

MANAGING FOR SUCCESS®

Time P.L.U.S.™ 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

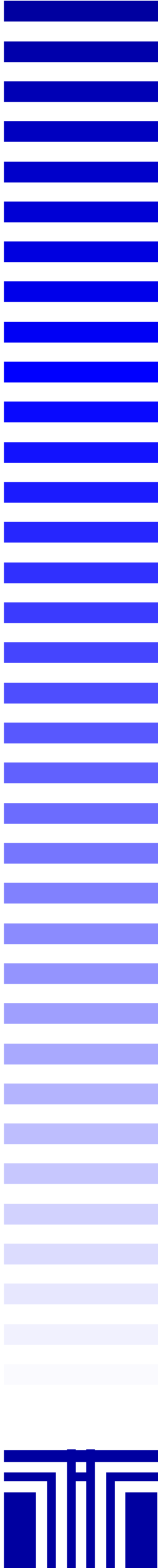
CMF Consultancy Services Limited

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. Our ability to interact effectively in any given environment may determine the difference between our success or failure in the workplace and in our personal relationships.

Effective use of time starts with an accurate perception of ourselves. This report was designed to quantify information on how you see yourself. The report translates that information into how others may see you to assist in formulating strategies to better manage your time.

Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements which are true for you and areas of behaviour in which you show tendencies. Delete any statement from this report that you feel does not apply after checking with a friend or colleague to see if they agree with you. Sometimes we are not aware of certain behavioural traits that are seen by others.

*"All people exhibit all four behavioural factors in varying degrees of intensity."
– W.M. Marston*

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GENERAL CHARACTERISTICS

Based on your responses, the report has selected general statements to provide a broad understanding of your work style. These statements identify the basic natural behaviour that you bring to the job. That is, if left on your own, HOW YOU WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of your 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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TIME WASTERS

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

1. FIREFIGHTING

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

POSSIBLE CAUSES:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

POSSIBLE SOLUTIONS:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

2. LACK OF A WRITTEN PLAN

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

POSSIBLE CAUSES:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

POSSIBLE SOLUTIONS:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

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TIME WASTERS

3. POOR DELEGATION

Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

POSSIBLE CAUSES:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

POSSIBLE SOLUTIONS:

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

4. SNAP DECISIONS

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

POSSIBLE CAUSES:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

POSSIBLE SOLUTIONS:

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

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TIME WASTERS

5. CRISIS MANAGEMENT

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

POSSIBLE CAUSES:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

POSSIBLE SOLUTIONS:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

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CHECKLIST FOR COMMUNICATING

This section of the report is a lists of things to DO when communicating with you. Read each statement and then identify 3 or 4 that are most important to your optimal use of time. By sharing this information with others, the better they can plan meetings, presentations and informal discussions. This will result in more efficient and time saving the communications.

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 you. Read each statement and identify those that cause the most frustration. By sharing this information, both parties can avoid time wasting interactions and achieve more effective communications.

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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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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INTERACTIVE FLEXIBILITY

Each person is different and each has needs they want met. This section will help you identify four basic behavioural styles of others. It will provide you with valuable information for meeting their needs. As you develop strategies for meeting their needs, you will gain their commitment and cooperation. You will be able to understand how interacting with different styles impacts your use of TIME.

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Fast-paced speech
- Strong personality
- Impatient
- Direct
- Tries to control the situation

Factors that will improve Interaction with this Style:

- Minimize features - maximize benefits
- Help them with details
- LISTEN
- Ask specific questions
- Keep the pace fast enough so they do not become bored

Factors that will create tension or dissatisfaction with this Style:

- Over controlling the situation
- Telling them what to do

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INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Warm and friendly
- Impulsive
- Uses many hand gestures while speaking
- Talkative
- Imprecise about the use of time

Factors that will improve Interaction with this Style:

- Be friendly, not dominating
- Ask for their ideas and opinions
- Use testimonials
- Tell how others will benefit
- Control your impatience

Factors that will create tension or dissatisfaction with this Style:

- Over controlling
- Displaying your impatience

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INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Patient
- Easy going
- Uses few gestures
- Unemotional voice
- Reserved

Factors that will improve Interaction with this Style:

- Listen patiently
- Take time to explain
- Develop more empathy and patience
- Take a personal interest in them
- Exhibit friendly attitudes
- Slow down
- Give more attention to details
- Control body language
- Speak with sincere tone of voice

Factors that will create tension or dissatisfaction with this Style:

- Overselling or stressing new products
- Dominate with active body language

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INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Speaks slowly
- Asks many questions about facts and data
- Is deliberate
- Uses few gestures
- Unemotional

Factors that will improve Interaction with this Style:

- Slow down and LISTEN
- Explain details
- Be sincere - lower your tone of voice
- Be conservative in assertions
- Answer questions precisely
- Minimize risks

Factors that will create tension or dissatisfaction with this Style:

- Being too blunt and direct
- Forcing them to take risks

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ACTION PLAN

Name: John Doe

The following action plan will allow you the opportunity to minimize time wasters and increase available productive time. Periodically review your report and your action plan as a step toward achieving success.

1. Referring to the list of time wasters, which do you perceive to be your top three?
2. How could you improve or eliminate these time wasters?
3. With which behavioural style are you the most productive when working, and how does this impact your time management?
4. With which behavioural style are you the most unproductive when working and how does this impact your time management?
5. What could you do to improve your effectiveness when working with the styles listed in item four above?

STYLE ANALYSIS™ GRAPHS

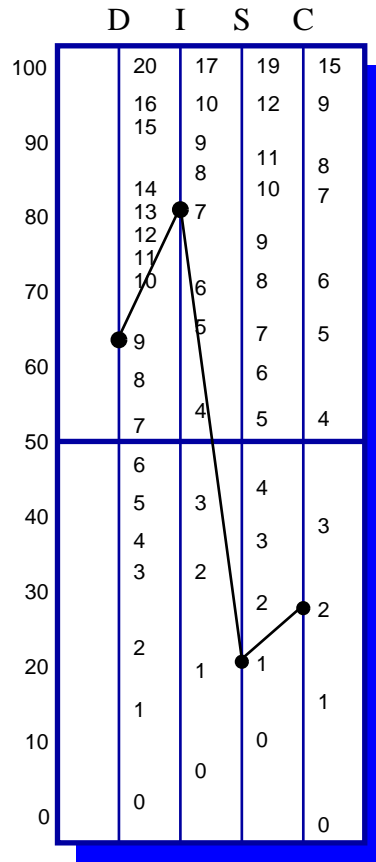
John Doe

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MOST

Graph I

Adapted Style



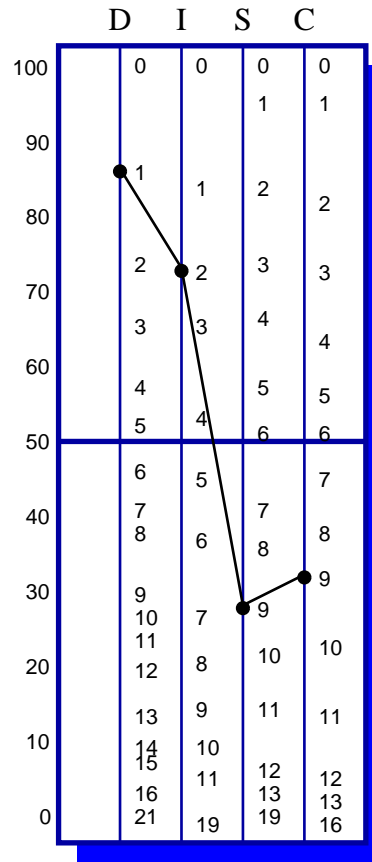
Score
%

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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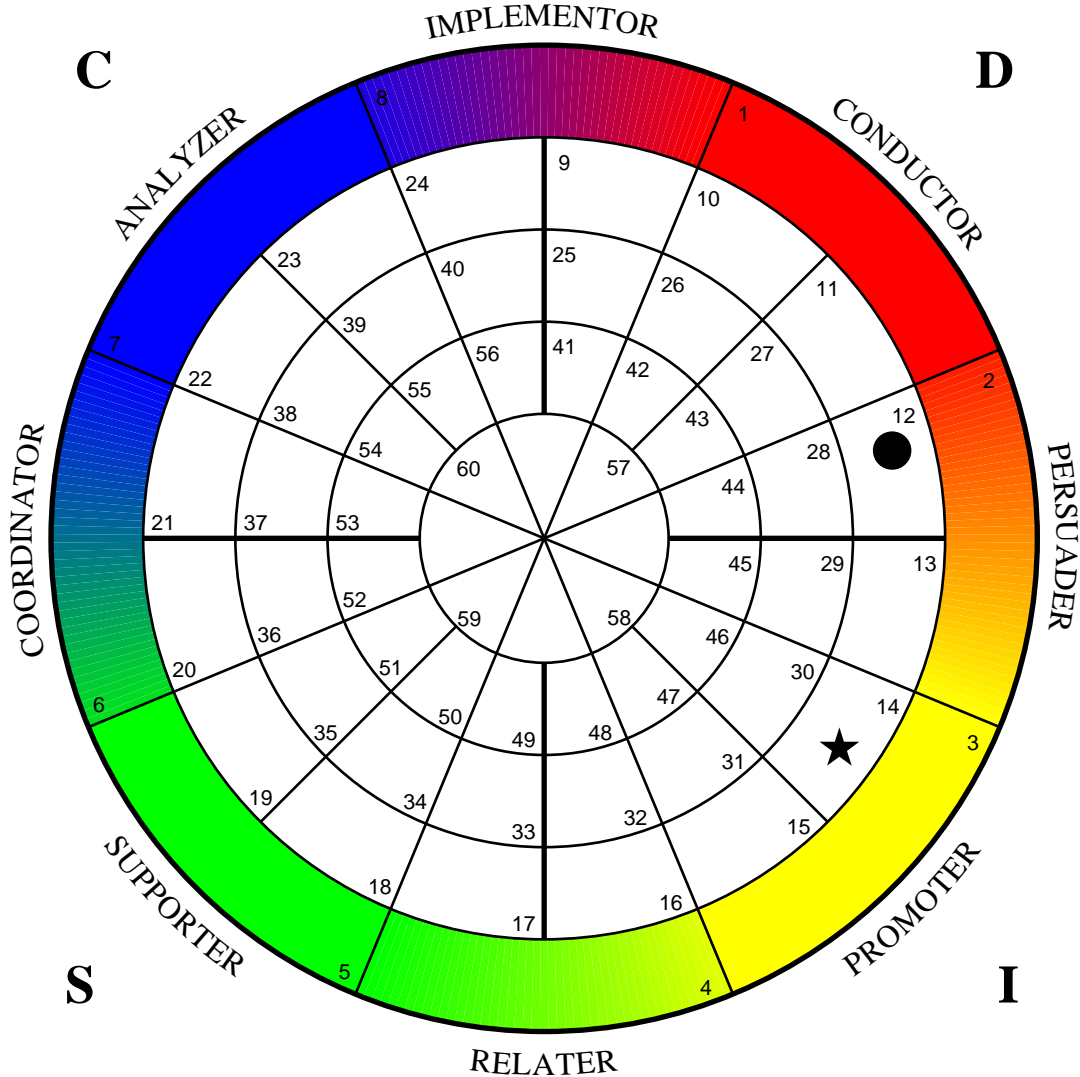
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THE SUCCESS INSIGHTS® WHEEL

John Doe

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

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