

MANAGING FOR SUCCESS®

Employee-Manager Version

Bill Walker

CAE

5-22-1995

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.

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 which are true or areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

GENERAL CHARACTERISTICS

Based on Bill'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 Bill's natural behavior.

Bill has the ability to come up with a new idea and follow it through to completion. He is driven toward goals completion and wants to be in a position to set policy that will allow him to meet those goals. He establishes many standards for himself and others. His high ego strength demands that his standards will be met. He prefers being a team player, and wants each player to contribute along with him. His drive for tangible accomplishments is counterbalanced by an equal drive for correctness. He is often frustrated when working with others who do not share the same sense of urgency. He wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things. He is aggressive and confident. Bill can be incisive, analytical and argumentative at times. He has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness.

Bill has the ability to make high-risk decisions, but sometimes should seek counsel before acting. He likes setting the pace in developing systems to achieve results. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He will work long hours until a tough problem is solved. After it is solved, Bill may become bored with any routine work that follows. Bill sometimes gets so involved in a project that he tends to take charge. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He usually takes time

GENERAL CHARACTERISTICS

when confronted with a major decision; that is, he takes an unemotional approach to analyzing the data and facts. Others may see this as vacillating; however he is just thinking through all the ramifications of his decision. He can be direct in his approach to discovering the facts and data. He maintains his focus on results.

Bill usually communicates in a cool and direct manner. Some may see him as being aloof and blunt. When communicating with others, Bill must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He should exhibit more patience and ask questions to make sure that others have understood what he has said. Bill is skilled at asking informed questions and extracting information, but for some people he may need to phrase his questions more tactfully. He 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. 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. He challenges people who volunteer their opinions.

VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Bill 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.

- * Proficient and skilled in his technical specialty.
- * Challenge-oriented.
- * Will join organizations to represent the company.
- * Innovative.
- * Usually makes decisions with the bottom line in mind.
- * Places high value on time.
- * Tenacious.

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 Bill. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Bill most frequently.

Do:

- * Read the body language--look for impatience or disapproval.
- * Follow through, if you agree.
- * Take issue with facts, not the person, if you disagree.
- * Support and maintain an environment where he can be efficient.
- * Make an organized contribution to his efforts, present specifics and do what you say you can do.
- * Give him time to verify reliability of your actions; be accurate, realistic.
- * Come prepared with all requirements, objectives and support material in a well-organized "package."
- * Make an organized presentation of your position, if you disagree.
- * Stick to business--let him decide if he wants to talk socially.
- * Be clear, specific, brief and to the point.
- * Provide solid, tangible, practical evidence.
- * Motivate and persuade by referring to objectives and results.

DON'TS ON COMMUNICATING

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

Don't:

- * Provide special, personal incentives.
- * Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- * Leave loopholes or cloudy issues if you don't want to be zapped.
- * Use someone's opinion as evidence.
- * Leave things to chance or luck.
- * Come with a ready-made decision, or make it for him.
- * Let disagreement reflect on him personally.
- * Make conflicting statements.
- * Be giddy, casual, informal or loud.
- * Say "trust me"--you must prove it.
- * Threaten, cajole, wheedle, coax or whimper.

IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Bill'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 Bill enjoys and also those that create frustration.

- * Evaluation based on results, not the process.
- * Forum to express ideas and viewpoints.
- * An innovative and futuristic-oriented environment.
- * Close relationship with a small group of associates.
- * An environment where he can use his intuitive thinking skills.
- * An environment dictated by logic rather than emotion.
- * Nonroutine work with challenge and opportunity.

PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Bill usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated

DESCRIPTORS

Based on Bill's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

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

NATURAL AND ADAPTED STYLE

Bill'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)

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

PROBLEMS - CHALLENGES (Adapted)

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

PEOPLE - CONTACTS (Natural)

Bill is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

PEOPLE - CONTACTS (Adapted)

Bill will use an undemonstrative approach to influencing others. He prefers to let the facts and figures stand for themselves. Rarely will he embellish the facts. His trust level is calculated on each interaction.

NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

Bill likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

PACE - CONSISTENCY (Adapted)

Bill seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for him.

PROCEDURES - CONSTRAINTS (Natural)

Bill is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.

PROCEDURES - CONSTRAINTS (Adapted)

Bill seeks adventure and excitement. He wants to be seen as his own person and will break rules to display this desire for independence. He wants to be judged by the bottom-line results--not how those results were achieved.

ADAPTED STYLE

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

- * Using a creative approach in decision making.
- * Being independent and innovative.
- * Flaunting independence.
- * Quickly responding to crisis and change, with a strong desire for immediate results.
- * Responding well to challenges: "You say I can't do it? Just watch me!"
- * A good support team to handle paperwork.
- * Firm commitment to accomplishments.
- * Dealing with a wide variety of work activities.
- * Being creative and unconventional in making a point.
- * Anticipating and solving problems.
- * Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- * Acting without precedent, and able to respond to change in daily work.

KEYS TO MOTIVATING

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

Bill wants:

- * Exposure to those who appreciate his results.
- * Independence.
- * Power and authority to take the risks to achieve results.
- * New challenges and problems to solve.
- * No close supervision.
- * Opportunity for rapid advancement.
- * Prestige, position and titles so he can control the destiny of others.
- * To be seen as a leader.
- * Opportunity to verbalize his ideas and demonstrate his skills.
- * Unusual, new or difficult assignments.
- * Control of his own destiny.

KEYS TO MANAGING

In this section are some needs which must be met in order for Bill to perform at an optimum level. Some needs can be met by himself, 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 Bill and identify 3 or 4 statements that are most important to him. This allows Bill to participate in forming his own personal management plan.

Bill needs:

- * To be objective and listen when others volunteer constructive criticism.
- * Equipment that will allow him to perform up to his high standards.
- * To negotiate commitment face-to-face.
- * To be more cooperative with other team members.
- * To not be overly sensitive or critical of the little faults of coworkers.
- * To know results expected and to be evaluated on the results.
- * To analyze constructive criticism to see if it's true and how it may be impacting his career.
- * Rewards in terms of fine things--not just shallow words.
- * A manager who prefers quality over quantity.
- * To display empathy for people who approach life differently than he does.
- * Time to see and test if the plan will work.

ACTION PLAN

Name: Bill Walker

The following are examples of areas in which Bill may want to improve. Circle one to three areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- * Communicating (Listening)
- * Delegating
- * Decision Making
- * Disciplining
- * Evaluating Performance
- * Education

- * Time Management
- * Career Goals
- * Personal Goals
- * Motivating Others
- * Developing People
- * Family

Area:

1.

2.

3.

Area:

1.

2.

3.

Area:

1.

2.

3.

Date to Begin _____ Date to Review _____

STYLE ANALYSIS GRAPHS

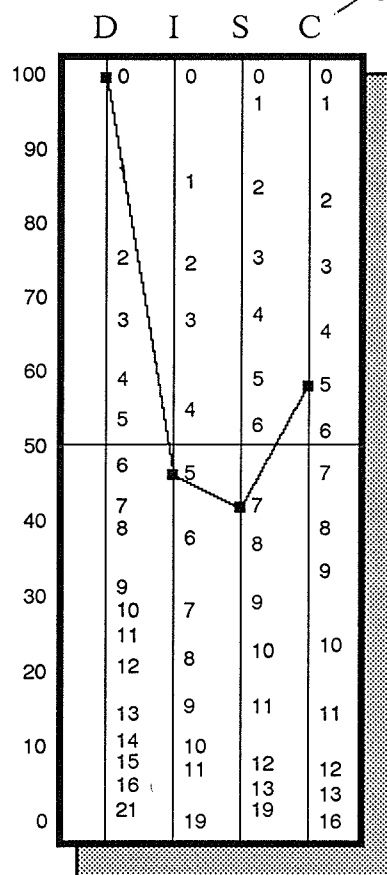
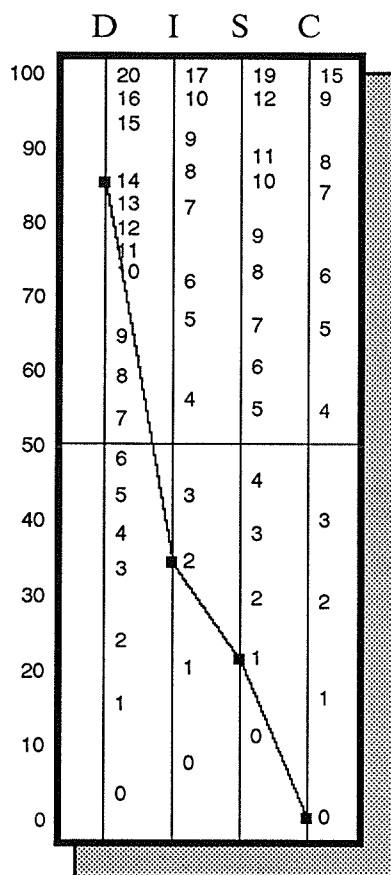
Adaptive

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Adapted

MOST
Graph I
Response to Environment

LEAST
Graph II
Basic Style



I - Intuitive
S - Steady
D - Decisive

Score	14	2	1	0
%	84	34	22	1

0	5	7	5
100	46	42	57