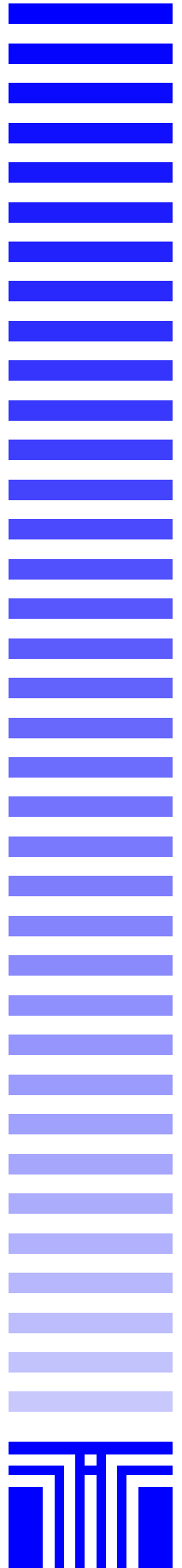


MANAGING FOR SUCCESS®

Employee-Manager™ Version

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

Eve Strella
CEO
Strella & Associates
5-16-2006



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.

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

GENERAL CHARACTERISTICS

Based on Eve'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 Eve's natural behavior.

Eve is gregarious and sociable. She will be seen as a good mixer both on or off the job. She may tend to agree to avoid confrontation. She can be sensitive to criticism of her work and take it as a personal affront. She may equate work criticism as someone's personal displeasure with her. She can be obliging and accommodating; that is, she likes to work with people and help them. Eve is enthusiastic and usually slow to anger. She believes in getting results through other people. She prefers the "team approach." She can be seen as a person of good will. She is approachable, affectionate and understanding. Eve prefers working for a participative manager. She does her best work in this kind of environment. She is a team player and desires acceptance as a member of the team.

Eve 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 likes to participate in decision making. She is good at solving problems that deal with people. 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. She likes working for managers who make quick decisions. 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. Decisions are made after gathering facts and supportive data.

Eve 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. She often

GENERAL CHARACTERISTICS

makes suggestions to others, but rarely attempts to force her ideas on them. She is always concerned with other people's feelings and thoughts. Eve tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. It is important for Eve 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. She will optimistically interact with people in an assured, diplomatic and poised manner. She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear.

VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Eve 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.

- People-oriented.
- Creative problem solving.
- Will gather data for decision making.
- Builds confidence in others.
- Concerned about quality.
- Negotiates conflicts.
- Team player.
- Accomplishes goals through people.

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 Eve. 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 Eve most frequently.

Do:

- Leave time for relating, socializing.
- Provide testimonials from people she sees as important.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Provide solid, tangible, practical evidence.
- Be sincere and use a tone of voice that shows sincerity.
- Support your communications with correct facts and data.
- Take your time and be persistent.
- Be prepared.
- Provide a warm and friendly environment.
- Give her time to ask questions.
- Keep conversation at discussion level.
- Use scheduled timetable when implementing new action.

DON'TS ON COMMUNICATING

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

Don't:

- Drive on to facts, figures, alternatives or abstractions.
- Don't be haphazard.
- Kid around too much, or "stick to the agenda" too much.
- Talk in a loud voice or use confrontation.
- Talk to her when you're extremely angry.
- Be curt, cold or tight-lipped.
- Use testimonies from unreliable sources.
- Take credit for her ideas.
- Talk down to her.
- Leave decisions hanging in the air.
- Rush her in the decision-making process.
- Be dictatorial.
- Push too hard, or be unrealistic with deadlines.

COMMUNICATION TIPS

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

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

COMMUNICATION TIPS

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

IDEAL ENVIRONMENT

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

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

PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Eve 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 Eve'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.

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

NATURAL AND ADAPTED STYLE

Eve'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.

PROBLEMS - CHALLENGES (Natural)

Eve is somewhat conservative in her approach to solving problems. She will accept challenges by being quite calculating in her response to the problem or challenge. Eve will be quite cooperative by nature and attempt to avoid confrontation as she wants to be seen as a person who is "easy" to work with.

PROBLEMS - CHALLENGES (Adapted)

Eve sees no need to seek out problems or challenges. She prefers to just sit back and react in a team-oriented manner. She tends to avoid confrontation or procrastinate until the problem goes away.

PEOPLE - CONTACTS (Natural)

Eve is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Eve is trusting and also wants to be trusted.

PEOPLE - CONTACTS (Adapted)

Eve seems to be animated and emotional in persuading others. She feels the environment calls for a positive approach to convincing others about her ideas, products or services.

NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

Eve is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.

PACE - CONSISTENCY (Adapted)

Eve wants an environment that is variety-oriented. She feels a great sense of urgency to get things completed quickly. She is eager to accept change and work on many activities.

PROCEDURES - CONSTRAINTS (Natural)

Eve is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.

PROCEDURES - CONSTRAINTS (Adapted)

Eve seeks adventure and excitement. She wants to be seen as her own person and will break rules to display this desire for independence. She wants to be judged by the bottom-line results--not how those results were achieved.

ADAPTED STYLE

Eve 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.

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

KEYS TO MOTIVATING

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

Eve wants:

- A secure future.
- Methods for performing high quality work.
- People who understand her reasons for not wanting to argue.
- A friendly work environment.
- Peace and harmony.
- Freedom to talk and participate on the team.
- Rewards to support her dreams.
- To work with people with whom she can trust.
- Group activities outside the job.
- A support system to do the detail work.
- Public recognition of her ideas and results.
- A manager who practices participative management.

KEYS TO MANAGING

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

Eve needs:

- Clear assignments with detailed instructions.
- To be more direct and less subjective.
- Methods to translate ideas into action.
- To mask emotions when appropriate.
- Appreciation from the boss for the "price" paid to perform.
- Better organization of record keeping.
- Alternative methods that won't affect quality.
- Help on controlling time and setting priorities.
- A participative climate (teams or committees).
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- People to work and associate with.
- To be informed of things which affect her.
- Assistance in new or difficult assignments.

AREAS FOR IMPROVEMENT

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

Eve has a tendency to:

- Overestimate her ability to motivate people or change others' behavior.
- Be too verbal in expressing criticism.
- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- Be so enthusiastic that she can be seen as superficial.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Trust people indiscriminately if positively reinforced by those people.
- Overuse praise in motivating others.
- Be optimistic regarding possible results of her projects or the potential of her people.
- Make decisions based on surface analysis.

ACTION PLAN

Name: Eve Stella

The following are examples of areas in which Eve 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.

Communicating (Listening)
Delegating
Decision Making
Disciplining
Evaluating Performance
Education

Time Management
Career Goals
Personal Goals
Motivating Others
Developing People
Family

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

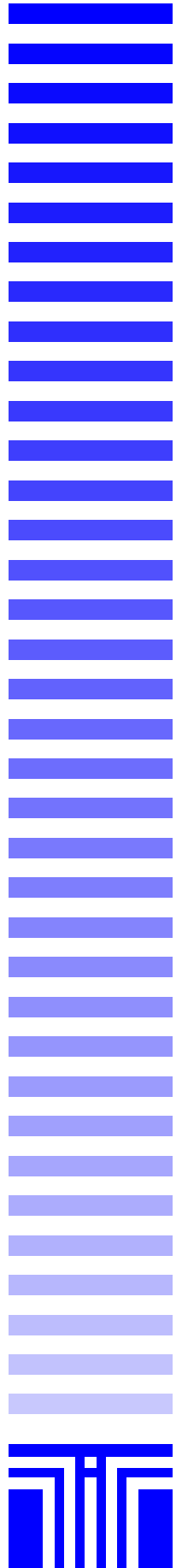
- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

BEHAVIORAL FACTOR INDICATOR™

Management Version

Eve Strella
CEO
Strella & Associates
5-16-2006



INTRODUCTION

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.

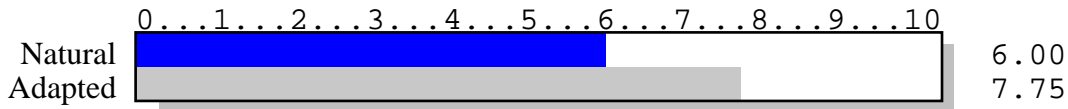
Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

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

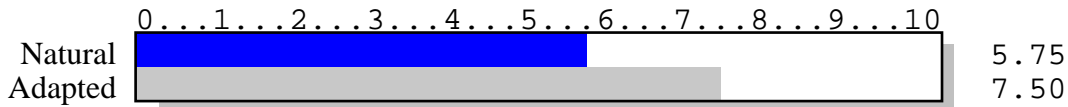
SPECIFIC FACTOR ANALYSIS

Eve Stella

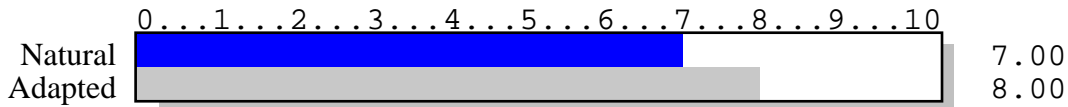
DECISIVENESS/RESULTS ORIENTED



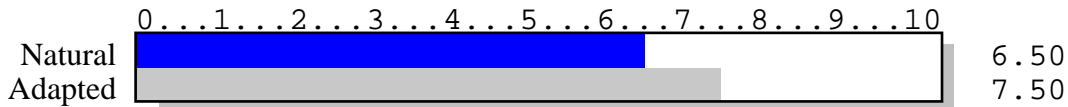
SENSE OF URGENCY



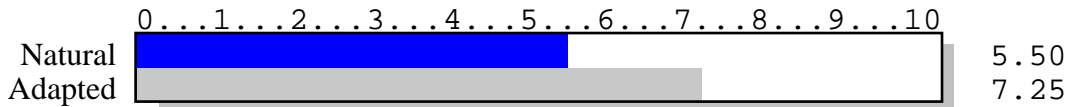
VISION FOR THE FUTURE



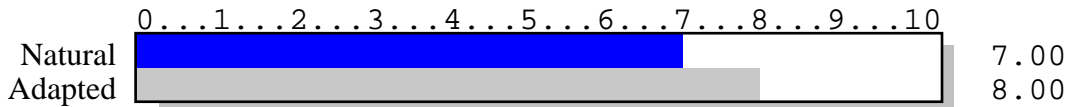
MOTIVATING OTHERS



SELF-CONFIDENCE

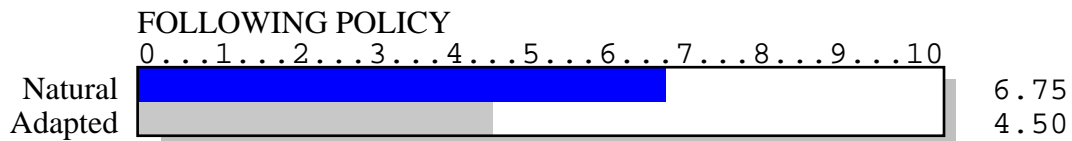
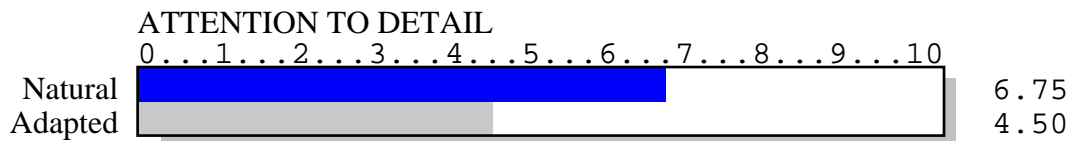
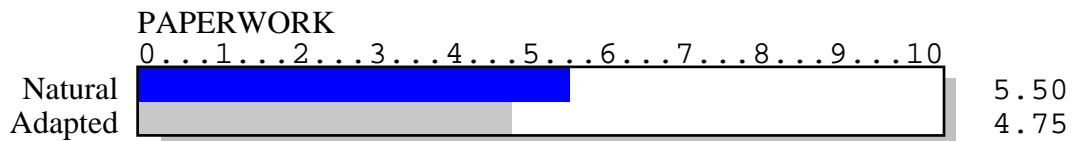
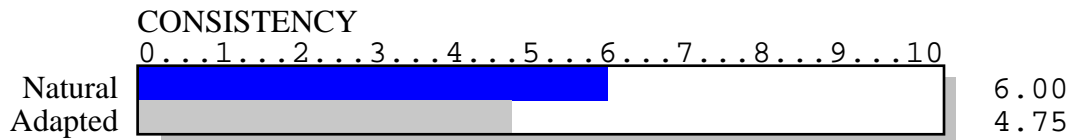
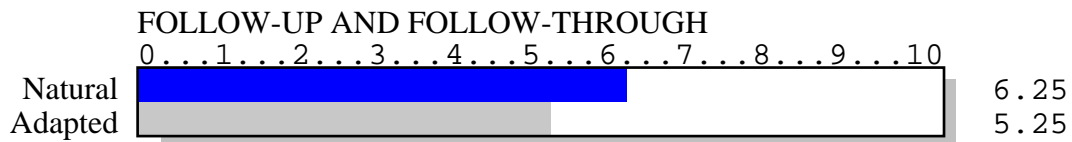
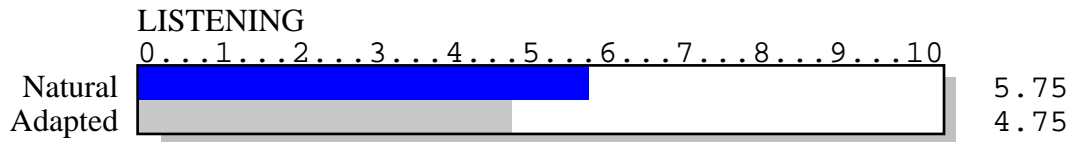


CUSTOMER/EMPLOYEE INTERFACE



SPECIFIC FACTOR ANALYSIS

Eve Stella



STYLE ANALYSIS™ GRAPHS

Eve Stella

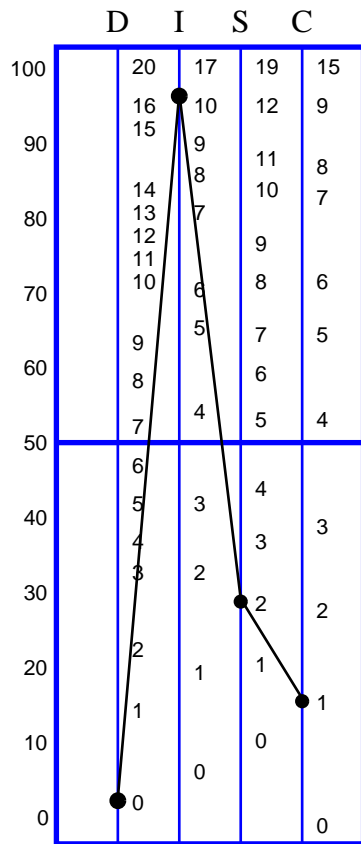
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5-16-2006

MOST

Graph I

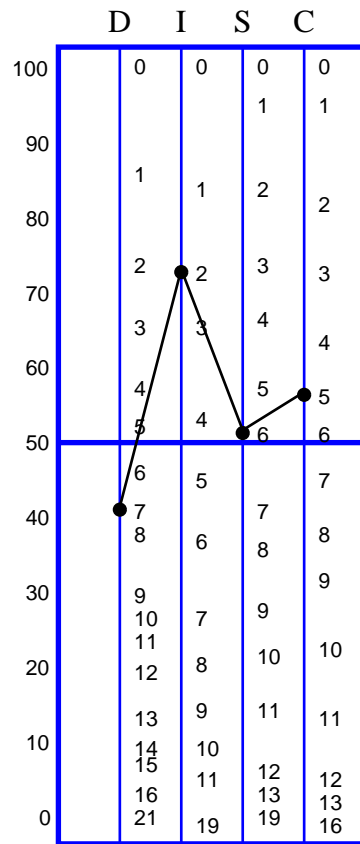
Adapted Style



LEAST

Graph II

Natural Style



Score
%

0	15	2	1
4	96	30	17

7	2	6	5
42	73	52	57

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 to:

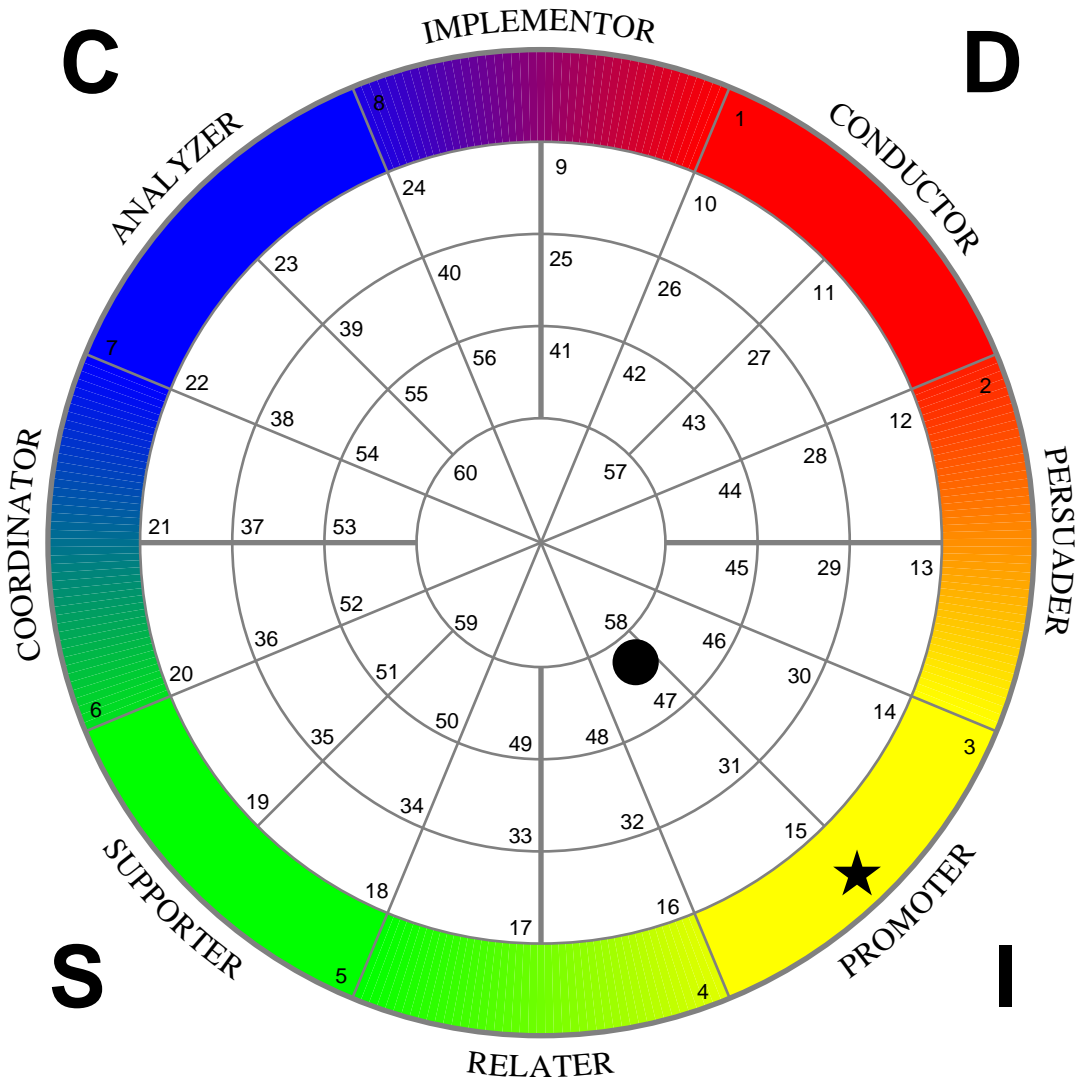
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

Strella & Associates
5-16-2006



Adapted: ★ (3) PROMOTER

Natural: ● (47) RELATING PROMOTER (ACROSS)