



# SUCCESS INSIGHTS®

Management-Staff Version

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COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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

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5-1-2007

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# INTRODUCTION

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COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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.

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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.



# GENERAL CHARACTERISTICS

*Based on Lisa'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 Lisa's natural behavior.*

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## COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Lisa is optimistic and usually has a positive sense of humor. She is optimistic about her ability to do any job. She tends to trust people and may be taken advantage of because of her high trust level. She projects a self-assured and self-confident image. Lisa likes quality social relationships. She often will become friends with her customers or clients. She places her focus on people. To her, strangers are just friends she hasn't met! She has a good sense of urgency. She wants to be liked by everyone and to be recognized for her willingness to help others in time of need. Lisa has a strong ego and usually projects this ego in friendly terms. She likes to develop people and build organizations.

Lisa usually makes decisions after gathering some facts and supporting data. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. She tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. Lisa likes working for managers who make quick decisions. She is good at solving problems that deal with people. She makes quick decisions. 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.



# GENERAL CHARACTERISTICS

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Lisa is good at negotiating conflict between others. Lisa feels that "if everyone would just talk it out, everything would be okay!" She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length. Lisa tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. She can get emotional about any subject in which she believes. She is optimistic about her ability to influence people to her way of thinking. It is important for Lisa to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences.



## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Lisa 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.*

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- Verbalizes her feelings.
- Motivates others towards goals.
- Negotiates conflicts.
- Self-starter.
- Initiates activity.
- Challenge-oriented.
- Innovative.
- Creative in her approach to solving problems.
- Tenacious.



# 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 Lisa. 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 Lisa most frequently.*

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## COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Do:

- Ask for her opinions/ideas regarding people.
- Plan interaction that supports her dreams and intentions.
- Deal with details in writing, have her commit to modes of action.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Ask specific (preferably "what?") questions.
- Support the results, not the person, if you agree.
- Present the facts logically; plan your presentation efficiently.
- Be clear, specific, brief and to the point.
- Read the body language for approval or disapproval.
- Provide questions, alternatives and choices for making her own decisions.
- Leave time for relating, socializing.
- Read the body language--look for impatience or disapproval.



# INEFFECTIVE COMMUNICATION

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

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## COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

### Don't:

- Come with a ready-made decision, or make it for her.
- Drive on to facts, figures, alternatives or abstractions.
- Ramble on, or waste her time.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Legislate or muffle--don't overcontrol the conversation.
- Ask rhetorical questions, or useless ones.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Take credit for her ideas.
- Reinforce agreement with "I'm with you."
- Be curt, cold or tight-lipped.
- Be dictatorial.



# COMMUNICATION TIPS

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

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<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>■ Prepare your "case" in advance.</li> <li>■ Stick to business.</li> <li>■ Be accurate and realistic.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being giddy, casual, informal, loud.</li> <li>■ Pushing too hard or being unrealistic with deadlines.</li> <li>■ Being disorganized or messy.</li> </ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>■ Be clear, specific, brief and to the point.</li> <li>■ Stick to business.</li> <li>■ Be prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Talking about things that are not relevant to the issue.</li> <li>■ Leaving loopholes or cloudy issues.</li> <li>■ Appearing disorganized.</li> </ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>■ Begin with a personal comment--break the ice.</li> <li>■ Present your case softly, nonthreateningly.</li> <li>■ Ask "how?" questions to draw their opinions.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Rushing headlong into business.</li> <li>■ Being domineering or demanding.</li> <li>■ Forcing them to respond quickly to your objectives.</li> </ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>■ Provide a warm and friendly environment.</li> <li>■ Don't deal with a lot of details (put them in writing).</li> <li>■ Ask "feeling" questions to draw their opinions or comments.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being curt, cold or tight-lipped.</li> <li>■ Controlling the conversation.</li> <li>■ Driving on facts and figures, alternatives, abstractions.</li> </ul>



## IDEAL ENVIRONMENT

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

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### COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoints.
- Assignments with a high degree of people contacts.
- Evaluation based on results, not the process.
- Democratic supervisor with whom she can associate.
- An innovative and futuristic-oriented environment.
- Freedom from controls, supervision and details.



# PERCEPTIONS

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

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## "See Yourself As Others See You"

### SELF-PERCEPTION

Lisa usually sees herself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

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

Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter



# DESCRIPTORS

Based on Lisa'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.

## COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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



# NATURAL AND ADAPTED STYLE

*Lisa'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.*

## COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Lisa is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Lisa has a tendency to make decisions with little or no hesitation.</p>	<p>Lisa sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Lisa'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.</p>	<p>Lisa feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to relate.</p>	



# NATURAL AND ADAPTED STYLE

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Natural	PACE - CONSISTENCY	Adapted
<p>Lisa is comfortable in an environment that is constantly changing. She seeks a wide scope of tasks and duties. Even when the environment is frantic, she can still maintain a sense of equilibrium. She is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>Lisa 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.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Lisa is independent by nature and feels comfortable in situations where the constraints are few and far between. She will follow rules as long as she feels that the rules are hers. She has a tendency to rebel from rules set by others and wants input into any constraints.</p>	<p>Lisa sees the need to be open-minded about rules. However, she is aware and sensitive to the implications of not following rules and procedures.</p>	



## ADAPTED STYLE

*Lisa 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.*

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- Working without close supervision.
- Exhibiting an active and creative sense of humor.
- Skillful use of vocabulary for persuasive situations.
- Acting without precedent, and able to respond to change in daily work.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Persistence in job completion.
- Handling a variety of activities.
- Dealing with a wide variety of work activities.
- Moving quickly from one activity to another.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Anticipating and solving problems.
- A competitive environment, combined with a high degree of people skills.



## KEYS TO MOTIVATING

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

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### COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Lisa wants:

- A wide scope of activities.
- To be seen as a leader.
- More time in the day.
- Control of her own destiny.
- Prestige, position and titles so she can control the destiny of others.
- Outside activities so there is never a dull moment.
- Opportunity to verbalize her ideas and demonstrate her skills.
- New challenges and problems to solve.



## KEYS TO MANAGING

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

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### COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Lisa needs:

- To negotiate commitment face-to-face.
- More logical presentations--less emotional.
- To be confronted when in disagreement, or when she breaks the rules.
- To mask emotions when appropriate.
- Participatory management.
- Help on controlling time and setting priorities.
- More control of body language.
- Better organization of record keeping.
- People to work and associate with.
- A program for pacing work and relaxing.
- A rational approach to decision making--analyze the facts.



## AREAS FOR IMPROVEMENT

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

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### COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Lisa has a tendency to:

- Be optimistic regarding possible results of her projects or the potential of her people.
- Trust people indiscriminately if positively reinforced by those people.
- Be too verbal in expressing criticism.
- Overuse praise in motivating others.
- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be a situational listener if not given an opportunity to tell her ideas.
- Be unrealistic in appraising people--especially if the person is a "friend."



# ACTION PLAN

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The following are examples of areas in which Lisa 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.

- |  |  |
|--|--|
| <input type="checkbox"/> Communicating (Listening) | <input type="checkbox"/> Time Management   |
| <input type="checkbox"/> Delegating                | <input type="checkbox"/> Career Goals      |
| <input type="checkbox"/> Decision Making           | <input type="checkbox"/> Personal Goals    |
| <input type="checkbox"/> Disciplining              | <input type="checkbox"/> Motivating Others |
| <input type="checkbox"/> Evaluating Performance    | <input type="checkbox"/> Developing People |
| <input type="checkbox"/> Education                 | <input type="checkbox"/> 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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COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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5-1-2007

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# INTRODUCTION

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COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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.

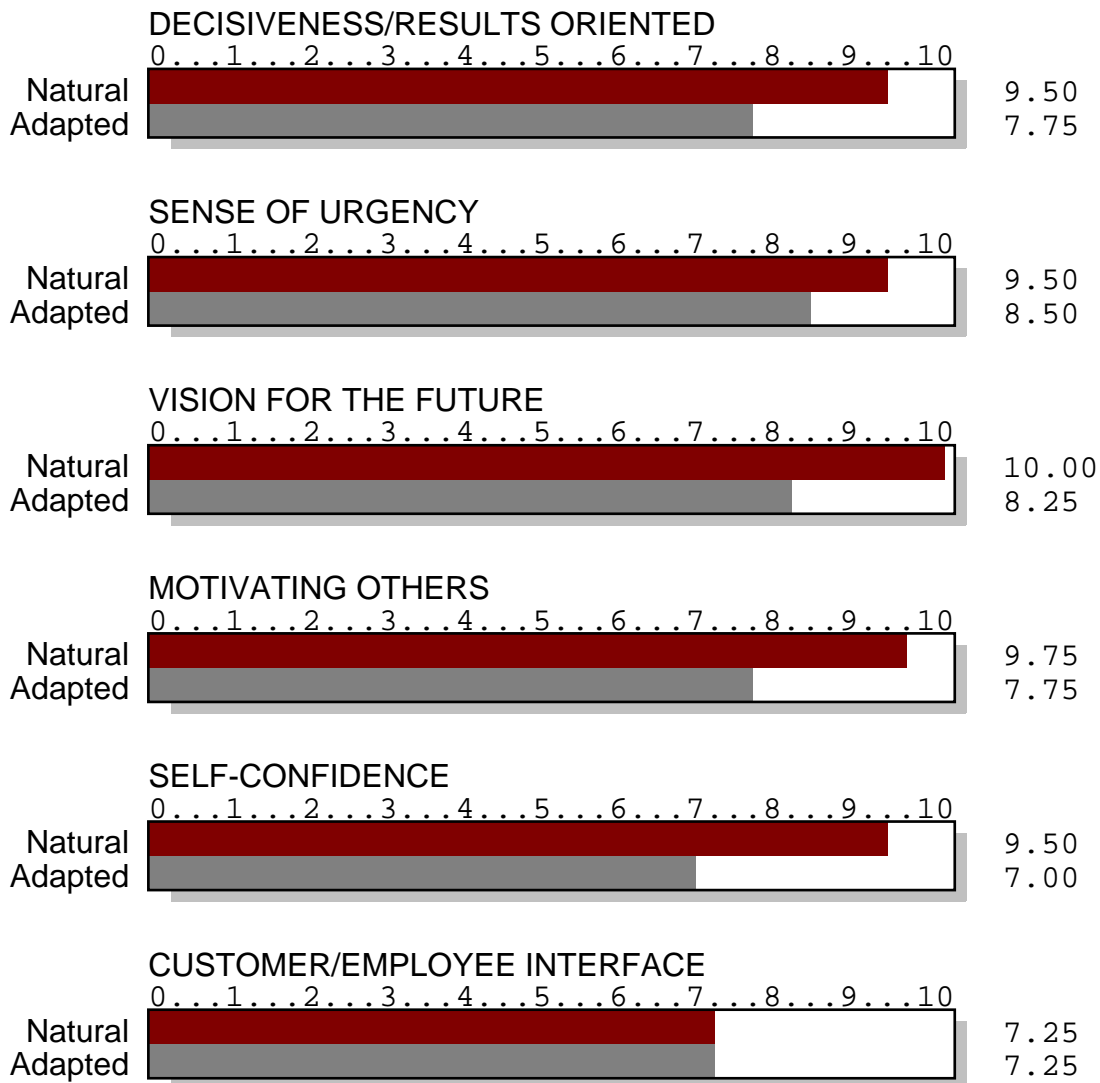
Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

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



# SPECIFIC FACTOR ANALYSIS

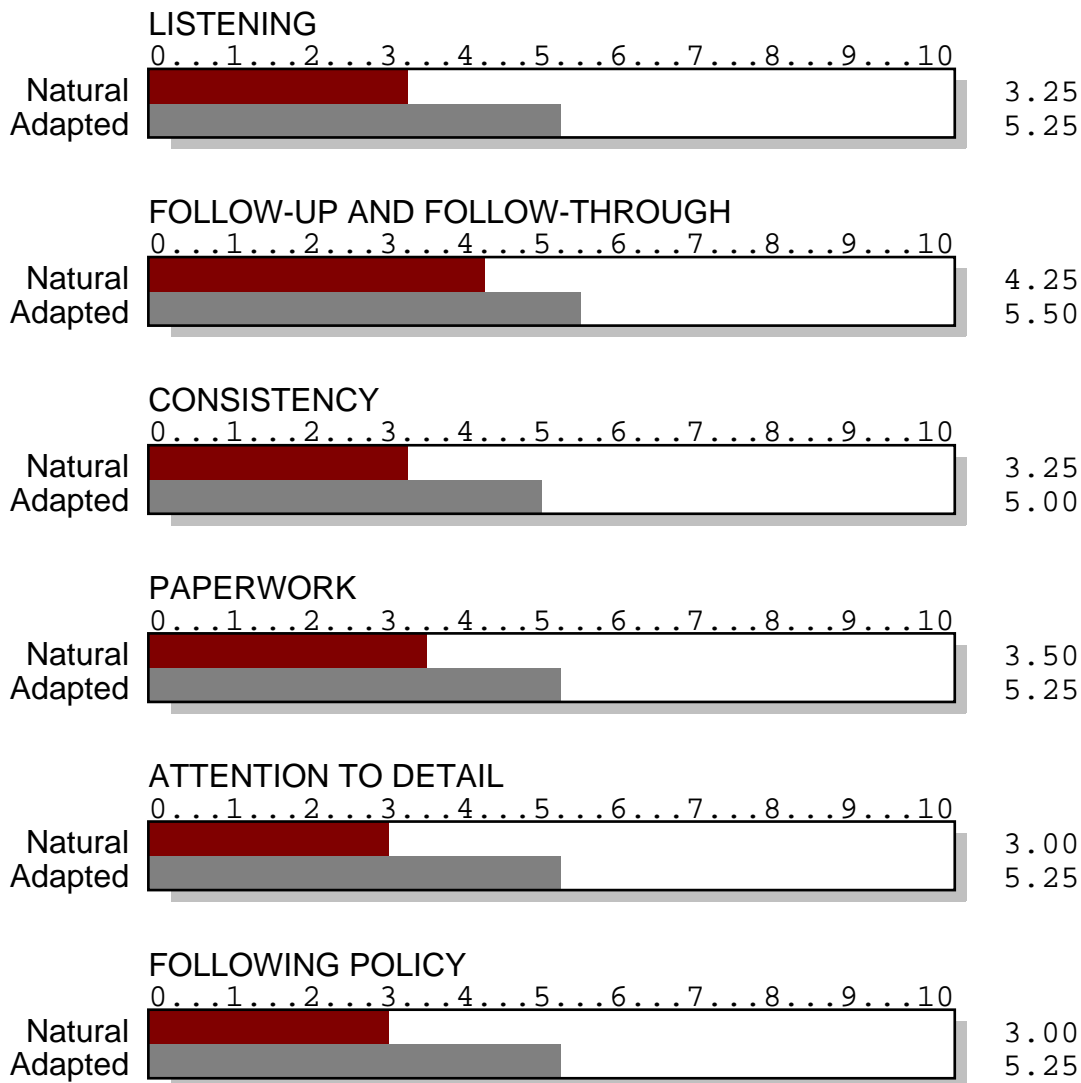
COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE





# SPECIFIC FACTOR ANALYSIS

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE



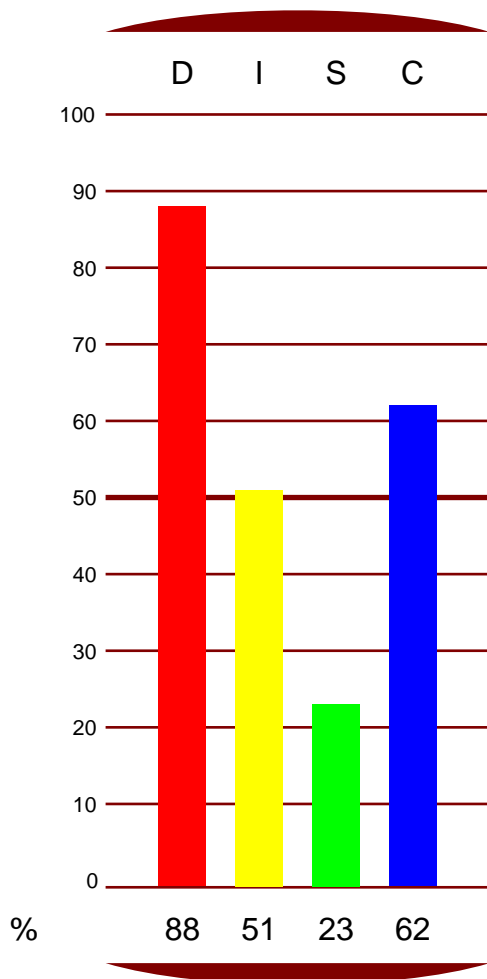


# STYLE INSIGHTS™ GRAPHS

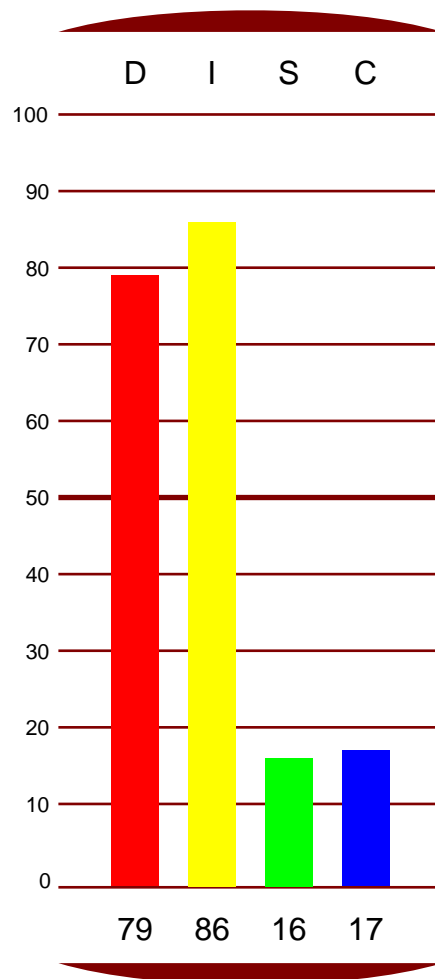
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**MOST**  
Graph I  
Adapted Style



**LEAST**  
Graph II  
Natural Style



Norm 2003



# THE SUCCESS INSIGHTS® WHEEL

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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.

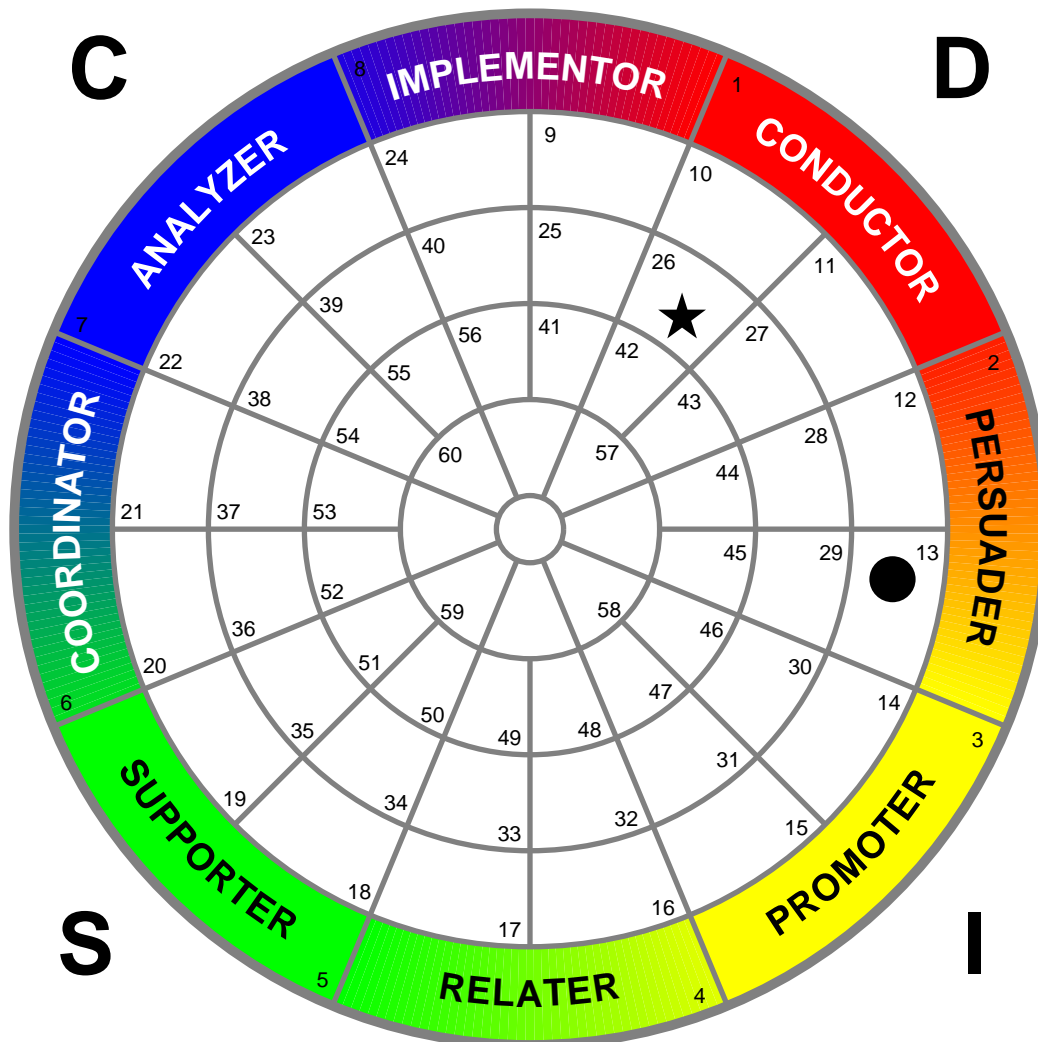
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



# THE SUCCESS INSIGHTS® WHEEL

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ODEP-Department of Labor  
5-1-2007



Adapted: ★ (26) IMPLEMENTING CONDUCTOR (FLEXIBLE)

Natural: ● (13) PROMOTING PERSUADER

Norm 2003

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