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SUCCESS
INSIGHTS®

Management-Staff

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Introduction

Behavioural 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 behaviour is a necessary and integral part of who they are. In other words, much of our behaviour comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behaviour.

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



General Characteristics

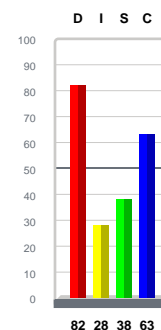
Based on Arnaud's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behaviour that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the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

Arnaud will work hard at achieving his goals. He loves to win and hates to lose. He is an aggressive individual who wins through hard work and persistence; that is, he will come up with a good idea and follow through. Some may view him as being stubborn and opinionated. He views it as the price you must pay for success. He may try to "explain" his stubbornness in positive terms. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. Arnaud can be successful at many things, not because of versatility but rather because of his determination to win. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. He embraces visions not always seen by others. Arnaud's creative mind allows him to see the "big picture." Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." Arnaud 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 establishes many standards for himself and others. His high ego strength demands that his standards will be met.

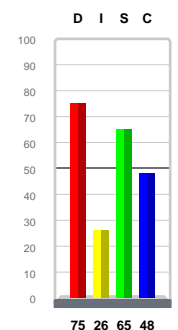
Arnaud finds it easy to share his opinions on solving work-related problems. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He is logical, incisive and critical in his problem-solving activities. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. Arnaud should realise that at times he needs to think a project through, beginning to end, before starting the project. He can be direct in his approach to discovering the facts and data. He maintains his focus on results. He prefers authority equal to his responsibility. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions.



Adapted Style



Natural Style



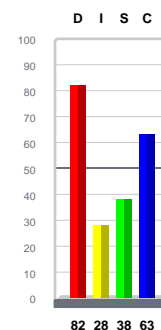


General Characteristics Continued

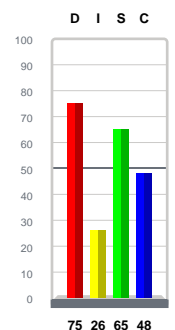
Arnaud likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He is not influenced by people who are overly enthusiastic. They rarely get his attention. He likes people who communicate with him in a clear, precise and brief conversation. He has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just his way of getting the appropriate facts. Arnaud may display a lack of empathy for others who cannot achieve his standards. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He may lose interest in what others are saying if they ramble or do not speak to the point. His active mind is already moving ahead. He tries to remain emotionally uninvolved in what the other person is saying.



Adapted Style



Natural Style



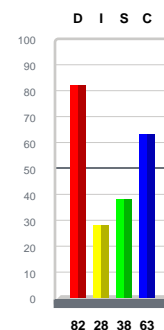


Value to the Organisation

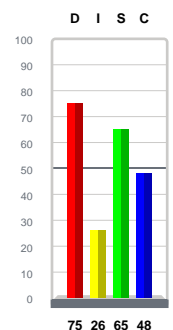
This section of the report identifies the specific talents and behaviour Arnaud brings to the job. By looking at these statements, one can identify his role in the organisation. The organisation can then develop a system to capitalise on his particular value and make him an integral part of the team.

- Always looking for logical solutions.
- Usually makes decisions with the bottom line in mind.
- Tenacious.
- Challenge-oriented.
- Forward-looking and future-oriented.
- Excellent troubleshooter.
- Presents the facts without emotion.
- Self-starter.

Adapted Style



Natural Style





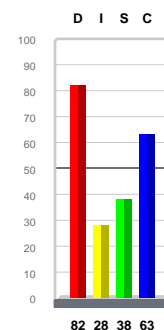
Checklist for Communicating

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 Arnaud. 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 Arnaud most frequently.

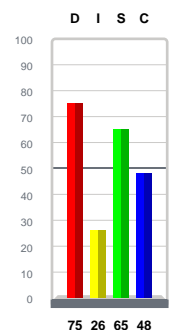
Ways to Communicate

- Use expert testimonials.
- Provide questions, alternatives and choices for making his own decisions.
- Be prepared with the facts and figures.
- Read the body language--look for impatience or disapproval.
- Give pros and cons on ideas.
- Listen to him.
- Keep at least three feet away from him.
- Show him a sincere demeanour by careful attention to his point of view.
- Present the facts logically; plan your presentation efficiently.
- Be clear, specific, brief and to the point.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide details in writing.

Adapted Style



Natural Style





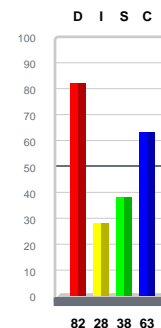
Ineffective Communication

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

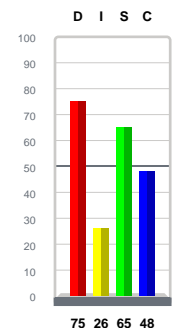
Ways NOT to Communicate

- Be superficial.
- Forget or lose things, be disorganised or messy, confuse or distract his mind from business.
- Direct or order.
- Use high speed, intense inputs.
- Be disorganised.
- Leave things open to interpretation.
- Use inappropriate buzz words.
- Come with a ready-made decision, or make it for him.
- Let disagreement reflect on him personally.
- Ask rhetorical questions, or useless ones.
- Pretend to be an expert, if you are not.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Arnaud's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Arnaud will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. 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 disorganised 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-organised "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganised.

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.
- Do not 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.

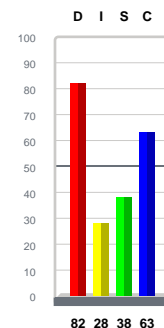


Ideal Environment

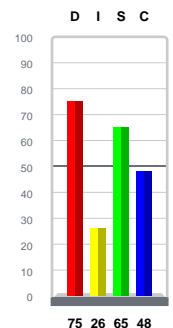
This section identifies the ideal work environment based on Arnaud's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behaviour and can be comfortable in many environments.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

- Environment where he can be a part of the team, but removed from office politics.
- Nonroutine work with challenge and opportunity.
- An innovative and futuristic-oriented environment.
- Data to analyse.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.
- Freedom from controls, supervision and details.

Adapted Style



Natural Style





Perceptions

See Yourself as Others See You

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

Self-Perception

Arnaud usually sees himself as being:

- Pioneering
- Assertive
- Competitive
- Confident
- Positive
- Winner

Others' Perception - Moderate

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

- Demanding
- Daring
- Egotistical
- Aggressive

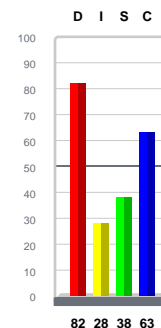
Others' Perception - Extreme

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

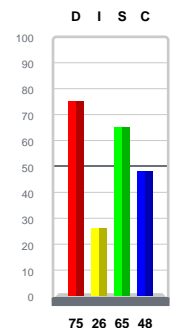
- Abrasive
- Controlling
- Arbitrary
- Opinionated



Adapted Style



Natural Style





Descriptors

Based on Arnaud's responses, the report has marked those words that describe his personal behaviour. 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.

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	Sceptical	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

Arnaud'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

Arnaud is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Arnaud has a tendency to make decisions with little or no hesitation.

Adapted

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

People - Contacts

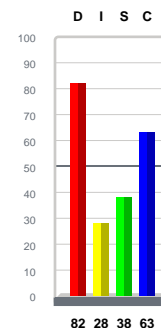
Natural

Arnaud is undemonstrative in his approach to influencing others and likes to let facts and figures stand for themselves. He feels persuasion needs to be objective and straightforward. His trust level is based on each interaction--the past is the past. He presents facts without embellishments.

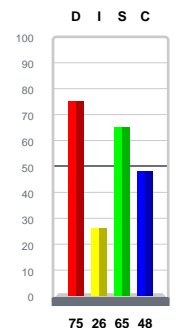
Adapted

Arnaud sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style



Natural Style





Natural and Adapted Style Continued

Pace - Consistency

Natural

Arnaud is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

Adapted

Arnaud feels the need for mobility and the absence of routine. He feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

Procedures - Constraints

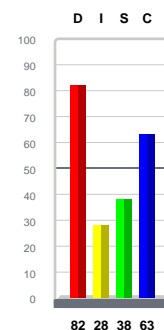
Natural

Arnaud is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

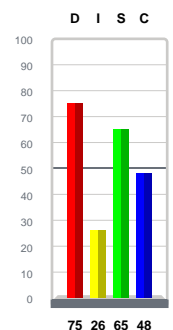
Adapted

Arnaud sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.

Adapted Style



Natural Style



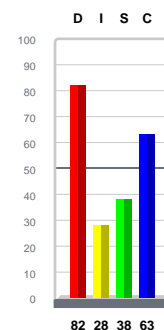


Adapted Style

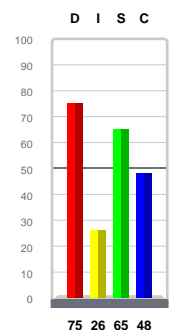
Arnaud sees his present work environment requiring him to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behaviour.

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Projecting a limited display of emotion.
- Persistence in job completion.
- Anticipating and solving problems.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Accomplishing tasks without many people contacts.
- Acting without precedent, and able to respond to change in daily work.
- Being precise in the collection of data.
- Dealing with a wide variety of work activities.

Adapted Style



Natural Style





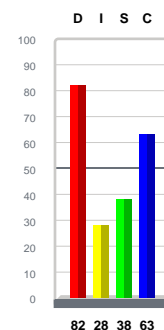
Keys to Motivating

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

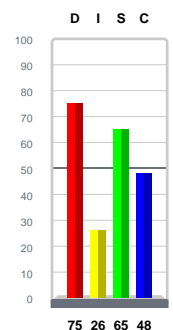
Arnaud wants:

- Time away from people--to be alone.
- Authority to install systems to achieve results.
- Freedom from restrictive controls.
- Prestige, position and titles so he can control the destiny of others.
- To know the agenda for the meeting.
- Sincere appreciation for achievements--may interpret as manipulation if overdone.
- Opportunity to discuss progress on major or new projects.
- Tangible evidence of effort.
- Freedom from controls that restrict his creativity.
- Control of his own destiny.
- Information in logical order.
- Objectivity.
- Facts and data for making decisions.

Adapted Style



Natural Style





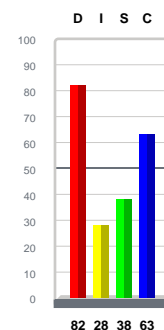
Keys to Managing

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

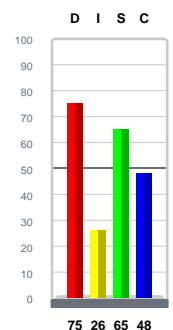
Arnaud needs:

- To negotiate commitment face-to-face.
- Time to warm up to people.
- An awareness of the parameters or rules in writing.
- The opportunity to ask questions to clarify or determine why.
- To be confronted when in disagreement, or when he breaks the rules.
- To display empathy for people who approach life differently than he does.
- To understand his role on the team--either a team player or the leader.
- To know results expected and to be evaluated on the results.
- Logical answers in logical order.
- Sincerity from people with whom he works.
- Skills to come across warm and close, when appropriate.

Adapted Style



Natural Style





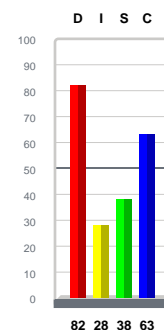
Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Arnaud and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

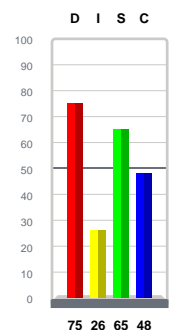
Arnaud has a tendency to:

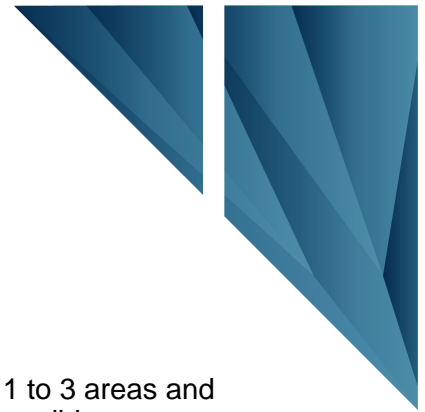
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Overstep authority and prerogatives--will override others.
- Make "off the cuff" remarks that are often seen as personal prods.
- Blame, deny and defend his position--even if it is not needed.
- Lack tact and diplomacy as long as he gets the results he wants.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Have trouble delegating--cannot wait, so does it himself.

Adapted Style



Natural Style





Action Plan

The following are examples of areas in which Arnaud may want to improve. Circle 1 to 3 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.

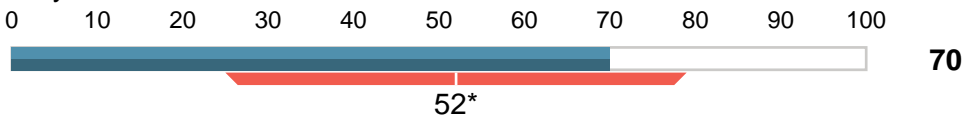
Date to Begin: _____ Date to Review: _____



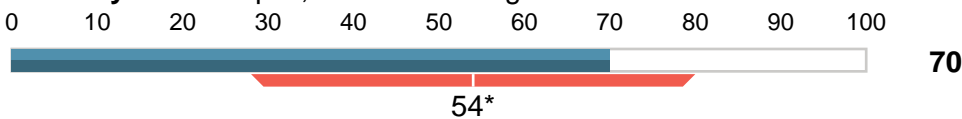
Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural 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.

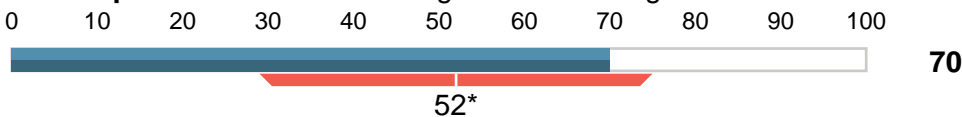
1. Organised Workplace - Establish and maintain specific order in daily activities.



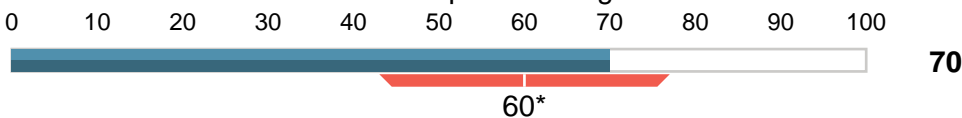
2. Analysis - Compile, confirm and organise information.



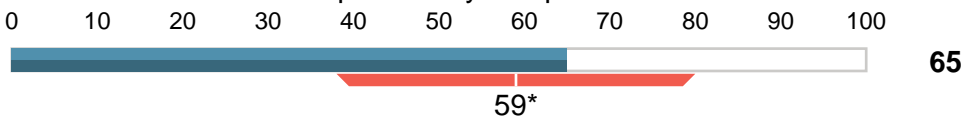
3. Competitive - Want to win or gain an advantage.



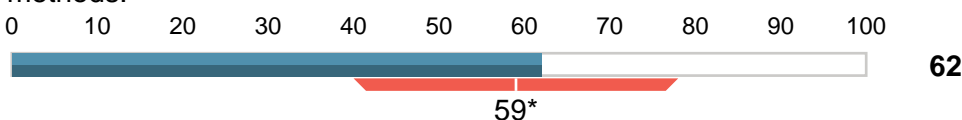
4. Persistence - Finish tasks despite challenges or resistance.



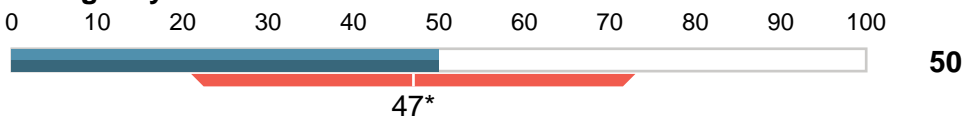
5. Consistent - Perform predictably in repetitive situations.



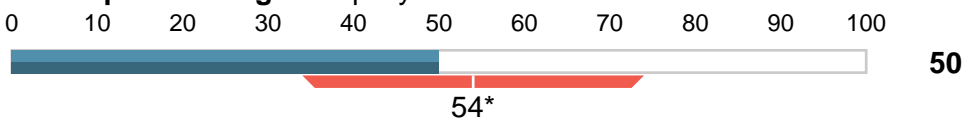
6. Following Policy - Adhere to rules, regulations, or existing methods.



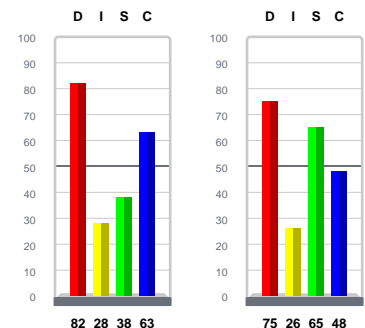
7. Urgency - Take immediate action.



8. Frequent Change - Rapidly shift between tasks.



Adapted Style Natural Style

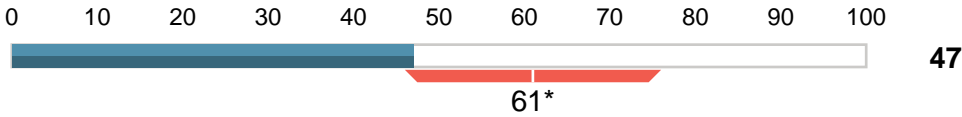


* 68% of the population falls within the shaded area.

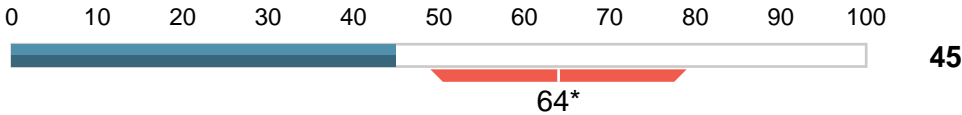


Behavioural Hierarchy

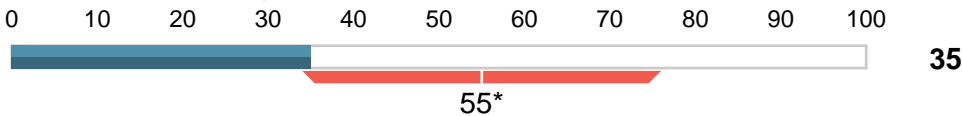
9. Customer-Oriented - Identify and fulfil customer expectations.



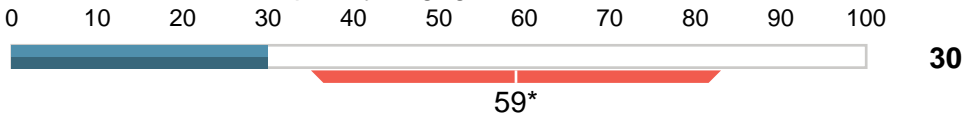
10. People-Oriented - Build rapport with a wide range of individuals.



11. Versatile - Adapt to various situations with ease.

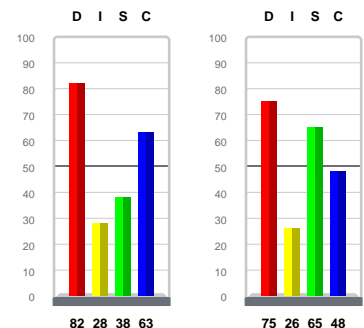


12. Interaction - Frequently engage and communicate with others.



Adapted Style

Natural Style



SIA: 82-28-38-63 (10) SIN: 75-26-65-48 (57)
* 68% of the population falls within the shaded area.

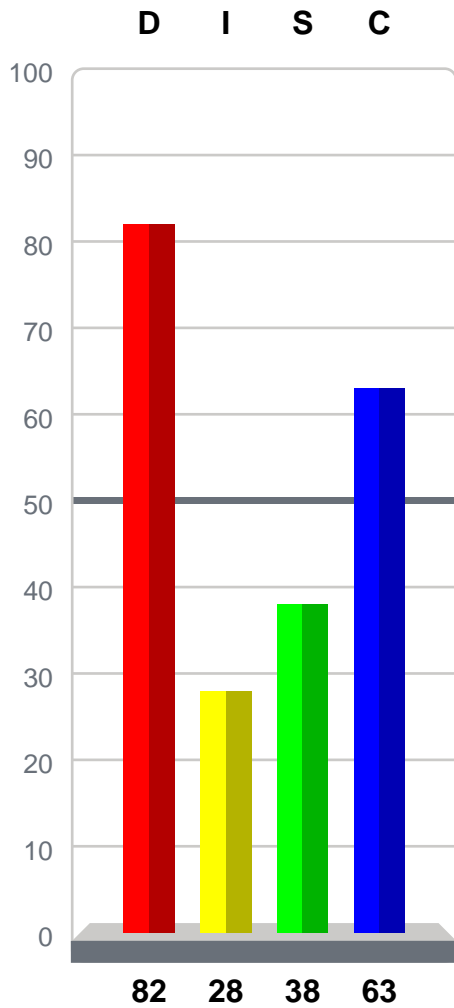


Style Insights® Graphs

18/4/2019

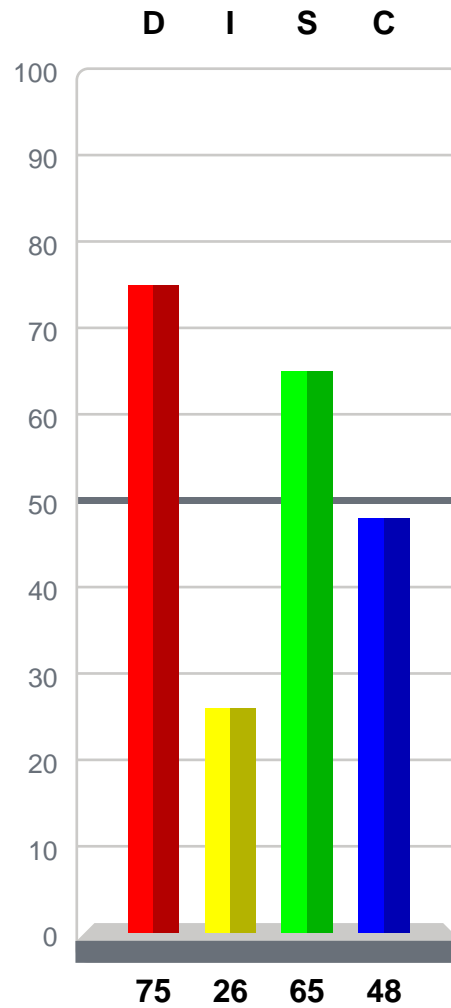
Adapted Style

Graph I



Natural Style

Graph II



Spanish-Spain Norm 2017 R4



The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularised in Europe. In addition to the text you have received about your behavioural style, the Wheel adds a visual representation that allows you to:

- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour to your job.

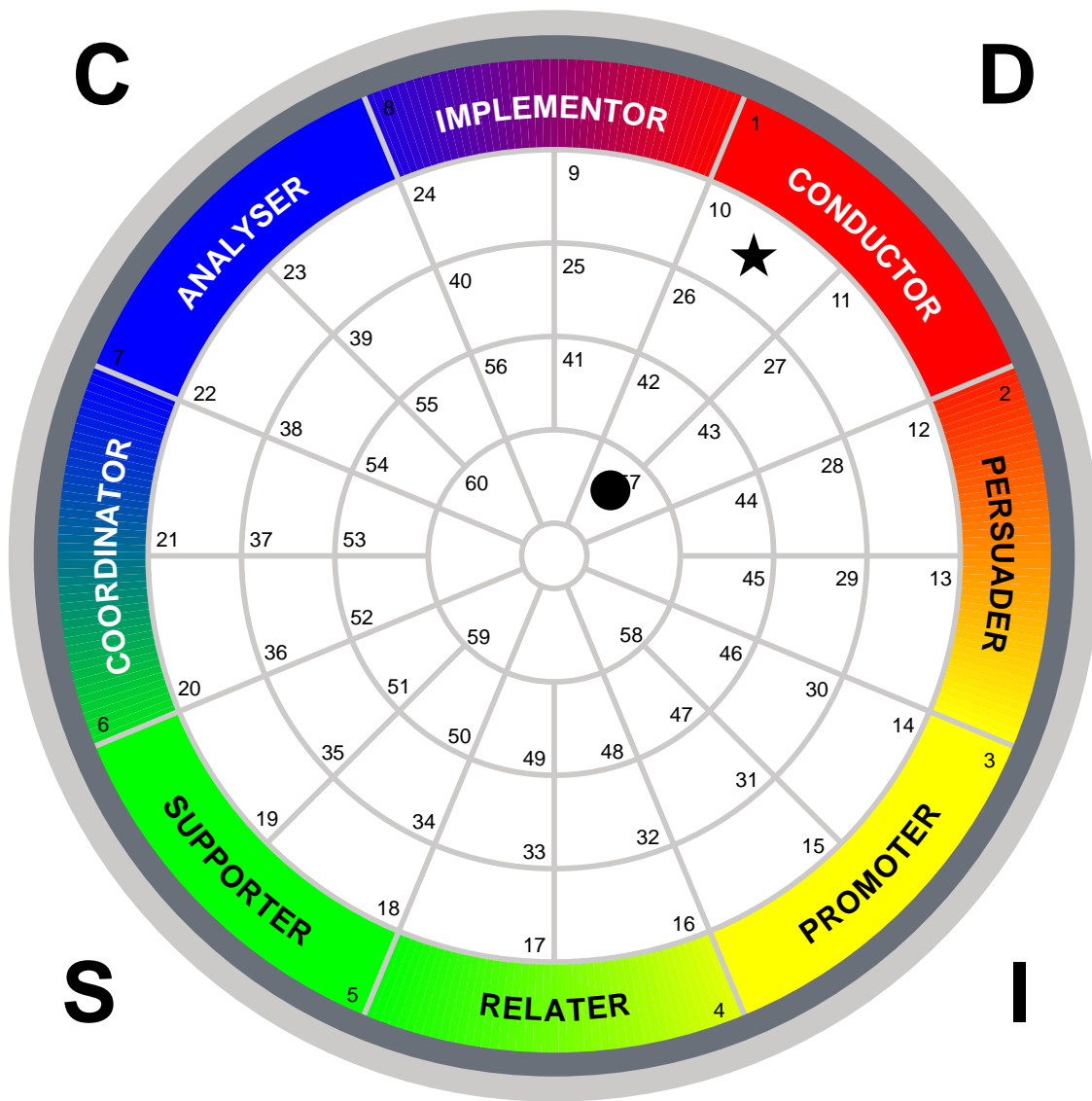
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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

18/4/2019



Adapted: ★ (10) IMPLEMENTING CONDUCTOR
 Natural: ● (57) SUPPORTING CONDUCTOR (ACROSS)

Spanish-Spain Norm 2017 R4