

MANAGING FOR SUCCESS®

INTERVIEWING INSIGHTS™

General Version

*"He who knows others is learned.
He who knows himself is wise."
-Lao Tse*

John Smith

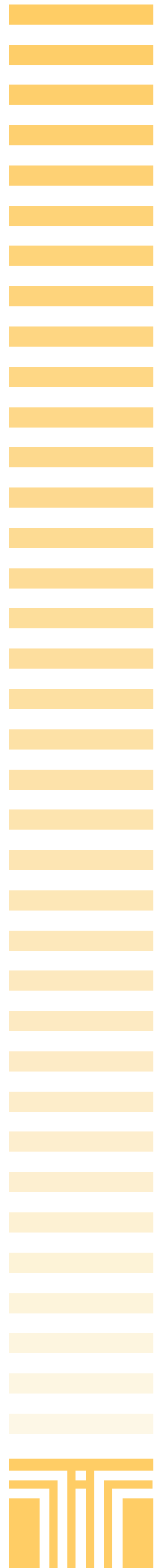
Sample Report

4/10/1998

"Enabling Businesses to Succeed through People"

People Success Solutions

EXPERTS IN UNDERSTANDING BEHAVIOUR, VALUES AND SOFT SKILLS
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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.

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 which are true or areas of behaviour in which tendencies are shown. This valuable information will enable you to thoroughly prepare and conduct the selection/interview process by providing you with a deeper understanding and knowledge of how the candidate can best fit the position you have to offer.

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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 sensitive about any comments regarding the quality of his work. He strives forward constantly to improvement in everything he does. He would rather be cautious than brash, conventional than bold. He can overanalyze a problem which tends to slow down the decision-making process. Rules and procedures provide security for his job performance. John can devote all his energy to the job, and that offers security to his work situation. John is able to focus on projects with a vision that often results in penetrating insights. To some people, John may appear to be analytical. His motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to him. If forced to choose between producing quality work or quantities of work, quality will be the winner. He tends to be his own worst critic constantly reminding himself that he could have done better if given more time. John may be overly sensitive to criticism of his work. If you do comment on his work you had better be right, since he may not take criticism lightly. He is alert and sensitive to his errors and mistakes. He constantly seeks to avoid errors in his work.

John is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all the available information on the subject. He is the type of person who will accept challenges, and accept them seriously. John, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; he wants to be absolutely certain his decision is correct. He is good at analysing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." John can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the problem. He uses data and facts to support the big decisions, because it makes him feel more confident that his decisions are correct. He tends to postpone the decision-making process until he has all the facts.

John can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. He does not seek confrontation, but if he is confronted, he will present his case with enough supportive data that he will probably win. He enjoys analysing the motives of others. This allows him to develop his intuitive skills. He is usually soft-spoken, but his demeanour may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. John likes to know what is expected of him 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. He is patient and persistent in his approach to achieving goals. He responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." People may often see John as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so only when he feels comfortable with the

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GENERAL CHARACTERISTICS

circumstances. He wants others to ask for his advice, rather than initiate the conversation. He prefers to be certain his advice is correct.

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.

- Environment where he can be a part of the team, but removed from office politics.
- Private office or work area.
- Limited contact with people.
- An environment dictated by logic rather than emotion.
- Projects that produce tangible results.
- An environment where he can use his intuitive thinking skills.
- Close relationship with a small group of associates.
- Assignments that can be followed through to completion.

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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.

- Always looking for logical solutions.
- Suspicious of people with shallow ideas.
- Always concerned about quality work.
- Maintains standards.
- Conscientious and steady.
- Presents the facts without emotion.
- Accurate and intuitive.
- Can make decisions without getting emotionally involved.

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INTERVIEW QUESTIONS

Name: John Smith

1. Describe your career goals:
2. How do you plan to achieve these goals?
3. What factor do you feel may hinder your success?
4. What do you expect from your manager?
5. How do you determine your priorities?
6. What are your most significant accomplishments?
7. How do you deal with people you do not like?

STYLE ANALYSIS™ GRAPHS

John Smith

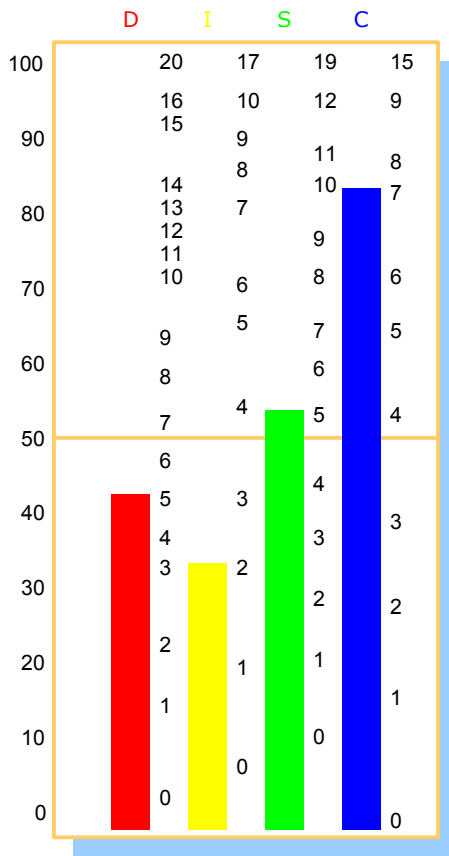
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MOST

Graph I

Adapted Style



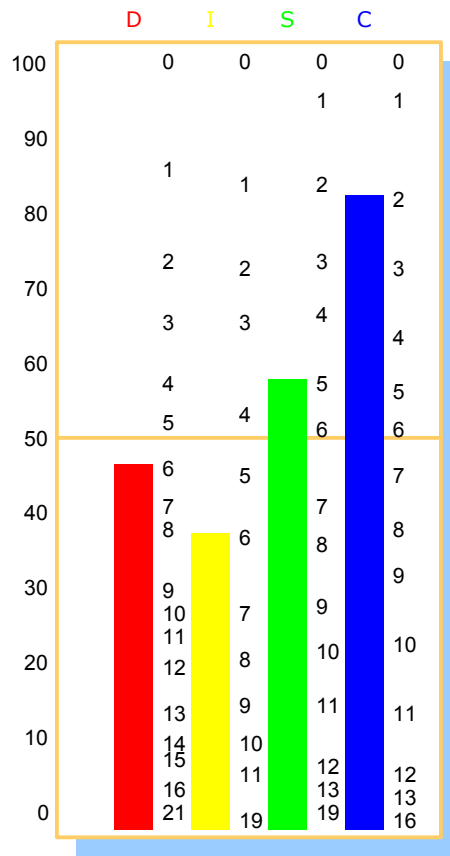
Score
%

5	2	5	7
43	34	54	83

LEAST

Graph II

Natural Style



6	6	5	2
47	38	58	82

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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.

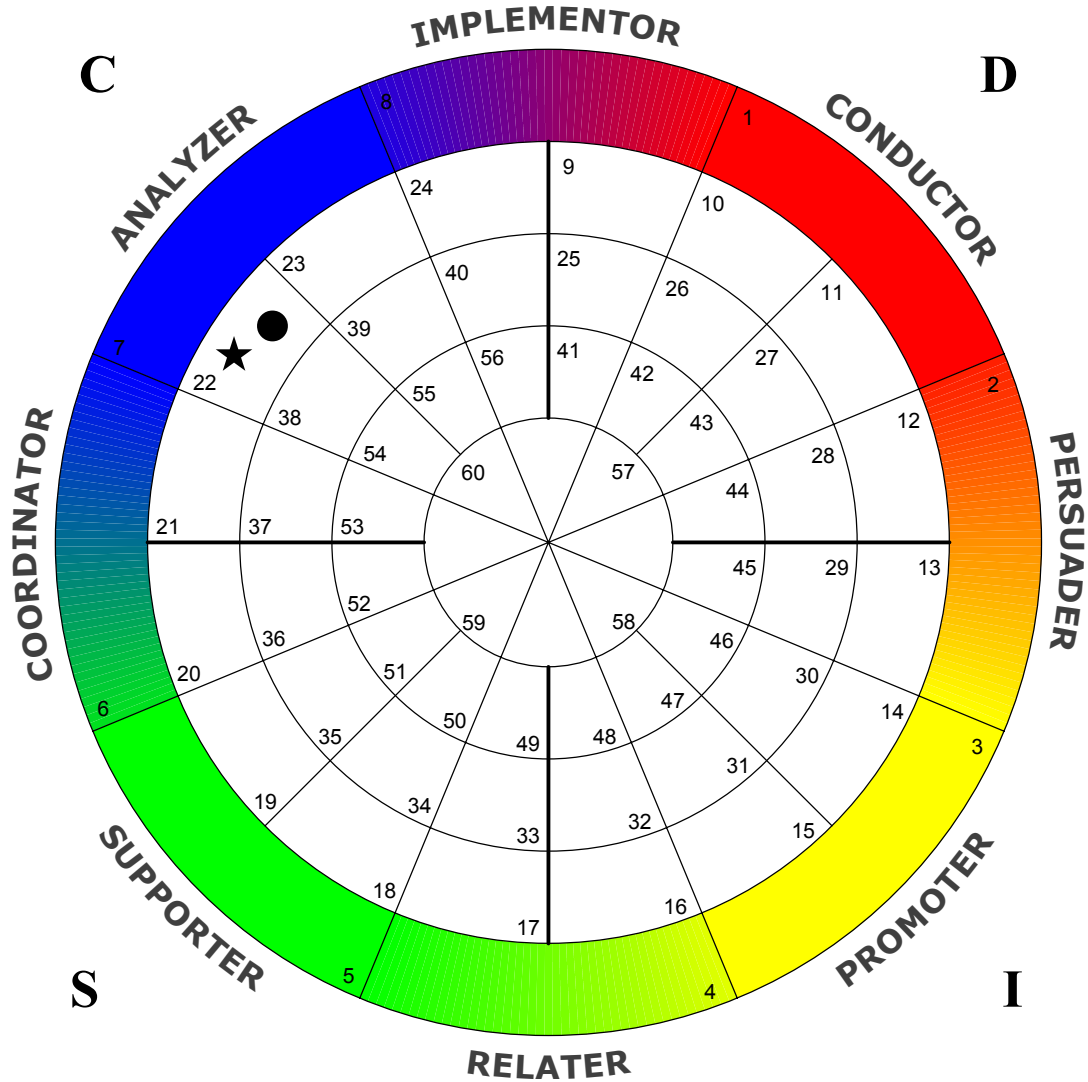
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THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (22) COORDINATING ANALYZER

Natural: ● (22) COORDINATING ANALYZER

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