

# MANAGING FOR SUCCESS®

Employee-Manager Version

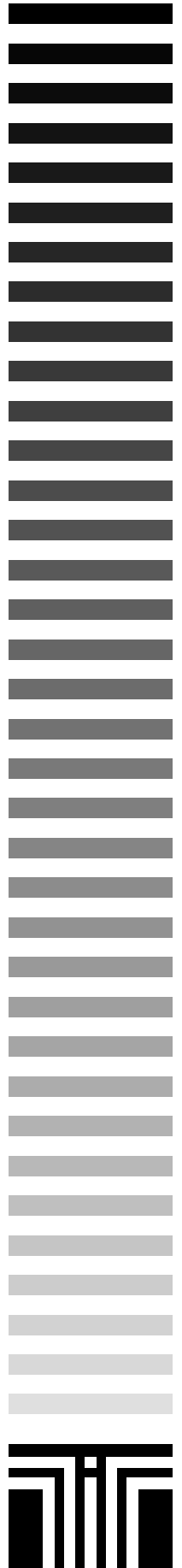
*"He who knows others is learned.  
He who knows himself is wise."  
-Lao Tse*

**Jane Doe**

6/3/2001

Enhancing Team and Personal Effectiveness

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# INTRODUCTION

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.

A person's behaviour is a necessary and integral part of who they are. In other words, much of our behaviour comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behaviour.

In this report we are measuring four dimensions of normal behaviour. 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 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 from areas of behaviour 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 behavioural factors in varying degrees of intensity."  
-W.M. Marston*

# GENERAL CHARACTERISTICS

*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, 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 Jane's natural behaviour.*

Jane can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of her great strengths. She is driven toward goals completion and wants to be in a position to set policy that will allow her to meet those goals. She is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. She embraces visions not always seen by others. Jane's creative mind allows her to see the "big picture." Jane enjoys authority, independence and the freedom that goes with her aggressive approach to problem solving. Most people see her as a high risk-taker. Her view is, "nothing ventured, nothing gained." She prefers an environment with variety and change. She is at her best when many projects are underway at once. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people with whom she works. Jane has high ego strengths and may be viewed by some as egotistical. She wants to be seen as an individual who is totally keyed to results. She wants to get things done in a manner that is consistent with her perception of the "right way" of doing things.

Jane finds it easy to share her opinions on solving work-related problems. Sometimes she becomes emotionally involved in the decision-making process. She prefers authority equal to her responsibility. She is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. When faced with a tough decision, she will try

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# GENERAL CHARACTERISTICS

to sell you on her ideas. She should realize that at times she needs to think a project through, beginning to end, before starting the project. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She will work long hours until a tough problem is solved. After it is solved, Jane may become bored with any routine work that follows.

Jane should exhibit more patience and ask questions to make sure that others have understood what she has said. She tends to be intolerant of people who seem ambiguous or think too slowly. She may lose interest in what others are saying if they ramble or do not speak to the point. Her active mind is already moving ahead. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. Jane challenges people who volunteer their opinions. She may lack the patience to listen and communicate with slower acting people. She may sometimes mask her feelings in friendly terms. If pressured, Jane's true feelings may emerge. She tends to influence people by being direct, friendly and results-oriented.

# VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behaviour Jane 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.*

- Challenge-oriented.
- Self-starter.
- Creative in her approach to solving problems.
- Tenacious.
- Thinks big.
- Positive sense of humour.
- Optimistic and enthusiastic.
- Forward-looking and future-oriented.

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# 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 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:

- Provide questions, alternatives and choices for making her own decisions.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Talk about her, her goals and the opinions she finds stimulating.
- Be clear, specific, brief and to the point.
- Read the body language--look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide a warm and friendly environment.
- Ask for her opinions/ideas regarding people.
- Support the results, not the person, if you agree.
- Leave time for relating, socializing.
- Motivate and persuade by referring to objectives and results.
- Provide ideas for implementing action.
- Plan interaction that supports her dreams and intentions.

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## **DO NOTS ON COMMUNICATING**

*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:

- Let disagreement reflect on her personally.
- Drive on to facts, figures, alternatives or abstractions.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- "Dream" with her or you will lose time.
- Try to convince by "personal" means.
- Ramble on, or waste her time.
- Take credit for her ideas.
- Leave decisions hanging in the air.
- Come with a ready-made decision, or make it for her.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Talk down to her.
- Try to build personal relationships.

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# COMMUNICATION TIPS

*This section provides suggestions on methods which will improve Jane's communications with others. The tips include a brief description of typical people in which 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.*

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 magnetic, enthusiastic, friendly, demonstrative and political:

- 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.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

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# COMMUNICATION TIPS

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 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.

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# IDEAL ENVIRONMENT

*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.*

- Nonroutine work with challenge and opportunity.
- Evaluation based on results, not the process.
- Freedom of movement.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- Work tasks that change from time to time.
- Assignments with a high degree of people contacts.
- Democratic supervisor with whom she can associate.

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# PERCEPTIONS

*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:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

## OTHERS' PERCEPTION

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

Demanding  
Egotistical

Nervy  
Aggressive

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

Abrasive  
Arbitrary

Controlling  
Opinionated

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# DESCRIPTORS

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

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# 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.*

## PROBLEMS - CHALLENGES (Natural)

Jane tends to deal with problems and challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and actively seeks goals. Jane will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.

## PROBLEMS - CHALLENGES (Adapted)

Jane's response to the environment is to be strong-willed and ambitious in her problem-solving approach. She seeks to win against all obstacles.

## PEOPLE - CONTACTS (Natural)

Jane is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Jane is trusting and also wants to be trusted.

## PEOPLE - CONTACTS (Adapted)

Jane 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.

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# NATURAL AND ADAPTED STYLE

## PACE - CONSISTENCY (Natural)

Jane is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.

## PACE - CONSISTENCY (Adapted)

Jane 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.

## PROCEDURES - CONSTRAINTS (Natural)

Jane is independent by nature and feels comfortable in situations where the constraints are few and far between. She will follow rules as long as she feels that the rules are hers. She has a tendency to rebel from rules set by others and wants input into any constraints.

## PROCEDURES - CONSTRAINTS (Adapted)

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

## **ADAPTED STYLE**

*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.*

- Meeting deadlines.
- Skilful use of vocabulary for persuasive situations.
- Persistence in job completion.
- Anticipating and solving problems.
- Handling a variety of activities.
- Acting without precedent, and able to respond to change in daily work.
- Moving quickly from one activity to another.
- A good support team to handle paperwork.
- Working without close supervision.
- Exhibiting an active and creative sense of humour.
- Questioning the status quo, and seeking more effective ways of accomplishment.

# KEYS TO MOTIVATING

*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:

- Freedom from routine work.
- Power and authority to take the risks to achieve results.
- Changing environments in which to work/play.
- Outside activities so there is never a dull moment.
- More time in the day.
- New challenges and problems to solve.
- To be seen as a leader.
- A wide scope of activities.
- Support system to help with details and follow through.
- Prestige, position and titles so she can control the destiny of others.
- Travel or changing work stations.

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# KEYS TO MANAGING

*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:

- More logical presentations--less emotional.
- To handle routine paperwork only once.
- To mask emotions when appropriate.
- To be confronted when in disagreement, or when she breaks the rules.
- To focus conversations on work activities--less socializing.
- A program for pacing work and relaxing.
- To negotiate commitment face-to-face.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Help on controlling time and setting priorities.
- To understand her role on the team--either a team player or the leader.
- Participatory management.
- More control of body language.

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# AREAS FOR IMPROVEMENT

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

- Be disruptive because of her innate restlessness and disdain for sameness.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Be a one-way communicator--does not listen to the total story before introducing her opinion.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Resist participation as part of the team, unless seen as a leader.
- Fail to complete what she starts because of adding more and more projects.
- Have no concept of the problems that slower-moving people may have with her style.

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# ACTION PLAN

Name: Jane Doe

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: \_\_\_\_\_

# BEHAVIOURAL FACTOR INDICATOR™

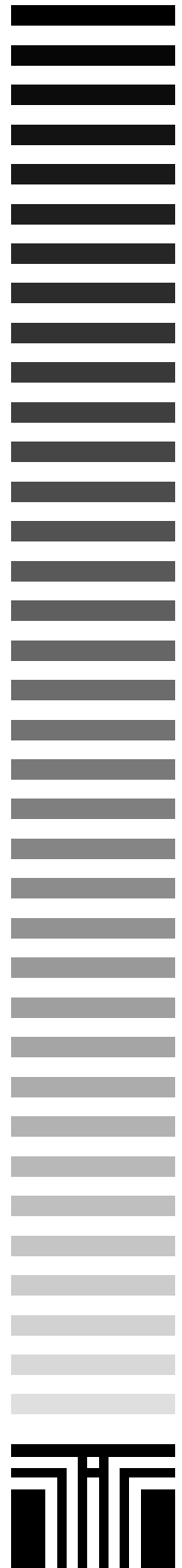
Management Version

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# INTRODUCTION

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.

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# SPECIFIC FACTOR ANALYSIS

Jane Doe

## DECISIVENESS/RESULTS ORIENTED

0...1...2...3...4...5...6...7...8...9...10



## SENSE OF URGENCY

0...1...2...3...4...5...6...7...8...9...10



## VISION FOR THE FUTURE

0...1...2...3...4...5...6...7...8...9...10



## MOTIVATING OTHERS

0...1...2...3...4...5...6...7...8...9...10



## SELF-CONFIDENCE

0...1...2...3...4...5...6...7...8...9...10



## CUSTOMER/EMPLOYEE INTERFACE

0...1...2...3...4...5...6...7...8...9...10




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# SPECIFIC FACTOR ANALYSIS

Jane Doe

## LISTENING

0...1...2...3...4...5...6...7...8...9...10



## FOLLOW-UP AND FOLLOW-THROUGH

0...1...2...3...4...5...6...7...8...9...10



## CONSISTENCY

0...1...2...3...4...5...6...7...8...9...10



## PAPERWORK

0...1...2...3...4...5...6...7...8...9...10



## ATTENTION TO DETAIL

0...1...2...3...4...5...6...7...8...9...10



## FOLLOWING POLICY

0...1...2...3...4...5...6...7...8...9...10




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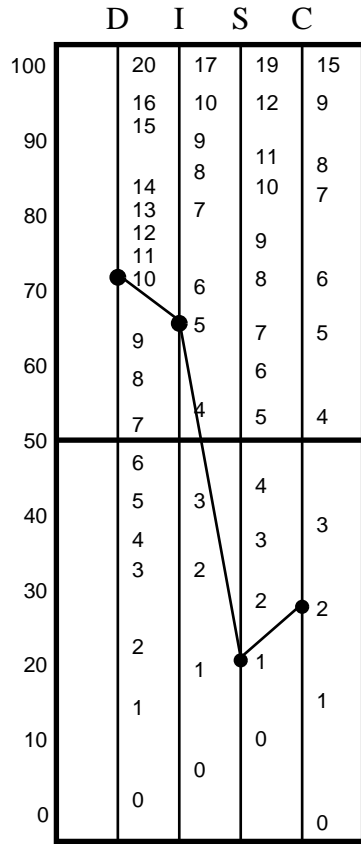
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# STYLE ANALYSIS GRAPHS

Jane Doe

6/3/2001

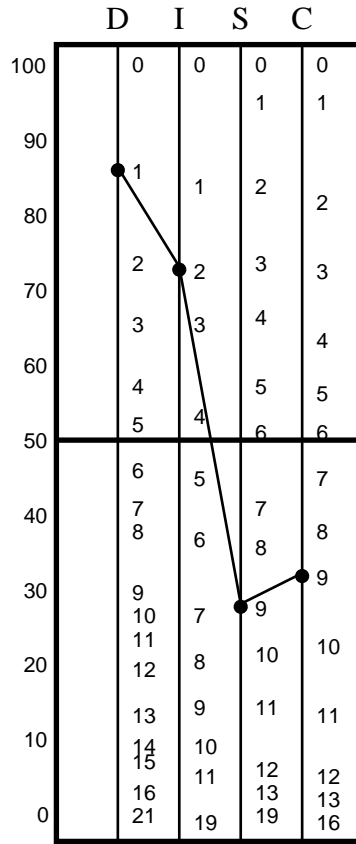
MOST  
Graph I  
Adapted Style



Score  
%

10	5	1	2
72	66	22	29

LEAST  
Graph II  
Natural Style



1	2	9	9
86	73	29	33

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# 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 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.

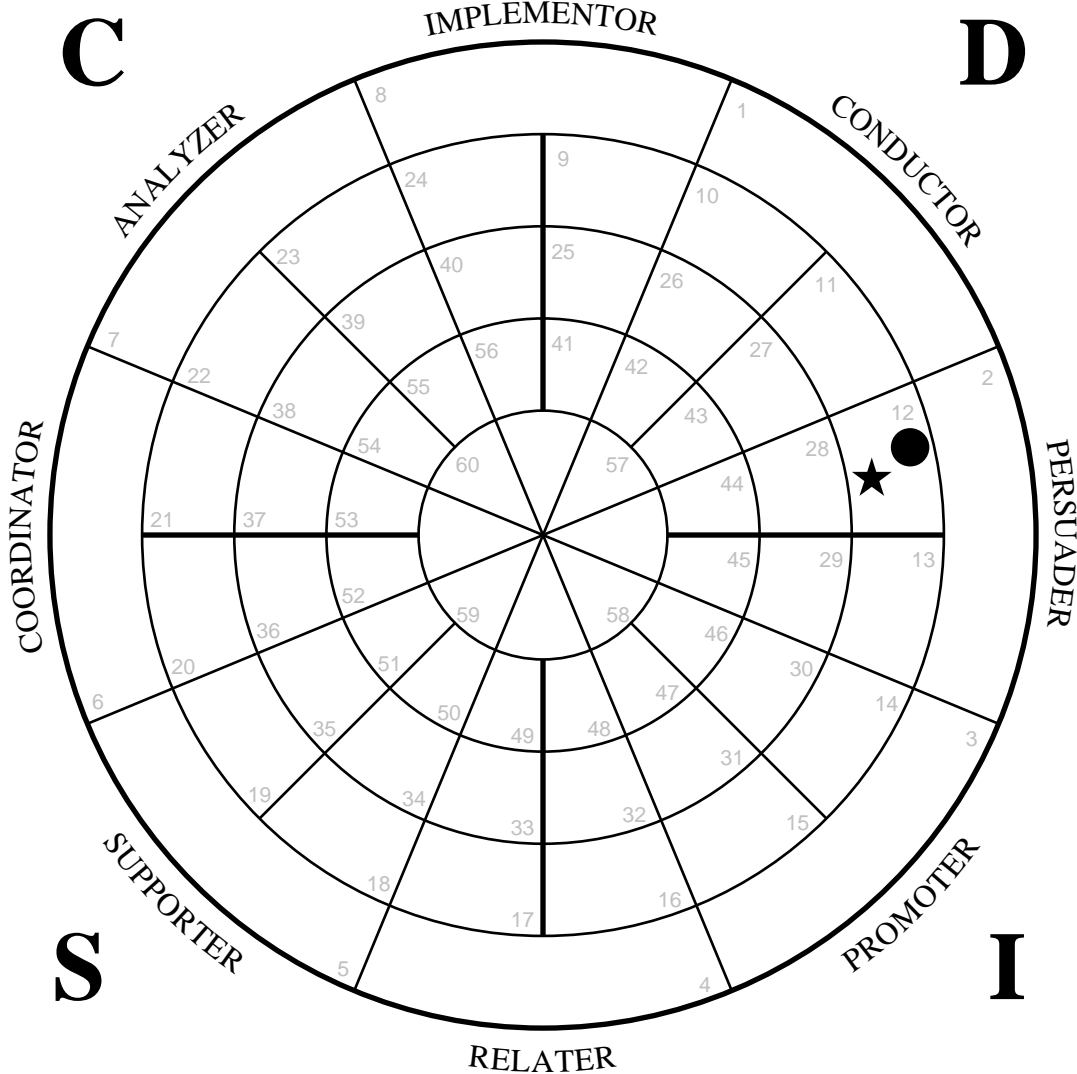
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# THE SUCCESS INSIGHTS™ WHEEL

Jane Doe

6/3/2001



Adapted: ★ (12) CONDUCTING PERSUADER

Natural: ● (12) CONDUCTING PERSUADER

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