

MANAGING FOR SUCCESS®

INTERVIEWING INSIGHTS™

General Version

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

John Doe

11-24-2004

Companies hire for skills, but fire for attitude. We measure attitude.

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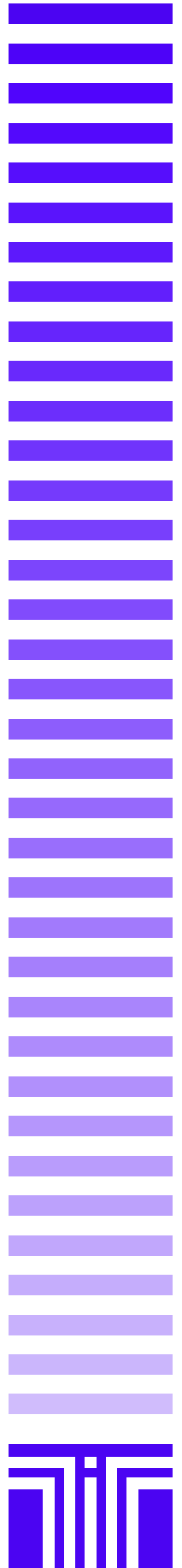
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GENERAL CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of John's natural behavior.

John likes to win through persistence. He uses his strong, steady tendencies to accomplish his goals. He can be possessive and develop strong attachments for his work group, close friends and family. He likes to start and finish activities. Others who work with him know they can depend on him. He prefers to help and support others rather than compete against them. John is good at concentrating in order to listen and learn. He is not easily distracted by peripheral activity. He can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. He tends to be incisive and analytical. He is a good team member, but he will, if forced, go it alone. John strives to maintain the status quo, since he tends to resist change, particularly when it is unexpected or sudden. He is family-oriented. He may go to great lengths to ensure the "happiness" of his personal or work family.

John may tend to fight for his beliefs or those things he feels passionate about. Logic is important when trying to influence him. He pays more attention to logic than emotional "hype." He may be reluctant to initiate new approaches to doing things. If he is shown the benefits, he will consider new procedures. He may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. Once he makes a decision, he can be organized in carrying it out. Once he has arrived at a decision, he can be tough-minded and

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GENERAL CHARACTERISTICS

unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. He adheres to company policy and doesn't break the rules just for the sake of breaking them. He needs to gather data and facts in a logical fashion.

John tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. He is more motivated by logic than emotion. To him, logic represents tangible research. He can be outgoing at times. Basically introverted, he will "engage" in social conversation when the occasion warrants. He is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid. John does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. 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. Sometimes he will withdraw from a verbal battle. If he feels strong about an issue, he may retreat to gather his resources and then return to take a stand! He may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic.

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IDEAL ENVIRONMENT

This section identifies the ideal work environment based on John's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that John enjoys and also those that create frustration.

- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Little conflict between people.
- An environment where he can use his intuitive thinking skills.
- An environment that allows time to change.
- Assignments that can be followed through to completion.
- Prefers technical work, specializing in one area.
- Familiar work environment with a predictable pattern.
- Needs personal attention from his manager and compliments for each assignment well done.

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VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior John brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Good at reconciling factions--is calming and adds stability.
- Accurate and intuitive.
- Conscientious and steady.
- Dependable team player.
- Service-oriented.
- Proficient and skilled in his technical specialty.
- People-oriented.
- Always concerned about quality work.
- Comprehensive in problem solving.

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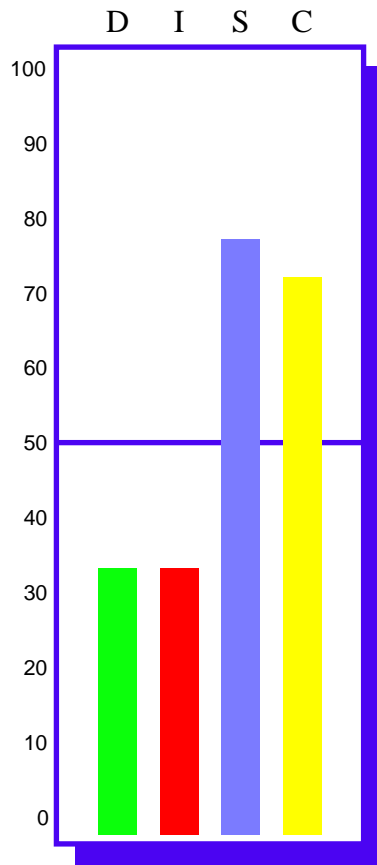
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STYLE ANALYSIS™ GRAPHS

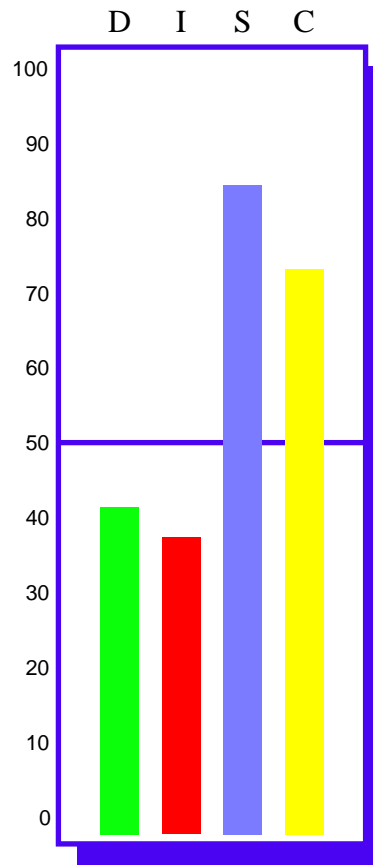
John Doe

11-24-2004

MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Score
%

3	2	9	6
34	34	77	72

7	6	2	3
42	38	84	73

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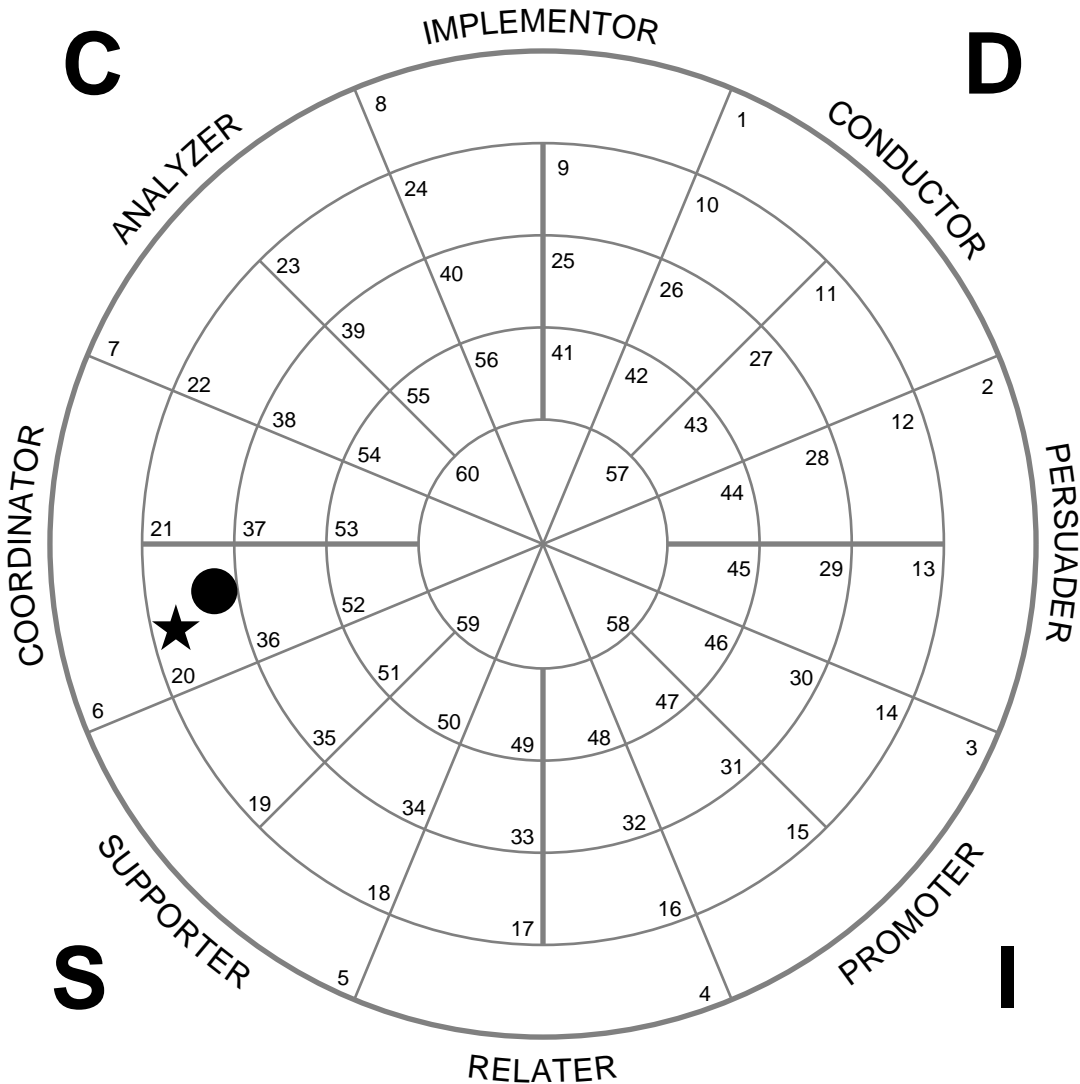
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THE SUCCESS INSIGHTS® WHEEL

John Doe

11-24-2004



Adapted: ★ (20) SUPPORTING COORDINATOR

Natural: ● (20) SUPPORTING COORDINATOR

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