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
Based on Steven’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 Steven's natural behavior.

Steven is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. Under pressure, Steven has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Steven likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He is extremely results-oriented, with a sense of urgency to complete projects quickly. Many people see him as a self-starter dedicated to achieving results. He embraces visions not always seen by others. Steven's creative mind allows him to see the "big picture." Steven is comfortable in an environment that may be characterized by high pressure and is variety-oriented. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others.

Steven likes to make decisions quickly. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He will work long hours until a tough problem is solved. After it is solved, Steven may become bored with any routine work that follows. When faced with a tough decision, he will try to sell you on his ideas. Steven should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he becomes emotionally involved in the
PERSONAL CHARACTERISTICS

Steven Sample

decision-making process. He is decisive and prefers to work for a
decisive manager. He can experience stress if his manager does not
possess similar traits. He finds it easy to share his opinions on solving
work-related problems.

Steven may lose interest in what others are saying if they ramble
or don’t speak to the point. His active mind is already moving ahead.
He tends to influence people by being direct, friendly and
results-oriented. 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 tends to be intolerant of
people who seem ambiguous or think too slowly. Steven may lack the
patience to listen and communicate with slower acting people. 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. 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.
This section of the report identifies the specific talents and behavior Steven brings to the job. By looking at these statements, one can identify his role in the organization. By identifying Steven'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.

- Negotiates conflicts.
- Change agent--looks for faster and better ways.
- Optimistic and enthusiastic.
- Builds confidence in others.
- Usually makes decisions with the bottom line in mind.
- Positive sense of humor.
- Innovative.
In this section are some needs which must be met in order for Steven 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. Steven and his counselor should go over the list and identify 3 or 4 statements that are most important to him. This allows Steven to participate in forming his own personal management plan.

Steven needs:

- A rational approach to decision making--analyze the facts.
- Help on controlling time and setting priorities.
- Objectivity when dealing with people because of his high trust level.
- To handle routine paperwork only once.
- To focus conversations on work activities--less socializing.
- To be informed of things which affect him.
- To adjust his intensity to match the situation.
- Better organization of record keeping.
- To know results expected and to be evaluated on the results.
- Participatory management.
- A program for pacing work and relaxing.
- To display empathy for people who approach life differently than he does.
This section gives general information on behavior that Steven 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, Steven does not understand the behavior required to be successful in the job.

- Acting without precedent, and able to respond to change in daily work.
- Dealing with a wide variety of work activities.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Working without close supervision.
- Meeting deadlines.
- Moving quickly from one activity to another.
- Using a flexibility of style, especially with those of different work styles.
- A good support team to handle paperwork.
- Persistence in job completion.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Anticipating and solving problems.
This section of the report was produced by analyzing Steven’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.”

Steven wants:

- Freedom from routine work.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Opportunity for rapid advancement.
- Prestige, position and titles so he can control the destiny of others.
- Control of his own destiny.
- Support system to help with details and follow through.
- To be seen as a leader.
- A variety of work activities.
- Generalized work with few, lengthy and detailed projects or reports.
- Changing environments in which to work/play.
- Big picture approaches.
- More time in the day.
This section identifies the ideal work environment based on Steven’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 Steven enjoys and also those that create frustration.

- Evaluation based on results, not the process.
- Assignments with a high degree of people contacts.
- Tasks involving motivated groups and establishing a network of contacts.
- Freedom from controls, supervision and details.
- Freedom of movement.
- Democratic supervisor with whom he can associate.
- Forum to express ideas and viewpoints.
- Work tasks that change from time to time.
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 Steven.

Do:

- Provide questions, alternatives and choices for making his own decisions.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Plan interaction that supports his dreams and intentions.
- Support the results, not the person, if you agree.
- Ask for his opinions/ideas regarding people.
- Provide testimonials from people he sees as important.
- Talk about him, his goals and the opinions he finds stimulating.
- Deal with details in writing, have him commit to modes of action.
- Ask specific (preferably "what?") questions.
- Stick to business--let him decide if he wants to talk socially.
- Read the body language--look for impatience or disapproval.
- Support and maintain an environment where he can be efficient.
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 - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.
- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - None.
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Seeks challenges and problems to solve. POTENTIAL WEAKNESS - Takes on too many and may forget priorities.
- STRENGTH - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.
- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.
- STRENGTH - Strong ego. POTENTIAL WEAKNESS - Possibility of offending others if "overdone."
- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.
Steven Sample
Company ABC
4-29-2010

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.
Steven Sample
Company ABC
4-29-2010

Adapted: ★ (1) CONDUCTOR
Natural: ● (12) CONDUCTING PERSUADER

Norm 2009

Competitive Edge, Inc.
Tel: (770) 487-6460 Fax: (770) 487-2919
judy@competitiveedgeinc.com

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.
"Present" job behavioral demands are:

1. Conservative and calculating approach to problem solving.
2. Quality over efficiency.
3. Care in delegating assignments.
4. Policies and procedures in writing.
5. Specialized activities and assignments.
7. Analytical skills.
8. An ability to weigh the pros and cons of a decision.
9. Examples to follow.
11. Predictable work environment.
12. Standards to maintain quality.

"Ideal" job behavioral demands are:

1. Complete authority to carry out responsibilities.
2. Immediate response to problems or crisis situations.
3. Demanding attitude of self and others.
4. Direct answers from others.
5. Challenging assignments.
6. Creative and original thinking.
7. Freedom from routine and details.
8. Freedom to act independently.
9. High sense of urgency as a catalyst for obtaining results.
10. Appropriate title to acknowledge status and prestige.
11. Accepting and initiating change.
12. Decisive and firm in decision making.
13. Self-starter who enjoys all phases of competition.
14. An environment where the leader needs to be direct and to the point.
15. Strong leadership and directive skills.
16. Future orientation and abstract thinking ability.
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" and "Ideal" job behavioral demands are:

1. Democratic relationships.
2. Earned trust.
3. Friendly work environment.
4. Verbal skills.
5. Being polite and diplomatic.
6. Working with people.
7. Acceptance of new ideas.
8. Coaching and counseling.
9. Participatory management.
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. 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.
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.

"Ideal" job behavioral demands are:

1. Sense of urgency.
2. Shared information and open communication.
3. Quick response to crisis and change.
4. Mobile work environment.
5. Ability to act without precedent.
6. Opportunity to explore change.
7. Support team to handle some of the detail work.
8. Self-starter.
9. Quick decisions.
10. Alertness to problems and challenges.
11. Awareness of deadlines.
12. Facts and data provided by others.
13. Freedom to respond.
14. Variety of work activities.
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. Awareness and sensitivity to rules and procedures.
2. Practical work.
3. Persistence in getting the job completed.
4. Freedom from direct control and supervision.
5. Expression of new ideas.
6. Limited independence to question procedures.
7. Testing new ideas and procedures.
8. Taking calculated risks.
9. Questioning the status quo.

"Ideal" job behavioral demands are:

1. Testing of rules and procedures.
2. Practical work solutions.
3. Persistent approach to winning.
4. Opportunity to test new ideas.
5. Challenging work.
6. Responsibility equal to authority.
7. Limited routine work.
8. Risk taking.
9. Independence to question procedures.
10. Challenging the status quo.
11. Individualism.
Steven Sample
Company ABC
4-29-2010

Work Environment
PRESENT
Steven Sample

Work Environment
IDEAL
Steven Sample
Present Work Environment:  ■ (17) SUPPORTING RELATER
Ideal Work Environment:  ■ (11) PERSUADING CONDUCTOR
Today’s workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so are neither fully motivated nor satisfied with their work.

Given these realities, it becomes more important than ever for people to be prepared to make informed career decisions based on a solid understanding of their own behavioral styles and your natural talents. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.

The following Job Indicator section has been designed to stretch your imagination and give you ideas. The message is: “Your options are many.” This section will present a listing of jobs that can provide a suitable match to your natural behavioral style, as identified earlier in this report. Review these potential jobs and decide which of them appeal to your individual preferences, values and lifestyle. Remember, they are designed to stretch your imagination and give you ideas!

The career listings presented in this section are derived from the latest issue of The Occupational Information Network (O*NET) database, developed for the US Department of Labor by the National O*NET Consortium. You will find a wealth of related career information for your continued research at the following websites: http://online.onetcenter.org and the US Dept. of Labor, Employment & Training Administration: http://www.doleta.gov/programs/onet.
<table>
<thead>
<tr>
<th>CODE</th>
<th>OCCUPATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>27-1019.99</td>
<td>Artists</td>
</tr>
<tr>
<td>27-2099.99</td>
<td>Entertainers and Performers</td>
</tr>
<tr>
<td>33-2021.01</td>
<td>Fire Inspectors</td>
</tr>
<tr>
<td>51-1011.00</td>
<td>First-Line Supervisors/Managers of Production and Operating Workers</td>
</tr>
<tr>
<td>41-3021.00</td>
<td>Insurance Sales Agents</td>
</tr>
<tr>
<td>11-9081.00</td>
<td>Lodging Managers</td>
</tr>
<tr>
<td>43-5061.00</td>
<td>Production, Planning, and Expediting Clerks</td>
</tr>
<tr>
<td>11-9141.00</td>
<td>Property, Real Estate, and Community Association Managers</td>
</tr>
<tr>
<td>41-9021.00</td>
<td>Real Estate Brokers</td>
</tr>
<tr>
<td>39-9032.00</td>
<td>Recreation Workers</td>
</tr>
<tr>
<td>41-3099.99</td>
<td>Sales Representatives, Services, All Other</td>
</tr>
<tr>
<td>41-4012.00</td>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</td>
</tr>
<tr>
<td>39-6022.00</td>
<td>Travel Guides</td>
</tr>
</tbody>
</table>
Today’s workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so are neither fully motivated nor satisfied with their work.

Given these realities, it becomes more important than ever for people to be prepared to make informed career decisions based on a solid understanding of their own behavioral styles and your natural talents. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.

The following Job Indicator section has been designed to stretch your imagination and give you ideas. The message is: “Your options are many.” This section will present a listing of jobs that can provide a suitable match to your natural behavioral style, as identified earlier in this report. Review these potential jobs and decide which of them appeal to your individual preferences, values and lifestyle. Remember, they are designed to stretch your imagination and give you ideas!

The career listings presented in this section are derived from the latest issue of The Occupational Information Network (O*NET) database, developed for the US Department of Labor by the National O*NET Consortium. You will find a wealth of related career information for your continued research at the following websites: http://online.onetcenter.org and the US Dept. of Labor, Employment & Training Administration: http://www.doleta.gov/programs/onet.
<table>
<thead>
<tr>
<th>CODE</th>
<th>OCCUPATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-2011.00</td>
<td>Advertising and Promotions Managers</td>
</tr>
<tr>
<td>13-1011.00</td>
<td>Agents and Business Managers of Artists, Performers, and Athletes</td>
</tr>
<tr>
<td>13-2021.02</td>
<td>Appraisers, Real Estate</td>
</tr>
<tr>
<td>27-1019.99</td>
<td>Artists</td>
</tr>
<tr>
<td>27-3021.00</td>
<td>Broadcast News Analysts</td>
</tr>
<tr>
<td>11-3041.00</td>
<td>Compensation and Benefits Managers</td>
</tr>
<tr>
<td>13-2041.00</td>
<td>Credit Analysts</td>
</tr>
<tr>
<td>27-2099.99</td>
<td>Entertainers and Performers</td>
</tr>
<tr>
<td>43-6011.00</td>
<td>Executive Secretaries and Administrative Assistants</td>
</tr>
<tr>
<td>35-1012.00</td>
<td>First-Line Supervisors/Managers of Food Preparation and Serving Workers</td>
</tr>
<tr>
<td>11-9051.00</td>
<td>Food Service Managers</td>
</tr>
<tr>
<td>11-1011.01</td>
<td>Government Service Executives</td>
</tr>
<tr>
<td>11-3040.00</td>
<td>Human Resources Managers</td>
</tr>
<tr>
<td>11-3051.00</td>
<td>Industrial Production Managers</td>
</tr>
<tr>
<td>41-3021.00</td>
<td>Insurance Sales Agents</td>
</tr>
<tr>
<td>23-2099.99</td>
<td>Legal Support Workers, All Other</td>
</tr>
<tr>
<td>11-9081.00</td>
<td>Lodging Managers</td>
</tr>
<tr>
<td>11-9199.99</td>
<td>Managers, All Other</td>
</tr>
<tr>
<td>11-9111.00</td>
<td>Medical and Health Services Managers</td>
</tr>
<tr>
<td>11-1011.02</td>
<td>Private Sector Executives</td>
</tr>
<tr>
<td>27-3031.00</td>
<td>Public Relations Specialists</td>
</tr>
<tr>
<td>27-3011.00</td>
<td>Radio and Television Announcers</td>
</tr>
<tr>
<td>41-9021.00</td>
<td>Real Estate Brokers</td>
</tr>
<tr>
<td>27-3022.00</td>
<td>Reporters and Correspondents</td>
</tr>
<tr>
<td>11-2022.00</td>
<td>Sales Managers</td>
</tr>
<tr>
<td>41-3099.99</td>
<td>Sales Representatives, Services, All Other</td>
</tr>
<tr>
<td>11-9151.00</td>
<td>Social and Community Service Managers</td>
</tr>
</tbody>
</table>
Today’s workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so are neither fully motivated nor satisfied with their work.

Given these realities, it becomes more important than ever for people to be prepared to make informed career decisions based on a solid understanding of their own behavioral styles and your natural talents. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.

The following Job Indicator section has been designed to stretch your imagination and give you ideas. The message is: “Your options are many.” This section will present a listing of jobs that can provide a suitable match to your natural behavioral style, as identified earlier in this report. Review these potential jobs and decide which of them appeal to your individual preferences, values and lifestyle. Remember, they are designed to stretch your imagination and give you ideas!

The career listings presented in this section are derived from the latest issue of The Occupational Information Network (O*NET) database, developed for the US Department of Labor by the National O*NET Consortium. You will find a wealth of related career information for your continued research at the following websites: http://online.onetcenter.org and the US Dept. of Labor, Employment & Training Administration: http://www.doleta.gov/programs/onet.
<table>
<thead>
<tr>
<th>CODE</th>
<th>OCCUPATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-2011.00</td>
<td>Advertising and Promotions Managers</td>
</tr>
<tr>
<td>13-1011.00</td>
<td>Agents and Business Managers of Artists, Performers, and Athletes</td>
</tr>
<tr>
<td>13-2021.02</td>
<td>Appraisers, Real Estate</td>
</tr>
<tr>
<td>27-1019.99</td>
<td>Artists</td>
</tr>
<tr>
<td>11-9031.00</td>
<td>Education Administrators, Preschool and Child Care Center/Program</td>
</tr>
<tr>
<td>27-2099.99</td>
<td>Entertainers and Performers</td>
</tr>
<tr>
<td>43-6011.00</td>
<td>Executive Secretaries and Administrative Assistants</td>
</tr>
<tr>
<td>35-1012.00</td>
<td>First-Line Supervisors/Managers of Food Preparation and Serving Workers</td>
</tr>
<tr>
<td>41-1011.00</td>
<td>First-Line Supervisors/Managers of Retail Sales Workers</td>
</tr>
<tr>
<td>11-1011.01</td>
<td>Government Service Executives</td>
</tr>
<tr>
<td>11-3049.99</td>
<td>Human Resources Managers, All Other</td>
</tr>
<tr>
<td>41-3021.00</td>
<td>Insurance Sales Agents</td>
</tr>
<tr>
<td>11-9199.99</td>
<td>Managers, All Other</td>
</tr>
<tr>
<td>11-9111.00</td>
<td>Medical and Health Services Managers</td>
</tr>
<tr>
<td>11-1011.02</td>
<td>Private Sector Executives</td>
</tr>
<tr>
<td>11-9141.00</td>
<td>Property, Real Estate, and Community Association Managers</td>
</tr>
<tr>
<td>11-2031.00</td>
<td>Public Relations Managers</td>
</tr>
<tr>
<td>41-9021.00</td>
<td>Real Estate Brokers</td>
</tr>
<tr>
<td>11-2022.00</td>
<td>Sales Managers</td>
</tr>
<tr>
<td>41-3099.99</td>
<td>Sales Representatives, Services, All Other</td>
</tr>
<tr>
<td>41-4012.00</td>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</td>
</tr>
<tr>
<td>11-9151.00</td>
<td>Social and Community Service Managers</td>
</tr>
<tr>
<td>11-3042.00</td>
<td>Training and Development Managers</td>
</tr>
<tr>
<td>13-1022.00</td>
<td>Wholesale and Retail Buyers, Except Farm Products</td>
</tr>
</tbody>
</table>