

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

James Doe 3-15-2004



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



Understanding yourself and others is the first step toward developing effective communication. Based on James' responses, the report has selected statements to provide a basis for understanding his behavior. Read each statement and discuss it with other family members. Eliminate any statement which EVERYONE agrees does not apply.

- Your take charge of the assertive leadership in the family is often taken for granted and others may wait for you to bail them out on a particular project.
- You generally exhibit good feelings toward other family members and have a strong desire to please others and want, in return, their love.
- In looking at other family members you often seek a reflection of your own good feelings.
- You need continual recognition for your role in the home.
- You tend to be possessive of information, especially if that information is not positive in nature.
- You are skilled at making favorable first impressions when meeting friends of other family members.
- You have a strong need for personal interaction and involvement with other family members and find this far more rewarding than doing routine household chores.
- While you are not always aggressive, you will stand up for your beliefs and values when others are presenting a case that contradicts.
- You have a unique ability to balance feelings and logic of the situation.
- You may frustrate other family members when they ask you to do projects for them and you have a choice between being with people or completing their projects. You tend to lean toward being with people as opposed to doing tasks by yourself.
- You have a very high trust level and may be taken advantage of by family members who make you strongly believe they will fulfill their promises.



- You prefer a casual, informal environment instead of a formal one. You might be uncomfortable in an environment where you could not relax and enjoy a friendly conversation with others.
- You may have difficulty providing consistent discipline. You discipline the child, but later feel guilty and relax the discipline; for example, "Grounding the kids for two weeks but several days later reducing it to one week."
- You have the ability to promote yourself and at the same time be supportive of other family members.
- You develop friendships easily and can be a great asset to other family members when they need a supportive person involved with their activities.
- You sometimes get off course, pursuing some personal interests with other organizations and may tend to shirk family responsibilities for a period of time.
- You are very optimistic about the potential of family members to achieve results in many arenas. Sometimes it will motivate them to achieve beyond their abilities. Other times they may give up before trying because you oversold them on their abilities.
- You tend to be overly tolerant and patient with other family members when they have a good reason for not completing a particular task. That is, you may have difficulty putting pressure on other family members to complete their assigned tasks.
- You tend to see the good in other family members and sometimes overlook some of the weaknesses.
- As a parent, you are a good listener and display much empathy while listening to problems affecting other family members.
- You tend to respond to other family members who give you personal attention and make sincere compliments for your role in the family.
- If you have strong feelings on a particular subject, you may overdo it with your great verbal skills. Consequently, your verbal aggressiveness may cause you to say some things that you later wish you had not said.
- You sometimes can be seen as a bold, take charge, assertive and driving type of parent. And yet other times you appear as a very playful and informal type of person whom others enjoy being around.



This section of the report provides methods for communicating with James. Read and discuss each statement. Identify those statements which are most important to James. Share these statements with other family members. Make a list and practice using them in your daily communication with James.

- Confront when in disagreement.
- Flatter his ego.
- Ask for his opinions/ideas regarding people.
- Use the "carrot approach" when appropriate.
- Define the problem.
- Leave time for relating, socializing.
- Provide a warm and friendly environment.
- Provide yes or no answers not maybe.
- Read the body language for approval or disapproval.
- Offer special, immediate and extra incentives.
- Stress logic.
- Provide ideas for implementing action.



This section of the report lists the things NOT to do when communicating with James. Read each statement and identify those that result in frustration or ineffective communication. Share them with all family members so they can refrain from using these methods.

- Don't leave decisions hanging in the air.
- Don't waste time trying to be impersonal, judgmental, or too task-oriented.
- Don't let him overpower you with verbalogy.
- Don't talk down to him.
- Don't be curt, cold, or tight-lipped.
- Don't spend excessive time on the details, put them in writing, and pin him to modes of action.
- Don't be dogmatic.
- Don't take credit for his ideas.
- Don't be paternalistic.
- Don't give him your opinion unless asked.
- Don't drive on to facts and figures.
- Don't feel you have changed his opinion without supporting facts.
- Don't legislate or muffle don't overcontrol the conversation.



Name: James Doe

To relate more effectively with,	I need to:
1.	
2.	
3.	
To relate more effectively with,	I need to:
1.	
2.	
3.	
To relate more effectively with,	I need to:
1.	
2.	
3.	
The Communication skills I need to develop a	ire:
1.	
2.	
3.	
4.	

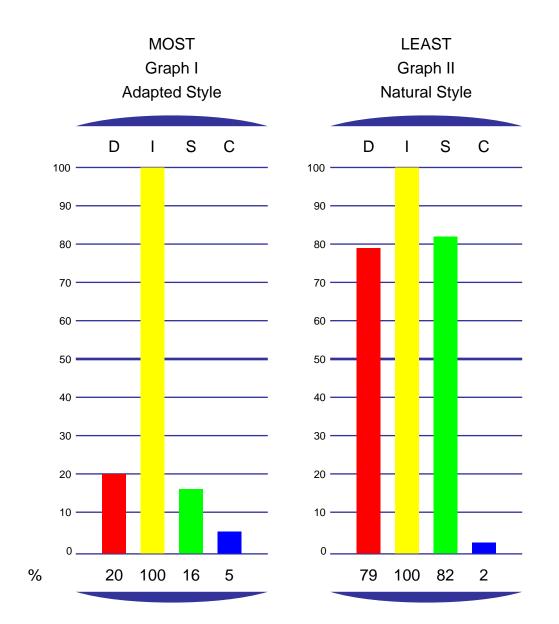
I agree to practice the listed communication techniques and develop communication skills in the areas indicated.

Signed:	C	Date:
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James Doe

3-15-2004



Norm 2003



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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