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
PERSONAL CHARACTERISTICS

Based on Tom’s responses, the report has selected general statements to provide you with a broad understanding of his work style. These statements identify the basic natural behavior 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 Tom’s natural behavior.

Tom projects a self-assured and self-confident image. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He tends to trust people and may be taken advantage of because of his high trust level. He wants to be seen as his own person, but usually projects it in friendly terms. Tom likes feedback from his manager on how he is doing. He influences most people with his warmth. He tries to influence others through a personal relationship and many times will perform services to develop this relationship. He is good at creating enthusiasm in others. Tom prefers working for a participative manager. He does his best work in this kind of environment. He may be careless with details.

Tom makes quick decisions. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. He may be inconsistent in disciplining others. Tom tends to make snap judgments or impulsive decisions. He believes rules exist to serve rather than to be followed by him. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He may leap to a favorable conclusion without considering all the facts.

Tom is people-oriented and verbally fluent. He is good at negotiating conflict between others. Tom feels that “if everyone would just talk it out, everything would be okay!” He is positive in his approach to dealing with others. He may not understand why everyone doesn’t see life as he does! Some see him as too talkative and emotional. Tom usually uses many gestures when talking. He
may have a tendency to oversell certain styles. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. Sometimes he can get caught short on the facts and figures needed to support his ideas.
This section of the report identifies the specific talents and behavior Tom brings to the job. By looking at these statements, one can identify his role in the organization. By identifying Tom's talent, the organization can develop a system to capitalize on his particular value to the organization and make him an integral part of the team.

- Good mixer.
- Builds confidence in others.
- Few dull moments.
- Verbalizes his feelings.
- Positive sense of humor.
- Optimistic and enthusiastic.
- Team player.
- Accomplishes goals through people.
- Ability to handle many activities.
In this section are some needs which must be met in order for Tom to perform at an optimum level. Some needs can be met by himself, 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. Tom and his counselor should go over the list and identify 3 or 4 statements that are most important to him. This allows Tom to participate in forming his own personal management plan.

Tom needs:

- To pace himself.
- Systems to follow.
- To handle routine paperwork only once.
- More logical presentations--less emotional.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To focus conversations on work activities--less socializing.
- Appreciation of slower-moving people.
- More control of body language.
- Objectivity when dealing with people because of his high trust level.
- Vacations or periods of reduced activity level.
- Participatory management.
- People to work and associate with.
This section gives general information on behavior that Tom 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, Tom does not understand the behavior required to be successful in the job.

- Motivating people to take action by using persuasive skills.
- Maintaining an ever-changing, friendly, work environment.
- Handling a variety of activities.
- Contacting people using a variety of modes.
- Moving quickly from one activity to another.
- Possessing a strong sense of urgency toward results.
- Obtaining results through people.
- Making tactful decisions.
- Coping with rapid changes in the work arena.
- Flexibility.
- Questioning the status quo, and seeking more effective ways of accomplishment.
This section of the report was produced by analyzing Tom'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."

Tom wants:

- Travel or changing work stations.
- Freedom to talk and participate on the team.
- Outside activities so there is never a dull moment.
- Rewards to support his dreams.
- Flattery, praise, popularity and strokes.
- A support system to do the detail work.
- Public recognition of his ideas and results.
- A manager who practices participative management.
- Work assignments that provide opportunity for recognition.
- More time in the day.
- Working conditions with freedom to move and to talk to people.
- Freedom from routine work.
- Freedom from control and detail.
This section identifies the ideal work environment based on Tom’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 Tom enjoys and also those that create frustration.

- Freedom from control and detail.
- Tasks involving motivated groups and establishing a network of contacts.
- Freedom from long, detailed reports.
- Work tasks that change from time to time.
- Support team with sense of urgency.
- Freedom of movement.
- Democratic supervisor with whom he can associate.
- Activities, and more activities.
- New products and new ideas to work on.
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 Tom.

Do:

- Provide testimonials from people he sees as important.
- Understand his sporadic listening skills.
- Read the body language for approval or disapproval.
- Verify that the message was heard.
- Be open, honest and informal.
- Talk about him, his goals and the opinions he finds stimulating.
- Plan interaction that supports his dreams and intentions.
- Provide ideas for implementing action.
- Put projects in writing, with deadlines.
- Leave time for relating, socializing.
- Be isolated from interruptions.
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 - Good communicator and good at meeting new people. POTENTIAL WEAKNESS - May oversell himself and turn others off.

- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.

- STRENGTH - Problem solver. POTENTIAL WEAKNESS - Act impulsively and make decisions based on a surface analysis.

- STRENGTH - Optimistic communications style. POTENTIAL WEAKNESS - May be talking when he should be listening.

- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.

- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.

- STRENGTH - Good sense of urgency. POTENTIAL WEAKNESS - May not pay attention to all the details or be sloppy and disorganized.
Tom Sample
ABC
6-10-2019

MOST
Graph I
Adapted Style

LEAST
Graph II
Natural Style

D I S C

42 92 22 38

63 92 22 28

Norm 2017 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.
This report identifies the behavior of your Ideal job. Read each page and think of activities that use this type of behavior. Does your present job include these behaviors? If so, how do you feel when performing activities using the behavior described? You should enjoy and feel positive about your ideal job. If your present job included these activities and behavior you may be in the right job and career, but may be experiencing problems with management.
"Ideal" job behavioral demands are:

1. Authority to carry out responsibilities.
2. Quick response to problems or crisis situations.
3. Demanding attitude of self and others.
4. Direct answers from others.
5. Challenging assignments.
6. Creative and original thinking.
7. Freedom from routine and details.
8. Some independence in decision making.
10. Appropriate title to acknowledge status and prestige.
11. Accepting and initiating change.
12. Decisive and firm in decision making.
14. Direct answers and statements to the point.
15. Leadership and directive skills.
16. Future orientation and abstract thinking ability.
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.

"Ideal" job behavioral demands are:

1. Social interactions.
2. High trust level.
3. Optimistic outlook.
4. Verbal skills.
5. Getting people emotionally involved.
6. Working with people.
7. Openness to new ideas.
8. Ability to move from one activity to another quickly.
9. Participatory management.
10. A flexible use of time.
11. Outgoing personality.
13. Democratic relationships with others.
14. Working with people more than working with things.
15. A team approach.
16. Initiating contact with others.
17. Getting things done through people.
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.

"Ideal" job behavioral demands are:

1. Sense of urgency.
2. Shared information and open communication.
3. Quick response to crisis and change.
4. Mobile work environment.
5. Ability to act without precedent.
6. Opportunity to explore change.
7. Support team to handle some of the detail work.
8. Self-starter.
9. Quick decisions.
10. Alertness to problems and challenges.
11. Awareness of deadlines.
12. Facts and data provided by others.
13. Freedom to respond.
14. Variety of work activities.
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.

"Ideal" job behavioral demands are:

1. Testing of rules and procedures.
2. Practical work solutions.
3. Persistent approach to winning.
4. Opportunity to test new ideas.
5. Challenging work.
6. Responsibility equal to authority.
7. Limited routine work.
8. Risk taking.
9. Independence to question procedures.
10. Challenging the status quo.
11. Individualism.
Work Environment

IDEAL

Tom Sample

D I S C

76 67 31 26
Tom Sample
ABC
6-10-2019

Ideal Work Environment: (12) CONDUCTING PERSUADER
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.
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11-9031.00 Education Administrators, Preschool and Child Care Center/Program
21-1012.00 Educational, Vocational, and School Counselors
27-2099.99 Entertainers and Performers
43-6011.00 Executive Secretaries and Administrative Assistants
35-1012.00 First-Line Supervisors/Managers of Food Preparation and Serving Workers
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