

SUCCESSFUL CAREER PLANNING™

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

John Doe
2-20-2002



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.

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

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

PERSONAL CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide you with 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 work behind the scene and be seen as someone who is organized and has his life in order. 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 is a real stickler for quality and systems; to ensure quality. He prefers that things be orderly and he will approach work in a systematic manner. Accuracy is important to him. Rules and procedures provide security for his job performance. John can devote all his energy to the job, and that offers security to his work situation. He can overanalyze a problem which tends to slow down the decision-making process. He wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. To some people, John may appear to be analytical. Becoming acquainted with him can be difficult since he tends to withhold his emotions. He may appear to be cool and distant. When John sees something that is wrong he wants to fix it. He is oriented toward achieving practical results. He would rather be cautious than brash, conventional than bold.

John usually judges others by the quality of their work. He may find it difficult to recognize others' strengths, if their work does not meet his high standards. Because he knows that he can rely on the "tried and true," John places high value on tradition and traditional things. He tends to postpone the decision-making process until he has all the facts. He is the type of person who will accept challenges, and accept them seriously. John is a critical and systematic thinker, and this strength may not be easily recognized by others. He tends to become bogged down in details. He may accumulate so much data that the details overwhelm him. He has an acute awareness of social,

PERSONAL CHARACTERISTICS

economic and political implications of his decisions. He is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all the available information on the subject.

John is usually soft-spoken, but his demeanor may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. He 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." He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. People who show up early or late for appointments may upset him, since his work plans are disrupted. John makes an agenda and prefers that others not change it. John is patient and persistent in his approach to achieving goals. He responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." When John is deeply involved in thinking through a project, he may appear to be cool and distant. John's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. 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.

PERSONAL STRENGTHS

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. By identifying John's talent, the organization can develop a system to capitalize on his particular value to the organization and make him an integral part of the team.

- Patient and empathetic.
- Works for a leader and a cause.
- Service-oriented.
- Builds good relationships.
- Good listener.
- Objective--"The anchor of reality."
- Comprehensive in problem solving.

BASIC NEEDS

In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. John and his counselor should go over the list and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

John needs:

- Reassurances that he is doing the job right.
- Recognition for what he accomplished.
- More confidence in his ability to perform new activities.
- Rewards in terms of tangible things, not just flattery and praise.
- Equipment that will allow him to perform up to his high standards.
- Conditioning prior to change.
- Shortcut methods that don't affect quality of the work.
- A manager who prefers quality over quantity.
- Complete instructions on his assignments.
- Capable associates with which to work.
- Support in making high-risk decisions.

ADAPTED STYLE

This section gives general information on behavior that John deems necessary to be successful on the job. One should read this section and determine if the behavior described is job related. If the behavior is not job-related, John does not understand the behavior required to be successful in the job.

- Diplomatic cooperation in team interaction.
- Limited contact with people.
- Calculation of risks before taking action.
- Sensitivity to existing rules and regulations.
- Compliance to high standards.
- Freedom from confrontation.
- Task focus over people focus.
- Maintaining a clean and organized work station.
- Adherence to established guidelines and procedures.
- Logical solutions.
- Precedence of quality over efficiency.
- Using a disciplined approach.

PRESENT WANTS

This section of the report was produced by analyzing John's wants. People are motivated by the things they want, thus: wants that are satisfied no longer motivate. Analyze each statement produced in this section and highlight those that are present "wants."

John wants:

- Identification with fellow workers.
- Activities that don't infringe on family life.
- Precision work to perform.
- Constant appreciation, and a feeling of security on the team.
- Logical reasons for change.
- Safety and security of the situation.
- Traditional products and procedures.
- Instructions so he can do the job right the first time.
- Specific questions--not general or open-ended.
- To be part of a quality-oriented work group.
- Activities he can start and finish.
- Reassurance he is doing the job right.
- To be a member of a small team.

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. A person with flexibility uses 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.

- An environment that allows time to change.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Close relationship with a small group of associates.
- A stable and predictable environment.
- Needs personal attention from his manager and compliments for each assignment well done.
- Familiar work environment with a predictable pattern.
- An environment where he can use his intuitive thinking skills.
- An environment dictated by logic rather than emotion.

CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of John.

Do:

- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Give him time to be thorough, when appropriate.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Prepare your "case" in advance.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Provide solid, tangible, practical evidence.
- Define clearly (preferably in writing) individual contributions.
- Look for hurt feelings or personal reasons if you disagree.

STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

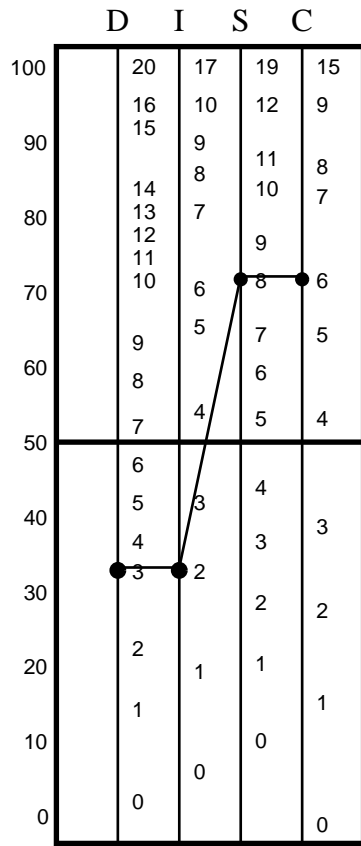
- STRENGTH - Good at calculating risk. POTENTIAL WEAKNESS - May resist changes because of the risk involved with changes.
- STRENGTH - Very intuitive. POTENTIAL WEAKNESS - Fails to share ideas and feeling until after the fact.
- STRENGTH - Places high value on details. POTENTIAL WEAKNESS - May get bogged down in details or use details to protect his position.
- STRENGTH - Places high value on quality workmanship. POTENTIAL WEAKNESS - May be bound by his own set of procedures and methods that he fails to look for more efficient ones.
- STRENGTH - Will follow instructions. POTENTIAL WEAKNESS - May lean on supervisors for information and direction.
- STRENGTH - Task-oriented and security driven. POTENTIAL WEAKNESS - May yield position to avoid controversy and insure security.

STYLE ANALYSIS™ GRAPHS

John Doe

2-20-2002

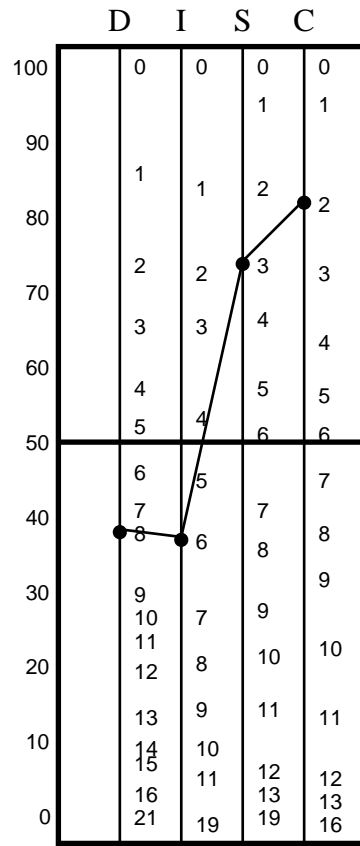
MOST
Graph I
Adapted Style



Score
%

3	2	8	6
34	34	72	72

LEAST
Graph II
Natural Style



8	6	3	2
39	38	74	82

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.

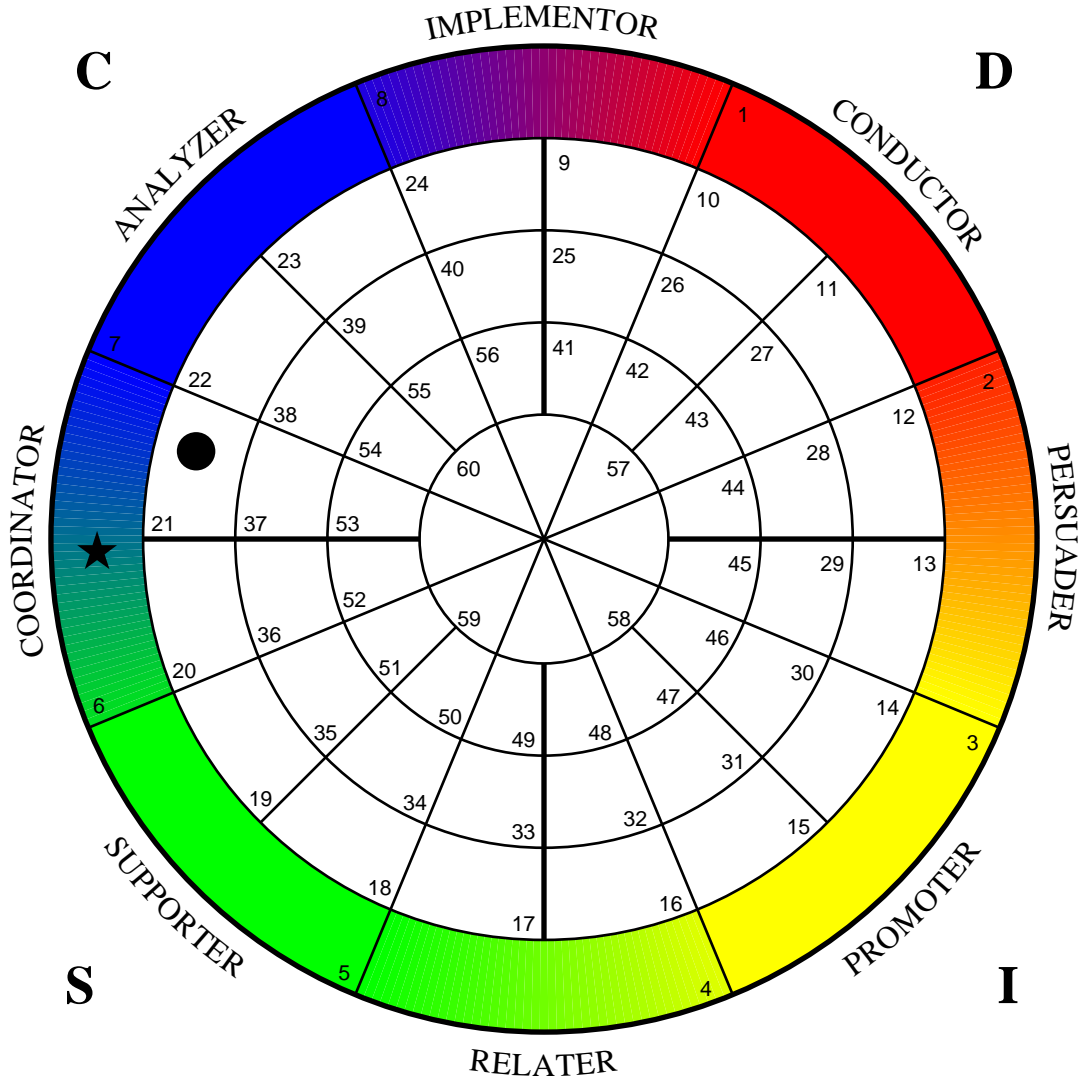
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

2-20-2002



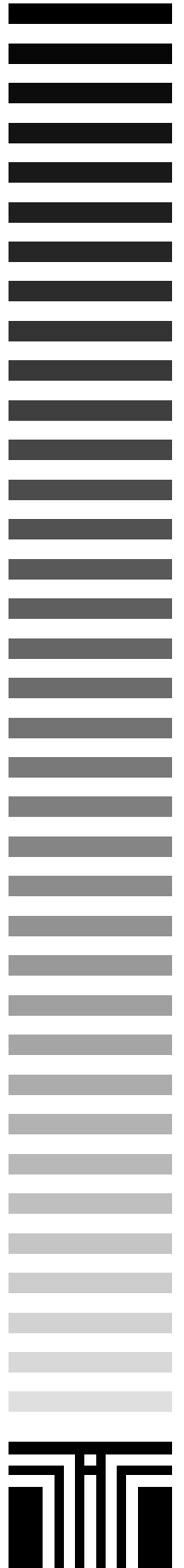
Adapted: ★ (6) COORDINATOR

Natural: ● (21) ANALYZING COORDINATOR

WORK ENVIRONMENT

John Doe

2-20-2002



INTRODUCTION

This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behavior you want to use on the job.

DOMINANCE - CHALLENGE

This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power and decisiveness may be key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Calculating the use of power and authority.
2. Responding to problems and challenges.
3. A drive to succeed.
4. Clarification of authority and parameters.
5. Challenging assignments.
6. Independent thinking.
7. Freedom from much detail work.
8. Flexibility.
9. Ability to solve problems and meet challenges.
10. Taking an idea and moving with it, but not beyond the scope of authority.
11. Supporting change.
12. Participating in decision making.

"Ideal" job behavioral demands are:

1. Some rules and procedures to follow.
2. More emphasis on quality than on efficiency.
3. Adaptability.
4. Leadership by example.
5. Limited scope of activities.
6. Analysis of data before making a decision.
7. Patience.

INFLUENCE - CONTACTS

This page of the report lists how the job requires a person to influence others to a way of thinking or doing. Trust, openness, facts and data (oral or written), discussion, and communication are key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Many social interactions.
2. Very high trust level.
3. Optimistic outlook towards all activities.
4. Skillful use of vocabulary to generate enthusiasm.
5. Highly persuasive communication.
6. High contact with people.
7. Enthusiastic acceptance of new ideas.
8. Ability to move from one activity to another quickly.
9. Selling the sizzle as well as the steak.
10. A flexible use of time.
11. Outgoing personality.
12. New and innovative ways of solving problems.
13. Democratic relationships with others.
14. Working with people more than working with things.
15. A team environment.
16. Ability to project self-confidence.
17. Getting things done through people.
18. Freedom from detail and control.

"Ideal" job behavioral demands are:

1. Many hours working alone.
2. Trust based on performance and quality.
3. Critical appraisal of ideas not supported by logic.
4. Strong time management skills.
5. Decisions based on logic and facts, not emotion.
6. Limited contact with people.
7. Skeptical analysis of new ideas.
8. Limited activities with time for follow through.
9. Objective analysis of facts and data.
10. Time to think and analyze before making decisions.
11. Limited delegation of important responsibilities.

STEADINESS - CONSISTENCY

This page of the report lists how the job requires a person to deal with activity levels. Change, persistence, consistency, and listening skills are key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Juggling several balls at the same time.
2. Openness in communication.
3. Alertness and sensitivity to problems.
4. Ability to work on more than one project.
5. Flexibility.
6. Adaptability to change.
7. Support system to help with detail.
8. Questioning procedures.

"Ideal" job behavioral demands are:

1. Patience and persistence.
2. Good listening skills.
3. Showing loyalty.
4. Ability to concentrate on task.
5. Follow-through on assigned task.
6. Following established procedures.
7. Identification with team.
8. Security of work situation.
9. Job description in writing.
10. Steady work pace-limited change.
11. Ranking of work tasks.
12. Friendly work atmosphere.
13. Shared information when requested.
14. Organizational chart for clarification of authority.
15. Complete demonstration of task to be completed.
16. Freedom from conflict and confrontation.

COMPLIANCE - CONSTRAINTS

This page of the report lists how the job requires a person to respond to rules and regulations set by other people. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

"Present" job behavioral demands are:

1. Few rules and procedures to follow.
2. Individualistic approach.
3. Persistent approach to winning.
4. Bottom line analysis of results.
5. Challenging work.
6. Power and authority.
7. Very little routine work.
8. Pioneering risk taker.
9. Decisiveness.
10. Criticizing the status quo.
11. Original thinking.
12. Try the impossible.

"Ideal" job behavioral demands are:

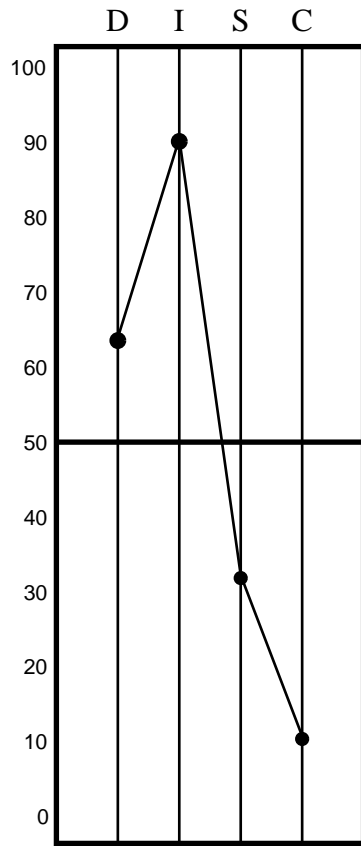
1. Rules and procedures.
2. High quality control standards.
3. Systematic approach.
4. Work done accurately the first time.
5. Analysis of facts and data.
6. Clarification of responsibility and authority.
7. Clean, tidy and organized work station.
8. Time to perform quality work.
9. Balanced judgment.
10. Analysis of outcomes before initiating change.
11. Few mistakes.
12. Well defined job description and expectations.
13. Complete instructions.

WORK ENVIRONMENT™

Work Environment

PRESENT

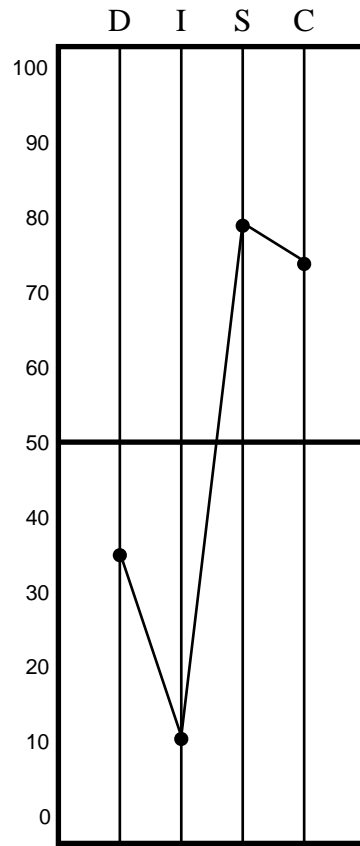
John Doe



Work Environment

IDEAL

John Doe



Score
%

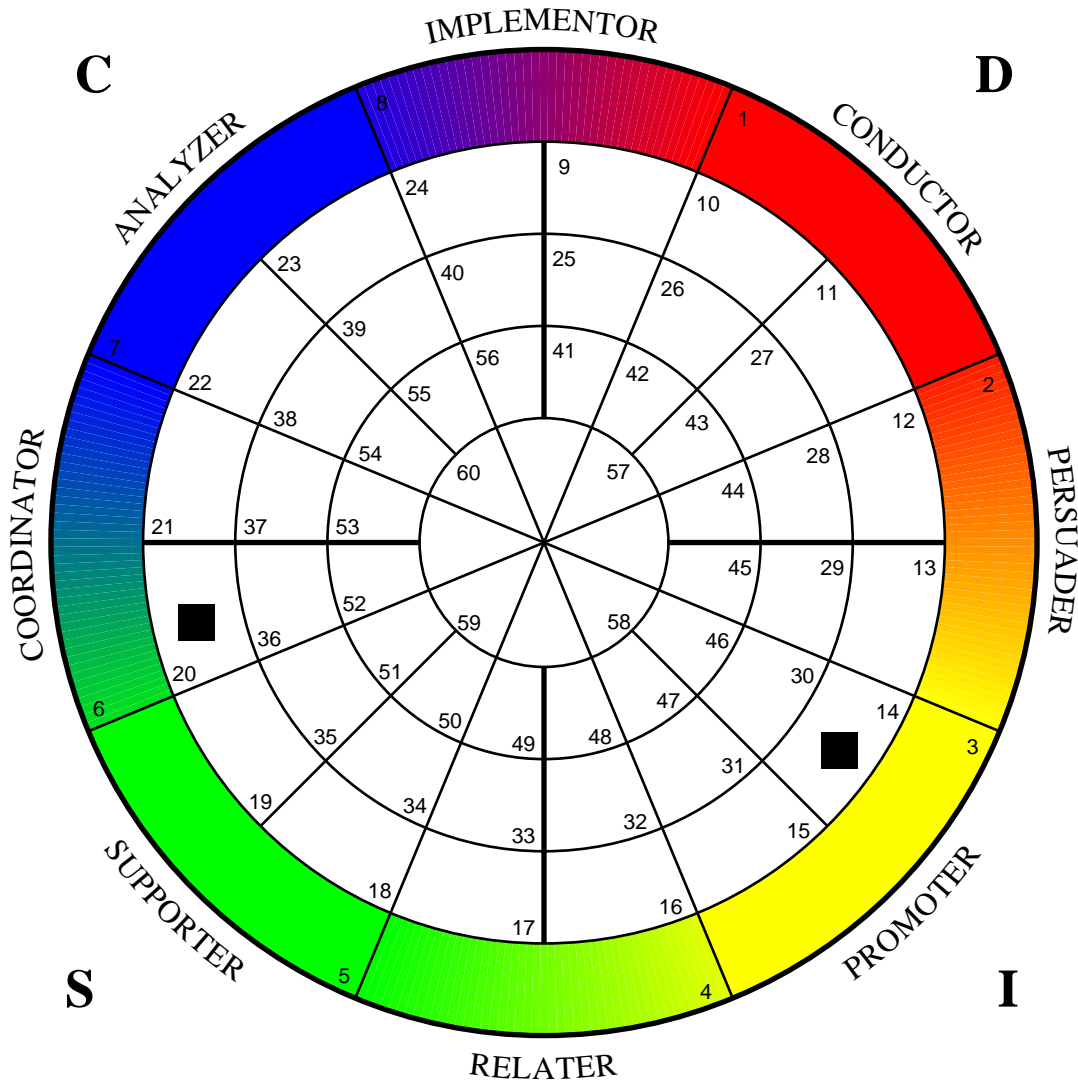
29	18	42	51
64	90	33	12

41	51	23	25
36	12	79	74

THE SUCCESS INSIGHTS® WHEEL

John Doe

2-20-2002



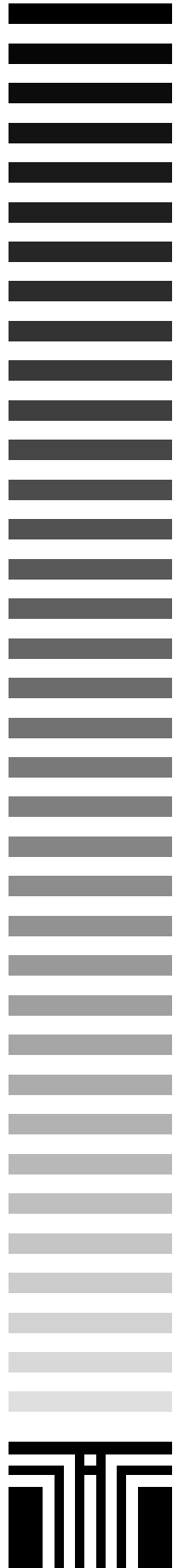
Present Work Environment: ■ (14) PERSUADING PROMOTER

Ideal Work Environment: ■ (20) SUPPORTING COORDINATOR

JOB INDICATOR

John Doe

2-20-2002



INTRODUCTION

Today's workplace is in constant change. As a result, careers are changing to keep pace. The average person can expect to change careers 5 times during their working life. That does not take into account the average 2-4 job changes within each career. Given this reality, it becomes more important than ever to make informed career decisions. There is no better preparation for career changes than in-depth knowledge of your own talents and how you can maximize them to succeed.

The Job Indicator section of your report has been developed to assist you in matching your natural behavioral design "talents" to jobs. This section will guide you through jobs that best match your behavioral design based on the education level you selected at the beginning of the assessment process. The job list is prioritized with your best behavioral design match at the education level you selected at the top. This will assist you in making informed career choices based on what best suits your natural behavioral design.

Research suggests that over 50% of people at work hold jobs that do not suit them behaviorally and they are neither fully motivated nor satisfied with their contribution. The good news is the closer the behavioral demands of the job match your own natural behavior, the more satisfaction and personal reward you will find in your work.

It is difficult if not impossible to incorporate in this report all the information on the subject of job content and career planning. There are websites available that cover these topics and will give you additional insights into the jobs listed in this section. The websites are the O*NET Occupational Information Network: <http://online.onetcenter.org> and the US Dept. of Labor, Employment & Training Administration: www.doleta.gov/programs/onet.

NAME : John Doe

EDUCATION : B.A. Plus

<u>CODE</u>	<u>OCCUPATION</u>
19-3092.00	Geographers
17-2112.00	Industrial Engineers
19-3021.00	Market Research Analysts
19-3032.00	Industrial-Organizational Psychologists
19-3039.99	Psychologists, All Other
21-1015.00	Rehabilitation Counselors
19-2042.01	Geologists
29-1069.99	Physicians and Surgeons, All Other
19-2012.00	Physicists
19-4099.99	Life, Physical, and Social Science Technicians, All Other
19-1023.00	Zoologists and Wildlife Biologists
19-1020.01	Biologists
19-1011.00	Animal Scientists
27-1027.01	Set Designers
15-2011.00	Actuaries
29-1071.00	Physician Assistants
39-9099.99	Personal Care and Service Workers, All Other
39-4011.00	Embalmers
29-1125.00	Recreational Therapists
53-2021.00	Air Traffic Controllers
53-2011.00	Airline Pilots, Copilots, and Flight Engineers
17-1011.00	Architects, Except Landscape and Naval
19-1042.00	Medical Scientists, Except Epidemiologists
51-8093.02	Petroleum Refinery and Control Panel Operators
19-1031.01	Soil Conservationists
47-1011.01	First-Line Supervisors and Manager/Supervisors- Construction Trades Workers
17-2141.00	Mechanical Engineers
27-1013.01	Painters and Illustrators
25-9011.00	Audio-Visual Collections Specialists
27-1021.00	Commercial and Industrial Designers
27-3043.02	Creative Writers
25-3021.00	Self-Enrichment Education Teachers
29-1122.00	Occupational Therapists
17-2081.00	Environmental Engineers
17-3029.99	Engineering Technicians, Except Drafters, All Other
51-5023.02	Offset Lithographic Press Setters and Set-Up Operators
29-1067.00	Surgeons
29-1131.00	Veterinarians
19-1021.01	Biochemists
29-1011.00	Chiropractors
19-1013.01	Plant Scientists
29-1021.00	Dentists, General
29-1062.00	Family and General Practitioners
19-3094.00	Political Scientists
29-1066.00	Psychiatrists
19-3011.00	Economists
17-2072.00	Electronics Engineers, Except Computer

NAME : John Doe

EDUCATION : B.A. Plus

<u>CODE</u>	<u>OCCUPATION</u>
23-1011.00	Lawyers
19-1022.00	Microbiologists
53-5021.03	Pilots, Ship
11-9121.00	Natural Sciences Managers
17-3013.00	Mechanical Drafters
49-9021.01	Heating and Air Conditioning Mechanics
19-2021.00	Atmospheric and Space Scientists
29-1111.00	Registered Nurses
29-1041.00	Optometrists
29-1123.00	Physical Therapists
27-4012.00	Broadcast Technicians
29-1081.00	Podiatrists
27-1025.00	Interior Designers
25-4021.00	Librarians
23-2091.00	Court Reporters
27-1027.02	Exhibit Designers
25-1011.00	Business Teachers, Postsecondary
21-1023.00	Mental Health and Substance Abuse Social Workers
25-2021.00	Elementary School Teachers, Except Special Education
19-3091.01	Anthropologists
15-2031.00	Operations Research Analysts
19-2031.00	Chemists
51-4111.00	Tool and Die Makers
17-3011.01	Architectural Drafters
51-8013.01	Power Generating Plant Operators, Except Auxiliary Equipment Operators
19-3051.00	Urban and Regional Planners
15-1021.00	Computer Programmers
53-2012.00	Commercial Pilots
19-3093.00	Historians
13-1051.00	Cost Estimators
53-4011.00	Locomotive Engineers
49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers
29-1031.00	Dietitians and Nutritionists
29-1051.00	Pharmacists
21-1021.00	Child, Family, and School Social Workers
19-3031.02	Clinical Psychologists
11-9131.00	Postmasters and Mail Superintendents
17-2051.00	Civil Engineers
29-9011.00	Occupational Health and Safety Specialists
19-2011.00	Astronomers
15-2021.00	Mathematicians
17-2131.00	Materials Engineers
17-2071.00	Electrical Engineers
53-5031.00	Ship Engineers
17-1012.00	Landscape Architects
17-2171.00	Petroleum Engineers
41-9031.00	Sales Engineers

NAME : John Doe

EDUCATION : B.A. Plus

<u>CODE</u>	<u>OCCUPATION</u>
17-2011.00	Aerospace Engineers
31-9094.00	Medical Transcriptionists
29-2011.00	Medical and Clinical Laboratory Technologists
17-3023.02	Calibration and Instrumentation Technicians
51-4041.00	Machinists
47-2152.01	Pipe Fitters
17-3027.00	Mechanical Engineering Technicians
41-3031.01	Sales Agents, Securities and Commodities
15-2041.00	Statisticians
17-3021.00	Aerospace Engineering and Operations Technicians
27-3043.04	Copy Writers
49-9044.00	Millwrights
27-1011.00	Art Directors
25-3011.00	Adult Literacy, Remedial Education, and GED Teachers and Instructors
27-2031.00	Dancers
17-2151.00	Mining and Geological Engineers, Including Mining Safety Engineers
17-2111.01	Industrial Safety and Health Engineers
25-4012.00	Curators