Management-Staff

John Doe
VP
ABC Company
8-11-2014

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Introduction

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

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

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 behavior 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 behavior.

John projects a self-assured and self-confident image. He is optimistic about his ability to do any job. He places his focus on people. To him, strangers are just friends he hasn't met! He tends to trust people and may be taken advantage of because of his high trust level. John likes to develop people and build organizations. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. He is good at creating enthusiasm in others. John likes quality social relationships. He often will become friends with his customers or clients. He is gregarious and sociable. He will be seen as a good mixer both on or off the job.

John can make decisions even though some of the facts to support the decision may be missing. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He may leap to a favorable conclusion without considering all the facts. John makes quick decisions. He tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He believes rules exist to serve rather than to be followed by him.

General Characteristics Continued

John judges others by their verbal skills and warmth. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, John will attempt to put them at ease. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. John will often verbalize his need to be his own person. Some see him as too talkative and emotional. He is people-oriented and verbally fluent. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not know well.

Value to the Organization

This section of the report identifies the specific talents and behavior 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.

- Accomplishes goals through people.

- Self-reliant.

- People-oriented.

- Optimistic and enthusiastic.

- Pioneering.

- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.

- Motivates others towards goals.

4

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.

Ways to Communicate

☐ Provide "yes" or "no" answers--not maybe.

☐ Appeal to the benefits he will receive.

☐ Clarify any parameters in writing.

☐ Speak at a rapid pace.

☐ Look for his oversights.

☐ Talk about him, his goals and the opinions he finds stimulating.

☐ Read the body language for approval or disapproval.

☐ Understand his defiant nature.

☐ Provide testimonials from people he sees as important.

☐ Use a balanced, objective and emotional approach.

☐ Provide ideas for implementing action.

☐ Provide a warm and friendly environment.

☐ Define the problem in writing.

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.

Ways **NOT** to Communicate

☐ Hesitate when confronted.

☐ Drive on to facts, figures, alternatives or abstractions.

☐ Let him overpower you with verbiage.

☐ Be curt, cold or tight-lipped.

☐ Leave decisions hanging in the air.

☐ Be paternalistic.

☐ Give him your opinion unless asked.

☐ "Dream" with him or you'll lose time.

☐ Legislate or muffle--don't overcontrol the conversation.

☐ Talk down to him.

☐ Ramble.

☐ Be dictatorial.

☐ Waste time trying to be impersonal, judgmental or too task-oriented.

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 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.

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 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 magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't 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.

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 behavior 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.

- Tasks involving motivated groups and establishing a network of contacts.

- Forum for his ideas to be heard.

- Work with a results-oriented team.

- Needs difficult assignments.

- Freedom from control and detail.

- Freedom of movement.

- Position with a tolerant manager.

Perceptions
See Yourself as Others See You

A person's behavior 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 behavior. Understanding this section will empower John to project the image that will allow him to control the situation.

Self-Perception

John usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

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

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter

Descriptors

Based on John's responses, the report has marked those words that describe his personal behavior. 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.

Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
		Resistant to Change	Careful
Driving	Magnetic	Nondemonstrative	Dependent
Ambitious	Political		Cautious
Pioneering	Enthusiastic	Passive	Conventional
Strong-Willed	**Demonstrative**		Exacting
Forceful	**Persuasive**	Patient	Neat
Determined	**Warm**		
Aggressive	**Convincing**	Possessive	Systematic
Competitive	**Polished**		Diplomatic
Decisive	**Poised**	Predictable	Accurate
Venturesome	**Optimistic**	Consistent	Tactful
		Deliberate	
Inquisitive	**Trusting**	Steady	Open-Minded
Responsible	**Sociable**	Stable	Balanced Judgment

Dominance	**Influencing**	**Steadiness**	**Compliance**
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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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 is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. John has a tendency to make decisions with little or no hesitation.

Adapted

John sees the need to be competitive, results-oriented and a little innovative in his approach to problem solving. He has a tendency to evaluate the risk before rushing into solving a problem.

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.

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.

Natural and Adapted Style Continued

Pace - Consistency

Natural

John likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

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 does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

Adapted

John sees the environment with few constraints. He feels the necessity to rebel at too many constraints and may even flaunt this independence.

Adapted Style

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

- Preferring people involvement over task focus.

- Firm commitment to accomplishments.

- Being independent and innovative.

- Maintaining an ever-changing, friendly, work environment.

- Flexibility.

- Motivating people to take action by using persuasive skills.

- Making tactful decisions.

- Dedicated to "going it alone" when necessary.

- Obtaining results through people.

- Participative decision making.

- Positive, outgoing, friendly behavior.

Keys to Motivating

This section of the report was produced by analyzing 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:

- Freedom from many rules and regulations.

- The chance to have fun (play hard--work hard).

- Rewards to support his dreams.

- Group activities outside the job.

- A friendly work environment.

- Unusual, new or difficult assignments.

- A support system to do the detail work.

- Exposure to those who appreciate his results.

- No restrictions to hamper results.

- No close supervision.

- To be measured by results.

- Working conditions with freedom to move and to talk to people.

- Freedom from control and detail.

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:

- To evaluate his drive to be seen as his "own person" and how it affects his role on the team.

- Help on controlling time and setting priorities.

- Support in doing excessive detail work.

- More control of body language.

- To maintain focus on results and not sacrifice productivity just to make everyone happy.

- Better organization of record keeping.

- Bottom-line measurement.

- To handle routine paperwork only once.

- People to work and associate with.

- Documentation of expected results.

- A tolerant boss.

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 inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."

- Be too verbal in expressing criticism.

- Overuse praise in motivating others.

- Have difficulty planning and controlling time expenditure.

- Take information at face value without validation or substantial investigation.

- Trust people indiscriminately if positively reinforced by those people.

- Be unrealistic in appraising people--especially if the person is a "friend."

- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.

- Make decisions based on surface analysis.

Action Plan

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

_____

_____

_____

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

_____

_____

_____

3. When I make changes to these behaviors, they will have the following impact on my career:

_____

_____

_____

4. I will make the following changes to my behavior, and I will implement them by _____:

_____

_____

_____

Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

    _____

    _____

    _____

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)
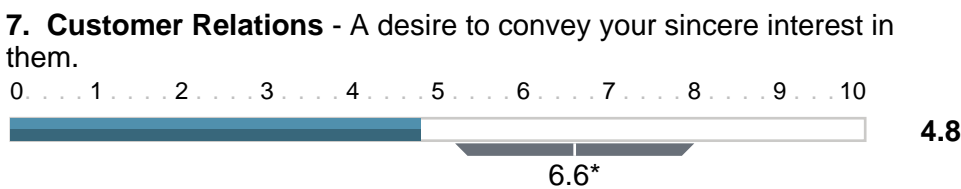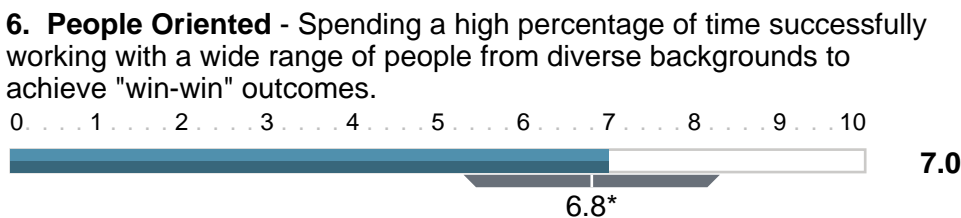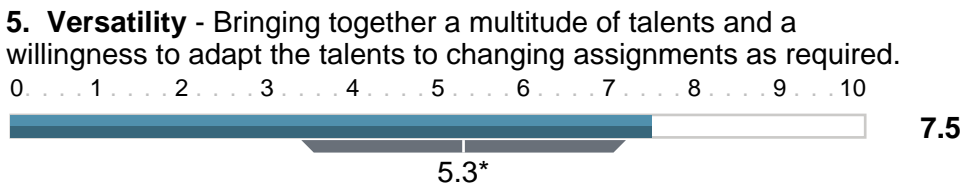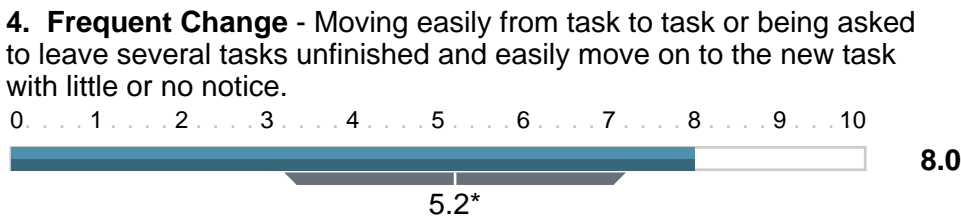
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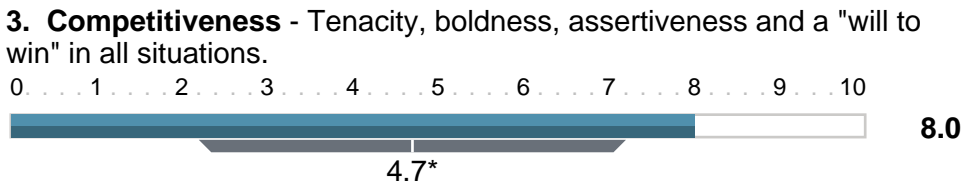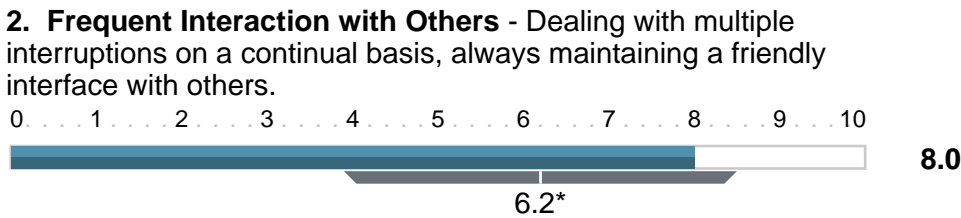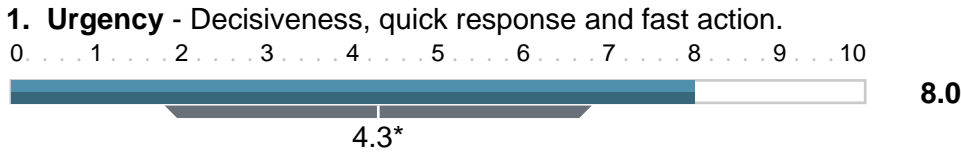
    _____

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

    _____

    _____

    _____

4. I will make the following changes to my behavior, and I will implement them by _____:

    _____

    _____

    _____

Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Urgency - Decisiveness, quick response and fast action.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.0

4.3*

2. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.0

6.2*

3. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.0

4.7*

4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.0

5.2*

5. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.5

5.3*

6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.0

6.8*

7. Customer Relations - A desire to convey your sincere interest in them.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

4.8

6.6*

* 68% of the population falls within the shaded area.

Behavioral Hierarchy

8. Consistency - The ability to do the job the same way.
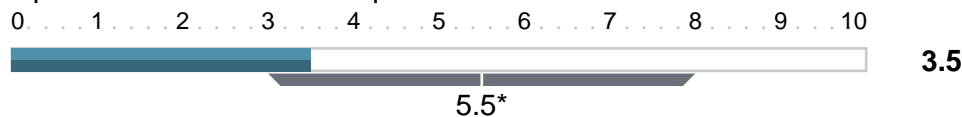
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3.8

6.5*
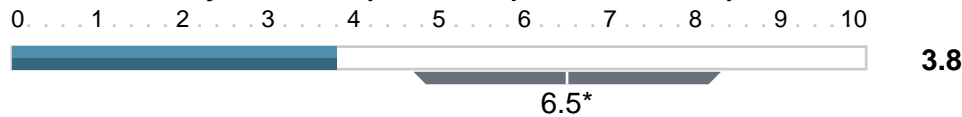
9. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.8

6.9*

10. Follow Up and Follow Through - A need to be thorough.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.7

6.3*
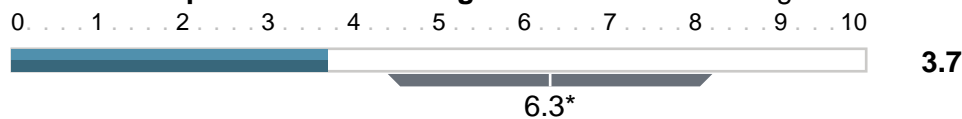
11. Analysis of Data - Information is maintained accurately for repeated examination as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.5

5.5*

12. Organized Workplace - Systems and procedures followed for success.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

2.0

5.2*
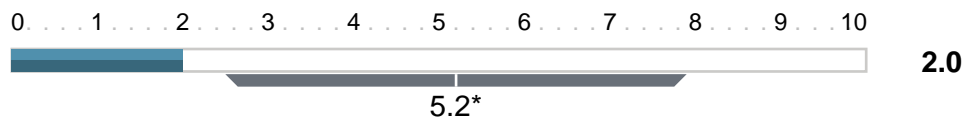
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* 68% of the population falls within the shaded area.
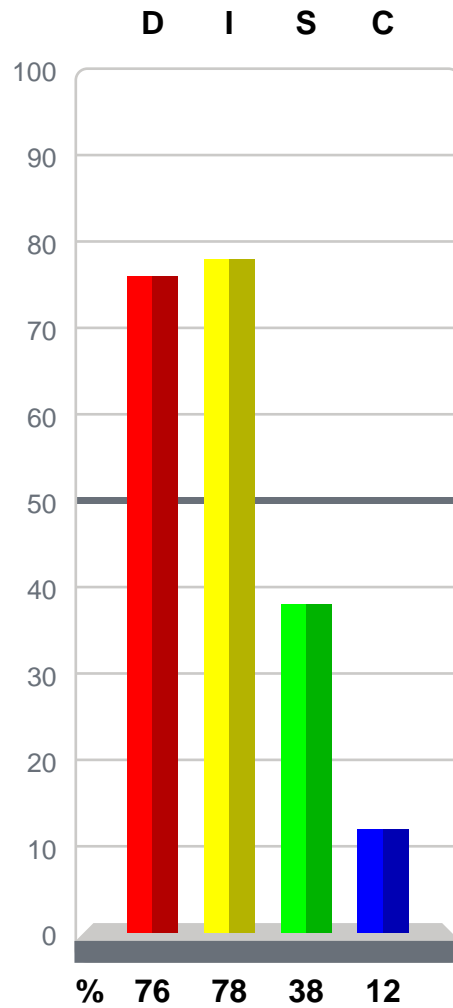
Style Insights® Graphs
8-11-2014

Adapted Style

Graph I

D   I   S   C

%	58	82	38	24

Natural Style

Graph II

D   I   S   C

%	76	78	38	12

Norm 2014 R4

T: 11:05

John Doe

21
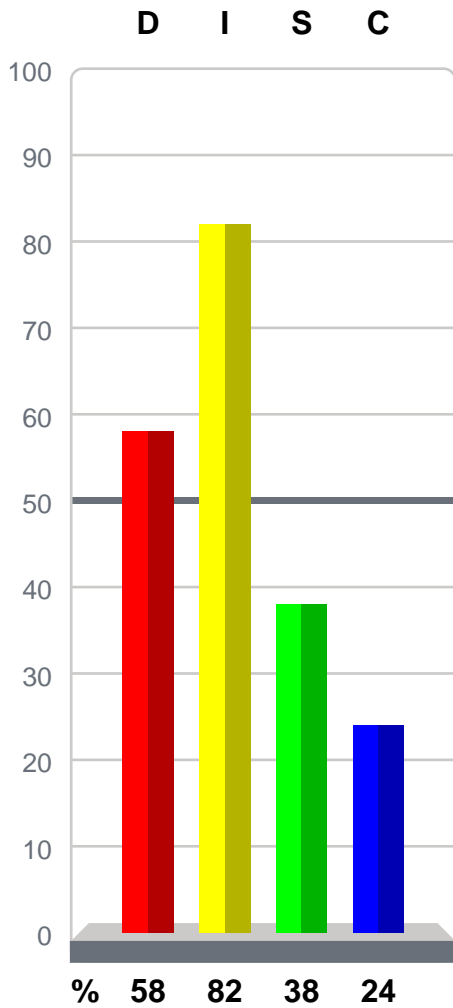
The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).

- View your adapted behavioral style (star).

- Note the degree you are adapting your behavior.

- If you filled out the Work Environment Analysis, view the relationship of your behavior 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 behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

The Success Insights® Wheel
8-11-2014
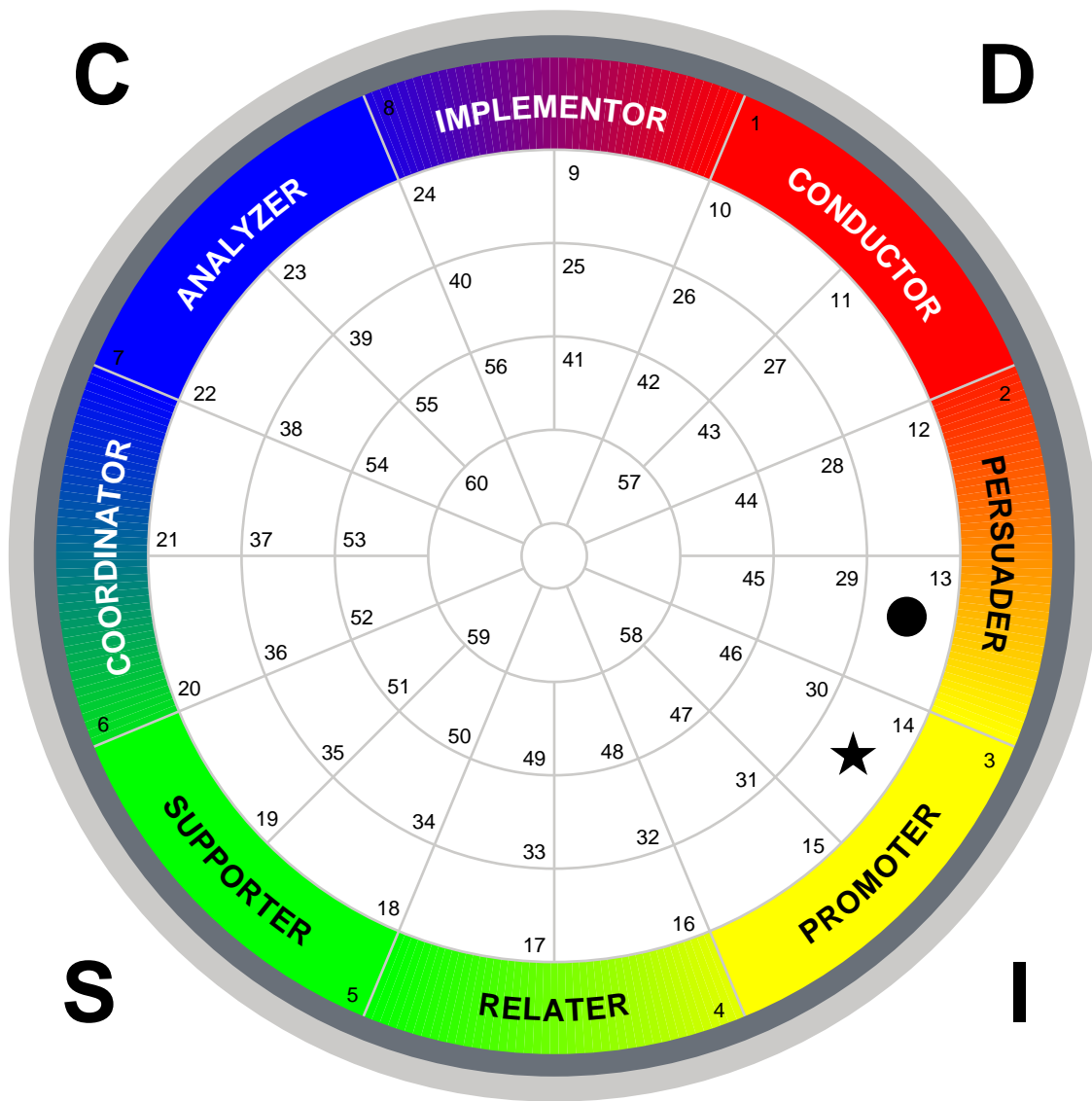
Adapted: ★ (14) PERSUADING PROMOTER
Natural: ● (13) PROMOTING PERSUADER

Norm 2014 R4

T: 11:05