



SUCCESS INSIGHTS®
Management-Staff™ Version

Jane Doe

"There's no limit to what you can do if you put your mind to it!"
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Specialists in People Development & Recruitment Selection



Behavioural 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.

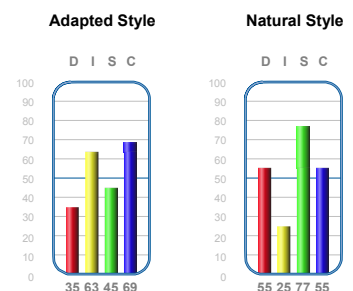
This report analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements which are true and areas of behaviour in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.



Based on Jane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behaviour that she brings to the job. That is, 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 Jane's natural behaviour.

Jane wants to be seen as a responsible person, and will avoid behaviour that could be seen by others as irresponsible. She sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family. She wants challenging assignments that can be followed through to completion. She prefers work of a technical nature. Outwardly, she may appear to be totally accepting of others. She may, however, have deep convictions that are not apparent to others. Jane wins through hard work and persistence. She likes to stay with one task until it is completed. She likes to set her own pace. When others try to rush her, she feels threatened and may balk. She likes to win through persistence. She uses her strong, steady tendencies to accomplish her goals. When the time is right, Jane can stand up aggressively for what she believes. At times, Jane would like to slow the world down and cut out some of the activities people want her involved in. She looks to people for support and inner-satisfaction as a way to reach her personal goals.

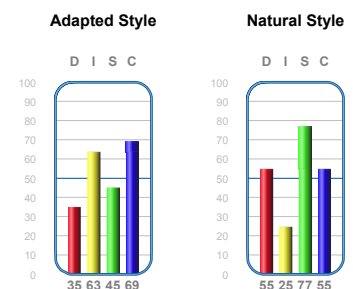
Jane can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. Once she makes a decision, she can be organised in carrying it out. When challenged she can become objective, searching hard for facts and figures. This may be her way of defending her decisions. She needs to gather data and facts in a logical fashion. Jane may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. When faced with a tough decision, she will seek information and analyse it





thoroughly. She uses logic to assist her in decision making. This tendency is helpful to others in her group. She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team.

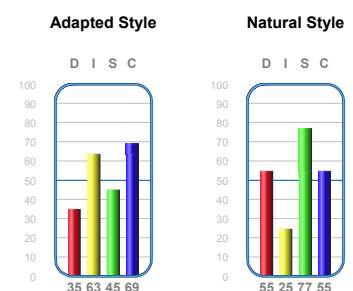
Jane likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Sometimes she will withdraw from a verbal battle. If she feels strong about an issue, she may retreat to gather her resources and then return to take a stand! Rarely does she display her emotions; that is, she projects a good poker face. Others may get the feeling that she is unfriendly, when in reality she is not. She remains aloof from active participation in unfamiliar groups. She will talk more, however, in a group of people she trusts and has known for a long time. Jane may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic. She is somewhat reserved with those she does not trust or know. After trust has been established, she may be open and candid. She can be outgoing at times. Basically introverted, she will "engage" in social conversation when the occasion warrants. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted.





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

- Dependable team player.
- Tough-minded.
- Patient and empathetic.
- Always looking for the logical solutions.
- Suspicious of people with shallow ideas.
- Builds good relationships.
- People-oriented.
- Good listener.

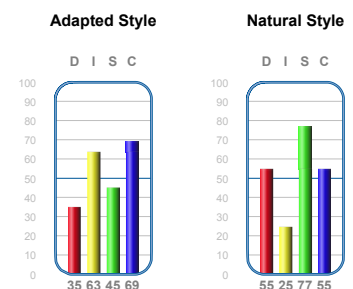




Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jane. Read each 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 Jane most frequently.

Do:

- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Use the proper buzz words that are appropriate to her expertise.
- Look for hurt feelings or personal reasons if you disagree.
- Be prepared with the facts and figures.
- Give pros and cons on ideas.
- Be patient and persistent.
- Have the facts in logical order.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Provide guarantees that her decision will minimise risks; give assurance that provides her with benefits.
- Provide details in writing.
- Provide a friendly environment.
- Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.
- Listen to her.

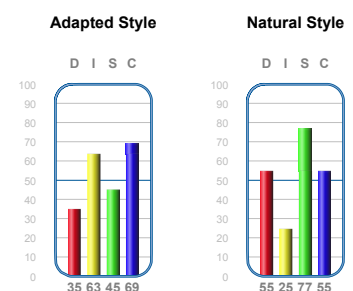




This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Do not:

- Be vague; do not offer opinions and probabilities.
- Make statements you cannot prove.
- Touch her body when talking to her.
- Pretend to be an expert, if you are not.
- Be superficial.
- Use inappropriate buzz words.
- Use high speed, intense inputs.
- Manipulate or push her into agreeing because she probably will not fight back.
- Be disorganised.
- Offer assurance and guarantees you cannot fulfil.
- Patronise or demean her by using subtlety or incentive.
- Be abrupt and rapid.
- Rush headlong into business or the agenda.



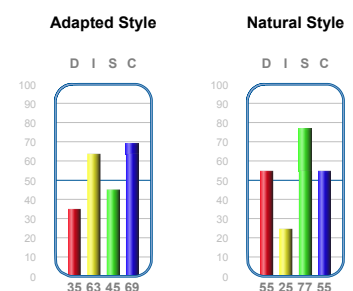


This section provides suggestions on methods which will improve Jane's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Jane will become more effective in her communications with 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.

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being giddy, casual, informal, loud. ● Pushing too hard or being unrealistic with deadlines. ● Being disorganised or messy. 	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ● Be clear, specific, brief and to the point. ● Stick to business. ● Be prepared with support material in a well-organised "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Talking about things that are not relevant to the issue. ● Leaving loopholes or cloudy issues. ● Appearing disorganised.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ● Begin with a personal comment--break the ice. ● Present your case softly, nonthreateningly. ● Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Rushing headlong into business. Being domineering or demanding. Forcing them to respond quickly to your objectives. 	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ● Provide a warm and friendly environment. ● Do not deal with a lot of details (put them in writing). ● Ask "feeling" questions to draw their opinions or comments. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being curt, cold or tight-lipped. ● Controlling the conversation. ● Driving on facts and figures, alternatives, abstractions.

This section identifies the ideal work environment based on Jane'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jane enjoys and also those that create frustration.

- Private office or work area.
- Needs personal attention from her manager and compliments for each assignment well done.
- Environment where she can be a part of the team, but removed from office politics.
- Data to analyse.
- Projects that produce tangible results.
- Little conflict between people.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.



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

"See Yourself As Others See You"

SELF-PERCEPTION

Jane usually sees herself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

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

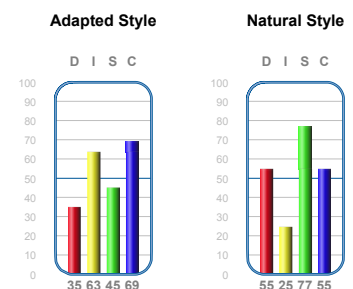
Nondemonstrative
Unconcerned

Hesitant
Inflexible

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

Possessive
Detached

Stubborn
Insensitive





Based on Jane's responses, the report has marked those words that describe her personal behaviour. 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.

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

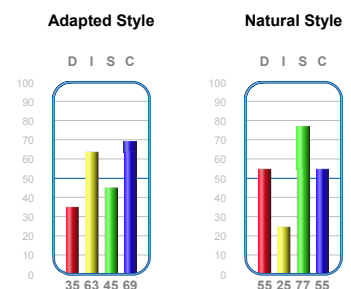


NATURAL AND ADAPTED STYLE

Jane'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
Jane is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. She is results-oriented and likes to be innovative in her approach to problem solving. Jane is not necessarily confrontational by nature, but if a problem does exist she will not turn down the opportunity for confrontation.		Jane sees the need to be somewhat conservative in her approach to solving problems. She wants to accept challenges but will be calculated in her response.

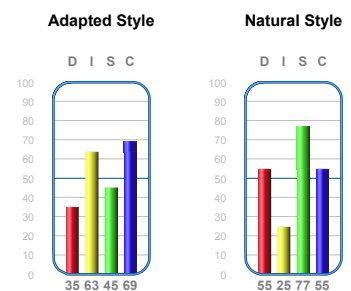
Natural	PEOPLE - CONTACTS	Adapted
Jane is undemonstrative in her approach to influencing others and likes to let facts and figures stand for themselves. She feels persuasion needs to be objective and straightforward. Her trust level is based on each interaction-the past is the past. She presents facts without embellishments.		Jane feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to relate.





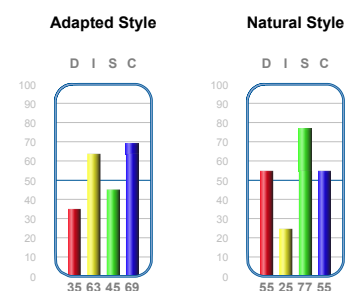
Natural	PACE - CONSISTENCY	Adapted
Jane is comfortable in an environment in which there is a relaxed demeanour, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.		Jane feels the need for mobility and the absence of routine. She feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

Natural	PROCEDURES - CONSTRAINTS	Adapted
Jane is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.		Jane is displaying a natural concern for quality and procedures that acquire quality. She wants to know the rules so she can abide by them.



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

- Compliance to high standards.
- Presenting a practical, proven approach to decision making.
- Being cooperative and supportive.
- Careful, thoughtful approach to decision making.
- Being conservative, not competitive, in nature.
- Being cordial and helpful when dealing with new clients or customers.
- Being a good "team player."
- Calculation of risks before taking action.
- Sensitivity to existing rules and regulations.
- Precise, analytical approach to work tasks.
- Critical appraisal of data.

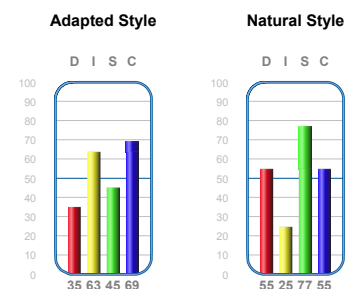




This section of the report was produced by analysing Jane's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Jane and highlight those that are present "wants."

Jane wants:

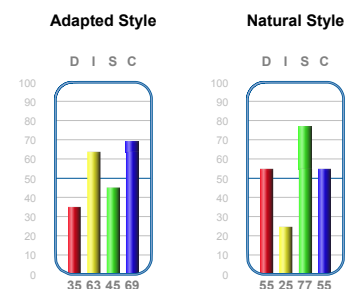
- To be recognised for her continuance of quality work.
- Reassurance she is doing the job right.
- To work with people with whom she can trust.
- Operating procedures in writing.
- Complete directions for work to be completed.
- Advancement when she is ready.
- People who understand her reasons for not wanting to argue.
- Peace and harmony.
- Limited exposure to new procedures.
- Freedom from conflict and confrontation.
- A leader to follow and one who sets good examples.
- Logical arguments.
- To be accepted as a member of the team.



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

Jane needs:

- Time to warm up to people.
- Time to gather the facts and data.
- A program to encourage creativity and self-worth.
- Capable associates with which to work.
- To be introduced to the new employees.
- Reassurances that she is doing the job right.
- A feeling of belonging--to know how important she is to the team.
- To sell her ideas--not just tell them.
- A quality product in which to believe.
- The facts in a logical sequence.
- Rewards in terms of tangible things, not just flattery and praise.
- A manager who delegates in detail.
- The complete proposal and time to adjust prior to change.

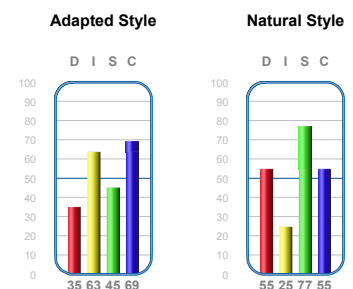




In this area is a listing of possible limitations without regard to a specific job. Review with Liz and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Jane has a tendency to:

- Need help in prioritising new assignments.
- Not take action against those who challenge or break the rules or guidelines.
- Tendency to underestimate her abilities.
- Not let others know where she stands on an issue.
- Take criticism of her work as a personal affront.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Hold a grudge if her personal beliefs are attacked.





The following are examples of areas in which Jane 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.

Date to Begin: _____ Date to Review: _____



Classifying management behaviour 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 behavioural. Behavioural 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 behavioural skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioural demands of the job.

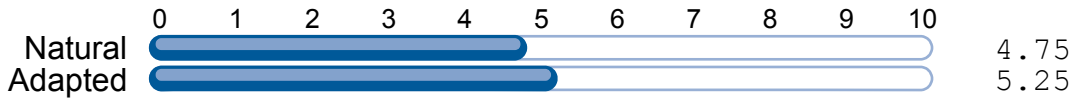
The Natural graph represents your natural behaviour - the behaviour you bring to the job. The Adapted graph measures your response to the environment - the behaviour you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behaviour.

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.

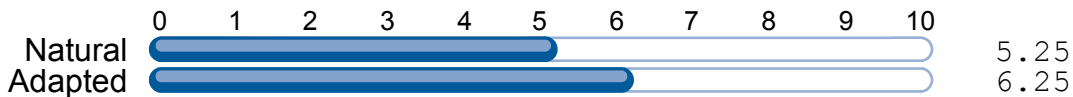
Knowledge of your behaviour will allow you to develop strategies to win in any environment you choose.



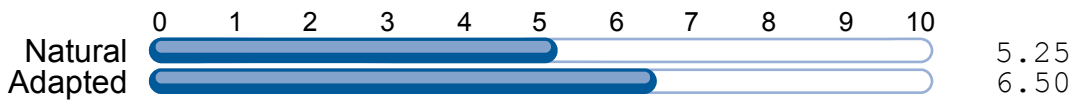
DECISIVENESS/RESULTS ORIENTED



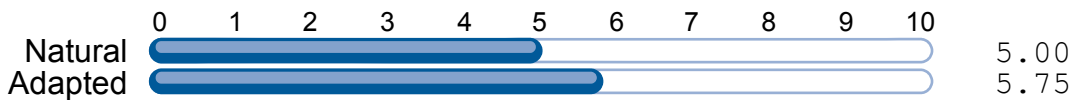
SENSE OF URGENCY



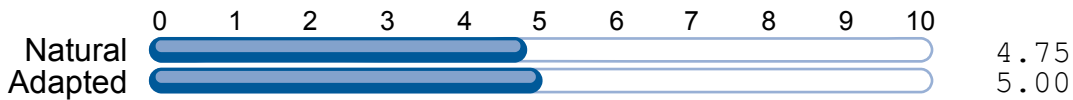
VISION FOR THE FUTURE



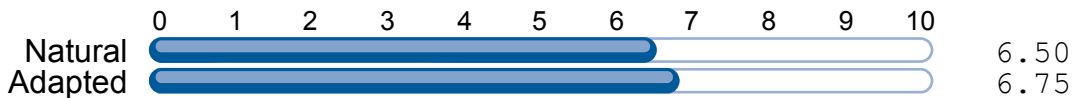
MOTIVATING OTHERS



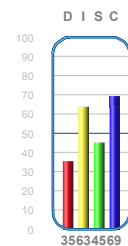
SELF-CONFIDENCE



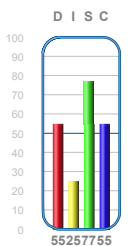
CUSTOMER/EMPLOYEE INTERFACE



Adapted Style

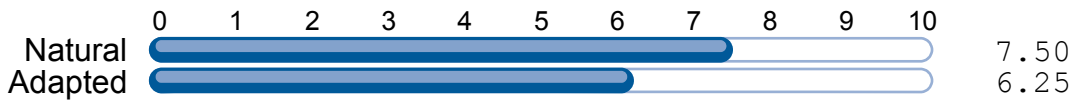


Natural Style

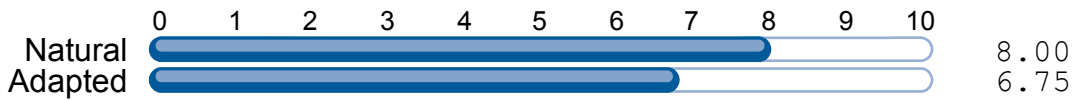




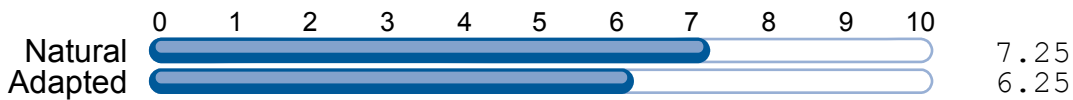
LISTENING



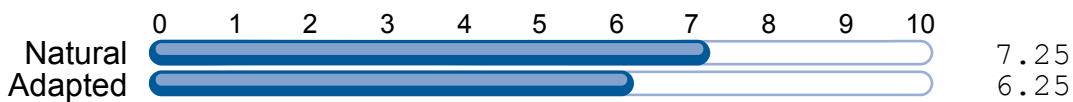
FOLLOW-UP AND FOLLOW-THROUGH



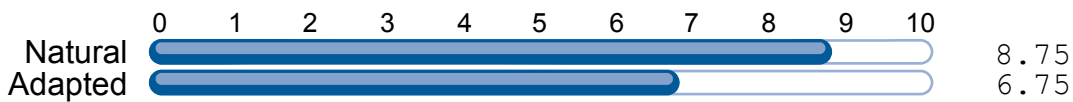
CONSISTENCY



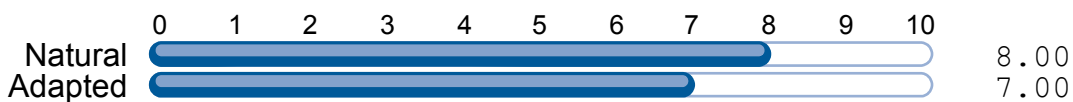
PAPERWORK



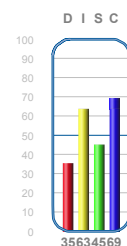
ATTENTION TO DETAIL



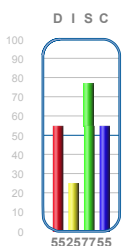
FOLLOWING POLICY



Adapted Style



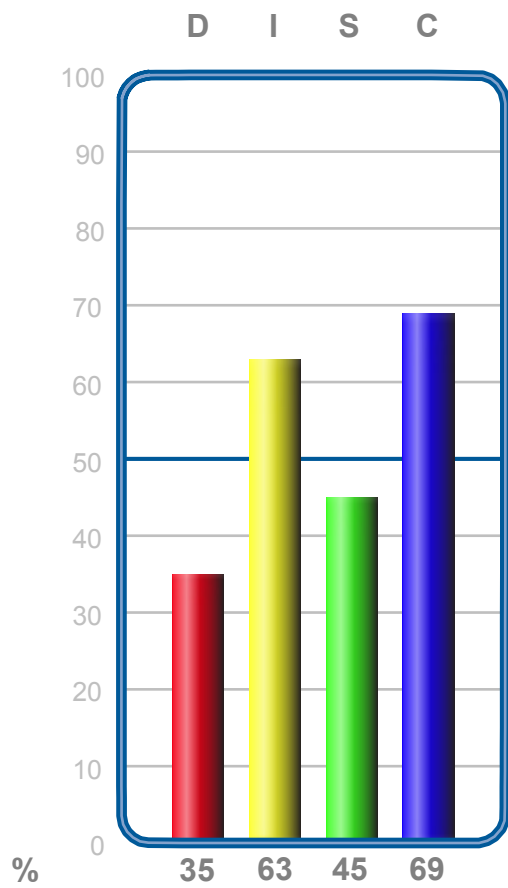
Natural Style



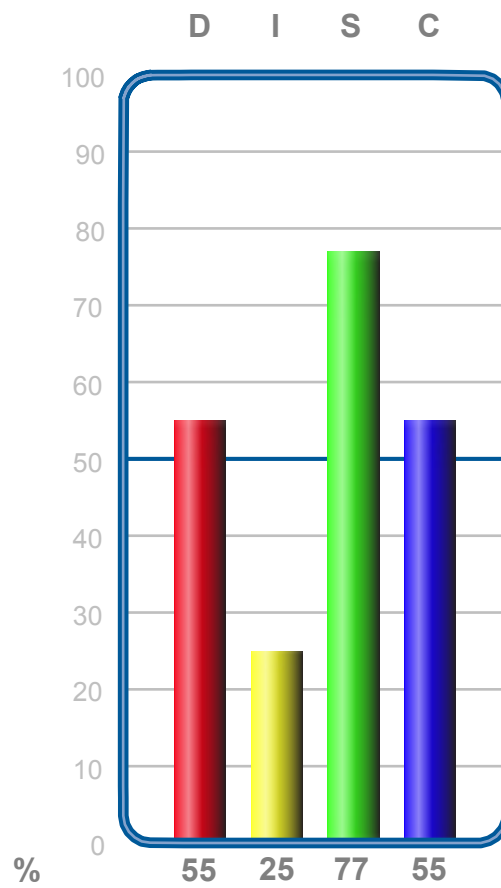


Jane Doe

MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2012 ML



The Success Insights® Wheel is a powerful tool popularised in Europe. In addition to the text you have received about your behavioural style, the Wheel adds a visual representation that allows you to:

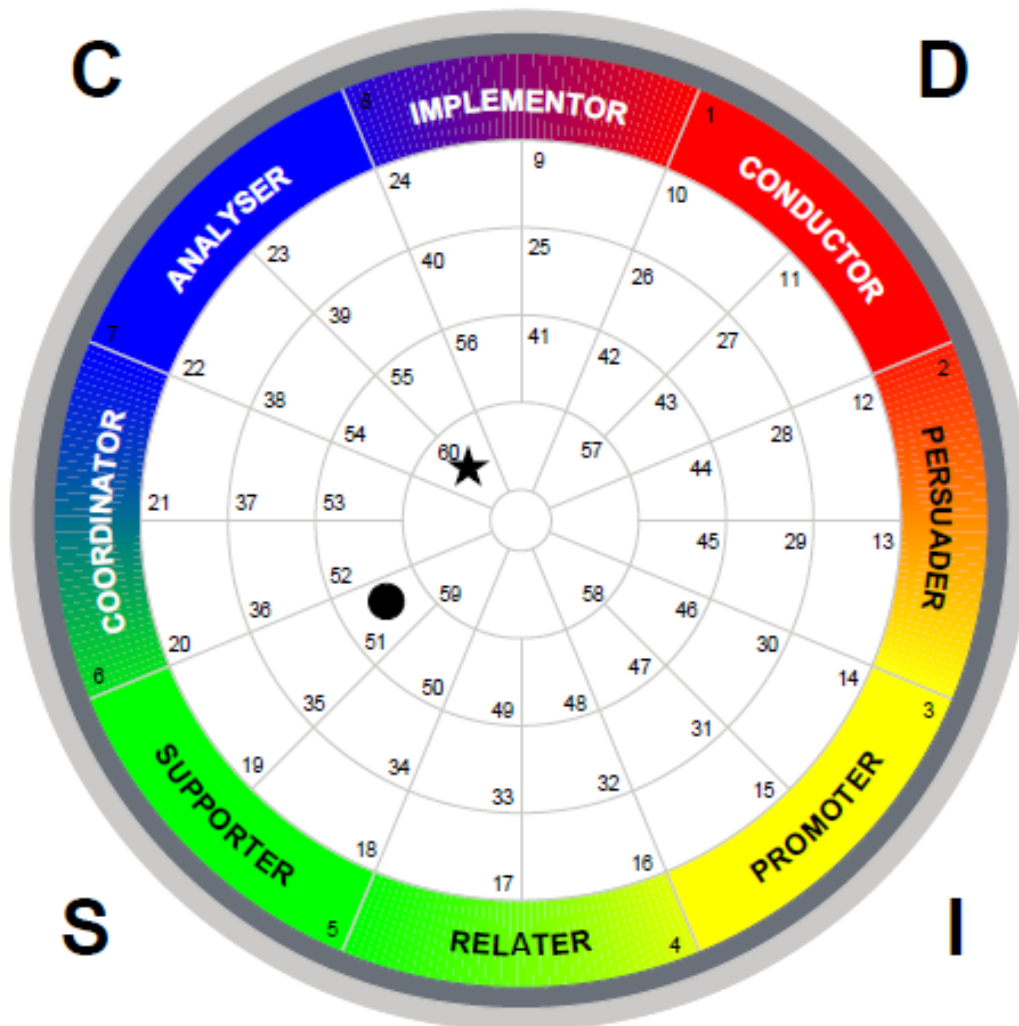
- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour to your job.

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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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.



Jane Doe



Adapted: ★ (60) PROMOTING ANALYSER (ACROSS)

Natural: ● (51) COORDINATING SUPPORTER (ACROSS)