





## 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*



## 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.*

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John is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He is driven toward goals completion and wants to be in a position to set policy that will allow him to meet those goals. He is comfortable in an environment that may be characterized by high pressure and is variety-oriented. Under pressure, John has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. John is extremely results-oriented, with a sense of urgency to complete projects quickly. He is aggressive and confident. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people he manages. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. John is the type of manager who, under pressure, has a tremendous sense of urgency and need to get things done. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task.

John has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He likes to make decisions quickly. 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 prefers authority equal to his responsibility. John is decisive and prefers to work for a decisive manager. He can experience stress if his



## GENERAL CHARACTERISTICS

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manager does not possess similar traits. When faced with a tough decision, he will try to sell you on his ideas. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. 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 should exhibit more patience and ask questions to make sure that others have understood what he has said. 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 lack the patience to listen and communicate with slower acting people. John 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. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He challenges people who volunteer their opinions. He tends to be intolerant of people who seem ambiguous or think too slowly.



## 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.*

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- People-oriented.
- Initiates activity.
- Tenacious.
- Forward-looking and future-oriented.
- Competitive.
- Will join organizations to represent the company.
- Negotiates conflicts.



## 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.*

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Do:

- Present the facts logically; plan your presentation efficiently.
- Be clear, specific, brief and to the point.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Support and maintain an environment where he can be efficient.
- Support the results, not the person, if you agree.
- Ask for his opinions/ideas regarding people.
- Motivate and persuade by referring to objectives and results.
- Talk about him, his goals and the opinions he finds stimulating.
- Provide a warm and friendly environment.
- Read the body language for approval or disapproval.
- Stick to business--let him decide if he wants to talk socially.
- Deal with details in writing, have him commit to modes of action.



## 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.*

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### Don't:

- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Take credit for his ideas.
- Be dictatorial.
- Drive on to facts, figures, alternatives or abstractions.
- Try to convince by "personal" means.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Talk down to him.
- Legislate or muffle--don't overcontrol the conversation.
- Direct or order.
- "Dream" with him or you'll lose time.
- Be redundant.
- Come with a ready-made decision, or make it for him.
- Ramble on, or waste his time.



## 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 in which 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.*

<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>



## 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.*

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### "See Yourself As Others See You"

#### SELF-PERCEPTION

John usually sees himself as being:

Pioneering	Assertive
Competitive	Confident
Positive	Winner

#### OTHERS' PERCEPTION

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

Demanding	Nervy
Egotistical	Aggressive

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

Abrasive	Controlling
Arbitrary	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
<b>Demanding</b> <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> Hypertense	<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> <b>Uninhibited</b> <b>Arbitrary</b> <b>Unbending</b> 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.*

Natural	PROBLEMS - CHALLENGES	Adapted
<p>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.</p>	<p>John sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.</p>	<p>John feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.</p>	



## NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>John is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>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.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>John does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.</p>	<p>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.</p>	



## 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.*

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- Handling a variety of activities.
- Persistence in job completion.
- A competitive environment, combined with a high degree of people skills.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Meeting deadlines.
- Exhibiting an active and creative sense of humor.
- Anticipating and solving problems.
- A good support team to handle paperwork.
- Acting without precedent, and able to respond to change in daily work.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Questioning the status quo, and seeking more effective ways of accomplishment.



## 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.*

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John has a tendency to:

- Dislike routine work or routine people--unless he sees the need to further his goals.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be so concerned with big picture; he forgets to see the little pieces.
- Have trouble delegating--can't wait, so does it himself.
- Take on too much, too soon, too fast.
- Blame, deny and defend his position--even if it is not needed.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Be a one-way communicator--doesn't listen to the total story before introducing his opinion.

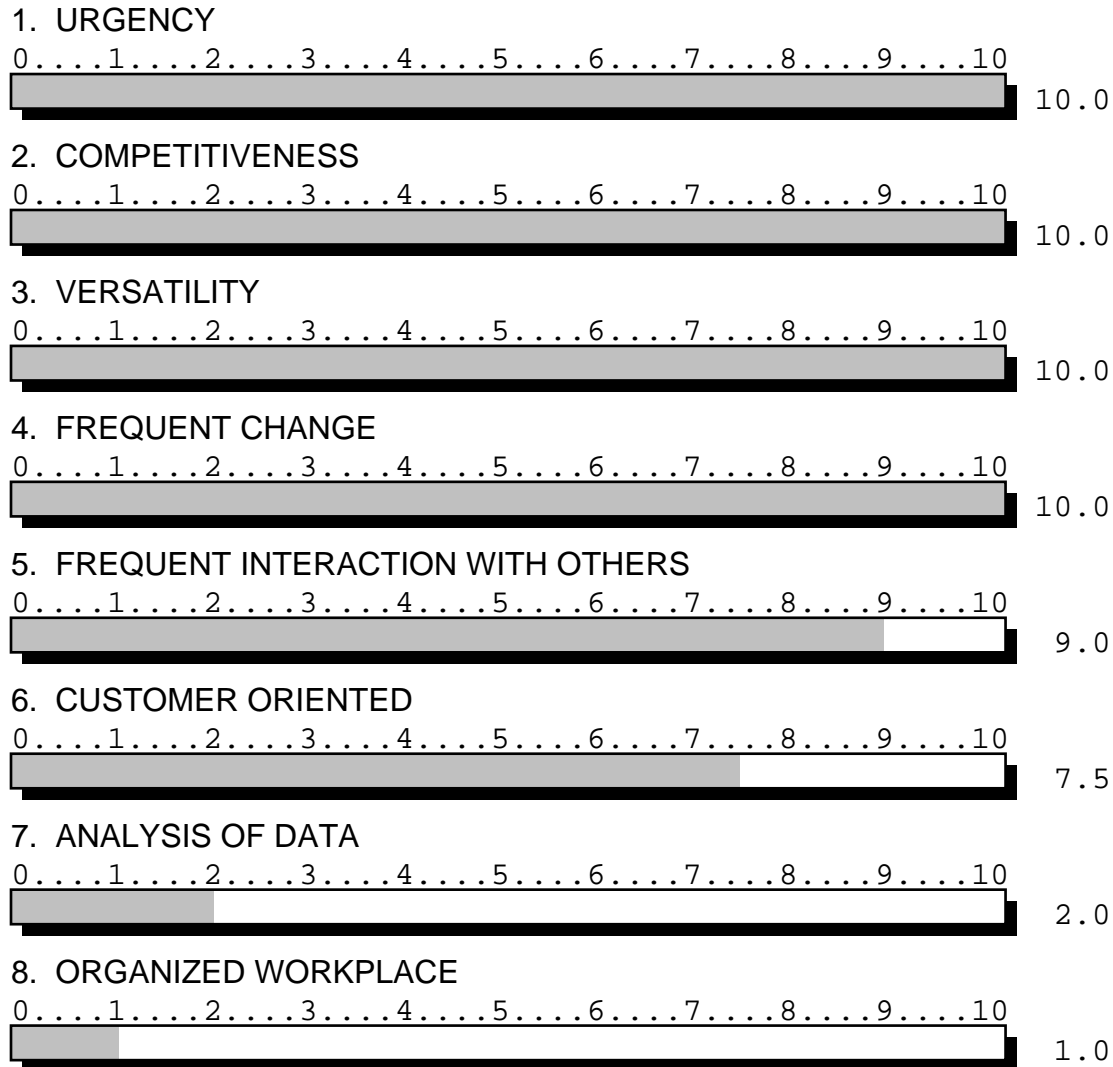






# BEHAVIORAL HIERARCHY

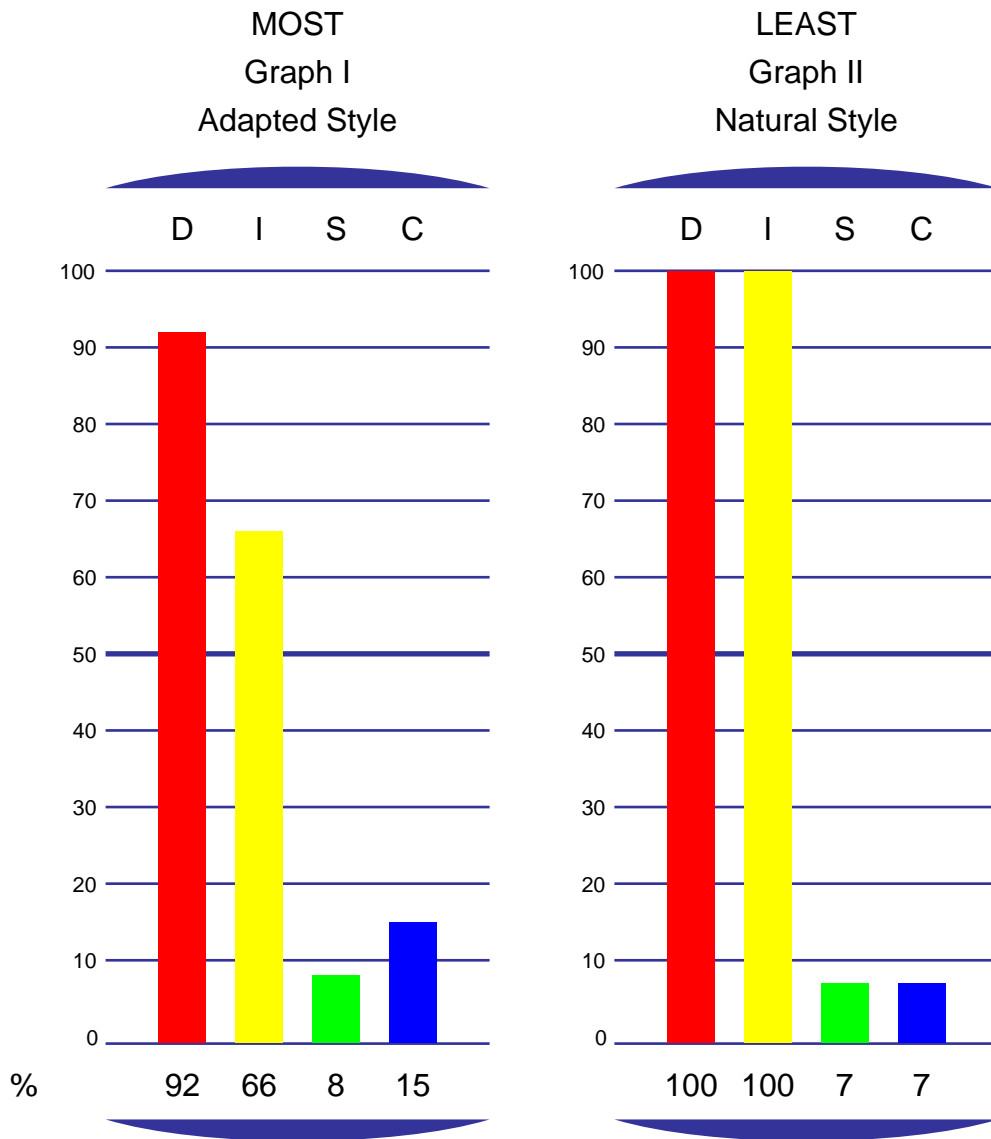
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.





# 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.

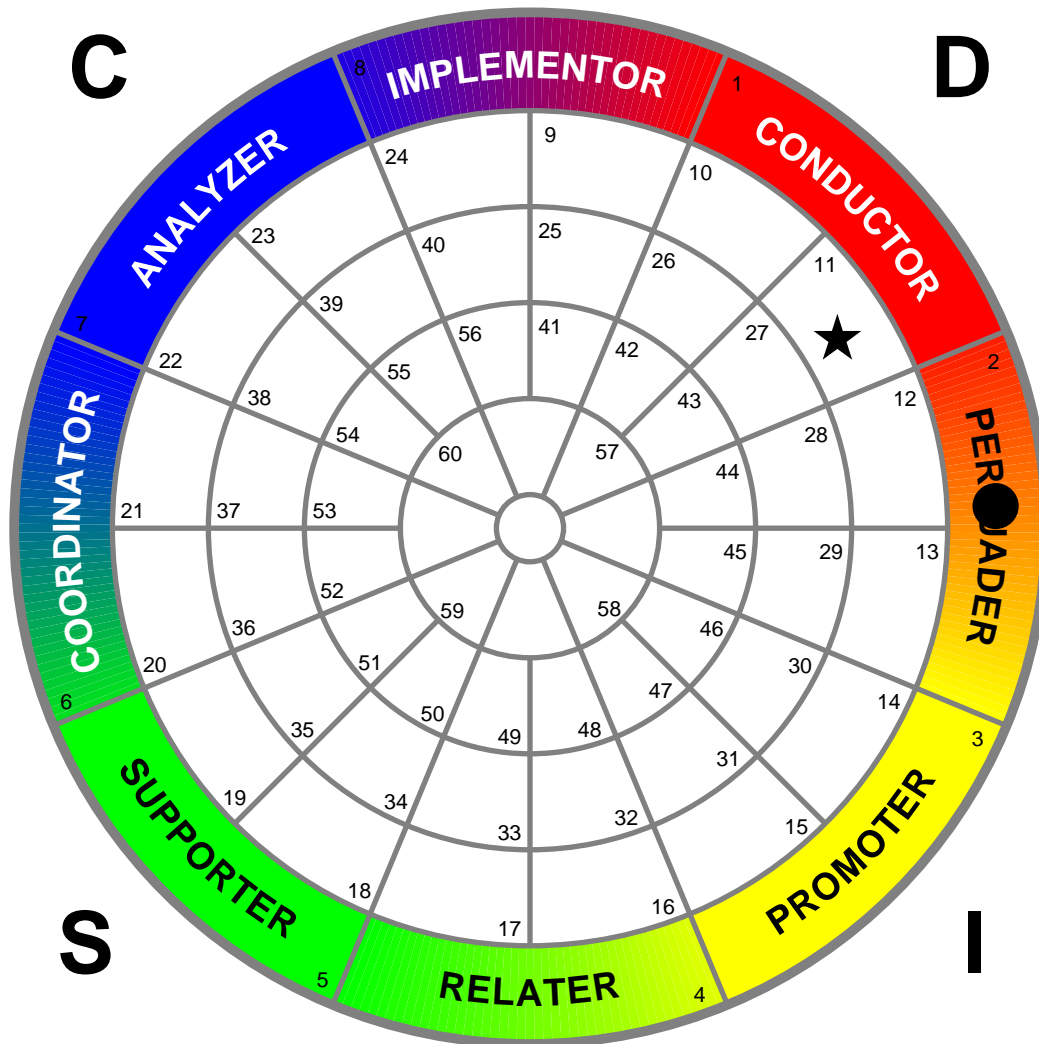
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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: ● (2) PERSUADER  
 Norm 2003