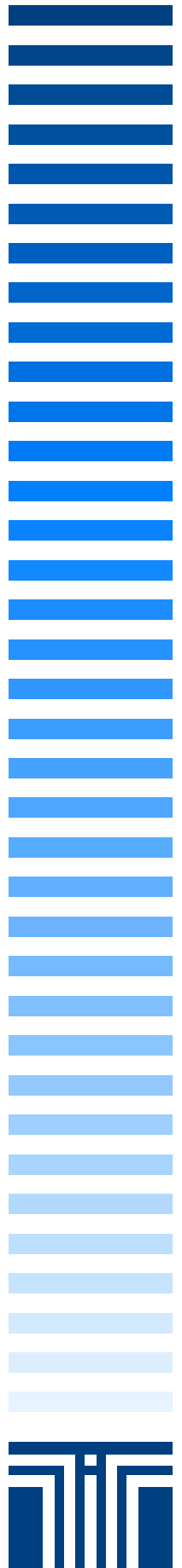


MANAGING FOR SUCCESS®

Work Environment™ Version

Manager



INTRODUCTION

Every job that requires human effort has a work environment. That work environment can be best described in terms of behavior. Simply put, "If the job could talk, what behavioral characteristics would it ask for?" When you match the behavioral style of the person to the job, the person will be better able to perform the job requirements. If the behavior of the person does not match the job, there will be tension between the job and the person's natural behavior, which may affect longevity and work performance.

This report provides you with information on the intensity of each of the four factors of the behavioral analysis. If you find a statement that does not apply to the job, delete it. Compare this report with the job description and utilize it to understand and maximize the effectiveness of the person in the specific job.

WORK ENVIRONMENT

Our changing work environments require the need to clearly focus on the behavioral job roles. Conflict, misunderstanding, and poor performance can be the price paid for lack of job clarity. Use the report to clarify the behavioral demands of the job.

The Position's overview:

- Vision for the future and planning skills.
- Ability to change gears quick and often.
- Sense of urgency and wide scope of activities.
- Self-starter who seeks challenges.
- Quick response to crisis and change.
- Getting results through people.
- Knowledge to carry out authority and responsibility.
- Wide scope of authority.
- Questioning the status-quo.
- Decisions that could be unpopular or without precedent.
- Sensitivity to changes in social and work environment.

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.

The Position's behavior demands:

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.
16. Future orientation and abstract thinking ability.

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.

The Position's behavior demands:

1. Social interactions.
2. High trust level.
3. Optimistic outlook.
4. Verbal skills.
5. Getting people emotionally involved.
6. Working with people.
7. Openness to new ideas.
8. Ability to move from one activity to another quickly.
9. Participatory management.
10. A flexible use of time.
11. Outgoing personality.
12. Creative approach to problem solving.
13. Democratic relationships with others.
14. Working with people more than working with things.
15. A team approach.
16. Initiating contact with others.
17. Getting things done through people.

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.

The Position's behavior demands:

1. High sense of urgency directed toward results.
2. Shared information and open communications.
3. Spontaneous response to crisis and change.
4. Changing work stations.
5. Opportunity to explore short cut methods.
6. Opportunity to explore change.
7. Support team to help with details.
8. Self-starter.
9. Quick decisions.
10. Ability to move from one activity to another quickly.
11. Setting and meeting deadlines.
12. Facts and data provided by others.
13. Freedom to respond and set precedent.
14. Many new and varied activities.

COMPLIANCE - CONSTRAINTS

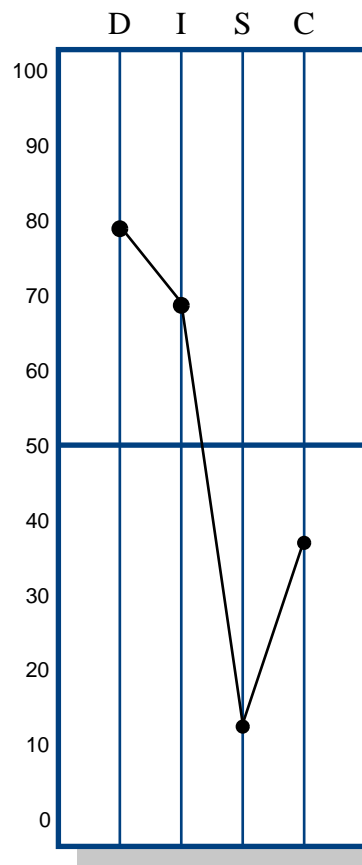
This page of the report lists how the job requires a person to respond to rules set by others and quality. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

The Position's behavior demands:

1. Awareness and sensitivity to rules and procedures.
2. Practical work.
3. Persistence in getting the job completed.
4. Freedom from direct control and supervision.
5. Expression of new ideas.
6. Limited independence to question procedures.
7. Testing new ideas and procedures.
8. Taking calculated risks.
9. Questioning the status quo.

WORK ENVIRONMENT™

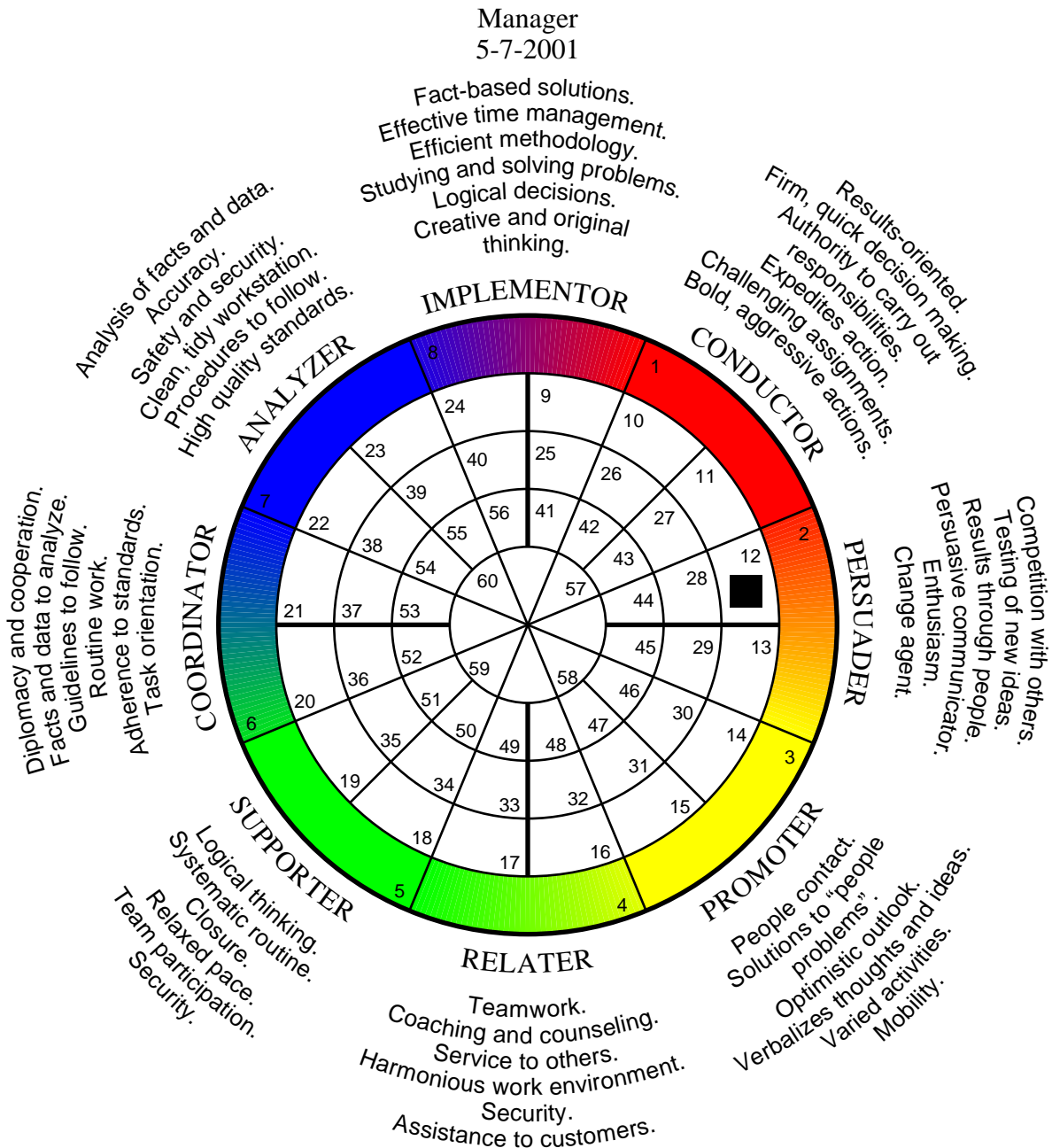
Manager
5-7-2001



Score
%

23	27	50	40
79	69	14	38

THE SUCCESS INSIGHTS® WHEEL



Work Environment: ■ (12) CONDUCTING PERSUADER