

# MANAGING FOR SUCCESS®

INTERVIEWING INSIGHTS™

General Version

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

**John Doe**

1/7/2003

*Working together to point you in the right direction*

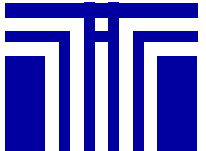
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# INTRODUCTION

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.

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 which are true or areas of behaviour in which tendencies are shown. This valuable information will enable you to thoroughly prepare and conduct the selection/interview process by providing you with a deeper understanding and knowledge of how the candidate can best fit the position you have to offer.

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# GENERAL CHARACTERISTICS

*Based on John's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behaviour 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's natural behaviour.*

John likes to win through persistence. He uses his strong, steady tendencies to accomplish his goals. He can be possessive and develop strong attachments for his work group, close friends and family. He likes to start and finish activities. Others who work with him know they can depend on him. He prefers to help and support others rather than compete against them. John is good at concentrating in order to listen and learn. He is not easily distracted by peripheral activity. He can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. He tends to be incisive and analytical. He is a good team member, but he will, if forced, go it alone. John strives to maintain the status quo, since he tends to resist change, particularly when it is unexpected or sudden. He is family-oriented. He may go to great lengths to insure the "happiness" of his personal or work family.

John may tend to fight for his beliefs or those things he feels passionate about. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." He may be reluctant to initiate new approaches to doing things. If he is shown the benefits, he will consider new procedures. He may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. Once he makes a decision, he can be organized in carrying it out. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably will not want to repeat the process. He adheres to company policy and does not break the rules just for

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## GENERAL CHARACTERISTICS

the sake of breaking them. He needs to gather data and facts in a logical fashion.

John tends to be possessive of information; that is, he does not voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. He is more motivated by logic than emotion. To him, logic represents tangible research. He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants. He is somewhat reserved with those he does not trust or know. After trust has been established, he may be open and candid. John does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. He likes to know what is expected of him 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. Sometimes he will withdraw from a verbal battle. If he feels strong about an issue, he may retreat to gather his resources and then return to take a stand! He may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic.

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## IDEAL ENVIRONMENT

*This section identifies the ideal work environment based on John'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that John 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.
- An environment where he can use his intuitive thinking skills.
- An environment that allows time to change.
- Assignments that can be followed through to completion.
- Prefers technical work, specializing in one area.
- Familiar work environment with a predictable pattern.
- Needs personal attention from his manager and compliments for each assignment well done.

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## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behaviour John 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.*

- Good at reconciling factions--is calming and adds stability.
- Accurate and intuitive.
- Conscientious and steady.
- Dependable team player.
- Service-oriented.
- Proficient and skilled in his technical specialty.
- People-oriented.
- Always concerned about quality work.
- Comprehensive in problem solving.

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# INTERVIEW QUESTIONS

Name: John Doe

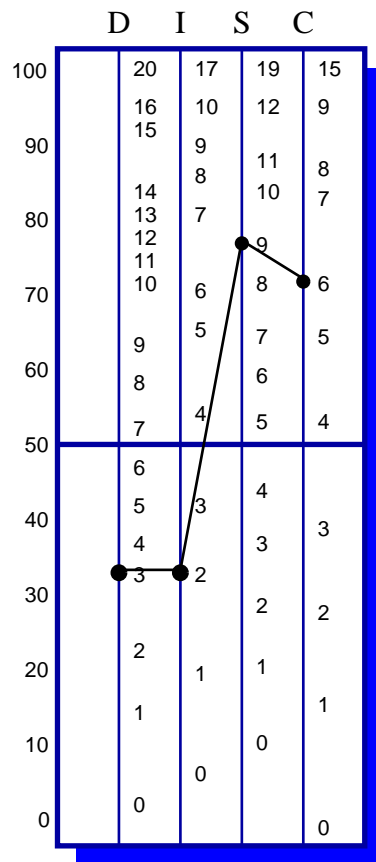
1. Describe your career goals:
2. How do you plan to achieve these goals?
3. What factor do you feel may hinder your success?
4. What do you expect from your manager?
5. How do you determine your priorities?
6. What are your most significant accomplishments?
7. How do you deal with people you do not like?

# STYLE ANALYSIS™ GRAPHS

**John Doe**

1/7/2003

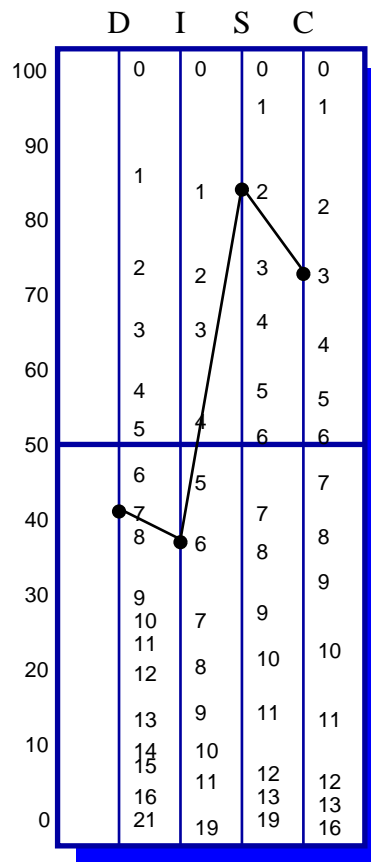
**MOST**  
Graph I  
Adapted Style



Score  
%

3	2	9	6
34	34	77	72

**LEAST**  
Graph II  
Natural Style



7	6	2	3
42	38	84	73

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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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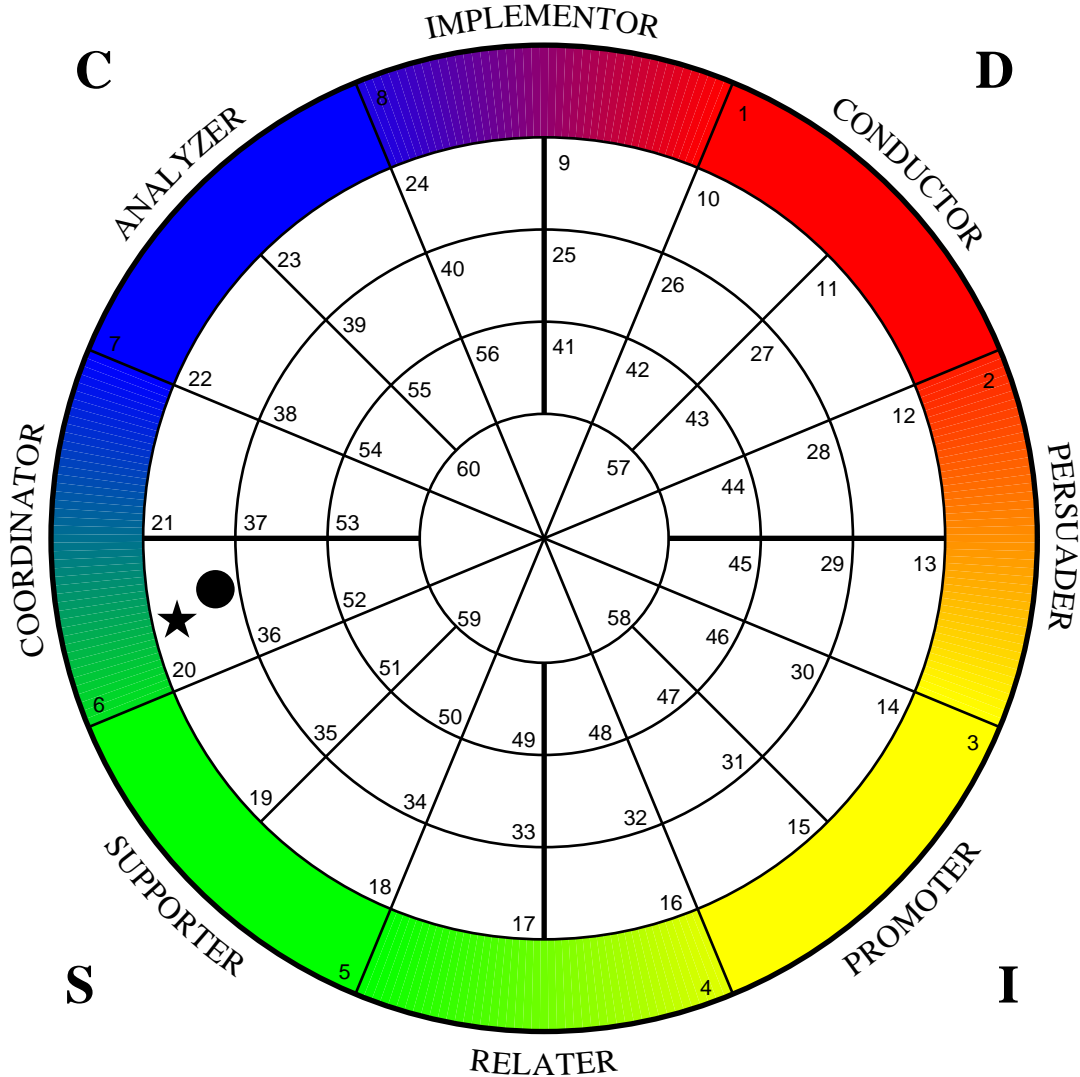
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# THE SUCCESS INSIGHTS® WHEEL

**John Doe**

1/7/2003



Adapted: ★ (20) SUPPORTING COORDINATOR

Natural: ● (20) SUPPORTING COORDINATOR

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