

# MANAGING FOR SUCCESS®

Employee-Manager™ 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*

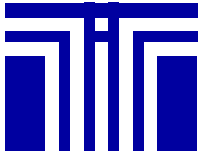
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# INTRODUCTION

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.

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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# 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 can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He is driven toward goals completion and wants to be in a position to set policy that will allow him to meet those goals. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He embraces visions not always seen by others. John's creative mind allows him to see the "big picture." John enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. John has high ego strengths and may be viewed by some as egotistical. He wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things.

John finds it easy to share his opinions on solving work-related problems. Sometimes he becomes emotionally involved in the decision-making process. He prefers authority equal to his responsibility. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. When faced with a tough decision, he will try to sell you on his ideas. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He has the unique ability of tackling tough

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## GENERAL CHARACTERISTICS

problems and following them through to a satisfactory conclusion. He will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows.

John should exhibit more patience and ask questions to make sure that others have understood what he has said. He tends to be intolerant of people who seem ambiguous or think too slowly. He may lose interest in what others are saying if they ramble or do not speak to the point. His active mind is already moving ahead. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. John challenges people who volunteer their opinions. He may lack the patience to listen and communicate with slower acting people. He may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. He tends to influence people by being direct, friendly and results-oriented.

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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.*

- Challenge-oriented.
- Self-starter.
- Creative in his approach to solving problems.
- Tenacious.
- Thinks big.
- Positive sense of humour.
- Optimistic and enthusiastic.
- Forward-looking and future-oriented.

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# 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. 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 most frequently.*

Do:

- Provide questions, alternatives and choices for making his own decisions.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Talk about him, his goals and the opinions he finds stimulating.
- Be clear, specific, brief and to the point.
- Read the body language--look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide a warm and friendly environment.
- Ask for his opinions/ideas regarding people.
- Support the results, not the person, if you agree.
- Leave time for relating, socializing.
- Motivate and persuade by referring to objectives and results.
- Provide ideas for implementing action.
- Plan interaction that supports his dreams and intentions.

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## DO NOTS ON COMMUNICATING

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

- Let disagreement reflect on him personally.
- Drive on to facts, figures, alternatives or abstractions.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- "Dream" with him or you will lose time.
- Try to convince by "personal" means.
- Ramble on, or waste his time.
- Take credit for his ideas.
- Leave decisions hanging in the air.
- Come with a ready-made decision, or make it for him.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Talk down to him.
- Try to build personal relationships.

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## COMMUNICATION TIPS

*This section provides suggestions on methods which will improve John's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, John 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.
- 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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## 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.*

- Nonroutine work with challenge and opportunity.
- Evaluation based on results, not the process.
- Freedom of movement.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- Work tasks that change from time to time.
- Assignments with a high degree of people contacts.
- Democratic supervisor with whom he can associate.

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# PERCEPTIONS

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

"See Yourself As Others See You"

## SELF-PERCEPTION

John usually sees himself as being:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

## OTHERS' PERCEPTION

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

Demanding  
Egotistical

Nervy  
Aggressive

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

Abrasive  
Arbitrary

Controlling  
Opinionated

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# DESCRIPTORS

*Based on John's responses, the report has marked those words that describe his personal behaviour. 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	Opinionated
Undemanding	Suspicious	Impatient	Unsystematic
Cautious	Matter-of-Fact	Pressure-Oriented	Self-Righteous
Mild	Incisive	Eager	Uninhibited
Agreeable	Pessimistic	Flexible	Arbitrary
Modest	Moody	Impulsive	Unbending
Peaceful	Critical	Impetuous	Careless with Details
Unobtrusive		Hypertense	

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# NATURAL AND ADAPTED STYLE

*John'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 tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

## PROBLEMS - CHALLENGES (Adapted)

John's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to win against all obstacles.

## PEOPLE - CONTACTS (Natural)

John is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. John is trusting and also wants to be trusted.

## PEOPLE - CONTACTS (Adapted)

John 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.

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# NATURAL AND ADAPTED STYLE

## PACE - CONSISTENCY (Natural)

John is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.

## PACE - CONSISTENCY (Adapted)

John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

## PROCEDURES - CONSTRAINTS (Natural)

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

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## ADAPTED STYLE

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

- Possessing a strong sense of urgency toward results.
- Obtaining results through people.
- Making tactful decisions.
- Coping with rapid changes in the work arena.
- Handling a variety of activities.
- Flexibility.
- Moving quickly from one activity to another.
- Maintaining an ever-changing, friendly, work environment.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Meeting deadlines.
- Preferring people involvement over task focus.

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## KEYS TO MOTIVATING

*This section of the report was produced by analysing John'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 John and highlight those that are present "wants."*

John wants:

- Changing environments in which to work/play.
- Rewards to support his dreams.
- A variety of work activities.
- Outside activities so there is never a dull moment.
- More time in the day.
- A support system to do the detail work.
- Working conditions with freedom to move and to talk to people.
- Travel or changing work stations.
- Support system to help with details and follow through.
- Freedom to talk and participate on the team.
- Work assignments that provide opportunity for recognition.

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## KEYS TO MANAGING

*In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, 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 John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.*

John needs:

- More logical presentations--less emotional.
- To handle routine paperwork only once.
- To mask emotions when appropriate.
- To be confronted when in disagreement, or when he breaks the rules.
- To focus conversations on work activities--less socializing.
- A program for pacing work and relaxing.
- To negotiate commitment face-to-face.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Help on controlling time and setting priorities.
- To understand his role on the team--either a team player or the leader.
- Participatory management.
- More control of body language.

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## AREAS FOR IMPROVEMENT

*In this area is a listing of possible limitations without regard to a specific job. Review with John 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 has a tendency to:

- Be disruptive because of his innate restlessness and disdain for sameness.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Be a one-way communicator--does not listen to the total story before introducing his opinion.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Resist participation as part of the team, unless seen as a leader.
- Fail to complete what he starts because of adding more and more projects.
- Have no concept of the problems that slower-moving people may have with his style.

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# ACTION PLAN

Name: John Doe

The following are examples of areas in which John 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.

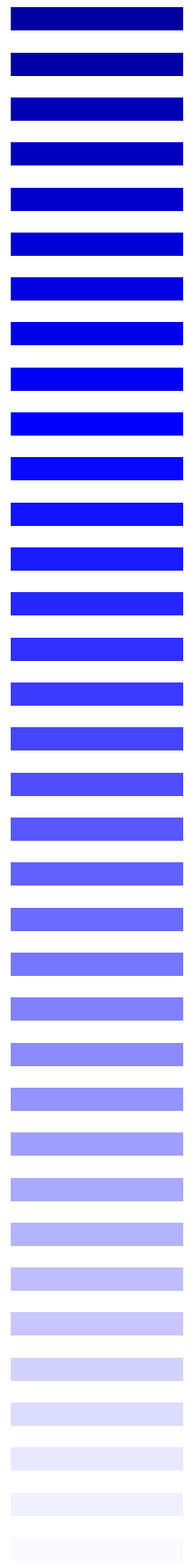
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# BEHAVIOURAL FACTOR INDICATOR™

Management Version

**John Doe**

1/7/2003



*Working together to point you in the right direction*

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# INTRODUCTION

Classifying management behaviour 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 behavioural. Behavioural 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 behavioural skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioural demands of the job.

The Natural graph represents your natural behaviour - the behaviour you bring to the job. The Adapted graph measures your response to the environment - the behaviour 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 behaviour.

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 behaviour will allow you to develop strategies to win in any environment you choose.

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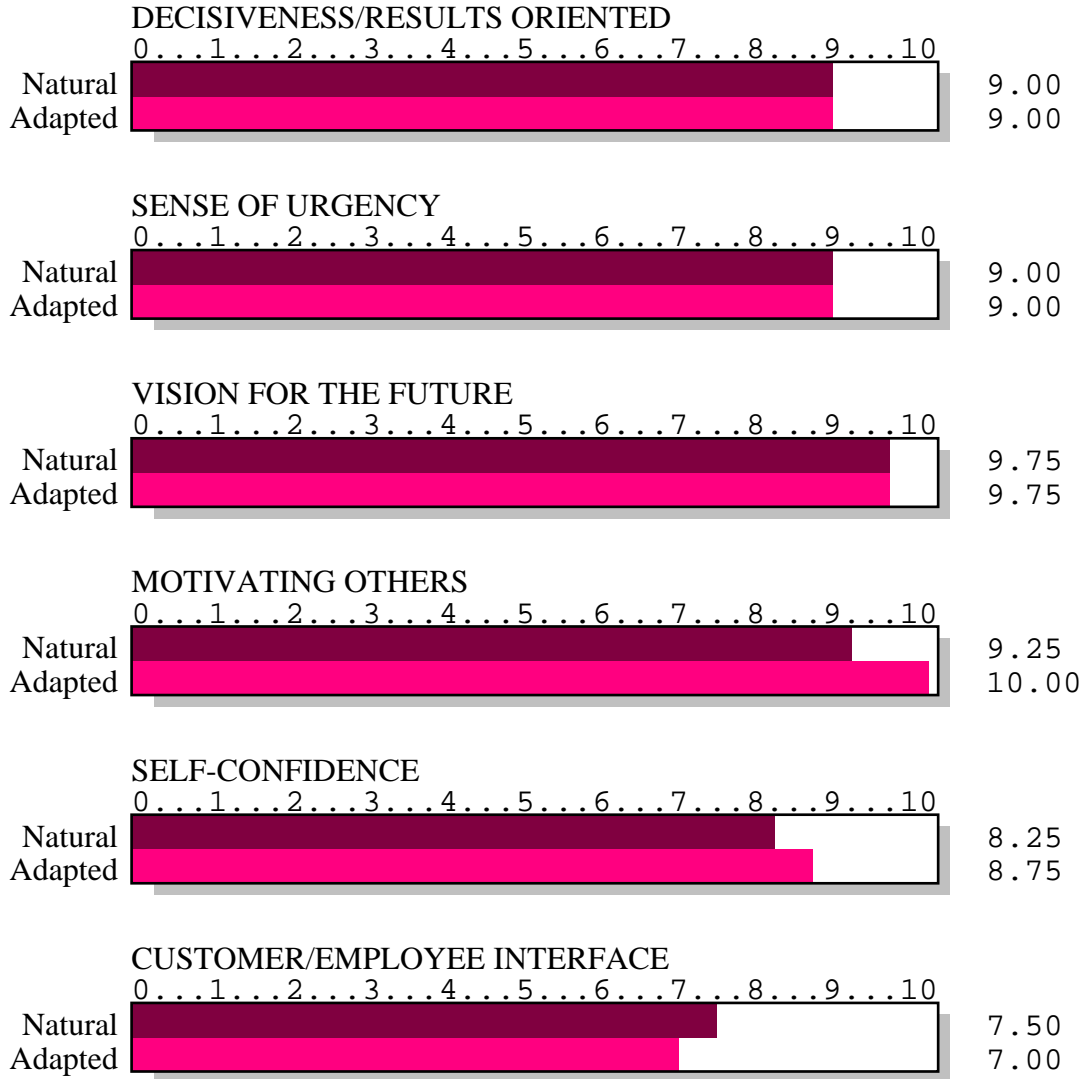
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# SPECIFIC FACTOR ANALYSIS

John Doe



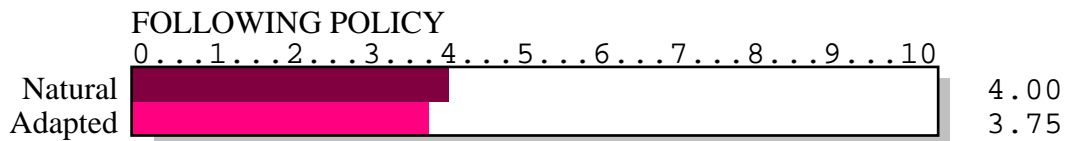
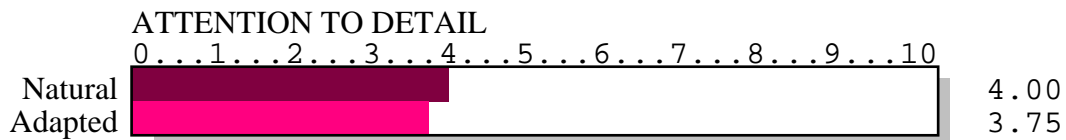
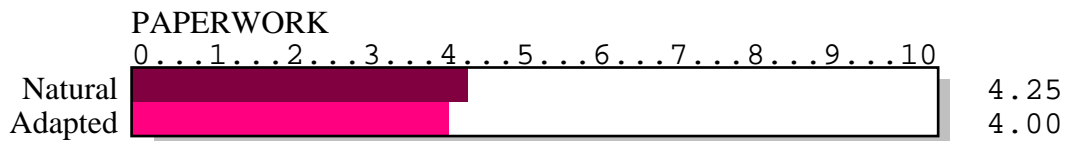
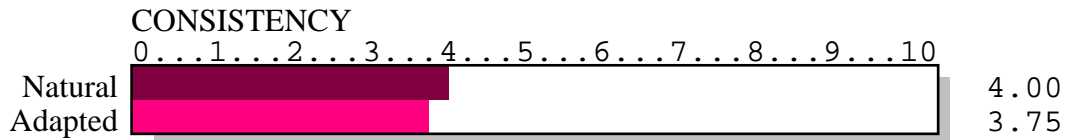
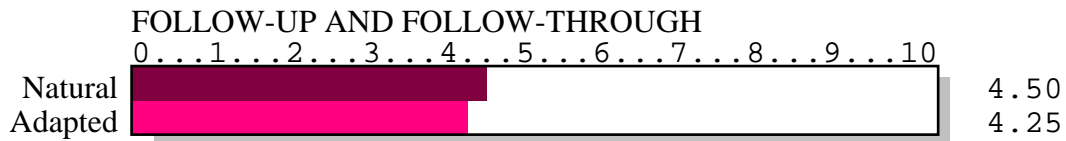
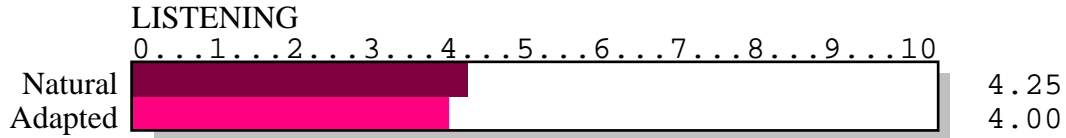
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# SPECIFIC FACTOR ANALYSIS

John Doe




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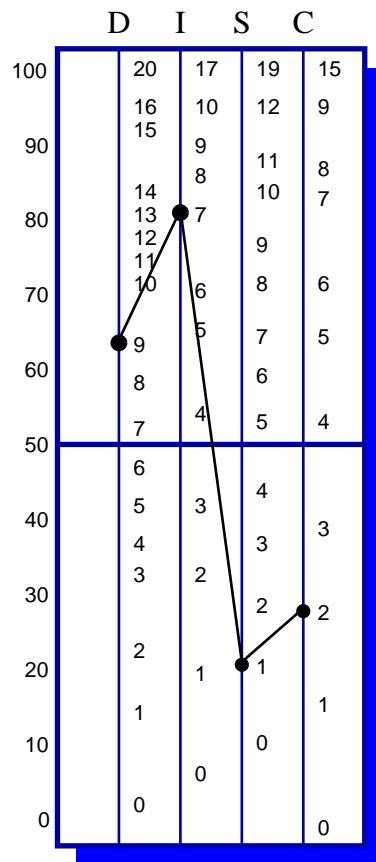
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# STYLE ANALYSIS™ GRAPHS

**John Doe**

1/7/2003

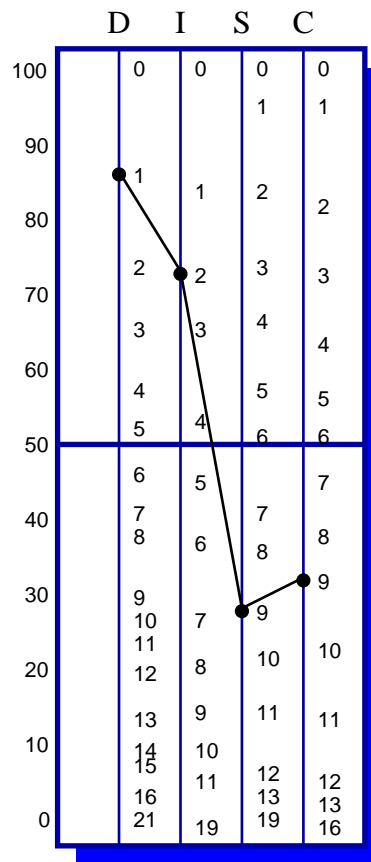
**MOST**  
Graph I  
Adapted Style



Score  
%

9	7	1	2
64	81	22	29

**LEAST**  
Graph II  
Natural Style



1	2	9	9
86	73	29	33

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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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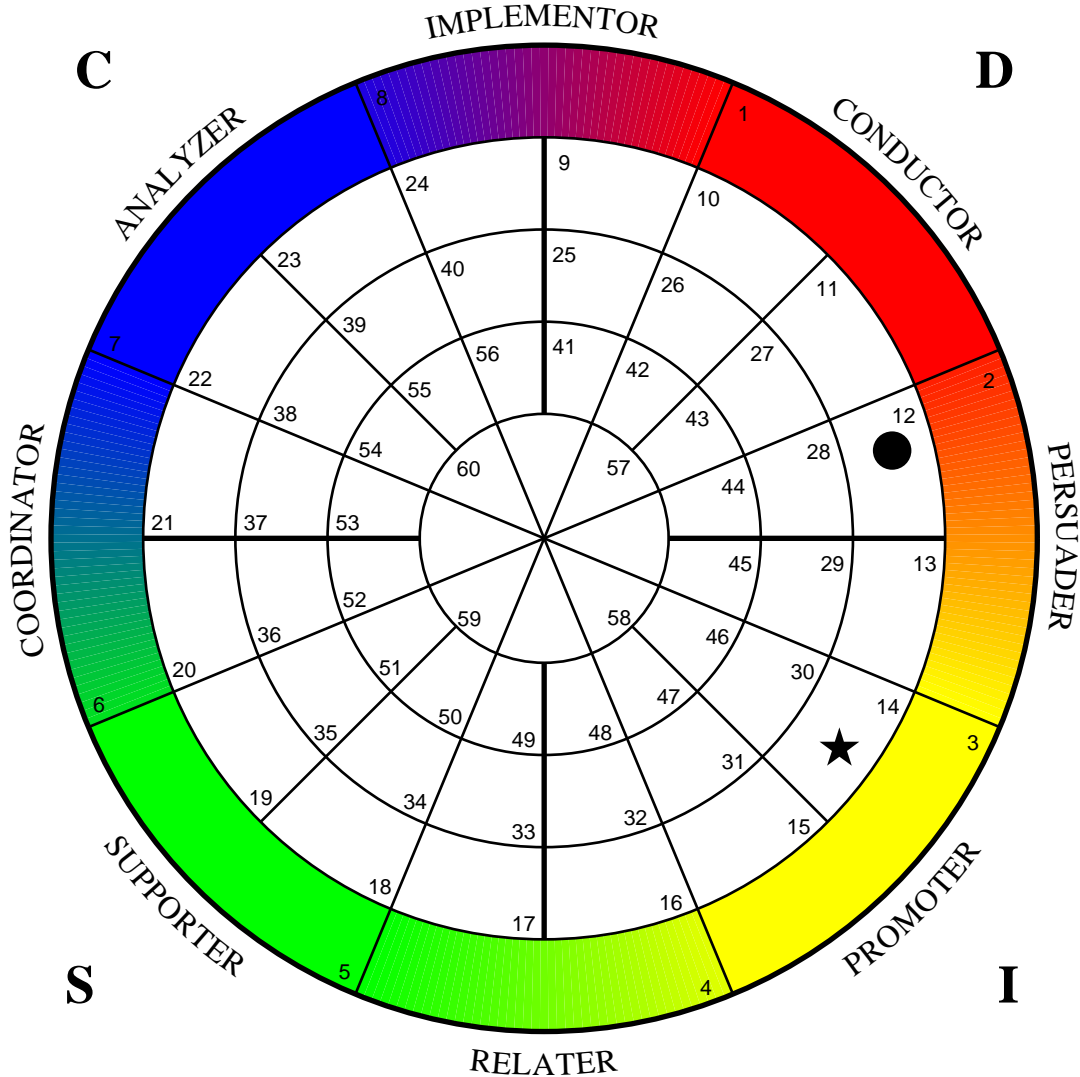
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# THE SUCCESS INSIGHTS® WHEEL

**John Doe**

1/7/2003



Adapted: ★ (14) PERSUADING PROMOTER  
 Natural: ● (12) CONDUCTING PERSUADER

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