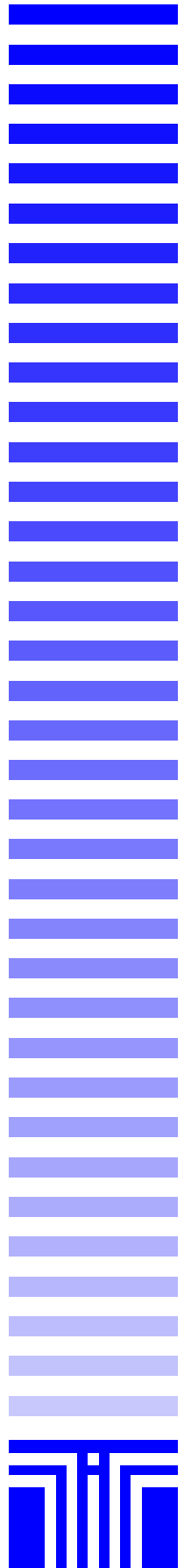


SUCCESSFUL CAREER PLANNING™

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

John Doe

12-14-1999



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*

PERSONAL CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide you with 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 likes to work behind the scene and be seen as someone who is organized and has his life in order. While he may not be a perfectionist with all things, he has certain activities that will always be done with the same high standards in mind. He is a real stickler for quality and systems; to ensure quality. He prefers that things be orderly and he will approach work in a systematic manner. Accuracy is important to him. Rules and procedures provide security for his job performance. John can devote all his energy to the job, and that offers security to his work situation. He can overanalyze a problem which tends to slow down the decision-making process. He wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. To some people, John may appear to be analytical. Becoming acquainted with him can be difficult since he tends to withhold his emotions. He may appear to be cool and distant. When John sees something that is wrong he wants to fix it. He is oriented toward achieving practical results. He would rather be cautious than brash, conventional than bold.

John usually judges others by the quality of their work. He may find it difficult to recognize others' strengths, if their work does not meet his high standards. Because he knows that he can rely on the "tried and true," John places high value on tradition and traditional things. He tends to postpone the decision-making process until he has all the

PERSONAL CHARACTERISTICS

facts. He is the type of person who will accept challenges, and accept them seriously. John is a critical and systematic thinker, and this strength may not be easily recognized by others. He tends to become bogged down in details. He may accumulate so much data that the details overwhelm him. He has an acute awareness of social, economic and political implications of his decisions. He is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all the available information on the subject.

John is usually soft-spoken, but his demeanor may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. He prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. People who show up early or late for appointments may upset him, since his work plans are disrupted. John makes an agenda and prefers that others not change it. John is patient and persistent in his approach to achieving goals. He responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." When John is deeply involved in thinking through a project, he may appear to be cool and distant. John's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. He likes to know what is expected of him in a working relationship, and have the duties and

PERSONAL CHARACTERISTICS

responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues.

PERSONAL STRENGTHS

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. By identifying John's talent, the organization can develop a system to capitalize on his particular value to the organization and make him an integral part of the team.

- Patient and empathetic.
- Works for a leader and a cause.
- Service-oriented.
- Builds good relationships.
- Good listener.
- Objective--"The anchor of reality."
- Comprehensive in problem solving.

BASIC NEEDS

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 very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. John and his counselor should go over the list 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:

- Reassurances that he is doing the job right.
- Recognition for what he accomplished.
- More confidence in his ability to perform new activities.
- Rewards in terms of tangible things, not just flattery and praise.
- Equipment that will allow him to perform up to his high standards.
- Conditioning prior to change.
- Shortcut methods that don't affect quality of the work.
- A manager who prefers quality over quantity.
- Complete instructions on his assignments.
- Capable associates with which to work.
- Support in making high-risk decisions.

ADAPTED STYLE

This section gives general information on behavior that John deems necessary to be successful on the job. One should read this section and determine if the behavior described is job related. If the behavior is not job-related, John does not understand the behavior required to be successful in the job.

- Diplomatic cooperation in team interaction.
- Limited contact with people.
- Calculation of risks before taking action.
- Sensitivity to existing rules and regulations.
- Compliance to high standards.
- Freedom from confrontation.
- Task focus over people focus.
- Maintaining a clean and organized work station.
- Adherence to established guidelines and procedures.
- Logical solutions.
- Precedence of quality over efficiency.
- Using a disciplined approach.

PRESENT WANTS

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. Analyze each statement produced in this section and highlight those that are present "wants."

John wants:

- Identification with fellow workers.
- Activities that don't infringe on family life.
- Precision work to perform.
- Constant appreciation, and a feeling of security on the team.
- Logical reasons for change.
- Safety and security of the situation.
- Traditional products and procedures.
- Instructions so he can do the job right the first time.
- Specific questions--not general or open-ended.
- To be part of a quality-oriented work group.
- Activities he can start and finish.
- Reassurance he is doing the job right.
- To be a member of a small team.

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. A person with flexibility uses 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 environment that allows time to change.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Close relationship with a small group of associates.
- A stable and predictable environment.
- Needs personal attention from his manager and compliments for each assignment well done.
- Familiar work environment with a predictable pattern.
- An environment where he can use his intuitive thinking skills.
- An environment dictated by logic rather than emotion.

CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of John.

Do:

- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Give him time to be thorough, when appropriate.
- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Prepare your "case" in advance.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Provide solid, tangible, practical evidence.
- Define clearly (preferably in writing) individual contributions.
- Look for hurt feelings or personal reasons if you disagree.

STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

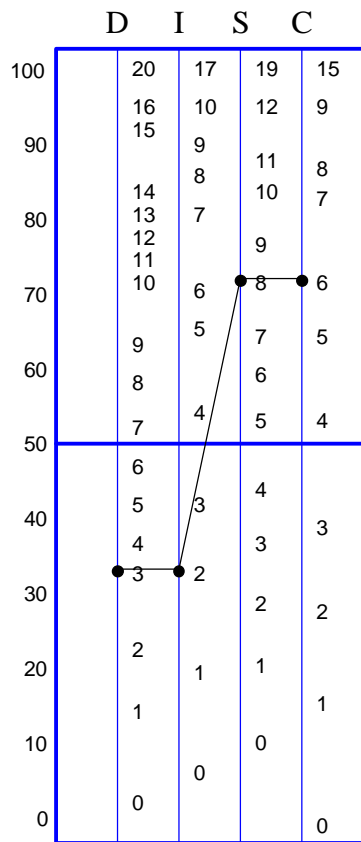
- STRENGTH - Good at calculating risk. POTENTIAL WEAKNESS - May resist changes because of the risk involved with changes.
- STRENGTH - Very intuitive. POTENTIAL WEAKNESS - Fails to share ideas and feeling until after the fact.
- STRENGTH - Places high value on details. POTENTIAL WEAKNESS - May get bogged down in details or use details to protect his position.
- STRENGTH - Places high value on quality workmanship. POTENTIAL WEAKNESS - May be bound by his own set of procedures and methods that he fails to look for more efficient ones.
- STRENGTH - Will follow instructions. POTENTIAL WEAKNESS - May lean on supervisors for information and direction.
- STRENGTH - Task-oriented and security driven. POTENTIAL WEAKNESS - May yield position to avoid controversy and insure security.

STYLE ANALYSIS GRAPHS

John Doe

12-14-1999

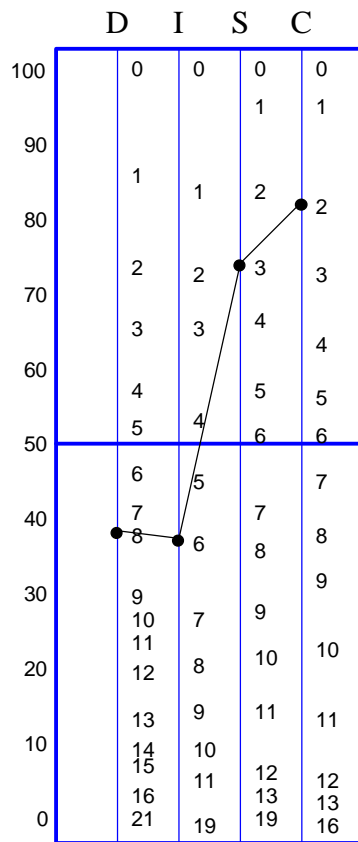
MOST
Graph I
Adapted Style



Score
%

3	2	8	6
34	34	72	72

LEAST
Graph II
Natural Style



8	6	3	2
39	38	74	82

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:

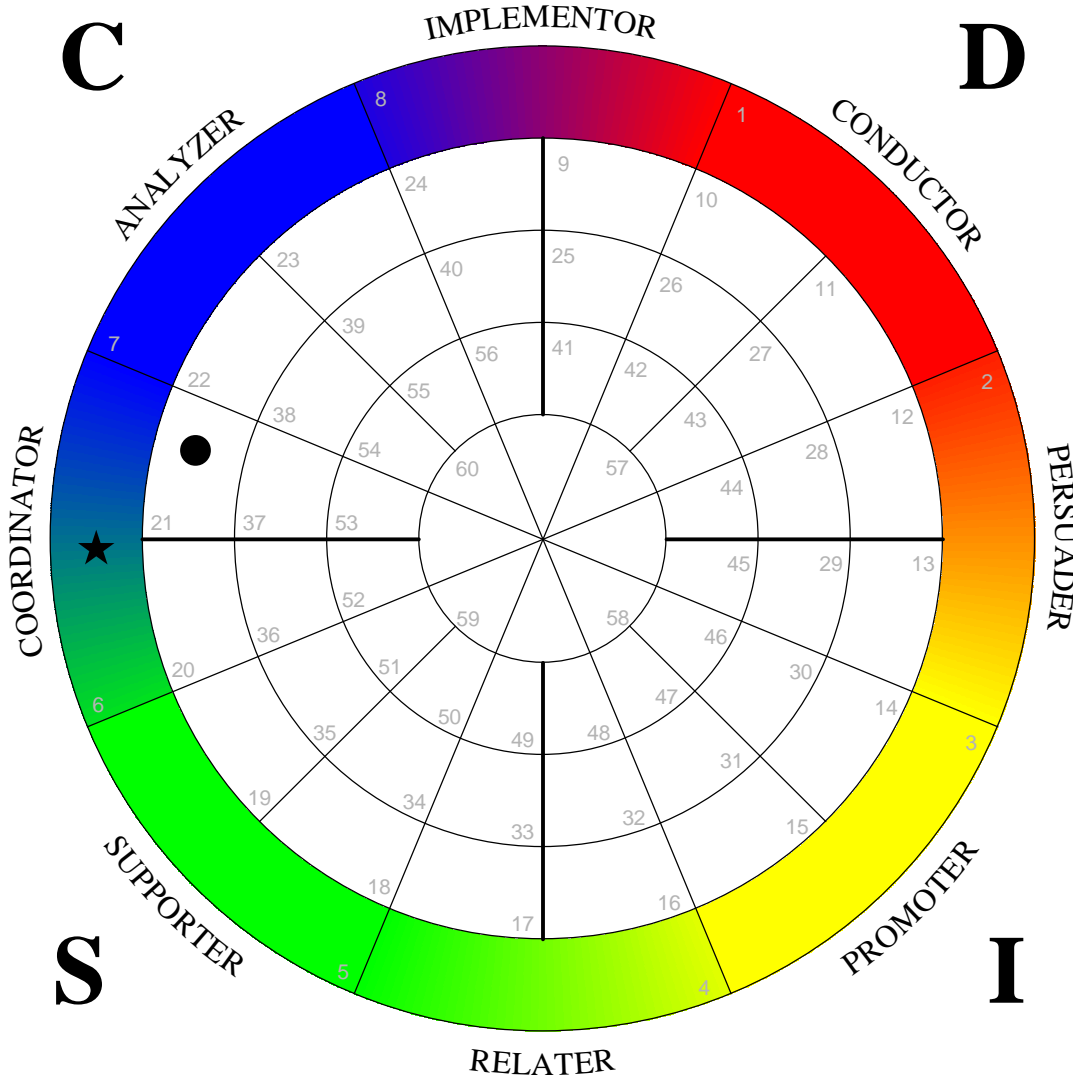
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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™

John Doe
12-14-1999



Adapted: ★ (6) COORDINATOR
Natural: ● (21) ANALYZING COORDINATOR

WORK ENVIRONMENT

John Doe

12-14-1999



INTRODUCTION

This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behavior you want to use on the job.

DOMINANCE - CHALLENGE

This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power, decisiveness may be key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Authority to carry out responsibilities.
2. Quick response to problems or crisis situations.
3. Demanding attitude of self and others.
4. Direct answers from others.
5. Challenging assignments.
6. Creative and original thinking.
7. Freedom from routine and details.
8. Some independence in decision making.
9. Sense of urgency in getting things done.
10. Appropriate title to acknowledge status and prestige.
11. Accepting and initiating change.
12. Decisive and firm in decision making.
13. Self-starter who enjoys competition.
14. Direct answers and statements to the point.
15. Leadership and directive skills.

"Ideal" job behavioral demands are:

1. Some rules and procedures to follow.
2. More emphasis on quality than on efficiency.
3. Adaptability.
4. Leadership by example.
5. Limited scope of activities.
6. Analysis of data before making a decision.
7. Patience.

INFLUENCE - CONTACTS

This page of the report lists how the job requires a person to influence others to a way of thinking or doing. Trust, openness, facts and data (oral or written), discussion, and communication are key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Many social interactions.
2. Very high trust level.
3. Optimistic outlook towards all activities.
4. Skillful use of vocabulary to generate enthusiasm.
5. Highly persuasive communication.
6. High contact with people.
7. Enthusiastic acceptance of new ideas.
8. Ability to move from one activity to another quickly.
9. Selling the sizzle as well as the steak.
10. A flexible use of time.
11. Outgoing personality.
12. New and innovative ways of solving problems.
13. Democratic relationships with others.
14. Working with people more than working with things.
15. A team environment.
16. Ability to project self-confidence.

"Ideal" job behavioral demands are:

1. Ability to work alone.
2. Earned trust based on experience.
3. Critical analysis of new ideas.
4. Planned use of time.
5. Logical approach to decision making.
6. Limited contact with people.
7. Conservative approach to new activities.
8. Limited projects with time to complete.
9. Analysis of facts and data.
10. Thinking before acting.
11. Analysis of outcome before delegating responsibility.

STEADINESS - CONSISTENCY

This page of the report lists how the job requires a person to deal with activity levels. Change, persistence, consistency, and listening skills are key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Juggling several balls at the same time.
2. Openness in communication.
3. Alertness and sensitivity to problems.
4. Ability to work on more than one project.
5. Flexibility.
6. Adaptability to change.
7. Support system to help with detail.
8. Questioning procedures.

"Ideal" job behavioral demands are:

1. Patience and persistence.
2. Good listening skills.
3. Showing loyalty.
4. Ability to concentrate on task.
5. Follow-through on assigned task.
6. Following established procedures.
7. Identification with team.
8. Security of work situation.
9. Job description in writing.
10. Steady work pace-limited change.
11. Ranking of work tasks.
12. Friendly work atmosphere.
13. Shared information when requested.
14. Organizational chart for clarification of authority.
15. Complete demonstration of task to be completed.
16. Freedom from conflict and confrontation.

COMPLIANCE - CONSTRAINTS

This page of the report lists how the job requires a person to respond to rules set by others and quality. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

"Present" job behavioral demands are:

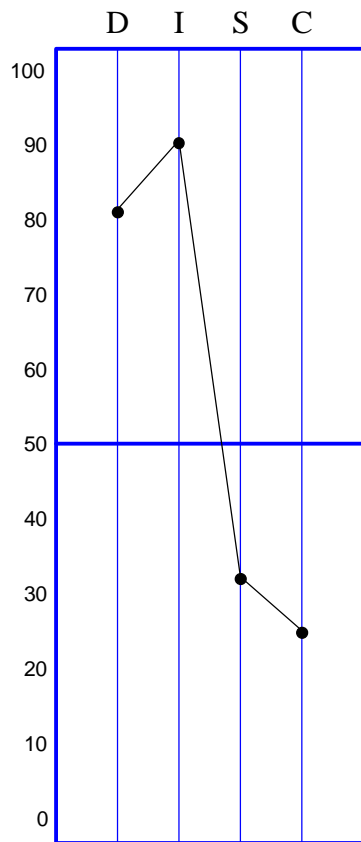
1. Testing of rules and procedures.
2. Practical work solutions.
3. Persistent approach to winning.
4. Opportunity to test new ideas.
5. Challenging work.
6. Responsibility equal to authority.
7. Limited routine work.
8. Risk taking.
9. Independence to question procedures.
10. Challenging the status quo.
11. Individualism.

"Ideal" job behavioral demands are:

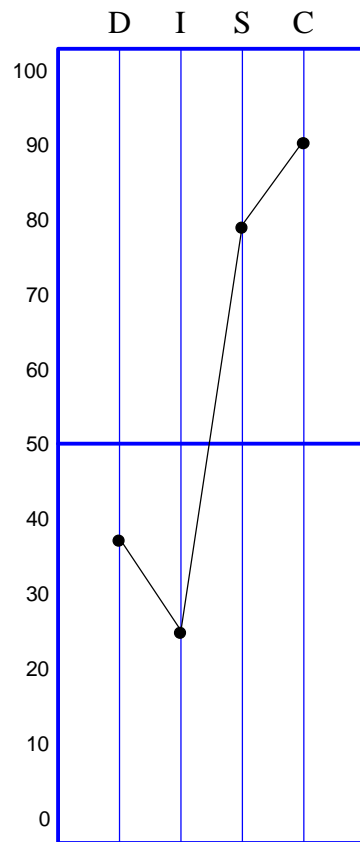
1. Precise rules and procedures.
2. Very high quality control standards.
3. Accurate and systematic approach to the job.
4. Work to be completed accurately the first time.
5. Careful analysis of facts and data.
6. Responsibility with limited scope of authority.
7. Clean, tidy and organized work stations.
8. Time to perform to high standards.
9. Critical analysis of pros and cons before making decisions.
10. Planned and organized change.
11. Analytical approach to work task.
12. Quality control placed above human relations.
13. Full disclosure of all information that affects quality performance.

WORK ENVIRONMENT

WORK ENVIRONMENT
PRESENT
John Doe



WORK ENVIRONMENT
IDEAL
John Doe



Score
%

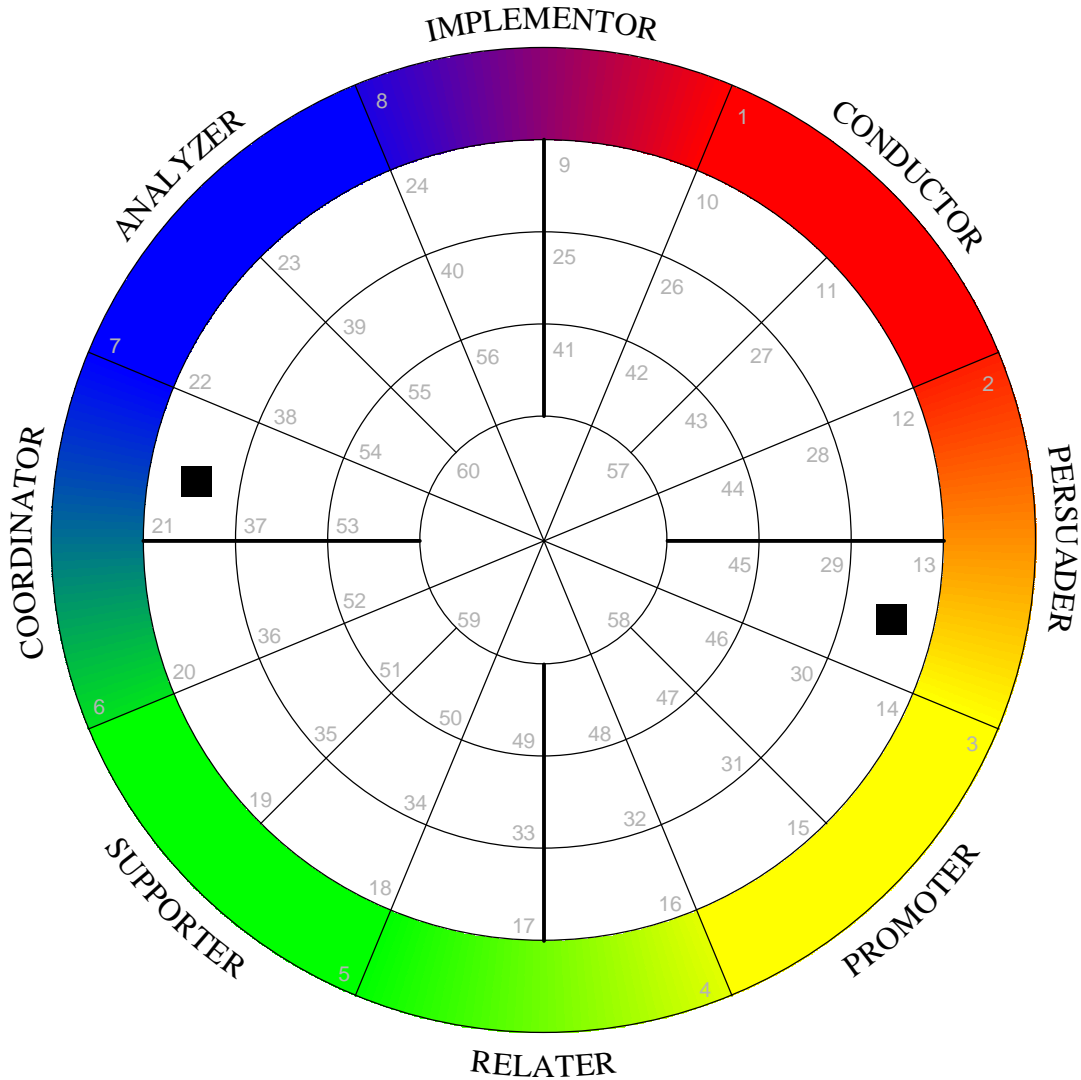
22	18	42	45
81	90	33	26

40	45	23	18
38	26	79	90

THE SUCCESS INSIGHTS WHEEL™

John Doe

12-14-1999

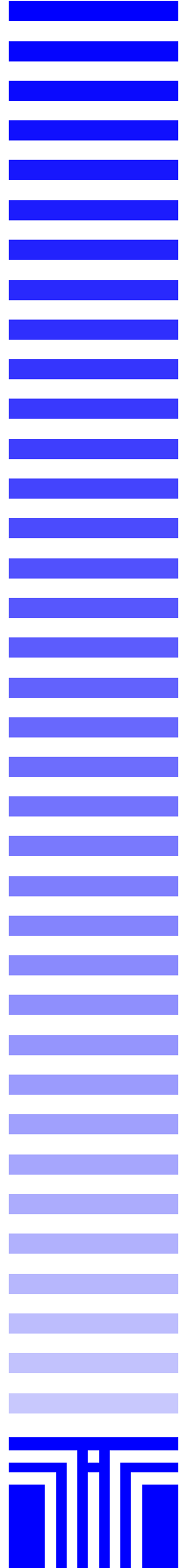


Present Work Environment: ■ (13) PROMOTING PERSUADER

Ideal Work Environment: ■ (21) ANALYZING COORDINATOR

JOB INDICATOR

John Doe
12-14-1999



INTRODUCTION

Research suggests that over fifty percent of the people in the western world are in the wrong job. One reason may be that many employers are not skilled in selecting people. They tend to place too much emphasis on education, skills, and training. In doing so, they neglect to look at the total person. A person's behavior is equally as important as experience and education.

This report will match your natural behavior to a list of jobs, specifically, jobs for which you have a natural behavioral match up and those which would not place you under undue stress. The closer the behavioral demands of a job match your natural behavior, the more you will enjoy doing most of the duties and responsibilities of the job.

We have researched over six hundred jobs and determined the behavioral requirements for each. The jobs researched account for 98% of the work force.

Use your job indicator list to expand your horizons on the type of job you would enjoy. Mark the jobs in which you have an interest. To discover more about the job refer to the Dictionary of Occupational Titles (DOT). Most libraries have a DOT book.

If you didn't find your dream job on the list don't be disappointed. You can still do the job. However, be prepared to experience some stress. If you are willing to pay the price for success you probably can succeed in any job. However, success and job satisfaction come easier the closer the job matches your natural behavioral style.

NAME : John Doe

EDUCATION : B.A. Plus

OCCUPATION	DOT
Actuary	020.167-010
Aeronautical Engineer	002.061-014
Agronomist	040.061-010
Airplane Pilot	196.263-010
Anthropologist	055.067-010
Architect	001.061-010
Art Director	141.031-010
Astronomer	021.067-010
Audio Visual Production Specialist	149.061-010
Automotive Engineer	007.061-010
Biochemist	041.061-026
Biologist	041.061-030
Botanist	041.061-038
Caseworker	195.107-010
Chemical Laboratory Chief	022.161-010
Chemist	022.061-010
Chiropractor	079.101-010
Civil Engineer	005.061-014
Claim Adjuster	241.217-010
Clinical Psychologist	045.107-022
Columnist/Commentator	131.067-010
Commercial Designer	141.061-038
Commercial Engineer	003.187-014
Computer Programmer	030.162-010
Copy Writer	131.067-014
Correction Officer	372.667-018
Critic	131.067-018
Customer-Service-Representative Instr.	239.227-010
Dairy Scientist	040.061-018
Dancer	151.047-010
Dentist	072.101-010
Director of Counseling	045.107-018
Display Designer	142.051-010
District Extension Service Agent	096.167-010
Economist	050.067-010
Educational Resource Coordinator	099.167-030
Electrical Engineer	003.061-010
Engineer (water trans.)	197.130-010
Environmental Analyst	029.081-010
Estimator	169.267-038
Faculty Member, College or University	090.227-010
Fashion Artist	141.061-014
Financial Planner	250.257-014

NAME : John Doe

EDUCATION : B.A. Plus

OCCUPATION	DOT
Fish and Game Warden	379.167-010
Freight-Traffic Consultant	184.267-010
Furniture Designer	142.061-022
General Practitioner	070.101-022
Geneticist	041.061-050
Geographer	029.067-010
Geologist	024.061-018
Historian	052.067-022
Horticulturist	040.061-038
Illustrator	141.061-022
Industrial Hygienist	079.161-010
Instructor, Physical	153.227-014
Interior Designer	142.051-014
Job Analyst	166.267-018
Laboratory Technician	019.261-030
Landscape Architect	001.061-018
Lawyer	110.107-010
Leasing Agent, Residence	250.357-014
Librarian	100.127-014
Manufacturer's Service Representative	638.261-018
Market-Research Analyst	050.067-014
Mathematician	020.067-014
Mechanical-Engineering Occupations	007.000-000
Medical Physicist	079.021-014
Medical Technologist	078.261-038
Metallurgist, Physical	011.061-022
Meteorologist	025.062-010
Microbiologist	041.061-058
Mining Engineer	010.061-014
Navigator	196.167-014
Nurse, Consultant	075.127-014
Nurse, General Duty	075.364-010
Nurse, Practitioner	075.264-010
Nurse, Supervisor, Occupa. Health	075.137-010
Operations-Research Analyst	020.067-018
Optometrist	079.101-018
Osteopathic Physician	071.101-010
Package Designer	142.081-018
Painter	144.061-010
Pathologist	070.061-010
Petroleum Engineer	010.061-018
Pharmacist	074.161-010
Physician Assistant	079.364-018

NAME : John Doe

EDUCATION : B.A. Plus

OCCUPATION	DOT
Physicist	023.061-014
Physiologist	041.061-078
Playwright	131.067-038
Podiatrist (Foot Doctor)	079.101-022
Political Scientist	051.067-010
Production Planner	012.167-050
Programmer-Analyst	030.162-014
Psychiatrist	070.107-014
Psychologist, Experimental	045.061-018
Psychologist, Industrial/Organl.	045.107-030
Psychologist, Social	045.067-014
Quality Control Technician	012.261-014
Recreational Therapist	076.124-014
Recruiter	166.267-026
Research Mechanic	002.261-014
Safety Manager	012.167-058
Sales-Engineer-Electrical	003.151-014
Sanitarian	079.117-018
Set Designer	142.061-050
Social Worker, Psychiatric	195.107-034
Sociologist	054.067-014
Soil Conservationist	040.061-054
Statistician, Applied	020.167-026
Surgeon	070.101-094
Systems Analyst	030.167-014
Teacher, Adult Education	099.227-030
Teacher, Elementary School	092.227-010
Time-Study Engineer	012.167-070
Tool Designer	007.061-026
Transmitter Operator	193.262-038
Urban Planner	199.167-014
Veterinarian	073.101-010
Vocational-Rehab. Counselor	045.107-042
Writer, Prose, Fiction and Nonfiction	131.067-046
Zoologist	041.061-090