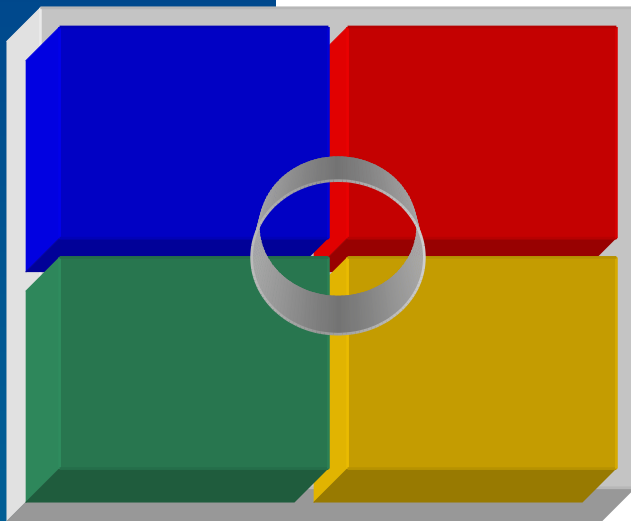


Excel Group Performance Profiles

Solutions for Effective Performance



Success Insights®
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Solutions for Effective Performance



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Management-Staff™ Version

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

John Doe

CEO

XYZ Inc.

12-16-2007

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For Team and Management Performance - Email admin@GrowingCoaches.com



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 John'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 John's natural behavior.

John embraces visions not always seen by others. John's creative mind allows him to see the "big picture." He prefers being a team player, and wants each player to contribute along with him. He wants to be viewed as self-reliant and willing to pay the price for success. He is extremely results-oriented, with a sense of urgency to complete projects quickly. John displays a high energy factor and is optimistic about the results he can achieve. The word "can't" is not in his vocabulary. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He seeks his own solutions to problems. In this way, his independent nature comes into play. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful. John is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He has high ego strengths and may be viewed by some as egotistical.

John should realize that at times he needs to think a project through, beginning to end, before starting the project. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He has the unique ability of tackling tough



GENERAL CHARACTERISTICS

problems and following them through to a satisfactory conclusion. He will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows. John likes to make decisions quickly. He finds it easy to share his opinions on solving work-related problems. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.

John should exhibit more patience and ask questions to make sure that others have understood what he has said. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. He tends to influence people by being direct, friendly and results-oriented. John challenges people who volunteer their opinions. He may lack the patience to listen and communicate with slower acting people. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision.



VALUE TO THE ORGANIZATION

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

- Competitive.
- Self-starter.
- Will join organizations to represent the company.
- Ability to handle many activities.
- Innovative.
- Sense of urgency.
- Forward-looking and future-oriented.
- Challenge-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 John. 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 John most frequently.

Do:

- Ask specific (preferably "what?") questions.
- Use his jargon.
- Present the facts logically; plan your presentation efficiently.
- Be specific and leave nothing to chance.
- Read the body language--look for impatience or disapproval.
- Be clear, specific, brief and to the point.
- Provide systems to follow.
- Support the results, not the person, if you agree.
- Expect acceptance without a lot of questions.
- Provide time for fun and relaxing.
- Provide facts and figures about probability of success, or effectiveness of options.
- Understand his sporadic listening skills.
- Be isolated from interruptions.



DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with John. Review each statement with John 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 put off by his "cockiness."
- Be redundant.
- Ask rhetorical questions, or useless ones.
- Reinforce agreement with "I'm with you."
- Try to build personal relationships.
- Dictate to him.
- Ramble on, or waste his time.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Come with a ready-made decision, or make it for him.
- Use paternalistic approach.
- Assume he heard what you said.
- Try to convince by "personal" means.
- Direct or order.



COMMUNICATION TIPS

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

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none">■ Prepare your "case" in advance.■ Stick to business.■ Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">■ Being giddy, casual, informal, loud.■ Pushing too hard or being unrealistic with deadlines.■ Being disorganized or messy.	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none">■ Be clear, specific, brief and to the point.■ Stick to business.■ Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">■ Talking about things that are not relevant to the issue.■ Leaving loopholes or cloudy issues.■ Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none">■ Begin with a personal comment--break the ice.■ Present your case softly, nonthreateningly.■ Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">■ Rushing headlong into business.■ Being domineering or demanding.■ Forcing them to respond quickly to your objectives.	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none">■ 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. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">■ Being curt, cold or tight-lipped.■ Controlling the conversation.■ Driving on facts and figures, alternatives, abstractions.



IDEAL ENVIRONMENT

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

- An innovative and futuristic-oriented environment.
- Activities, and more activities.
- Support team with sense of urgency.
- Evaluation based on results, not the process.
- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoints.
- Freedom from long, detailed reports.
- Freedom from controls, supervision and details.
- Work for a manager who makes quick decisions.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

John usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated



DESCRIPTORS

Based on John'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 Egocentric	Effusive Inspiring	Phlegmatic Relaxed Resistant to Change Nondemonstrative	Evasive 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	Passive Patient	Systematic Diplomatic Accurate Tactful
Inquisitive Responsible	Poised Optimistic	Predictable Consistent Deliberate Steady Stable	Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious	Reflective Factual Calculating Skeptical	Mobile Active Restless Alert Variety-Oriented Demonstrative	Firm Independent Self-Willed Stubborn
Mild Agreeable Modest Peaceful	Logical Undemonstrative Suspicious Matter-of-Fact Incisive	Impatient Pressure-Oriented Eager Flexible	Obstinate Opinionated
Unobtrusive	Pessimistic Moody Critical	Impulsive Impetuous Hypertense	Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



NATURAL AND ADAPTED STYLE

John'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.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>John tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.</p>	<p>John sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>John is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.</p>	<p>John seems to be animated and emotional in persuading others. He feels the environment calls for a positive approach to convincing others about his ideas, products or services.</p>	



NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>John is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>John is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.</p>	<p>John shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John sees little or no need to change his response to the environment.</p>	



ADAPTED STYLE

John 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.

- Persistence in job completion.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Positive, outgoing, friendly behavior.
- Participative decision making.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Optimistic, future-oriented outlook.
- Anticipating and solving problems.
- Maintaining an ever-changing, friendly, work environment.
- Dealing with a wide variety of work activities.
- Obtaining results through people.
- A competitive environment, combined with a high degree of people skills.



KEYS TO MOTIVATING

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

John wants:

- Freedom from control and detail.
- A friendly work environment.
- Group activities outside the job.
- Power and authority to take the risks to achieve results.
- A manager who practices participative management.
- Opportunity to verbalize his ideas and demonstrate his skills.
- New challenges and problems to solve.
- Working conditions with freedom to move and to talk to people.
- A support system to do the detail work.
- Control of his own destiny.
- Participation in meetings on future planning.



KEYS TO MANAGING

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

John needs:

- Deadlines for completion of work.
- To pace himself.
- A work environment with many activities.
- Vacations or periods of reduced activity level.
- To know results expected and to be evaluated on the results.
- An awareness of the parameters or rules in writing.
- To be confronted when in disagreement, or when he breaks the rules.
- To display empathy for people who approach life differently than he does.
- To understand his role on the team--either a team player or the leader.
- To understand the importance of annual physicals because of his activity level.
- A program for pacing work and relaxing.



AREAS FOR IMPROVEMENT

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

John has a tendency to:

- Have trouble delegating--can't wait, so does it himself.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Have no concept of the problems that slower-moving people may have with his style.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Be so concerned with big picture; he forgets to see the little pieces.



ACTION PLAN

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:



ACTION PLAN

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

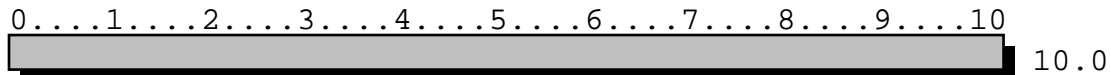
4. I will make the following changes to my behavior, and I will implement them by _____:



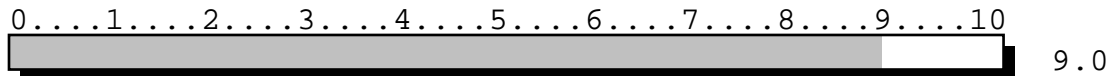
BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

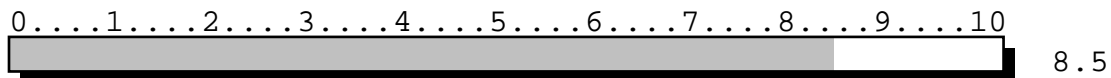
1. COMPETITIVENESS



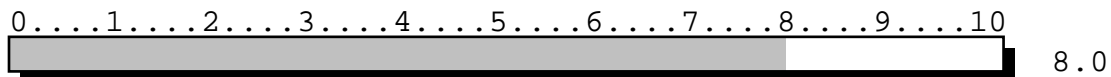
2. URGENCY



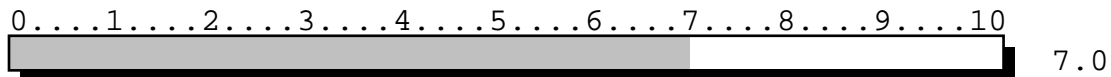
3. FREQUENT CHANGE



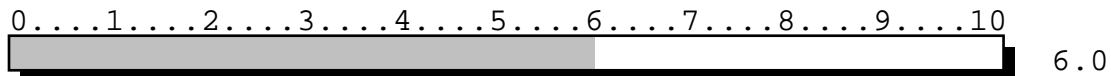
4. VERSATILITY



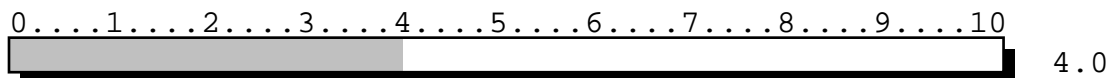
5. FREQUENT INTERACTION WITH OTHERS



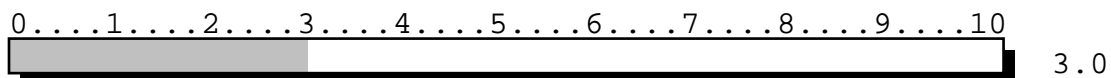
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



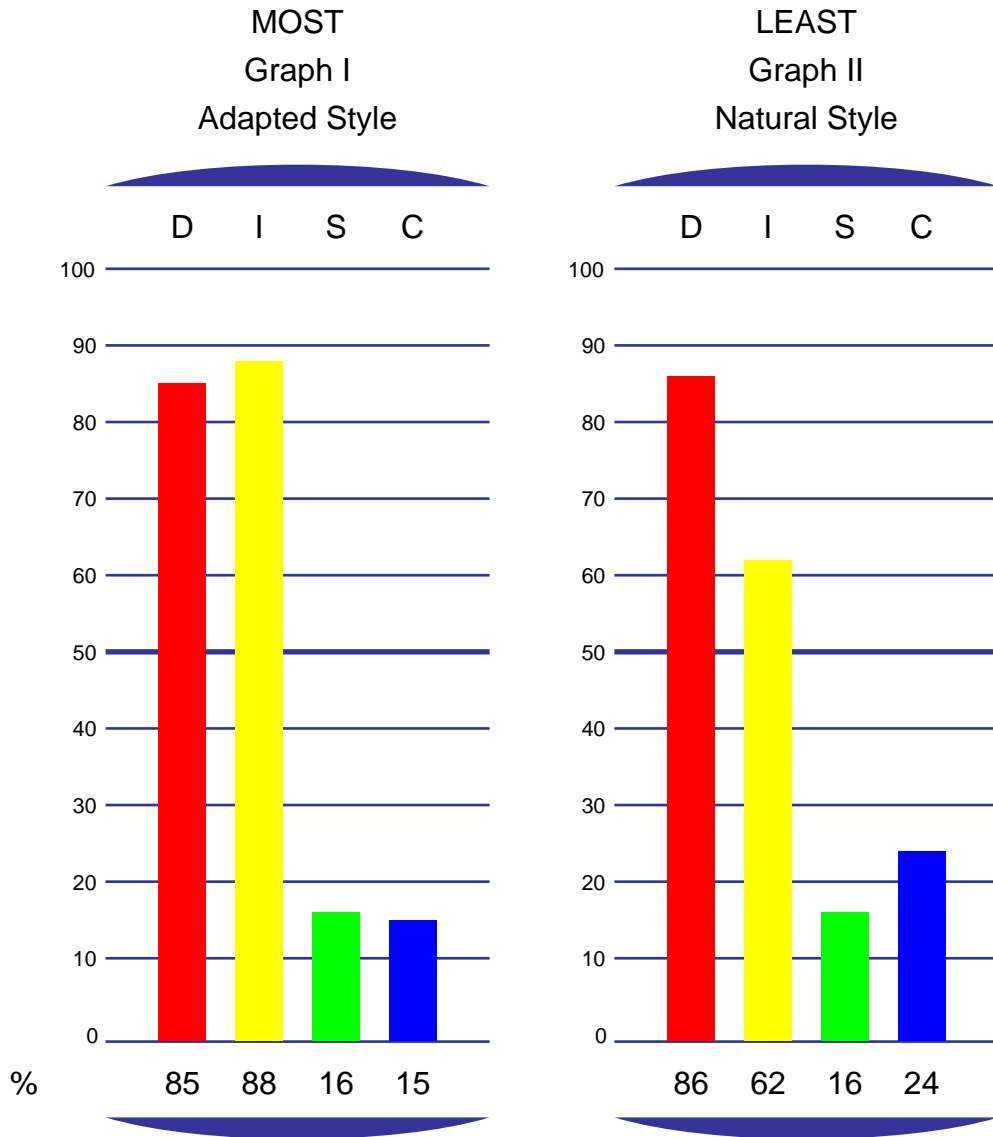
8. ORGANIZED WORKPLACE





STYLE INSIGHTS® GRAPHS

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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.

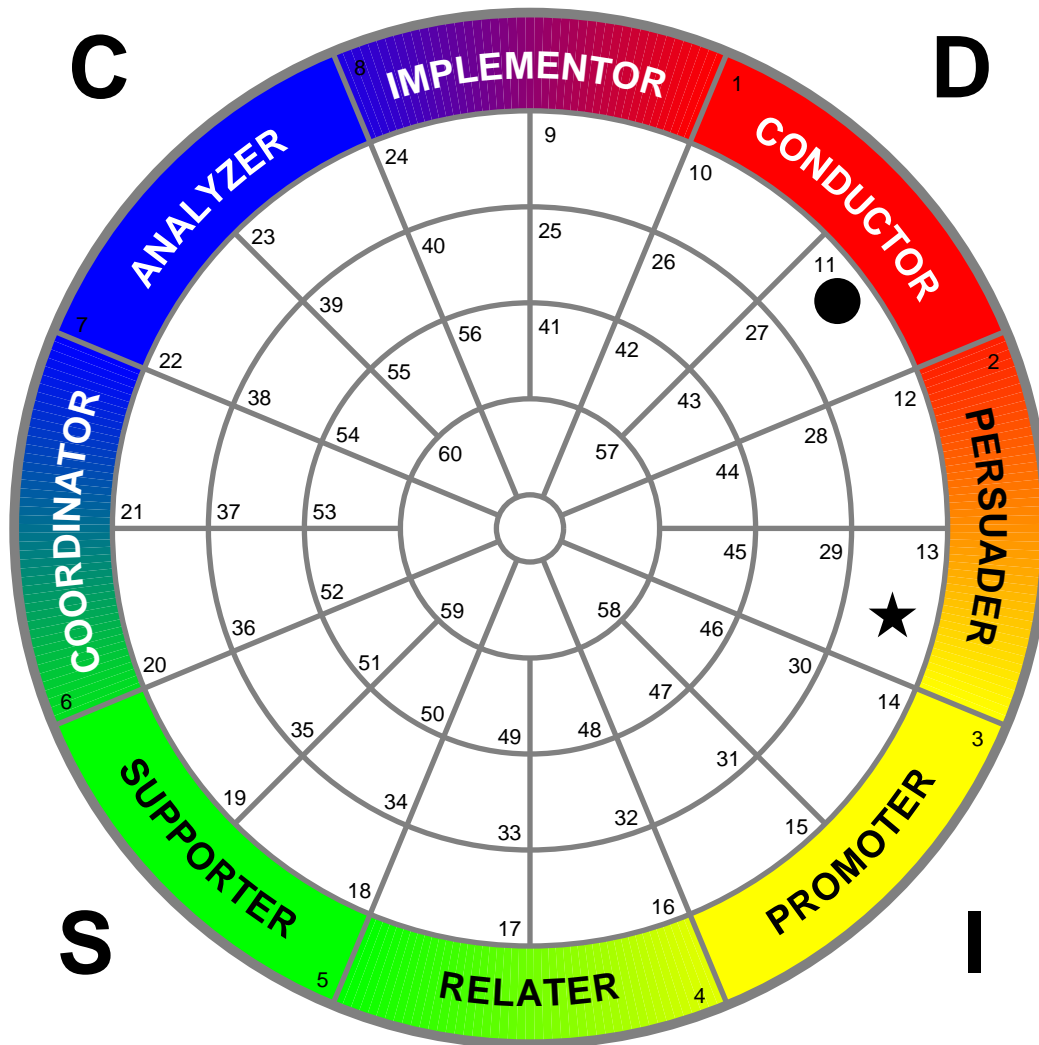
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

XYZ Inc.
12-16-2007



Adapted: ★ (13) PROMOTING PERSUADER
 Natural: ● (11) PERSUADING CONDUCTOR
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