

WORKPLACE INSIGHTS™

Understanding Strengths and Blending Differences

*"Wisdom consists not so much in knowing what to do
in the ultimate as knowing what to do next."
Herbert Hoover*

John Doe

10-10-2001

Understanding Strengths and Blending Differences

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START HERE!

You've made a wise decision to better understand your own unique strengths, as well as how to blend and appreciate differences in the workplace.

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.

Your report comes in three sections:

First - A detailed analysis of your unique strengths and style based on Dr. John Trent's trademark "Four Animal" style analysis, and

Second - An "Additional Insights" section for further reflection.

Third - The free "Working from Your Strengths" workbook is available at www.workplaceinsights.com. This workbook is designed to be used by an individual or team in order to learn more about your report, as well as a springboard to sharing and receiving valuable feedback with others.

We encourage you to read the brief introduction on the "four animal" styles that follows, and then dive right into your unique report!

Yours in building great relationships,
John Trent, Ph.D.
CEO, Workplace Insights.com

P.S. Let us help your work team! By visiting our website at www.workplaceinsights.com you can order more Workplace Insights Reports for your entire team, and download the self-paced "Working from Your Strengths" workbook.

INTRODUCTION

What does the "L," "O," "G" and "B" mean on my graph?

Your Workplace Insights™ report begins with a graph of your "Core Style". Throughout this report, you'll see four letters ("L," "O," "G," and "B") used as well as four words, "Lion, Otter, Golden Retriever and Beaver." These are Dr. Trent's trademark "pictures" of basic character traits we all reflect in our own unique combination.

While everyone is a unique combination of these traits, it might help to read a very brief description of what a "Lion," "Otter," "Golden Retriever" or "Beaver" individual is like...

People who score the highest in the "L" or Lion scale tend to be...

- Strong, assertive, take charge people. They're often the boss... or soon will be!
- If you have children that are "Lion" children...they're the ones that are letting you live at home!
- Lions are decisive and can be impatient with obstacles in their way - which is why they often think that stop lights are a tool of Satan! They like to keep the car moving - and keep moving toward their goals.

People who primarily reflect the "O" or "Otter" scale tend to be...

- Fun-loving and very verbal... they love groups, activity and especially getting to "Yak, Yak, Yak!"
- They like change and are basically "parties waiting to happen!"
- Otters are usually creative and are often "non-detail" oriented... which is why they often start projects the day before they're due! And, Otters don't balance their checkbooks - they just switch banks!

INTRODUCTION

People who primarily reflect the "G" or "Golden Retriever" scale tend to be...

- Very understanding and compassionate... Many tend to buy 18 to 20 boxes of Girl Scout cookies each year because it's so hard to say, "No!"
- Great team players... They're the ones who want everyone to feel close and connected.
- Golden Retrievers can be so soft on people if they're not careful... they can sometimes be too soft on problems

People who primarily reflect the "B" or "Beaver" scale tend to be...

- Very detail oriented... They're essential to have at your office parties because they're the only ones who remember to bring the food!
- They tend to have sock drawers and well organized closets... (Otters on the other hand don't have sock drawers, they have sock rooms!)
- Beavers like to start a task and see it completed well. They like to finish one project before they start another and find comfort in a systematic way of doing things.

(For an in-depth look at these four "animal" personalities, look for the book, The Two Sides of Love, featured on our website - www.workplaceinsights.com).

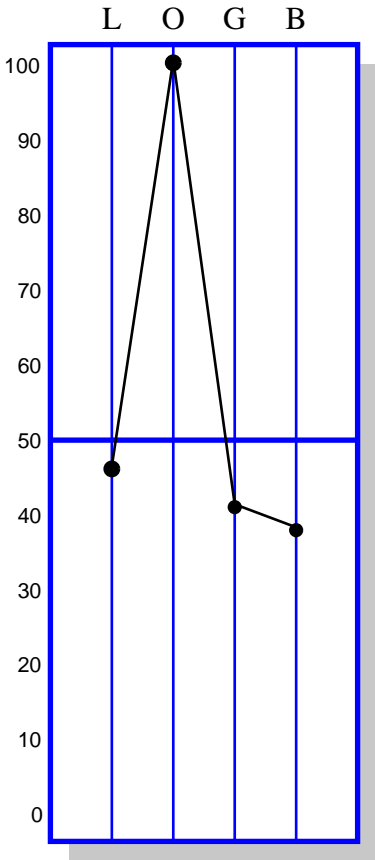
Let's see how you scored on your report

YOUR STYLE ANALYSIS GRAPH

John Doe

10-10-2001

"Core" Style



	L	O	G	B
Score	6	0	7	8
%	47	100	42	39

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GENERAL CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide a broad understanding of his strengths. These statements identify the "Core" strengths that he brings to the work team. That is, if left on his own, these statements identify how he would choose to carry out his work and relate to others. Use the general characteristics to gain a better understanding of John's "Core" strengths.

John wants to be liked by everyone and to be recognized for his willingness to help others in time of need. John, as a supervisor or group leader, can use his people skills to build group involvement and increase participation from the group. He is optimistic about his ability to do any task. He is good at creating enthusiasm in others. John projects a self-assured and self-confident image. He likes quality social relationships. He often will become friends with his customers or clients. He believes in getting results through other people. He prefers the "team approach." He likes to develop people and build organizations. John likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He wants to be seen as his own person, but usually projects it in friendly terms.

John usually makes decisions after gathering some facts and supporting data. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He likes working for a leader who make quick decisions. He will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view. John prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. He 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. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they

GENERAL CHARACTERISTICS

will probably be expressed in an emotional manner.

John can get emotional about any subject in which he believes. He will often verbalize his need to be his own person. He may use his time imprecisely because he likes to talk to people. Sometimes he can get caught short on the facts and figures needed to support his ideas. John has a tendency, which he regards as an ability, to talk smoothly, readily and at length. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not know well. 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 tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports.

VALUE TO THE TEAM

This section of the report identifies the specific talents and strengths John brings to the workplace. By looking at these statements, one can better identify his role. Understanding these strengths can help capitalize on John's unique strengths that make him an integral part of the team.

- Motivates others towards goals.
- Optimistic and enthusiastic.
- Bottom line-oriented.
- Builds confidence in others.
- Dedicated to his own ideas.
- Big thinker.
- People-oriented.
- Accomplishes goals through people.
- Positive sense of humor.

CHECKLIST FOR COMMUNICATING

Many people find this section to be extremely accurate and important for enhancing communication with John. Whether at work or home, understanding how best to communicate with others can be a great relationship asset. This page provides a list of things to DO when communicating with John. Review each statement with John to identify the statements which are most important to him. We recommend highlighting the most important "DO's" and provide this list to those who communicate with John frequently.

Do:

- Deal with details in writing, have him commit to modes of action.
- Speak at a rapid pace.
- Provide a warm and friendly environment.
- Clarify any parameters in writing.
- Provide testimonials from people he sees as important.
- Provide ideas for implementing action.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Leave time for relating, socializing.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide solutions--not opinions.
- Talk about him, his goals and the opinions he finds stimulating.
- Look for his oversights.
- Plan interaction that supports his dreams and intentions.

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:

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

COMMUNICATING WITH OTHERS

This section provides suggestions on methods which will improve John's communications with others. By understanding how other people like to communicate, John will become more effective in his communication. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This blending and the ability to interpret the needs and strengths of others is the mark of a superior communicator.

When communicating with a "Lion" ... 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.
- Don't leave loopholes or cloudy issues.
- Avoid appearing disorganized.

When communicating with an "Otter" ... 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.

COMMUNICATING WITH OTHERS

When communicating with a "Golden Retriever" ... 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 "Beaver" ... 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 environment based on John's unique strengths or "Core" Style. Use this section to identify specific duties and responsibilities that John enjoys and also those that may create frustration.

- Work with a results-oriented team.
- Assignments with a high degree of people contacts.
- Freedom to try new approaches.
- Work with a tolerant leader.
- Freedom of movement.
- Tasks at home or work that change from time to time.
- Freedom from control and detail.
- Forum for his ideas to be heard.

KEYS TO MOTIVATING

Understanding what motivates a person is often found by understanding what it is he wants or values. This section of the report can help understand John's wants and desires. Those statements that ring true, but aren't a current part of his work, can become goals to reach.

John wants:

- The chance to have fun (play hard--work hard).
- Freedom from many rules and regulations.
- Freedom from control and detail.
- Flattery, praise, popularity and strokes.
- Work assignments that provide opportunity for recognition.
- To be trusted.
- Public recognition of his ideas and results.
- A support system to do the detail work.
- A forum to ventilate his emotions.
- A leader who practices participative management.
- No close supervision.

KEYS TO LEADING

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 leadership must provide for others. It is difficult for a person to enter a motivational environment when that person's basic 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 growth plan.

John needs:

- Bottom-line measurement.
- A rational approach to decision making--analyze the facts.
- More logical presentations--less emotional.
- Recognition that limits and rules do exist, and why.
- To evaluate his drive to be seen as his "own person" and how it affects his role on the team.
- To focus conversations on work activities--less socializing.
- More control of body language.
- Help on controlling time and setting priorities.
- People to work and associate with.
- To be informed of things which affect him.
- Participatory leader.
- Objectivity when dealing with people because of his high trust level.
- Support in doing excessive detail work.

AREAS FOR IMPROVEMENT

This section lists possible "Core" limitations or tendencies for John. It does not consider life and work experiences or formal education and training that he may have received to overcome these obstacles. Review with John and cross out those limitations that do not apply. Highlight one to three statements that are hindering his performance and develop an action plan to eliminate or reduce these tendencies.

John has a tendency to:

- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be too verbal in expressing criticism.
- Overuse praise in motivating others.
- Trust people indiscriminately if positively reinforced by those people.
- Take information at face value without validation or substantial investigation.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be so enthusiastic that he can be seen as superficial.

PERCEPTIONS

A person's actions 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 actions. Understanding this section will enable John to balance his emotions to be successful in different situations.

"See Yourself As Others See You"

SELF-PERCEPTION

John 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

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SECTION TWO: Additional Insights

How much do you feel you're having to "adapt" your "core" style to your present environment?

You've just read a detailed report that illustrates your "core" strengths and style. But for many people, they're having to "adapt" their natural strengths to fit their unique workplace or home environment.

The "adapted" graph below can give you a picture of how much you feel you are needing to "change" or "adapt" your core style to match the needs or requirements of your environment.

For example, let's say the high point on your "Core" graph is a Lion (L) and you are in a position that requires you to do redundant data entry all day, every day. This could cause your Lion (L) point to move down in your "Adapted" graph. This movement from your "Core" Style could become challenging because you feel the need to be something you are not.

If both of your graphs are similar, that would indicate that there are few demands on you to "adapt" your core style. If the "adapted" graph is very different than your "core" graph, that can indicate a high degree of internal energy is going into making that adaptation.

People can do well in a work situation that calls them to make significant changes. However, it does require more energy and understanding to excel in these situations than in settings that draw more on our "core" style. (In other words, common sense tells us that an introverted person would probably not be very happy as an outside commission sales person, and an extroverted person would not fit well in an accounting position handling minute details for long periods of time.)

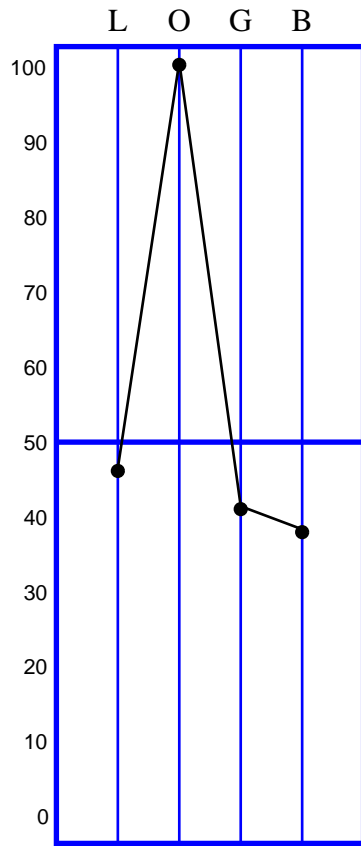
Let's look at your "core" and "adapted" graphs side by side on the next page

STYLE ANALYSIS GRAPHS

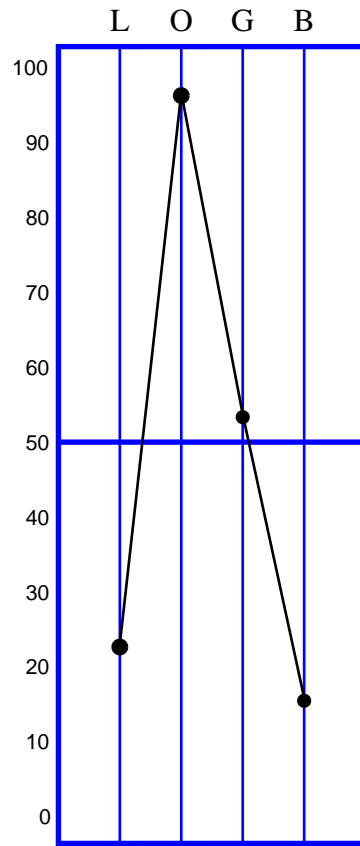
John Doe

10-10-2001

"Core" Style



"Adapted" Style



Score
%

Style	L	O	G	B
Score	6	0	7	8
%	47	100	42	39

Style	L	O	G	B
Score	2	11	5	1
%	24	96	54	17

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ONE-WORD DESCRIPTORS

Your Unique Strengths

Based on John's responses, the report has marked those words that describe him. They describe how he solves problems and meets challenges (L), influences people (O), responds to the pace of the environment (G) and how he responds to rules and procedures (B) set by others.

Lion	Otter	Golden Retriever	Beaver
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	
Unsure	Undemonstrative	Demonstrative	Obstinate
Undemanding	Suspicious	Impatient	Opinionated
Cautious	Matter-of-Fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable	Pessimistic	Flexible	Uninhibited
Modest	Moody	Impulsive	Arbitrary
Peaceful	Critical	Impetuous	Unbending
Unobtrusive		Hypertense	Careless with Details

HOW ARE YOU HAVING TO "ADAPT?"

This list of descriptions can give you a picture of the way John feels he may need to respond to the current environment to be accepted. If these statements DO NOT sound related, explore the reasons why as a key to understanding John's current situation and his need to "adapt" to be accepted.

- Acting independently and without precedent.
- Using a direct, forthright and honest approach in his communications.
- Willing to take risks when others may be hesitant.
- Optimistic, future-oriented outlook.
- Motivating people to take action by using persuasive skills.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Flaunting independence.
- Using a creative approach in decision making.
- Positive, outgoing, friendly behavior.
- Being independent and innovative.
- Contacting people using a variety of modes.
- Dedicated to "going it alone" when necessary.

CORE AND ADAPTED STYLE

John's "Core" Style of dealing with problems (L), people (O), pace of events (G) and procedures (O) may not always fit what the environment needs. This section may provide valuable information related to the stress and pressure John may feel when he "Adapts" his style to the environment.

PROBLEMS - CHALLENGES ("Core" Style)

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

PROBLEMS - CHALLENGES ("Adapted" Style)

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

PEOPLE - CONTACTS ("Core" Style)

John's "Core" style is to use persuasion and emotion to the extreme. He is positive and seeks to influence people 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" Style)

John sees no need to change his approach to influencing others to his way of thinking. He sees his "Core" Style to be what the environment is calling for.

CORE AND ADAPTED STYLE

PACE - CONSISTENCY ("Core" Style)

John 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" Style)

John sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.

PROCEDURES - CONSTRAINTS ("Core" Style)

John 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" Style)

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

PERSONAL STRENGTHS INDICATOR™

This section shows the specific factors that make up this report and the degree to which John expresses them, both in his "Core" and "Adapted" Style. A higher score would indicate a high degree of this factor, and a lower score would indicate less of this characteristic. This section can provide good insights into how John's "Core" and "Adapted" styles are expressed.

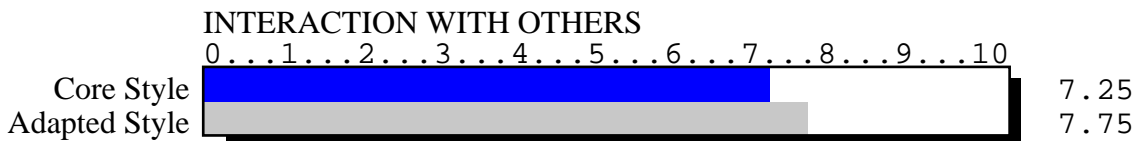
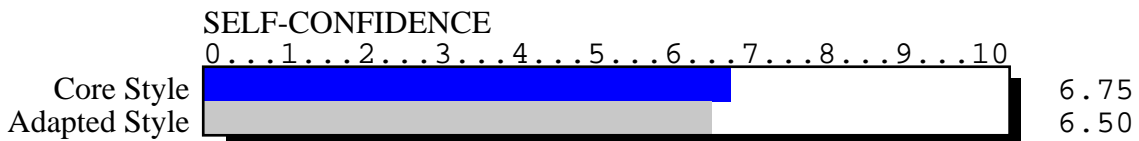
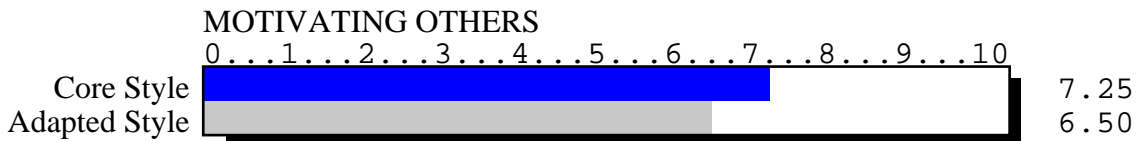
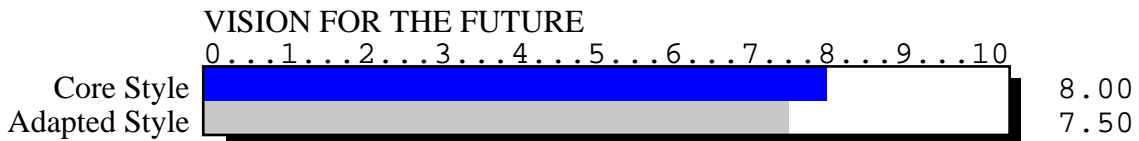
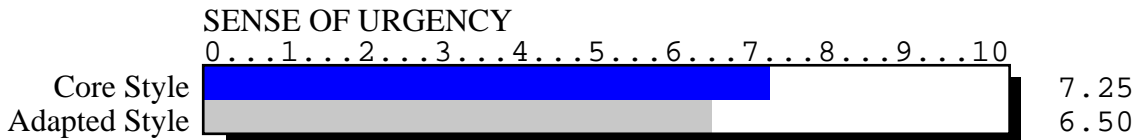
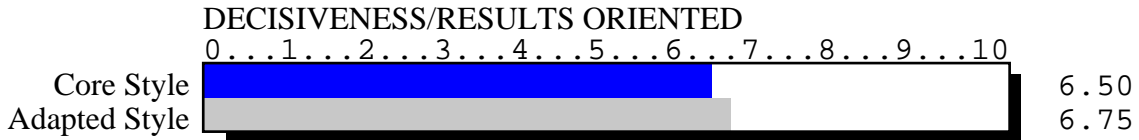
For example, the "Decisive/Results oriented" factor is the first "factor" listed. If John's "Core" style is 8.5 and his "Adapted" Style is 5.25, that may indicate he feels a fairly strong need to adapt or limit his "Core" Style in the current environment.

Let's say John's "Core" Style is 3.85 on the Decisiveness/Results oriented scale, and 7.25 on his "Adapted" Style, this may indicate that John is having to strongly express a trait that isn't a "Core" strength.

Read and compare John's graphs. Look at each factor and the importance of that factor to his current position. John's "Adapted" graph may identify those factors he sees as important to focusing his energy.

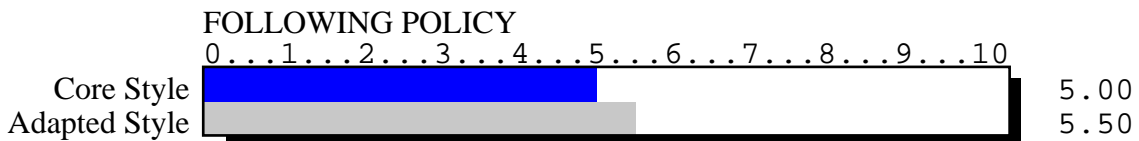
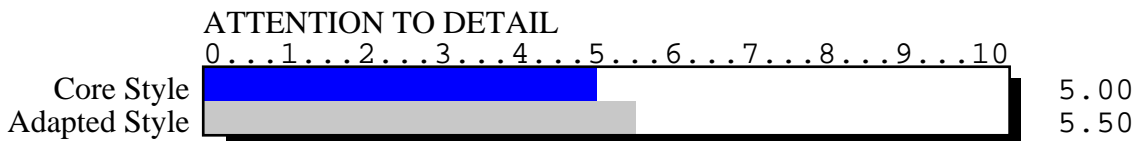
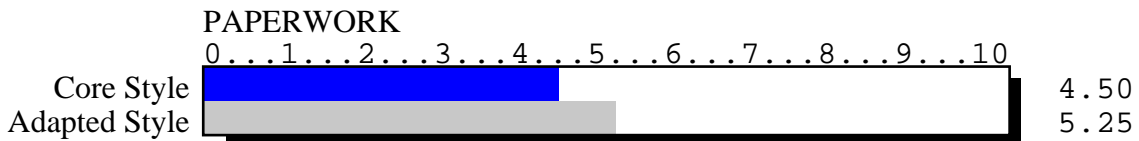
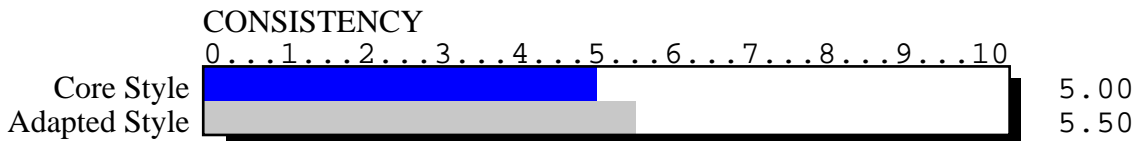
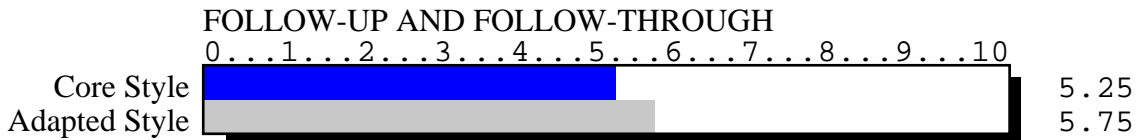
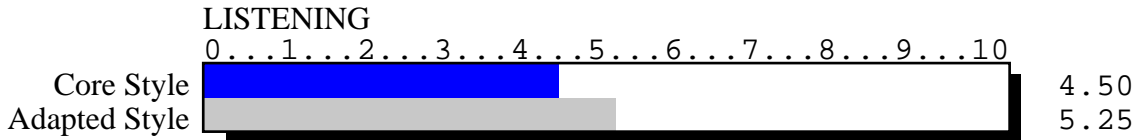
SPECIFIC FACTOR ANALYSIS

John Doe



SPECIFIC FACTOR ANALYSIS

John Doe



THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool to help John visually see his "Core" strengths and how he may be "Adapting" his style to meet others' expectations.

- The circle represents John's "Core" Style.
- The star represents John's "Adapted" Style.

If the star and circle are plotted in different boxes on the wheel, then John is adapting his style. The further the two points are from each other, the more John may feel the need to "Adapt" to others' expectations.

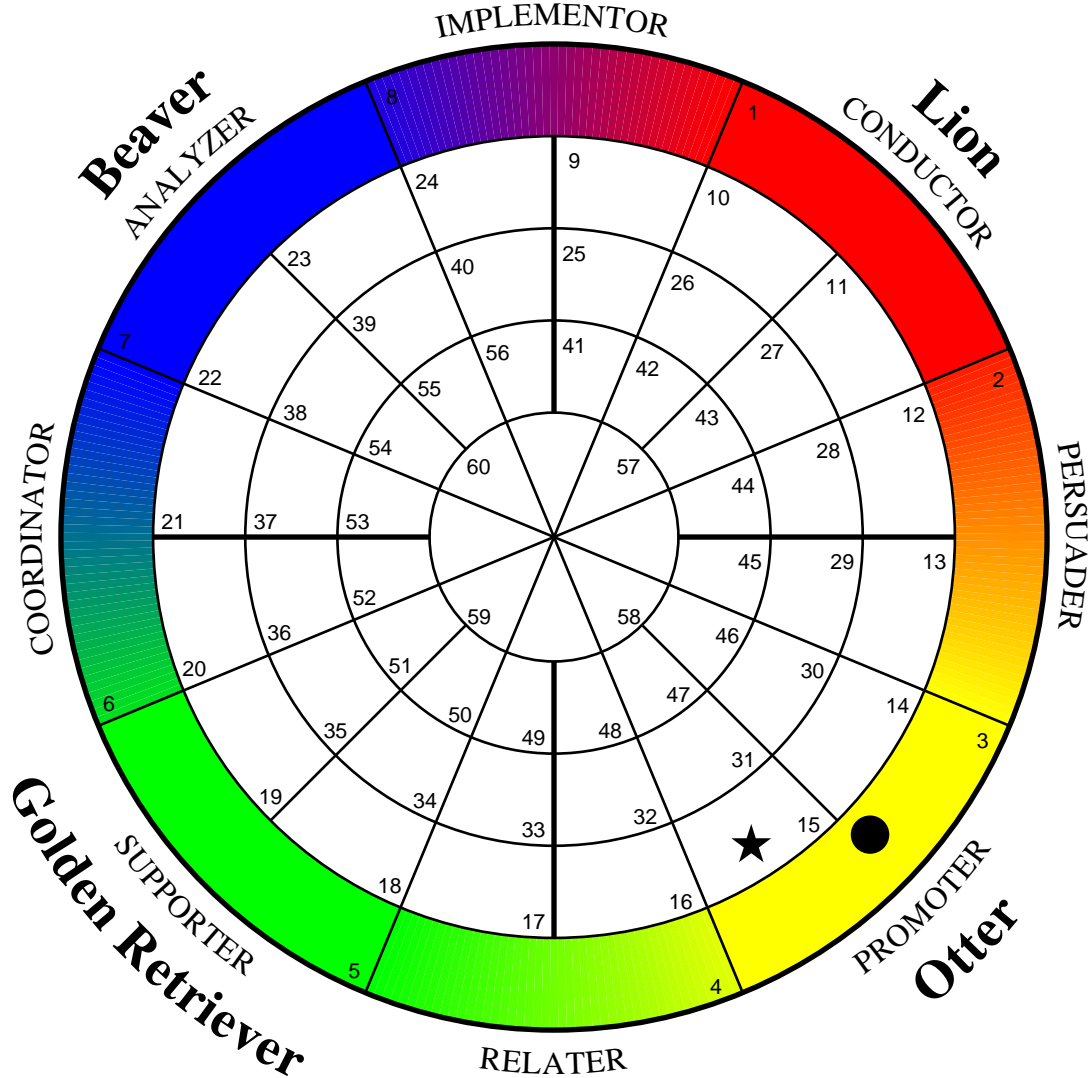
If John is a part of a group or team who also took the assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's "Core" and "Adapted" style. This allows for quick identification of potential conflict. This will also help identify where communication, understanding and appreciation can be increased.

Also notice on the outside of the circle descriptive words like "Conductor" or "Supporter." These words are designed to help describe John's "Core" and "Adapted" Style. Additional insights and instructions on using the Success Insights Wheel can be found in your online workbook.

THE SUCCESS INSIGHTS® WHEEL

John Doe

10-10-2001



"Adapted" Style: ★ (15) RELATING PROMOTER

"Core" Style: ● (3) PROMOTER

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