

MANAGING FOR SUCCESS®

Employee-Manager™ Version

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

Robin Engel

Teacher

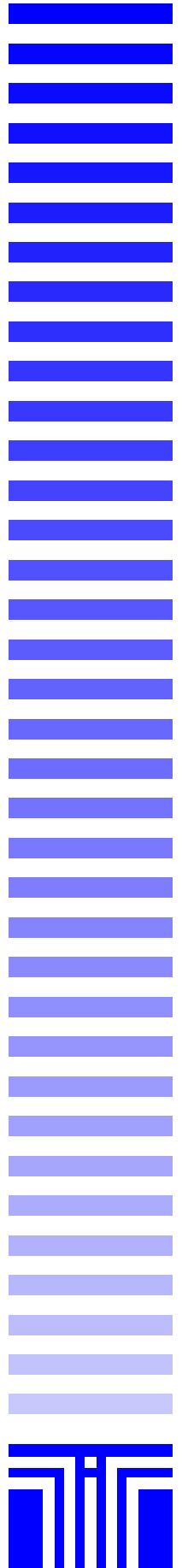
New Samaritan High School

9-24-2003

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

"The Workforce Catalyst"

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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*

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GENERAL CHARACTERISTICS

Based on Robin'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 Robin's natural behavior.

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Robin likes to set her own pace. When others try to rush her, she feels threatened and may balk. She sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family. Others see her as a good neighbor, since she is always willing to help those she considers to be her friends. She is a team player but can also exhibit a desire for independence. Robin can be open, patient and tolerant of differences. Her natural quality of being nonjudgmental is a great strength. Because she is receptive and listens well, she excels in gathering information. When the time is right, Robin can stand up aggressively for what she believes. She likes to win through persistence. She uses her strong, steady tendencies to accomplish her goals. Relationships with others are warm, personal and lasting. Robin wants to be seen as a responsible person, and will avoid behavior that could be seen by others as irresponsible. She doesn't resist change as much as she resists being changed. She needs to be an active participant in situations that will impact her work.

Robin often thinks over major decisions before acting. She finds making decisions easier when she knows that others she respects are doing the same thing; she then has a feeling of stability and "family." She can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team. Once she has arrived at a decision, she can be tough-minded

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GENERAL CHARACTERISTICS

and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. She is persistent and persevering in her approach to achieving goals. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts."

Robin will be open with those she trusts; however, reaching the required trust level may take time. She is quick to pick up on group dynamics and skilled in fitting in with a group. She brings both speaking and listening skills to the group. She likes a friendly, open style of communication. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Robin usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted.

VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Robin 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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- Has the confidence to do the difficult assignments.
- Self-reliant.
- Pioneering.
- Service-oriented.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Big thinker.
- Can support or oppose strongly.
- Creative approach to problem solving.

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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 Robin. 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 Robin most frequently.

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Do:

- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Define the problem in writing.
- Appeal to the benefits she will receive.
- Start, however briefly, with a personal comment. Break the ice.
- Provide a friendly environment.
- Understand her defiant nature.
- Use a balanced, objective and emotional approach.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Flatter her ego.
- Define clearly (preferably in writing) individual contributions.
- Use a motivating approach, when appropriate.

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DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Robin. Review each statement with Robin 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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Don't:

- Muffle or overcontrol.
- Offer assurance and guarantees you can't fulfill.
- Take credit for her accomplishments.
- Keep deciding for her, or she'll lose initiative. Don't leave her without backup support.
- Be paternalistic.
- Be abrupt and rapid.
- Give her your opinion unless asked.
- Ramble.
- Patronize or demean her by using subtlety or incentive.
- Let her overpower you with verbiage.

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COMMUNICATION TIPS

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

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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 Robin'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 Robin enjoys and also those that create frustration.

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- Little conflict between people.
- An environment in which she may deal with people on a personal, intimate basis.
- Needs difficult assignments.
- Freedom from restrictive rules.
- Forum for her ideas to be heard.
- Work with a results-oriented team.

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PERCEPTIONS

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

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"See Yourself As Others See You"

SELF-PERCEPTION

Robin usually sees herself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

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

Nondemonstrative
Unconcerned

Hesitant
Inflexible

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

Possessive
Detached

Stubborn
Insensitive

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DESCRIPTORS

Based on Robin'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.

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

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NATURAL AND ADAPTED STYLE

Robin'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.

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PROBLEMS - CHALLENGES (Natural)

Robin is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Robin has a tendency to make decisions with little or no hesitation.

PROBLEMS - CHALLENGES (Adapted)

Robin seeks a cautious approach to solving problems. She wants to solve problems within the framework of a team environment. Seldom will she force her opinion as she prefers a compromise as opposed to a win-lose situation.

PEOPLE - CONTACTS (Natural)

Robin 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. Robin is trusting and also wants to be trusted.

PEOPLE - CONTACTS (Adapted)

Robin 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.

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NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

Robin is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

PACE - CONSISTENCY (Adapted)

Robin 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)

Robin 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.

PROCEDURES - CONSTRAINTS (Adapted)

Robin is striving to be independent and somewhat self-willed. She is most comfortable when the constraints can be "loosened" for certain situations.

ADAPTED STYLE

Robin 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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- Being cooperative and supportive.
- Using restraint when confrontation occurs.
- Participative decision making.
- Undemanding of others' time and attention.
- Flexibility.
- Obtaining results through people.
- Being a good "team player."
- Optimistic, future-oriented outlook.
- Motivating people to take action by using persuasive skills.
- Presenting a practical, proven approach to decision making.
- Being conservative, not competitive, in nature.
- Positive, outgoing, friendly behavior.
- Contacting people using a variety of modes.

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KEYS TO MOTIVATING

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

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Robin wants:

- Rewards to support her dreams.
- A friendly work environment.
- People who understand her reasons for not wanting to argue.
- Peace and harmony.
- Methods for performing high quality work.
- A support system to do the detail work.
- Freedom from control and detail.
- Participation in meetings on future planning.
- Work assignments that provide opportunity for recognition.
- Freedom to talk and participate on the team.
- A secure future.
- To work with people with whom she can trust.

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KEYS TO MANAGING

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

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Robin needs:

- The facts in a logical sequence.
- A feeling of belonging--to know how important she is to the team.
- Documentation of expected results.
- To relax and pace herself.
- A program to encourage creativity and self-worth.
- Reassurances that she is doing the job right.
- Bottom-line measurement.
- A quality product in which to believe.
- Support in doing excessive detail work.
- To be introduced to the new employees.
- A manager who delegates in detail.
- Capable associates with which to work.

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AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Robin 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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Robin has a tendency to:

- Not let others know where she stands on an issue.
- Hold a grudge if her personal beliefs are attacked.
- Not take action against those who challenge or break the rules or guidelines.
- Need help in prioritizing new assignments.
- Take criticism of her work as a personal affront.
- Tendency to underestimate her abilities.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Become resistive and indecisive when forced to act quickly. Without proper information she will resist in a passive-aggressive manner.

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ACTION PLAN

Name: Robin Engel

The following are examples of areas in which Robin 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

Robin Engel

Teacher

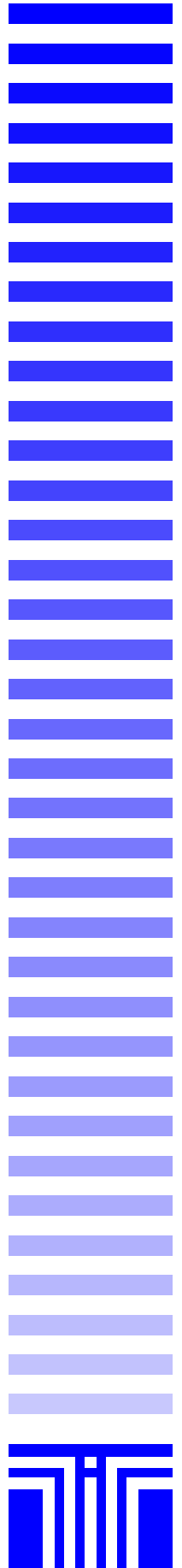
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INTRODUCTION

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.

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SPECIFIC FACTOR ANALYSIS

Robin Engel

DECISIVENESS/RESULTS ORIENTED

0...1...2...3...4...5...6...7...8...9...10



SENSE OF URGENCY

0...1...2...3...4...5...6...7...8...9...10



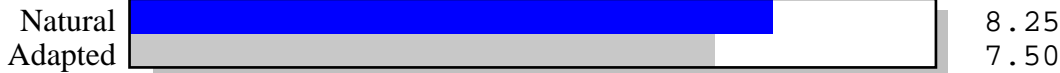
VISION FOR THE FUTURE

0...1...2...3...4...5...6...7...8...9...10



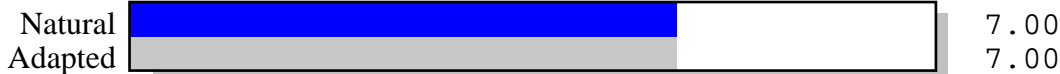
MOTIVATING OTHERS

0...1...2...3...4...5...6...7...8...9...10



SELF-CONFIDENCE

0...1...2...3...4...5...6...7...8...9...10



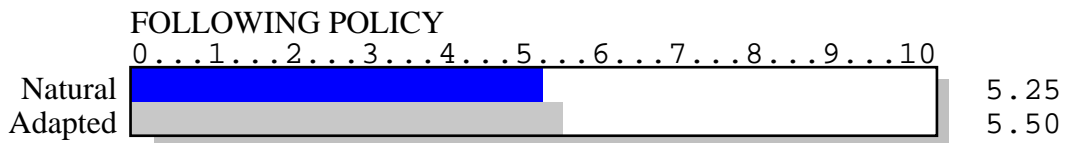
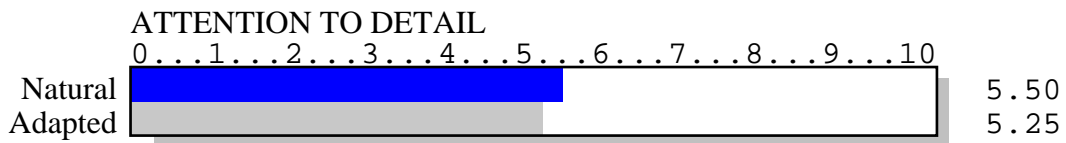
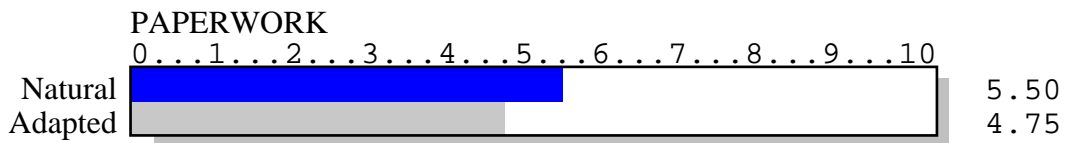
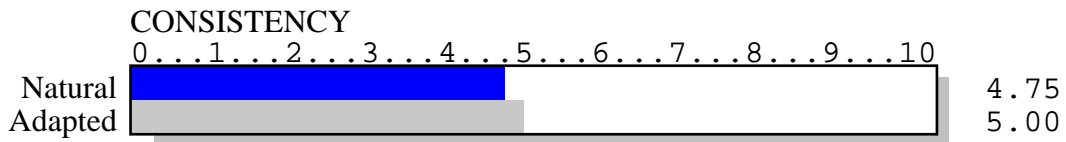
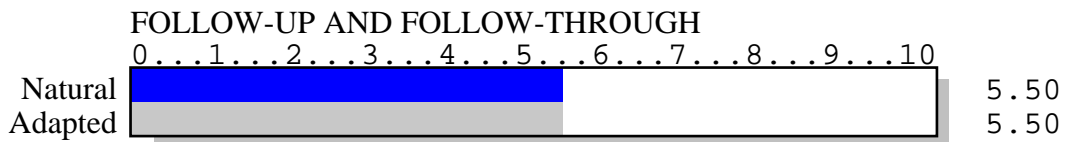
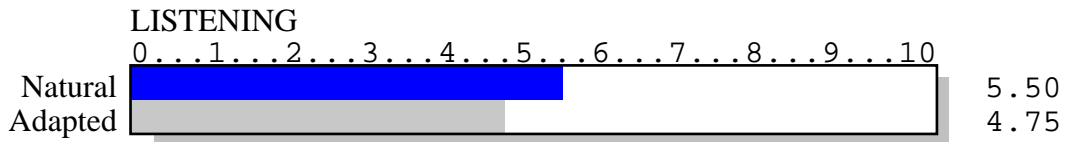
CUSTOMER/EMPLOYEE INTERFACE

0...1...2...3...4...5...6...7...8...9...10



SPECIFIC FACTOR ANALYSIS

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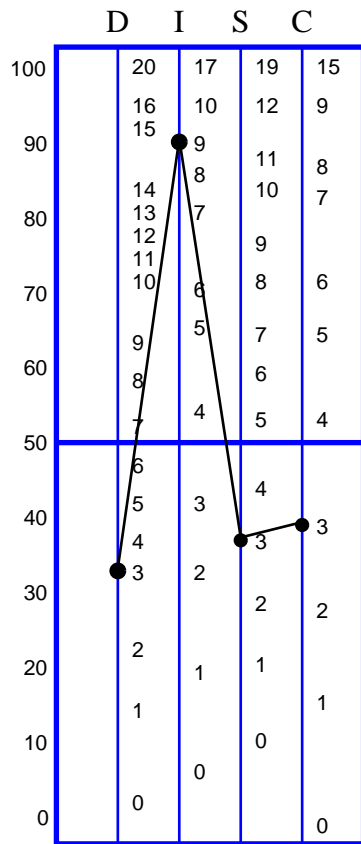
STYLE ANALYSIS™ GRAPHS

Robin Engel

New Samaritan High School

9-24-2003

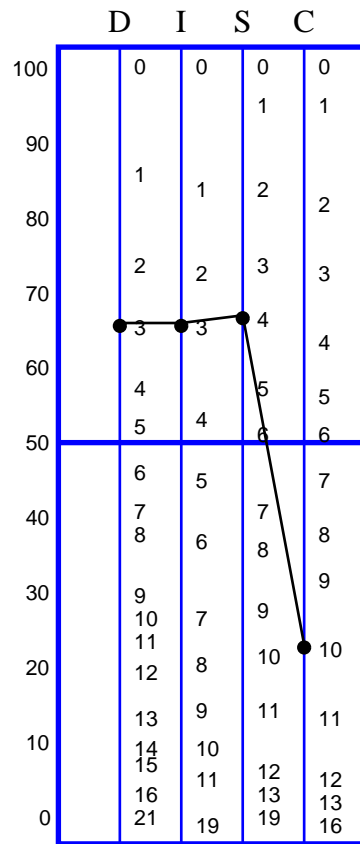
MOST
Graph I
Adapted Style



Score
%

3	9	3	3
34	90	38	40

LEAST
Graph II
Natural Style



3	3	4	10
66	66	67	24

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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.

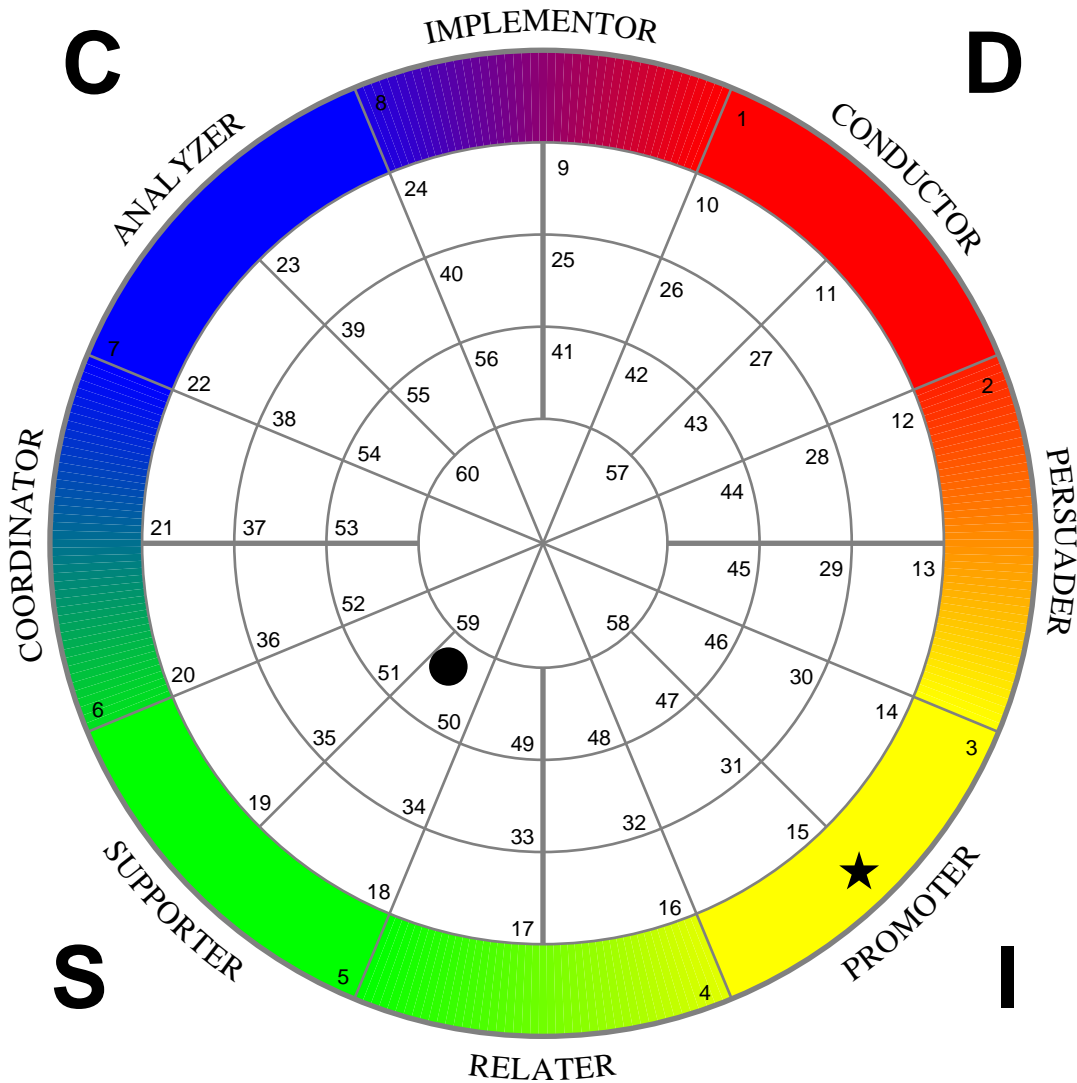
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

Robin Engel

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Adapted: ★ (3) PROMOTER

Natural: ● (50) RELATING SUPPORTER (ACROSS)

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