

# MANAGING FOR SUCCESS®

Team Building Version

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

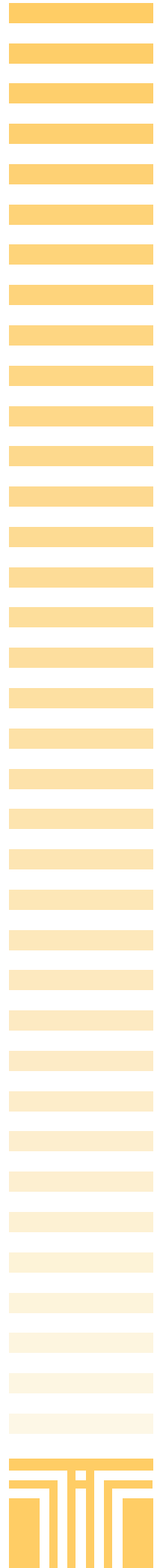
**Jane Smith**

Sample Report  
21/2/2002

*"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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## BASIC CHARACTERISTICS

*Based on Jane's responses, the report has generated general behavioural statements to provide information on her natural behaviour. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Jane's natural behaviour.*

Jane likes harmony and cooperation. Most of the time she appears as cool, calm and controlled. She may not project a sense of urgency like some people with different behavioural styles. She can be motivated through teamwork. She likes to know she is a valued team member. She wants to be seen as a responsible person, and will avoid behaviour that could be seen by others as irresponsible. Jane can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when she is in her comfort zone. Patience, control and deliberateness characterize her usual behaviour. She dislikes volunteering her opinion until she has collected sufficient information to warrant an opinion. Jane's flexibility will allow her to fit into almost any environment. Jane requires many good reasons, as well as the benefits involved, before agreeing to making changes. When the time is right, Jane can stand up aggressively for what she believes.

Jane tries to use balanced judgment. She is the person who brings stability to the entire team. She can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. Occasionally she will underplay bad news, if telling it as it is will offend someone. She may fear it would disturb the relationship. She finds making decisions easier when she knows that others she respects are doing the same thing; she then has a feeling of stability and "family." Jane may tend to fight for her beliefs or those things she feels passionate about. Making plans and following those plans is important to her. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably will not want to repeat the process.

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

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# WORK CHARACTERISTICS

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

- Being cooperative and supportive.
- Presenting a practical, proven approach to decision making.
- Being a good "team player."
- Contacting people using a variety of modes.
- Using restraint when confrontation occurs.
- Obtaining results through people.
- Flexibility.
- Positive, outgoing, friendly behaviour.
- Participative decision making.
- Making tactful decisions.
- Undemanding of others' time and attention.
- Being cordial and helpful when dealing with new clients or customers.
- Motivating people to take action by using persuasive skills.

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## VALUE TO THE TEAM

*This section of the report identifies Jane's value to the team. Discuss this list and identify those values most important to the team.*

- Works for a leader and a cause.
- Builds good relationships.
- Dependable team player.
- Flexible.
- Turns confrontation into positives.
- Adaptable.

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## VALUE TO THE ORGANIZATION

*This section identifies the behaviour Jane brings to the organization. Use these statements to capitalize on Jane's value to the team and organization.*

- Accomplishes goals through people.
- Builds confidence in others.
- Respect for authority and organizational structure.
- Optimistic and enthusiastic.
- Turns confrontation into positives.
- People-oriented.
- Will gather data for decision making.
- Adaptable.

# EFFECTIVE COMMUNICATION

*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.
- Keep conversation at discussion level.
- Be sincere and use a tone of voice that shows sincerity.
- Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.
- Provide a friendly environment.
- Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Take your time and be persistent.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Support your communications with correct facts and data.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Take time to be sure that she is in agreement and understands what you said.

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## DO NOTS 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.*

### Do not:

- Push too hard, or be unrealistic with deadlines.
- Debate about facts and figures.
- Make promises you cannot deliver.
- Force her to respond quickly to your objectives. Do not say "Here's how I see it."
- Patronize or demean her by using subtlety or incentive.
- Talk in a loud voice or use confrontation.
- Keep deciding for her, or she will lose initiative. Do not leave her without backup support.
- Rush her in the decision-making process.
- Be abrupt and rapid.
- Do not be haphazard.
- Manipulate or push her into agreeing because she probably will not fight back.
- Use testimonies from unreliable sources.
- Be domineering or demanding; do not threaten with position power.

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## 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.
- 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.

## TEAM EFFECTIVENESS FACTORS

*Jane's behavioural 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 - Predictable and reliable. POTENTIAL WEAKNESS - May be inflexible and resist change.
- STRENGTH - Stable and persistent. POTENTIAL WEAKNESS - Be relaxed and contented with things the way they are.
- STRENGTH - Will work for a cause and a leader. POTENTIAL WEAKNESS - May procrastinate on decisions when in the leadership role.
- STRENGTH - Good listener. POTENTIAL WEAKNESS - May be possessive of information.
- STRENGTH - Task-oriented. POTENTIAL WEAKNESS - May bury herself in the task and fail to deal with people problems in a timely fashion.

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# PERCEPTIONS

*A person's behaviour 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 behaviour. 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:

Considerate  
Good-Natured  
Team player

Thoughtful  
Dependable  
Good listener

### OTHERS' PERCEPTION

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

Nondemonstrative  
Unconcerned

Hesitant  
Inflexible

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

Possessive  
Detached

Stubborn  
Insensitive

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# DESCRIPTORS

Based on Jane's responses, the report has marked those words that describe her personal behaviour. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she 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	Opinionated
Undemanding	Suspicious	Impatient	Unsystematic
Cautious	Matter-of-Fact	Pressure-Oriented	Self-Righteous
Mild	Incisive	Eager	Uninhibited
Agreeable	Pessimistic	Flexible	Arbitrary
Modest	Moody	Impulsive	Unbending
Peaceful	Critical	Impetuous	Careless with Details
Unobtrusive		Hypertense	

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# ACTION PLAN

Name: Jane Smith

The following are examples of areas in which Jane may want to improve. Circle 1 to 3 areas and develop an action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

Communicating (Listening)

Team Goals

Setting Priorities

Understanding Team Members

Time Management

Career Goals

Personal Goals

Skill Development

Area:

1.

2.

3.

Area:

1.

2.

3.

Area:

1.

2.

3.

Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_

# STYLE ANALYSIS™ GRAPHS

Jane Smith

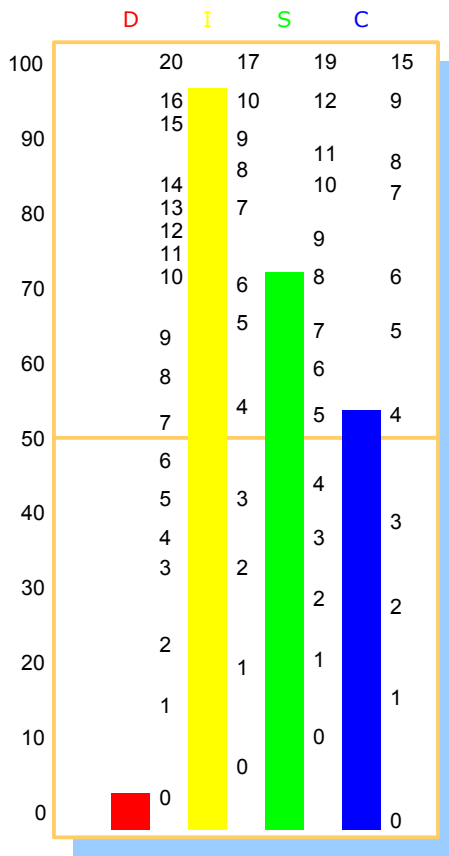
Sample Report

21/2/2002

MOST

Graph I

Adapted Style

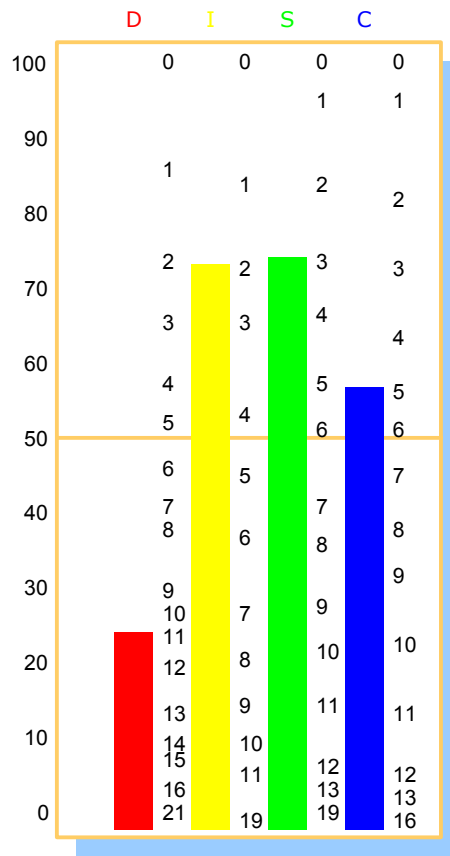


Score	0	11	8	4
%	4	96	72	54

LEAST

Graph II

Natural Style



Score	11	2	3	5
%	25	73	74	57

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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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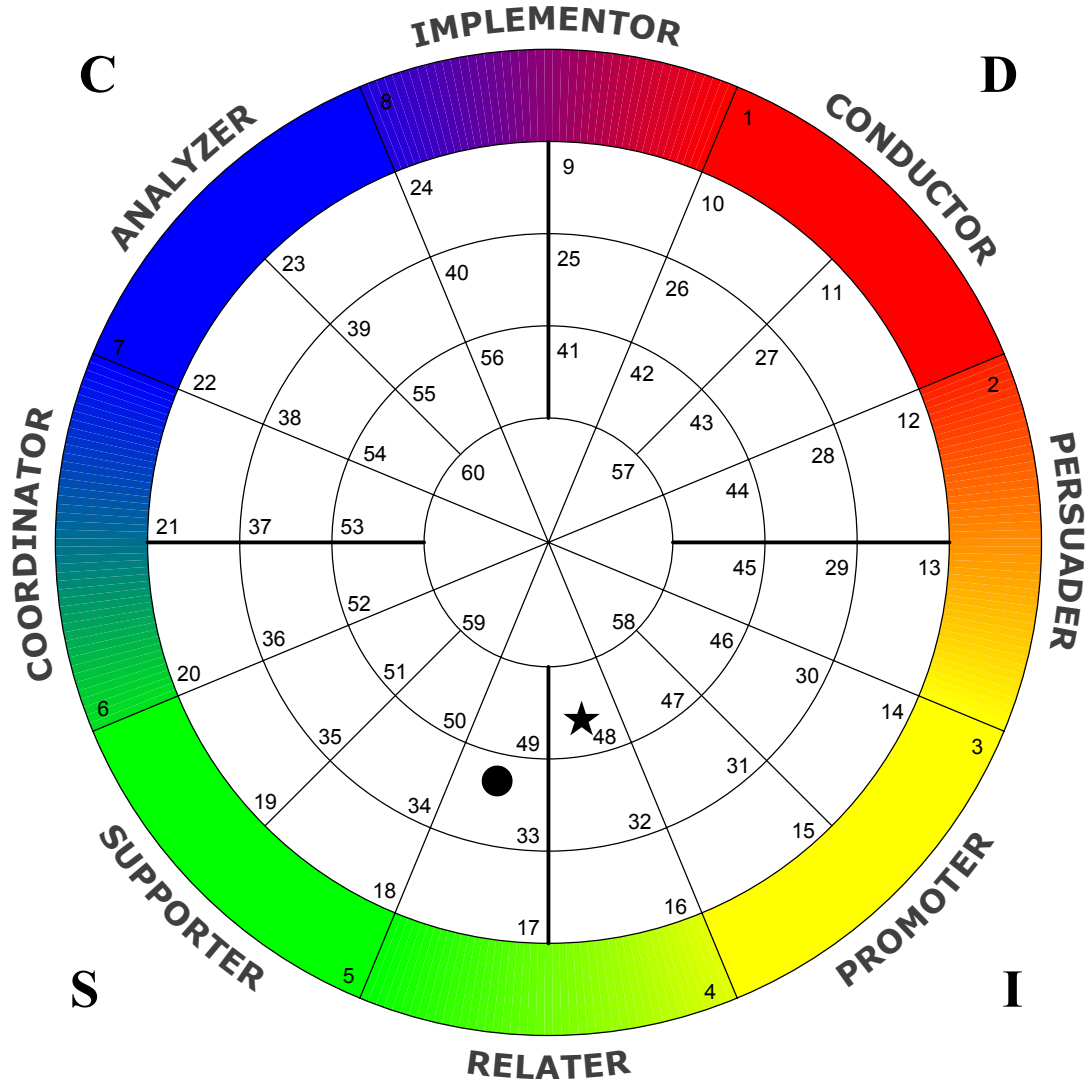
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# THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (48) PROMOTING RELATER (ACROSS)

Natural: ● (33) SUPPORTING RELATER (FLEXIBLE)

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