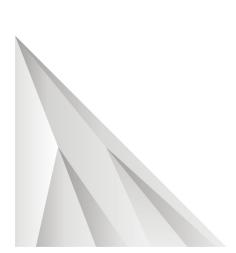




Interviewing Insights[™] General

Tom Tester Account Manager Sample Corp 6-30-2017









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.



General Characteristics

Based on Tom'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 Tom's natural behavior.

Tom can be seen as a person of good will. He likes quality social relationships. He often will become friends with his customers or clients. He tries to influence others through a personal relationship and many times will perform services to develop this relationship. He is approachable, affectionate and understanding. He is usually filled with good intentions, but often lacks the time to fulfill them. He likes feedback from his manager on how he is doing. He is optimistic and usually has a positive sense of humor. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. Tom tends to trust people and may be taken advantage of because of his high trust level. He likes to develop people and build organizations.

Tom likes working for managers who make quick decisions. 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. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. 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. Tom will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view. He likes to participate in decision making. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. He is good at solving problems that deal with people.







General Characteristics Continued

Tom will optimistically interact with people in an assured, diplomatic and poised manner. He can get emotional about any subject in which he believes. He is highly excited by what influences him. He has a tendency, which he regards as an ability, to talk smoothly, readily and at length. Tom is people-oriented and verbally fluent. He is optimistic about his ability to influence people to his way of thinking. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He is both a good talker and a good listener.







Ideal Environment

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

- Freedom from control and detail.
- Democratic supervisor with whom he can associate.
- Forum for his ideas to be heard.
- Work with a results-oriented team.
- Assignments with a high degree of people contacts.







Value to the Organization

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

- Big thinker.
- Dedicated to his own ideas.
- Positive sense of humor.
- Negotiates conflicts.
- Builds confidence in others.
- Team player.
- Creative problem solving.







Interview Questions

- 1. Describe your career goals:
- 2. How do you plan to achieve these goals?
- 3. What factor do you feel may hinder your success?
- 4. What do you expect from your manager?
- 5. How do you determine your priorities?
- 6. What are your most significant accomplishments?
- 7. How do you deal with people you don't like?





Style Insights[®] Graphs 6-30-2017

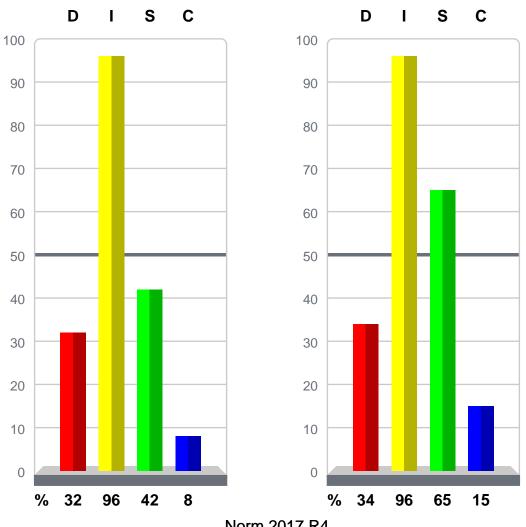


Adapted Style

Graph I

Natural Style

Graph II



Norm 2017 R4





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:

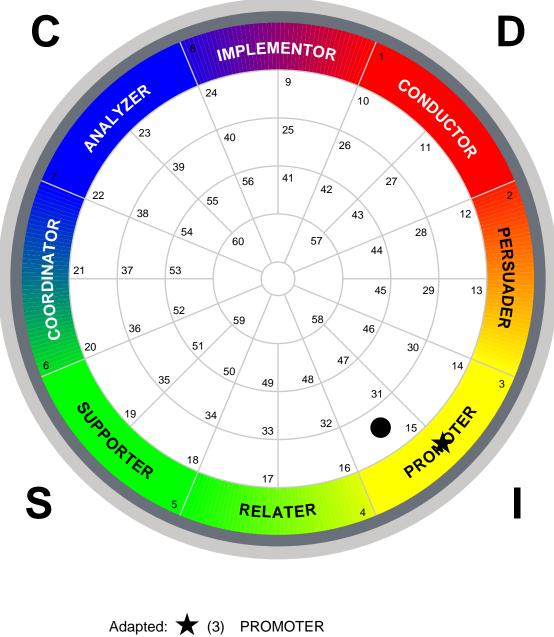
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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 6-30-2017



Natural: (15) RELATING PROMOTER

Norm 2017 R4