



Confused Cathy

11-2-2011



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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.

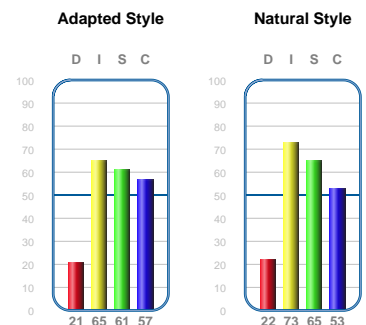
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



Based on Confused's responses, the report has selected general statements to provide you with 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 Confused's natural behavior.

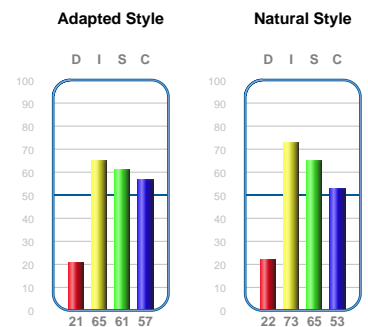
Confused is good at creating enthusiasm in others. She is approachable, affectionate and understanding. She likes to develop people and build organizations. She wants to know what others think of her. She wants and tries to please. Confused is gregarious and sociable. She will be seen as a good mixer both on or off the job. She is enthusiastic and usually slow to anger. She can be flexible and diplomatic when the situation calls for it. She is a team player and desires acceptance as a member of the team. Confused influences most people with her warmth. She is optimistic and usually has a positive sense of humor.

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





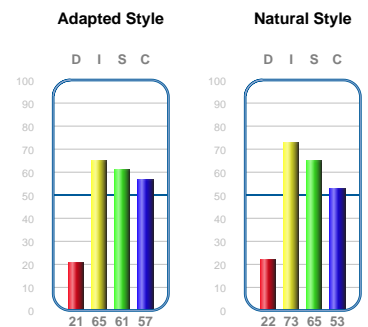
Confused often makes suggestions to others, but rarely attempts to force her ideas on them. She is both a good talker and a good listener. She is good at calming conflict situations. Others can sense that she is truly interested in helping people in a conciliatory role. She usually uses many gestures when talking. Confused is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Confused will attempt to put them at ease. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports.





This section of the report identifies the specific talents and behavior Confused brings to the job. By looking at these statements, one can identify her role in the organization. By identifying Confused's talent, the organization can develop a system to capitalize on her particular value to the organization and make her an integral part of the team.

- Creative problem solving.
- Concerned about quality.
- Positive sense of humor.
- People-oriented.
- Respect for authority and organizational structure.
- Turns confrontation into positives.
- Adaptable.
- Verbalizes her feelings.
- Builds confidence in others.

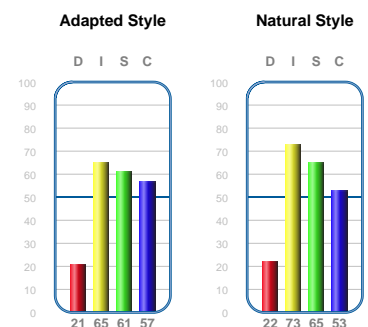




In this section are some needs which must be met in order for Confused to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Confused and her counselor should go over the list and identify 3 or 4 statements that are most important to her. This allows Confused to participate in forming her own personal management plan.

Confused needs:

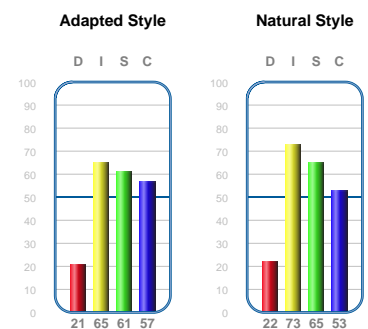
- A way to say "no" when she feels "no."
- To be informed of things which affect her.
- Methods to translate ideas into action.
- To be more direct and less subjective.
- People to work and associate with.
- Appreciation from the boss for the "price" paid to perform.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Alternative methods that won't affect quality.
- Objectivity when dealing with people because of her high trust level.
- Support in the clutch or when pressured for quick results.
- To focus conversations on work activities--less socializing.





This section gives general information on behavior that Confused deems necessary to be successful on the job. One should read this section and determine if the behavior described is job related. If the behavior is not job-related, Confused does not understand the behavior required to be successful in the job.

- Making tactful decisions.
- Presenting a practical, proven approach to decision making.
- Using restraint when confrontation occurs.
- Being cooperative and supportive.
- Being cordial and helpful when dealing with new clients or customers.
- Positive, outgoing, friendly behavior.
- Motivating people to take action by using persuasive skills.
- Undemanding of others' time and attention.
- Being conservative, not competitive, in nature.
- Being a good "team player."
- Contacting people using a variety of modes.
- Obtaining results through people.
- Participative decision making.

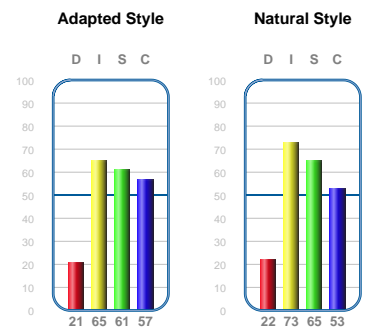




This section of the report was produced by analyzing Confused's wants. People are motivated by the things they want, thus: wants that are satisfied no longer motivate. Analyze each statement produced in this section and highlight those that are present "wants."

Confused wants:

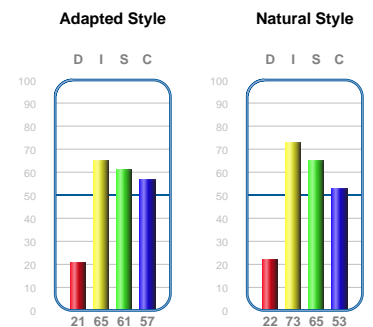
- A manager who practices participative management.
- Freedom to talk and participate on the team.
- Flattery, praise, popularity and strokes.
- Freedom from control and detail.
- A secure future.
- To work with people with whom she can trust.
- A plan she understands.
- To be trusted.
- A predictable environment.
- Time to think and plan.
- Complete directions for work to be completed.





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

- Assignments with a high degree of people contacts.
- Assignments that can be completed one at a time.
- Work place where people seldom get mad.
- Practical work procedures.
- Democratic supervisor with whom she can associate.
- Jobs for which standards and methods are established.



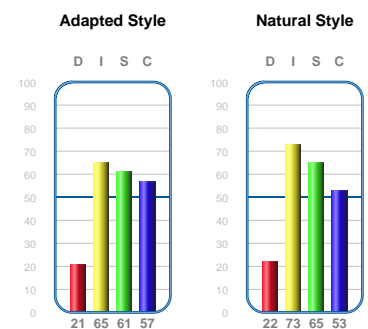


CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of Confused.

Do:

- Leave time for relating, socializing.
- Read the body language for approval or disapproval.
- Be sincere and use a tone of voice that shows sincerity.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Provide a warm and friendly environment.
- Provide solid, tangible, practical evidence.
- Give her time to ask questions.
- Talk about her, her goals and the opinions she finds stimulating.
- Take your time and be persistent.
- Provide testimonials from people she sees as important.
- Support your communications with correct facts and data.
- Take time to be sure that she is in agreement and understands what you said.

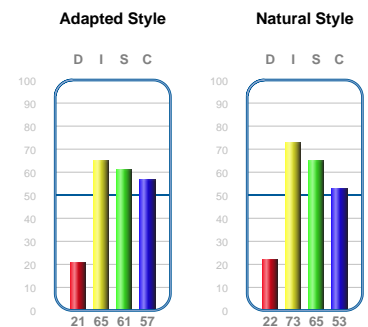




STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.
- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.





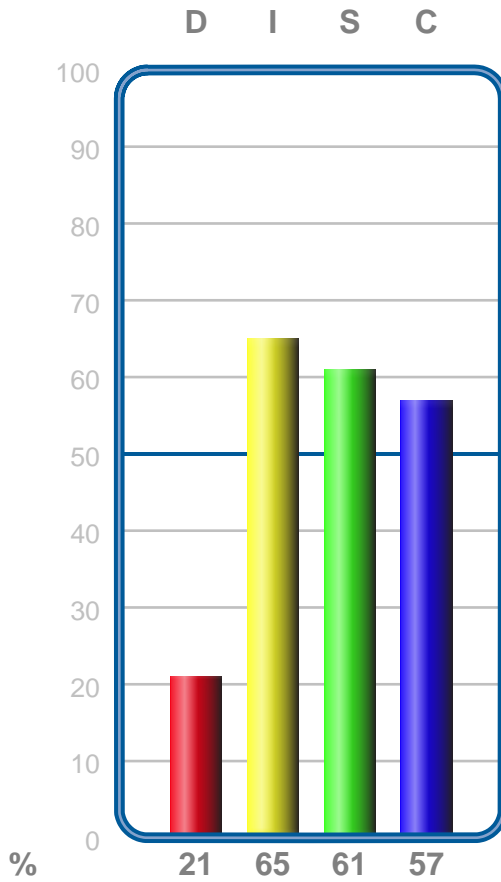
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MOST

Graph I

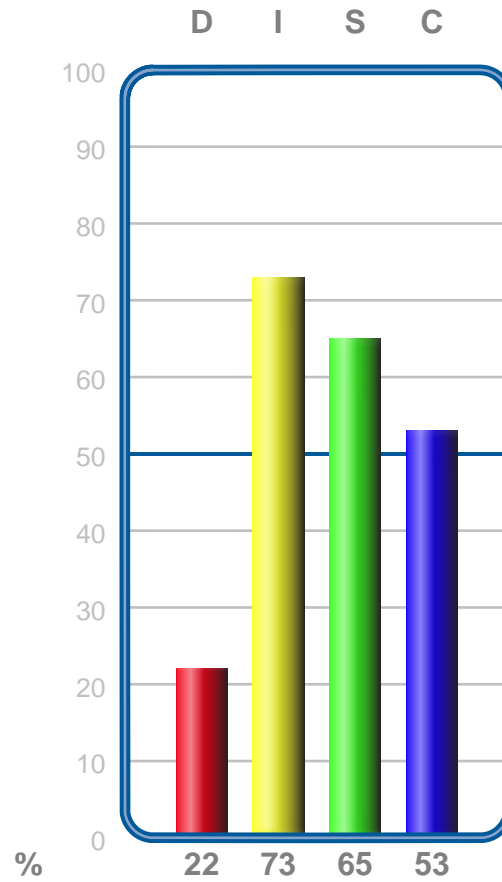
Adapted Style



LEAST

Graph II

Natural Style



Norm 2011 R4



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.

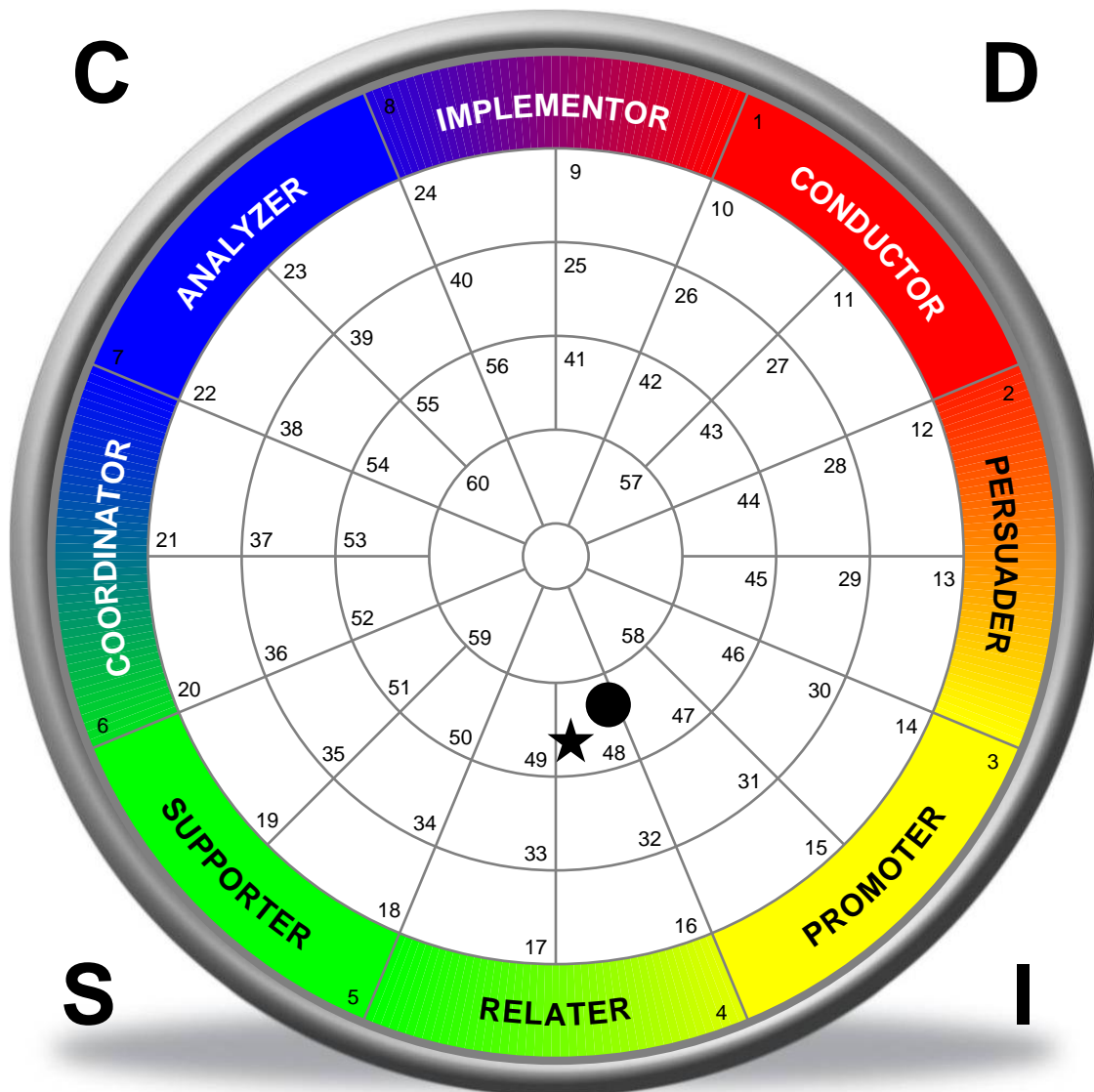
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



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Adapted: ★ (48) PROMOTING RELATER (ACROSS)

Natural: ● (48) PROMOTING RELATER (ACROSS)

Norm 2011 R4



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This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behavior you want to use on the job.



This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power and decisiveness may be key areas. Analyze carefully.

"Present" and "Ideal" job behavioral demands are:

1. Some rules and procedures to follow.
2. More emphasis on quality than on efficiency.
3. Adaptability.
4. Leadership by example.
5. Limited scope of activities.
6. Analysis of data before making a decision.
7. Patience.



This page of the report lists how the job requires a person to influence others to a way of thinking or doing. Trust, openness, facts and data (oral or written), discussion, and communication are key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Working with things.
2. Sincere approach to helping others.
3. Consider facts and data in making decisions.
4. Time to react to change.
5. Logical approach without ignoring peoples needs.
6. Coaching and counseling.
7. Reflective approach to work activities.
8. Participatory management.

"Ideal" job behavioral demands are:

1. Democratic relationships.
2. Earned trust.
3. Friendly work environment.
4. Verbal skills.
5. Being polite and diplomatic.
6. Working with people.
7. Acceptance of new ideas.
8. Coaching and counseling.
9. Participatory management.



STEADINESS - CONSISTENCY

This page of the report lists how the job requires a person to deal with activity levels. Change, persistence, consistency, and listening skills are key areas. Analyze carefully.

"Present" and "Ideal" job behavioral demands are:

1. Patience.
2. Ability to listen.
3. Working within the system.
4. Task oriented concentration.
5. Follows through on task.
6. Limited change in work activities.
7. Team participation.
8. Security for self and others.
9. Job description in writing.
10. Consistent performance.
11. Sincere approach to working with people.
12. Friendly environment.



COMPLIANCE - CONSTRAINTS

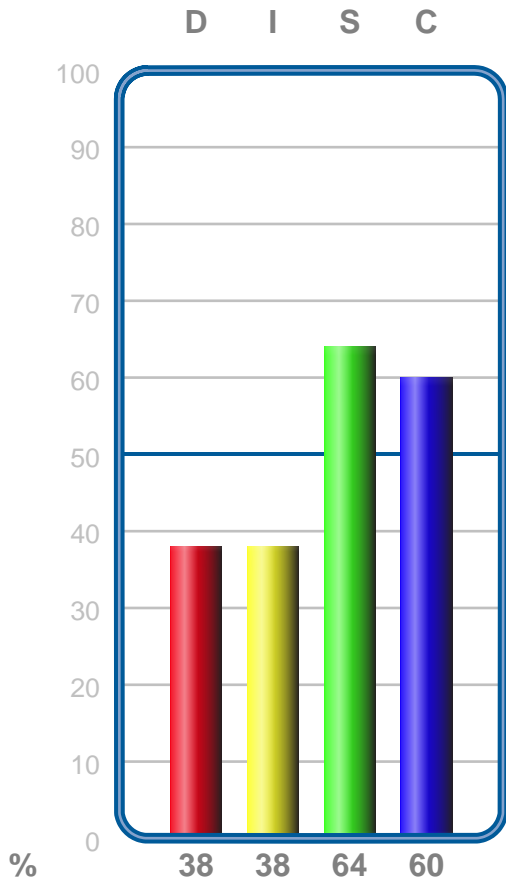
This page of the report lists how the job requires a person to respond to rules and regulations set by other people. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

"Present" and "Ideal" job behavioral demands are:

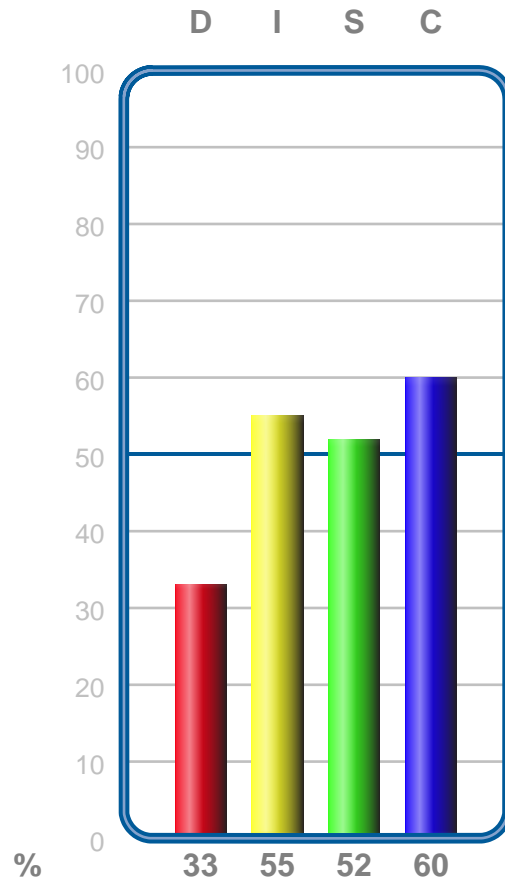
1. Rules and procedures.
2. Quality control.
3. Systematic approach to work.
4. Thinking before acting.
5. Analysis of facts and data.
6. Clarification of responsibility and authority.
7. Clean work station.
8. Disciplined use of time.
9. Balanced judgment.
10. Clarification of data.



**Work Environment
PRESENT
Confused Cathy**



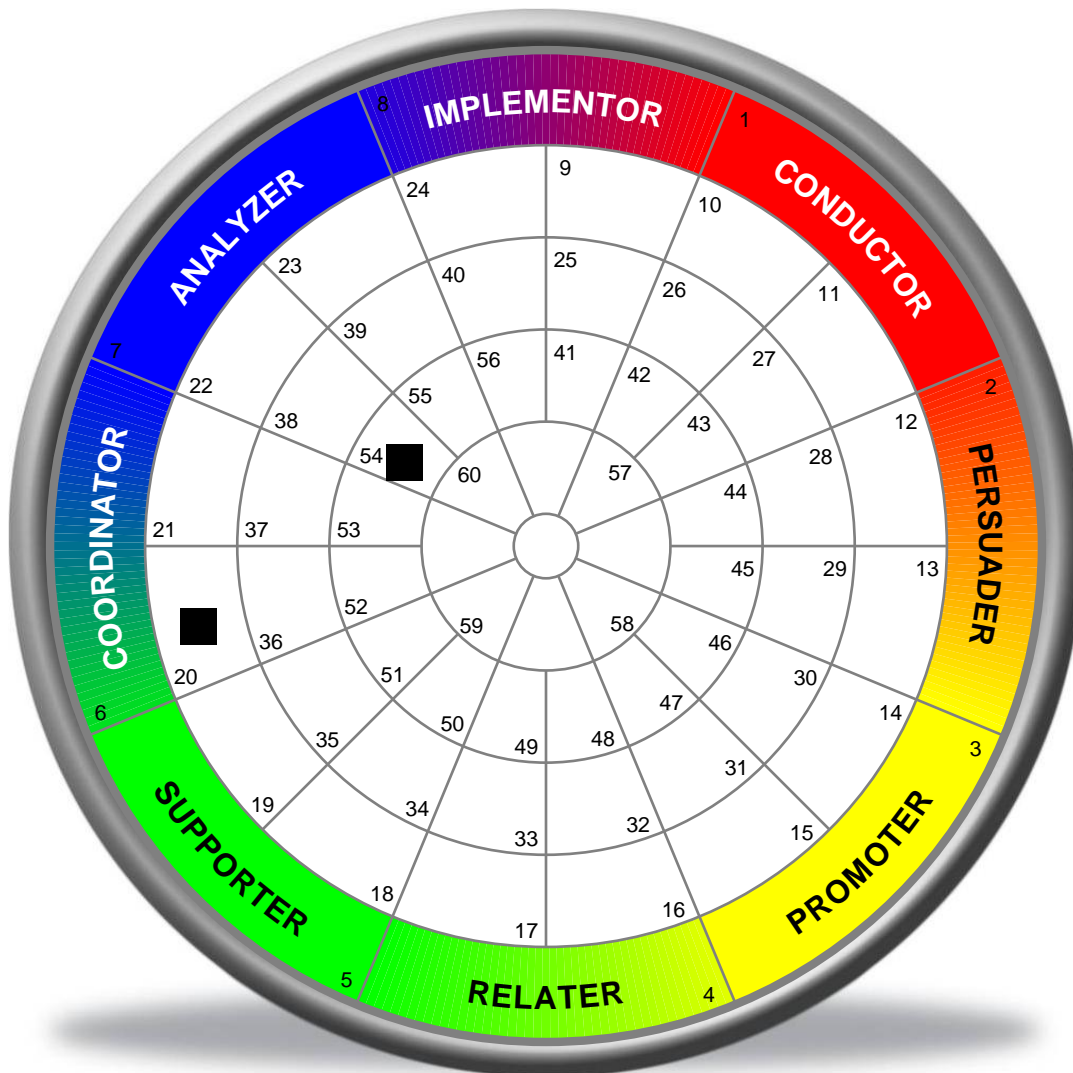
**Work Environment
IDEAL
Confused Cathy**





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Present Work Environment: ■ (20) SUPPORTING COORDINATOR

Ideal Work Environment: ■ (54) COORDINATING ANALYZER (ACROSS)



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Today's workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so they are neither fully motivated nor satisfied with their work.

Given these realities, it becomes more important than ever for people to be prepared to make informed career decisions based on a solid understanding of their own behavioral styles and natural talents. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.

The following Job Indicator section has been designed to stretch your imagination and give you ideas. The message is: "Your options are many." This section will present a listing of jobs that can provide a suitable match to your natural behavioral style, as identified earlier in this report. Review these potential jobs and decide which of them appeal to your individual preferences, values and lifestyle. Remember, they are designed to stretch your imagination and give you ideas!

The career listings presented in this section are derived from the latest issue of The Occupational Information Network (O*NET) database, developed for the US Department of Labor by the National O*NET Consortium. You will find a wealth of related career information for your continued research at the following websites: <http://online.onetcenter.org> and the US Dept. of Labor, Employment & Training Administration: <http://www.doleta.gov/programs/onet>.



CODE	OCCUPATION
51-3011	Baker
35-3011	Bartender
43-3011	Bill and Accounts Collector
41-2011	Cashier
39-9011	Child Care Worker
39-6012	Concierge
41-2021	Counter and Rental Clerk
43-5031	Dispatcher
27-1023	Floral Designer
39-3011	Gaming Dealer
43-4081	Hotel, Motel and Resort Clerk
43-4161	Human Resources Assistant
33-9092	Lifeguard, Ski Patrol other recreational protective service worker
43-4151	Order Clerk
37-2021	Pest Control Worker
41-9011	Product Promoter & Demonstrator
43-4171	Receptionist and Information Clerk
21-1093	Social & Human Services Assistant
25-9041	Teacher Assistant
43-3071	Teller



CODE	OCCUPATION
27-2011	Actor & Actress
29-9091	Athletic Trainer
39-5011	Barber & Cosmetologist
49-2011	Computer Teller/Office Machine Repairer
43-4051	Customer Service Representative
29-2021	Dental Hygienist
29-1031	Dietician & Nutritionist
49-2094	Electrical and Electronic Repairer
39-9031	Fitness Trainer
39-6031	Flight Attendant
11-9061	Funeral Director
49-2097	Home Entertainment Installer & Repairer
27-1025	Interior Designer
29-2061	LPN (Licensed Practical Nurse)
31-9011	Massage Therapist
29-2011	Medical & Clinical Lab Technician
31-9092	Medical Assistant
27-2042	Musician, Singer
43-1011	Office and Administrative Support
37-2021	Pest Control Worker
27-4021	Photographer
33-3051.01	Police Patrol Officer
27-3031	Public Relations Specialist
41-9022	Real Estate Sales Agent
39-9032	Recreational Worker
29-1111	Registered Nurse
41-2031	Retail Salesperson
21-1093	Social & Human Services Assistant
25-9041	Teacher Assistant
25-1053	Teacher, Post-secondary Environmental Science
25-2011	Teacher, Preschool
25-2031	Teacher, Secondary
41-3041	Travel Agent
17-2199.10	Wind Energy Engineer



CODE	OCCUPATION
27-2011	Actor & Actress
19-3091	Anthropologist & Archaeologist
29-9091	Athletic Trainer
29-2031	Cardiovascular Technician
21-1019	Counselor
43-4051	Customer Service Representative
27-2031	Dancer
29-2021	Dental Hygienist
29-1031	Dietician & Nutritionist
19-3011	Economist
19-2041	Environmental Scientist & Specialist including Health
11-9061	Funeral Director
19-2043	Hydrologist
27-1025	Interior Designer
29-2011	Medical & Clinical Lab Technician
27-2042	Musician, Singer
29-1122	Occupational Therapist
43-1011	Office and Administrative Support
29-1041	Optometrist
27-4021	Photographer
29-1071.00	Physician Assistant
19-3031.02	Psychologist
27-3031	Public Relations Specialist
29-1111	Registered Nurse
29-1126	Respiratory Therapist
11-2022	Sales Manager
21-1093	Social & Human Services Assistant
21-1029	Social Worker
19-3041	Sociologist
29-1127	Speech-Language Pathologist
25-1053	Teacher, Post-secondary Environmental Science
25-2031	Teacher, Secondary
41-3041	Travel Agent
19-3051	Urban & Regional Planner
17-2199.10	Wind Energy Engineer
19-1023	Zoologist & Wildlife Biologist