

MANAGING FOR SUCCESS®

Employee-Manager™ Version

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

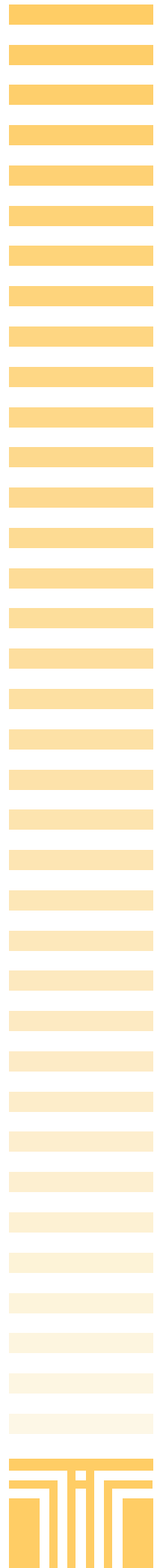
John Smith

Manager
Sample Report
26/8/1998

"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.

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 likes to set his own pace. When others try to rush him, he feels threatened and may balk. Patience, control and deliberateness characterize his usual behaviour. Outwardly, he may appear to be totally accepting of others. He may, however, have deep convictions that are not apparent to others. He prefers to help and support others rather than compete against them. John is a good team member, but he will, if forced, go it alone. He sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family. Loyalty and being a team player are usually his goals. He is a good, steady, dependable team member. While he is usually considered as people-oriented, he does have a technical side. John does not resist change as much as he resists being changed. He needs to be an active participant in situations that will impact his work. Relationships with others are warm, personal and lasting.

John may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. Occasionally he will underplay bad news, if telling it as it is will offend someone. He may fear it would disturb the relationship. He is good at analysing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. John is persistent and persevering in his approach to achieving goals. He may tend to fight for his beliefs or those things he feels passionate about. He finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably will not want to repeat the process.

John does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. He likes a friendly, open style of communication. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He 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. John is quick to pick up on group dynamics and skilled in fitting in with a group. He brings both speaking and listening skills to the group. He will be open with those he trusts; however, reaching the required trust level may take time. He is not easily triggered or explosive, but he may conceal some grievances because he does not always state his feelings.

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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.

- People-oriented.
- Good at reconciling factions--is calming and adds stability.
- Respect for authority and organizational structure.
- Adaptable.
- Works for a leader and a cause.
- Turns confrontation into positives.
- Builds good relationships.

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:

- Define clearly (preferably in writing) individual contributions.
- Support your communications with correct facts and data.
- Give him time to ask questions.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Use scheduled timetable when implementing new action.
- Provide a friendly environment.
- Be sincere and use a tone of voice that shows sincerity.
- Give him time to verify reliability of your comments--be accurate and realistic.
- Provide solid, tangible, practical evidence.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Be prepared.

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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:

- Give your presentation in random order.
- Push too hard, or be unrealistic with deadlines.
- Debate about facts and figures.
- Talk to him when you are extremely angry.
- Keep deciding for him, or he will lose initiative. Do not leave him without backup support.
- Rush him in the decision-making process.
- Use testimonies from unreliable sources.
- Talk in a loud voice or use confrontation.
- Offer assurance and guarantees you cannot fulfil.
- Manipulate or push him into agreeing because he probably will not fight back.
- Do not be haphazard.

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.

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.

- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Work place where people seldom get mad.
- A stable and predictable environment.
- An environment that allows time to change.
- Assignments that can be completed one at a time.
- Jobs for which standards and methods are established.
- Practical work procedures.

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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:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

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

Nondemonstrative
Unconcerned

Hesitant
Inflexible

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

Possessive
Detached

Stubborn
Insensitive

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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	
Undemanding	Suspicious	Impatient	Opinionated
Cautious	Matter-of-Fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable	Pessimistic	Flexible	Uninhibited
Modest	Moody	Impulsive	Arbitrary
Peaceful	Critical	Impetuous	Unbending
Unobtrusive		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 uses a laid-back and peaceful approach to problem solving. He tends to solve problems in a reactive and team-oriented manner. John tends to be unobtrusive and avoids confrontation so he can be seen as a true team player.

PROBLEMS - CHALLENGES (Adapted)

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

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 will use an undemonstrative approach to influencing others. He prefers to let the facts and figures stand for themselves. Rarely will he embellish the facts. His trust level is calculated on each interaction.

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NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

John is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

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 concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

PROCEDURES - CONSTRAINTS (Adapted)

John is displaying a natural concern for quality and procedures that acquire quality. He wants to know the rules so he can abide by them.

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.

- Being cordial and helpful when dealing with new clients or customers.
- Freedom from confrontation.
- Solving problems thoughtfully, in an analytical style.
- Undemanding of others' time and attention.
- Consistency of task performance.
- Logical solutions.
- Presenting a calm demeanour, especially when crisis occurs.
- Using a disciplined approach.
- Being conservative, not competitive, in nature.
- Being a good "team player."
- Diplomatic cooperation in team interaction.

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:

- Identification with fellow workers.
- A predictable environment.
- Specific questions--not general or open-ended.
- Proof that the idea has been tested and has worked for others.
- Activities he can start and finish.
- Activities that do not infringe on family life.
- A plan he understands.
- Complete directions for work to be completed.
- Safety and security of the situation.
- To be a member of a small team.
- Peace and harmony.

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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:

- A participative climate (teams or committees).
- Assistance in new or difficult assignments.
- A warm and friendly work environment.
- The facts in a logical sequence.
- A program to encourage creativity and self-worth.
- Methods to translate ideas into action.
- Support in the clutch or when pressured for quick results.
- A feeling of belonging--to know how important he is to the team.
- To be introduced to the new employees.
- Clear assignments with detailed instructions.
- A way to say "no" when he feels "no."

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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:

- Yield to avoid controversy--attempt to avoid the antagonistic environment.
- Become resistive and indecisive when forced to act quickly. Without proper information he will resist in a passive-aggressive manner.
- Hold a grudge if his personal beliefs are attacked.
- Tendency to underestimate his abilities.
- Be dependent on others for decisions, even if he knows he is right.
- Avoid accountability by overstating the complexity of the situation.
- Need help in prioritizing new assignments.

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ACTION PLAN

Name: John Smith

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.

Date to Begin: _____ Date to Review: _____

BEHAVIOURAL FACTOR INDICATOR™

Management Version

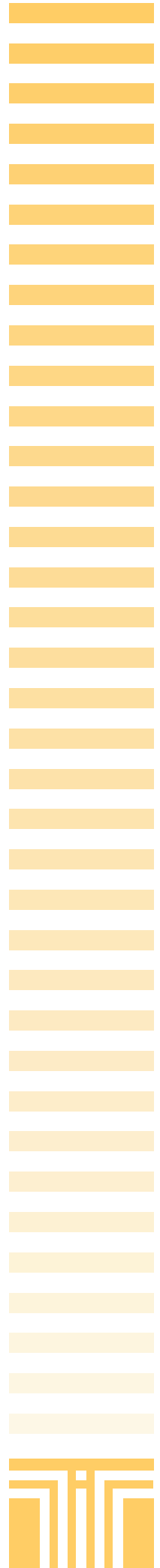
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INTRODUCTION

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.

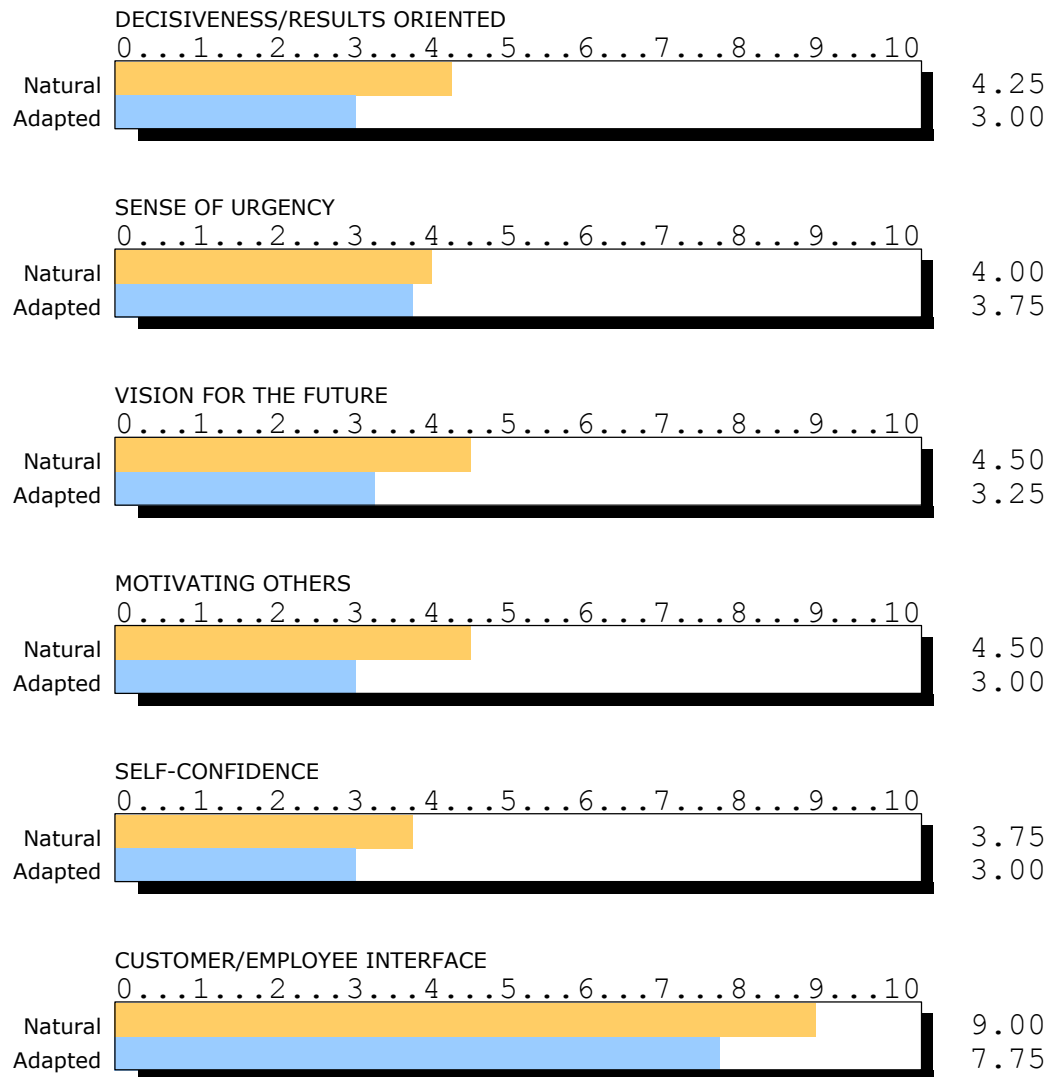
Knowledge of your behaviour will allow you to develop strategies to win in any environment you choose.

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SPECIFIC FACTOR ANALYSIS

John Smith

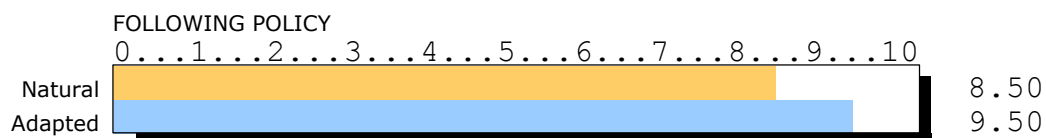
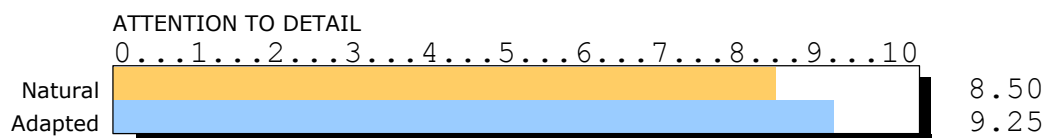
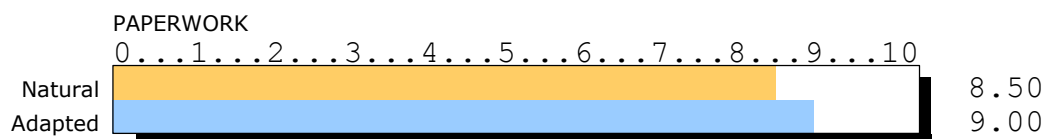
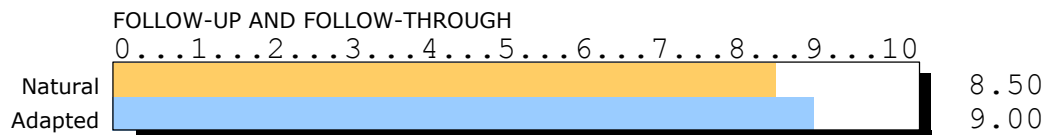
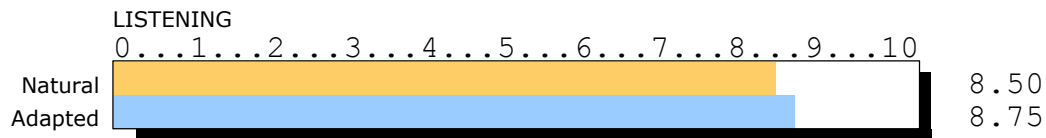


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SPECIFIC FACTOR ANALYSIS

John Smith



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STYLE ANALYSIS™ GRAPHS

John Smith

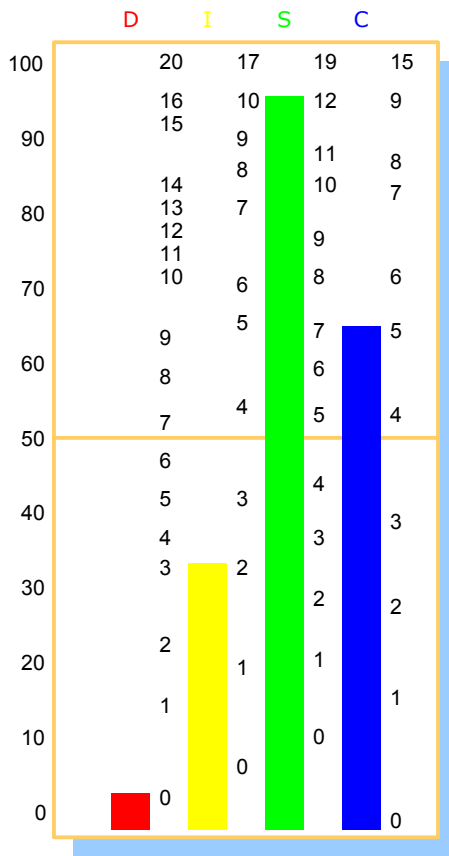
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MOST

Graph I

Adapted Style



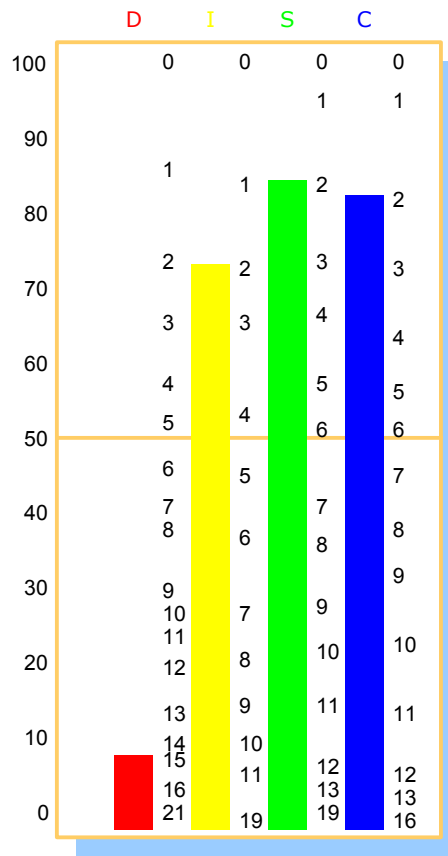
Score
%

0	2	12	5
4	34	95	65

LEAST

Graph II

Natural Style



15	2	2	2
9	73	84	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.

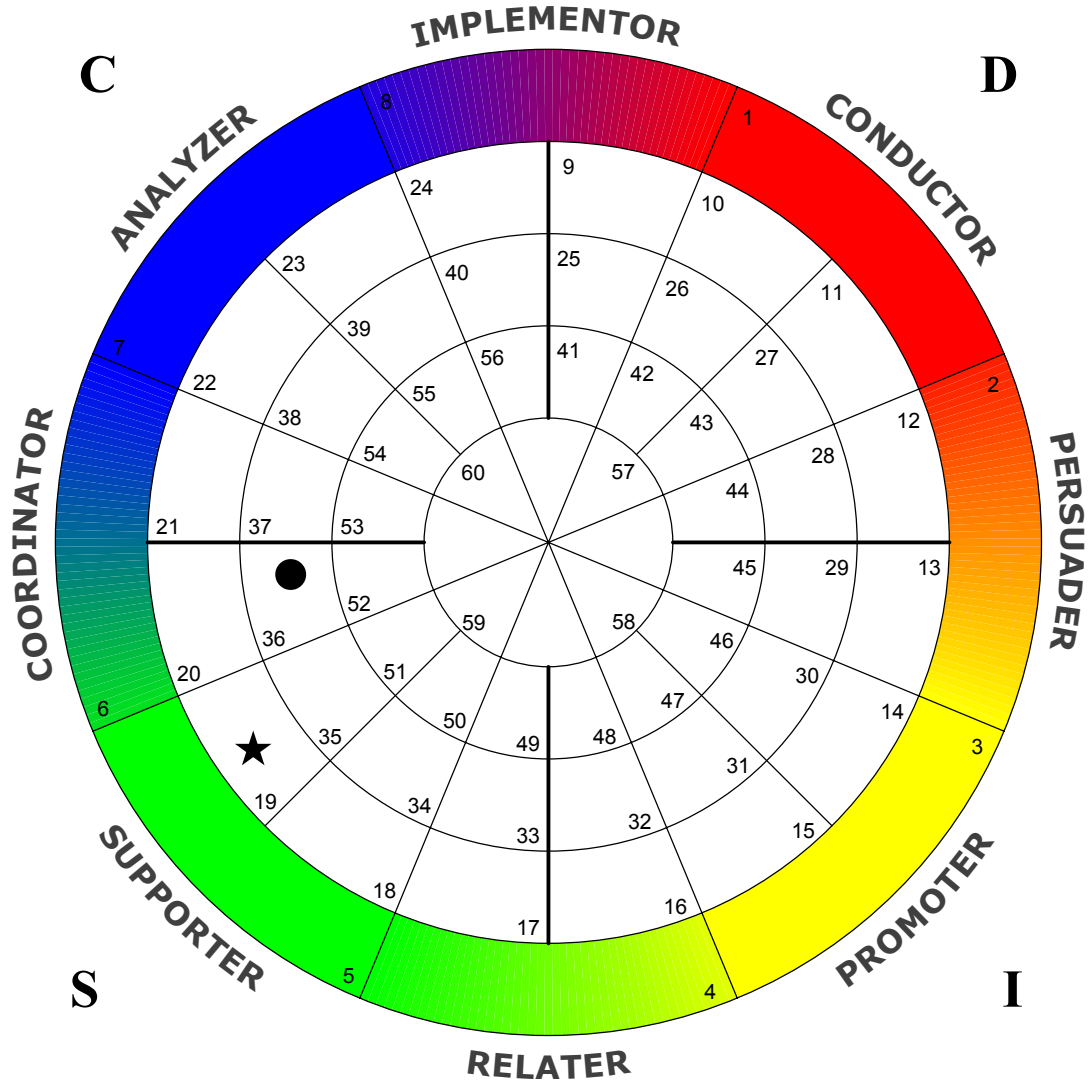
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THE SUCCESS INSIGHTS® WHEEL

John Smith

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Adapted: ★ (19) COORDINATING SUPPORTER

Natural: ● (36) SUPPORTING COORDINATOR (FLEXIBLE)

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