

SUCCESSFUL CAREER PLANNING™

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

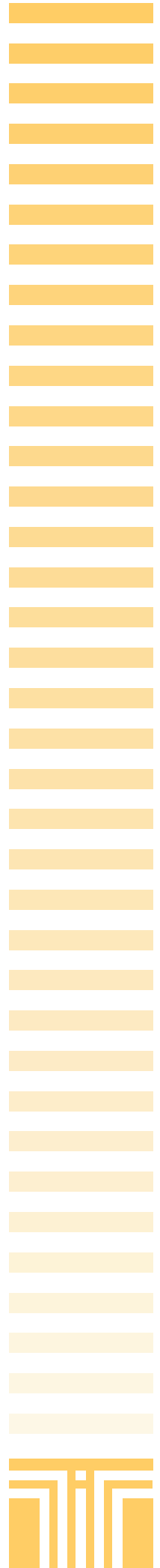
Jane Smith

Sample Report
28/11/2001

"Enabling Businesses to Succeed through People"

People Success Solutions

EXPERTS IN UNDERSTANDING BEHAVIOUR, VALUES AND SOFT SKILLS
26 SOUTH STREET, MILNATHORT, KINROSS, PERTSHIRE, KY13 9XA
TEL:(07773) 36-27-54 INFO@PEOPLESUCCESS.CO.UK FAX:(01455) 89-04-73
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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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PERSONAL CHARACTERISTICS

Based on Jane's responses, the report has selected general statements to provide you with a broad understanding of her work style. These statements identify the basic natural behaviour that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jane's natural behaviour.

Jane seeks popularity and social recognition. She likes to deal with people in a favourable social environment. She likes feedback from her manager on how she is doing. She influences most people with her warmth. She tries to influence others through a personal relationship and many times will perform services to develop this relationship. Jane, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. She may tend to agree to avoid confrontation. She is optimistic and usually has a positive sense of humour. She is approachable, affectionate and understanding. Jane is gregarious and sociable. She will be seen as a good mixer both on or off the job. She likes quality social relationships. She often will become friends with her customers or clients. She is most likely to be at her best in situations where important things, such as values, judgments, feelings and emotions are involved. She prides herself on her "intuition." She projects a self-assured and self-confident image.

Jane prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. She likes working for managers who make quick decisions. Jane will not be overlooked nor uninvolved. She will consistently try to inspire people to her point of view. She likes to participate in decision making. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. She is good at solving problems that deal with people.

Jane is both a good talker and a good listener. She may use her time imprecisely because she likes to talk to people. She will optimistically interact with people in an assured, diplomatic and poised manner. She can get emotional about any subject in which she believes. Jane is optimistic about her ability to influence people to her way of thinking. She is people-oriented and verbally fluent. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Jane will attempt to put them at ease.

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PERSONAL STRENGTHS

This section of the report identifies the specific talents and behaviour Jane brings to the job. By looking at these statements, one can identify her role in the organization. By identifying Jane's talent, the organization can develop a system to capitalize on her particular value to the organization and make her an integral part of the team.

- Works for a leader and a cause.
- Positive sense of humour.
- Optimistic and enthusiastic.
- Builds confidence in others.
- Accomplishes goals through people.
- Service-oriented.
- Verbalizes her feelings.

BASIC NEEDS

In this section are some needs which must be met in order for Jane to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Jane and her counselor should go over the list and identify 3 or 4 statements that are most important to her. This allows Jane to participate in forming her own personal management plan.

Jane needs:

- Objectivity when dealing with people because of her high trust level.
- To set professional and family goals.
- The facts in a logical sequence.
- A rational approach to decision making--analyze the facts.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- A feeling of belonging--to know how important she is to the team.
- To be informed of things which affect her.
- Shortcut methods that do not affect quality of the work.
- Conditioning prior to change.
- More control of body language.
- A program to encourage creativity and self-worth.

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ADAPTED STYLE

This section gives general information on behaviour that Jane deems necessary to be successful on the job. One should read this section and determine if the behaviour described is job related. If the behaviour is not job-related, Jane does not understand the behaviour required to be successful in the job.

- Contacting people using a variety of modes.
- Limited or prepared changes in routine.
- Positive, outgoing, friendly behaviour.
- Freedom from confrontation.
- Adherence to established guidelines and procedures.
- Making tactful decisions.
- Consistency of task performance.
- Flexibility.
- Diplomatic cooperation in team interaction.
- Motivating people to take action by using persuasive skills.
- Exhibiting patience and good listening skills.
- Logical solutions.
- Participative decision making.

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PRESENT WANTS

This section of the report was produced by analysing Jane's wants. People are motivated by the things they want, thus: wants that are satisfied no longer motivate. Analyze each statement produced in this section and highlight those that are present "wants."

Jane wants:

- Participation in meetings on future planning.
- To be trusted.
- Freedom to talk and participate on the team.
- Freedom from control and detail.
- A friendly work environment.
- Constant appreciation, and a feeling of security on the team.
- Flattery, praise, popularity and strokes.
- Recognition for loyalty and long service.
- Public recognition of her ideas and results.
- Identification with fellow workers.
- A manager who practices participative management.
- Work assignments that provide opportunity for recognition.
- Rewards to support her dreams.

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IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Jane's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. A person with flexibility uses intelligence to modify their behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jane enjoys and also those that create frustration.

- Democratic supervisor with whom she can associate.
- Assignments with a high degree of people contacts.
- A stable and predictable environment.
- Little conflict between people.
- An environment in which she may deal with people on a personal, intimate basis.
- Freedom from control and detail.

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CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of Jane.

Do:

- Use enough time to be stimulating, fun-loving, fast-moving.
- Leave time for relating, socializing.
- Ask "how?" questions to draw her opinions.
- Talk about her, her goals and the opinions she finds stimulating.
- Provide a friendly environment.
- Provide ideas for implementing action.
- Provide testimonials from people she sees as important.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Offer special, immediate and continuing incentives for her willingness to take risks.

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STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.
- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.
- STRENGTH - Good communicator and good at meeting new people. POTENTIAL WEAKNESS - May oversell herself and turn others off.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.

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STYLE ANALYSIS™ GRAPHS

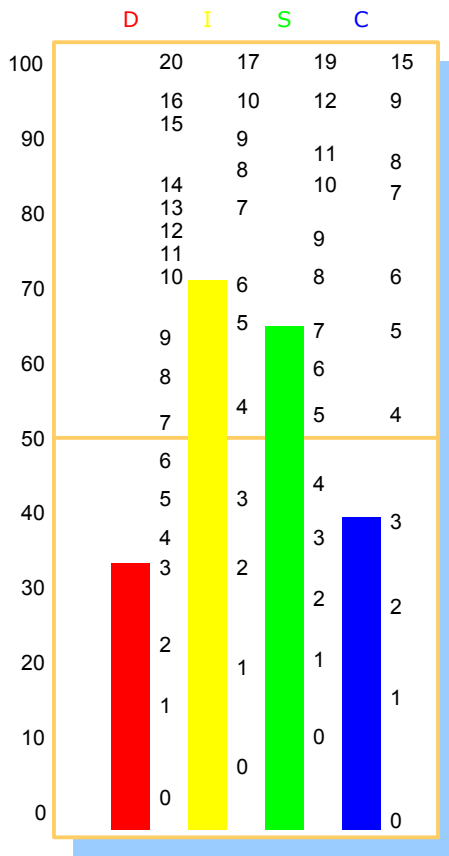
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28/11/2001

MOST

Graph I

Adapted Style



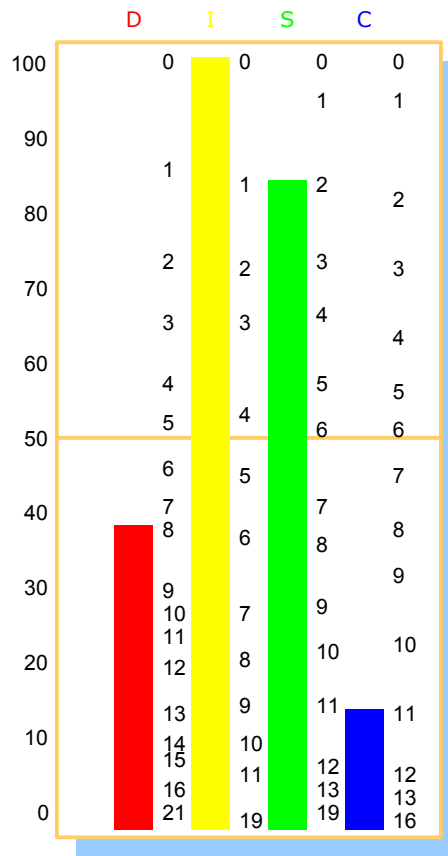
Score
%

3	6	7	3
34	71	65	40

LEAST

Graph II

Natural Style



8	0	2	11
39	100	84	15

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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.

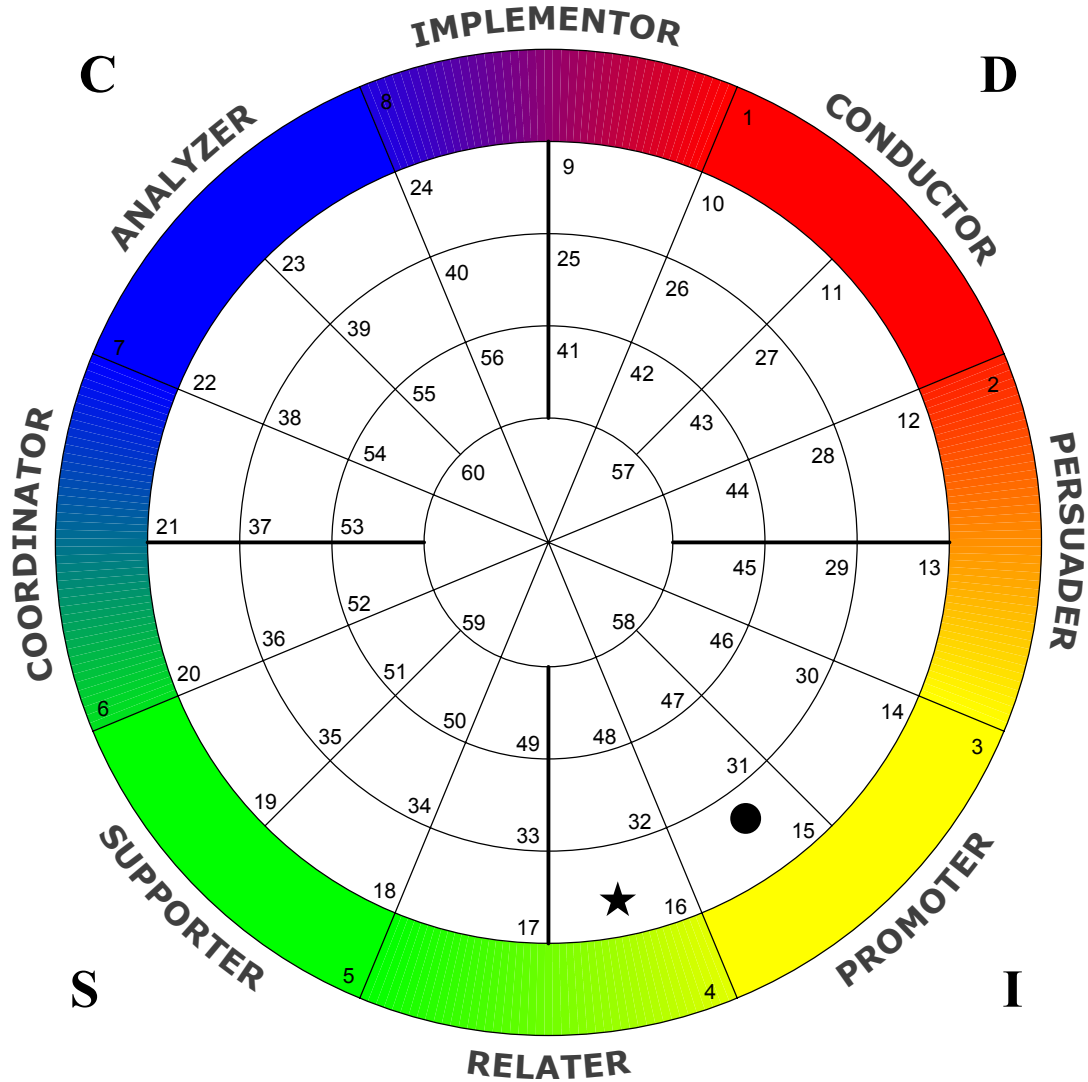
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THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (16) PROMOTING RELATER

Natural: ● (15) RELATING PROMOTER

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WORK ENVIRONMENT

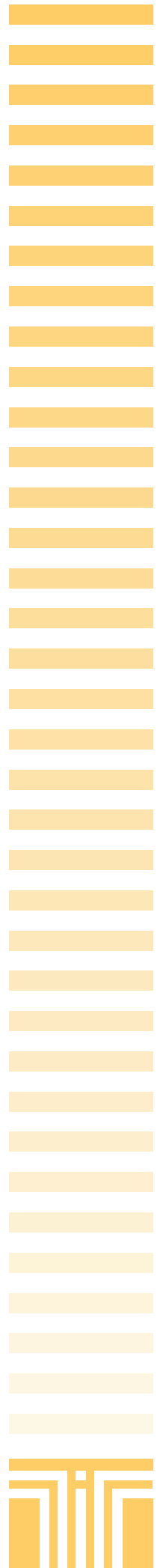
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INTRODUCTION

This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behaviour you want to use on the job.

DOMINANCE - CHALLENGE

This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power and decisiveness may be key areas. Analyze carefully.

"Present" job behavioural demands are:

1. Calculating the use of power and authority.
2. Responding to problems and challenges.
3. A drive to succeed.
4. Clarification of authority and parameters.
5. Challenging assignments.
6. Independent thinking.
7. Freedom from much detail work.
8. Flexibility.
9. Ability to solve problems and meet challenges.
10. Taking an idea and moving with it, but not beyond the scope of authority.
11. Supporting change.
12. Participating in decision making.

"Ideal" job behavioural demands are:

1. Some rules and procedures to follow.
2. More emphasis on quality than on efficiency.
3. Adaptability.
4. Leadership by example.
5. Limited scope of activities.
6. Analysis of data before making a decision.
7. Patience.

INFLUENCE - CONTACTS

This page of the report lists how the job requires a person to influence others to a way of thinking or doing. Trust, openness, facts and data (oral or written), discussion, and communication are key areas. Analyze carefully.

"Present" and "Ideal" job behavioural demands are:

1. Many social interactions.
2. Very high trust level.
3. Optimistic outlook towards all activities.
4. Skilful use of vocabulary to generate enthusiasm.
5. Highly persuasive communication.
6. High contact with people.
7. Enthusiastic acceptance of new ideas.
8. Ability to move from one activity to another quickly.
9. Selling the sizzle as well as the steak.
10. A flexible use of time.
11. Outgoing personality.
12. New and innovative ways of solving problems.
13. Democratic relationships with others.
14. Working with people more than working with things.
15. A team environment.
16. Ability to project self-confidence.
17. Getting things done through people.
18. Freedom from detail and control.

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STEADINESS - CONSISTENCY

This page of the report lists how the job requires a person to deal with activity levels. Change, persistence, consistency, and listening skills are key areas. Analyze carefully.

"Present" job behavioural demands are:

1. Juggling several balls at the same time.
2. Openness in communication.
3. Alertness and sensitivity to problems.
4. Ability to work on more than one project.
5. Flexibility.
6. Adaptability to change.
7. Support system to help with detail.
8. Questioning procedures.

"Ideal" job behavioural demands are:

1. Patience.
2. Ability to listen.
3. Working within the system.
4. Task oriented concentration.
5. Follows through on task.
6. Limited change in work activities.
7. Team participation.
8. Security for self and others.
9. Job description in writing.
10. Consistent performance.
11. Sincere approach to working with people.
12. Friendly environment.

COMPLIANCE - CONSTRAINTS

This page of the report lists how the job requires a person to respond to rules and regulations set by other people. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

"Present" and "Ideal" job behavioural demands are:

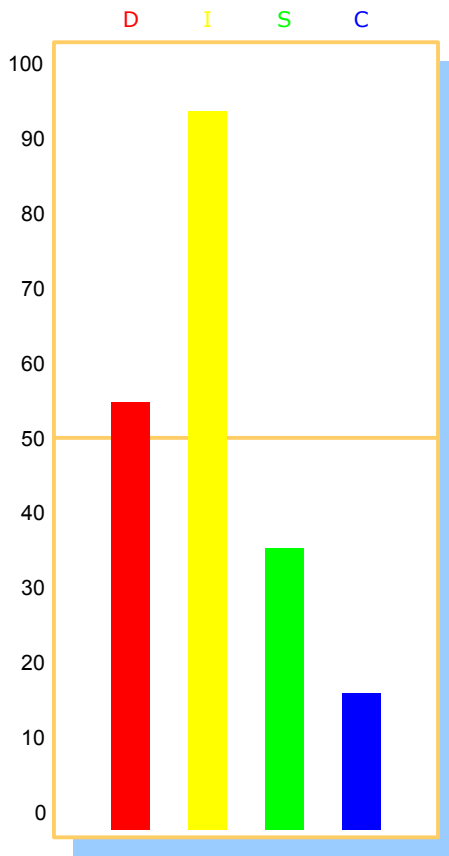
1. Testing of rules and procedures.
2. Practical work solutions.
3. Persistent approach to winning.
4. Opportunity to test new ideas.
5. Challenging work.
6. Responsibility equal to authority.
7. Limited routine work.
8. Risk taking.
9. Independence to question procedures.
10. Challenging the status quo.
11. Individualism.

WORK ENVIRONMENT™

Work Environment

PRESENT

Jane Smith



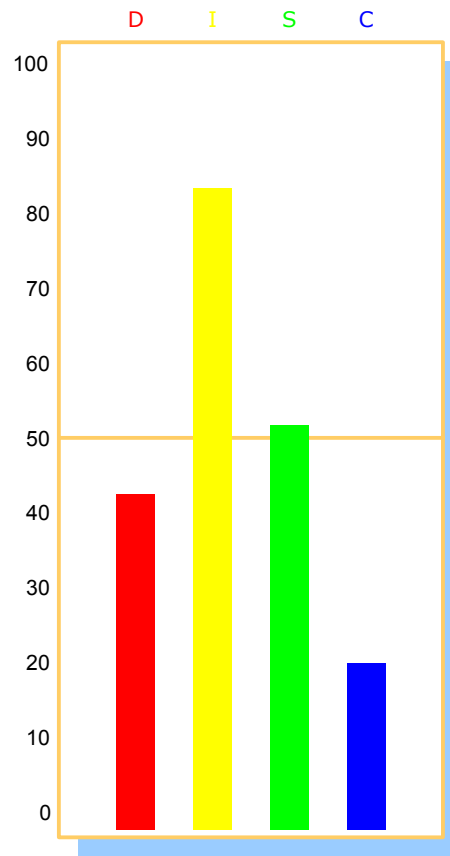
Score
%

33	17	41	49
55	93	36	17

Work Environment

IDEAL

Jane Smith



38	21	34	47
43	83	52	21

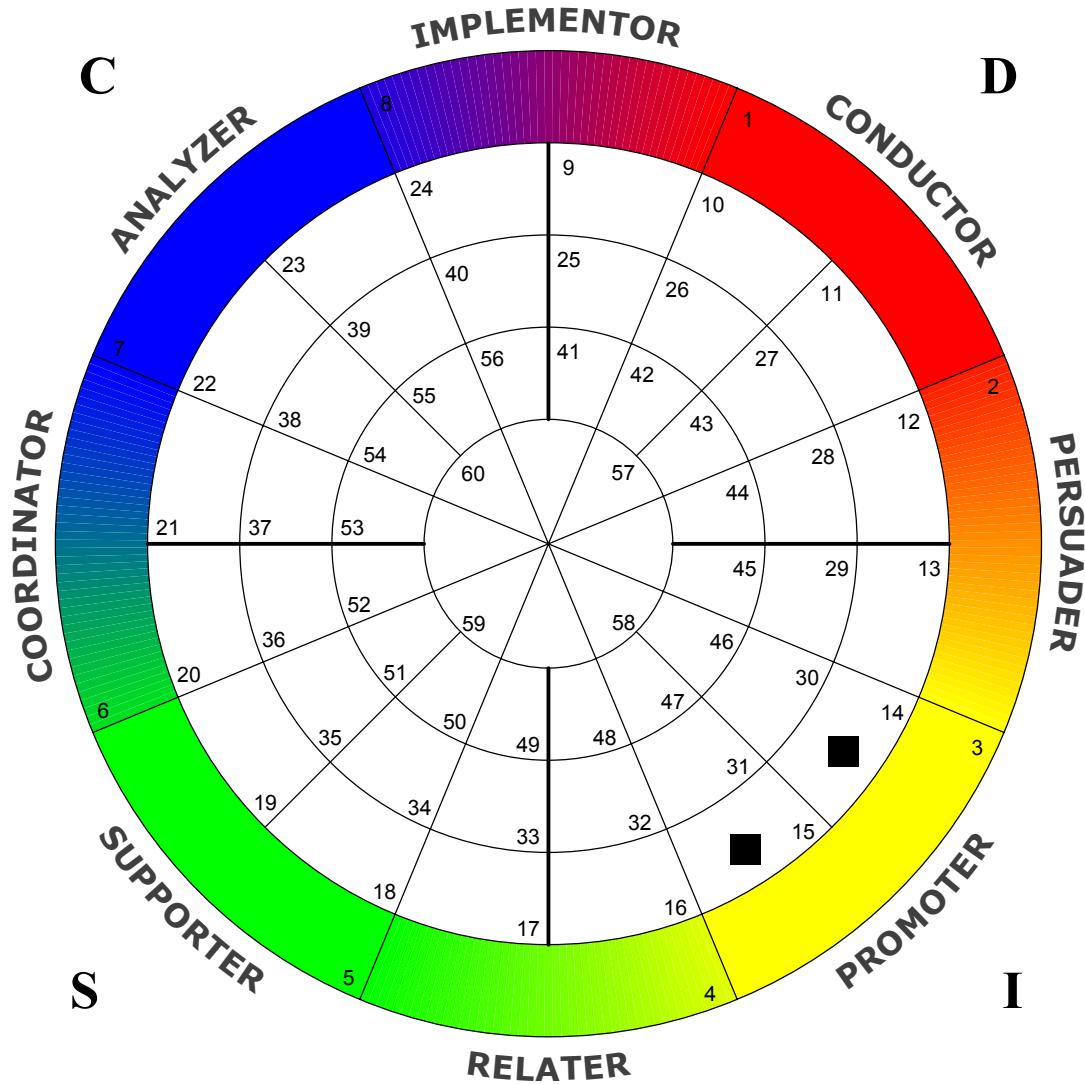
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Present Work Environment: ■ (14) PERSUADING PROMOTER

Ideal Work Environment: ■ (15) RELATING PROMOTER

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JOB INDICATOR

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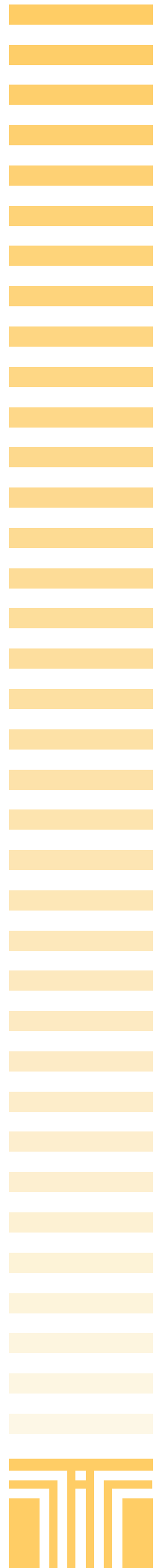
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INTRODUCTION

Today's workplace is in constant change. As a result, careers are changing to keep pace. The average person can expect to change careers 5 times during their working life. That does not take into account the average 2-4 job changes within each career. Given this reality, it becomes more important than ever to make informed career decisions. There is no better preparation for career changes than in-depth knowledge of your own talents and how you can maximize them to succeed.

The Job Indicator section of your report has been developed to assist you in matching your natural behavioural design "talents" to jobs. This section will guide you through jobs that best match your behavioural design based on the education level you selected at the beginning of the assessment process. The job list is prioritized with your best behavioural design match at the education level you selected at the top. This will assist you in making informed career choices based on what best suits your natural behavioural design.

Research suggests that over 50% of people at work hold jobs that do not suit them behaviourally and they are neither fully motivated nor satisfied with their contribution. The good news is the closer the behavioural demands of the job match your own natural behaviour, the more satisfaction and personal reward you will find in your work.

It is difficult if not impossible to incorporate in this report all the information on the subject of job content and career planning. There are websites available that cover these topics and will give you additional insights into the jobs listed in this section. The websites are the O*NET Occupational Information Network: <http://online.onetcenter.org> and the US Dept. of Labour, Employment & Training Administration: www.doleta.gov/programs/onet.

NAME : Jane Smith

EDUCATION : A.A. or B.A.

CODE	OCCUPATION
13-1079.99	Human Resources, Training, and Labor Relations Specialists, All Other
33-3021.01	Police Detectives
11-3011.00	Administrative Services Managers
21-1012.00	Educational, Vocational, and School Counselors
27-2011.00	Actors

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