

MANAGING FOR SUCCESS®

Employee-Manager™ Version

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

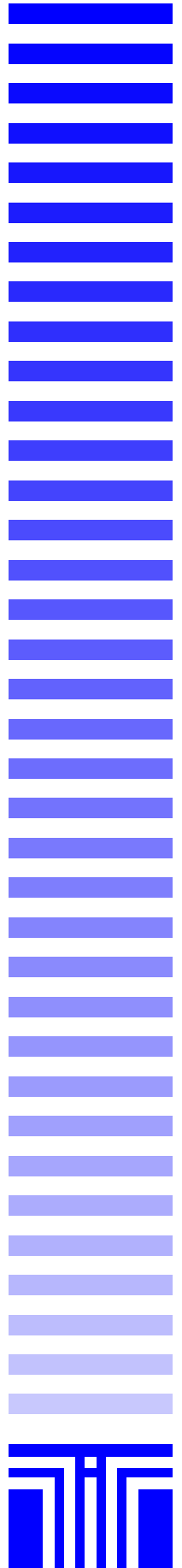
Jane Doe

Champion Education Resources

9-6-2001

"Inside every human being a CHAMPION heart beats!"

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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 Jane'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 Jane's natural behavior.

Jane is a goal-oriented individual who believes in harnessing people to help her achieve her goals. She needs people with other strengths on her team. She is often frustrated when working with others who do not share the same sense of urgency. She enjoys authority, independence and the freedom that goes with her aggressive approach to problem solving. She has the ability to question people's basic assumptions about things. She prides herself on her creativity, incisiveness and cleverness. Nothing bores Jane more than the status quo, things becoming routine and people always agreeing, or pretending to agree. She is driven toward goals completion and wants to be in a position to set policy that will allow her to meet those goals. She is often considered daring, bold and gutsy. She is a risk taker who likes to be seen as an individualist. She may have difficulty dealing with others who are slower in thought and action. Jane wants to be viewed as self-reliant and willing to pay the price for success. Under pressure, Jane has a tendency to actively seek opportunities which test and develop her abilities to accomplish results.

Jane has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. She should realize that at times she needs to think a project through, beginning to end, before

GENERAL CHARACTERISTICS

starting the project. Jane is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. She will work long hours until a tough problem is solved. After it is solved, Jane may become bored with any routine work that follows. Sometimes she becomes emotionally involved in the decision-making process. She likes to make decisions quickly.

Jane likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She may lack the patience to listen and communicate with slower acting people. Jane likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She may sometimes mask her feelings in friendly terms. If pressured, Jane's true feelings may emerge. She tends to be intolerant of people who seem ambiguous or think too slowly. She challenges people who volunteer their opinions.

VALUE TO THE ORGANIZATION

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

- Tenacious.
- Positive sense of humor.
- People-oriented.
- Team player.
- Competitive.
- Builds confidence in others.
- Motivates others towards goals.
- Verbalizes her feelings.

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 Jane. 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 Jane most frequently.

Do:

- Be clear, specific, brief and to the point.
- Provide a warm and friendly environment.
- Leave time for relating, socializing.
- Talk about her, her goals and the opinions she finds stimulating.
- Read the body language for approval or disapproval.
- Plan interaction that supports her dreams and intentions.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Ask specific (preferably "what?") questions.
- Stick to business--let her decide if she wants to talk socially.
- Support the results, not the person, if you agree.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Support and maintain an environment where she can be efficient.
- Read the body language--look for impatience or disapproval.

DON'TS ON COMMUNICATING

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

- Direct or order.
- Be curt, cold or tight-lipped.
- Be dictatorial.
- Try to convince by "personal" means.
- Ask rhetorical questions, or useless ones.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Reinforce agreement with "I'm with you."
- Come with a ready-made decision, or make it for her.
- Let disagreement reflect on her personally.
- Legislate or muffle--don't overcontrol the conversation.
- Leave decisions hanging in the air.
- "Dream" with her or you'll lose time.

COMMUNICATION TIPS

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

COMMUNICATION TIPS

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 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.

IDEAL ENVIRONMENT

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

- An innovative and futuristic-oriented environment.
- Work tasks that change from time to time.
- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoints.
- Freedom of movement.
- Democratic supervisor with whom she can associate.
- Assignments with a high degree of people contacts.

PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Jane usually sees herself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated

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DESCRIPTORS

Based on Jane'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.

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

NATURAL AND ADAPTED STYLE

Jane'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)

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

PROBLEMS - CHALLENGES (Adapted)

Jane sees no need to seek out problems or challenges. She prefers to just sit back and react in a team-oriented manner. She tends to avoid confrontation or procrastinate until the problem goes away.

PEOPLE - CONTACTS (Natural)

Jane'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.

PEOPLE - CONTACTS (Adapted)

Jane 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.

NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

Jane is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.

PACE - CONSISTENCY (Adapted)

Jane 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)

Jane 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.

PROCEDURES - CONSTRAINTS (Adapted)

Jane sees the environment with few constraints. She feels the necessity to rebel at too many constraints and may even flaunt this independence.

ADAPTED STYLE

Jane 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 cordial and helpful when dealing with new clients or customers.
- Flexibility.
- Obtaining results through people.
- Optimistic, future-oriented outlook.
- Positive, outgoing, friendly behavior.
- Undemanding of others' time and attention.
- Being cooperative and supportive.
- Presenting a practical, proven approach to decision making.
- Being a good "team player."
- Being conservative, not competitive, in nature.
- Participative decision making.

KEYS TO MOTIVATING

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

Jane wants:

- A secure future.
- Freedom from conflict and confrontation.
- Public recognition of her ideas and results.
- To be trusted.
- A support system to do the detail work.
- Participation in meetings on future planning.
- To be accepted as a member of the team.
- Rewards to support her dreams.
- Flattery, praise, popularity and strokes.
- Freedom from control and detail.
- Time to think and plan.
- To be persuaded by logic and emotion.
- Work assignments that provide opportunity for recognition.

KEYS TO MANAGING

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

Jane needs:

- To display empathy for people who approach life differently than she does.
- To focus conversations on work activities--less socializing.
- To negotiate commitment face-to-face.
- A program for pacing work and relaxing.
- To be confronted when in disagreement, or when she breaks the rules.
- An awareness of the parameters or rules in writing.
- Help on controlling time and setting priorities.
- Participatory management.
- More control of body language.
- To adjust her intensity to match the situation.
- People to work and associate with.

AREAS FOR IMPROVEMENT

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

Jane has a tendency to:

- Dislike routine work or routine people--unless she sees the need to further her goals.
- Resist participation as part of the team, unless seen as a leader.
- Fail to complete what she starts because of adding more and more projects.
- Have difficulty finding balance between family and work.
- Have trouble delegating--can't wait, so does it herself.
- Be so concerned with big picture; she forgets to see the little pieces.
- Keep too many balls in the air, and if her support is weak she will have a tendency to drop some of those balls.
- Be explosive by nature and lack the patience to negotiate.
- Be inconsistent because of many stops, starts and ever-changing direction.

ACTION PLAN

Name: Jane Doe

The following are examples of areas in which Jane 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: _____

BEHAVIORAL FACTOR INDICATOR™

Management Version

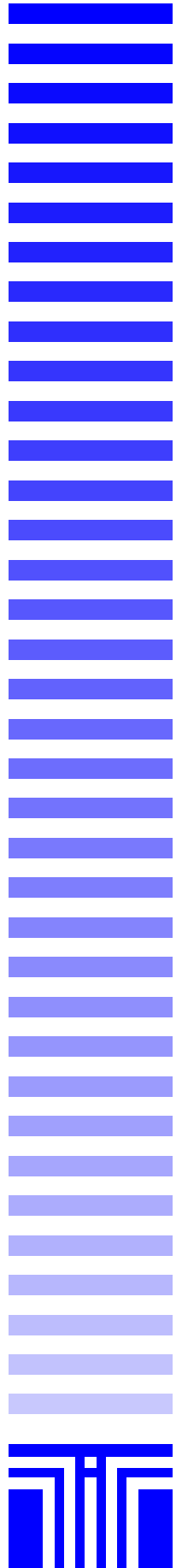
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INTRODUCTION

Classifying management behavior is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

Your report will graphically display your behavioral skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioral demands of the job.

The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behavior.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

SPECIFIC FACTOR ANALYSIS

Jane Doe

DECISIVENESS/RESULTS ORIENTED

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



SENSE OF URGENCY

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



VISION FOR THE FUTURE

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



MOTIVATING OTHERS

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



SELF-CONFIDENCE

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



CUSTOMER/EMPLOYEE INTERFACE

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



SPECIFIC FACTOR ANALYSIS

Jane Doe

LISTENING

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



FOLLOW-UP AND FOLLOW-THROUGH

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



CONSISTENCY

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



PAPERWORK

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



ATTENTION TO DETAIL

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



FOLLOWING POLICY

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



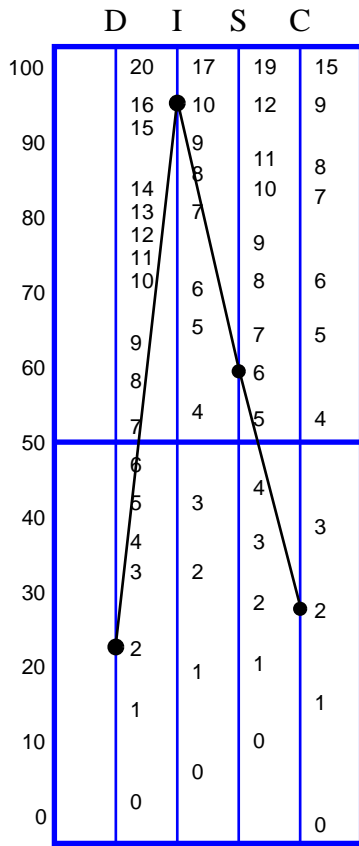
STYLE ANALYSIS™ GRAPHS

Jane Doe

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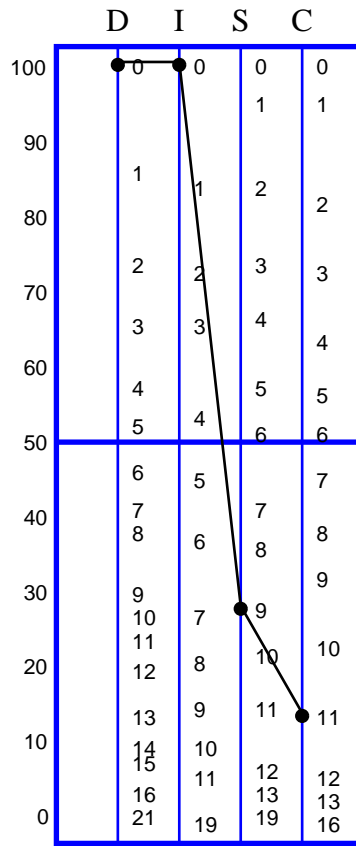
MOST
Graph I
Adapted Style



Score
%

2	10	6	2
24	95	60	29

LEAST
Graph II
Natural Style



0	0	9	11
100	100	29	15

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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.

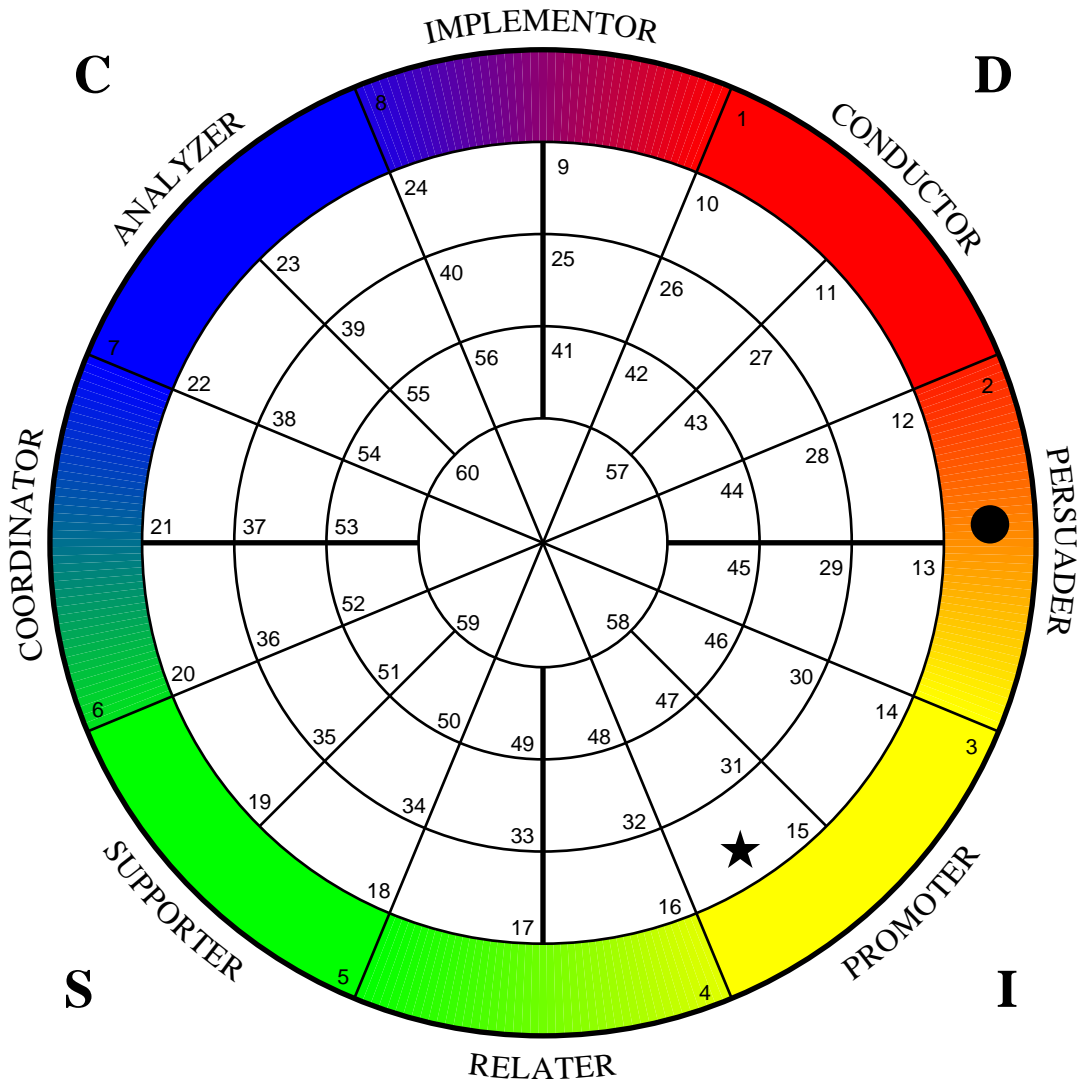
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

Jane Doe

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Adapted: ★ (15) RELATING PROMOTER

Natural: ● (2) PERSUADER

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