

# MANAGING FOR SUCCESS®

Team Building Version

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

**John Doe**

12-4-2003

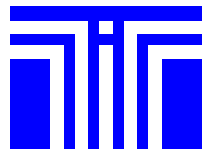
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# INTRODUCTION

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*

## BASIC CHARACTERISTICS

*Based on John's responses, the report has generated general behavioral statements to provide information on his natural behavior. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of John's natural behavior.*

John is good at concentrating in order to listen and learn. He is not easily distracted by peripheral activity. At times he can be quite skeptical. Others may misinterpret this strength as a negative one, but he is only seeking needed data. He is usually steady, easygoing and relaxed. He may not project a sense of urgency like some people with different behavioral styles. John requires many good reasons, as well as the benefits involved, before agreeing to making changes. He tends to be incisive and analytical. He dislikes volunteering his opinion until he has collected sufficient information to warrant an opinion. Outwardly, he may appear to be totally accepting of others. He may, however, have deep convictions that are not apparent to others. John is often seen as practical and objective. He wins through hard work and persistence. He likes to stay with one task until it is completed.

John finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." He may tend to fight for his beliefs or those things he feels passionate about. He uses logic to assist him in decision making. This tendency is helpful to others in his group. Making plans and following those plans is important to him. John tends to make decisions based on past experiences. He prefers the "tried and true." Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." He adheres to company policy and doesn't break the rules just for the sake of breaking them.

## BASIC CHARACTERISTICS

John is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. Sometimes he will withdraw from a verbal battle. If he feels strong about an issue, he may retreat to gather his resources and then return to take a stand! He is more motivated by logic than emotion. To him, logic represents tangible research. Rarely does he display his emotions; that is, he projects a good poker face. Others may get the feeling that he is unfriendly, when in reality he is not. He does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants.

# WORK CHARACTERISTICS

*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.*

- Exhibiting patience and good listening skills.
- Task focus over people focus.
- Limited contact with people.
- Diplomatic cooperation in team interaction.
- Careful, thoughtful approach to decision making.
- Precise, analytical approach to work tasks.
- Adherence to established guidelines and procedures.
- Using a disciplined approach.
- Disciplined, meticulous attention to order.
- Sensitivity to existing rules and regulations.
- Critical appraisal of data.
- Freedom from confrontation.

## VALUE TO THE TEAM

*This section of the report identifies John's value to the team. Discuss this list and identify those values most important to the team.*

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

# VALUE TO THE ORGANIZATION

*This section identifies the behavior John brings to the organization. Use these statements to capitalize on John's value to the team and organization.*

- Conscientious and steady.
- Good at reconciling factions--is calming and adds stability.
- Objective--"The anchor of reality."
- People-oriented.
- Always looking for the logical solutions.
- Works for a leader and a cause.
- Proficient and skilled in his technical specialty.

# EFFECTIVE COMMUNICATION

*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:

- Look for hurt feelings or personal reasons if you disagree.
- Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Prepare your "case" in advance.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Provide solid, tangible, practical evidence.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.
- Give him time to verify reliability of your actions; be accurate, realistic.
- Give him time to be thorough, when appropriate.



## **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:

- Be vague about what's expected of either of you; don't fail to follow through.
- Patronize or demean him by using subtlety or incentive.
- Rush the decision-making process.
- Manipulate or push him into agreeing because he probably won't fight back.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Dillydally, or waste time.
- Make conflicting statements.
- Leave things to chance or luck.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Be vague; don't offer opinions and probabilities.
- Say "trust me"--you must prove it.

## 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.

# TEAM EFFECTIVENESS FACTORS

*John's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.*

- STRENGTH - Loyal and patient. POTENTIAL WEAKNESS - May not project a sense of urgency.
- STRENGTH - Good listener. POTENTIAL WEAKNESS - May be possessive of information.
- STRENGTH - Will work for a cause and a leader. POTENTIAL WEAKNESS - May procrastinate on decisions when in the leadership role.
- STRENGTH - Stable and persistent. POTENTIAL WEAKNESS - Be relaxed and contented with things the way they are.
- STRENGTH - Remains calm during conflict--a team player. POTENTIAL WEAKNESS - May give others a false sense of compliance because he fights passively.
- STRENGTH - Predictable and reliable. POTENTIAL WEAKNESS - May be inflexible and resist change.
- STRENGTH - Task-oriented. POTENTIAL WEAKNESS - May bury himself in the task and fail to deal with people problems in a timely fashion.

# 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:

Considerate  
Good-Natured  
Team player

Thoughtful  
Dependable  
Good listener

### OTHERS' PERCEPTION

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

Nondemonstrative  
Unconcerned

Hesitant  
Inflexible

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

Possessive  
Detached

Stubborn  
Insensitive

# 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	Opinionated
Undemanding	Suspicious	Impatient	Unsystematic
Cautious	Matter-of-Fact	Pressure-Oriented	Self-Righteous
Mild	Incisive	Eager	Uninhibited
Agreeable	Pessimistic	Flexible	Arbitrary
Modest	Moody	Impulsive	Unbending
Peaceful	Critical	Impetuous	Careless with Details
Unobtrusive		Hypertense	

# 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 an action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

Communicating (Listening)  
Team Goals  
Setting Priorities  
Understanding Team Members

Time Management  
Career Goals  
Personal Goals  
Skill Development

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

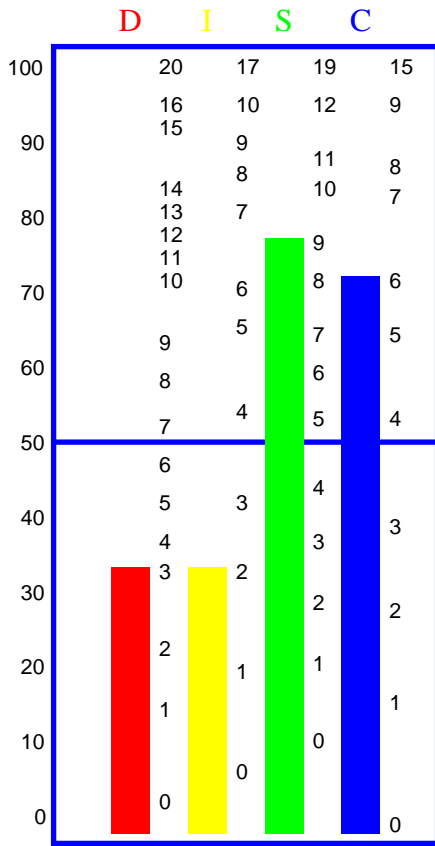
- 1.
- 2.
- 3.

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

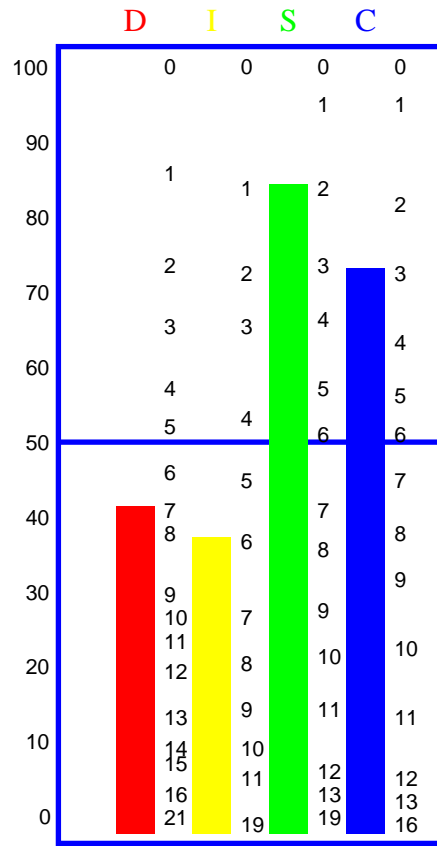
# STYLE ANALYSIS™ GRAPHS

John Doe  
12-4-2003

MOST  
Graph I  
Adapted Style



LEAST  
Graph II  
Natural Style



Score  
%

3	2	9	6
34	34	77	72

7	6	2	3
42	38	84	73



# 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:

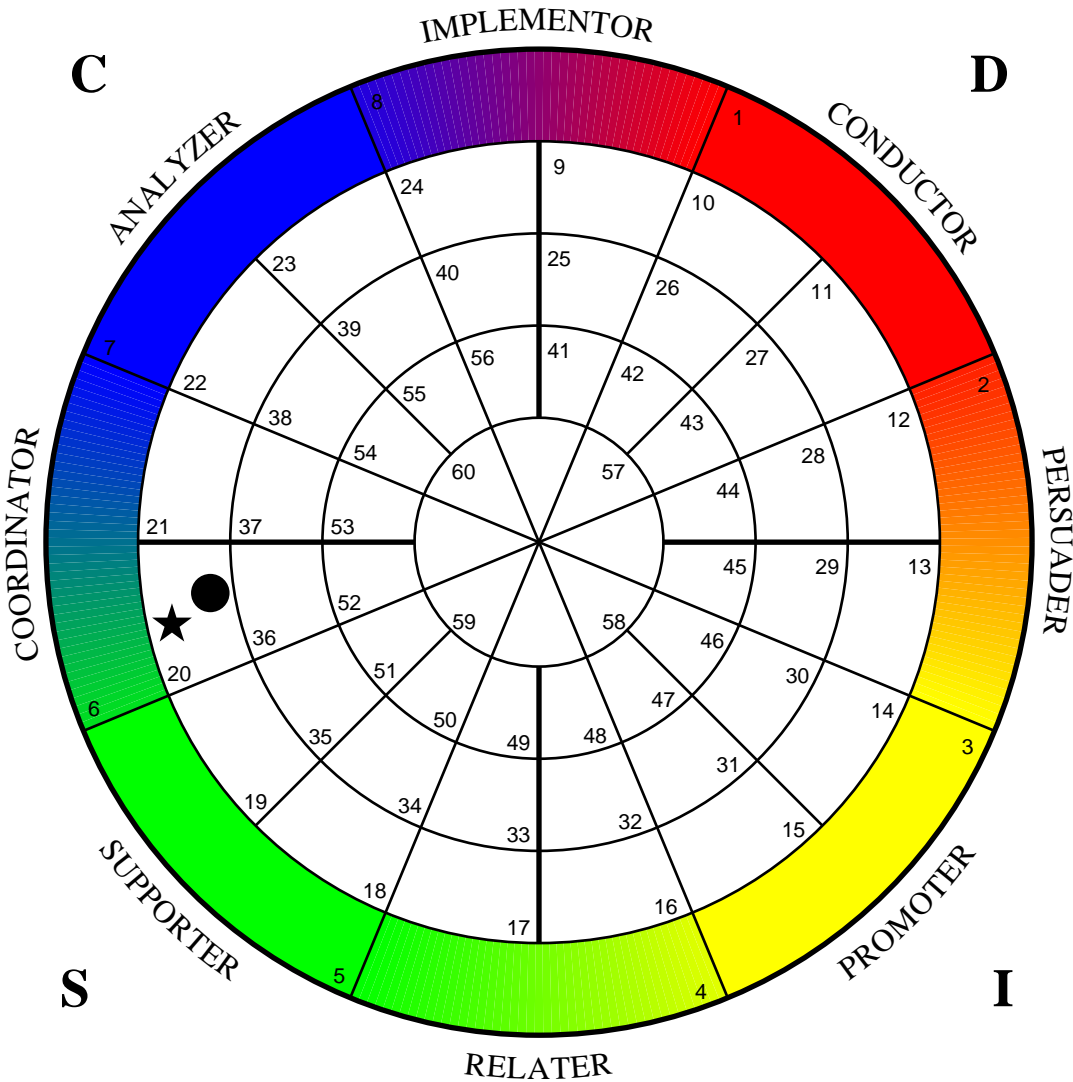
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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: ★ (20) SUPPORTING COORDINATOR

Natural: ● (20) SUPPORTING COORDINATOR