



**SUCCESS INSIGHTS®**

Team Building Version

**Andrew Sample**

XYZ

7/9/2010



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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 or 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 Andrew's responses, the report has generated general behavioural statements to provide information on his natural behaviour. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Andrew's natural behaviour.*

Andrew keeps his equipment in good working order and likes others who also use the equipment to share the same concern. Accuracy is important to him. Some people see him as being fussy and meticulous. He takes much pride in precise and accurate work, but others may not always understand his attention to details. He prefers that things be orderly and he will approach work in a systematic manner. Becoming acquainted with him can be difficult since he tends to withhold his emotions. He may appear to be cool and distant. Following procedures is his way of ensuring quality and orderly work. Andrew can be depended upon to follow set procedures of work activity. He can be sensitive about any comments regarding the quality of his work. He strives forward constantly to improvement in everything he does. In the long run, he prefers quality over quantity. While he may not be a perfectionist with all things, he has certain activities that will always be done with the same high standards in mind. He tends to be his own worst critic constantly reminding himself that he could have done better if given more time.

Andrew is a critical and systematic thinker, and this strength may not be easily recognised by others. He tends to delay making decisions until he has all the facts. He wants to be certain that his decision is correct. He usually judges others by the quality of their work. He may find it difficult to recognise others' strengths, if their work does not meet his high standards. He gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. Andrew likes to assemble facts and data before making decisions. This allows him time to review the facts and think about the decision to

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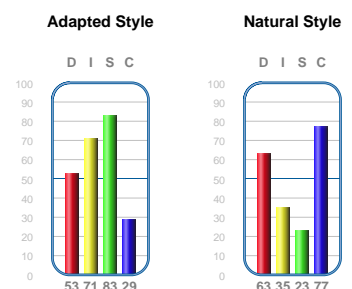
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be made. He is good at analysing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He has an acute awareness of social, economic and political implications of his decisions.

Andrew can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. When Andrew is deeply involved in thinking through a project, he may appear to be cool and distant. People may often see Andrew as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so only when he feels comfortable with the circumstances. He is intuitive and is able to ask good questions in order to get the critical, complete information he seeks. Andrew prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." Andrew's work represents his true self and he will take issue when people attack the quality of his work. Andrew's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time.

### NOTES

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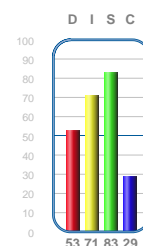


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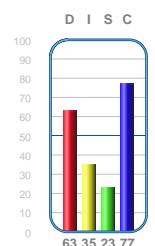


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Adapted Style



Natural Style





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

- Acting independently and without precedent.
- Limited or prepared changes in routine.
- Adherence to established guidelines and procedures.
- Dedicated to "going it alone" when necessary.
- Exhibiting patience and good listening skills.
- Using a creative approach in decision making.
- Willing to take risks when others may be hesitant.
- Using a direct, forthright and honest approach in his communications.
- Flaunting independence.
- Being independent and innovative.
- Firm commitment to accomplishments.
- Freedom from confrontation.

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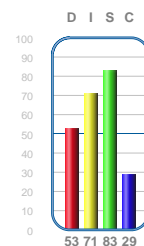


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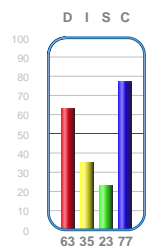


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Adapted Style



Natural Style





This section of the report identifies Andrew's value to the team. Discuss this list and identify those values most important to the team.

- Deadline conscious.
- Few dull moments.
- Sense of urgency.
- Ability to handle many activities.
- Objective--"The anchor of reality."
- Comprehensive in problem solving.
- Proficient and skilled in his technical speciality.

**NOTES**

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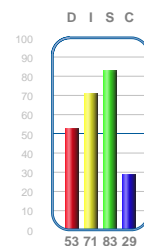


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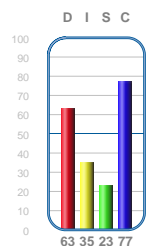


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**Adapted Style**



**Natural Style**





This section identifies the behaviour Andrew brings to the organisation. Use these statements to capitalise on Andrew's value to the team and organisation.

- Big thinker.
- Patient and empathetic.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Self-reliant.
- Has the confidence to do the difficult assignments.
- Builds good relationships.

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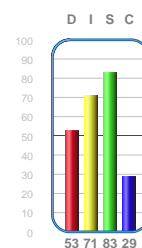


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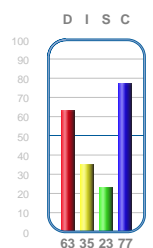


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Adapted Style



Natural Style





*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 Andrew. 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 Andrew most frequently.*

Do:

- Follow through, if you agree.
- Make an organised contribution to his efforts, present specifics and do what you say you can do.
- Verify that the message was heard.
- Understand his sporadic listening skills.
- Prepare your "case" in advance.
- Make an organised presentation of your position, if you disagree.
- Provide systems to follow.
- Give him time to be thorough, when appropriate.
- Use his jargon.
- Approach him in a straightforward, direct way; stick to business.
- Give him time to verify reliability of your actions; be accurate, realistic.

**NOTES**

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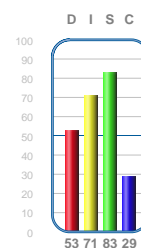
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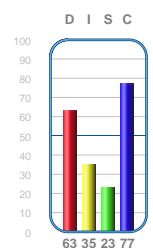
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**Adapted Style**



**Natural Style**







*This section of the report is a list of things NOT to do while communicating with Andrew. Review each statement with Andrew 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 giddy, casual, informal or loud.
- Leave things to chance or luck.
- Threaten, cajole, wheedle, coax or whimper.
- Use paternalistic approach.
- Be disorganised or messy.
- Use testimonies of unreliable sources; do not be haphazard.
- Provide special, personal incentives.
- Forget to follow-up.
- Say "trust me"--you must prove it.
- Talk too slowly, or dwell on details to excess.
- Make conflicting statements.

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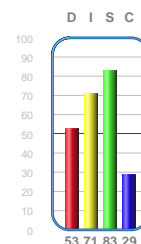


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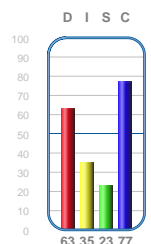


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Adapted Style



Natural Style





*This section provides suggestions on methods which will improve Andrew'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, Andrew will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

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



# TEAM EFFECTIVENESS FACTORS

*Andrew's behavioural work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analysed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.*

- STRENGTH - Very intuitive. POTENTIAL WEAKNESS - Fails to share ideas and feeling until after the fact.
- STRENGTH - Places high value on details. POTENTIAL WEAKNESS - May get bogged down in details or use details to protect his position.
- STRENGTH - Uses facts and data to support decision making. POTENTIAL WEAKNESS - May collect so much data that it hinders the decision-making process.
- STRENGTH - Task-oriented and security driven. POTENTIAL WEAKNESS - May yield position to avoid controversy and insure security.

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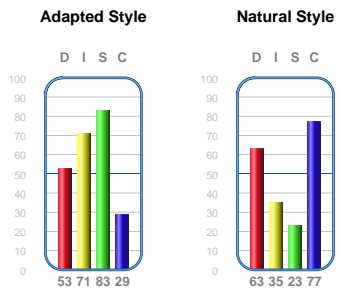
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*A person's behaviour and feelings may be quickly telegraphed to others. This section provides additional information on Andrew's self-perception and how, under certain conditions, others may perceive his behaviour. Understanding this section will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

## "See Yourself As Others See You"

**NOTES**

### SELF-PERCEPTION

Andrew usually sees himself as being:

Precise  
Moderate  
Knowledgeable

Thorough  
Diplomatic  
Analytical

### OTHERS' PERCEPTION

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

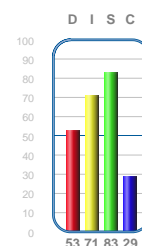
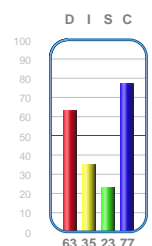
Pessimistic  
Worrisome

Picky  
Fussy

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

Perfectionistic  
Strict

Hard-to-Please  
Defensive

**Adapted Style**

**Natural Style**


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

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



The following are examples of areas in which Andrew may want to improve. Circle 1 to 3 areas and develop an action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Team Goals
- Setting Priorities
- Understanding Team Members
- Time Management
- Career Goals
- Personal Goals
- Skill Development

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

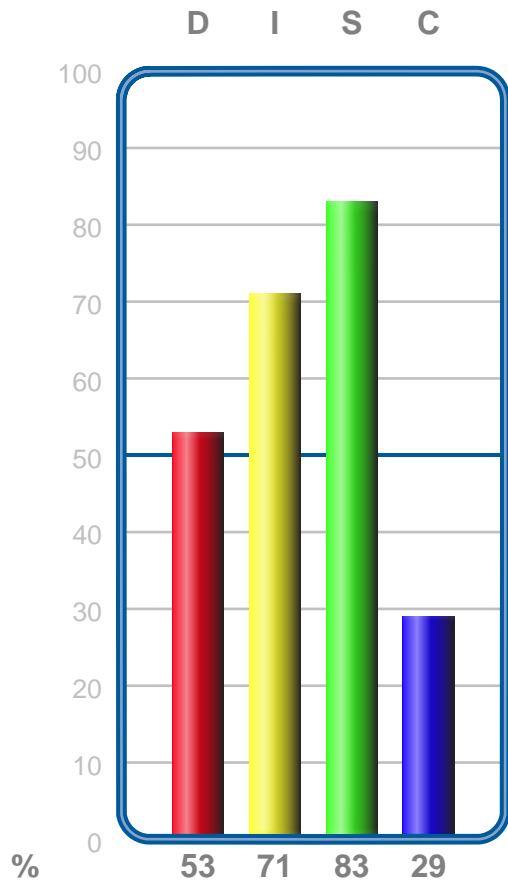
- 1.
- 2.
- 3.

Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_

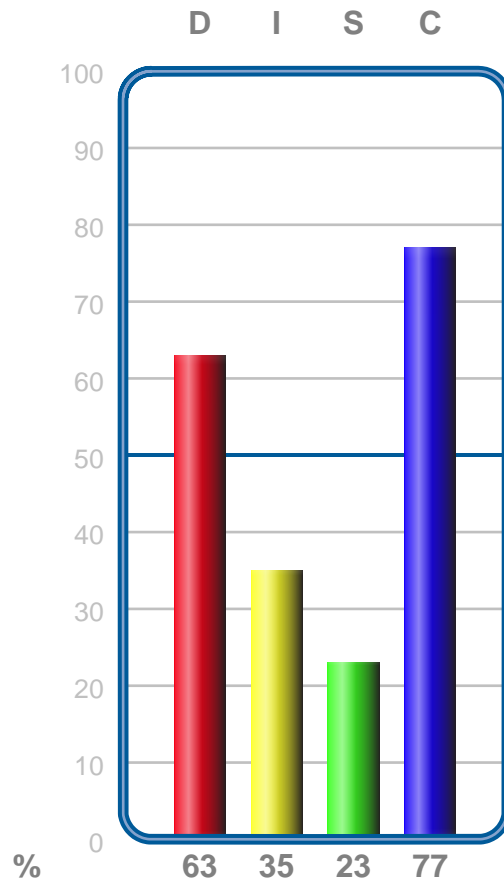
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**MOST**  
Graph I  
**Adapted Style**



**LEAST**  
Graph II  
**Natural Style**



Norm 2009



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.

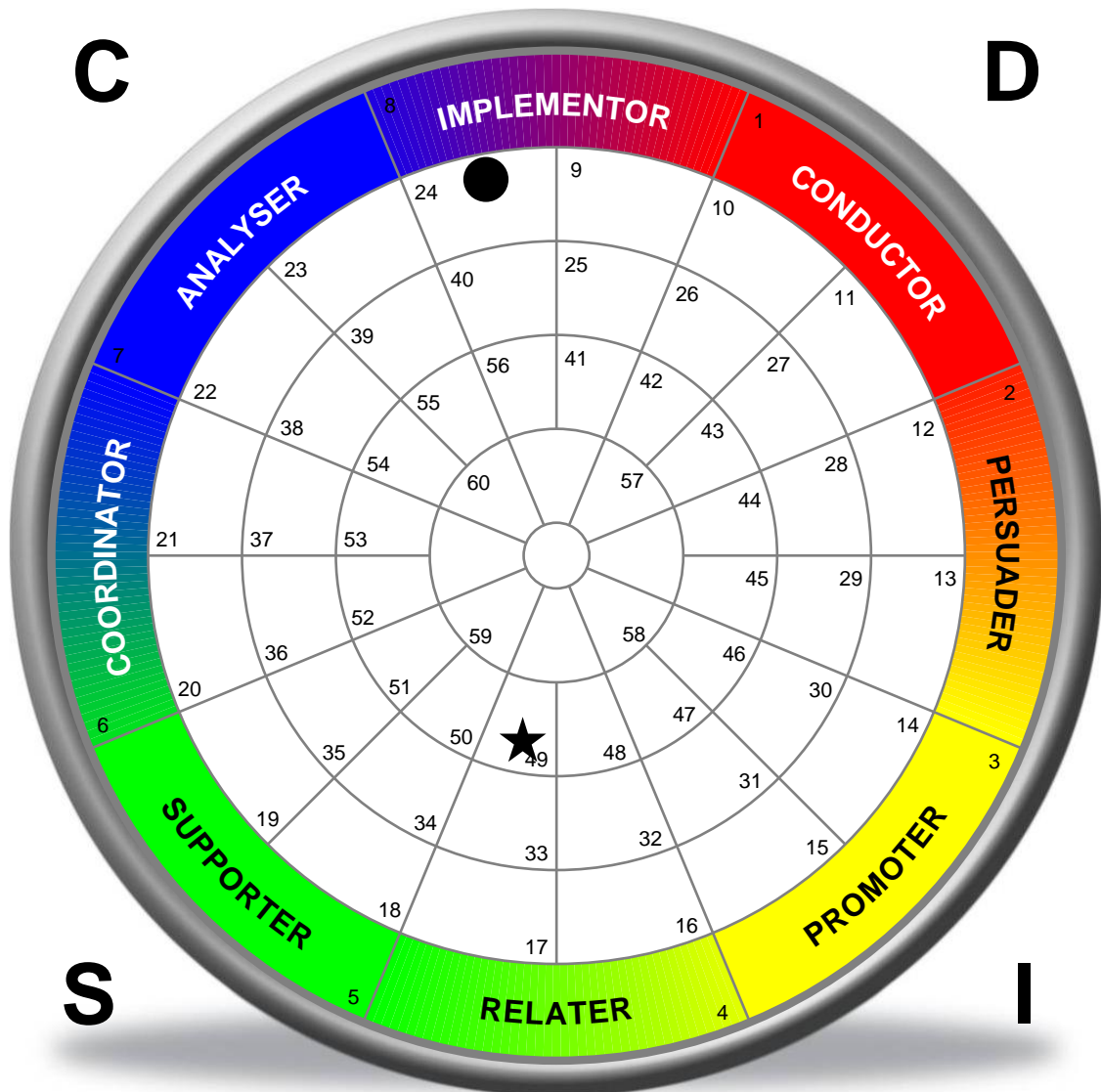




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Adapted: ★ (49) SUPPORTING RELATER (ACROSS)

Natural: ● (24) ANALYSING IMPLEMENTOR

Norm 2009