

MANAGING FOR SUCCESS®

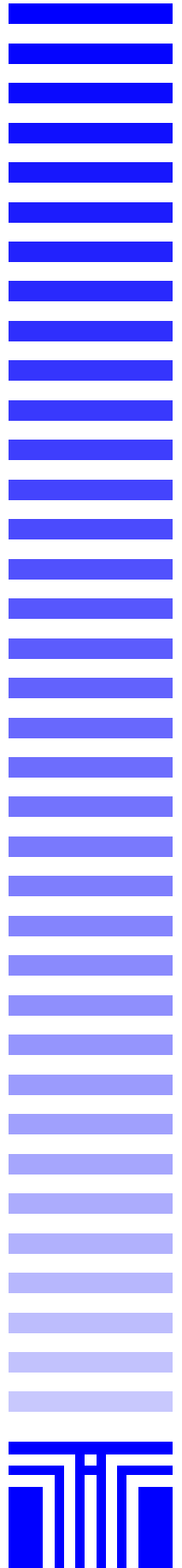
INTERVIEWING INSIGHTS™

General Version

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

John Doe

12-4-2003



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.

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 or areas of behavior in which tendencies are shown. This valuable information will enable you to thoroughly prepare and conduct the selection/interview process by providing you with a deeper understanding and knowledge of how the candidate can best fit the position you have to offer.

GENERAL CHARACTERISTICS

Based on John'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 John's natural behavior.

John likes to win through persistence. He uses his strong, steady tendencies to accomplish his goals. He is often seen as practical and objective. He may not project a sense of urgency like some people with different behavioral styles. He strives to maintain the status quo, since he tends to resist change, particularly when it is unexpected or sudden. John likes harmony and cooperation. Most of the time he appears as cool, calm and controlled. When challenged, he becomes more objective. He is family-oriented. He may go to great lengths to ensure the "happiness" of his personal or work family. He is usually steady, easygoing and relaxed. John does not always like being placed in competitive situations. He tends to lose the "team feeling" when he is involved in direct competition. He wants to be seen as a responsible person, and will avoid behavior that could be seen by others as irresponsible.

John may be reluctant to initiate new approaches to doing things. If he is shown the benefits, he will consider new procedures. Making plans and following those plans is important to him. He uses logic to assist him in decision making. This tendency is helpful to others in his group. When challenged he can become objective, searching hard for facts and figures. This may be his way of defending his decisions. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. He may tend to fight for his beliefs or those things he feels passionate about. He tends to make decisions based on past experiences. He prefers the "tried and true." He needs to gather data

GENERAL CHARACTERISTICS

and facts in a logical fashion.

John may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. He tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. He likes having others initiate the conversation. He can then assess the situation and respond accordingly. He does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. John is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. He is more motivated by logic than emotion. To him, logic represents tangible research. Most people see him as being a considerate and modest person. He probably won't try to steal the spotlight from others. He likes to know what is expected of him 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.

IDEAL ENVIRONMENT

This section identifies the ideal work environment based on John'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 John enjoys and also those that create frustration.

- Little conflict between people.
- Prefers technical work, specializing in one area.
- An environment where he can use his intuitive thinking skills.
- A stable and predictable environment.
- Needs personal attention from his manager and compliments for each assignment well done.
- An environment that allows time to change.
- Familiar work environment with a predictable pattern.
- An environment dictated by logic rather than emotion.

VALUE TO THE ORGANIZATION

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

- Defines, clarifies, gets information, criticizes and tests.
- Always looking for the logical solutions.
- Consistent and steady.
- Dependable team player.
- Good at reconciling factions--is calming and adds stability.
- Service-oriented.
- Always concerned about quality work.
- Maintains standards.
- People-oriented.

INTERVIEW QUESTIONS

Name: John Doe

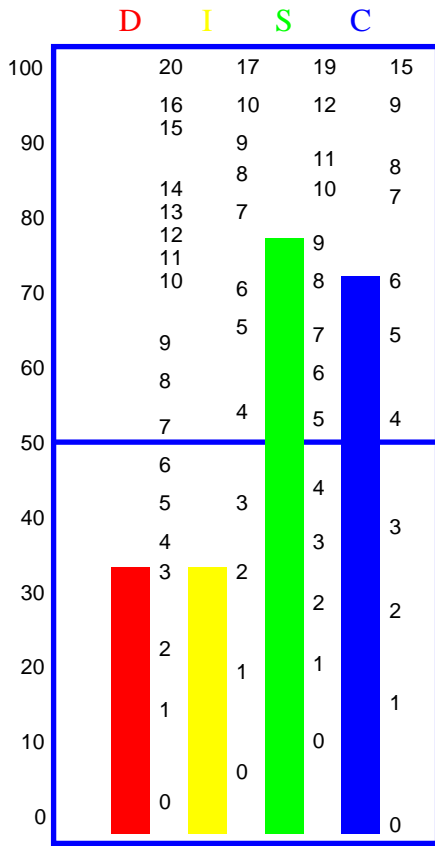
1. Describe your career goals:
2. How do you plan to achieve these goals?
3. What factor do you feel may hinder your success?
4. What do you expect from your manager?
5. How do you determine your priorities?
6. What are your most significant accomplishments?
7. How do you deal with people you don't like?

STYLE ANALYSIS™ GRAPHS

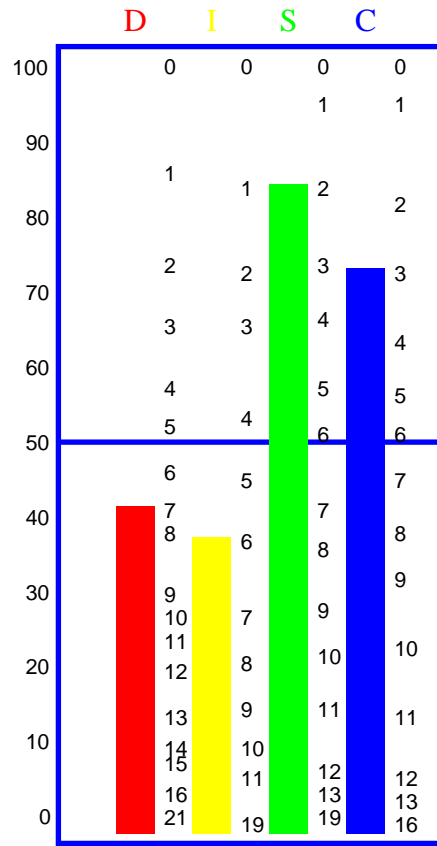
John Doe

12-4-2003

MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Score
%

3	2	9	6
34	34	77	72

7	6	2	3
42	38	84	73

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:

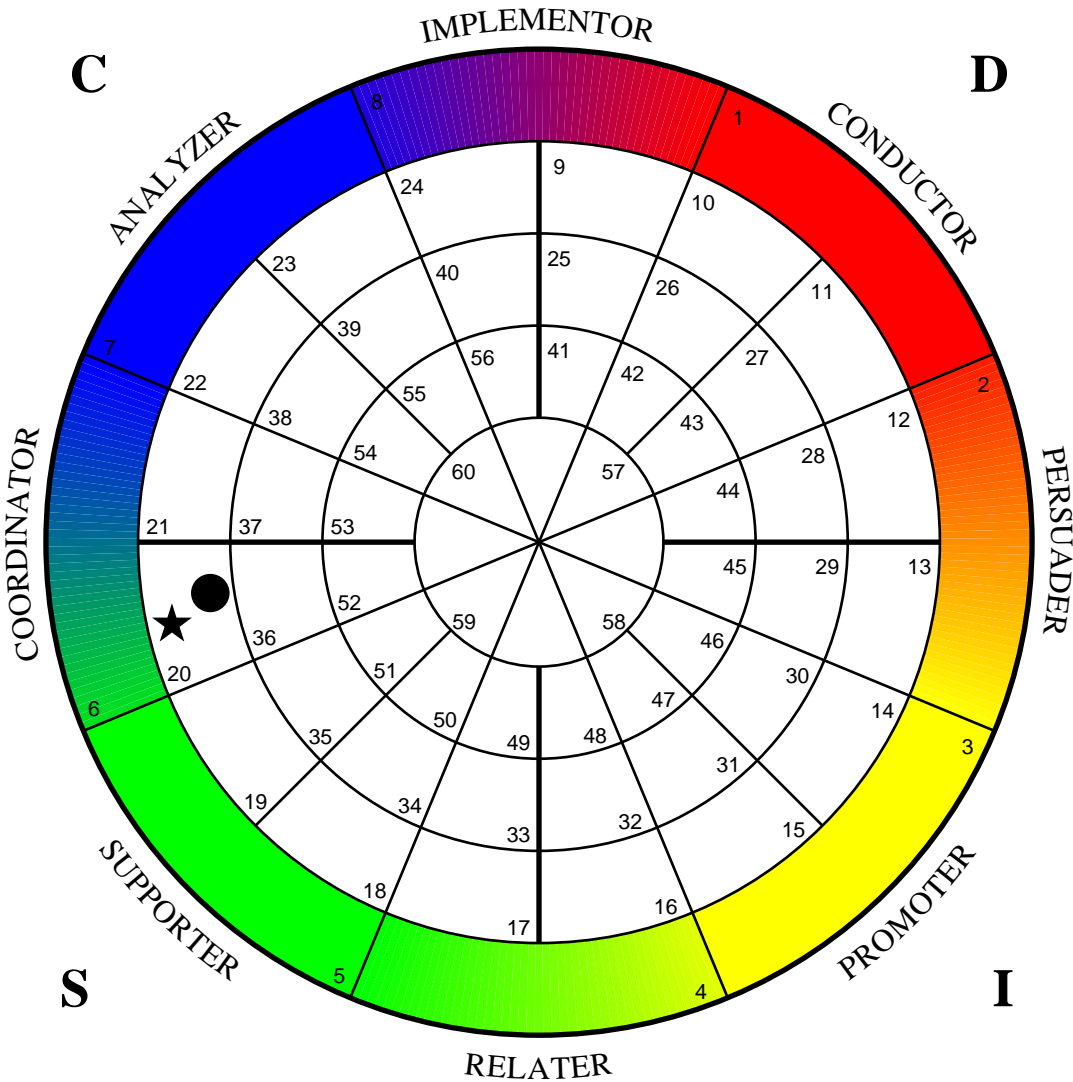
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

John Doe
12-4-2003



Adapted: ★ (20) SUPPORTING COORDINATOR

Natural: ● (20) SUPPORTING COORDINATOR