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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.



Checklist for Communicating

□ Use enough time to be stimulating, fun-loving, fast-moving.

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 Paul. 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 Paul most frequently.

Ways to Communicate

Leave time for relating, socializing.
Offer special, immediate and continuing incentives for his willingness to take risks.
Look for his oversights.
Provide a warm and friendly environment.

Deal with	details in	writing,	have hin	n commit	to ı	modes	of a	action.

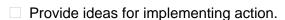
Read the body language fo	r approval or disapproval.
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	Provide	"yes"	or	"no"	answersnot	maybe.
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Speak	at a	rapid	pace.

Define	the	problem	in	writing.
		p. 00.0		

Use a	balanced,	objective	and	emotional	approach.
	,	•			







Checklist for Communicating Continued

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

- □ Leave decisions hanging in the air.
- □ Waste time trying to be impersonal, judgmental or too task-oriented.
- □ Drive on to facts, figures, alternatives or abstractions.
- □ Be curt, cold or tight-lipped.
- Talk down to him.
- Hesitate when confronted.
- Ramble.
- Be dictatorial.
- Let him overpower you with verbiage.
- Legislate or muffle--don't overcontrol the conversation.
- □ "Dream" with him or you'll lose time.



Adapted Style Natural Style 33 93 32 36 41 93 34 32



Since people are different, the needs they have, and that must be met, are also different. The information in this section will help you identify types of people and provide you with the strategies to meet their needs.

"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

- Fast-paced speech
- Comes on strong
- Impatient
- Direct
- Tries to control the situation

Factors that will improve communication with this Style:

- Be clear, specific, brief, and to the point and value their time.
- Stick to business let them decide if they want to talk socially.
- Come prepared with all requirements, objectives, support material in well-organized "package."
- Present the facts logically and efficiently.
- Provide facts and figures about probability of success of ideas, or effectiveness of options.
- Take issue with facts, not the person, if you disagree.
- Support the results, not the person, if you agree.
- Support and maintain an environment where they can be efficient.
- Read the body language look for impatience or disapproval.

Factors that will create tension or dissatisfaction with this Style:

- Talking about things that are not relevant to the issue
- Appearing disorganized
- Over use of gestures and emotion



33 93 32 36



"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

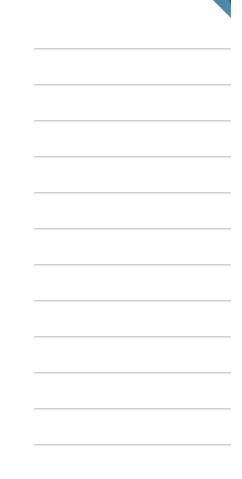
- Friendly and talkative
- Impulsive
- Uses many hand gestures while speaking
- Shows much emotion
- Imprecise about the use of time

Factors that will improve communication with this Style:

- Be positive and upbeat.
- Talk about goals and opinions they find stimulating.
- Deal with details in writing, have them commit to modes of action.
- Ask for their opinions/ideas regarding people.
- Provide ideas for implementing action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide testimonials from people they see as important.
- Provide a warm and friendly environment.
- Read the body language for approval or disapproval.

Factors that will create tension or dissatisfaction with this Style:

- Controlling the conversation
- Talking about yourself







"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

- Patient
- Easy going
- Unemotional voice
- Reserved
- Deliberate methodical

Factors that will improve communication with this Style:

- Start, however briefly, with a personal comment. Break the ice.
- Show sincere interest in them as a person; find areas of common involvement; be candid and open.
- Patiently draw out personal goals and work with them to help them achieve those goals; listen; be responsive.
- Present your case softly, non-threateningly with a sincere tone of voice.
- Ask "how?" questions to draw their opinions or comments.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Look for hurt feelings, personal reasons, if you disagree.
- Provide guarantees that their decision will minimize risks; give assurance that provides them with benefits.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Provide a friendly environment.

Factors that will create tension or dissatisfaction with this Style:

- Being overly optimistic
- Talking too much and not listening

Adapted Style Natural Style



"Improving Your Communication Flexibility"

When interacting with a person who has the following characteristics:

- Speaks slowly
- Asks questions about facts and data
- Deliberates
- Uses few gestures
- Skeptical
- Suspicious

Factors that will improve communication with this Style:

- Prepare your "case" in advance.
- Approach them in a straightforward, direct way; stick to business.
- Make an organized contribution to their efforts; present specifics, and do what you say you can do.
- Take your time, but be persistent and use a sincere tone of voice.
- Draw up a scheduled approach to implementing action with step-by-step timetable; assure them that there won't be surprises.
- Follow through, if you agree.
- Make an organized presentation of your position, if you disagree.
- Give them time to verify reliability of your actions; be accurate, realistic.
- Provide solid, tangible, practical evidence.
- Minimize risk by providing guarantees over a period of time.
- Give them time to be thorough, when appropriate.

Factors that will create tension or dissatisfaction with this Style:

- Being overly optimistic
- Inability to prove what you say

Adapted Style Natural Style



Situational Strategies

Use this page for ideas on how to control the interaction between yourself and a customer when the following situations arise. When a customer is upset, you must first gain control of the situation - then read the customer's style and apply the appropriate strategy.

PERSON

Skeptical, Suspicious

Nervous, irritable, high strung

Pessimistic, grouchy, complaining

Egotistical, opinionated, high hat

Argumentative, blustering

Silent, secretive

STRATEGY

Agree on minor points and expand. Be conservative in assertions.

Use a quiet, tactful, soothing manner.

Listen patiently, ask questions to find out their real concerns.

Flatter their ego. Concentrate on getting results.

Create response by challenging in a

sincere manner.

Be more personal than usual to draw them out.



33 93 32 36 41 93 34 32

Natural Style



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:



Style Insights® Graphs 7-11-2014

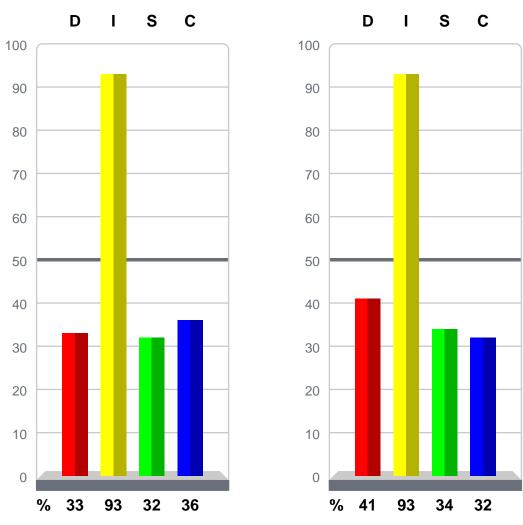


Adapted Style

Graph I

Natural Style

Graph II



Norm 2014 R4



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

- 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.

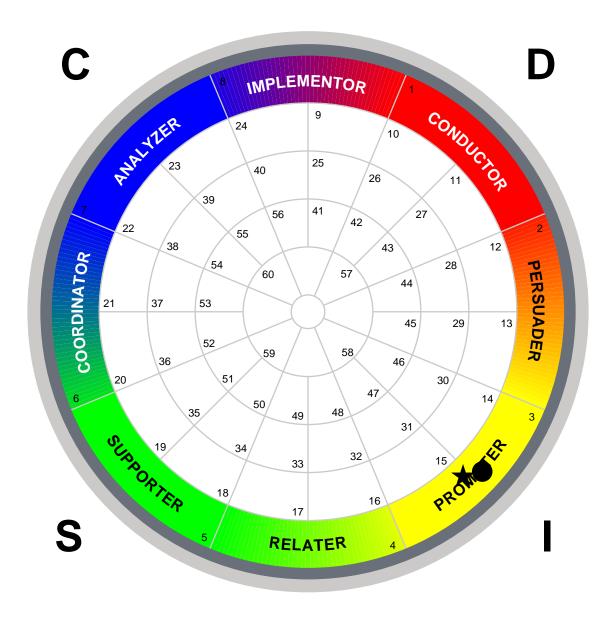
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-11-2014



Adapted: ** (3) PROMOTER Natural: (3) **PROMOTER**

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