

Jan Test
Assistant
ABC Company
4-28-2010



SI® The World Leader of Online Behavior and Attitude Assessments
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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.

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 which are true and areas of behavior 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.

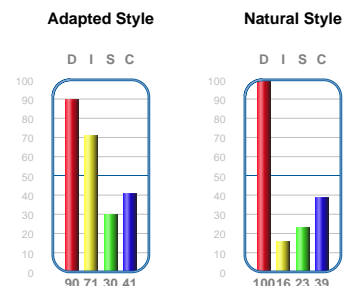


GENERAL CHARACTERISTICS

Based on Jan'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 Jan's natural behavior.

Jan is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He prefers an environment with variety and change. He is at his best when many projects are underway at once. Jan seeks his own solutions to problems. In this way, his independent nature comes into play. He has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Jan exudes self-confidence and exemplifies an individual who is not afraid to state his case or present new and creative ideas. He establishes many standards for himself and others. His high ego strength demands that his standards will be met.

Jan finds it easy to share his opinions on solving work-related problems. 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 may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. Jan is a good problem solver and troubleshooter, always seeking new

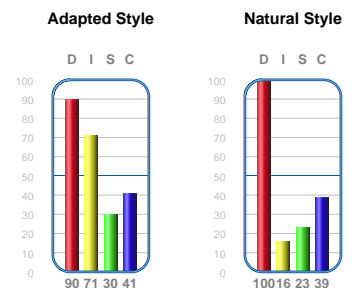




GENERAL CHARACTERISTICS

ways to solve old problems. He prefers authority equal to his responsibility. He likes to make decisions quickly. He can be direct in his approach to discovering the facts and data. He maintains his focus on results.

Jan is not influenced by people who are overly enthusiastic. They rarely get his attention. He 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 likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. When communicating with others, Jan must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. 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. He tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions. He should exhibit more patience and ask questions to make sure that others have understood what he has said.

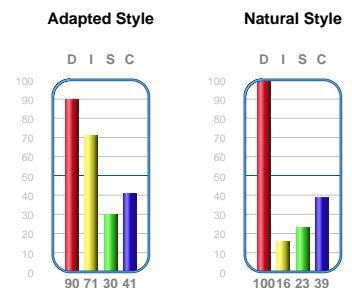




VALUE TO THE ORGANIZATION

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

- Change agent--looks for faster and better ways.
- Initiates activity.
- Excellent troubleshooter.
- Suspicious of people with shallow ideas.
- Usually makes decisions with the bottom line in mind.
- Challenges the status quo.
- Presents the facts without emotion.
- Challenge-oriented.



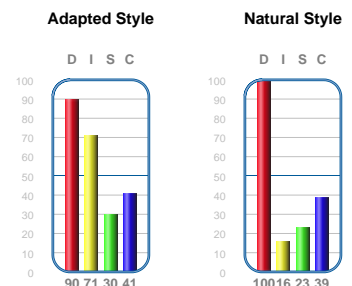


CHECKLIST FOR COMMUNICATING

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 Jan. 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 Jan most frequently.

Do:

- Present the facts logically; plan your presentation efficiently.
- Provide facts and figures about probability of success, or effectiveness of options.
- Take issue with facts, not the person, if you disagree.
- Be patient and persistent.
- Be clear, specific, brief and to the point.
- Respect his quiet demeanor.
- Use expert testimonials.
- Be prepared with the facts and figures.
- Listen to him.
- Show him a sincere demeanor by careful attention to his point of view.
- Use the proper buzz words that are appropriate to his expertise.

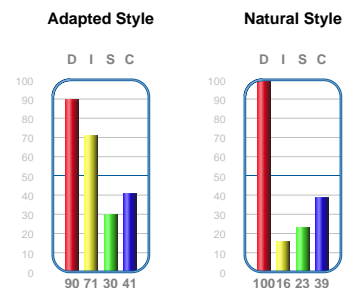




This section of the report is a list of things NOT to do while communicating with Jan. Review each statement with Jan and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually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

Don't:

- Let disagreement reflect on him personally.
- Be superficial.
- Make statements you cannot prove.
- Use inappropriate buzz words.
- Ask rhetorical questions, or useless ones.
- Come with a ready-made decision, or make it for him.
- Pretend to be an expert, if you are not.
- Leave things open to interpretation.
- Direct or order.
- Ramble on, or waste his time.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.



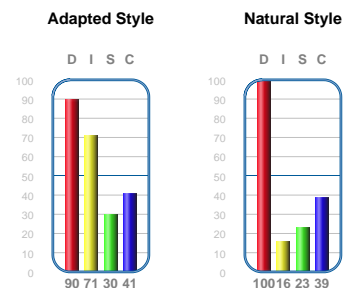


This section provides suggestions on methods which will improve Jan's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Jan will become more effective in his communications with 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"> ● 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 disorganized 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-organized "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 disorganized.
<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. ● Don't 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 Jan'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 Jan enjoys and also those that create frustration.

- Data to analyze.
- An innovative and futuristic-oriented environment.
- Nonroutine work with challenge and opportunity.
- Freedom from controls, supervision and details.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.
- Projects that produce tangible results.



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

"See Yourself As Others See You"

SELF-PERCEPTION

Jan usually sees himself as being:

Pioneering	Assertive
Competitive	Confident
Positive	Winner

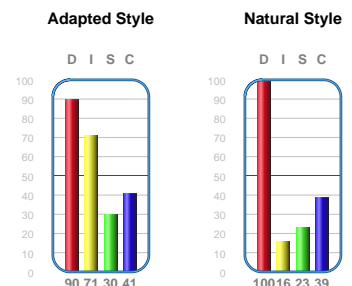
OTHERS' PERCEPTION

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

Demanding	Nervy
Egotistical	Aggressive

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

Abrasive	Controlling
Arbitrary	Opinionated



Based on Jan'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 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 Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful
Inquisitive Responsible	Trusting Sociable	Mobile	Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive	Active Restless Alert Variety-Oriented Demonstrative	Firm Independent Self-Willed
	Pessimistic Moody Critical	Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details

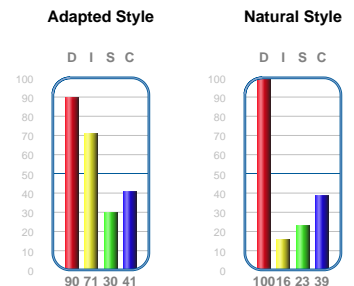


NATURAL AND ADAPTED STYLE

Jan'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
Jan 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. Jan will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.		Jan sees no need to change his approach to solving problems or dealing with challenges in his present environment.

Natural	PEOPLE - CONTACTS	Adapted
Jan feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.		Jan projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.

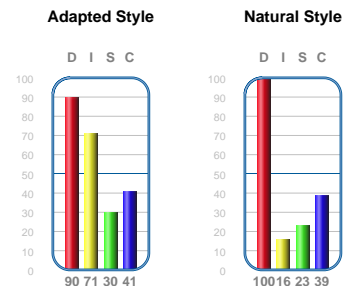




NATURAL AND ADAPTED STYLE

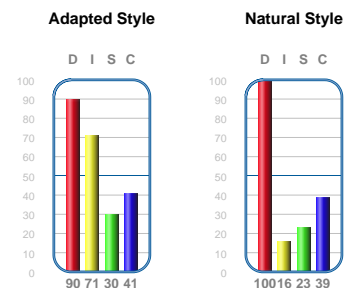
Natural	PACE - CONSISTENCY	Adapted
Jan is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.		Jan sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

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



Jan 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.

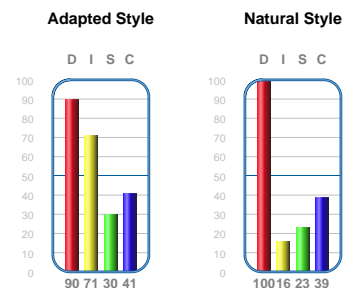
- A good support team to handle paperwork.
- Skillful use of vocabulary for persuasive situations.
- Preferring people involvement over task focus.
- Flexibility.
- Dealing with a wide variety of work activities.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Persistence in job completion.
- Anticipating and solving problems.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Obtaining results through people.
- Maintaining an ever-changing, friendly, work environment.



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

Jan wants:

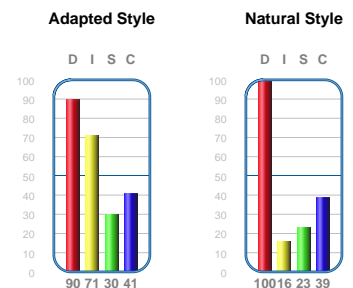
- Opportunity to verbalize his ideas and demonstrate his skills.
- Working conditions with freedom to move and to talk to people.
- Prestige, position and titles so he can control the destiny of others.
- Rewards to support his dreams.
- Freedom from control and detail.
- Public recognition of his ideas and results.
- Work assignments that provide opportunity for recognition.
- A manager who practices participative management.
- Opportunity for rapid advancement.
- Control of his own destiny.
- Group activities outside the job.
- A friendly work environment.



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

Jan needs:

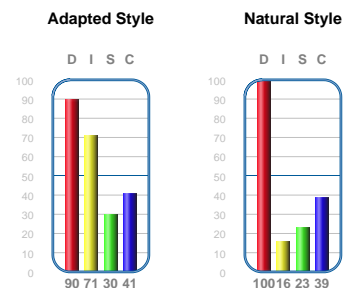
- To be confronted when in disagreement, or when he breaks the rules.
- To soften the edge and not be so blunt.
- The opportunity to ask questions to clarify or determine why.
- Logical answers in logical order.
- To adjust his intensity to match the situation.
- To know results expected and to be evaluated on the results.
- Sincere feedback from others.
- To negotiate commitment face-to-face.
- Appreciation of the feelings of others.
- A program for pacing work and relaxing.
- Skills to come across warm and close, when appropriate.
- Sincerity from people with whom he works.
- To understand his impact on other people.



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

Jan has a tendency to:

- Be inconsistent because of many stops, starts and ever-changing direction.
- Make "off the cuff" remarks that are often seen as personal prods.
- Take on too much, too soon, too fast.
- Lack tact and diplomacy as long as he gets the results he wants.
- Have trouble delegating--can't wait, so does it himself.
- Be crisis-oriented.
- Have no concept of the problems that slower-moving people may have with his style.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.



The following are examples of areas in which Jan 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 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.

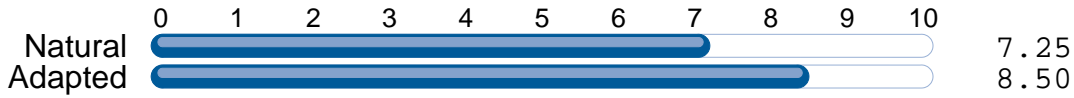
Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

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

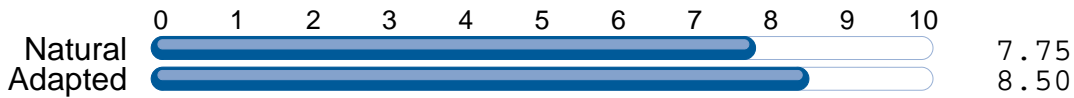


SPECIFIC FACTOR ANALYSIS

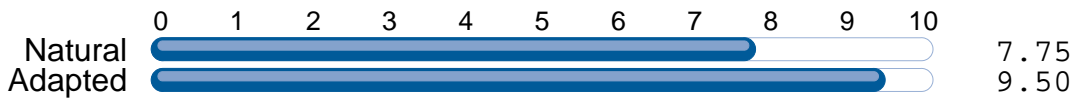
DECISIVENESS/RESULTS ORIENTED



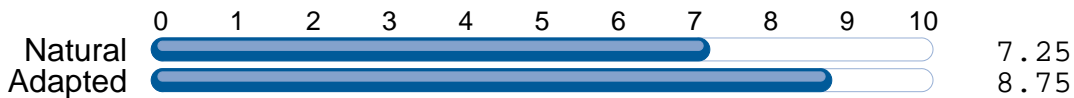
SENSE OF URGENCY



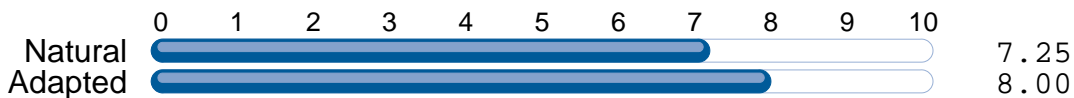
VISION FOR THE FUTURE



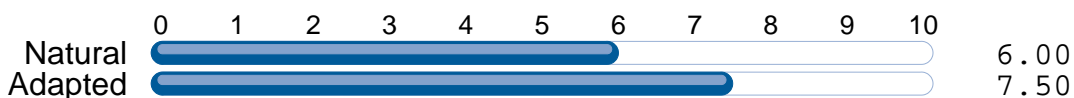
MOTIVATING OTHERS



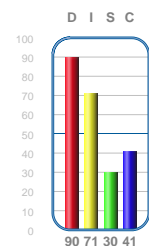
SELF-CONFIDENCE



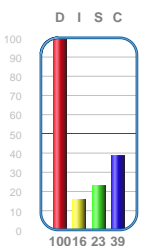
CUSTOMER/EMPLOYEE INTERFACE



Adapted Style



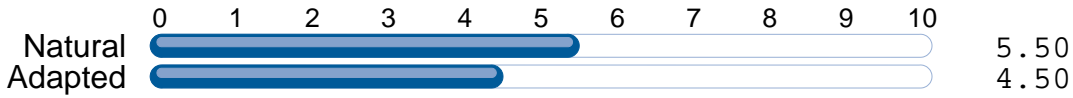
Natural Style



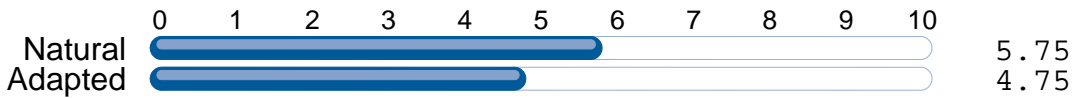


SPECIFIC FACTOR ANALYSIS

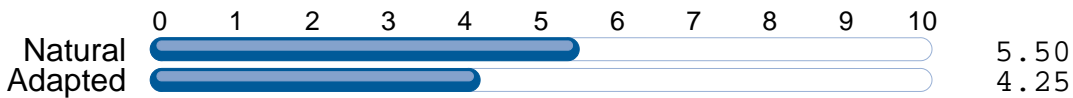
LISTENING



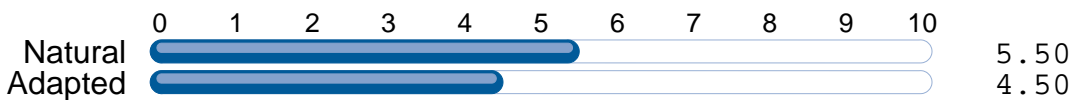
FOLLOW-UP AND FOLLOW-THROUGH



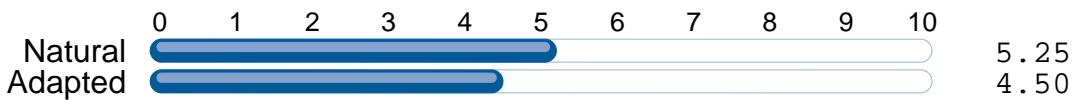
CONSISTENCY



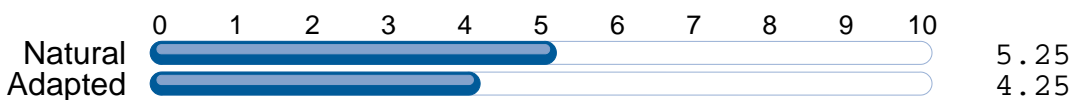
PAPERWORK



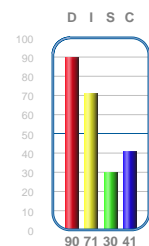
ATTENTION TO DETAIL



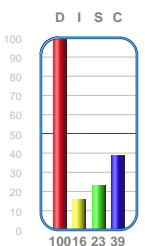
FOLLOWING POLICY



Adapted Style

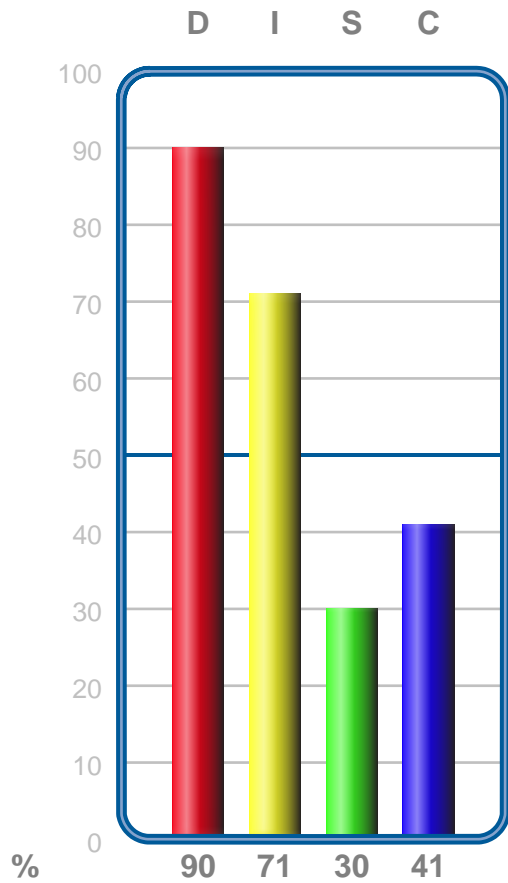


Natural Style

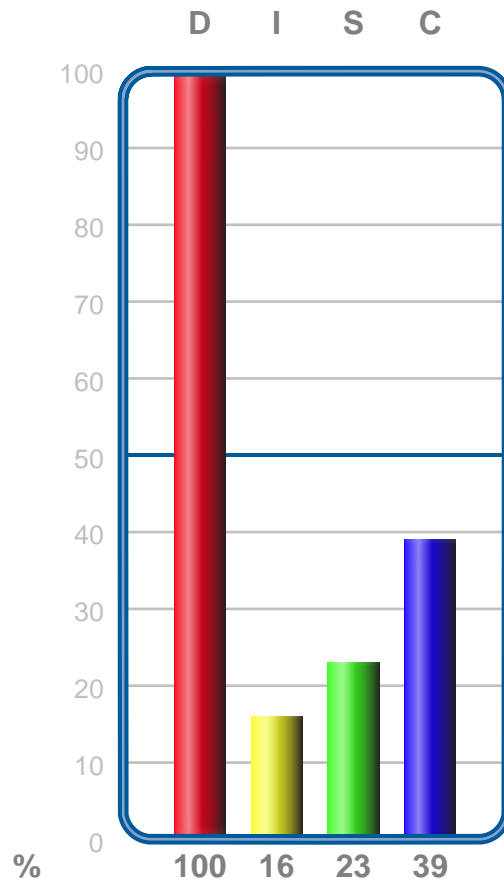


Jan Test
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MOST
 Graph I
Adapted Style



LEAST
 Graph II
Natural Style



Norm 2009



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:

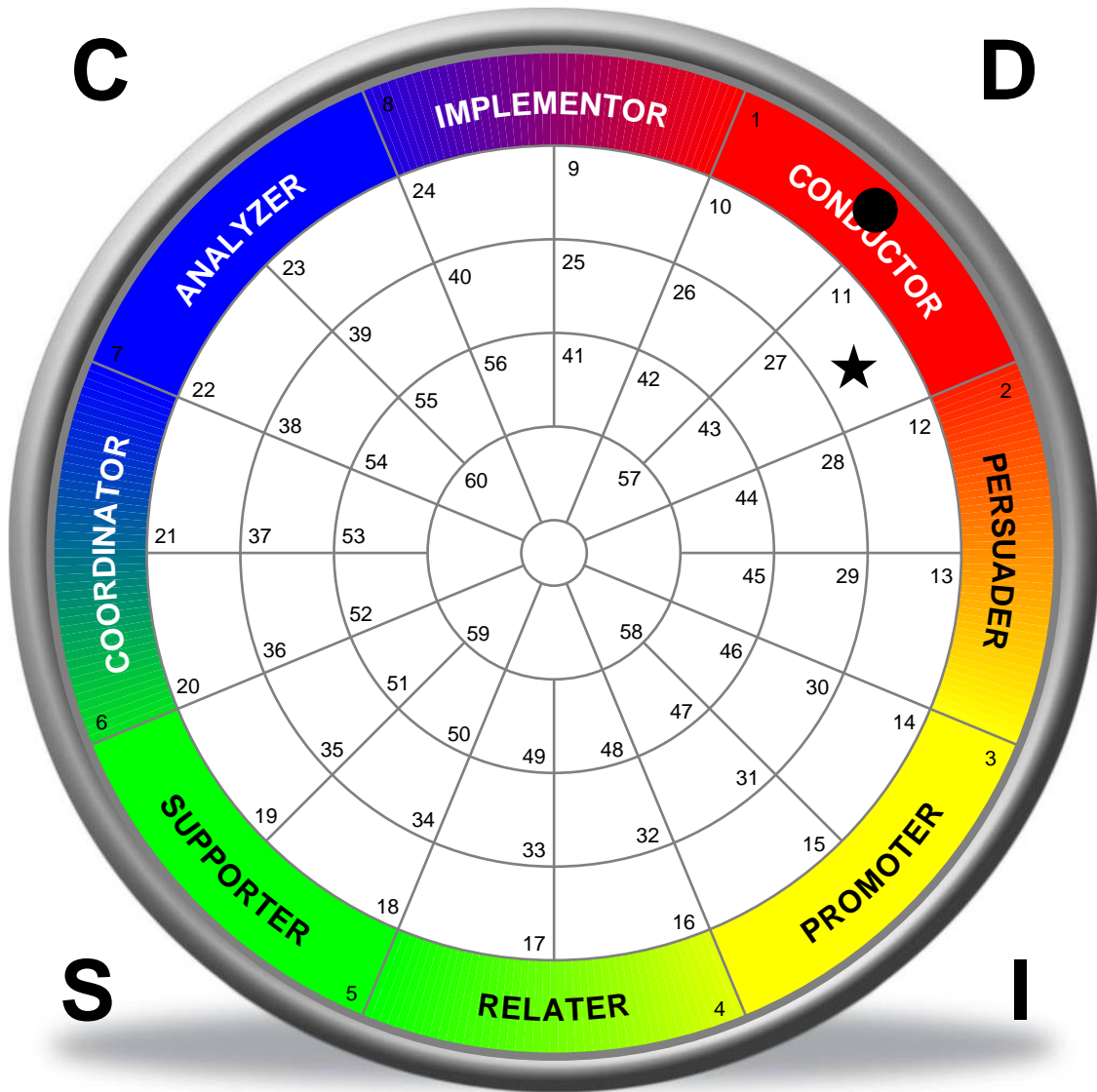
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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.



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ABC Company
4-28-2010



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (1) CONDUCTOR

Norm 2009

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