

MANAGING FOR SUCCESS®

Executive Version

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

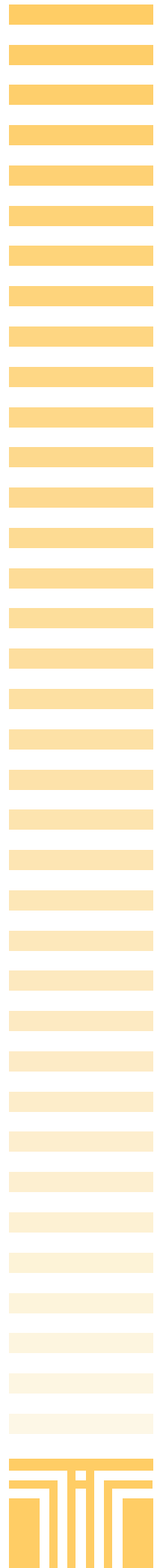
John Smith

Chief Executive
Sample Report
18/4/2002

"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 displays a high energy factor and is optimistic about the results he can achieve. The word "cannot" is not in his vocabulary. He is aggressive and confident. He enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. He is comfortable in an environment that may be characterized by high pressure and is variety-oriented. John has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He seeks his own solutions to problems. In this way, his independent nature comes into play. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. Under pressure, John has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task.

John has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He prefers authority equal to his responsibility. He finds it easy to share his opinions on solving work-related problems. Sometimes he becomes emotionally involved in the decision-making process. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. 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. He likes to make decisions quickly.

John tends to be intolerant of people who seem ambiguous or think too slowly. He may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. He challenges people who volunteer their opinions. He tends to influence people by being direct, friendly and results-oriented. John 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. He may lack the patience to listen and communicate with slower acting people. 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. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others!

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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.

- Thinks big.
- Challenge-oriented.
- Forward-looking and future-oriented.
- Tenacious.
- Accomplishes goals through people.
- Initiates activity.
- Competitive.

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:

- Understand his defiant nature.
- Support and maintain an environment where he can be efficient.
- Be brief--be bright--be gone.
- Present the facts logically; plan your presentation efficiently.
- Use a balanced, objective and emotional approach.
- Confront when in disagreement.
- Expect him to return to fight another day when he has received a "no" answer.
- Provide solutions--not opinions.
- Stick to business--let him decide if he wants to talk socially.
- Use a motivating approach, when appropriate.
- Appeal to the benefits he will receive.
- Look for his oversights.

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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:

- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Be redundant.
- Hesitate when confronted.
- Come with a ready-made decision, or make it for him.
- Try to build personal relationships.
- Reinforce agreement with "I'm with you."
- Direct or order.
- Take credit for his accomplishments.
- Let him overpower you with verbiage.
- Be paternalistic.
- Ramble on, or waste his time.
- Let disagreement reflect on him personally.
- Try to convince by "personal" means.

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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 in which 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.

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		Variety-Oriented	
Unsure	Logical	Demonstrative	Obstinate
Undemanding	Undemonstrative	Impatient	Opinionated
Cautious	Suspicious	Pressure-Oriented	Unsystematic
Mild	Matter-of-Fact	Eager	Self-Righteous
Agreeable	Incisive	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 tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

PROBLEMS - CHALLENGES (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.

PEOPLE - CONTACTS (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.

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NATURAL AND ADAPTED STYLE

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.

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 independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.

PROCEDURES - CONSTRAINTS (Adapted)

John shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John sees little or no need to change his response to the environment.

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.

- Dedicated to "going it alone" when necessary.
- Making tactful decisions.
- Being creative and unconventional in making a point.
- Positive, outgoing, friendly behaviour.
- Acting independently and without precedent.
- Flexibility.
- Obtaining results through people.
- Firm commitment to accomplishments.
- Using a creative approach in decision making.
- Flaunting independence.
- Contacting people using a variety of modes.
- Motivating people to take action by using persuasive skills.
- Being independent and innovative.

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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:

- Be explosive by nature and lack the patience to negotiate.
- Fail to complete what he starts because of adding more and more projects.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Take on too much, too soon, too fast.
- Be a one-way communicator--does not listen to the total story before introducing his opinion.
- Be so concerned with big picture; he forgets to see the little pieces.
- Have no concept of the problems that slower-moving people may have with his style.
- Overstep authority and prerogatives--will override others.
- Be crisis-oriented.

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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

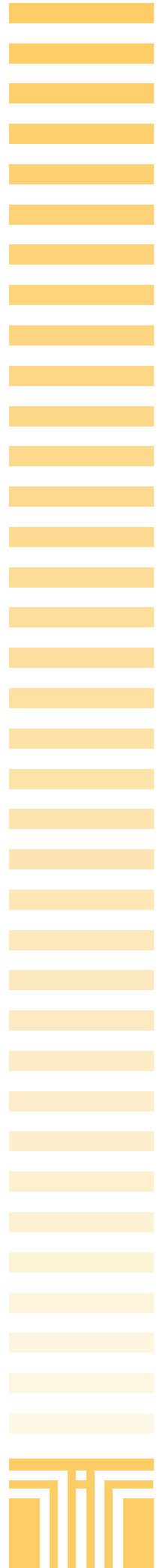
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INTRODUCTION

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.

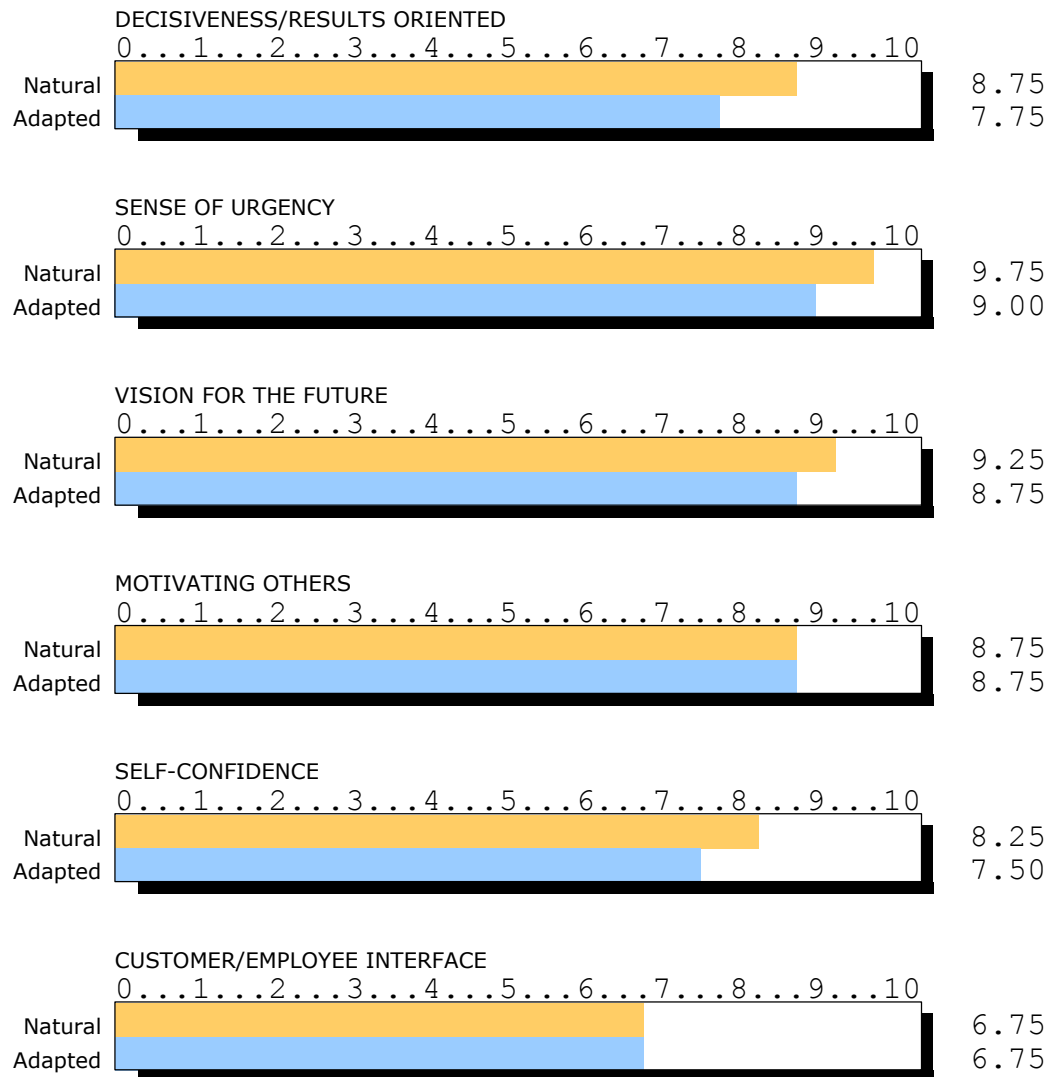
Knowledge of your behaviour will allow you to develop strategies to win in any environment you choose.

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SPECIFIC FACTOR ANALYSIS

John Smith

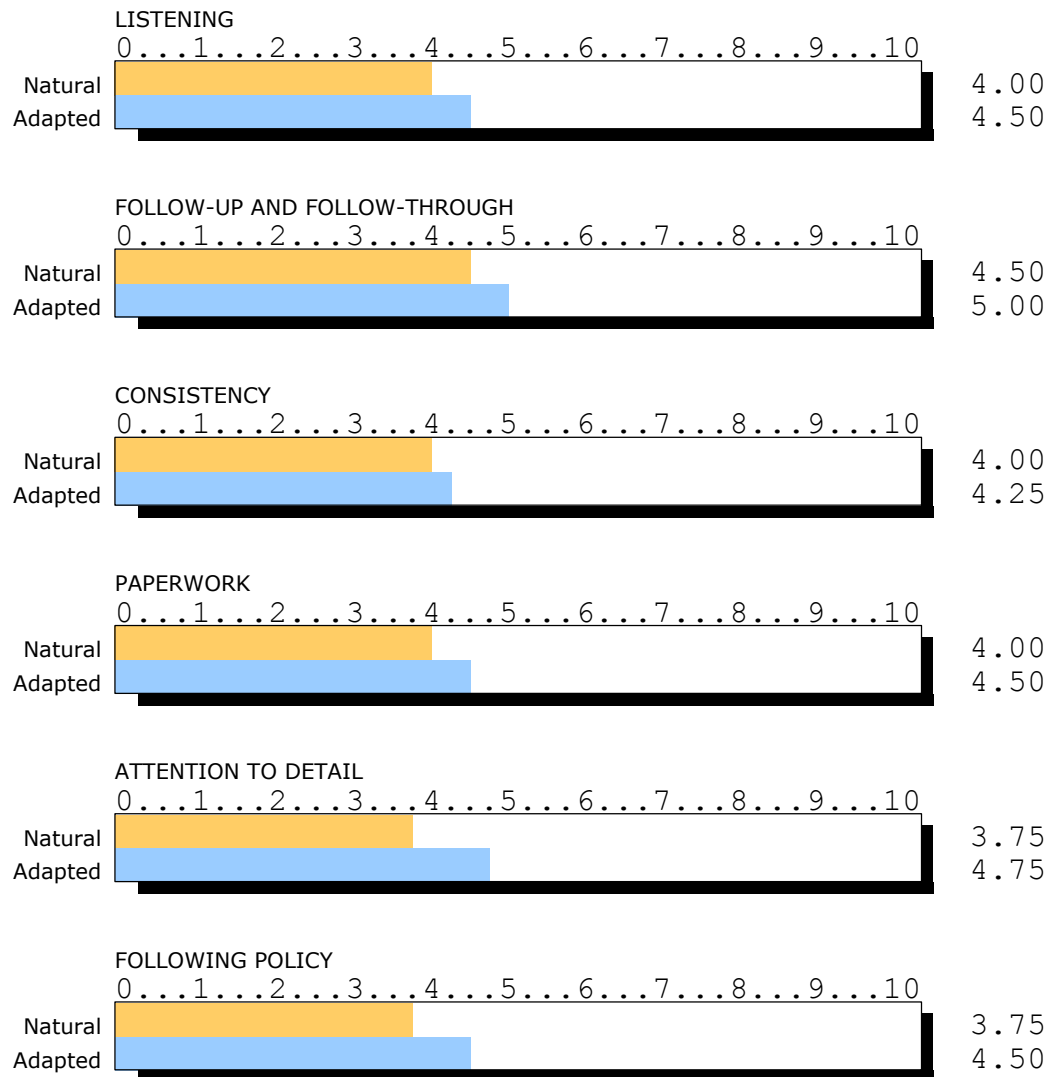


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SPECIFIC FACTOR ANALYSIS

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STYLE ANALYSIS™ GRAPHS

John Smith

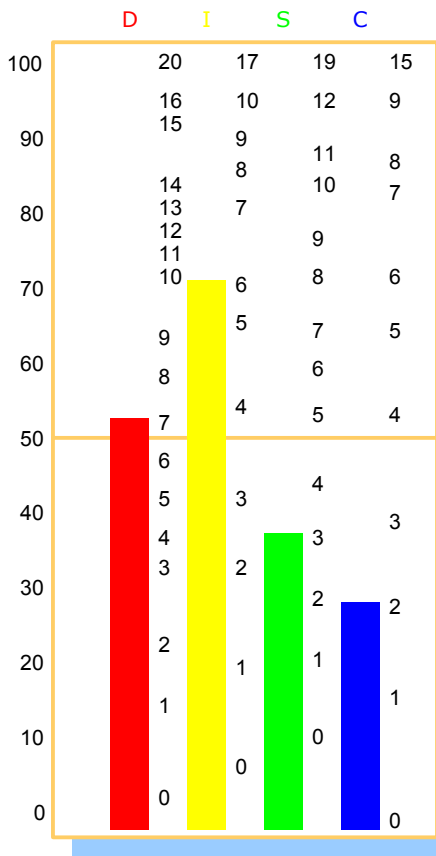
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MOST

Graph I

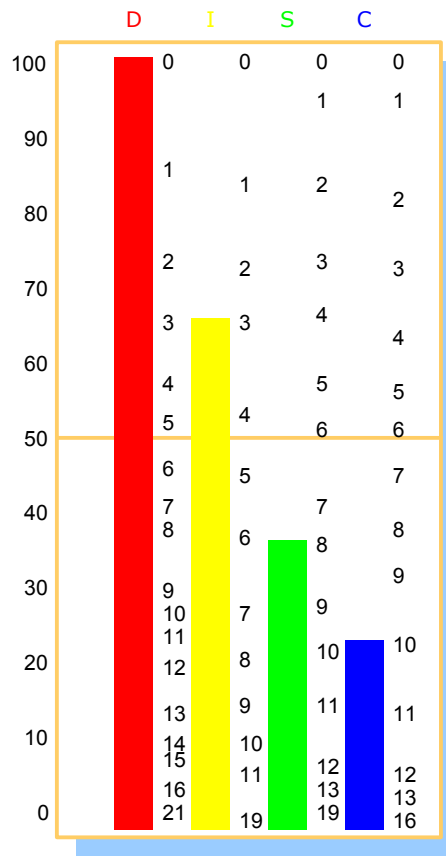
Adapted Style



LEAST

Graph II

Natural Style



Score
%

7	6	3	2
53	71	38	29

0	3	8	10
100	66	37	24

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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.

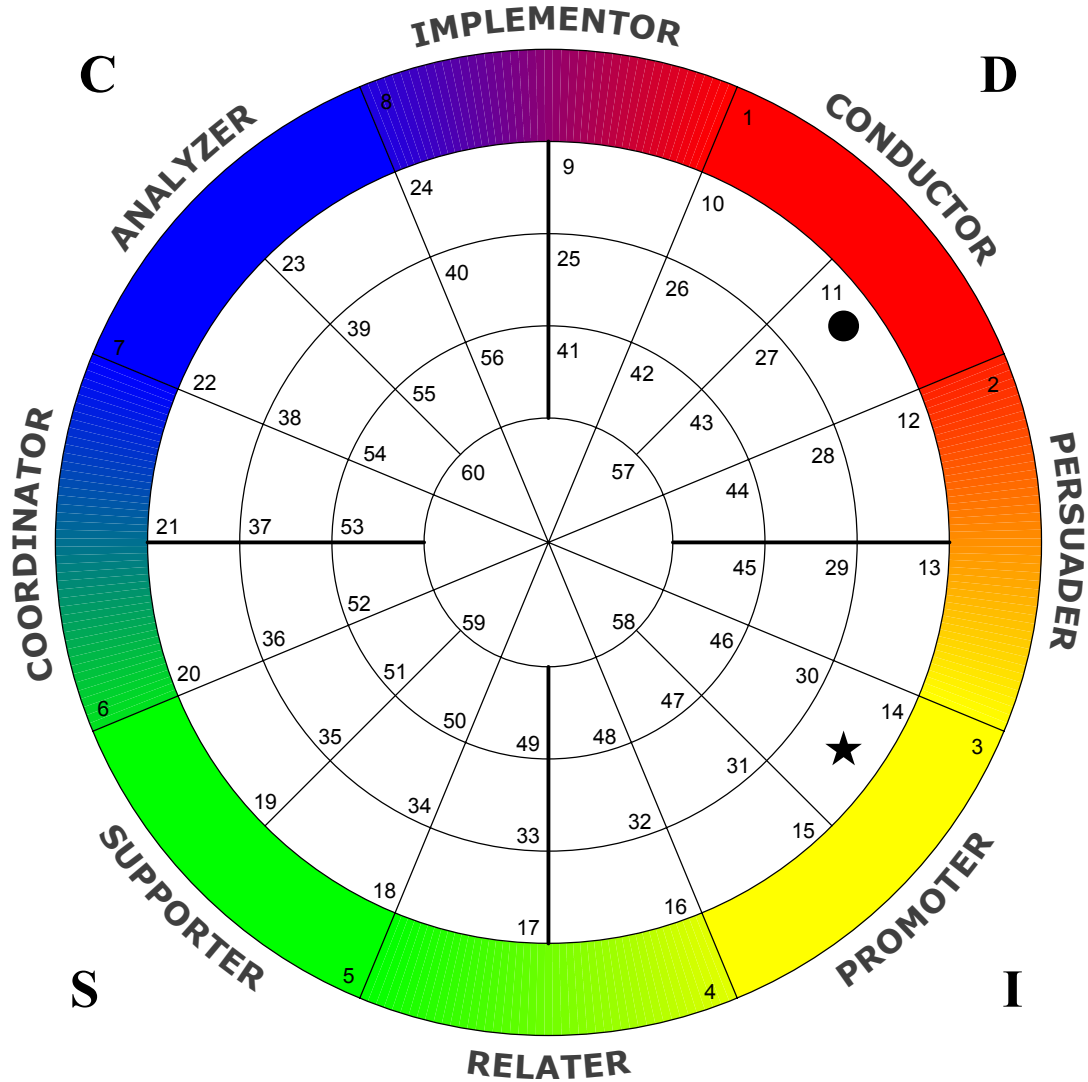
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THE SUCCESS INSIGHTS® WHEEL

John Smith

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Adapted: ★ (14) PERSUADING PROMOTER

Natural: ● (11) PERSUADING CONDUCTOR

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