



**Tammy GUa d`Y**  
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Behavioral 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 behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. 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 behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior 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.

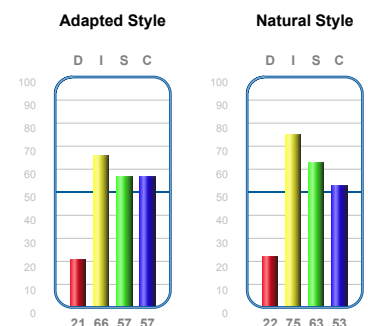
*"All people exhibit all four behavioral factors in varying degrees of intensity."  
–W.M. Marston*



*Based on Tammy's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior 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 Tammy's natural behavior.*

Tammy can be friendly with others in many situations, but primarily with groups of established friends and associates. She is sociable and enjoys the uniqueness of each human being. She can combine and balance enthusiasm and patience. She likes feedback from her manager on how she is doing. She prefers working for a participative manager. She does her best work in this kind of environment. Tammy influences most people with her warmth. She can be seen as a person of good will. She is approachable, affectionate and understanding. She is optimistic and usually has a positive sense of humor. Tammy 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 wants to know what others think of her. She wants and tries to please.

Tammy prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. Decisions are made after gathering facts and supportive data. She is good at solving problems that deal with people. 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. Tammy likes working for managers who make quick decisions. She likes to participate in decision making. 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.

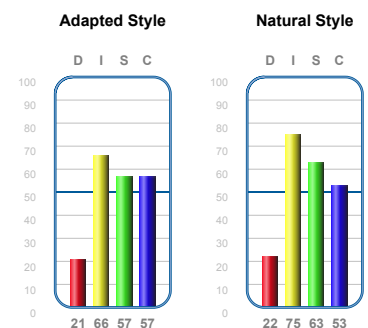




## GENERAL CHARACTERISTICS

Tammy GUa d'Y

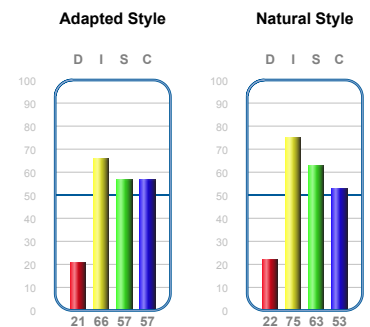
Tammy is always concerned with other people's feelings and thoughts. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Tammy will attempt to put them at ease. She usually uses many gestures when talking. She often makes suggestions to others, but rarely attempts to force her ideas on them. It is important for Tammy to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. She will optimistically interact with people in an assured, diplomatic and poised manner. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. She judges others by their verbal skills and warmth.





*This section of the report identifies the specific talents and behavior Tammy brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.*

- Positive sense of humor.
- Creative problem solving.
- Builds confidence in others.
- Concerned about quality.
- Optimistic and enthusiastic.
- Will gather data for decision making.
- Flexible.



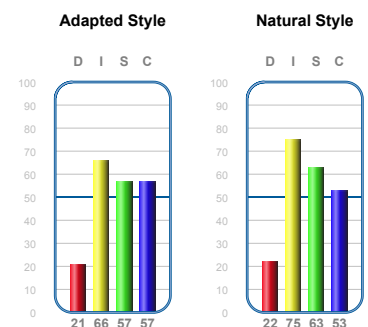


## CHECKLIST FOR COMMUNICATING

*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 Tammy. 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 Tammy most frequently.*

Do:

- Support your communications with correct facts and data.
- Talk about her, her goals and the opinions she finds stimulating.
- Take your time and be persistent.
- Be sincere and use a tone of voice that shows sincerity.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Provide ideas for implementing action.
- Take time to be sure that she is in agreement and understands what you said.
- Leave time for relating, socializing.
- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Give her time to ask questions.



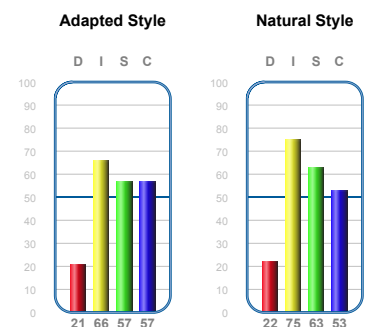


## DON'TS ON COMMUNICATING

*This section of the report is a list of things NOT to do while communicating with Tammy. Review each statement with Tammy 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.*

Don't:

- Talk down to her.
- Push too hard, or be unrealistic with deadlines.
- Talk in a loud voice or use confrontation.
- Be dictatorial.
- Don't be haphazard.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- Use testimonies from unreliable sources.
- Make promises you cannot deliver.
- Kid around too much, or "stick to the agenda" too much.
- Give your presentation in random order.
- Drive on to facts, figures, alternatives or abstractions.
- Rush her in the decision-making process.





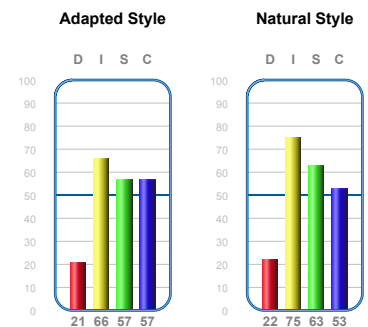
*This section provides suggestions on methods which will improve Tammy's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Tammy will become more effective in her communications 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.*

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"><li>● Prepare your "case" in advance.</li><li>● Stick to business.</li><li>● Be accurate and realistic.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>● Being giddy, casual, informal, loud.</li><li>● Pushing too hard or being unrealistic with deadlines.</li><li>● Being disorganized or messy.</li></ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"><li>● Be clear, specific, brief and to the point.</li><li>● Stick to business.</li><li>● Be prepared with support material in a well-organized "package."</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>● Talking about things that are not relevant to the issue.</li><li>● Leaving loopholes or cloudy issues.</li><li>● Appearing disorganized.</li></ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"><li>● Begin with a personal comment--break the ice.</li><li>● Present your case softly, nonthreateningly.</li><li>● Ask "how?" questions to draw their opinions.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>● Rushing headlong into business.</li><li>● Being domineering or demanding.</li><li>● Forcing them to respond quickly to your objectives.</li></ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"><li>● Provide a warm and friendly environment.</li><li>● Don't deal with a lot of details (put them in writing).</li><li>● Ask "feeling" questions to draw their opinions or comments.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>● Being curt, cold or tight-lipped.</li><li>● Controlling the conversation.</li><li>● Driving on facts and figures, alternatives, abstractions.</li></ul>



*This section identifies the ideal work environment based on Tammy'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 behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Tammy enjoys and also those that create frustration.*

- Jobs for which standards and methods are established.
- Democratic supervisor with whom she can associate.
- Work place where people seldom get mad.
- Practical work procedures.
- Assignments that can be completed one at a time.
- Assignments with a high degree of people contacts.





A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Tammy's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Tammy to project the image that will allow her to control the situation.

## "See Yourself As Others See You"

### SELF-PERCEPTION

Tammy usually sees herself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

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

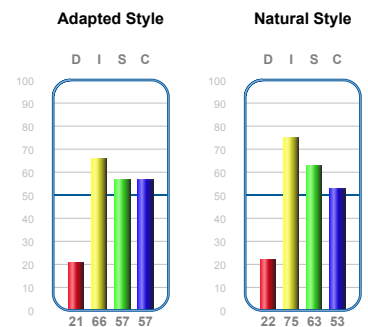
Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter





Based on Tammy's responses, the report has marked those words that describe her personal behavior. 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 Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b> Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive <b>Predictable</b> <b>Consistent</b> <b>Deliberate</b> <b>Steady</b> <b>Stable</b>	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful <b>Open-Minded</b> <b>Balanced Judgment</b>
<b>Conservative</b> <b>Calculating</b> <b>Cooperative</b> <b>Hesitant</b> <b>Low-Keyed</b> <b>Unsure</b> <b>Undemanding</b> <b>Cautious</b>	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details
Mild Agreeable Modest Peaceful Unobtrusive			

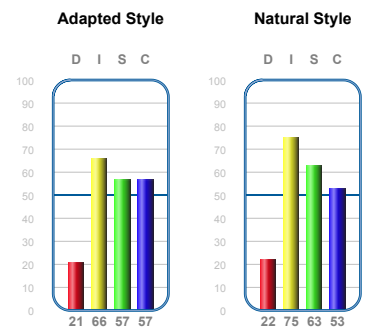


# NATURAL AND ADAPTED STYLE

Tammy'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.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Tammy is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Tammy likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.</p>	<p>Tammy sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Tammy is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Tammy is trusting and also wants to be trusted.</p>	<p>Tammy sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.</p>	

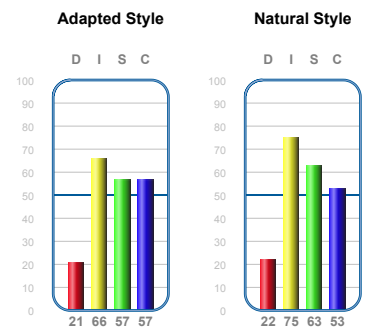




# NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Tammy is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.</p>	<p>Tammy sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.</p>	

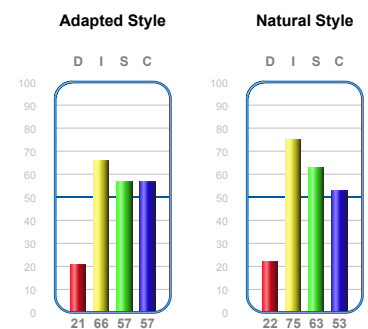
Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Tammy is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.</p>	<p>Tammy shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Tammy sees little or no need to change her response to the environment.</p>	





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

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

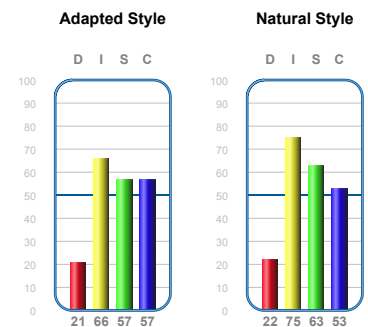




*This section of the report was produced by analyzing Tammy's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Tammy and highlight those that are present "wants."*

Tammy wants:

- A manager who practices participative management.
- Public recognition of her ideas and results.
- Freedom from control and detail.
- A leader to follow and one who sets good examples.
- A predictable environment.
- Complete directions for work to be completed.
- Rewards to support her dreams.
- Freedom from conflict and confrontation.
- A secure future.
- A plan she understands.
- To be persuaded by logic and emotion.

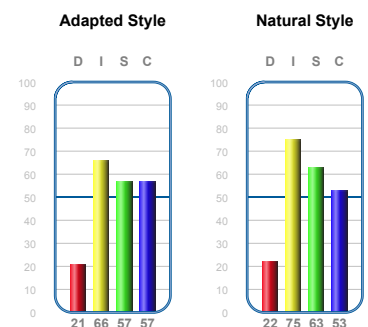




*In this section are some needs which must be met in order for Tammy to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Tammy needs:

- Methods to translate ideas into action.
- Assistance in new or difficult assignments.
- Help on controlling time and setting priorities.
- To be informed of things which affect her.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Support in the clutch or when pressured for quick results.
- Participatory management.
- Clear assignments with detailed instructions.
- To be more direct and less subjective.
- Alternative methods that won't affect quality.
- Appreciation from the boss for the "price" paid to perform.



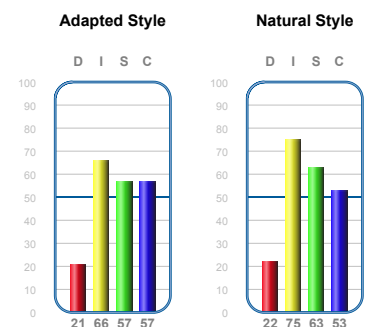


## AREAS FOR IMPROVEMENT

*In this area is a listing of possible limitations without regard to a specific job. Review with Tammy and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

Tammy has a tendency to:

- Be unrealistic in appraising people--especially if the person is a "friend."
- Be too verbal in expressing criticism.
- Be optimistic regarding possible results of her projects or the potential of her people.
- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- Trust people indiscriminately if positively reinforced by those people.
- Be so enthusiastic that she can be seen as superficial.
- Overestimate her ability to motivate people or change others' behavior.
- Overuse praise in motivating others.
- Make decisions based on surface analysis.









The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

## 1. FREQUENT INTERACTION WITH OTHERS



## 2. CUSTOMER ORIENTED



## 3. VERSATILITY



## 4. FREQUENT CHANGE



## 5. ORGANIZED WORKPLACE



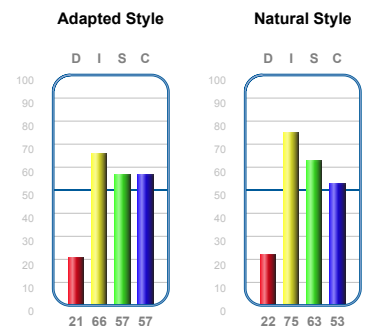
## 6. ANALYSIS OF DATA



## 7. URGENCY



## 8. COMPETITIVENESS



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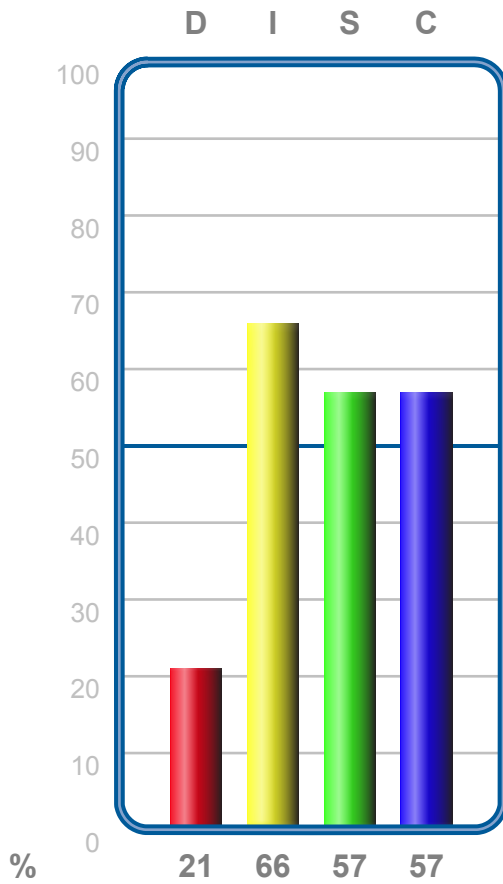


### Tammy Sample

#### MOST

Graph I

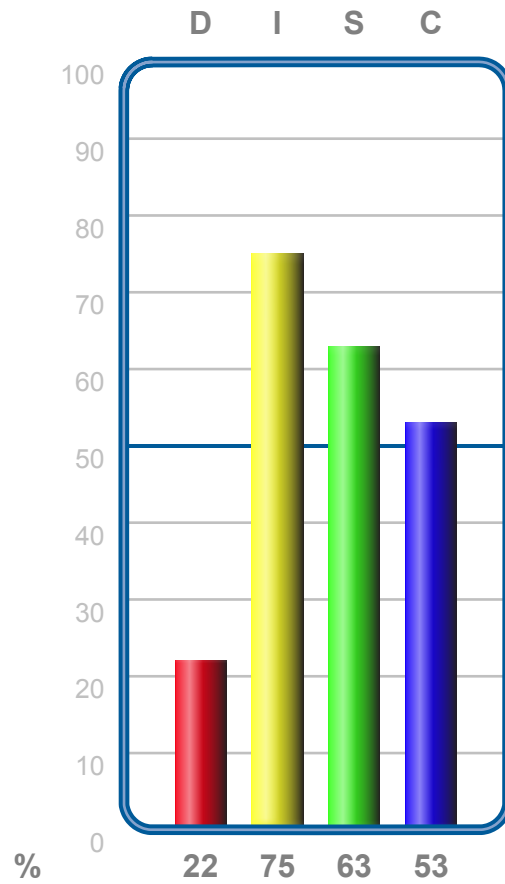
**Adapted Style**



#### LEAST

Graph II

**Natural Style**



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The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

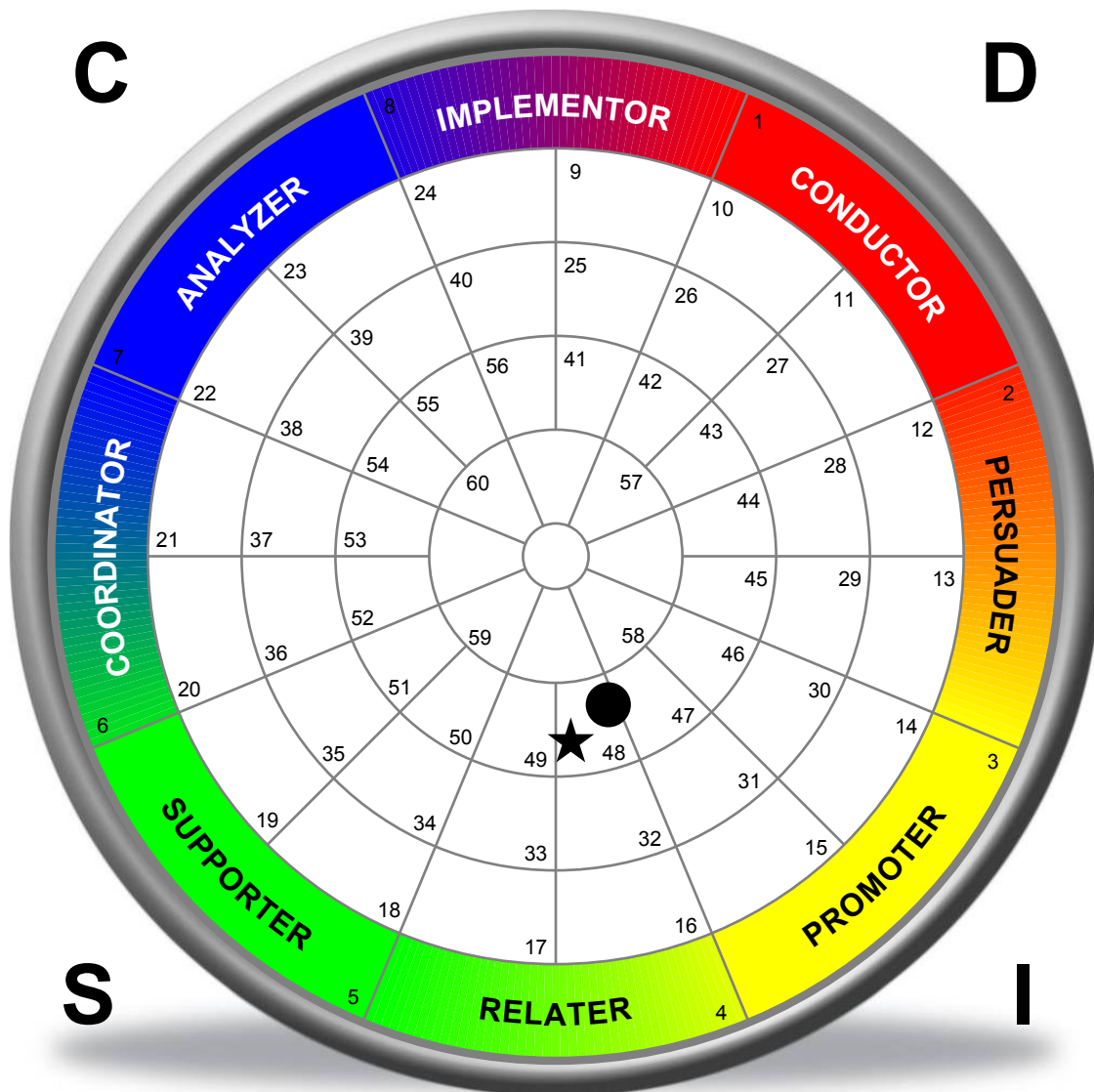
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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 behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral 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.



Tammy Sample



Adapted: ★ (48) PROMOTING RELATER (ACROSS)  
 Natural: ● (48) PROMOTING RELATER (ACROSS)

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