Management-Staff

Sally Sampleton
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Competitive Edge Inc.
"Be Daring, Be First, Be Different"

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."
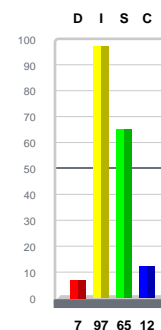*–W.M. Marston*

General Characteristics

Based on Sally's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior 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 Sally's natural behavior.

Sally likes to develop people and build organizations. She prefers working for a participative manager. She does her best work in this kind of environment. She may tend to agree to avoid confrontation. She wants to be liked by everyone and to be recognized for her willingness to help others in time of need. Sally is good at creating enthusiasm in others. She is approachable, affectionate and understanding. She can be friendly with others in many situations, but primarily with groups of established friends and associates. She is sociable and enjoys the uniqueness of each human being. She wants to be seen as her own person, but usually projects it in friendly terms. Sally is enthusiastic and usually slow to anger. She likes quality social relationships. She often will become friends with her customers or clients.

Sally likes to participate in decision making. She prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. She is good at solving problems that deal with people. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Sally likes working for managers who make quick decisions. She will not be overlooked nor uninvolved. She will consistently try to inspire people to her point of view. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. Because of her trust and willing acceptance of people, she may misjudge the abilities of others.

Adapted Style   Natural Style

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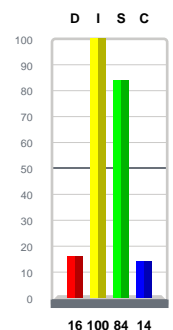
Sally is both a good talker and a good listener. She usually uses many gestures when talking. She may use her time imprecisely because she likes to talk to people. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. Sally has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She judges others by their verbal skills and warmth. She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length.

Adapted Style   Natural Style

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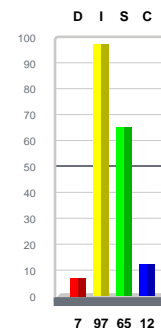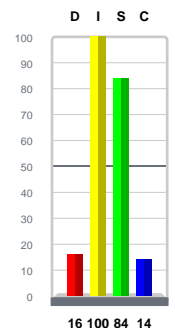
Value to the Organization

This section of the report identifies the specific talents and behavior Sally 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.
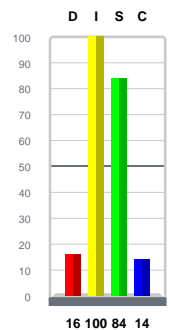
- Negotiates conflicts.

- Builds confidence in others.

- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.

- Optimistic and enthusiastic.

- Verbalizes her feelings.

- Bottom line-oriented.

- Positive sense of humor.

Adapted Style

Natural Style

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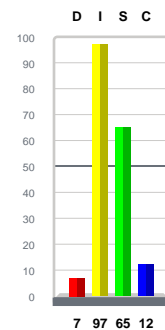
Checklist for Communicating

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 Sally. 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 Sally most frequently.

Ways to Communicate

☐ Use a balanced, objective and emotional approach.

☐ Provide solutions--not opinions.

☐ Read the body language for approval or disapproval.

☐ Use enough time to be stimulating, fun-loving, fast-moving.

☐ Offer special, immediate and continuing incentives for her willingness to take risks.

☐ Leave time for relating, socializing.

☐ Provide ideas for implementing action.

☐ Look for her oversights.

☐ Talk about her, her goals and the opinions she finds stimulating.

☐ Define the problem in writing.

☐ Provide testimonials from people she sees as important.

☐ Appeal to the benefits she will receive.

☐ Clarify any parameters in writing.

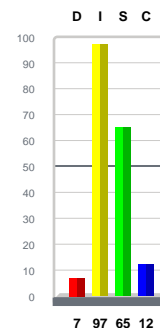| Adapted Style	Natural Style
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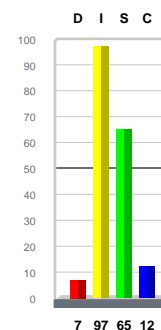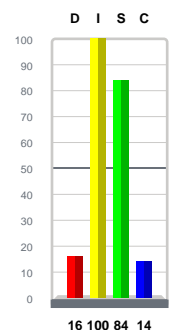
Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Sally. Review each statement with Sally 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.

Ways **NOT** to Communicate

☐ Be dictatorial.

☐ Talk down to her.

☐ Ramble.

☐ Let her overpower you with verbiage.

☐ Legislate or muffle--don't overcontrol the conversation.

☐ Be curt, cold or tight-lipped.

☐ Leave decisions hanging in the air.

☐ Drive on to facts, figures, alternatives or abstractions.

☐ "Dream" with her or you'll lose time.

Adapted Style   Natural Style

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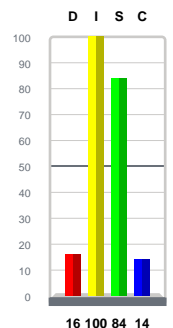
Communication Tips

This section provides suggestions on methods which will improve Sally's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Sally 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 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.

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 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 magnetic, enthusiastic, friendly, demonstrative and political:

- 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.

Factors that will create tension or dissatisfaction:

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

Ideal Environment

This section identifies the ideal work environment based on Sally'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 Sally enjoys and also those that create frustration.
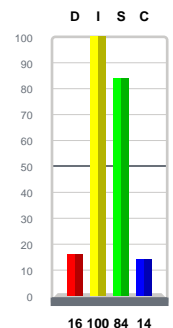
- Forum for her ideas to be heard.

- Freedom from control and detail.

- Democratic supervisor with whom she can associate.

- Assignments with a high degree of people contacts.

- Work with a results-oriented team.

Adapted Style

Natural Style

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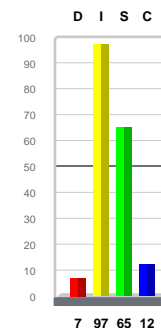
Perceptions
See Yourself as Others See You

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

Self-Perception

Sally usually sees herself as being:

- Enthusiastic
- Outgoing
- Charming
- Inspiring
- Persuasive
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
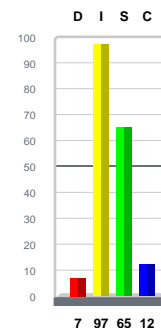- Glib
- Overly Optimistic
- Unrealistic

Others' Perception - Extreme

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

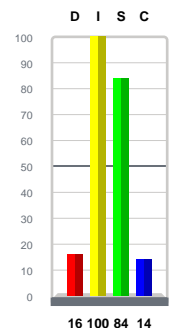- Overly Confident
- Talkative
- Poor Listener
- Self-Promoter

Adapted Style

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Natural Style

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Descriptors

Based on Sally's responses, the report has marked those words that describe her personal behavior. 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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	**Influencing**	**Steadiness**	**Compliance**
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural and Adapted Style

Sally'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

Sally uses a laid-back and peaceful approach to problem solving. She tends to solve problems in a reactive and team-oriented manner. Sally tends to be unobtrusive and avoids confrontation so she can be seen as a true team player.

Adapted

Sally sees no need to change her approach to solving problems or dealing with challenges in her present environment.

People - Contacts

Natural

Sally's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.
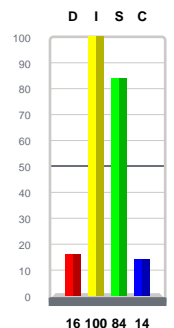
Adapted

Sally 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.

Adapted Style   Natural Style

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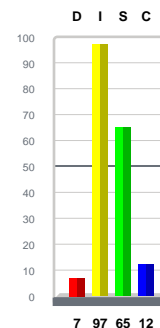
Natural and Adapted Style Continued

Pace - Consistency

Natural

Sally is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

Adapted

Sally sees a need to be deliberate and steady. She will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.

Procedures - Constraints

Natural

Sally does not like constraints, at times she can be somewhat defiant and rebellious. She has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. She seeks adventure and excitement and wants to be seen as her own person.
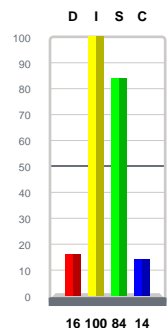
Adapted

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

Adapted Style   Natural Style

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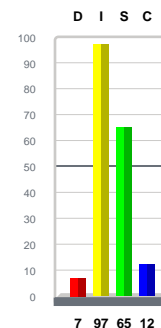
Adapted Style

Sally sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Being conservative, not competitive, in nature.

- Positive, outgoing, friendly behavior.

- Optimistic, future-oriented outlook.

- Contacting people using a variety of modes.

- Presenting a practical, proven approach to decision making.

- Making tactful decisions.

- Undemanding of others' time and attention.

- Being a good "team player."

- Being cordial and helpful when dealing with new clients or customers.

- Participative decision making.

- Using restraint when confrontation occurs.

- Being cooperative and supportive.

Adapted Style

Natural Style

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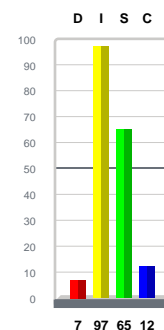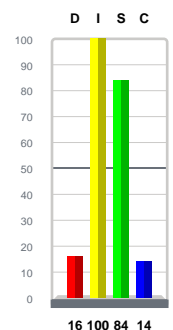
Keys to Motivating

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

Sally wants:

- Rewards to support her dreams.

- A plan she understands.

- Freedom to talk and participate on the team.

- Freedom from conflict and confrontation.

- Peace and harmony.

- To work with people who she can trust.

- People who understand her reasons for not wanting to argue.

- Time to think and plan.

- A support system to do the detail work.

- Flattery, praise, popularity and strokes.

- To be accepted as a member of the team.

Adapted Style

Natural Style

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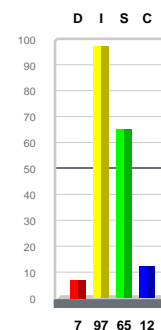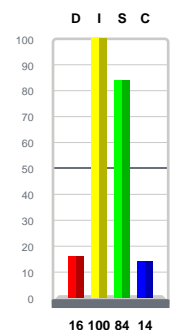
Keys to Managing

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

Sally needs:

- To maintain focus on results and not sacrifice productivity just to make everyone happy.

- To be informed of things which affect her.

- Support in doing excessive detail work.

- Help on controlling time and setting priorities.

- Objectivity when dealing with people because of her high trust level.

- To relax and pace herself.

- People to work and associate with.

- To mask emotions when appropriate.

- Participatory management.

- To handle routine paperwork only once.

- Recognition that limits and rules do exist, and why.

Adapted Style   Natural Style

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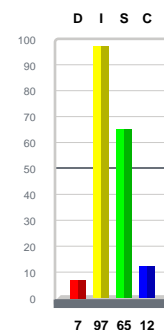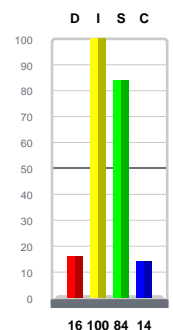
Areas for Improvement

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

Sally has a tendency to:

- Trust people indiscriminately if positively reinforced by those people.

- Be so enthusiastic that she can be seen as superficial.

- Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.

- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."

- Be optimistic regarding possible results of her projects or the potential of her people.

- Act impulsively--heart over mind, especially if her security is not perceived to be threatened.

- Take information at face value without validation or substantial investigation.

- Be too verbal in expressing criticism.

Adapted Style	Natural Style
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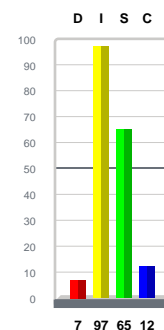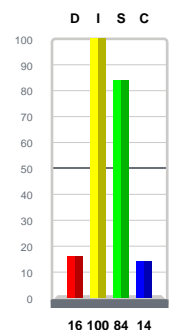
Action Plan

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

_____

_____

_____

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

_____

_____

_____

3. When I make changes to these behaviors, they will have the following impact on my career:

_____

_____

_____

4. I will make the following changes to my behavior, and I will implement them by _____:

_____

_____

_____

Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

   _____

   _____

   _____

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

   _____

   _____

   _____

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

   _____

   _____

   _____

4. I will make the following changes to my behavior, and I will implement them by _____:

   _____

   _____

   _____

Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

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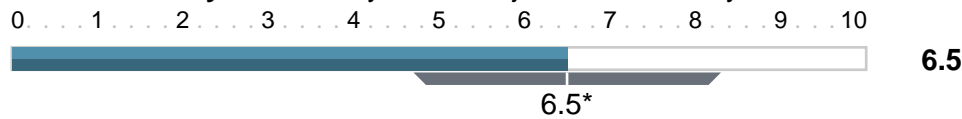
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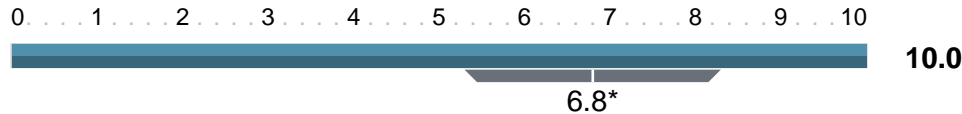
2. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.
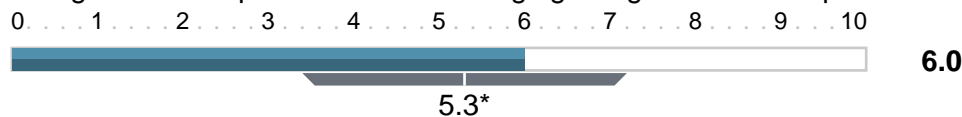
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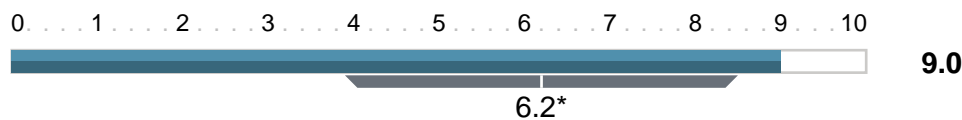
3. Customer Relations - A desire to convey your sincere interest in them.

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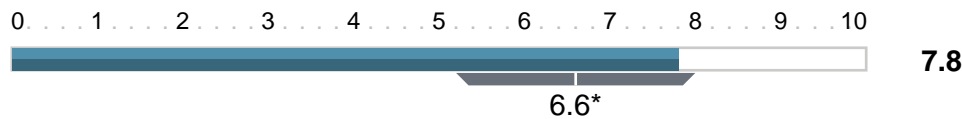
4. Consistency - The ability to do the job the same way.

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6.5

6.5*

5. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

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6.0

5.3*

6. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

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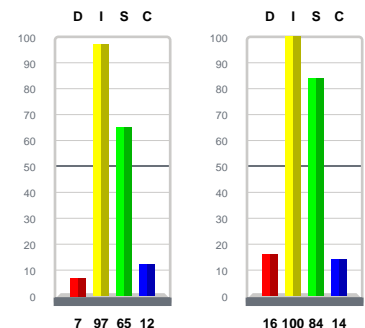
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6.9*
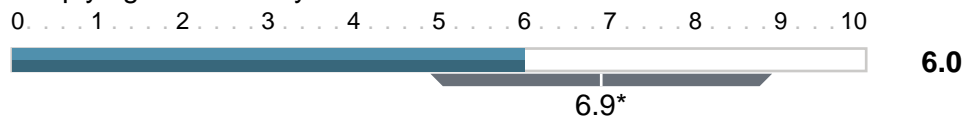
7. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.

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

5.5

5.2*
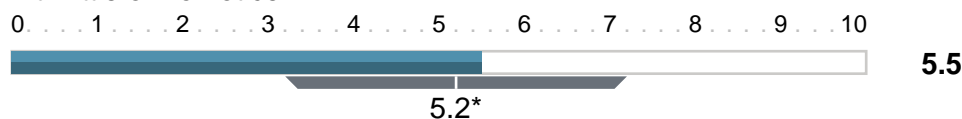
* 68% of the population falls within the shaded area.

Adapted Style

Natural Style

D I S C

D I S C

7 97 65 12

16 100 84 14

Sally Sampleton

19

8. Follow Up and Follow Through - A need to be thorough.

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

4.7

6.3*
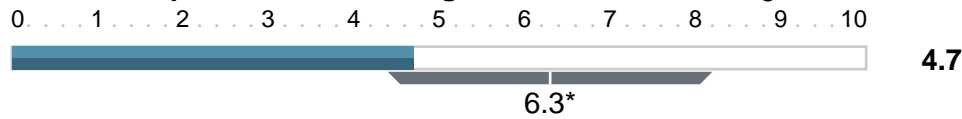
9. Analysis of Data - Information is maintained accurately for repeated examination as required.

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

2.5

5.5*
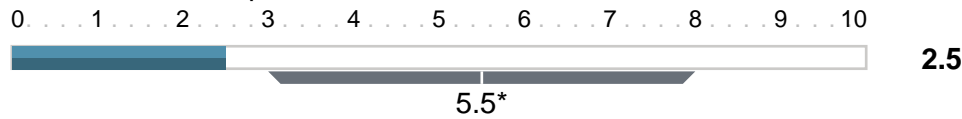
10. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

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

2.0

4.7*
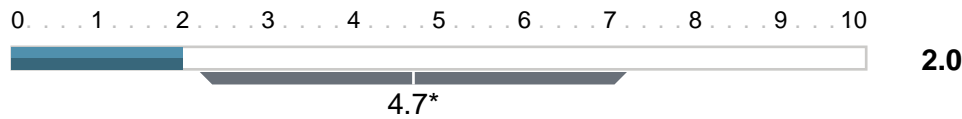
11. Urgency - Decisiveness, quick response and fast action.

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

1.5

4.3*
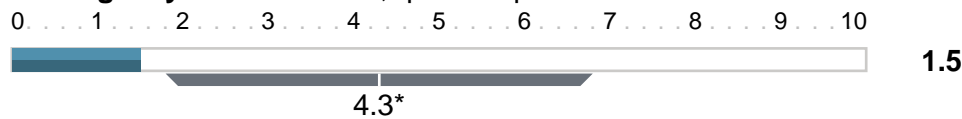
12. Organized Workplace - Systems and procedures followed for success.

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

1.5

5.2*

Adapted Style

Natural Style

D I S C

D I S C
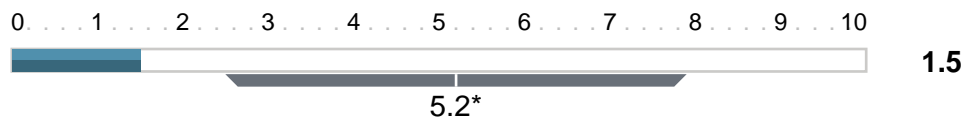
7 97 65 12

16 100 84 14

SIA: 07-97-65-12 (15)   SIN: 16-100-84-14 (15)
* 68% of the population falls within the shaded area.

Style Insights® Graphs
7-11-2016

Adapted Style
Graph I
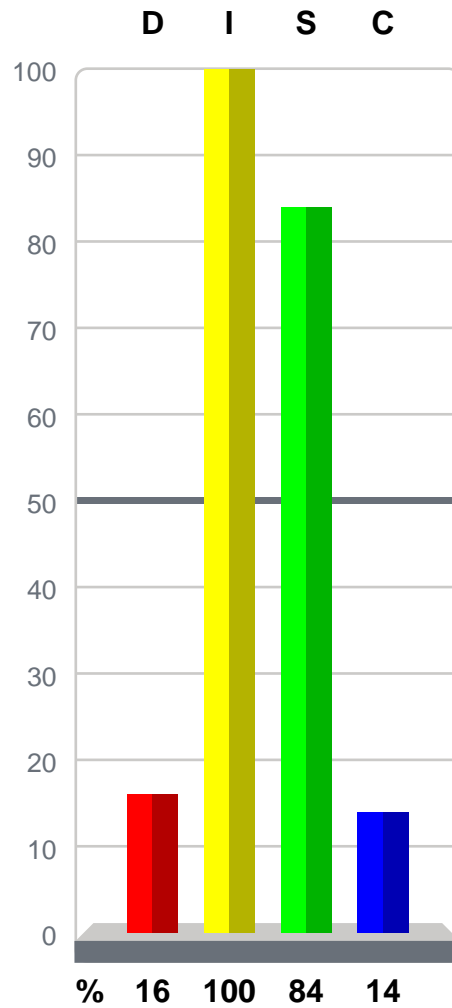
	D	I	S	C

%	7	97	65	12

Natural Style
Graph II

	D	I	S	C

%	16	100	84	14

Norm 2015 R4

T: 7:35

Competitive Edge, Inc.
Office: 770-487-6460
judy@competitiveedgeinc.com

Sally Sampleton

21
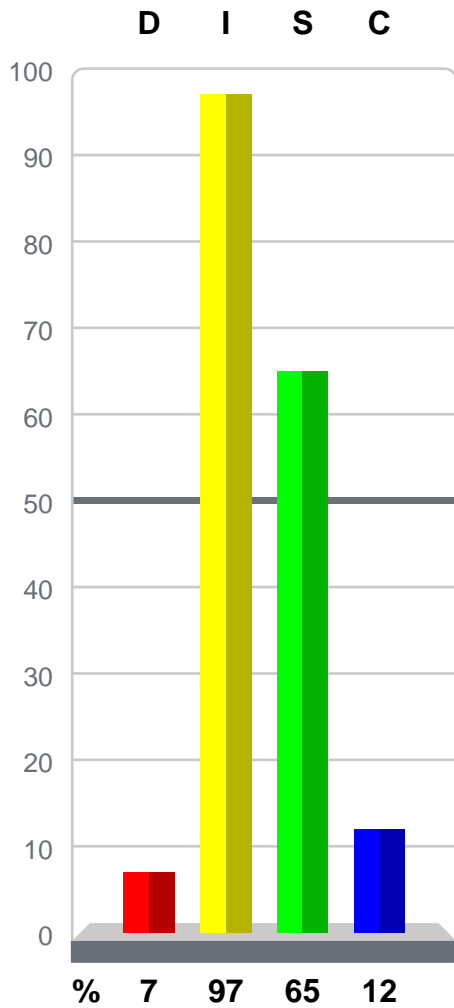
The Success Insights® Wheel

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
7-11-2016
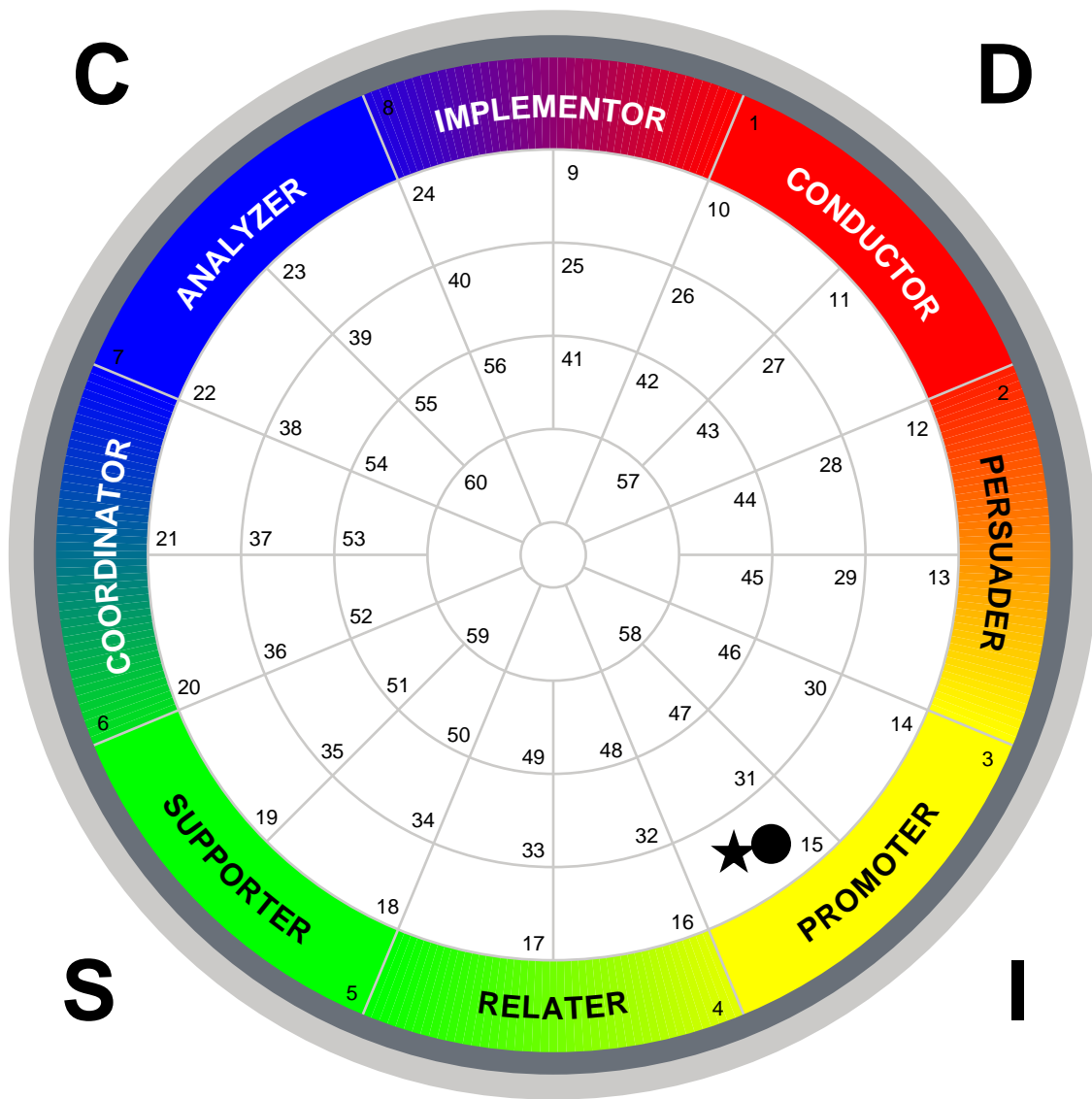
Adapted: ★ (15) RELATING PROMOTER
Natural: ● (15) RELATING PROMOTER

Norm 2015 R4

T: 7:35