





## INTRODUCTION

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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*



## BASIC CHARACTERISTICS

*Based on Mark'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 Mark's natural behavior.*

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Mark likes feedback from his manager on how he is doing. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He has a good sense of urgency. He, an outgoing person, feels at home with strangers. He is usually filled with good intentions, but often lacks the time to fulfill them. He is gregarious and sociable. He will be seen as a good mixer both on or off the job. He prefers working for a participative manager. He does his best work in this kind of environment. He is good at creating enthusiasm in others. Mark wants to be seen not only as a team player, but also as a leader of the team. He tends to trust people and may be taken advantage of because of his high trust level.

Mark tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He makes quick decisions. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Mark believes rules exist to serve rather than to be followed by him. He will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view. He may be inconsistent in disciplining others.



## BASIC CHARACTERISTICS

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Mark usually uses many gestures when talking. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not know well. He judges others by their verbal skills and warmth. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. Mark is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Mark will attempt to put them at ease. He will optimistically interact with people in an assured, diplomatic and poised manner. Communication can extend from friendly to argumentative discourse.



## WORK CHARACTERISTICS

*Mark 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.*

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- Dedicated to "going it alone" when necessary.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- A good support team to handle paperwork.
- Skillful use of vocabulary for persuasive situations.
- Willing to take risks when others may be hesitant.
- Being creative and unconventional in making a point.
- Acting without precedent, and able to respond to change in daily work.
- Persistence in job completion.
- Dealing with a wide variety of work activities.
- Using a direct, forthright and honest approach in his communications.
- A competitive environment, combined with a high degree of people skills.
- Being independent and innovative.
- Quickly responding to crisis and change, with a strong desire for immediate results.



## VALUE TO THE TEAM

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

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- Positive sense of humor.
- Will join organizations to represent the company.
- Thinks big.
- Innovative.
- Tenacious.
- Verbalizes his feelings.
- Change agent--looks for faster and better ways.



## VALUE TO THE ORGANIZATION

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

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- Competitive.
- Creative in his approach to solving problems.
- Initiates activity.
- Usually makes decisions with the bottom line in mind.
- Thinks big.
- Accomplishes goals through people.
- Challenge-oriented.
- Dedicated to his own ideas.



## 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 Mark. 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 Mark most frequently.*

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Do:

- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Ask for his opinions/ideas regarding people.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Support and maintain an environment where he can be efficient.
- Provide testimonials from people he sees as important.
- Stick to business--let him decide if he wants to talk socially.
- Talk about him, his goals and the opinions he finds stimulating.
- Provide facts and figures about probability of success, or effectiveness of options.
- Present the facts logically; plan your presentation efficiently.
- Ask specific (preferably "what?") questions.
- Provide questions, alternatives and choices for making his own decisions.
- Read the body language--look for impatience or disapproval.



## DON'TS ON COMMUNICATING

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

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Don't:

- Reinforce agreement with "I'm with you."
- Leave decisions hanging in the air.
- Talk down to him.
- Ramble on, or waste his time.
- Be curt, cold or tight-lipped.
- Take credit for his ideas.
- Ask rhetorical questions, or useless ones.
- Legislate or muffle--don't overcontrol the conversation.
- Direct or order.
- Let disagreement reflect on him personally.
- Try to build personal relationships.



## COMMUNICATION TIPS

*This section provides suggestions on methods which will improve Mark'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, Mark 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.*

<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>



## TEAM EFFECTIVENESS FACTORS

*Mark'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.*

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- STRENGTH - Good communicator and good at meeting new people. POTENTIAL WEAKNESS - May oversell himself and turn others off.
- STRENGTH - Good sense of urgency. POTENTIAL WEAKNESS - May not pay attention to all the details or be sloppy and disorganized.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.
- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.
- STRENGTH - Optimistic communications style. POTENTIAL WEAKNESS - May be talking when he should be listening.
- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.
- STRENGTH - Problem solver. POTENTIAL WEAKNESS - Act impulsively and make decisions based on a surface analysis.



## PERCEPTIONS

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

### "See Yourself As Others See You"

#### SELF-PERCEPTION

Mark usually sees himself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

#### OTHERS' PERCEPTION

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

Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter



# DESCRIPTORS

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



# ACTION PLAN

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## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)
  
2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)
  
3. When I make changes to these behaviors, they will have the following impact on my career:
  
4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:



## ACTION PLAN

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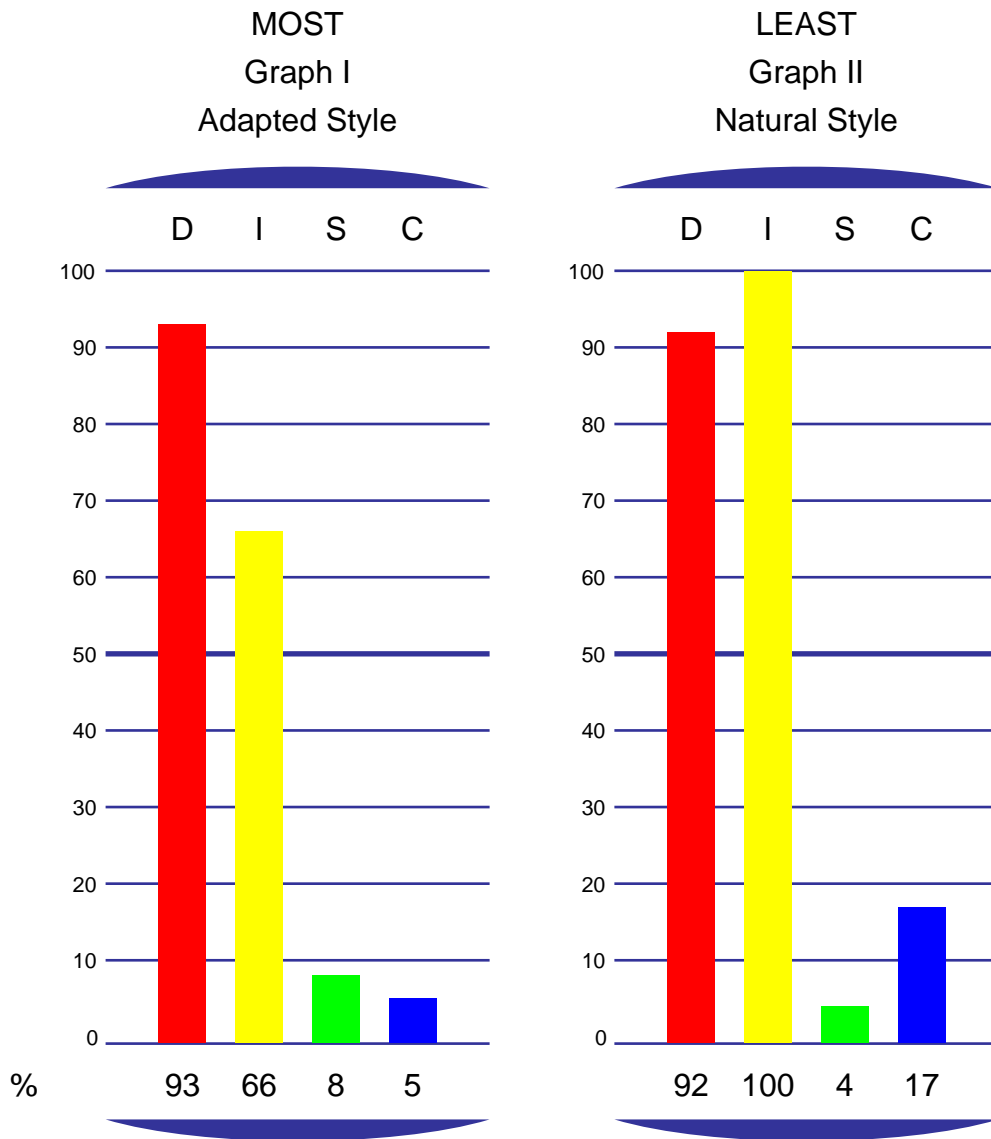
### Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)
  
2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)
  
3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:
  
4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:



# STYLE INSIGHTS® GRAPHS

5-23-2007



Norm 2003



## THE SUCCESS INSIGHTS® WHEEL

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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.

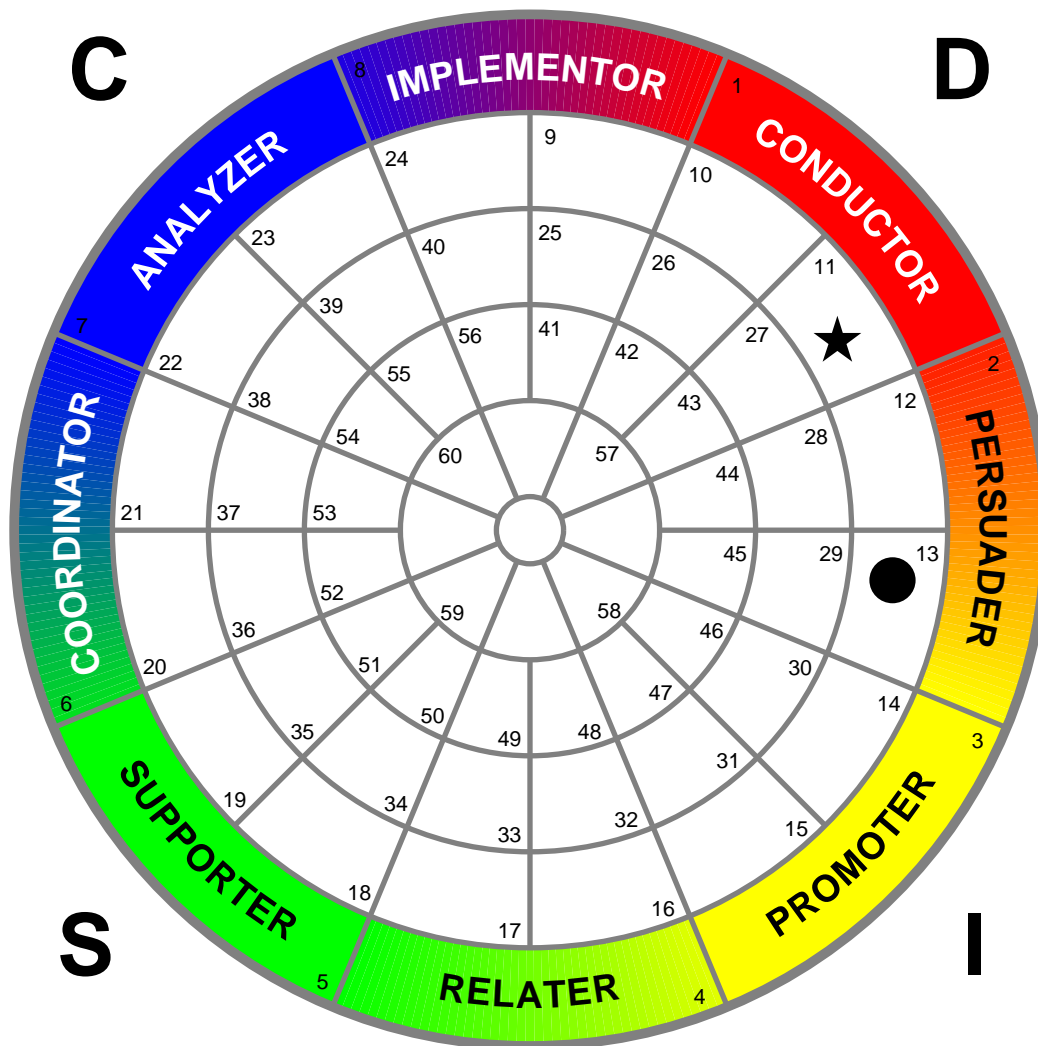
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



# THE SUCCESS INSIGHTS® WHEEL

5-23-2007



Adapted: ★ (11) PERSUADING CONDUCTOR  
Natural: ● (13) PROMOTING PERSUADER  
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