

# MANAGING FOR SUCCESS®

Employee-Manager™ Version

*"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*

# GENERAL CHARACTERISTICS

*Based on John's responses, the report has selected general statements to provide 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 is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He wants to be viewed as self-reliant and willing to pay the price for success. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He prefers being a team player, and wants each player to contribute along with him. John wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things. Under pressure, John has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. He seeks his own solutions to problems. In this way, his independent nature comes into play. He is deadline conscious and becomes irritated if deadlines are delayed or missed. John is often frustrated when working with others who do not share the same sense of urgency. He has high ego strengths and may be viewed by some as egotistical.

John should realize that at times he needs to think a project through, beginning to end, before starting the project. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He finds it easy to share his opinions on solving work-related problems. John prefers authority equal to his responsibility. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He has the unique ability of tackling tough problems and

## GENERAL CHARACTERISTICS

following them through to a satisfactory conclusion. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.

John may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. John tends to be intolerant of people who seem ambiguous or think too slowly. He tends to influence people by being direct, friendly and results-oriented. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lack the patience to listen and communicate with slower acting people.

# VALUE TO THE ORGANIZATION

*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. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Initiates activity.
- Competitive.
- Verbalizes his feelings.
- Innovative.
- Challenge-oriented.
- Motivates others towards goals.
- Challenges the status quo.

# 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 John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.*

## Do:

- Provide questions, alternatives and choices for making his own decisions.
- Provide testimonials from people he sees as important.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Motivate and persuade by referring to objectives and results.
- Present the facts logically; plan your presentation efficiently.
- Ask for his opinions/ideas regarding people.
- Support the results, not the person, if you agree.
- Leave time for relating, socializing.
- Support and maintain an environment where he can be efficient.
- Read the body language--look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Use enough time to be stimulating, fun-loving, fast-moving.

## **DON'TS ON COMMUNICATING**

*This section of the report is a list of things NOT to do while communicating with John. Review each statement with John 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 him.
- Reinforce agreement with "I'm with you."
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Leave decisions hanging in the air.
- Legislate or muffle--don't overcontrol the conversation.
- Direct or order.
- Be redundant.
- Let disagreement reflect on him personally.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Take credit for his ideas.
- Ask rhetorical questions, or useless ones.
- Come with a ready-made decision, or make it for him.

## COMMUNICATION TIPS

*This section provides suggestions on methods which will improve John's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



# COMMUNICATION TIPS

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

## 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. 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 John enjoys and also those that create frustration.*

- Nonroutine work with challenge and opportunity.
- Evaluation based on results, not the process.
- Tasks involving motivated groups and establishing a network of contacts.
- An innovative and futuristic-oriented environment.
- Assignments with a high degree of people contacts.
- Forum to express ideas and viewpoints.
- Democratic supervisor with whom he can associate.

# PERCEPTIONS

*A person's behavior 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 behavior. 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:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

### OTHERS' PERCEPTION

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

Demanding  
Egotistical

Nervy  
Aggressive

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

Abrasive  
Arbitrary

Controlling  
Opinionated

# DESCRIPTORS

*Based on John's responses, the report has marked those words that describe his personal behavior. 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	
Undemanding	Suspicious	Impatient	Opinionated
Cautious	Matter-of-Fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable	Pessimistic	Flexible	Uninhibited
Modest	Moody	Impulsive	Arbitrary
Peaceful	Critical	Impetuous	Unbending
Unobtrusive		Hypertense	Careless with Details

# NATURAL AND ADAPTED STYLE

*John'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.*

## PROBLEMS - CHALLENGES (Natural)

John tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

## PROBLEMS - CHALLENGES (Adapted)

John's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to win against all obstacles.

## PEOPLE - CONTACTS (Natural)

John is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. John is trusting and also wants to be trusted.

## PEOPLE - CONTACTS (Adapted)

John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

# NATURAL AND ADAPTED STYLE

## PACE - CONSISTENCY (Natural)

John is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.

## PACE - CONSISTENCY (Adapted)

John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

## PROCEDURES - CONSTRAINTS (Natural)

John is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.

## PROCEDURES - CONSTRAINTS (Adapted)

John shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John sees little or no need to change his response to the environment.

## ADAPTED STYLE

*John sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.*

- Coping with rapid changes in the work arena.
- Maintaining an ever-changing, friendly, work environment.
- Optimistic, future-oriented outlook.
- Preferring people involvement over task focus.
- Making tactful decisions.
- Positive, outgoing, friendly behavior.
- Handling a variety of activities.
- Exhibiting an active and creative sense of humor.
- Obtaining results through people.
- Meeting deadlines.
- Moving quickly from one activity to another.
- Flexibility.

# KEYS TO MOTIVATING

*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. Review each statement produced in this section with John and highlight those that are present "wants."*

John wants:

- Work assignments that provide opportunity for recognition.
- Freedom from control and detail.
- A friendly work environment.
- Group activities outside the job.
- A manager who practices participative management.
- Freedom from routine work.
- A wide scope of activities.
- A support system to do the detail work.
- Changing environments in which to work/play.
- Outside activities so there is never a dull moment.
- Freedom to talk and participate on the team.
- Participation in meetings on future planning.



## KEYS TO MANAGING

*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 difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with John 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 display empathy for people who approach life differently than he does.
- Objectivity when dealing with people because of his high trust level.
- People to work and associate with.
- A program for pacing work and relaxing.
- A rational approach to decision making--analyze the facts.
- More logical presentations--less emotional.
- More control of body language.
- Participatory management.
- To be confronted when in disagreement, or when he breaks the rules.
- To understand his role on the team--either a team player or the leader.
- To adjust his intensity to match the situation.

## AREAS FOR IMPROVEMENT

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

John has a tendency to:

- Have trouble delegating--can't wait, so does it himself.
- Resist participation as part of the team, unless seen as a leader.
- Be so concerned with big picture; he forgets to see the little pieces.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Fail to complete what he starts because of adding more and more projects.
- Be explosive by nature and lack the patience to negotiate.
- Be a one-way communicator--doesn't listen to the total story before introducing his opinion.

# ACTION PLAN

Name: John Doe

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

Communicating (Listening)  
Delegating  
Decision Making  
Disciplining  
Evaluating Performance  
Education

Time Management  
Career Goals  
Personal Goals  
Motivating Others  
Developing People  
Family

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

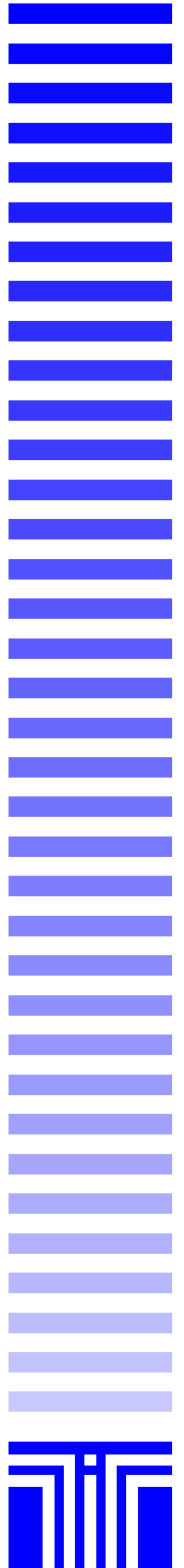
Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_

# BEHAVIORAL FACTOR INDICATOR™

Management Version

John Doe

12-4-2003



# INTRODUCTION

Classifying management behavior is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

Your report will graphically display your behavioral skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioral demands of the job.

The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behavior.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

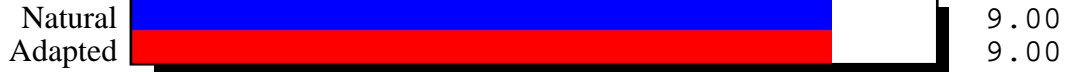
Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

# SPECIFIC FACTOR ANALYSIS

John Doe

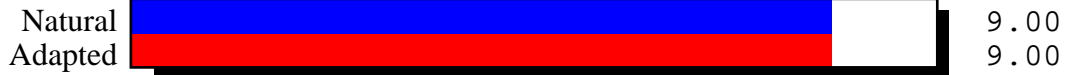
## DECISIVENESS/RESULTS ORIENTED

0...1...2...3...4...5...6...7...8...9...10



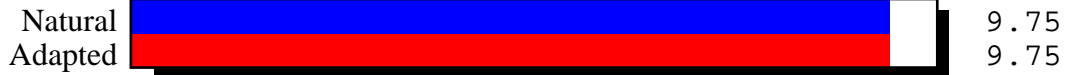
## SENSE OF URGENCY

0...1...2...3...4...5...6...7...8...9...10



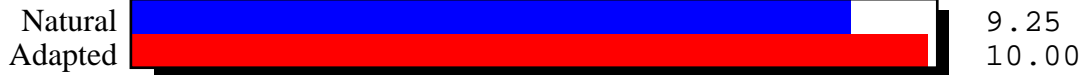
## VISION FOR THE FUTURE

0...1...2...3...4...5...6...7...8...9...10



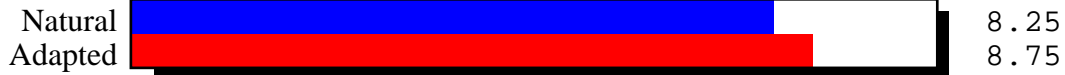
## MOTIVATING OTHERS

0...1...2...3...4...5...6...7...8...9...10



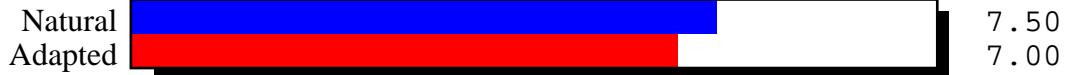
## SELF-CONFIDENCE

0...1...2...3...4...5...6...7...8...9...10



## CUSTOMER/EMPLOYEE INTERFACE

0...1...2...3...4...5...6...7...8...9...10



# SPECIFIC FACTOR ANALYSIS

John Doe

## LISTENING

0...1...2...3...4...5...6...7...8...9...10



## FOLLOW-UP AND FOLLOW-THROUGH

0...1...2...3...4...5...6...7...8...9...10



## CONSISTENCY

0...1...2...3...4...5...6...7...8...9...10



## PAPERWORK

0...1...2...3...4...5...6...7...8...9...10



## ATTENTION TO DETAIL

0...1...2...3...4...5...6...7...8...9...10



## FOLLOWING POLICY

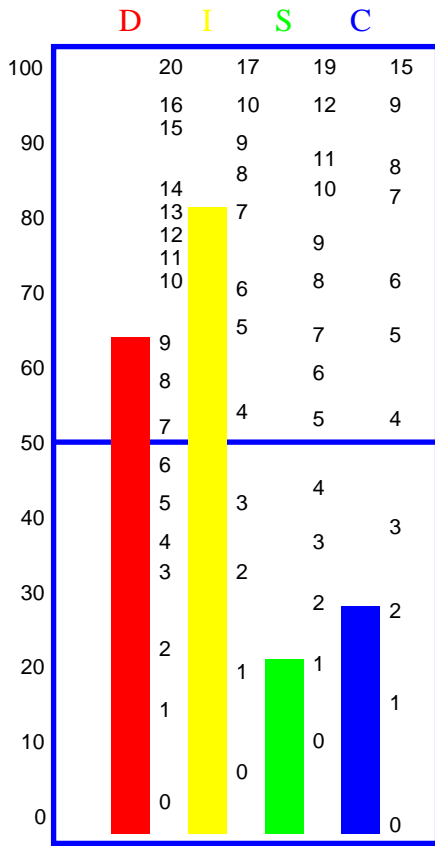
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# STYLE ANALYSIS™ GRAPHS

John Doe  
12-4-2003

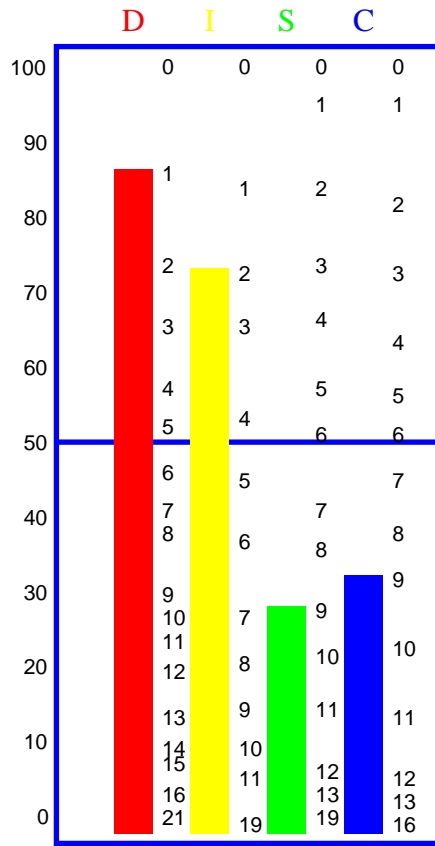
**MOST**  
Graph I  
Adapted Style



Score  
%

9	7	1	2
64	81	22	29

**LEAST**  
Graph II  
Natural Style



1	2	9	9
86	73	29	33



# 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:

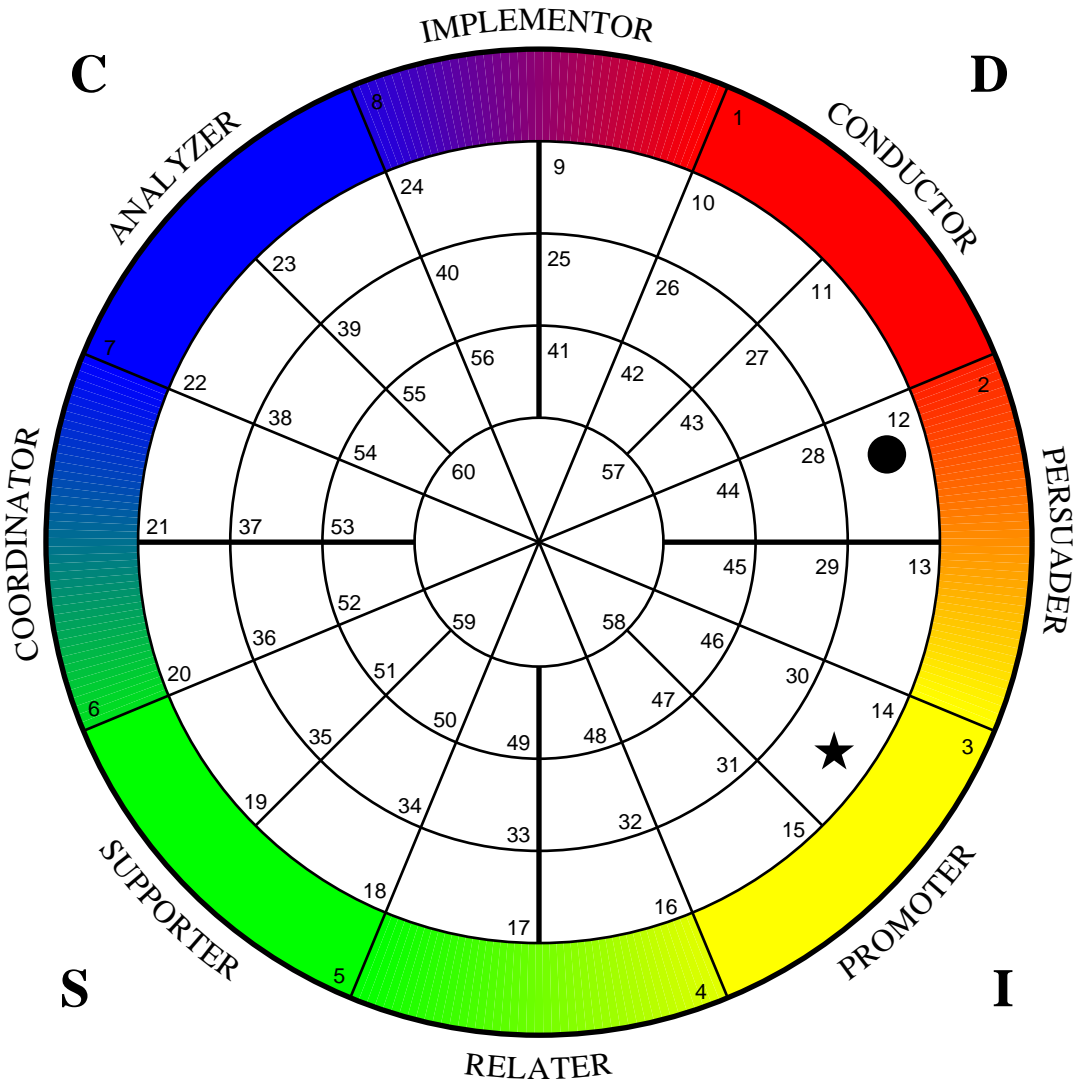
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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: ★ (14) PERSUADING PROMOTER  
Natural: ● (12) CONDUCTING PERSUADER