

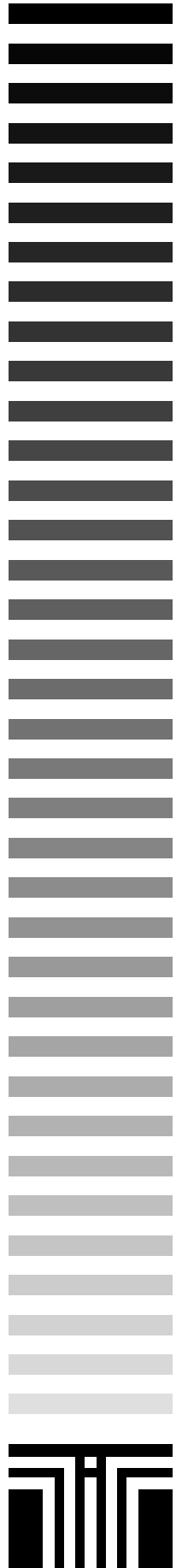
# MANAGING FOR SUCCESS®

Employee-Manager™ Version

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

**Mike Jay**

1-17-2002



# 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 Mike'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 Mike's natural behavior.*

Mike is comfortable in an environment that may be characterized by high pressure and is variety-oriented. Many people see him as a self-starter dedicated to achieving results. He is aggressive and confident. He has high ego strengths and may be viewed by some as egotistical. Mike has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness. He may have difficulty dealing with others who are slower in thought and action. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Mike may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He seeks his own solutions to problems. In this way, his independent nature comes into play.

Mike finds it easy to share his opinions on solving work-related problems. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. Sometimes he becomes emotionally involved in the decision-making process. He likes to make decisions quickly. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.

# GENERAL CHARACTERISTICS

Mike 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 tends to influence people by being direct, friendly and results-oriented. He may lack the patience to listen and communicate with slower acting people. 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. Mike challenges people who volunteer their opinions. 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. 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 Mike 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.*

- Ability to change gears fast and often.
- Innovative.
- Challenges the status quo.
- Creative in his approach to solving problems.
- Self-starter.
- Initiates activity.
- Usually makes decisions with the bottom line in mind.
- Spontaneity.

# 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 Mike. 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 Mike most frequently.*

Do:

- Be open, honest and informal.
- Ask specific (preferably "what?") questions.
- Support and maintain an environment where he can be efficient.
- Be specific and leave nothing to chance.
- Stick to business--let him decide if he wants to talk socially.
- Provide facts and figures about probability of success, or effectiveness of options.
- Support the results, not the person, if you agree.
- Understand his sporadic listening skills.
- Read the body language--look for impatience or disapproval.
- Use his jargon.
- Expect acceptance without a lot of questions.
- Provide time for fun and relaxing.

# **DON'TS ON COMMUNICATING**

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

- Ask rhetorical questions, or useless ones.
- Assume he heard what you said.
- Let him change the topic until you are finished.
- Be redundant.
- Be put off by his "cockiness."
- Direct or order.
- Let disagreement reflect on him personally.
- Use paternalistic approach.
- Try to convince by "personal" means.
- Ramble on, or waste his time.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.

# COMMUNICATION TIPS

*This section provides suggestions on methods which will improve Mike'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, Mike 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 Mike'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 Mike enjoys and also those that create frustration.*

- New products and new ideas to work on.
- Activities, and more activities.
- Nonroutine work with challenge and opportunity.
- Freedom from long, detailed reports.
- Work for a manager who makes quick decisions.
- An innovative and futuristic-oriented environment.
- Evaluation based on results, not the process.

# PERCEPTIONS

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

"See Yourself As Others See You"

## SELF-PERCEPTION

Mike 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 Mike'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	

# NATURAL AND ADAPTED STYLE

*Mike'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)

Mike 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. Mike 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)

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

## PEOPLE - CONTACTS (Natural)

Mike 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. Mike is trusting and also wants to be trusted.

## PEOPLE - CONTACTS (Adapted)

Mike feels that convincing people can only be done within the framework of logical facts presented by a totally objective person. He rarely displays emotion when attempting to influence others.

# NATURAL AND ADAPTED STYLE

## PACE - CONSISTENCY (Natural)

Mike 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)

Mike seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for him.

## PROCEDURES - CONSTRAINTS (Natural)

Mike is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

## PROCEDURES - CONSTRAINTS (Adapted)

Mike seeks adventure and excitement. He wants to be seen as his own person and will break rules to display this desire for independence. He wants to be judged by the bottom-line results--not how those results were achieved.

## **ADAPTED STYLE**

*Mike 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.*

- Willing to take risks when others may be hesitant.
- Using a creative approach in decision making.
- Firm commitment to accomplishments.
- Being creative and unconventional in making a point.
- Persistence in job completion.
- Dedicated to "going it alone" when necessary.
- Flaunting independence.
- Dealing with a wide variety of work activities.
- Anticipating and solving problems.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Being independent and innovative.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.

# KEYS TO MOTIVATING

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

Mike wants:

- Prestige, position and titles so he can control the destiny of others.
- Exposure to those who appreciate his results.
- No close supervision.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Control of his own destiny.
- Unusual, new or difficult assignments.
- Independence.
- To be seen as a leader.
- New challenges and problems to solve.
- Power and authority to take the risks to achieve results.
- Opportunity for rapid advancement.



# KEYS TO MANAGING

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

Mike needs:

- Consistency.
- Systems to follow.
- Appreciation of slower-moving people.
- To know results expected and to be evaluated on the results.
- Deadlines for completion of work.
- To pace himself.
- To understand his role on the team--either a team player or the leader.
- A program for pacing work and relaxing.
- To display empathy for people who approach life differently than he does.
- To negotiate commitment face-to-face.
- An awareness of the parameters or rules in writing.
- Budgets to help prioritize his purchases.
- To understand the importance of annual physicals because of his activity level.

# AREAS FOR IMPROVEMENT

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

Mike has a tendency to:

- Set standards for himself and others so high that impossibility of the situation is common place.
- Be explosive by nature and lack the patience to negotiate.
- Overstep authority and prerogatives--will override others.
- Blame, deny and defend his position--even if it is not needed.
- Be crisis-oriented.
- Be a one-way communicator--doesn't listen to the total story before introducing his opinion.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.

# ACTION PLAN

Name: Mike Jay

The following are examples of areas in which Mike 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.

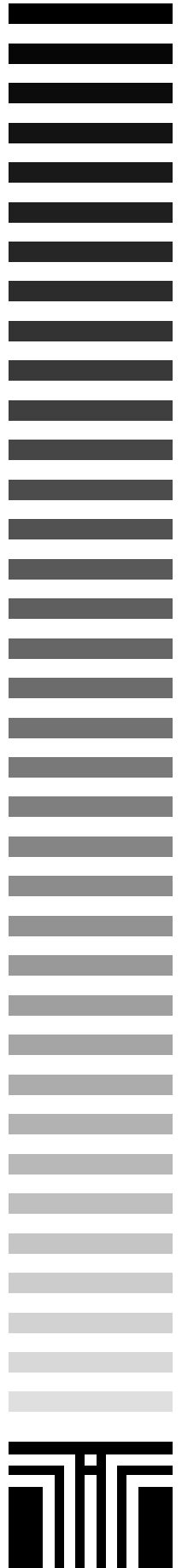
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# BEHAVIORAL FACTOR INDICATOR™

Management Version

**Mike Jay**

1-17-2002



# 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

Mike Jay

## 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

Mike Jay

## 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

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

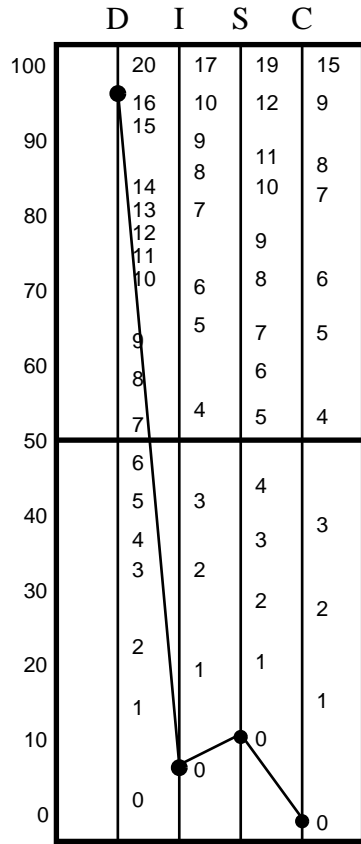


# STYLE ANALYSIS™ GRAPHS

Mike Jay

1-17-2002

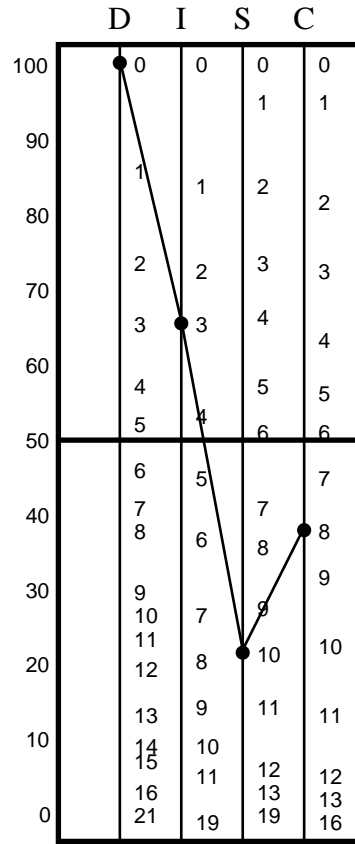
MOST  
Graph I  
Adapted Style



Score  
%

19	0	0	0
96	8	12	1

LEAST  
Graph II  
Natural Style



0	3	10	8
100	66	23	39



# 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.

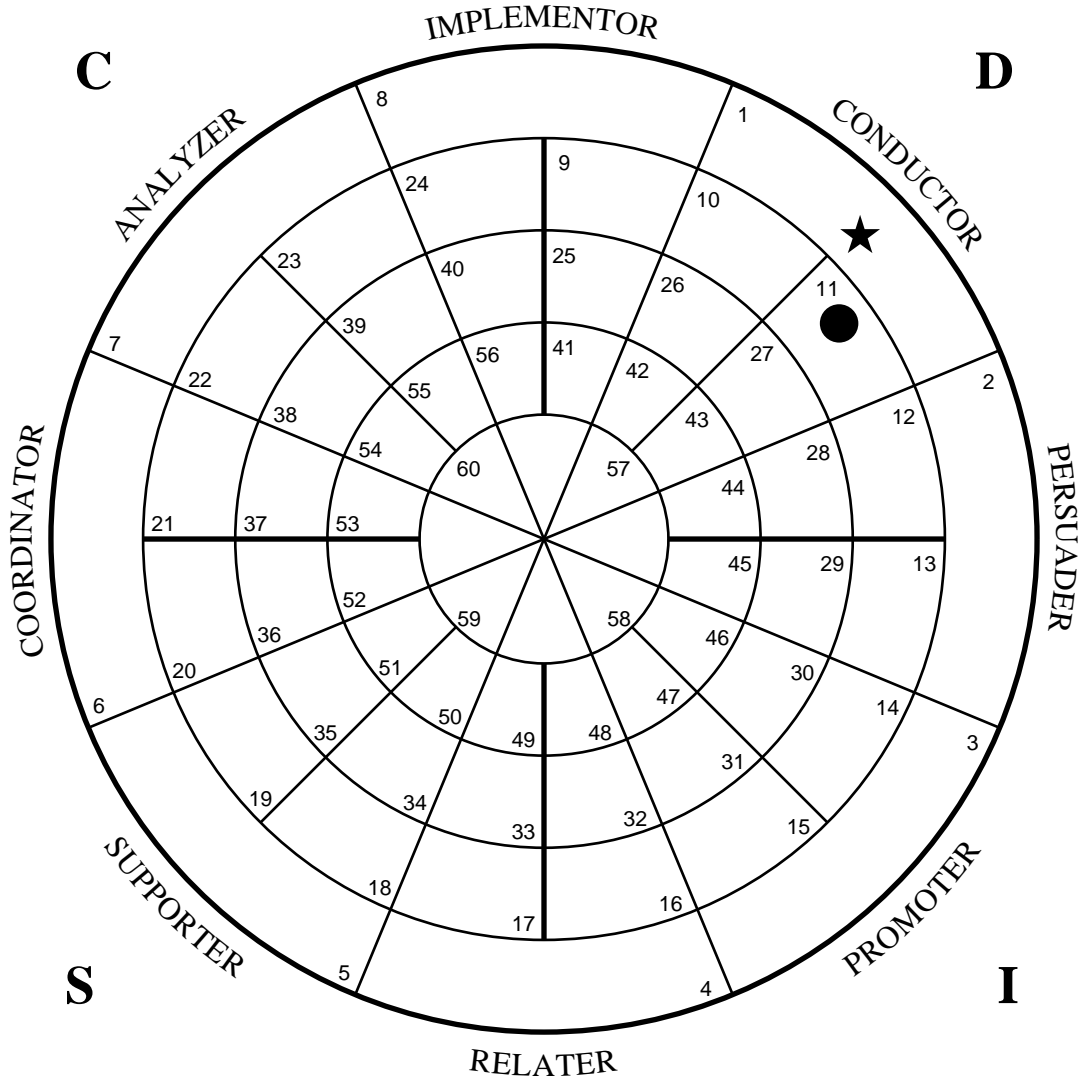
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

Mike Jay

1-17-2002



Adapted: ★ (1) CONDUCTOR

Natural: ● (11) PERSUADING CONDUCTOR