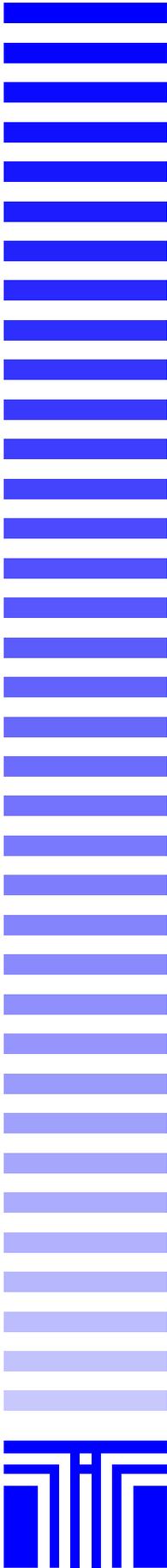


INSIGHTS TO SUCCESS™

*"Those who know others are learned.
Those who know themselves are wise."
-Lao Tse*

Jane Doe

2-11-2002



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 Jane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jane's natural behavior.

Jane, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. She believes in getting results through other people. She prefers the "team approach." She is approachable, affectionate and understanding. She is good at creating enthusiasm in others. Jane influences most people with her warmth. She likes feedback from her manager on how she is doing. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. She is enthusiastic and usually slow to anger. Jane can be flexible and diplomatic when the situation calls for it. She likes quality social relationships. She often will become friends with her customers or clients.

Jane likes to participate in decision making. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. Decisions are made after gathering facts and supportive data. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. She prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. She is good at solving problems that deal with people. She likes working for managers who make quick decisions.

GENERAL CHARACTERISTICS

Jane tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She will optimistically interact with people in an assured, diplomatic and poised manner. She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear. She is people-oriented and verbally fluent. Jane often makes suggestions to others, but rarely attempts to force her ideas on them. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! It is important for Jane to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. She judges others by their verbal skills and warmth.

YOUR PERSONAL / PROFESSIONAL VALUE

This section of the report identifies the specific talents and behavior Jane brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Verbalizes her feelings.
- Patient and empathetic.
- Accomplishes goals through people.
- Positive sense of humor.
- People-oriented.
- Optimistic and enthusiastic.
- Builds good relationships.

IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Jane'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 Jane enjoys and also those that create frustration.

- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- An environment that allows time to change.
- Democratic supervisor with whom she can associate.
- A stable and predictable environment.
- Needs personal attention from her manager and compliments for each assignment well done.
- Little conflict between people.
- An environment in which she may deal with people on a personal, intimate basis.
- Assignments with a high degree of people contacts.

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 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.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Provide a friendly environment.
- Provide testimonials from people she sees as important.
- Provide ideas for implementing action.
- Leave time for relating, socializing.
- Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.
- Read the body language for approval or disapproval.
- Talk about her, her goals and the opinions she finds stimulating.
- Look for hurt feelings or personal reasons if you disagree.

DON'TS 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.

Don't:

- Patronize or demean her by using subtlety or incentive.
- Be abrupt and rapid.
- Be dictatorial.
- Debate about facts and figures.
- Kid around too much, or "stick to the agenda" too much.
- Be domineering or demanding; don't threaten with position power.
- Leave decisions hanging in the air.
- Take credit for her ideas.
- Offer assurance and guarantees you can't fulfill.
- Manipulate or push her into agreeing because she probably won't fight back.
- Talk down to her.

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.
- 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.

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.

PERCEPTIONS

A person's behavior 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 behavior. 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:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter

TIME WASTERS

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

1. DESIRE TO BE INVOLVED WITH TOO MANY PEOPLE

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

POSSIBLE CAUSES:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

POSSIBLE SOLUTIONS:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

2. PROCRASTINATION

Procrastination is the process of delaying action. It is also the inability to begin action.

POSSIBLE CAUSES:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

POSSIBLE SOLUTIONS:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

TIME WASTERS

3. INABILITY TO SAY NO.

The inability to say no is when you are unable to or feel powerless to refuse any request.

POSSIBLE CAUSES:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

POSSIBLE SOLUTIONS:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

4. DAYDREAMING

Daydreaming is being preoccupied with non-task or non-work related thoughts. It is being easily distracted from at-hand tasks and focusing on past or future events for prolonged periods of time.

POSSIBLE CAUSES:

- Being a creative thinker and always thinking of new ideas
- Being more excited about the future than the here and now
- Bring personal problems to work
- See work as routine and unexciting
- Experience stress from working on something too long
- Focus on past pleasant experiences as a way of coping with routine and stress

POSSIBLE SOLUTIONS:

- Learn to read body signals for fatigue
- Change routine
- Remind yourself that worrying about personal problems interferes with your productivity
- Set tasks/objectives

ADAPTED STYLE

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

- Acting independently and without precedent.
- Positive, outgoing, friendly behavior.
- Maintaining an ever-changing, friendly, work environment.
- Participative decision making.
- Being creative and unconventional in making a point.
- Obtaining results through people.
- Motivating people to take action by using persuasive skills.
- Dedicated to "going it alone" when necessary.
- Using a creative approach in decision making.
- Contacting people using a variety of modes.
- Flaunting independence.
- Using a direct, forthright and honest approach in her communications.

NATURAL AND ADAPTED STYLE

Jane'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)

Jane is somewhat conservative in her approach to solving problems. She will accept challenges by being quite calculating in her response to the problem or challenge. Jane will be quite cooperative by nature and attempt to avoid confrontation as she wants to be seen as a person who is "easy" to work with.

PROBLEMS - CHALLENGES (Adapted)

Jane sees no need to change her approach to solving problems or dealing with challenges in her present environment.

PEOPLE - CONTACTS (Natural)

Jane is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Jane is trusting and also wants to be trusted.

PEOPLE - CONTACTS (Adapted)

Jane seems to be animated and emotional in persuading others. She feels the environment calls for a positive approach to convincing others about her ideas, products or services.

NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

Jane is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

PACE - CONSISTENCY (Adapted)

Jane wants an environment that is variety-oriented. She feels a great sense of urgency to get things completed quickly. She is eager to accept change and work on many activities.

PROCEDURES - CONSTRAINTS (Natural)

Jane is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.

PROCEDURES - CONSTRAINTS (Adapted)

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

KEYS TO MOTIVATING

This section of the report was produced by analyzing Jane'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 Jane and highlight those that are present "wants."

Jane wants:

- A friendly work environment.
- Working conditions with freedom to move and to talk to people.
- A support system to do the detail work.
- The chance to have fun (play hard--work hard).
- Group activities outside the job.
- Exposure to those who appreciate her results.
- No close supervision.
- Freedom to talk and participate on the team.
- Rewards to support her dreams.
- Independence.
- To be measured by results.
- Freedom from many rules and regulations.
- Public recognition of her ideas and results.

KEYS TO MANAGING

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

Jane needs:

- Reassurances that she is doing the job right.
- To mask emotions when appropriate.
- Capable associates with which to work.
- Rewards in terms of tangible things, not just flattery and praise.
- A warm and friendly work environment.
- Help on controlling time and setting priorities.
- A quality product in which to believe.
- Better organization of record keeping.
- To focus conversations on work activities--less socializing.
- A feeling of belonging--to know how important she is to the team.
- Conditioning prior to change.
- Shortcut methods that don't affect quality of the work.
- Objectivity when dealing with people because of her high trust level.

STRENGTHS AND WEAKNESSES

Jane's behavioral 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** - People-oriented. **POTENTIAL WEAKNESS** - Unrealistic in appraising people--tends to trust people indiscriminately.
- **STRENGTH** - Value people over things. **POTENTIAL WEAKNESS** - Have difficulty planning and controlling time if people are involved.
- **STRENGTH** - Good interpersonal relationship skills. **POTENTIAL WEAKNESS** - May be too lenient and have trouble disciplining.