Management-Staff

Joe Sample

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COMPLIMENTARY REPORT
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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 Joe'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 Joe's natural behavior.

Joe believes in getting results through other people. He prefers the "team approach." He influences most people with his warmth. He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. He likes feedback from his manager on how he is doing. Joe may be careless with details. He is optimistic about his ability to do any job. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. He, an outgoing person, feels at home with strangers. Joe likes freedom from many controls. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes."

Joe likes working for managers who make quick decisions. He makes quick decisions. He usually makes decisions after gathering some facts and supporting data. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. Joe tends to make snap judgments or impulsive decisions. He can make decisions even though some of the facts to support the decision may be missing. He 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.

General Characteristics Continued

Joe tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He may have a tendency to oversell certain styles. He can be intense and may not always fit the intensity to the situation. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. Joe usually uses many gestures when talking. He will often verbalize his need to be his own person. It is important for Joe to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. Some see him as too talkative and emotional.

Value to the Organization

This section of the report identifies the specific talents and behavior Joe 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.

- Big thinker.

- Verbalizes his feelings.

- Negotiates conflicts.

- Can support or oppose strongly.

- Pioneering.

- Self-reliant.

- Creative problem solving.

- Accomplishes goals through people.

- Motivates others towards goals.

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 Joe. 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 Joe most frequently.

Ways to Communicate

☐ Provide testimonials from people he sees as important.

☐ Provide "yes" or "no" answers--not maybe.

☐ Flatter his ego.

☐ Provide ideas for implementing action.

☐ Expect him to return to fight another day when he has received a "no" answer.

☐ Offer special, immediate and continuing incentives for his willingness to take risks.

☐ Speak at a rapid pace.

☐ Clarify any parameters in writing.

☐ Be brief--be bright--be gone.

☐ Deal with details in writing, have him commit to modes of action.

☐ Define the problem in writing.

☐ Use a balanced, objective and emotional approach.

Checklist for Communicating Continued

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

Ways **NOT** to Communicate

☐ Leave decisions hanging in the air.

☐ Give him your opinion unless asked.

☐ Be paternalistic.

☐ Be dictatorial.

☐ Hesitate when confronted.

☐ Drive on to facts, figures, alternatives or abstractions.

☐ "Dream" with him or you'll lose time.

☐ Be curt, cold or tight-lipped.

☐ Ramble.

☐ Let him overpower you with verbiage.

☐ Talk down to him.

☐ Legislate or muffle--don't overcontrol the conversation.

☐ Waste time trying to be impersonal, judgmental or too task-oriented.

Joe Sample

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Communication Tips

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

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 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 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.

Ideal Environment

This section identifies the ideal work environment based on Joe'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 Joe enjoys and also those that create frustration.

- Needs difficult assignments.

- Freedom of movement.

- Freedom from control and detail.

- Work with a results-oriented team.

- Democratic supervisor with whom he can associate.

- Tasks involving motivated groups and establishing a network of contacts.

- Work tasks that change from time to time.

- Freedom to try new approaches.

Perceptions
See Yourself as Others See You

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

Self-Perception

Joe usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive

- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic

- Glib
- Unrealistic

Others' Perception - Extreme

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

- Overly Confident
- Poor Listener

- Talkative
- Self-Promoter

Descriptors

Based on Joe'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.

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

Natural and Adapted Style

Joe'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

Joe is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Joe has a tendency to make decisions with little or no hesitation.

Adapted

Joe sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People - Contacts

Natural

Joe'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.

Adapted

Joe 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.

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Natural and Adapted Style Continued

Pace - Consistency

Natural

Joe likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Joe 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

Joe 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.

Adapted

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

Adapted Style

Joe 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.

- Making tactful decisions.

- Dedicated to "going it alone" when necessary.

- Responding well to challenges: "You say I can't do it? Just watch me!"

- Obtaining results through people.

- Acting independently and without precedent.

- Optimistic, future-oriented outlook.

- Being creative and unconventional in making a point.

- Motivating people to take action by using persuasive skills.

- Positive, outgoing, friendly behavior.

- Using a creative approach in decision making.

- Flexibility.

- Willing to take risks when others may be hesitant.

Keys to Motivating

This section of the report was produced by analyzing Joe'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 Joe and highlight those that are present "wants."

Joe wants:

- A support system to do the detail work.

- Unusual, new or difficult assignments.

- No restrictions to hamper results.

- Participation in meetings on future planning.

- No close supervision.

- To be trusted.

- Work assignments that provide opportunity for recognition.

- Public recognition of his ideas and results.

- Flattery, praise, popularity and strokes.

- Exposure to those who appreciate his results.

- The chance to have fun (play hard--work hard).

- Excitement.

- To be measured by results.

Keys to Managing

In this section are some needs which must be met in order for Joe 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 Joe and identify 3 or 4 statements that are most important to him. This allows Joe to participate in forming his own personal management plan.

Joe needs:

- To maintain focus on results and not sacrifice productivity just to make everyone happy.

- Better organization of record keeping.

- A tolerant boss.

- Help on controlling time and setting priorities.

- Support in doing excessive detail work.

- To evaluate his drive to be seen as his "own person" and how it affects his role on the team.

- To relax and pace himself.

- People to work and associate with.

- Authority equal to responsibility.

- To mask emotions when appropriate.

- To be informed of things which affect him.

- More control of body language.

Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Joe 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.

Joe has a tendency to:

- Be optimistic regarding possible results of his projects or the potential of his people.

- Be so enthusiastic that he can be seen as superficial.

- Take information at face value without validation or substantial investigation.

- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.

- Be unrealistic in appraising people--especially if the person is a "friend."

- Overuse praise in motivating others.

- Make decisions based on surface analysis.

- Be a situational listener if not given an opportunity to tell his ideas.

- Be too verbal in expressing criticism.

Action Plan

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

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 _____:

_____

_____

_____

Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

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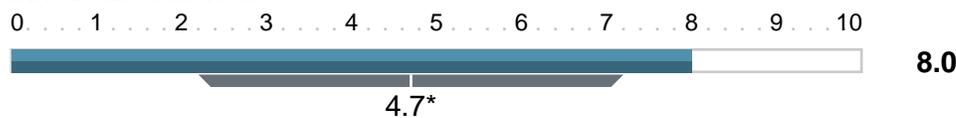
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2. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.
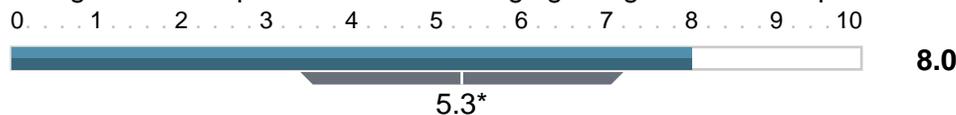
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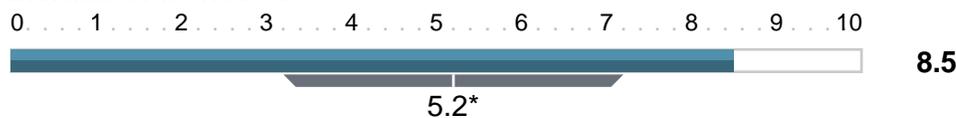
3. Urgency - Decisiveness, quick response and fast action.

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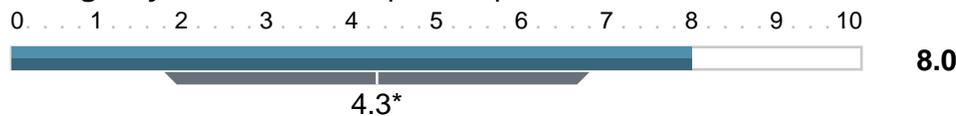
4. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

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4.7*

**5. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

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

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5.3*

6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

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7.5

6.8*

7. Customer Relations - A desire to convey your sincere interest in them.

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5.0

6.6*
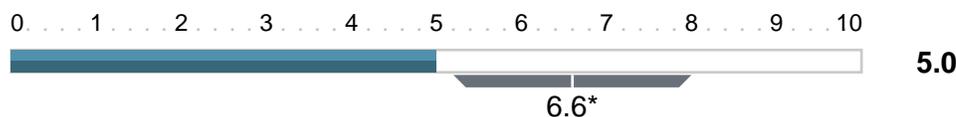
* 68% of the population falls within the shaded area.

Behavioral Hierarchy

**8. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.

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3.5

6.9*

9. Consistency - The ability to do the job the same way.

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

3.2

6.5*

10. Follow Up and Follow Through - A need to be thorough.

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6.3*

11. Analysis of Data - Information is maintained accurately for repeated examination as required.

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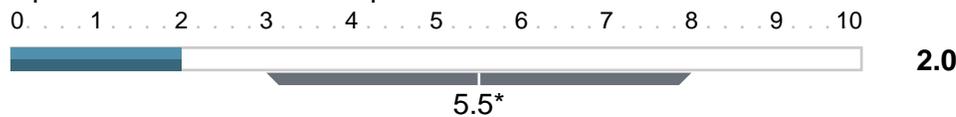
12. Organized Workplace - Systems and procedures followed for success.

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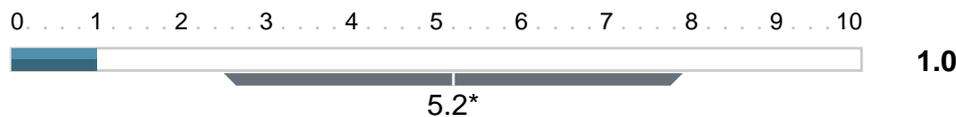
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* 68% of the population falls within the shaded area.
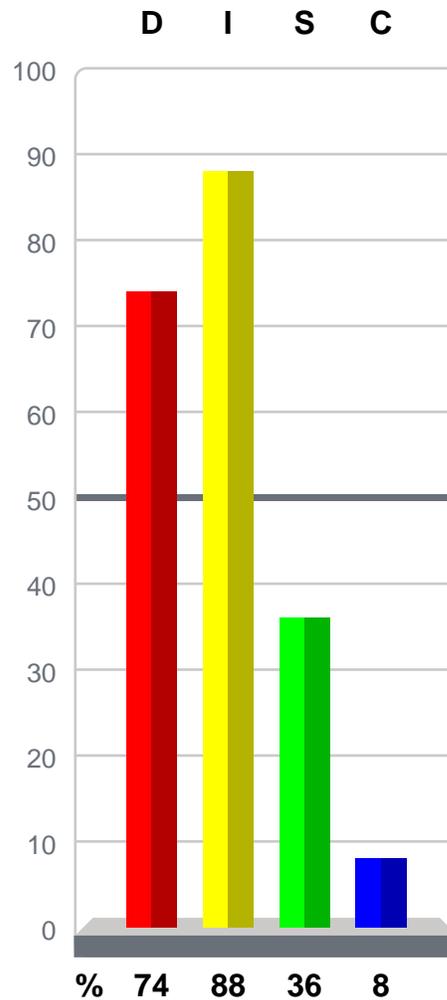
Style Insights® Graphs
10-27-2014

Adapted Style
Graph I

	D	I	S	C
%	74	83	36	4
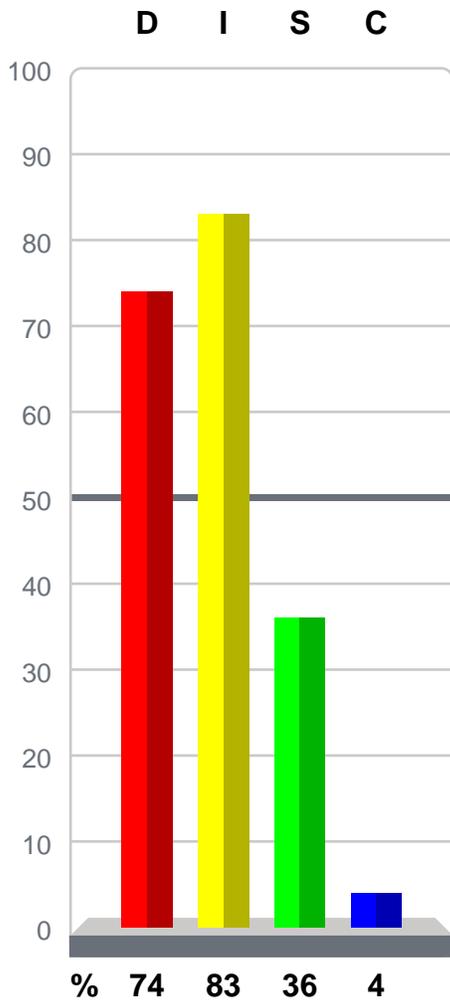
Natural Style
Graph II

	D	I	S	C
%	74	88	36	8

Norm 2014 R4

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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

10-27-2014
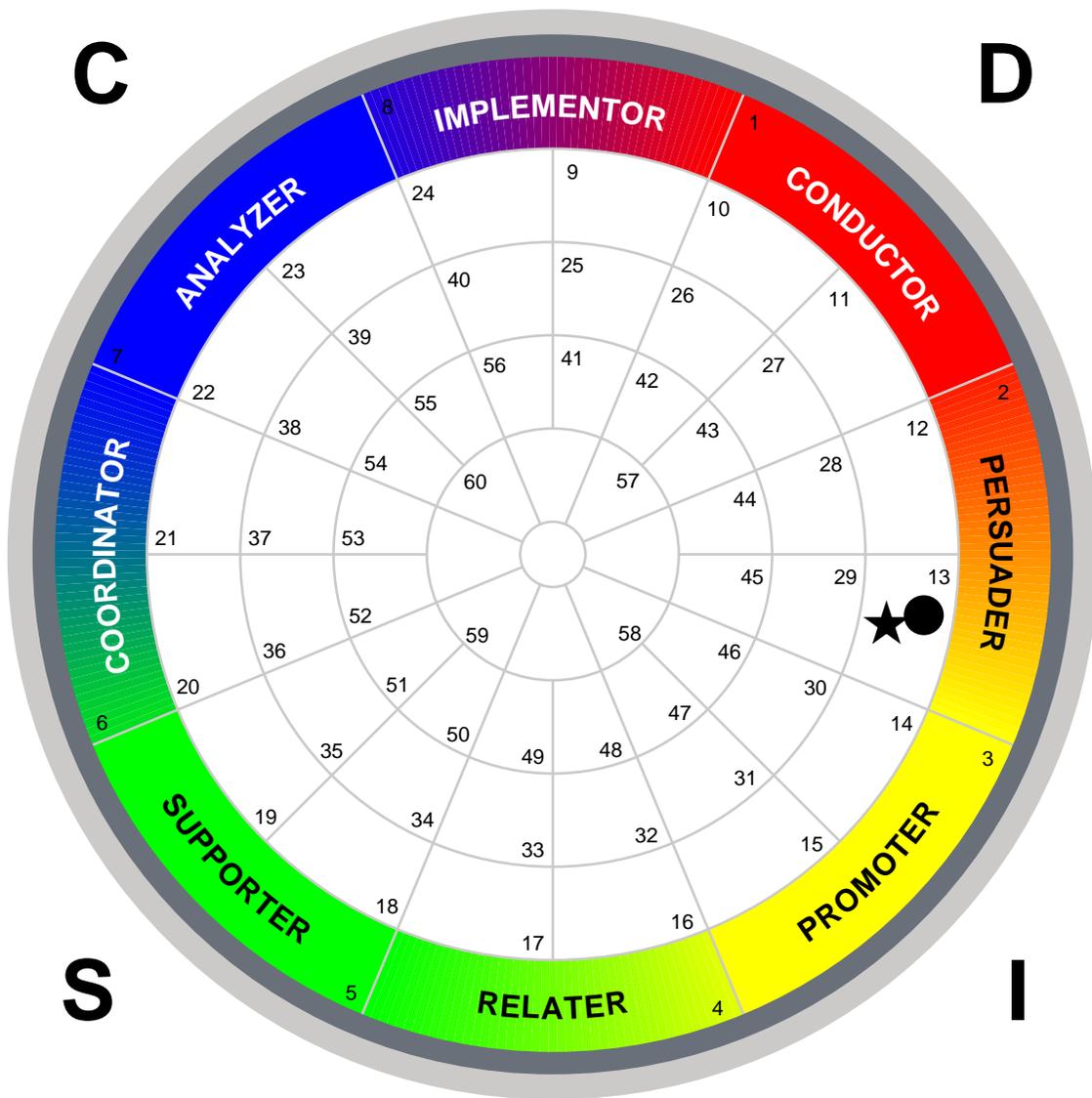
Adapted: ★ (13) PROMOTING PERSUADER

Natural: ● (13) PROMOTING PERSUADER

Norm 2014 R4

T: 8:53

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