

MANAGING FOR SUCCESS®

Time P.L.U.S.™ Version

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

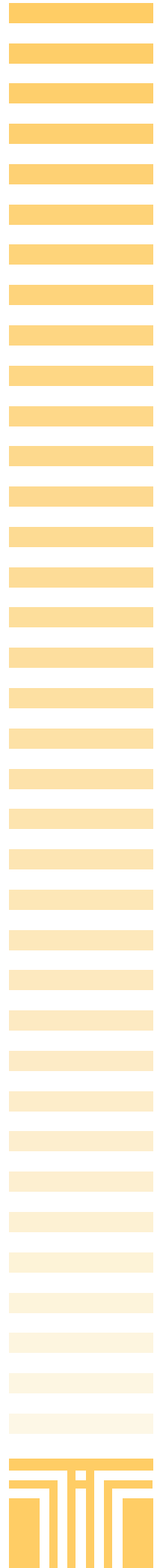
John Smith

Manager
Sample Report
7/4/2001

"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. Our ability to interact effectively in any given environment may determine the difference between our success or failure in the workplace and in our personal relationships.

Effective use of time starts with an accurate perception of ourselves. This report was designed to quantify information on how you see yourself. The report translates that information into how others may see you to assist in formulating strategies to better manage your time.

Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements which are true for you and areas of behaviour in which you show tendencies. Delete any statement from this report that you feel does not apply after checking with a friend or colleague to see if they agree with you. Sometimes we are not aware of certain behavioural traits that are seen by others.

***"All people exhibit all four behavioural factors in varying degrees of intensity."
-W.M. Marston***

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GENERAL CHARACTERISTICS

Based on your responses, the report has selected general statements to provide a broad understanding of your work style. These statements identify the basic natural behaviour that you bring to the job. That is, if left on your own, HOW YOU WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of your natural behaviour.

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. He can be motivated through teamwork. He likes to know he is a valued team member. He sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family. He dislikes volunteering his opinion until he has collected sufficient information to warrant an opinion. Once John has come to a decision, others may find it difficult to change his mind. If changes are inevitable, and he sees enough benefits, they will be made. He likes to start and finish activities. Others who work with him know they can depend on him. When the time is right, John can stand up aggressively for what he believes. He likes to develop a routine in both his personal and professional life and will function best when this routine is maintained. John has great abilities to concentrate on details. This concentration may be intense. He is family-oriented. He may go to great lengths to insure the "happiness" of his personal or work family.

John prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. When challenged he can become objective, searching hard for facts and figures. This may be his way of defending his decisions. He may tend to fight for his beliefs or those things he feels passionate about. He adheres to company policy and does not break the rules just for the sake of breaking them. John tends to make decisions based on past experiences. He prefers the "tried and true." Making plans and following those plans is important to him. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." 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."

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. Rarely does he display his emotions; that is, he projects a good poker face. Others may get the feeling that he is unfriendly, when in reality he is not. Most people see him as being a considerate and modest person. He probably will not try to steal the spotlight from others. He is somewhat reserved with those he does not trust or know. After trust has been established, he may be open and candid. John usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. Sometimes he will withdraw from a verbal battle. If he feels strong about an issue, he may retreat to gather his resources and then return to take a stand! He remains aloof from active participation in unfamiliar groups. He will talk more, however, in a group of people he trusts and has known for a long time. He tends to be possessive of information; that is, he does not voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors.

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TIME WASTERS

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

1. RESISTING CHANGE

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

POSSIBLE CAUSES:

- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

POSSIBLE SOLUTIONS:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others

2. HABITS

A habit is a specific thought, behaviour or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

POSSIBLE CAUSES:

- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behaviour

POSSIBLE SOLUTIONS:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

3. FAILURE TO ANTICIPATE

Failure to anticipate is the lack of focusing on possible outcomes or requirements.

POSSIBLE CAUSES:

- Expect only the best to happen
- Expect everyone else to do their best
- Trust the system to run well
- Focus on the here and now rather than the future
- Resist change

POSSIBLE SOLUTIONS:

- Set aside a specific amount of time each day to consider outcome possibilities
- Talk with others who may have prior experience with a specific task or person

4. POSTPONE THE UNPLEASANT

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

POSSIBLE CAUSES:

- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

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TIME WASTERS

POSSIBLE SOLUTIONS:

- Change your routine and, for one week, do the unpleasant tasks first
- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems

5. FAILURE TO SHARE INFORMATION

The failure to share information is the inability or unwillingness to discuss with others.

POSSIBLE CAUSES:

- Do not think others want to know the information
- Unclear of the way the information will be used/received
- Wait until asked before sharing information

POSSIBLE SOLUTIONS:

- Let others know that they need to ask for information
- Share with those whose opinions you trust

6. NOT EXERCISING AUTHORITY

Not exercising authority is the inability to make decisions that might adversely impact some people and compromises the success of task accomplishment. It is also the resistance to making the tough calls.

POSSIBLE CAUSES:

- Want to be seen as supportive
- Believe people will do what is right
- Fear offending others
- Fear creating conflict between team members

POSSIBLE SOLUTIONS:

- Have clearly defined and written performance objectives
- Have clearly written rationale for specific decisions
- Assign decision reporting to the deputy/assistant
- Appoint a strong deputy or assistant
- Have a "Good Guy/Bad Guy" image agreement with deputy/assistant

CHECKLIST FOR COMMUNICATING

This section of the report is a lists of things to DO when communicating with you. Read each statement and then identify 3 or 4 that are most important to your optimal use of time. By sharing this information with others, the better they can plan meetings, presentations and informal discussions. This will result in more efficient and time saving the communications.

Do:

- Provide details in writing.
- Listen to him.
- Give him time to analyze the data before making a decision.
- Have the facts in logical order.
- Keep at least three feet away from him.
- Define clearly (preferably in writing) individual contributions.
- Be prepared with the facts and figures.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Use expert testimonials.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.

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DO NOTS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with you. Read each statement and identify those that cause the most frustration. By sharing this information, both parties can avoid time wasting interactions and achieve more effective communications.

Do not:

- Manipulate or push him into agreeing because he probably will not fight back.
- Be abrupt and rapid.
- Be domineering or demanding; do not threaten with position power.
- Leave things open to interpretation.
- Use inappropriate buzz words.
- Overuse emotion.
- Stand too close--give two to three feet of space.
- Force him to respond quickly to your objectives. Do not say "Here's how I see it."
- Say "trust me"--provide him with the answers to his questions.
- Use high speed, intense inputs.
- Make statements you cannot prove.

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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	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		Impetuous	
Unobtrusive	Critical	Hypertense	Careless with Details

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INTERACTIVE FLEXIBILITY

Each person is different and each has needs they want met. This section will help you identify four basic behavioural styles of others. It will provide you with valuable information for meeting their needs. As you develop strategies for meeting their needs, you will gain their commitment and cooperation. You will be able to understand how interacting with different styles impacts your use of TIME.

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Fast-paced speech
- Gives a strong first impression
- Impatient
- Direct
- Tries to control the situation

Factors that will improve Interaction with this Style:

- Speed up - omit some of the details
- Speak with confidence
- Flatter their ego
- Do not waste their time
- Stress Service - be fast and efficient
- Stress new products and service

Factors that will create tension or dissatisfaction with this Style:

- Not reacting quickly
- Speaking slowly and deliberately

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INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Friendly and talkative
- Impulsive
- Uses many hand gestures when speaking
- Gets emotional
- Imprecise about the use of time

Factors that will improve Interaction with this Style:

- Be more demonstrative with your facial gestures
- Be flexible with your time schedule....allow time for them to talk
- Let them know you enjoy their company
- Be prepared for them to be emotional
- Let them know you are interested in helping them

Factors that will create tension or dissatisfaction with this Style:

- Not sharing information freely
- Not displaying a sense of urgency

INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Patient
- Easy going
- Uses an unemotional tone of voice
- Reserved
- Deliberate - methodical

Factors that will improve Interaction with this Style:

- Maintain a friendly environment
- Show a demonstrated need for urgency
- Present information in a systematic fashion
- If change is necessary, give many reasons and benefits
- Show sincere appreciation
- Stress security
- Assure them that many others are using your product/service

Factors that will create tension or dissatisfaction with this Style:

- Not demonstrating personal attention
- Being possessive of information

INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Speaks slowly
- Asks questions about facts and data
- Deliberate in actions
- Uses few gestures
- Sceptical
- Suspicious

Factors that will improve Interaction with this Style:

- Be diplomatic and courteous
- Do not ask probing, personal questions
- Avoid criticism of their comments or choices
- Provide assurances of correct decisions
- Avoid sudden or abrupt changes
- Do not threaten them

Factors that will create tension or dissatisfaction with this Style:

- Sloppy work environment
- Overselling

ACTION PLAN

Name: John Smith

The following action plan will allow you the opportunity to minimize time wasters and increase available productive time. Periodically review your report and your action plan as a step toward achieving success.

1. Referring to the list of time wasters, which do you perceive to be your top three?
2. How could you improve or eliminate these time wasters?
3. With which behavioural style are you the most productive when working, and how does this impact your time management?
4. With which behavioural style are you the most unproductive when working and how does this impact your time management?
5. What could you do to improve your effectiveness when working with the styles listed in item four above?

STYLE ANALYSIS™ GRAPHS

John Smith

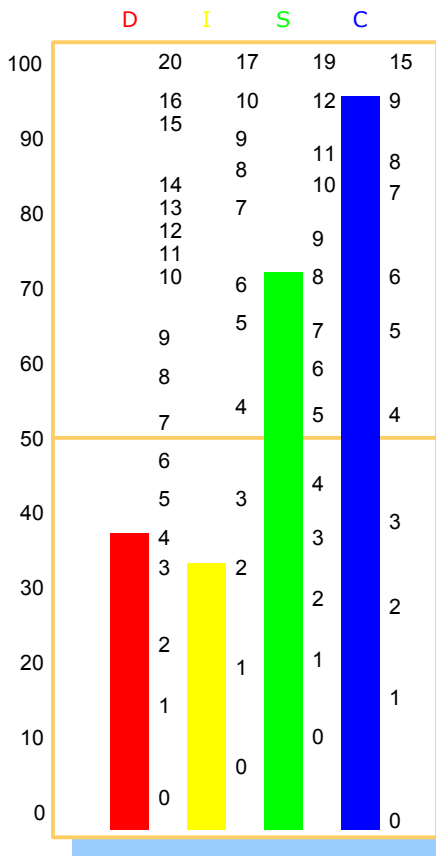
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MOST

Graph I

Adapted Style



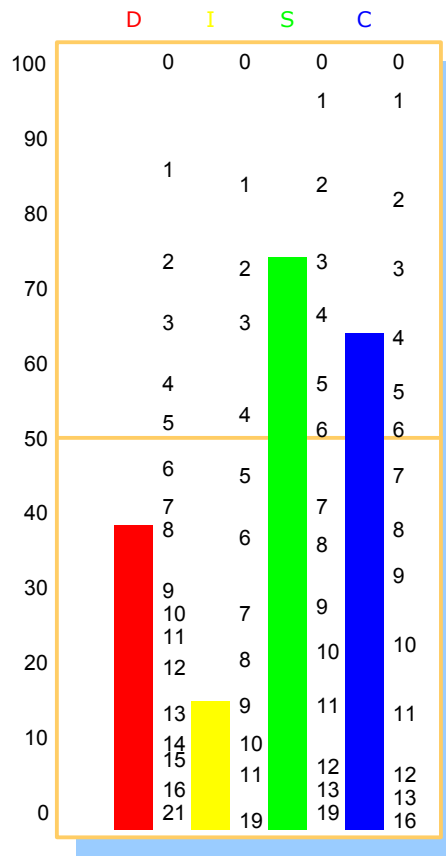
Score
%

4	2	8	9
38	34	72	95

LEAST

Graph II

Natural Style



8	9	3	4
39	16	74	64

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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.

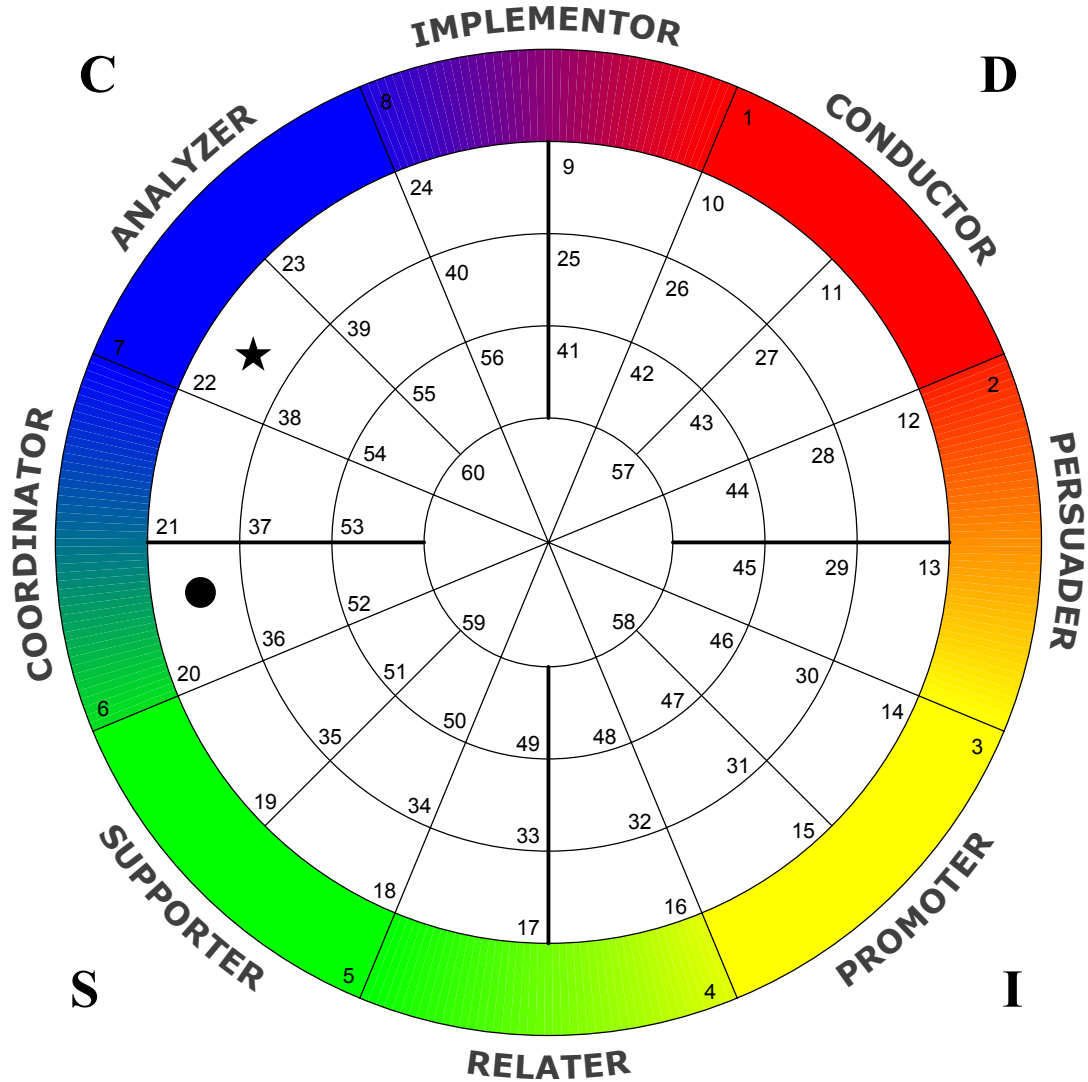
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THE SUCCESS INSIGHTS® WHEEL

John Smith

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Adapted: ★ (22) COORDINATING ANALYZER
Natural: ● (20) SUPPORTING COORDINATOR

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