

# SUCCESSFUL CAREER PLANNING™

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

**John Doe**  
12-4-2003

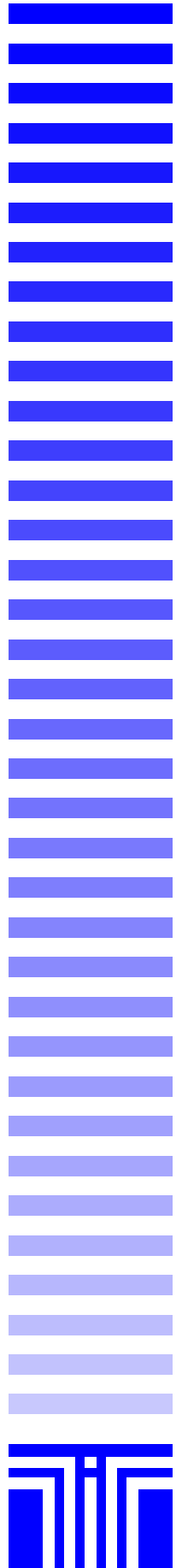
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# INTRODUCTION

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*

# PERSONAL CHARACTERISTICS

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

John can be sensitive about any comments regarding the quality of his work. He strives forward constantly to improvement in everything he does. While he may not be a perfectionist with all things, he has certain activities that will always be done with the same high standards in mind. His motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to him. If forced to choose between producing quality work or quantities of work, quality will be the winner. Following procedures is his way of ensuring quality and orderly work. John can be depended upon to follow set procedures of work activity. John resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met. In conflict situations, John usually remains calm and cool-headed. When things calm down, however, he may suffer some delayed reaction. He can be characterized by his creativity and attention to quality and detail. He wants to make certain that detailed reports are accurately completed. This tendency can be reassuring to John's supervisors. Once John has started a project, he dislikes interruptions. He shows that he can be quite versatile and at the same time quite adaptable to the situation. He would rather be cautious than brash, conventional than bold. Becoming acquainted with him can be difficult since he tends to withhold his emotions. He may appear to be cool and distant.

John is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all the available information on the subject. He tends

# PERSONAL CHARACTERISTICS

to become bogged down in details. He may accumulate so much data that the details overwhelm him. He tends to make his decisions after deliberation and gives weight to all the pros and cons. He can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. John places an emphasis on the cognitive process and logic when making decisions. He feels tension when forced to make major decisions quickly. He follows company policy, if aware of it. Because he knows that he can rely on the "tried and true," John places high value on tradition and traditional things.

John prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." He is usually slow to anger, but when "enough is enough" he may tend to explode. People will then have no doubt about his feelings. He 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. He likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making. When John is deeply involved in thinking through a project, he may appear to be cool and distant. He is usually soft-spoken, but his demeanor may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. He does not like to work for a manager who uses a confrontational management style. He tends to withdraw and not express himself, and may become unproductive if he feels threatened. People may often see John as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so

# PERSONAL CHARACTERISTICS

only when he feels comfortable with the circumstances.

## PERSONAL STRENGTHS

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

- Objective--"The anchor of reality."
- Always concerned about quality work.
- Good at reconciling factions--is calming and adds stability.
- Conscientious and steady.
- Service-oriented.
- Works for a leader and a cause.
- Patient and empathetic.
- Dependable team player.
- Always looking for the logical solutions.

## BASIC NEEDS

*In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, 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. John and his counselor should go over the list and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.*

John needs:

- To be encouraged to be more independent.
- Reassurances that he is doing the job right.
- Support when under pressure to perform many activities quickly.
- Conditioning prior to change.
- A feeling of belonging--to know how important he is to the team.
- A quality product in which to believe.
- To be introduced to the new employees.
- Shortcut methods that don't affect quality of the work.
- To set professional and family goals.
- Performance appraisals on a regular basis.
- More confidence in his ability to perform new activities.
- A program to encourage creativity and self-worth.

## ADAPTED STYLE

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

- Adherence to established guidelines and procedures.
- Sensitivity to existing rules and regulations.
- Maintaining a clean and organized work station.
- Critical appraisal of data.
- Using a disciplined approach.
- Task focus over people focus.
- Diplomatic cooperation in team interaction.
- Precise, analytical approach to work tasks.
- Compliance to high standards.
- Limited contact with people.
- Logical solutions.
- Precedence of quality over efficiency.
- Limited or prepared changes in routine.



## PRESENT WANTS

*This section of the report was produced by analyzing John'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."*

John wants:

- Limited exposure to new procedures.
- High quality work standards.
- To be a member of a small team.
- No sudden changes in procedure.
- Recognition for loyalty and long service.
- Safety and security of the situation.
- Traditional products and procedures.
- Specific questions--not general or open-ended.
- To be recognized for his continuance of quality work.
- Instructions so he can do the job right the first time.
- Logical reasons for change.
- To be part of a quality-oriented work group.

## IDEAL ENVIRONMENT

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

- Prefers technical work, specializing in one area.
- Familiar work environment with a predictable pattern.
- An environment where he can use his intuitive thinking skills.
- Little conflict between people.
- Needs personal attention from his manager and compliments for each assignment well done.
- An environment dictated by logic rather than emotion.
- Assignments that can be followed through to completion.
- An environment that allows time to change.

# 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 John.*

Do:

- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Give him time to be thorough, when appropriate.
- Prepare your "case" in advance.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Look for hurt feelings or personal reasons if you disagree.
- Make an organized presentation of your position, if you disagree.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Define clearly (preferably in writing) individual contributions.
- Present your case softly, nonthreateningly with a sincere tone of voice.

# STRENGTHS AND WEAKNESSES

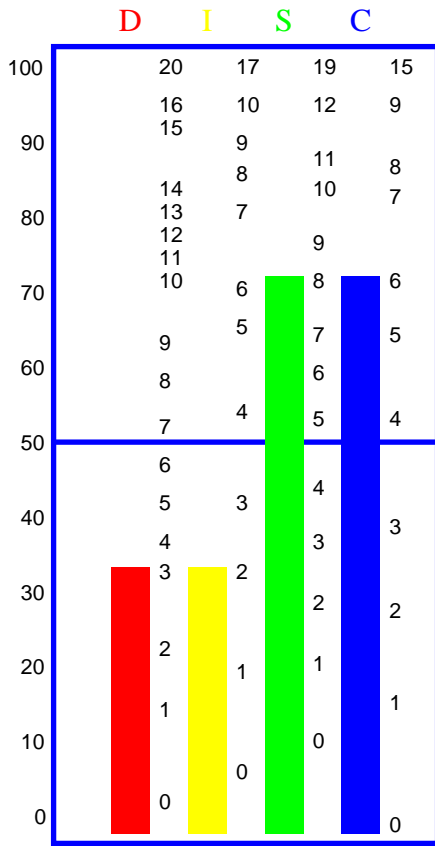
*In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.*

- STRENGTH - Task-oriented and security driven. POTENTIAL WEAKNESS - May yield position to avoid controversy and insure security.
- STRENGTH - Good at calculating risk. POTENTIAL WEAKNESS - May resist changes because of the risk involved with changes.
- STRENGTH - Places high value on quality workmanship. POTENTIAL WEAKNESS - May be bound by his own set of procedures and methods that he fails to look for more efficient ones.
- STRENGTH - Places high value on details. POTENTIAL WEAKNESS - May get bogged down in details or use details to protect his position.
- STRENGTH - Will follow instructions. POTENTIAL WEAKNESS - May lean on supervisors for information and direction.
- STRENGTH - Very intuitive. POTENTIAL WEAKNESS - Fails to share ideas and feeling until after the fact.
- STRENGTH - Uses facts and data to support decision making. POTENTIAL WEAKNESS - May collect so much data that it hinders the decision-making process.

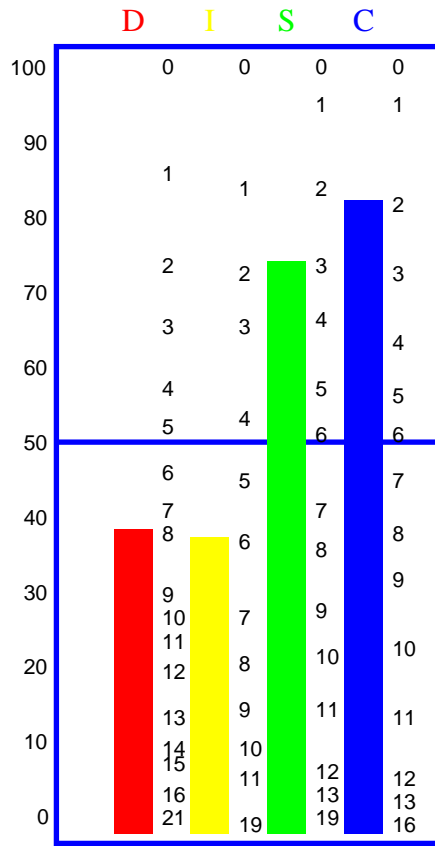
# STYLE ANALYSIS™ GRAPHS

John Doe  
12-4-2003

**MOST**  
Graph I  
Adapted Style



**LEAST**  
Graph II  
Natural Style



Score  
%

3	2	8	6
34	34	72	72

8	6	3	2
39	38	74	82

# 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 behavioral style, the Wheel adds a visual representation that allows you to:

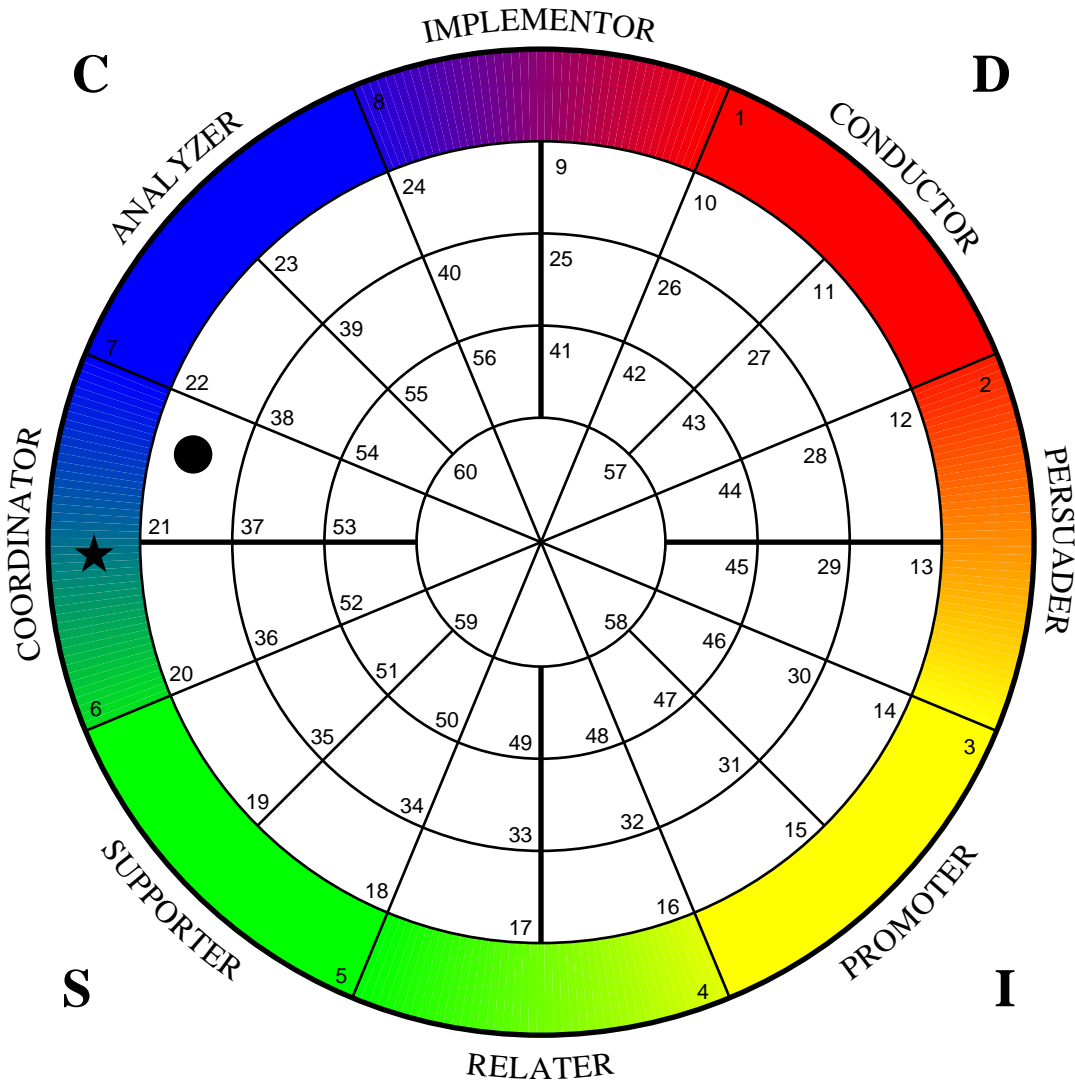
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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.

# THE SUCCESS INSIGHTS® WHEEL

John Doe  
12-4-2003

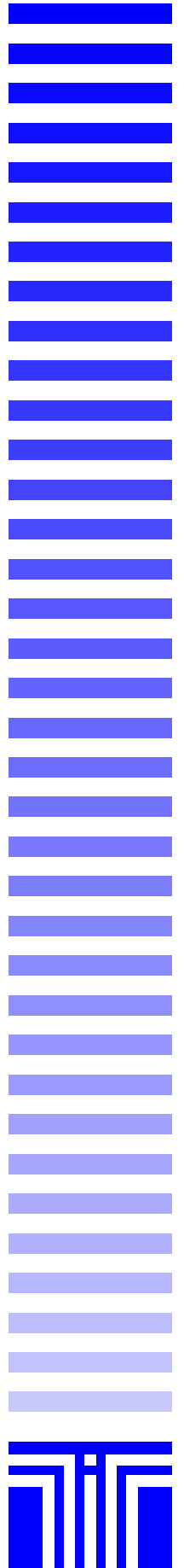


Adapted: ★ (6) COORDINATOR

Natural: ● (21) ANALYZING COORDINATOR

# WORK ENVIRONMENT

**John Doe**  
12-4-2003





# 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 behavior 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 behavioral 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 behavioral 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" job behavioral demands are:

1. Many social interactions.
2. Very high trust level.
3. Optimistic outlook towards all activities.
4. Skillful 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.

"Ideal" job behavioral demands are:

1. Many hours working alone.
2. Trust based on performance and quality.
3. Critical appraisal of ideas not supported by logic.
4. Strong time management skills.
5. Decisions based on logic and facts, not emotion.
6. Limited contact with people.
7. Skeptical analysis of new ideas.
8. Limited activities with time for follow through.
9. Objective analysis of facts and data.
10. Time to think and analyze before making decisions.
11. Limited delegation of important responsibilities.

# 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 behavioral 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 behavioral demands are:

1. Patience and persistence.
2. Good listening skills.
3. Showing loyalty.
4. Ability to concentrate on task.
5. Follow-through on assigned task.
6. Following established procedures.
7. Identification with team.
8. Security of work situation.
9. Job description in writing.
10. Steady work pace-limited change.
11. Ranking of work tasks.
12. Friendly work atmosphere.
13. Shared information when requested.
14. Organizational chart for clarification of authority.
15. Complete demonstration of task to be completed.
16. Freedom from conflict and confrontation.

# 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" job behavioral demands are:

1. Few rules and procedures to follow.
2. Individualistic approach.
3. Persistent approach to winning.
4. Bottom line analysis of results.
5. Challenging work.
6. Power and authority.
7. Very little routine work.
8. Pioneering risk taker.
9. Decisiveness.
10. Criticizing the status quo.
11. Original thinking.
12. Try the impossible.

"Ideal" job behavioral demands are:

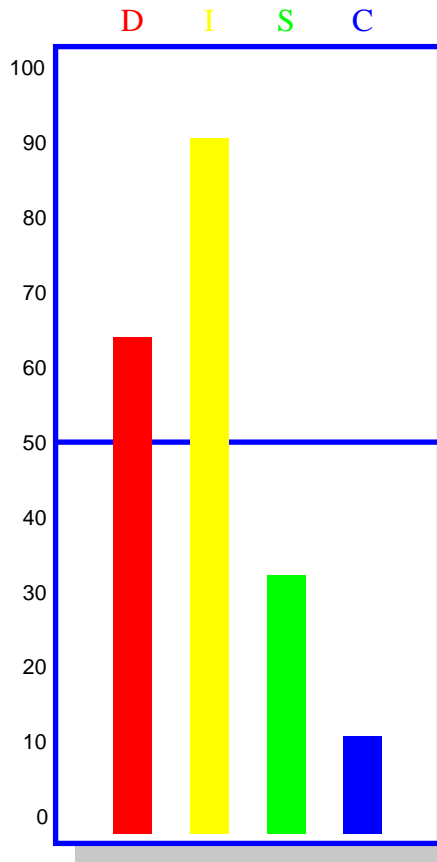
1. Rules and procedures.
2. High quality control standards.
3. Systematic approach.
4. Work done accurately the first time.
5. Analysis of facts and data.
6. Clarification of responsibility and authority.
7. Clean, tidy and organized work station.
8. Time to perform quality work.
9. Balanced judgment.
10. Analysis of outcomes before initiating change.
11. Few mistakes.
12. Well defined job description and expectations.
13. Complete instructions.

# WORK ENVIRONMENT™

## Work Environment

### PRESENT

John Doe



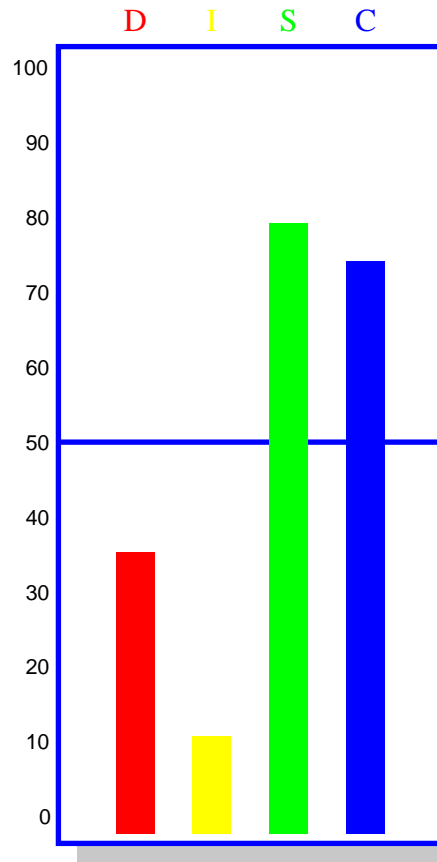
Score  
%

29	18	42	51
64	90	33	12

## Work Environment

### IDEAL

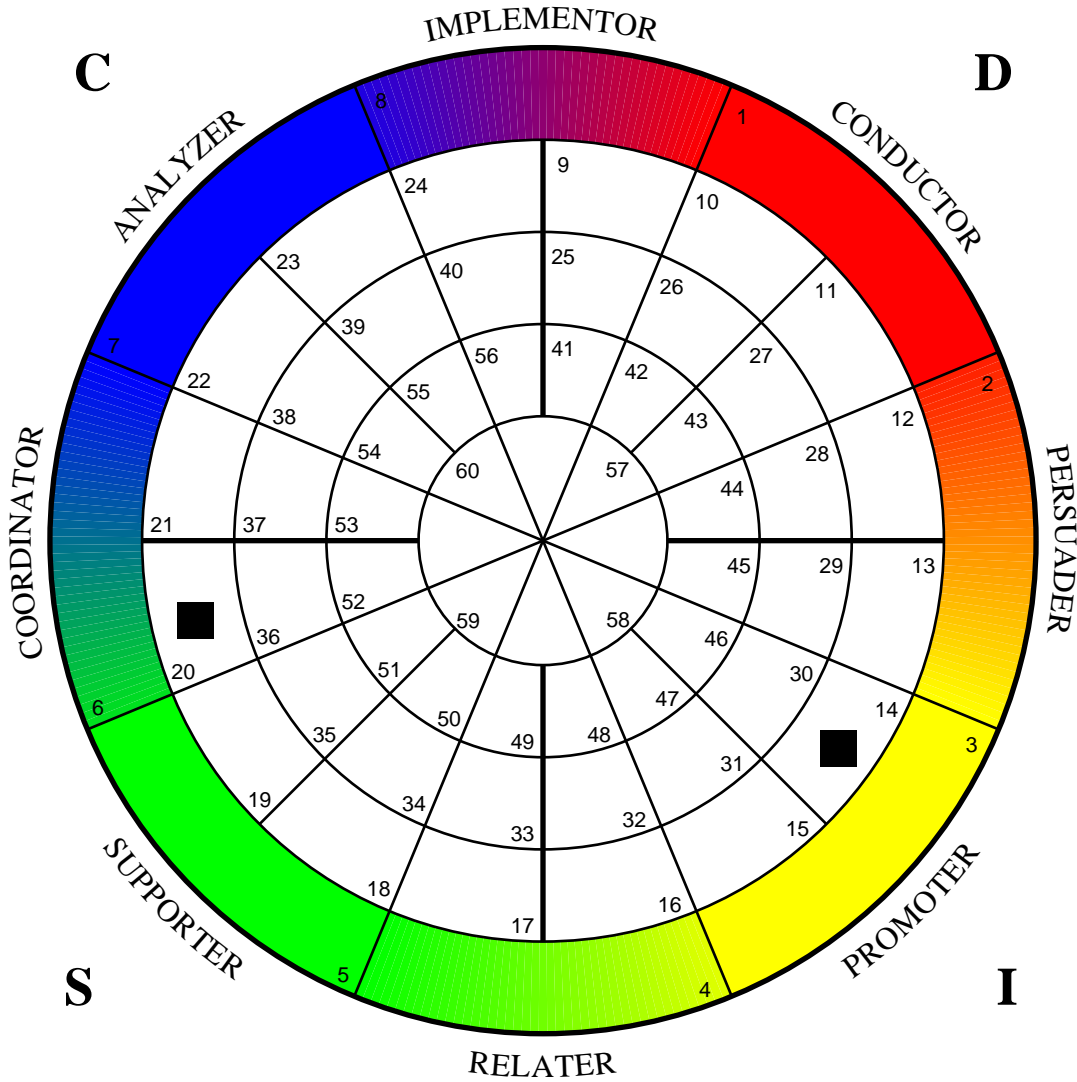
John Doe



41	51	23	25
36	12	79	74

# THE SUCCESS INSIGHTS® WHEEL

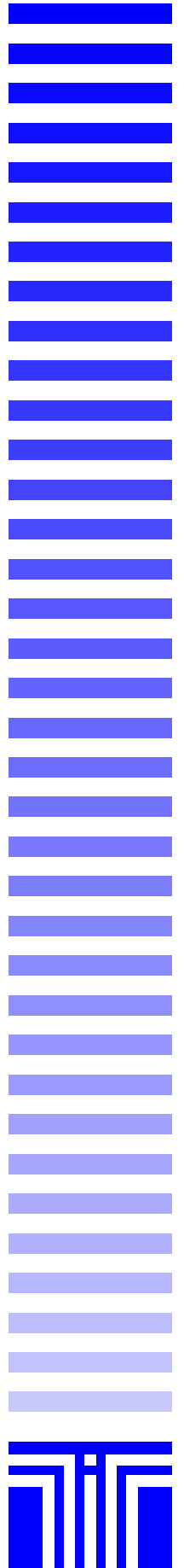
John Doe  
12-4-2003



Present Work Environment: ■ (14) PERSUADING PROMOTER  
Ideal Work Environment: ■ (20) SUPPORTING COORDINATOR

# JOB INDICATOR

**John Doe**  
12-4-2003





# 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 behavioral design "talents" to jobs. This section will guide you through jobs that best match your behavioral design based on the education level you selected at the beginning of the assessment process. The job list is prioritized with your best behavioral 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 behavioral design.

Research suggests that over 50% of people at work hold jobs that do not suit them behaviorally and they are neither fully motivated nor satisfied with their contribution. The good news is the closer the behavioral demands of the job match your own natural behavior, 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 Labor, Employment & Training Administration: [www.doleta.gov/programs/onet](http://www.doleta.gov/programs/onet).

NAME : John Doe

EDUCATION : High School

<u>CODE</u>	<u>OCCUPATION</u>
43-3021.02	Billing, Cost, and Rate Clerks
43-5081.03	Stock Clerks- Stockroom, Warehouse, or Storage Yard
43-3061.00	Procurement Clerks
31-9092.00	Medical Assistants
29-2071.00	Medical Records and Health Information Technicians
29-2061.00	Licensed Practical and Licensed Vocational Nurses
49-2094.00	Electrical and Electronics Repairers, Commercial and Industrial Equipment
15-1051.00	Computer Systems Analysts
19-4051.02	Nuclear Monitoring Technicians
49-2022.03	Communication Equipment Mechanics, Installers, and Repairers
19-3041.00	Sociologists
27-1022.00	Fashion Designers
33-3051.01	Police Patrol Officers
13-1031.02	Insurance Adjusters, Examiners, and Investigators
13-1072.00	Compensation, Benefits, and Job Analysis Specialists
13-1071.02	Personnel Recruiters
43-4181.02	Reservation and Transportation Ticket Agents
43-6014.00	Secretaries, Except Legal, Medical, and Executive
43-9081.00	Proofreaders and Copy Markers
41-2022.00	Parts Salespersons
37-3013.00	Tree Trimmers and Pruners
53-3032.02	Tractor-Trailer Truck Drivers
33-3012.00	Correctional Officers and Jailers
43-4071.00	File Clerks
43-5052.00	Postal Service Mail Carriers
43-9051.02	Mail Clerks, Except Mail Machine Operators and Postal Service
43-2011.00	Switchboard Operators, Including Answering Service
37-3011.00	Landscaping and Groundskeeping Workers
51-6011.03	Laundry and Drycleaning Machine Operators and Tenders, Except Pressing
53-3031.00	Driver/Sales Workers
33-9032.00	Security Guards
51-9061.05	Production Inspectors, Testers, Graders, Sorters, Samplers, Weighers
43-6013.00	Medical Secretaries
19-4051.01	Nuclear Equipment Operation Technicians
53-4099.99	Rail Transportation Workers, All Other
49-2021.00	Radio Mechanics
19-4031.00	Chemical Technicians
49-9042.00	Maintenance and Repair Workers, General
49-3053.00	Outdoor Power Equipment and Other Small Engine Mechanics
49-2097.00	Electronic Home Entertainment Equipment Installers and Repairers
47-2211.00	Sheet Metal Workers
49-9064.00	Watch Repairers
39-5011.00	Barbers
43-9199.99	Office and Administrative Support Workers, All Other

NAME : John Doe

EDUCATION : High School

<u>CODE</u>	<u>OCCUPATION</u>
35-2014.00	Cooks, Restaurant
49-3031.00	Bus and Truck Mechanics and Diesel Engine Specialists
43-9011.00	Computer Operators
31-9091.00	Dental Assistants
51-9199.99	Production Workers, All Other
47-2051.00	Cement Masons and Concrete Finishers
51-4193.01	Electrolytic Plating and Coating Machine Setters and Set-Up Operators, Metal and Plastic
51-4081.01	Combination Machine Tool Setters and Set-Up Operators, Metal and Plastic
51-2022.00	Electrical and Electronic Equipment Assemblers
51-3021.00	Butchers and Meat Cutters
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
39-9031.00	Fitness Trainers and Aerobics Instructors
51-4011.01	Numerical Control Machine Tool Operators and Tenders, Metal and Plastic
51-4022.00	Forging Machine Setters, Operators, and Tenders, Metal and Plastic
53-7071.01	Gas Pumping Station Operators
47-2031.03	Carpenter Assemblers and Repairers
43-4081.00	Hotel, Motel, and Resort Desk Clerks
43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping
43-3071.00	Tellers
43-5032.00	Dispatchers, Except Police, Fire, and Ambulance
39-6031.00	Flight Attendants
43-4181.01	Travel Clerks
21-1093.00	Social and Human Service Assistants
43-3011.00	Bill and Account Collectors
43-4021.00	Correspondence Clerks
43-4121.00	Library Assistants, Clerical
53-7062.03	Freight, Stock, and Material Movers, Hand
43-5021.00	Couriers and Messengers
51-6031.02	Sewing Machine Operators, Non-Garment
53-6031.00	Service Station Attendants
43-5071.00	Shipping, Receiving, and Traffic Clerks
53-7064.00	Packers and Packagers, Hand
53-3032.01	Truck Drivers, Heavy
51-4052.00	Pourers and Casters, Metal
43-4041.02	Credit Checkers
43-4111.00	Interviewers, Except Eligibility and Loan
29-2031.00	Cardiovascular Technologists and Technicians
39-5012.00	Hairdressers, Hairstylists, and Cosmetologists
47-2073.02	Operating Engineers
47-2152.02	Plumbers
47-2221.00	Structural Iron and Steel Workers
17-3026.00	Industrial Engineering Technicians
49-9094.00	Locksmiths and Safe Repairers
49-2011.03	Office Machine and Cash Register Servicers

NAME : John Doe

EDUCATION : High School

<u>CODE</u>	<u>OCCUPATION</u>
49-3021.00	Automotive Body and Related Repairers
49-9052.00	Telecommunications Line Installers and Repairers
47-2181.00	Roofers
29-2055.00	Surgical Technologists
11-9012.00	Farmers and Ranchers
25-9041.00	Teacher Assistants
33-3021.05	Immigration and Customs Inspectors
33-3031.00	Fish and Game Wardens
43-9022.00	Word Processors and Typists
51-4121.02	Welders and Cutters
43-3031.00	Bookkeeping, Accounting, and Auditing Clerks
37-2021.00	Pest Control Workers
43-9021.00	Data Entry Keyers
29-2041.00	Emergency Medical Technicians and Paramedics
43-3051.00	Payroll and Timekeeping Clerks
41-9022.00	Real Estate Sales Agents
53-3021.00	Bus Drivers, Transit and Intercity
35-3031.00	Waiters and Waitresses
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners
47-5081.00	Helpers--Extraction Workers
53-7051.00	Industrial Truck and Tractor Operators
53-3033.00	Truck Drivers, Light or Delivery Services
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food
43-4171.00	Receptionists and Information Clerks
39-9011.00	Child Care Workers
35-3011.00	Bartenders
41-9011.00	Demonstrators and Product Promoters