

MANAGING FOR SUCCESS®

Executive Version

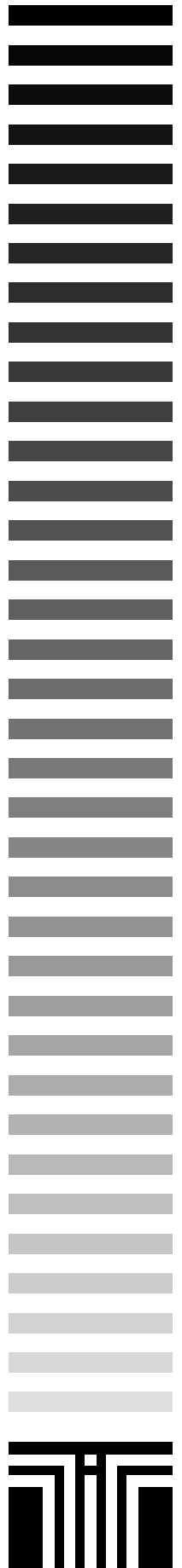
*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

John Doe Doeful

Sample Report

12-21-2001

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

John Doe wants to be liked by everyone and to be recognized for his willingness to help others in time of need. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He influences most people with his warmth. He likes freedom from many controls. He has an extremely high trust level and is optimistic. Flattery will always generate a positive reaction from him. He is gregarious and sociable. He will be seen as a good mixer both on or off the job. He is good at creating enthusiasm in others. John Doe, an outgoing person, feels at home with strangers. John Doe likes to get results through others. He is at his best when he has people working with him. He is optimistic about his ability to manage people.

John Doe makes quick decisions. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He may leap to a favorable conclusion without considering all the facts. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view. He tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. Because of his trust and willing acceptance of people, he may misjudge the abilities of others.

GENERAL CHARACTERISTICS

John Doe will optimistically interact with people in an assured, diplomatic and poised manner. Communication can extend from friendly to argumentative discourse. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. Sometimes he can get caught short on the facts and figures needed to support his ideas. John Doe is good at negotiating conflict between others. John Doe feels that "if everyone would just talk it out, everything would be okay!" He is highly excited by what influences him. It is important for John Doe to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions.

VALUE TO THE ORGANIZATION

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

- Big thinker.
- Positive sense of humor.
- Bottom line-oriented.
- People-oriented.
- Can support or oppose strongly.
- Motivates others towards goals.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Negotiates conflicts.

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 John Doe. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John Doe most frequently.

Do:

- Leave time for relating, socializing.
- Talk about him, his goals and the opinions he finds stimulating.
- Define the problem in writing.
- Understand his defiant nature.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Flatter his ego.
- Provide "yes" or "no" answers--not maybe.
- Clarify any parameters in writing.
- Confront when in disagreement.
- Provide solutions--not opinions.
- Provide testimonials from people he sees as important.

DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with John Doe. Review each statement with John Doe 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:

- Talk down to him.
- Leave decisions hanging in the air.
- "Dream" with him or you'll lose time.
- Drive on to facts, figures, alternatives or abstractions.
- Be dictatorial.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Be curt, cold or tight-lipped.
- Hesitate when confronted.
- Give him your opinion unless asked.
- Let him overpower you with verbiage.
- Ramble.
- Legislate or muffle--don't overcontrol the conversation.

COMMUNICATION TIPS

This section provides suggestions on methods which will improve John Doe's communications with others. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, John Doe will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. 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 John Doe's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower John Doe to project the image that will allow him to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

John Doe usually sees himself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter

DESCRIPTORS

Based on John Doe's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Political	Nondemonstrative	Dependent
Pioneering	Enthusiastic	Passive	Cautious
Strong-Willed	Demonstrative	Patient	Conventional
Forceful	Persuasive	Possessive	Exacting
Determined	Warm	Predictable	Neat
Aggressive	Convincing	Consistent	Systematic
Competitive	Polished	Deliberate	Diplomatic
Decisive	Poised	Steady	Accurate
Venturesome	Optimistic	Stable	Tactful
Inquisitive	Trusting		Open-Minded
Responsible	Sociable		Balanced Judgment
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed	Logical	Variety-Oriented	Obstinate
Unsure	Undemonstrative	Demonstrative	
Undemanding	Suspicious	Impatient	Opinionated
Cautious	Matter-of-Fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable	Pessimistic	Flexible	Uninhibited
Modest	Moody	Impulsive	Arbitrary
Peaceful	Critical	Impetuous	Unbending
Unobtrusive		Hypertense	Careless with Details

NATURAL AND ADAPTED STYLE

John Doe'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)

John Doe is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. John Doe is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.

PROBLEMS - CHALLENGES (Adapted)

John Doe sees no need to change his approach to solving problems or dealing with challenges in his present environment.

PEOPLE - CONTACTS (Natural)

John Doe's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

PEOPLE - CONTACTS (Adapted)

John Doe sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

John Doe likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

PACE - CONSISTENCY (Adapted)

John Doe wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

PROCEDURES - CONSTRAINTS (Natural)

John Doe is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.

PROCEDURES - CONSTRAINTS (Adapted)

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

ADAPTED STYLE

John Doe sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Motivating people to take action by using persuasive skills.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Making tactful decisions.
- Exhibiting an active and creative sense of humor.
- Positive, outgoing, friendly behavior.
- Coping with rapid changes in the work arena.
- Obtaining results through people.
- Participative management.
- Maintaining an ever-changing, friendly, work environment.
- Optimistic, future-oriented outlook.
- Moving quickly from one activity to another.
- Handling a variety of activities.
- Working without close supervision.

AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with John Doe and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

John Doe has a tendency to:

- Be unrealistic in appraising people--especially if the person is a "friend."
- Be a situational listener if not given an opportunity to tell his ideas.
- Be optimistic regarding possible results of his projects or the potential of his people.
- Have difficulty planning and controlling time expenditure.
- Be so enthusiastic that he can be seen as superficial.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.

ACTION PLAN

Name: John Doe Doeful

The following are examples of areas in which John Doe may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

Communicating (Listening)
Delegating
Decision Making
Disciplining
Evaluating Performance
Education

Time Management
Career Goals
Personal Goals
Motivating Others
Developing People
Family

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

BEHAVIORAL FACTOR INDICATOR™

Management Version

John Doe Doeful

Sample Report

12-21-2001

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INTRODUCTION

Classifying management behavior is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

Your report will graphically display your behavioral skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioral demands of the job.

The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behavior.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

SPECIFIC FACTOR ANALYSIS

John Doe Doeful

DECISIVENESS/RESULTS ORIENTED

0...1...2...3...4...5...6...7...8...9...10



SENSE OF URGENCY

0...1...2...3...4...5...6...7...8...9...10



VISION FOR THE FUTURE

0...1...2...3...4...5...6...7...8...9...10



MOTIVATING OTHERS

0...1...2...3...4...5...6...7...8...9...10



SELF-CONFIDENCE

0...1...2...3...4...5...6...7...8...9...10



CUSTOMER/EMPLOYEE INTERFACE

0...1...2...3...4...5...6...7...8...9...10



SPECIFIC FACTOR ANALYSIS

John Doe Doeful

LISTENING

0...1...2...3...4...5...6...7...8...9...10



FOLLOW-UP AND FOLLOW-THROUGH

0...1...2...3...4...5...6...7...8...9...10



CONSISTENCY

0...1...2...3...4...5...6...7...8...9...10



PAPERWORK

0...1...2...3...4...5...6...7...8...9...10



ATTENTION TO DETAIL

0...1...2...3...4...5...6...7...8...9...10



FOLLOWING POLICY

0...1...2...3...4...5...6...7...8...9...10



STYLE ANALYSIS™ GRAPHS

John Doe Doeful

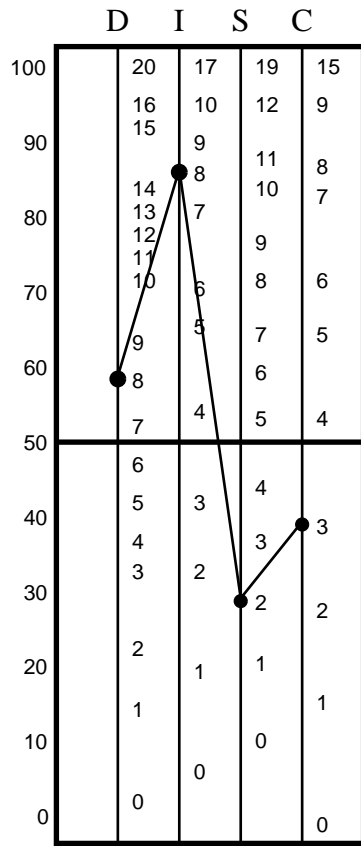
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MOST

Graph I

Adapted Style

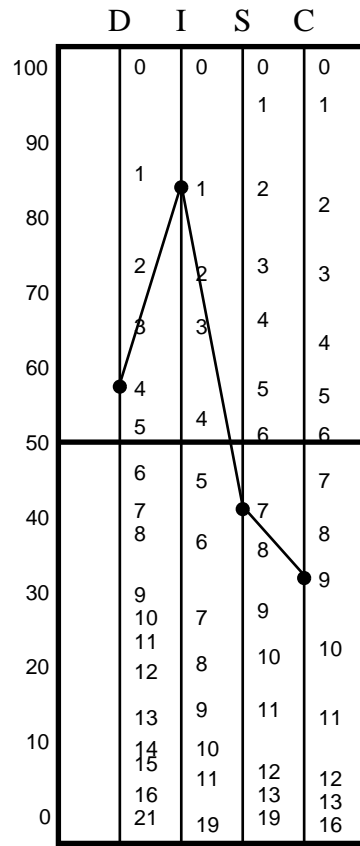


Score	8	8	2	3
%	59	86	30	40

LEAST

Graph II

Natural Style



Score	4	1	7	9
%	58	84	42	33

THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

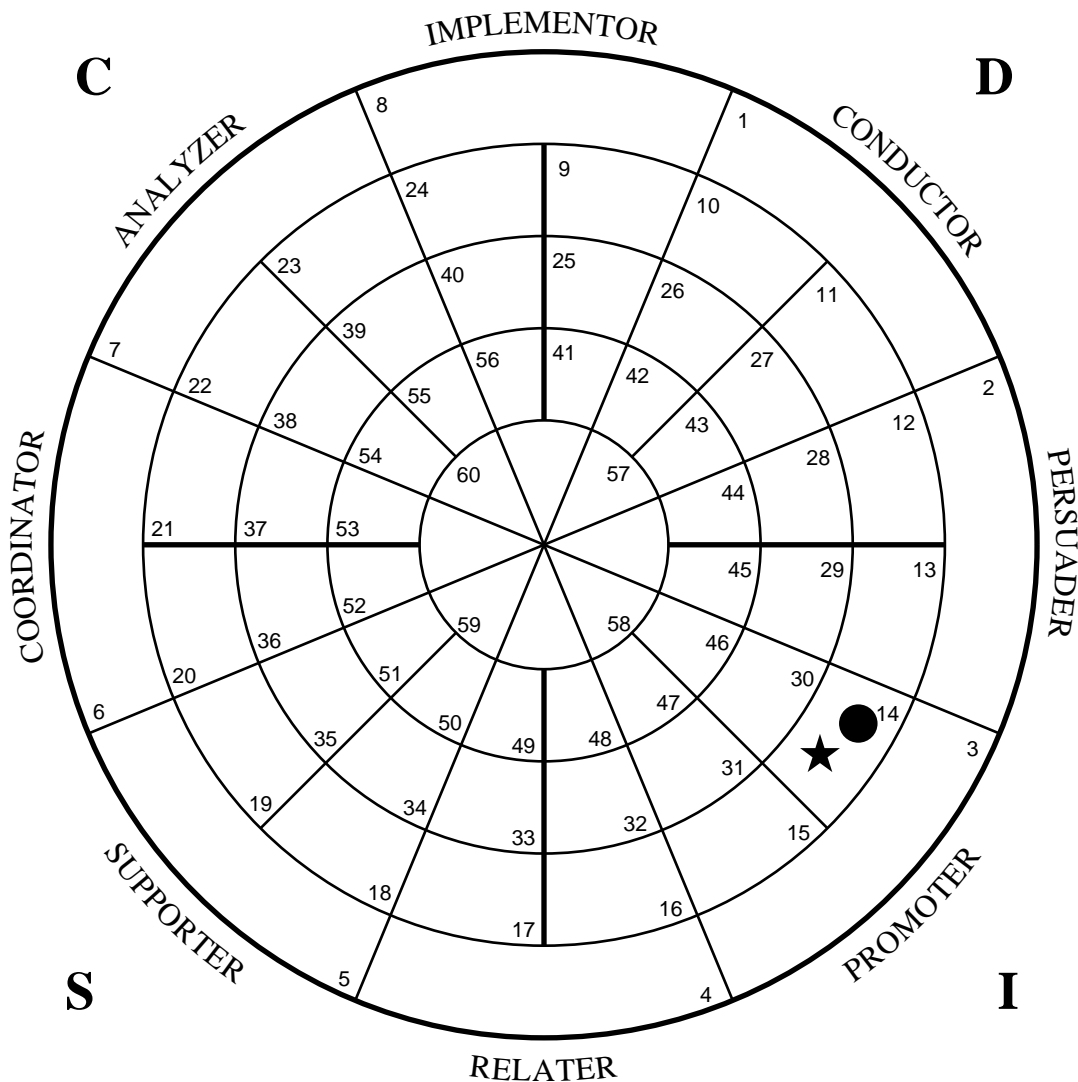
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

THE SUCCESS INSIGHTS® WHEEL

John Doe Doeful

Sample Report
12-21-2001



Adapted: ★ (14) PERSUADING PROMOTER

Natural: ● (14) PERSUADING PROMOTER