

MANAGING FOR SUCCESS®

Team Building Version

*"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

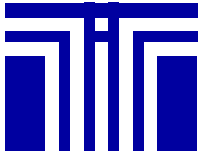
CMF Consultancy Services Limited

15 Plumpton Park Road

Doncaster, DN4 6SQ

Tel: 01302 370000 Fax: 01302 370111

Email: contact.us@cmfconsultancy.com



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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BASIC CHARACTERISTICS

Based on Jane's responses, the report has generated general behavioural statements to provide information on her natural behaviour. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Jane's natural behaviour.

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

Jane may tend to fight for her beliefs or those things she feels passionate about. Logic is important when trying to influence her. She pays more attention to logic than emotional "hype." She may be reluctant to initiate new approaches to doing things. If she is shown the benefits, she will consider new procedures. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. Once she makes a decision, she can be organized in carrying it out. 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 probably will not want to repeat the process. She adheres to company policy and does not break the rules just for the sake of breaking them.

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BASIC CHARACTERISTICS

Jane tends to be possessive of information; that is, she does not voluntarily share information with others outside of her team. This may be a blessing, or a curse, to her superiors. She is more motivated by logic than emotion. To her, logic represents tangible research. She can be outgoing at times. Basically introverted, she will "engage" in social conversation when the occasion warrants. She is somewhat reserved with those she does not trust or know. After trust has been established, she may be open and candid. Jane does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. 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. 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!

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WORK CHARACTERISTICS

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

- Consistency of task performance.
- Using a disciplined approach.
- Critical appraisal of data.
- Logical solutions.
- Careful, thoughtful approach to decision making.
- Calculation of risks before taking action.
- Limited contact with people.
- Exhibiting patience and good listening skills.
- Maintaining a clean and organized work station.
- Adherence to established guidelines and procedures.
- Traditional, quality-oriented work model to follow.
- Freedom from confrontation.
- Diplomatic cooperation in team interaction.

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VALUE TO THE TEAM

This section of the report identifies Jane's value to the team. Discuss this list and identify those values most important to 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 her technical specialty.
- People-oriented.
- Always concerned about quality work.

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VALUE TO THE ORGANIZATION

This section identifies the behaviour Jane brings to the organization. Use these statements to capitalize on Jane's value to the team and organization.

- People-oriented.
- Conscientious and steady.
- Defines, clarifies, gets information, criticizes and tests.
- Maintains standards.
- Consistent and steady.
- Dependable team player.

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EFFECTIVE COMMUNICATION

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:

- Define clearly (preferably in writing) individual contributions.
- Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Look for hurt feelings or personal reasons if you disagree.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Prepare your "case" in advance.
- 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.

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DO NOTS 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.

Do not:

- Offer assurance and guarantees you cannot fulfil.
- Debate about facts and figures.
- Make conflicting statements.
- Be vague; do not offer opinions and probabilities.
- Be domineering or demanding; do not threaten with position power.
- Patronize or demean her by using subtlety or incentive.
- Be abrupt and rapid.
- Make statements about the quality of her work unless you can prove it.
- Rush the decision-making process.
- Use gimmicks or clever, quick manipulations.
- Push too hard, or be unrealistic with deadlines.
- Be vague about what is expected of either of you; do not fail to follow through.
- Rush headlong into business or the agenda.

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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.
- Do not 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.

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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.

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TEAM EFFECTIVENESS FACTORS

Jane's behavioural 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 - Remains calm during conflict--a team player. POTENTIAL WEAKNESS - May give others a false sense of compliance because she fights passively.
- STRENGTH - Will work for a cause and a leader. POTENTIAL WEAKNESS - May procrastinate on decisions when in the leadership role.
- 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 - Loyal and patient. POTENTIAL WEAKNESS - May not project a sense of urgency.
- STRENGTH - Task-oriented. POTENTIAL WEAKNESS - May bury herself in the task and fail to deal with people problems in a timely fashion.

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PERCEPTIONS

A person's behaviour 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 behaviour. 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

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DESCRIPTORS

Based on Jane's responses, the report has marked those words that describe her personal behaviour. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she 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		Exacting
Determined	Warm		Neat
Aggressive	Convincing	Possessive	Systematic
Competitive	Polished	Predictable	Diplomatic
Decisive	Poised	Consistent	Accurate
Venturesome	Optimistic	Deliberate	Tactful
Inquisitive	Trusting	Steady	Open-Minded
Responsible	Sociable	Stable	Balanced Judgment
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed		Variety-Oriented	
Unsure	Logical	Demonstrative	Obstinate
Undemanding	Undemonstrative		
Cautious	Suspicious	Impatient	Opinionated
	Matter-of-Fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable		Flexible	Uninhibited
Modest	Pessimistic	Impulsive	Arbitrary
Peaceful	Moody	Impetuous	Unbending
Unobtrusive	Critical	Hypertense	Careless with Details

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ACTION PLAN

Name: Jane Doe

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

Communicating (Listening)
Team Goals
Setting Priorities
Understanding Team Members

Time Management
Career Goals
Personal Goals
Skill Development

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

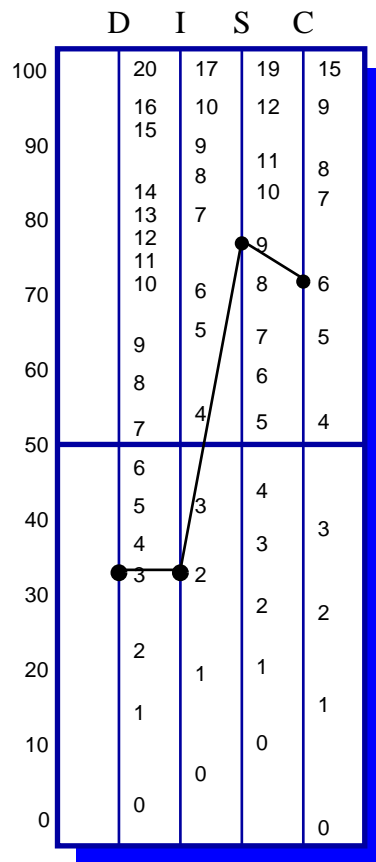
Date to Begin: _____ Date to Review: _____

STYLE ANALYSIS™ GRAPHS

Jane Doe

1/7/2003

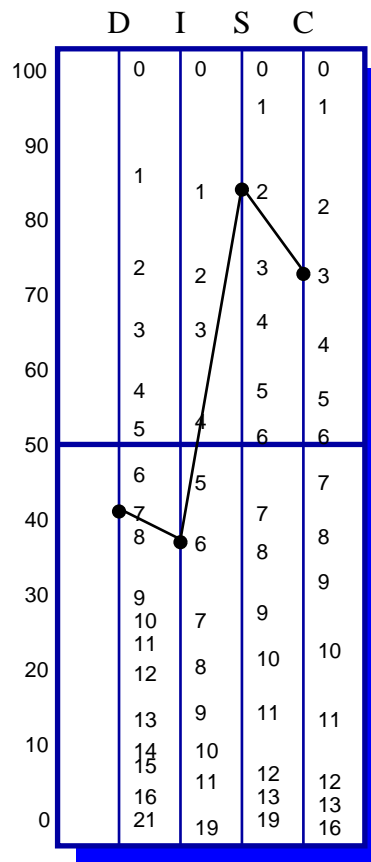
MOST
Graph I
Adapted Style



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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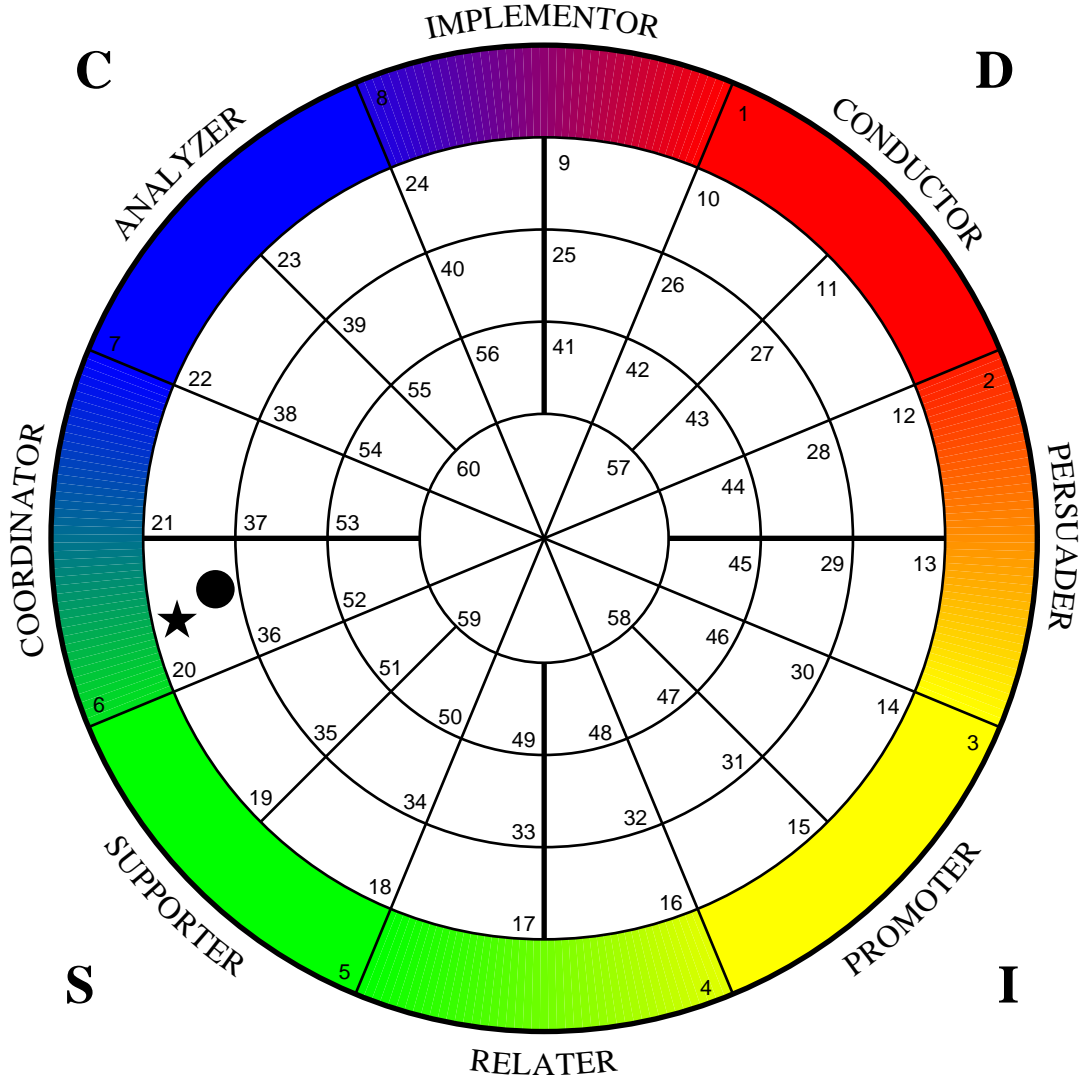
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THE SUCCESS INSIGHTS® WHEEL

Jane Doe

1/7/2003



Adapted: ★ (20) SUPPORTING COORDINATOR

Natural: ● (20) SUPPORTING COORDINATOR

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