstep authority
- Want to be a team player
- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

POSSIBLE SOLUTIONS:

- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"

TIME WASTERS

3. HABITS

A habit is a specific thought, behavior or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

POSSIBLE CAUSES:

- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

POSSIBLE SOLUTIONS:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

4. RESISTING CHANGE

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

POSSIBLE CAUSES:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

POSSIBLE SOLUTIONS:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others

TIME WASTERS

5. POSTPONE THE UNPLEASANT

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

POSSIBLE CAUSES:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

POSSIBLE SOLUTIONS:

- Change your routine and, for one week, do the unpleasant tasks first
- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

6. FAILURE TO SHARE INFORMATION

The failure to share information is the inability or unwillingness to discuss with others.

POSSIBLE CAUSES:

- Don't think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

POSSIBLE SOLUTIONS:

- Let others know that they need to ask for information
- Share with those whose opinions you trust

ADAPTED STYLE

Jane sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Maintaining a clean and organized work station.
- Careful, thoughtful approach to decision making.
- Traditional, quality-oriented work model to follow.
- Presenting a practical, proven approach to decision making.
- Presenting a calm demeanor, especially when crisis occurs.
- Sensitivity to existing rules and regulations.
- Undemanding of others' time and attention.
- Being conservative, not competitive, in nature.
- Being cordial and helpful when dealing with new clients or customers.
- Critical appraisal of data.
- Disciplined, meticulous attention to order.

NATURAL AND ADAPTED STYLE

Jane's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

PROBLEMS - CHALLENGES (Natural)

Jane uses a laid-back and peaceful approach to problem solving. She tends to solve problems in a reactive and team-oriented manner. Jane tends to be unobtrusive and avoids confrontation so she can be seen as a true team player.

PROBLEMS - CHALLENGES (Adapted)

Jane sees no need to change her approach to solving problems or dealing with challenges in her present environment.

PEOPLE - CONTACTS (Natural)

Jane is undemonstrative in her approach to influencing others and likes to let facts and figures stand for themselves. She feels persuasion needs to be objective and straightforward. Her trust level is based on each interaction--the past is the past. She presents facts without embellishments.

PEOPLE - CONTACTS (Adapted)

Jane sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

Jane is comfortable in an environment in which there are few projects going on concurrently. She is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

PACE - CONSISTENCY (Adapted)

Jane feels the environment is calling for a relaxed demeanor, or one in which patience is looked at as a virtue. She is predictable and stable and places an emphasis on follow-up and follow-through.

PROCEDURES - CONSTRAINTS (Natural)

Jane is concerned with doing things right. She can be quite worrisome and possibly fearful that mistakes will crop into the procedure. She will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

PROCEDURES - CONSTRAINTS (Adapted)

Jane shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Jane sees little or no need to change her response to the environment.

KEYS TO MOTIVATING

This section of the report was produced by analyzing Jane's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Jane and highlight those that are present "wants."

Jane wants:

- Freedom from conflict and confrontation.
- Instructions so she can do the job right the first time.
- To be recognized for her continuance of quality work.
- Limited exposure to new procedures.
- A manager who follows the company policies.
- Reassurance she is doing the job right.
- Time to perform up to her high standards.
- Operating procedures in writing.
- To be part of a quality-oriented work group.
- Precision work to perform.
- Time to adjust to change.
- High quality work standards.
- A leader to follow and one who sets good examples.

KEYS TO MANAGING

In this section are some needs which must be met in order for Jane to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Jane and identify 3 or 4 statements that are most important to her. This allows Jane to participate in forming her own personal management plan.

Jane needs:

- An exact job description and expectations in writing.
- Rewards in terms of tangible things, not just flattery and praise.
- Capable associates with which to work.
- To be encouraged to be more independent.
- Complete instructions on her assignments.
- To set professional and family goals.
- Conditioning prior to change.
- Time to see and test if the plan will work.
- Reassurances that she is doing the job right.
- The facts in a logical sequence.
- To be introduced to the new employees.
- Performance appraisals on a regular basis.

STRENGTHS AND WEAKNESSES

Jane's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows her strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Will work for a cause and a leader. POTENTIAL WEAKNESS - May procrastinate on decisions when in the leadership role.
- STRENGTH - Loyal and patient. POTENTIAL WEAKNESS - May not project a sense of urgency.
- STRENGTH - Predictable and reliable. POTENTIAL WEAKNESS - May be inflexible and resist change.
- STRENGTH - Good listener. POTENTIAL WEAKNESS - May be possessive of information.
- STRENGTH - Stable and persistent. POTENTIAL WEAKNESS - Be relaxed and contented with things the way they are.
- STRENGTH - Remains calm during conflict--a team player. POTENTIAL WEAKNESS - May give others a false sense of compliance because she fights passively.
- STRENGTH - Task-oriented. POTENTIAL WEAKNESS - May bury herself in the task and fail to deal with people problems in a timely fashion.