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## Management-Staff

Juliane Sample

Sales

Sample Co.

5-21-2013

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**company**



## 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 Juliane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Juliane's natural behavior.*

Juliane likes to work behind the scene and be seen as someone who is organized and has her life in order. Rules and procedures provide security for her job performance. Juliane can devote all her energy to the job, and that offers security to her work situation. She resists change if she feels the change will lower the quality of her work. If change is inevitable, she may need reassurances that her standards will continue to be met. She can overanalyze a problem which tends to slow down the decision-making process. When Juliane sees something that is wrong she wants to fix it. She is oriented toward achieving practical results. She tends to be her own worst critic constantly reminding herself that she could have done better if given more time. Because of high expectations of her own job performance, Juliane may sometimes feel that other workers cannot perform up to her standards. She wants to make certain that detailed reports are accurately completed. This tendency can be reassuring to Juliane's supervisors. Juliane wants the safety features on her equipment to be in good working order. She is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work.

Juliane gets frustrated when well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. She usually judges others by the quality of their work. She may find it difficult to recognize others' strengths, if their work does not meet her high standards. She is skilled at observing and collecting data on different subjects. If she has a real passion for a given subject, she will read and listen to all the available information on the subject. She feels tension when forced to make major decisions quickly. Juliane is the type of person who will accept challenges, and accept them seriously. She has an acute awareness of social, economic and political implications of her decisions. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts." She tends to base decisions on the quality of work--not on efficiency.

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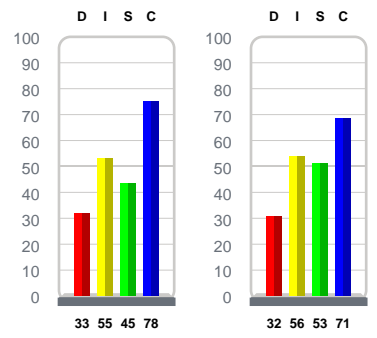
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Adapted Style      Natural Style





# General Characteristics Continued

Juliane can be outgoing at times. Basically introverted, she will engage in social conversation when the occasion warrants. She likes to ask questions to clarify the communications. She gathers data in order to be certain she is correct in her work, communications or decision making. She does not seek confrontation, but if she is confronted, she will present her case with enough supportive data that she will probably win. Because Juliane prefers logical information, she likes people who communicate all the facts in logical order. Random facts in a haphazard format tend to distract and annoy her. Juliane does not like to work for a manager who uses a confrontational management style. She tends to withdraw and not express herself, and may become unproductive if she feels threatened. She enjoys analyzing the motives of others. This allows her to develop her intuitive skills. She is patient and persistent in her approach to achieving goals. She responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." She wants to establish good will with others and to influence them in a friendly and sociable manner.



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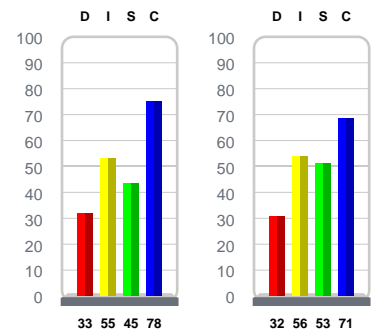
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Adapted Style      Natural Style





# Value to the Organization

*This section of the report identifies the specific talents and behavior Juliane brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.*

- Maintains standards.
- Turns confrontation into positives.
- Always concerned about quality work.
- Accurate and intuitive.
- Respect for authority and organizational structure.
- Defines, clarifies, gets information, criticizes and tests.
- Conscientious and steady.
- Proficient and skilled in her technical specialty.




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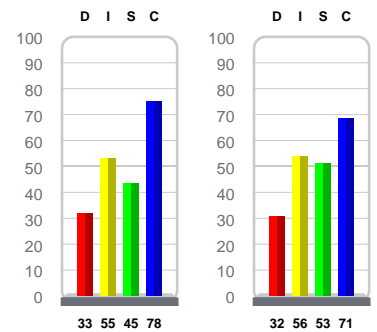
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Adapted Style      Natural Style





# 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 Juliane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Juliane most frequently.*

## Ways to Communicate

- Support your communications with correct facts and data.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Support her principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Take time to be sure that she is in agreement and understands what you said.
- Be sincere and use a tone of voice that shows sincerity.
- Give her time to be thorough, when appropriate.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Prepare your "case" in advance.
- Follow through, if you agree.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- Make an organized presentation of your position, if you disagree.




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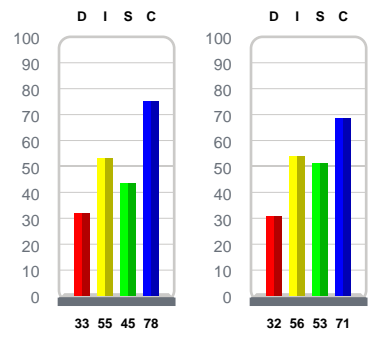
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# Checklist for Communicating Continued

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

- Use gimmicks or clever, quick manipulations.
- Talk in a loud voice or use confrontation.
- Rush the decision-making process.
- Use testimonies of unreliable sources; don't be haphazard.
- Threaten, cajole, wheedle, coax or whimper.
- Make conflicting statements.
- Make promises you cannot deliver.
- Don't be haphazard.
- Make statements about the quality of her work unless you can prove it.
- Push too hard, or be unrealistic with deadlines.
- Dillydally, or waste time.
- Talk to her when you're extremely angry.
- Be vague about what's expected of either of you; don't fail to follow through.

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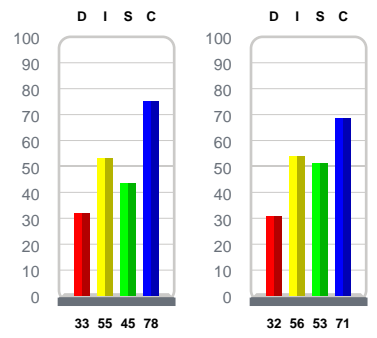
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# Communication Tips

*This section provides suggestions on methods which will improve Juliane's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Juliane will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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 Juliane'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 Juliane enjoys and also those that create frustration.*

- Familiar work environment with a predictable pattern.
- Assignments that can be followed through to completion.
- Jobs for which standards and methods are established.
- Prefers technical work, specializing in one area.
- Work place where people seldom get mad.
- Assignments that can be completed one at a time.
- An environment where she can use her intuitive thinking skills.
- Practical work procedures.

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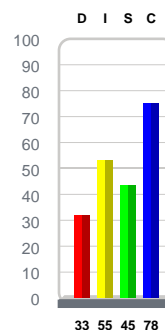
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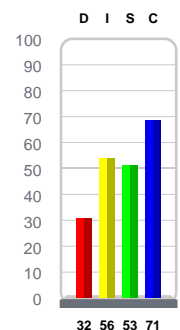
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Adapted Style



Natural Style





# 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 Juliane's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Juliane to project the image that will allow her to control the situation.

### Self-Perception

*Juliane usually sees herself as being:*

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

### Others' Perception - Moderate

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

- Pessimistic
- Picky
- Worrisome
- Fussy

### Others' Perception - Extreme

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

- Perfectionistic
- Hard-to-Please
- Strict
- Defensive




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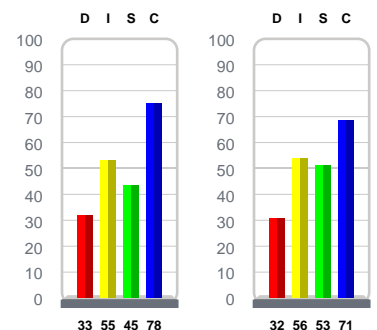
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Adapted Style      Natural Style





# Descriptors

Based on Juliane's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

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



# Natural and Adapted Style

*Juliane'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   |   |
|---|---|
| <p><b>Natural</b></p> <p>Juliane is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Juliane likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.</p> | <p><b>Adapted</b></p> <p>Juliane sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p> |

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| People - Contacts  |  |
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| <p><b>Natural</b></p> <p>Juliane is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.</p> | <p><b>Adapted</b></p> <p>Juliane sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.</p> |

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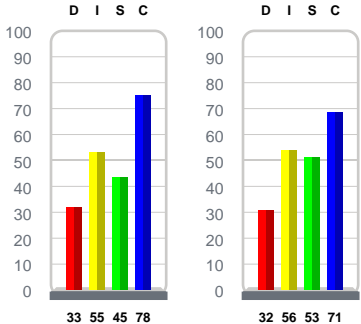
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Adapted Style

Natural Style



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Juliane Sample



# Natural and Adapted Style Continued



## Pace - Consistency

### Natural

Juliane is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.

### Adapted

Juliane sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

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## Procedures - Constraints

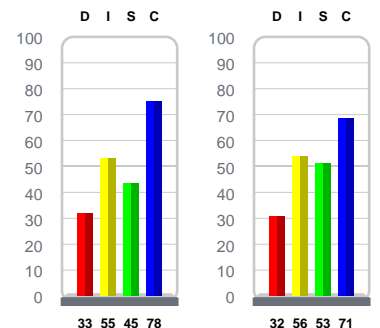
### Natural

Juliane naturally is cautious and concerned for quality. She likes to be on a team that takes responsibility for the final product. She enjoys knowing the rules and can become upset when others fail to comply with the rules.

### Adapted

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

Adapted Style      Natural Style





# Adapted Style

*Juliane sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

- Careful, thoughtful approach to decision making.
- Precise, analytical approach to work tasks.
- Sensitivity to existing rules and regulations.
- Being cooperative and supportive.
- Undemanding of others' time and attention.
- Presenting a practical, proven approach to decision making.
- Being cordial and helpful when dealing with new clients or customers.
- Being conservative, not competitive, in nature.
- Using restraint when confrontation occurs.
- Precedence of quality over efficiency.
- Calculation of risks before taking action.
- Being a good "team player."
- Compliance to high standards.




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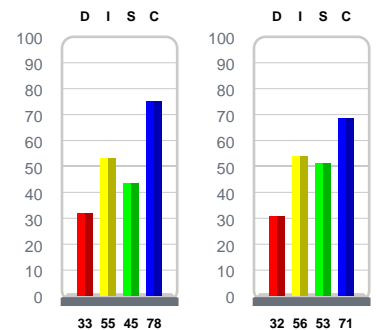
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Adapted Style      Natural Style





# Keys to Motivating

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

## Juliane wants:

- Freedom from conflict and confrontation.
- Time to perform up to her high standards.
- Peace and harmony.
- Logical arguments.
- A leader to follow and one who sets good examples.
- A plan she understands.
- Reassurance she is doing the job right.
- Safety procedures.
- Limited exposure to new procedures.
- To be persuaded by logic and emotion.
- People who understand her reasons for not wanting to argue.
- Complete directions for work to be completed.

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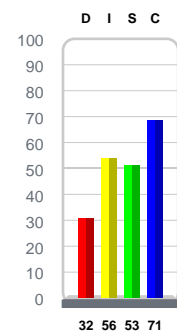
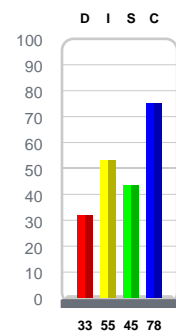
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Adapted Style

Natural Style





# Keys to Managing

*In this section are some needs which must be met in order for Juliane to perform at an optimum level. Some needs can be met by herself, 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 Juliane and identify 3 or 4 statements that are most important to her. This allows Juliane to participate in forming her own personal management plan.*

## Juliane needs:

- To be encouraged to be more independent.
- Alternative methods that won't affect quality.
- An exact job description and expectations in writing.
- Performance appraisals on a regular basis.
- Tangible work.
- Complete instructions on her assignments.
- A manager who prefers quality over quantity.
- More confidence in her ability to perform new activities.
- Time to see and test if the plan will work.
- Support when under pressure to perform many activities quickly.
- To be more direct and less subjective.
- Rewards in terms of fine things--not just shallow words.

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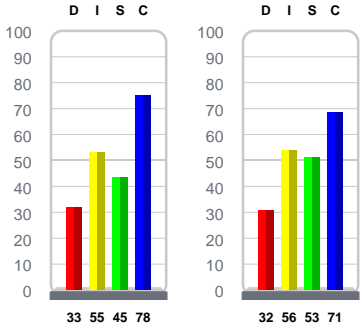
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Adapted Style      Natural Style







# Areas for Improvement

*In this area is a listing of possible limitations without regard to a specific job. Review with Juliane and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

## Juliane has a tendency to:

- Prefer not to verbalize feelings unless in a cooperative and noncompetitive environment.
- Yield her position to avoid controversy.
- Be self-deprecating--doesn't project self-confidence.
- Select people much like herself.
- Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.
- Lean on supervisors if information and direction is not clear.
- Be defensive when threatened and use the errors and mistakes of others to defend her position.
- Get bogged down in details and use details to protect her position.
- Be bound by procedures and methods--especially if she has been rewarded for following these procedures.




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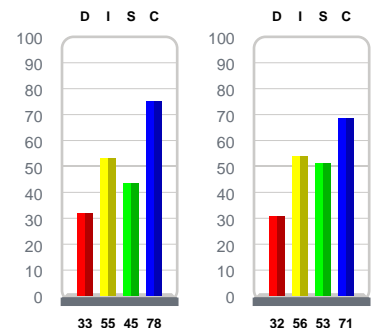
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Adapted Style      Natural Style





# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# 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)

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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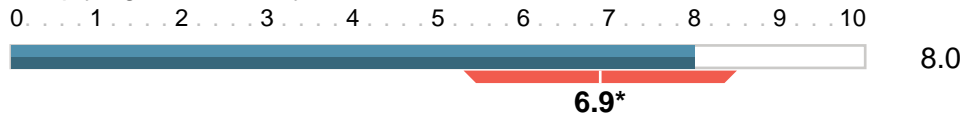
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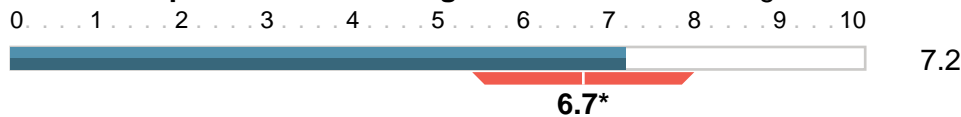
# Behavioral Hierarchy

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.

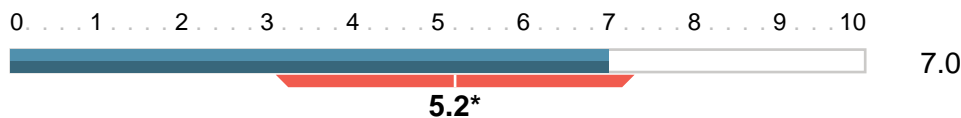
**1. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



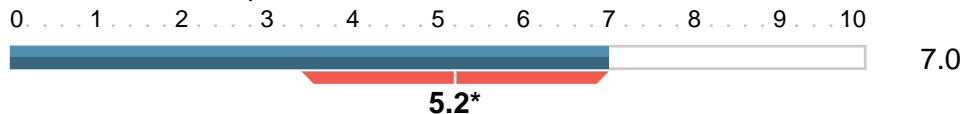
**2. Follow Up and Follow Through** - A need to be thorough.



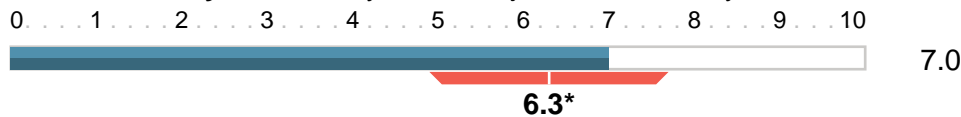
**3. Organized Workplace** - Systems and procedures followed for success.



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



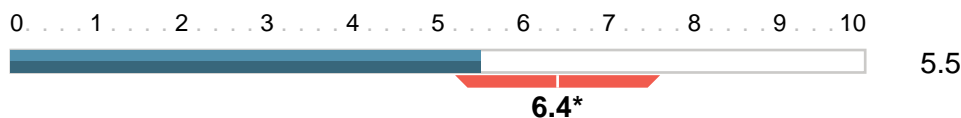
**5. Consistency** - The ability to do the job the same way.



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



**7. 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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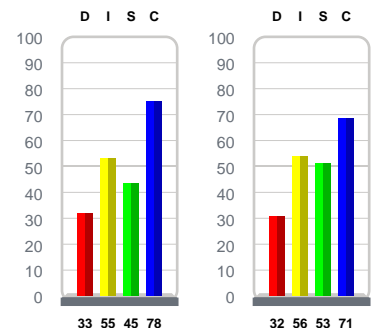
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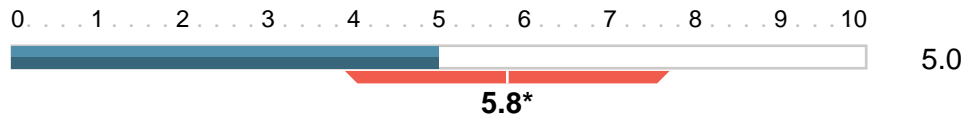
Adapted Style      Natural Style



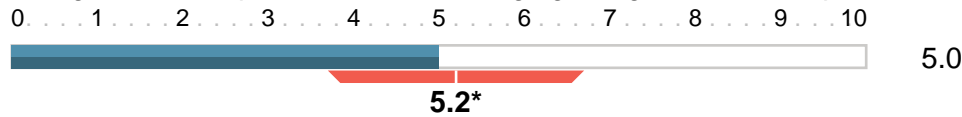


# Behavioral Hierarchy

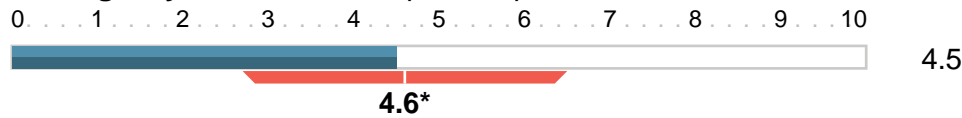
**8. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



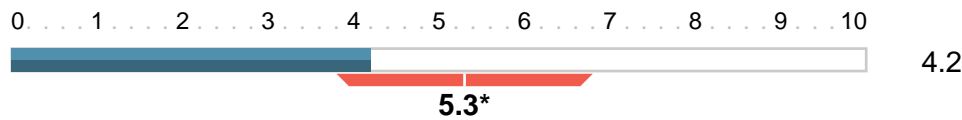
**9. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



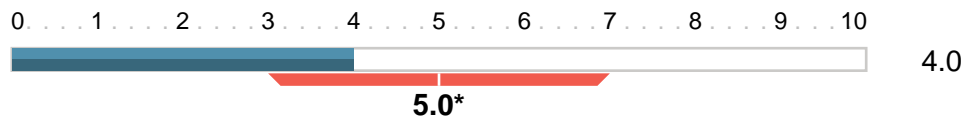
**10. Urgency** - Decisiveness, quick response and fast action.



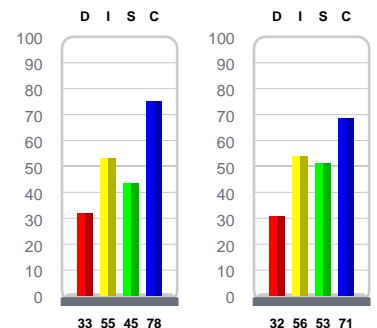
**11. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



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



Adapted Style      Natural Style



SIA: 33-55-45-78 (60)    SIN: 32-56-53-71 (54)  
\* 68% of the population falls within the shaded area.

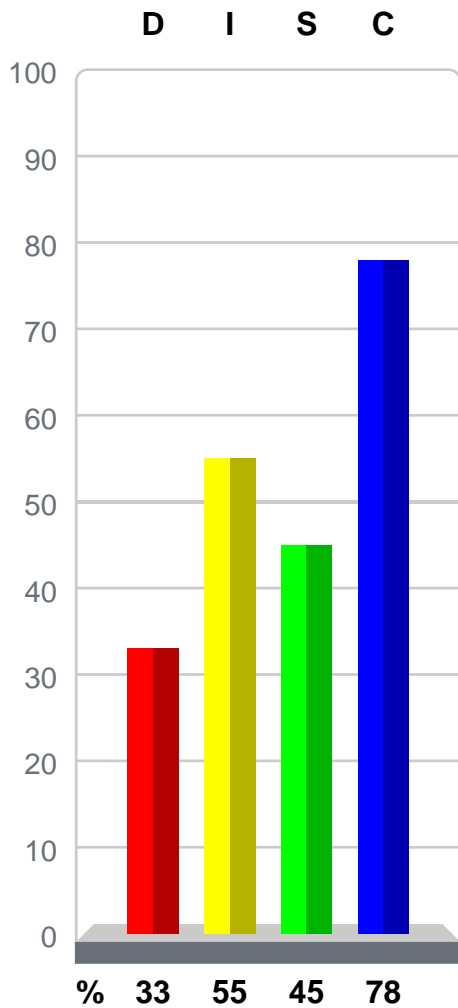
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Your Phone Number Here  
Your Email Address Here



# Style Insights® Graphs

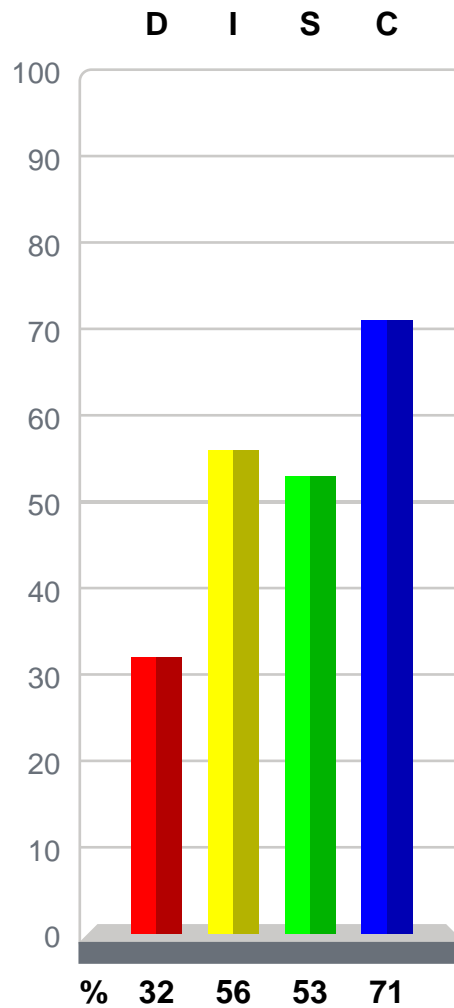
Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 R4



## 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:

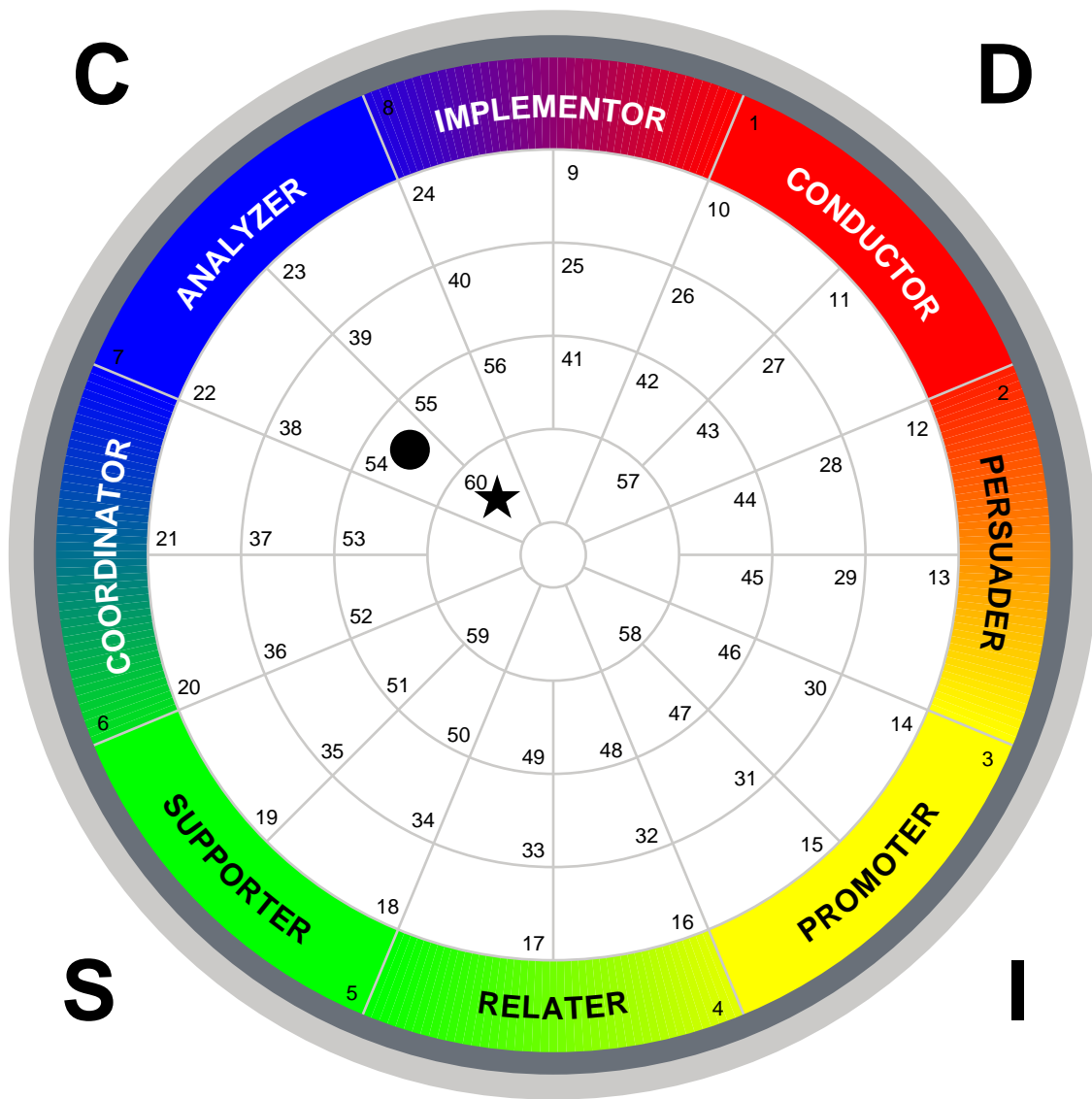
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)  
 Natural: ● (54) COORDINATING ANALYZER (ACROSS)

Norm 2011 R4