

SUCCESSFUL CAREER PLANNING™

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

Jane Doe

1/7/2003

Working together to point you in the right direction

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INTRODUCTION

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

In this report we are measuring four dimensions of normal behaviour. 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 behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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 behavioural factors in varying degrees of intensity."
– W.M. Marston*

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PERSONAL CHARACTERISTICS

Based on Jane's responses, the report has selected general statements to provide you with a broad understanding of her work style. These statements identify the basic natural behaviour 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 behaviour.

Jane likes to work behind the scene and be seen as someone who is organized and has her life in order. While she may not be a perfectionist with all things, she has certain activities that will always be done with the same high standards in mind. She is a real stickler for quality and systems; to insure quality. She prefers that things be orderly and she will approach work in a systematic manner. Accuracy is important to her. Rules and procedures provide security for her job performance. Jane can devote all her energy to the job, and that offers security to her work situation. She can overanalyze a problem which tends to slow down the decision-making process. She wants to be seen as a responsible person and will avoid behaviour that could be seen by others as irresponsible. To some people, Jane may appear to be analytical. Becoming acquainted with her can be difficult since she tends to withhold her emotions. She may appear to be cool and distant. When Jane sees something that is wrong she wants to fix it. She is oriented toward achieving practical results. She would rather be cautious than brash, conventional than bold.

Jane usually judges others by the quality of their work. She may find it difficult to recognize others' strengths, if their work does not meet her high standards. Because she knows that she can rely on the "tried and true," Jane places high value on tradition and traditional things. She tends to postpone the decision-making process until she has all the facts. She is the type of person who will accept challenges, and accept them seriously. Jane is a critical and systematic thinker, and this strength may not be easily recognized by others. She tends to

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PERSONAL CHARACTERISTICS

become bogged down in details. She may accumulate so much data that the details overwhelm her. She has an acute awareness of social, economic and political implications of her decisions. She is skilled at observing and collecting data on different subjects. If she has a real passion for a given subject, she will read and listen to all the available information on the subject.

Jane is usually soft-spoken, but her demeanour may be deceptive to those who work with her. She may possess strong and unwavering convictions that are not always apparent to others. She prefers meetings that start and finish on time. She may get upset with people who do not adhere to rules and how things "should be done." She enjoys analysing the motives of others. This allows her to develop her intuitive skills. People who show up early or late for appointments may upset her, since her work plans are disrupted. Jane makes an agenda and prefers that others not change it. Jane is patient and persistent in her approach to achieving goals. She responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." When Jane is deeply involved in thinking through a project, she may appear to be cool and distant. Jane's logical, methodical way of gathering data is demonstrated by her ability to ask the right questions at the right time. She likes to know what is expected of her in a working relationship, and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues.

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PERSONAL STRENGTHS

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

- Patient and empathetic.
- Works for a leader and a cause.
- Service-oriented.
- Builds good relationships.
- Good listener.
- Objective--"The anchor of reality."
- Comprehensive in problem solving.

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BASIC NEEDS

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 very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Jane and her counselor should go over the list 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:

- Reassurances that she is doing the job right.
- Recognition for what she accomplished.
- More confidence in her ability to perform new activities.
- Rewards in terms of tangible things, not just flattery and praise.
- Equipment that will allow her to perform up to her high standards.
- Conditioning prior to change.
- Shortcut methods that do not affect quality of the work.
- A manager who prefers quality over quantity.
- Complete instructions on her assignments.
- Capable associates with which to work.
- Support in making high-risk decisions.

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ADAPTED STYLE

This section gives general information on behaviour that Jane deems necessary to be successful on the job. One should read this section and determine if the behaviour described is job related. If the behaviour is not job-related, Jane does not understand the behaviour required to be successful in the job.

- Diplomatic cooperation in team interaction.
- Limited contact with people.
- Calculation of risks before taking action.
- Sensitivity to existing rules and regulations.
- Compliance to high standards.
- Freedom from confrontation.
- Task focus over people focus.
- Maintaining a clean and organized work station.
- Adherence to established guidelines and procedures.
- Logical solutions.
- Precedence of quality over efficiency.
- Using a disciplined approach.

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PRESENT WANTS

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

Jane wants:

- Identification with fellow workers.
- Activities that do not infringe on family life.
- Precision work to perform.
- Constant appreciation, and a feeling of security on the team.
- Logical reasons for change.
- Safety and security of the situation.
- Traditional products and procedures.
- Instructions so she can do the job right the first time.
- Specific questions--not general or open-ended.
- To be part of a quality-oriented work group.
- Activities she can start and finish.
- Reassurance she is doing the job right.
- To be a member of a small team.

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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. A person with flexibility uses intelligence to modify their behaviour 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.

- An environment that allows time to change.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Close relationship with a small group of associates.
- A stable and predictable environment.
- 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.
- An environment dictated by logic rather than emotion.

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CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of Jane.

Do:

- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Give her time to be thorough, when appropriate.
- Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.
- Prepare your "case" in advance.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there will not be surprises.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Provide solid, tangible, practical evidence.
- Define clearly (preferably in writing) individual contributions.
- Look for hurt feelings or personal reasons if you disagree.

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STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

- STRENGTH - Good at calculating risk. POTENTIAL WEAKNESS - May resist changes because of the risk involved with changes.
- STRENGTH - Very intuitive. POTENTIAL WEAKNESS - Fails to share ideas and feeling until after the fact.
- STRENGTH - Places high value on details. POTENTIAL WEAKNESS - May get bogged down in details or use details to protect her position.
- STRENGTH - Places high value on quality workmanship. POTENTIAL WEAKNESS - May be bound by her own set of procedures and methods that she fails to look for more efficient ones.
- STRENGTH - Will follow instructions. POTENTIAL WEAKNESS - May lean on supervisors for information and direction.
- STRENGTH - Task-oriented and security driven. POTENTIAL WEAKNESS - May yield position to avoid controversy and insure security.

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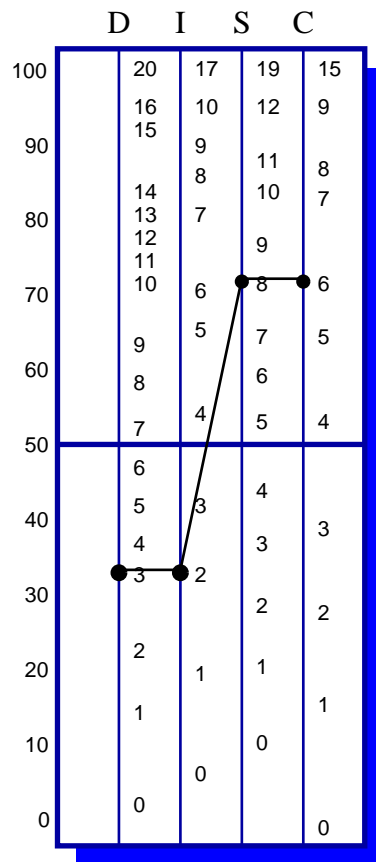
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STYLE ANALYSIS™ GRAPHS

Jane Doe

1/7/2003

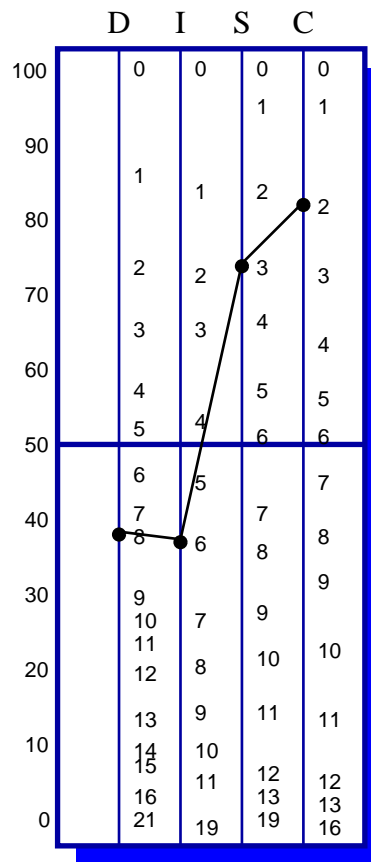
MOST
Graph I
Adapted Style



Score
%

3	2	8	6
34	34	72	72

LEAST
Graph II
Natural Style



8	6	3	2
39	38	74	82

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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 behavioural style, the Wheel adds a visual representation that allows you to:

- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour 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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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.

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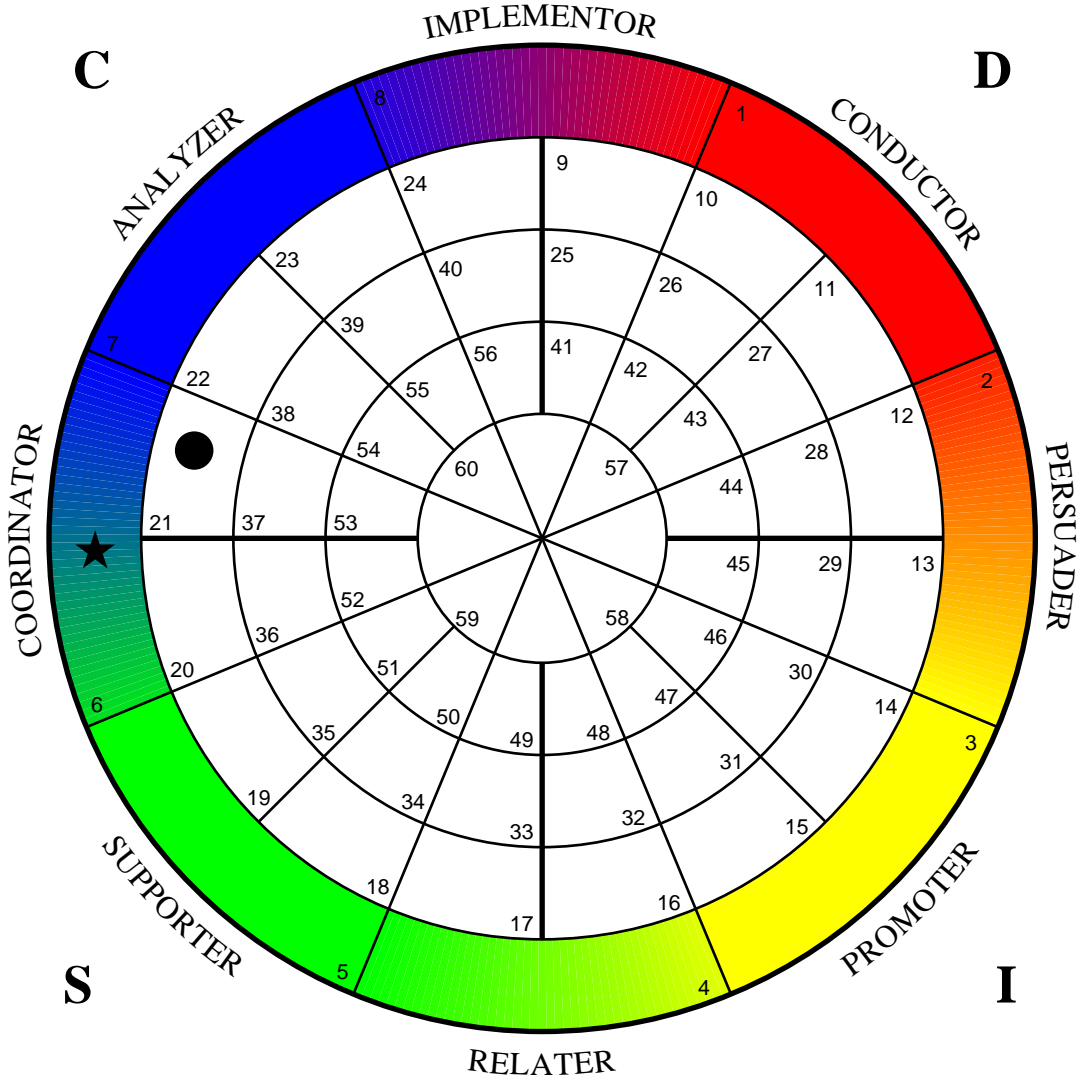
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THE SUCCESS INSIGHTS® WHEEL

Jane Doe

1/7/2003



Adapted: ★ (6) COORDINATOR

Natural: ● (21) ANALYZING COORDINATOR

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WORK ENVIRONMENT

Jane Doe

1/7/2003

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INTRODUCTION

This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behaviour you want to use on the job.

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DOMINANCE - CHALLENGE

This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power and decisiveness may be key areas. Analyze carefully.

"Present" job behavioural demands are:

1. Calculating the use of power and authority.
2. Responding to problems and challenges.
3. A drive to succeed.
4. Clarification of authority and parameters.
5. Challenging assignments.
6. Independent thinking.
7. Freedom from much detail work.
8. Flexibility.
9. Ability to solve problems and meet challenges.
10. Taking an idea and moving with it, but not beyond the scope of authority.
11. Supporting change.
12. Participating in decision making.

"Ideal" job behavioural demands are:

1. Some rules and procedures to follow.
2. More emphasis on quality than on efficiency.
3. Adaptability.
4. Leadership by example.
5. Limited scope of activities.
6. Analysis of data before making a decision.
7. Patience.

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INFLUENCE - CONTACTS

This page of the report lists how the job requires a person to influence others to a way of thinking or doing. Trust, openness, facts and data (oral or written), discussion, and communication are key areas. Analyze carefully.

"Present" job behavioural demands are:

1. Many social interactions.
2. Very high trust level.
3. Optimistic outlook towards all activities.
4. Skilful use of vocabulary to generate enthusiasm.
5. Highly persuasive communication.
6. High contact with people.
7. Enthusiastic acceptance of new ideas.
8. Ability to move from one activity to another quickly.
9. Selling the sizzle as well as the steak.
10. A flexible use of time.
11. Outgoing personality.
12. New and innovative ways of solving problems.
13. Democratic relationships with others.
14. Working with people more than working with things.
15. A team environment.
16. Ability to project self-confidence.
17. Getting things done through people.
18. Freedom from detail and control.

"Ideal" job behavioural demands are:

1. Many hours working alone.
2. Trust based on performance and quality.
3. Critical appraisal of ideas not supported by logic.
4. Strong time management skills.
5. Decisions based on logic and facts, not emotion.
6. Limited contact with people.
7. Sceptical analysis of new ideas.
8. Limited activities with time for follow through.
9. Objective analysis of facts and data.
10. Time to think and analyze before making decisions.
11. Limited delegation of important responsibilities.

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STEADINESS - CONSISTENCY

This page of the report lists how the job requires a person to deal with activity levels. Change, persistence, consistency, and listening skills are key areas. Analyze carefully.

"Present" job behavioural demands are:

1. Juggling several balls at the same time.
2. Openness in communication.
3. Alertness and sensitivity to problems.
4. Ability to work on more than one project.
5. Flexibility.
6. Adaptability to change.
7. Support system to help with detail.
8. Questioning procedures.

"Ideal" job behavioural demands are:

1. Patience and persistence.
2. Good listening skills.
3. Showing loyalty.
4. Ability to concentrate on task.
5. Follow-through on assigned task.
6. Following established procedures.
7. Identification with team.
8. Security of work situation.
9. Job description in writing.
10. Steady work pace-limited change.
11. Ranking of work tasks.
12. Friendly work atmosphere.
13. Shared information when requested.
14. Organizational chart for clarification of authority.
15. Complete demonstration of task to be completed.
16. Freedom from conflict and confrontation.

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COMPLIANCE - CONSTRAINTS

This page of the report lists how the job requires a person to respond to rules and regulations set by other people. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

"Present" job behavioural demands are:

1. Few rules and procedures to follow.
2. Individualistic approach.
3. Persistent approach to winning.
4. Bottom line analysis of results.
5. Challenging work.
6. Power and authority.
7. Very little routine work.
8. Pioneering risk taker.
9. Decisiveness.
10. Criticizing the status quo.
11. Original thinking.
12. Try the impossible.

"Ideal" job behavioural demands are:

1. Rules and procedures.
2. High quality control standards.
3. Systematic approach.
4. Work done accurately the first time.
5. Analysis of facts and data.
6. Clarification of responsibility and authority.
7. Clean, tidy and organized work station.
8. Time to perform quality work.
9. Balanced judgment.
10. Analysis of outcomes before initiating change.
11. Few mistakes.
12. Well defined job description and expectations.
13. Complete instructions.

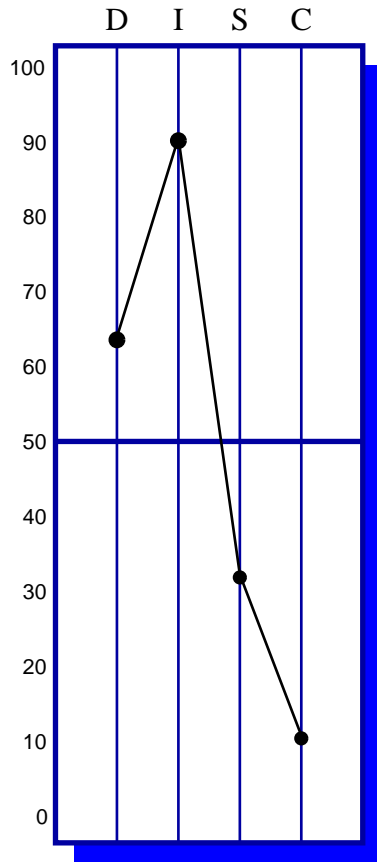
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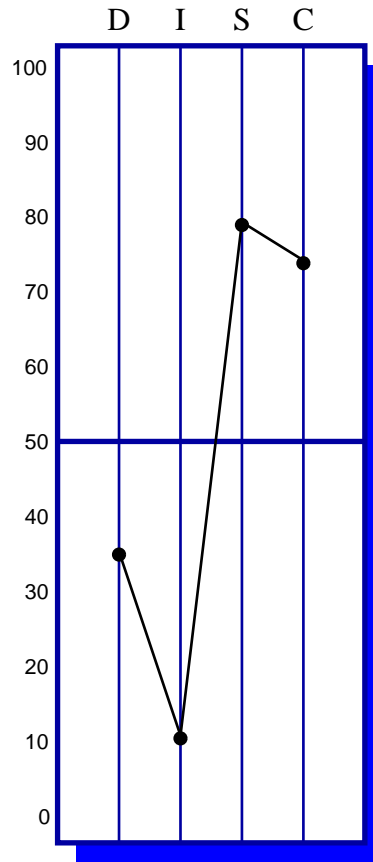
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WORK ENVIRONMENT™

Work Environment
PRESENT
Jane Doe



Work Environment
IDEAL
Jane Doe



Score
%

29	18	42	51
64	90	33	12

41	51	23	25
36	12	79	74

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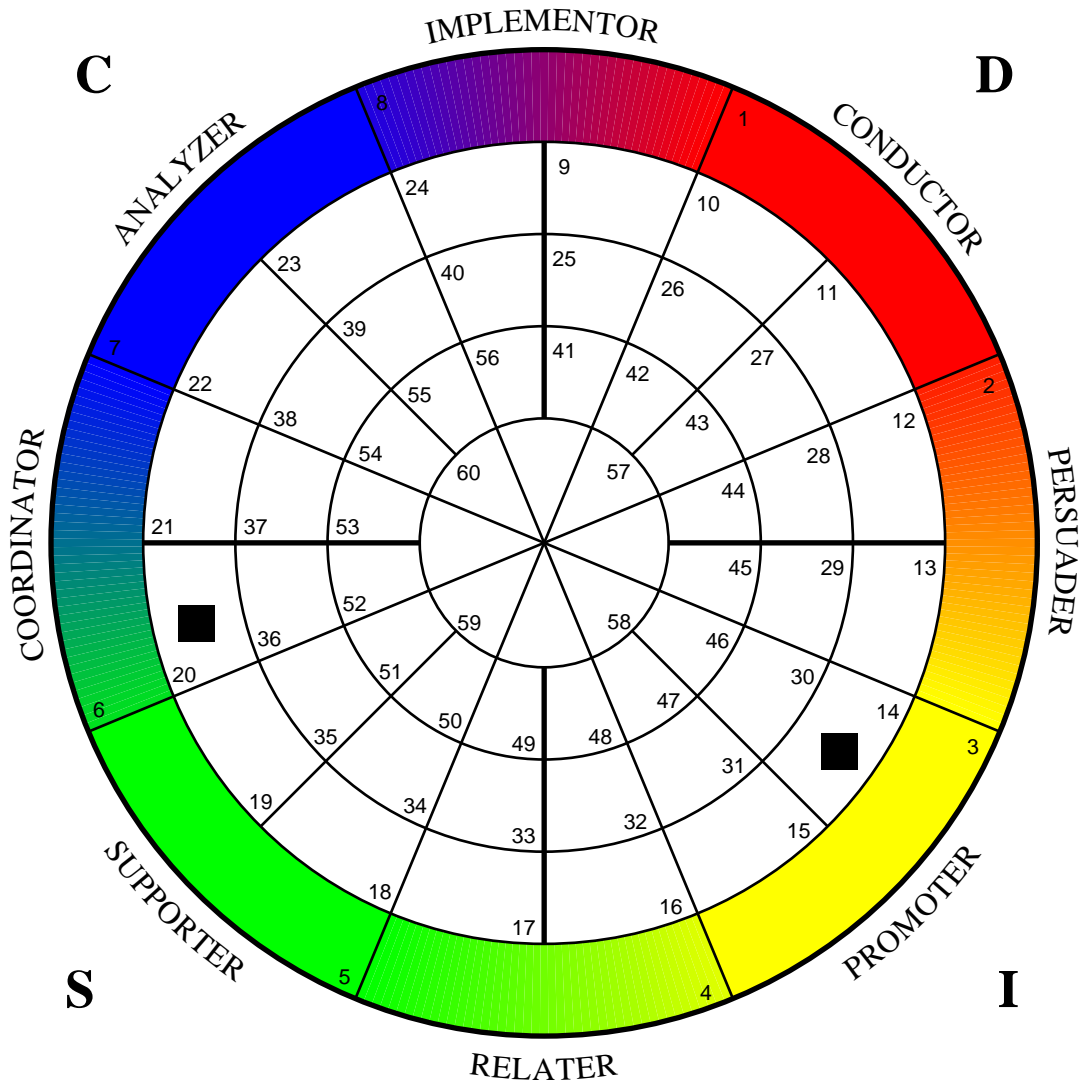
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THE SUCCESS INSIGHTS® WHEEL

Jane Doe

1/7/2003



Present Work Environment: ■ (14) PERSUADING PROMOTER

Ideal Work Environment: ■ (20) SUPPORTING COORDINATOR

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JOB INDICATOR

Jane Doe

1/7/2003

Working together to point you in the right direction

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INTRODUCTION

Today's workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so are neither fully motivated nor satisfied with their work.

Given these realities, it becomes more important than ever for people to be prepared to make informed career decisions based on a solid understanding of their own behavioural styles and your natural talents. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.

The following Job Indicator section of TTI's Successful Career Planning report has been designed to stretch your imagination and give you ideas. The message is: "Your options are many." This section will present a listing of jobs that can provide a suitable match to your natural behavioural style, as identified earlier in this report. Review these potential jobs and decide which of them appeal to your individual preferences, values and lifestyle. Remember, they are designed to stretch your imagination and give you ideas!

The career listings presented in this section are derived from the latest issue of The Occupational Information Network (O*NET) database, developed for the US Department of Labour by the National O*NET Consortium. You will find a wealth of related career information for your continued research at the following websites:
<http://online.onetcenter.org> and the US Dept. of Labour, Employment & Training Administration: <http://www.doleta.gov/programs/onet>.

NAME : Jane Doe

EDUCATION : B.A. Plus

CODE	OCCUPATION
15-2011.00	Actuaries
17-2011.00	Aerospace Engineers
53-2021.00	Air Traffic Controllers
53-2011.00	Airline Pilots, Copilots, and Flight Engineers
19-1011.00	Animal Scientists
19-3091.01	Anthropologists
17-1011.00	Architects, Except Landscape and Naval
27-1011.00	Art Directors
19-2011.00	Astronomers
19-2021.00	Atmospheric and Space Scientists
19-1021.01	Biochemists
19-1020.01	Biologists
43-3031.00	Bookkeeping, Accounting, and Auditing Clerks
27-4012.00	Broadcast Technicians
25-1011.00	Business Teachers, Postsecondary
21-1021.00	Child, Family, and School Social Workers
29-1011.00	Chiropractors
17-2051.00	Civil Engineers
19-3031.02	Clinical Psychologists
27-1021.00	Commercial and Industrial Designers
15-1021.00	Computer Programmers
15-1051.00	Computer Systems Analysts
27-3043.04	Copy Writers
29-1021.00	Dentists, General
19-3011.00	Economists
17-2071.00	Electrical Engineers
17-2072.00	Electronics Engineers, Except Computer
17-3029.99	Engineering Technicians, Except Drafters, All Other
17-2081.00	Environmental Engineers
29-1062.00	Family and General Practitioners
27-1022.00	Fashion Designers
49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers
19-2042.01	Geologists
17-2112.00	Industrial Engineers
19-3032.00	Industrial-Organizational Psychologists
17-1012.00	Landscape Architects
23-1011.00	Lawyers
17-2131.00	Materials Engineers
15-2021.00	Mathematicians
17-3027.00	Mechanical Engineering Technicians
17-2141.00	Mechanical Engineers
19-1042.00	Medical Scientists, Except Epidemiologists
19-1022.00	Microbiologists
49-9044.00	Millwrights
11-9121.00	Natural Sciences Managers
29-9011.00	Occupational Health and Safety Specialists
43-9199.99	Office and Administrative Support Workers, All Other

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NAME : Jane Doe

EDUCATION : B.A. Plus

CODE	OCCUPATION
29-1041.00	Optometrists
17-2171.00	Petroleum Engineers
29-1051.00	Pharmacists
29-1069.99	Physicians and Surgeons, All Other
19-2012.00	Physicists
53-5021.03	Pilots, Ship
19-1013.01	Plant Scientists
29-1081.00	Podiatrists
19-3094.00	Political Scientists
29-1066.00	Psychiatrists
19-3039.99	Psychologists, All Other
41-9022.00	Real Estate Sales Agents
21-1015.00	Rehabilitation Counselors
41-3031.01	Sales Agents, Securities and Commodities
41-9031.00	Sales Engineers
27-1027.01	Set Designers
53-5031.00	Ship Engineers
29-1067.00	Surgeons
29-1131.00	Veterinarians
19-1023.00	Zoologists and Wildlife Biologists

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