Management-Staff

Leslie Sample

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

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd.   1

General Characteristics

Based on Leslie'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 Leslie's natural behavior.

Leslie can be flexible and diplomatic when the situation calls for it. She believes in getting results through other people. She prefers the "team approach." She is most likely to be at her best in situations where important things, such as values, judgments, feelings and emotions are involved. She prides herself on her "intuition." She is approachable, affectionate and understanding. Leslie, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. She is a team player and desires acceptance as a member of the team. She is gregarious and sociable. She will be seen as a good mixer both on or off the job. She likes feedback from her manager on how she is doing. Leslie is enthusiastic and usually slow to anger. 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.

Leslie 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. She likes to participate in decision making. She is good at solving problems that deal with people. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. Leslie likes working for managers who make quick decisions. 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. Decisions are made after gathering facts and supportive data. She prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd.   2

Leslie often makes suggestions to others, but rarely attempts to force her ideas on them. She is people-oriented and verbally fluent. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Leslie will attempt to put them at ease. She judges others by their verbal skills and warmth. Leslie is good at calming conflict situations. Others can sense that she is truly interested in helping people in a conciliatory role. She usually uses many gestures when talking. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd. 3

Value to the Organization

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

- Team player.

- Positive sense of humor.

- Accomplishes goals through people.

- Adaptable.

- Negotiates conflicts.

- Verbalizes her feelings.

- Concerned about quality.

- Flexible.

- Builds confidence in others.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd.   4

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 Leslie. 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 Leslie most frequently.

Ways to Communicate

☐ Provide solid, tangible, practical evidence.

☐ Provide ideas for implementing action.

☐ Leave time for relating, socializing.

☐ Use scheduled timetable when implementing new action.

☐ Provide testimonials from people she sees as important.

☐ Take time to be sure that she is in agreement and understands what you said.

☐ Be sincere and use a tone of voice that shows sincerity.

☐ Give her time to verify reliability of your comments--be accurate and realistic.

☐ Support your communications with correct facts and data.

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

☐ Read the body language for approval or disapproval.

☐ Be prepared.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd.   5

Checklist for Communicating Continued

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

☐ Give your presentation in random order.

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

☐ Take credit for her ideas.

☐ Make promises you cannot deliver.

☐ Leave decisions hanging in the air.

☐ Talk down to her.

☐ Push too hard, or be unrealistic with deadlines.

☐ Use testimonies from unreliable sources.

☐ Rush her in the decision-making process.

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

☐ Don't be haphazard.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd.   6

Communication Tips

This section provides suggestions on methods which will improve Leslie'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, Leslie 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.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd. 7

Ideal Environment

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

- Assignments that can be completed one at a time.

- Assignments with a high degree of people contacts.

- Practical work procedures.

- Work place where people seldom get mad.

- Jobs for which standards and methods are established.

- Democratic supervisor with whom she can associate.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd.   8

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 Leslie's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Leslie to project the image that will allow her to control the situation.

Self-Perception

Leslie usually sees herself as being:

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

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

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

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

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd.   9

Descriptors

Based on Leslie'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.

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

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample
Copyright © 1984-2013. Target Training International, Ltd.   10

Natural and Adapted Style

Leslie'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

Leslie is somewhat conservative in her approach to solving problems. She will accept challenges by being quite calculating in her response to the problem or challenge. Leslie will be quite cooperative by nature and attempt to avoid confrontation as she wants to be seen as a person who is "easy" to work with.

Adapted

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

People - Contacts

Natural

Leslie is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Leslie is trusting and also wants to be trusted.

Adapted

Leslie 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.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd. 11

Natural and Adapted Style Continued

Pace - Consistency

Natural	Adapted
Leslie is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.	Leslie sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

Procedures - Constraints

Natural	Adapted
Leslie is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.	Leslie shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Leslie sees little or no need to change her response to the environment.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd. 12

Leslie 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.

- Contacting people using a variety of modes.

- Motivating people to take action by using persuasive skills.

- Undemanding of others' time and attention.

- Presenting a practical, proven approach to decision making.

- Being conservative, not competitive, in nature.

- Obtaining results through people.

- Participative decision making.

- Using restraint when confrontation occurs.

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

- Flexibility.

- Being cooperative and supportive.

- Making tactful decisions.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd. 13

Keys to Motivating

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

Leslie wants:

- Freedom from control and detail.

- A support system to do the detail work.

- To be persuaded by logic and emotion.

- A secure future.

- A friendly work environment.

- Flattery, praise, popularity and strokes.

- A manager who practices participative management.

- A leader to follow and one who sets good examples.

- To be trusted.

- Rewards to support her dreams.

- Participation in meetings on future planning.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample
Copyright © 1984-2013. Target Training International, Ltd.   14

Keys to Managing

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

Leslie needs:

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

- Support in the clutch or when pressured for quick results.

- A participative climate (teams or committees).

- People to work and associate with.

- Help on controlling time and setting priorities.

- Appreciation from the boss for the "price" paid to perform.

- To be informed of things which affect her.

- Alternative methods that won't affect quality.

- A way to say "no" when she feels "no."

- Participatory management.

- Assistance in new or difficult assignments.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample

Copyright © 1984-2013. Target Training International, Ltd. 15

Areas for Improvement

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

Leslie has a tendency to:

- Be unrealistic in appraising people--especially if the person is a "friend."

- Overestimate her ability to motivate people or change others' behavior.

- Be too verbal in expressing criticism.

- Trust people indiscriminately if positively reinforced by those people.

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

- Make decisions based on surface analysis.

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

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. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

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

8.0

6.4*
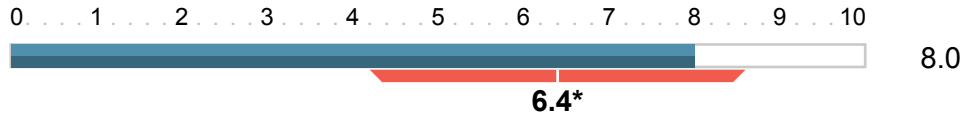
2. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

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

7.5

6.9*
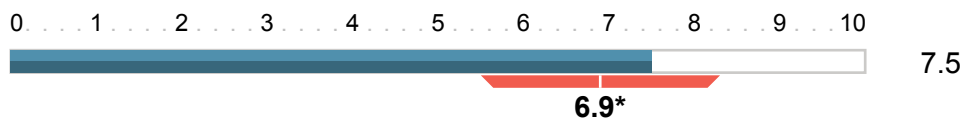
3. Customer Relations - A desire to convey your sincere interest in them.

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

7.5

6.6*
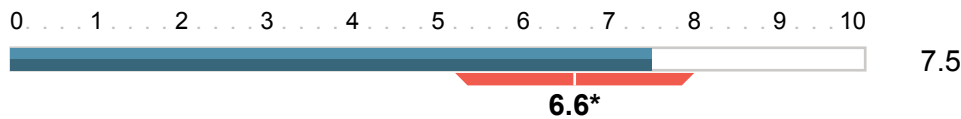
4. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 10
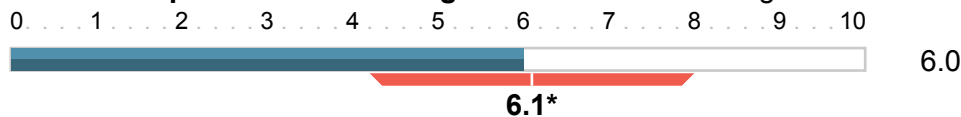
7.5

6.7*
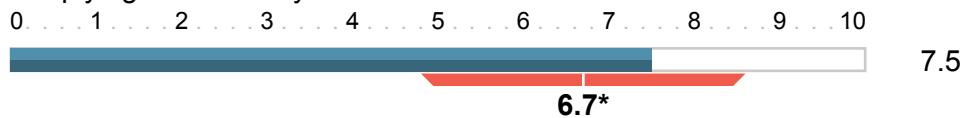
5. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

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

6.5

5.5*
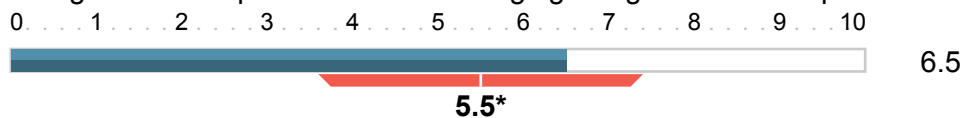
6. Consistency - The ability to do the job the same way.

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

6.5

6.3*
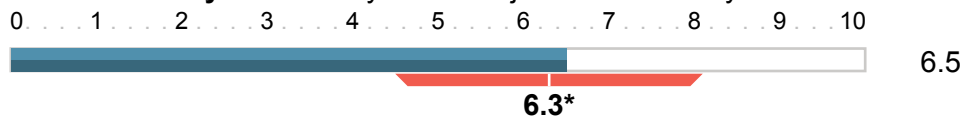
7. Follow Up and Follow Through - A need to be thorough.

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

6.0

6.1*

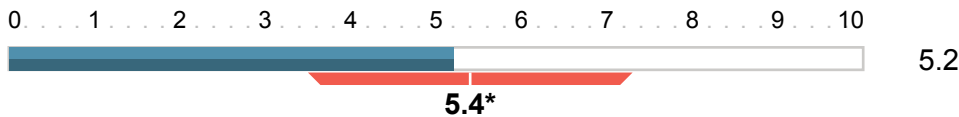# Behavioral Hierarchy

8. Analysis of Data - Information is maintained accurately for repeated examination as required.

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

5.5

5.3*
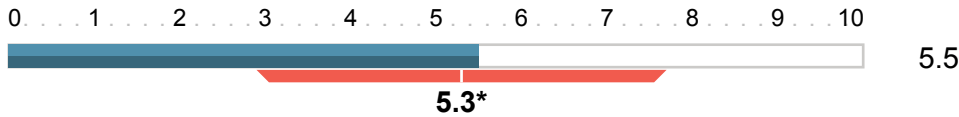
9. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.
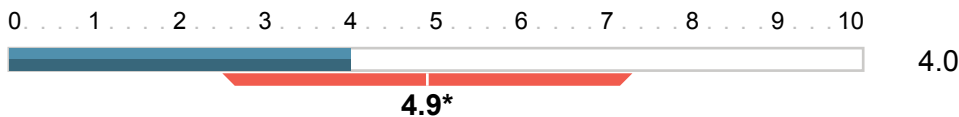
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.2

5.4*

10. Organized Workplace - Systems and procedures followed for success.

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

5.0

4.9*
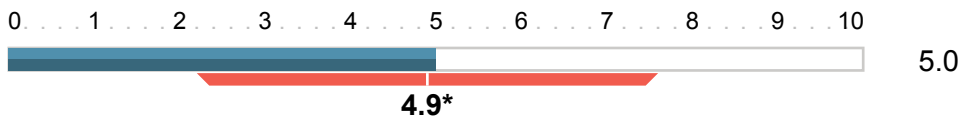
11. Urgency - Decisiveness, quick response and fast action.

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

4.5

4.4*

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

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

4.0

4.9*

SIA: 32-82-56-63 (47)   SIN: 34-78-54-61 (47)
* 68% of the population falls within the shaded area.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Style Insights® Graphs

Adapted Style

Graph I
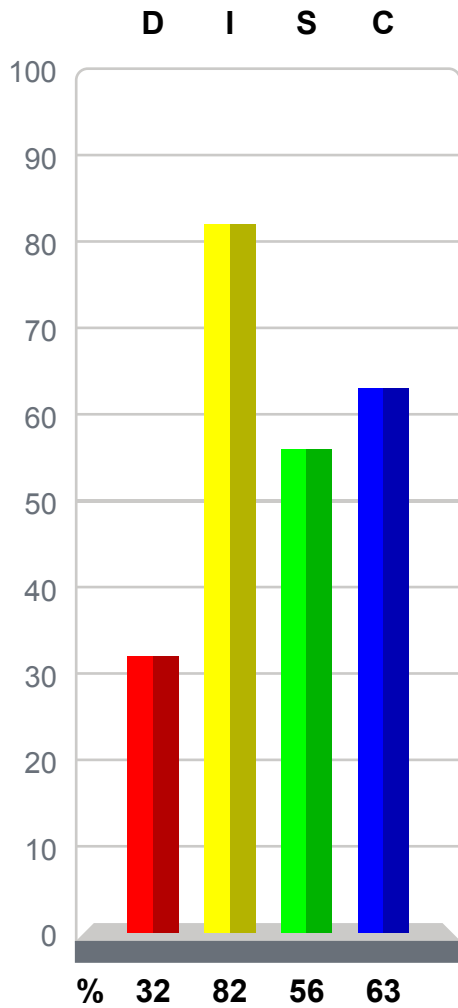
Natural Style

Graph II

Norm 2012 R4

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample
Copyright © 1984-2013. Target Training International, Ltd. 21
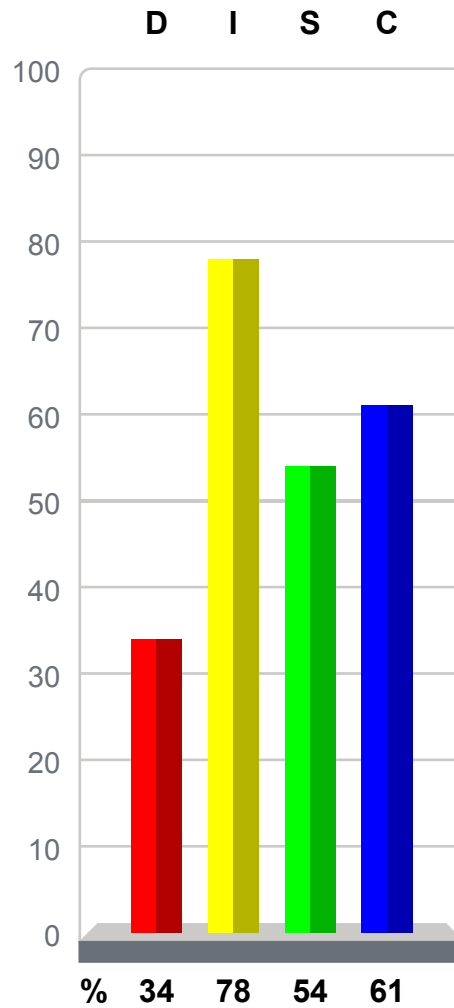
The Success Insights® Wheel

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:
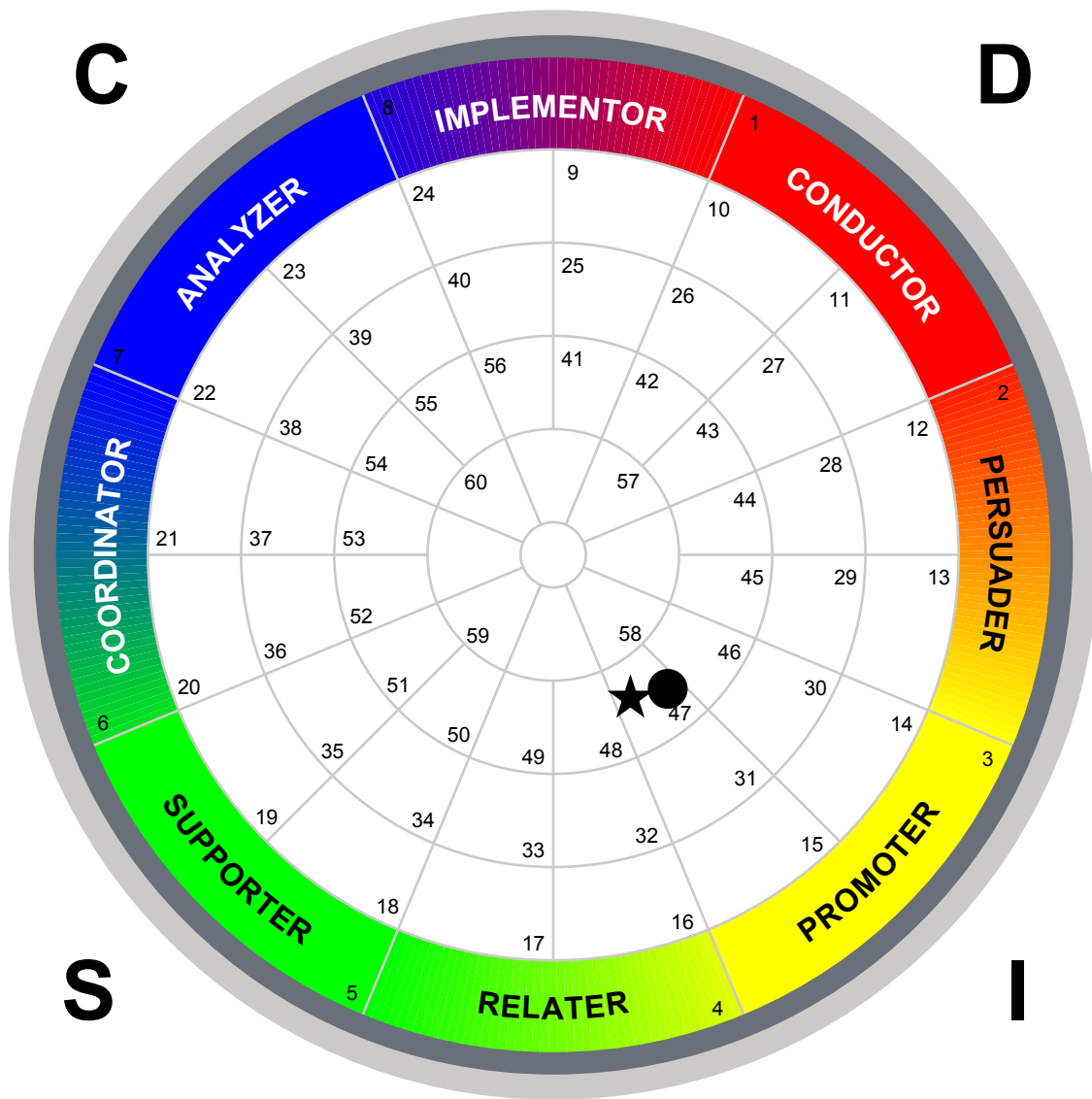
- View your natural behavioral style (circle).

- 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.

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample
Copyright © 1992-2013. Target Training International, Ltd. 22

The Success Insights® Wheel

C

D

IMPLEMENTOR
ANALYZER
CONDUCTOR
COORDINATOR
PERSUADER
SUPPORTER
PROMOTER
RELATER

S

I

Adapted: ★ (47)   RELATING PROMOTER (ACROSS)
Natural: ● (47)   RELATING PROMOTER (ACROSS)

Norm 2012 R4

Provided by:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com

Leslie Sample
Copyright © 1992-2013. Target Training International, Ltd. 23