

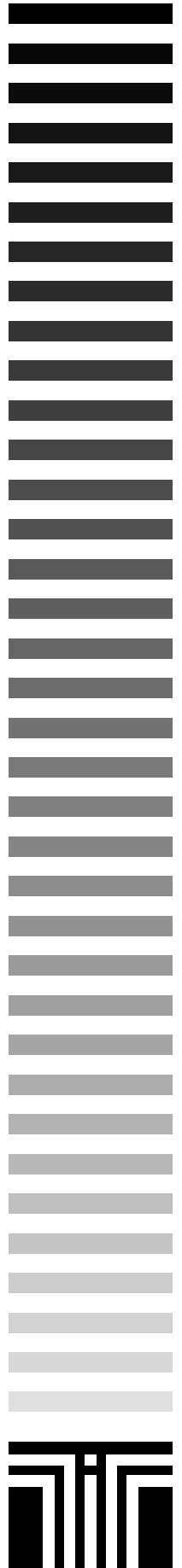
MANAGING FOR SUCCESS®

Employee-Manager™ Version

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

Zen Benefiel

President
Be The Dream
1-12-2003



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 Zen's responses, the report has selected general statements to provide 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 Zen's natural behavior.

Zen is optimistic about his ability to do any job. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He likes to develop people and build organizations. He believes in getting results through other people. He prefers the "team approach." Zen wants to be seen as his own person, but usually projects it in friendly terms. He, an outgoing person, feels at home with strangers. He places his focus on people. To him, strangers are just friends he hasn't met! He likes to get results through others. He is at his best when he has people working with him. Zen is good at creating enthusiasm in others. He does not like close supervision.

Zen can make decisions even though some of the facts to support the decision may be missing. 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 will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view. He usually makes decisions after gathering some facts and supporting data. Zen is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He may be inconsistent in disciplining others. He may leap to a favorable conclusion without considering all the facts. He tends to make snap judgments or impulsive decisions.

Zen is highly excited by what influences him. Communication can extend from friendly to argumentative discourse. He will know many people. He has a tendency to be a name dropper. He

GENERAL CHARACTERISTICS

may do this without thinking, trying to establish rapport with people he may not know well. It is important for Zen to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. Zen will optimistically interact with people in an assured, diplomatic and poised manner. He can be intense and may not always fit the intensity to the situation. He 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 his decisions and actions. He can get emotional about any subject in which he believes.

VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Zen brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Team player.
- Optimistic and enthusiastic.
- Has the confidence to do the difficult assignments.
- Motivates others towards goals.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Can support or oppose strongly.
- Verbalizes his feelings.
- Bottom line-oriented.

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 Zen. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Zen most frequently.

Do:

- Expect him to return to fight another day when he has received a "no" answer.
- Provide solutions--not opinions.
- Use a motivating approach, when appropriate.
- Be brief--be bright--be gone.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide "yes" or "no" answers--not maybe.
- Deal with details in writing, have him commit to modes of action.
- Read the body language for approval or disapproval.
- Clarify any parameters in writing.
- Plan interaction that supports his dreams and intentions.
- Understand his defiant nature.

DON'TS ON COMMUNICATING

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

- Be paternalistic.
- Hesitate when confronted.
- "Dream" with him or you'll lose time.
- Drive on to facts, figures, alternatives or abstractions.
- Leave decisions hanging in the air.
- Let him overpower you with verbiage.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Be dictatorial.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- Give him your opinion unless asked.
- Talk down to him.
- Ramble.

COMMUNICATION TIPS

This section provides suggestions on methods which will improve Zen's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Zen will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. 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 Zen'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 Zen enjoys and also those that create frustration.

- Forum for his ideas to be heard.
- Freedom of movement.
- Democratic supervisor with whom he can associate.
- Assignments with a high degree of people contacts.
- Work tasks that change from time to time.
- Tasks involving motivated groups and establishing a network of contacts.
- Work with a results-oriented team.
- Freedom from control and detail.
- Position with a tolerant manager.

PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Zen usually sees himself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter

DESCRIPTORS

Based on Zen's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

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	Possessive	Exacting
Determined	Warm	Predictable	Neat
Aggressive	Convincing	Consistent	Systematic
Competitive	Polished	Deliberate	Diplomatic
Decisive	Poised	Steady	Accurate
Venturesome	Optimistic	Stable	Tactful
Inquisitive	Trusting		Open-Minded
Responsible	Sociable		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	

NATURAL AND ADAPTED STYLE

Zen'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)

Zen is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Zen is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.

PROBLEMS - CHALLENGES (Adapted)

Zen sees a need to be more aggressive in his approach to dealing with problems and challenges. This is illustrated by a demanding approach to solving problems. He is seeking authority equal to the challenge.

PEOPLE - CONTACTS (Natural)

Zen's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

PEOPLE - CONTACTS (Adapted)

Zen will use an undemonstrative approach to influencing others. He prefers to let the facts and figures stand for themselves. Rarely will he embellish the facts. His trust level is calculated on each interaction.

NATURAL AND ADAPTED STYLE

PACE - CONSISTENCY (Natural)

Zen likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

PACE - CONSISTENCY (Adapted)

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

PROCEDURES - CONSTRAINTS (Natural)

Zen is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

PROCEDURES - CONSTRAINTS (Adapted)

Zen shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Zen sees little or no need to change his response to the environment.

ADAPTED STYLE

Zen sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Flaunting independence.
- Willing to take risks when others may be hesitant.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Persistence in job completion.
- Being creative and unconventional in making a point.
- Using a creative approach in decision making.
- Anticipating and solving problems.
- Acting without precedent, and able to respond to change in daily work.
- Dealing with a wide variety of work activities.
- Dedicated to "going it alone" when necessary.
- Quickly responding to crisis and change, with a strong desire for immediate results.

KEYS TO MOTIVATING

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

Zen wants:

- Prestige, position and titles so he can control the destiny of others.
- Control of his own destiny.
- No close supervision.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Opportunity for rapid advancement.
- Power and authority to take the risks to achieve results.
- Independence.
- To be seen as a leader.
- Exposure to those who appreciate his results.
- New challenges and problems to solve.
- Unusual, new or difficult assignments.

KEYS TO MANAGING

In this section are some needs which must be met in order for Zen to perform at an optimum level. Some needs can be met by himself, 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 Zen and identify 3 or 4 statements that are most important to him. This allows Zen to participate in forming his own personal management plan.

Zen needs:

- Objectivity when dealing with people because of his high trust level.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To handle routine paperwork only once.
- People to work and associate with.
- Support in doing excessive detail work.
- Bottom-line measurement.
- Recognition that limits and rules do exist, and why.
- To relax and pace himself.
- To be informed of things which affect him.
- To focus conversations on work activities--less socializing.
- Documentation of expected results.
- More control of body language.
- Help on controlling time and setting priorities.

AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Zen and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Zen has a tendency to:

- Be a situational listener if not given an opportunity to tell his ideas.
- Overuse praise in motivating others.
- Make decisions based on surface analysis.
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Trust people indiscriminately if positively reinforced by those people.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Have difficulty planning and controlling time expenditure.

ACTION PLAN

Name: Zen Benefiel

The following are examples of areas in which Zen 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™

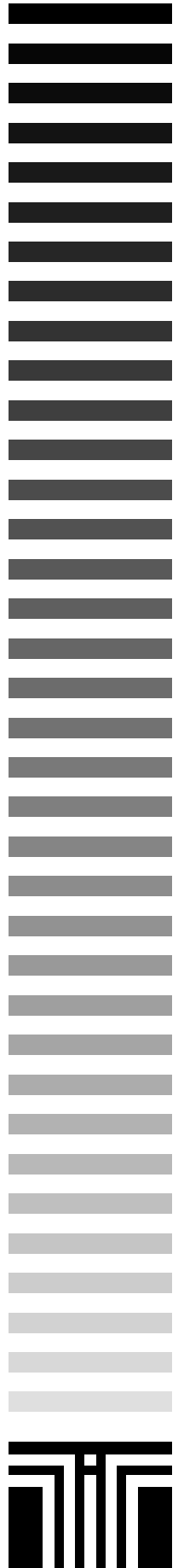
Management Version

Zen Benefiel

President

Be The Dream

1-12-2003



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

Zen Benefiel

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

Zen Benefiel

LISTENING

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



FOLLOW-UP AND FOLLOW-THROUGH

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



CONSISTENCY

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



PAPERWORK

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



ATTENTION TO DETAIL

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



FOLLOWING POLICY

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



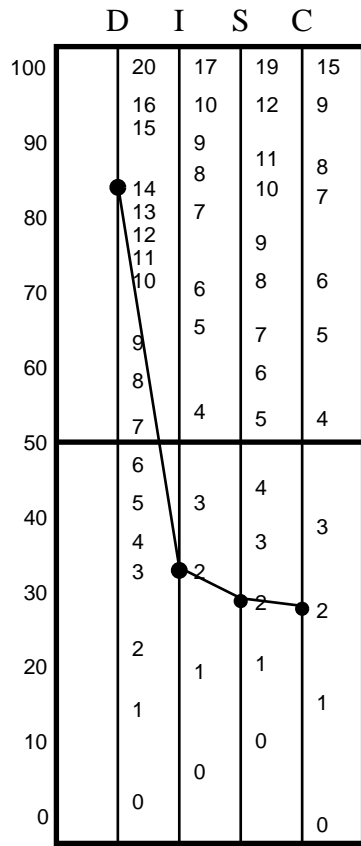
STYLE ANALYSIS™ GRAPHS

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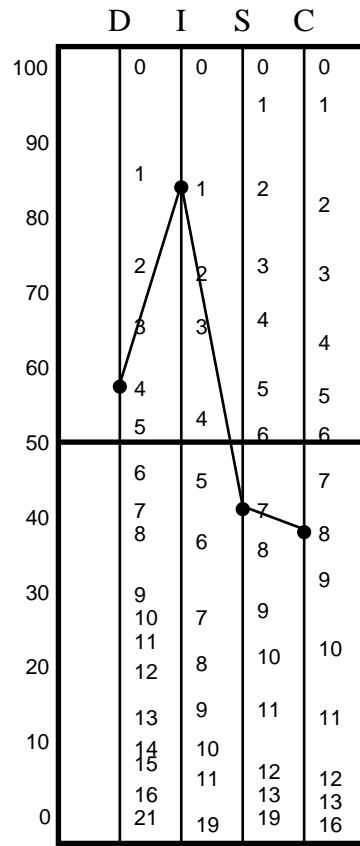
MOST
Graph I
Adapted Style



Score
%

14	2	2	2
84	34	30	29

LEAST
Graph II
Natural Style



4	1	7	8
58	84	42	39

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.

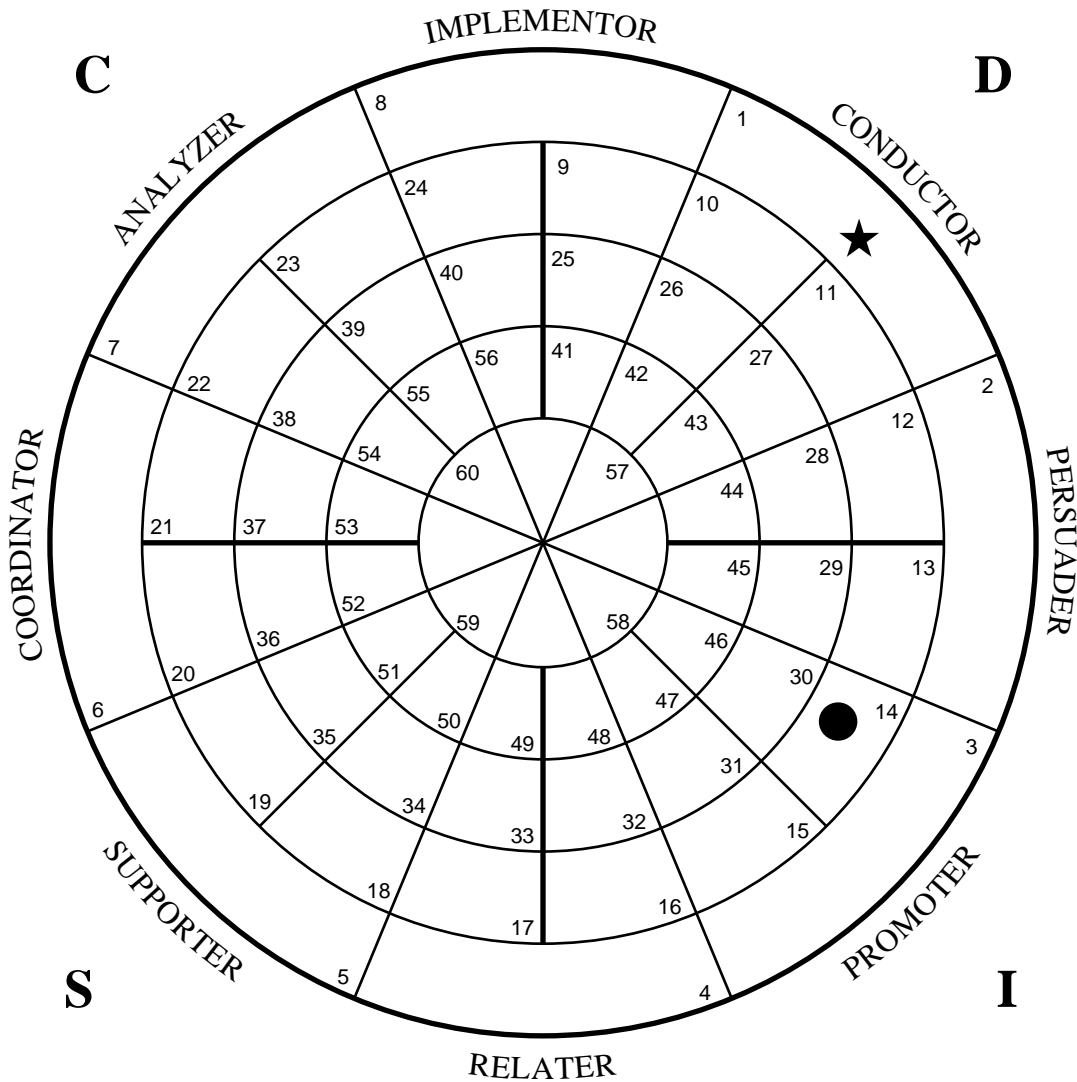
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (1) CONDUCTOR

Natural: ● (14) PERSUADING PROMOTER