



SUCCESS INSIGHTS®

Management-Staff Version

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

Benjamin Robert Carlyle

Foxboro Transportation

17/5/2004

Profit is an outcome of having quality staff with a great attitude

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INTRODUCTION

Behavioural 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.

This report analyzes behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements which are true and areas of behaviour in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.



GENERAL CHARACTERISTICS

Based on Benjamin Robert's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behaviour 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 Benjamin Robert's natural behaviour.

Benjamin Robert can be successful at many things, not because of versatility but rather because of his determination to win. He has high ego strengths and may be viewed by some as egotistical. He appreciates others who are team players and will reward those who are loyal. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. Benjamin Robert can be analytical, calm, steady and persevering. Some may view him as being stubborn and opinionated. He views it as the price you must pay for success. He may try to "explain" his stubbornness in positive terms. He establishes many standards for himself and others. His high ego strength demands that his standards will be met. He prefers being a team player, and wants each player to contribute along with him. Benjamin Robert is an aggressive individual who wins through hard work and persistence; that is, he will come up with a good idea and follow through. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works.

Benjamin Robert has the ability to make high-risk decisions, but sometimes should seek counsel before acting. He is logical, incisive and critical in his problem-solving activities. He finds it easy to share his opinions on solving work-related problems. He can be direct in his approach to discovering the facts and data. He maintains his focus on results. Logic and people who have the facts and data to support this logic



GENERAL CHARACTERISTICS

influence him. He admires the patience required to gather facts and data. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.

Benjamin Robert could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. He has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just his way of getting the appropriate facts. He tries to remain emotionally uninvolved in what the other person is saying. He challenges people who volunteer their opinions. When communicating with others, Benjamin Robert must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He is influenced by people who communicate with a logical presentation of the facts, impressed by the apparent efficiency involved. He may display a lack of empathy for others who cannot achieve his standards.



VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behaviour Benjamin Robert 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.

- Innovative.
- Tenacious.
- Excellent troubleshooter.
- Presents the facts without emotion.
- Thinks big.
- Competitive.
- Always looking for logical solutions.
- Forward-looking and future-oriented.
- Creative in his approach to solving problems.



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 Benjamin Robert. 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 Benjamin Robert most frequently.

Do:

- Keep at least three feet away from him.
- Use expert testimonials.
- Provide details in writing.
- Respect his quiet demeanour.
- Support and maintain an environment where he can be efficient.
- Read the body language--look for impatience or disapproval.
- Motivate and persuade by referring to objectives and results.
- Stick to business--let him decide if he wants to talk socially.
- Be patient and persistent.
- Be clear, specific, brief and to the point.
- Listen to him.



INEFFECTIVE COMMUNICATION

This section of the report is a list of things NOT to do while communicating with Benjamin Robert. Review each statement with Benjamin Robert 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.

Do not:

- Direct or order.
- Leave loopholes or cloudy issues if you do not want to be challenged.
- Come with a ready-made decision, or make it for him.
- Make statements you cannot prove.
- Use inappropriate buzz words.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Ramble on, or waste his time.
- Leave things open to interpretation.
- Touch his body when talking to him.
- Use high speed, intense inputs.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Be disorganized.



COMMUNICATION TIPS

This section provides suggestions on methods which will improve Benjamin Robert'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, Benjamin Robert 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. ■ Do not 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 Benjamin Robert'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Benjamin Robert enjoys and also those that create frustration.

- Private office or work area.
- Environment where he can be a part of the team, but removed from office politics.
- Projects that produce tangible results.
- Evaluation based on results, not the process.
- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoints.
- Data to analyze.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Benjamin Robert usually sees himself as being:

Pioneering	Assertive
Competitive	Confident
Positive	Winner

OTHERS' PERCEPTION

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

Demanding	Nervy
Egotistical	Aggressive

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

Abrasive	Controlling
Arbitrary	Opinionated



DESCRIPTORS

Based on Benjamin Robert's responses, the report has marked those words that describe his personal behaviour. 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 Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



NATURAL AND ADAPTED STYLE

Benjamin Robert'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
Benjamin Robert is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Benjamin Robert has a tendency to make decisions with little or no hesitation.	Benjamin Robert sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.	

Natural	PEOPLE - CONTACTS	Adapted
Benjamin Robert feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.	Benjamin Robert feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.	



NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Benjamin Robert is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.</p>		<p>Benjamin Robert feels the environment is calling for a relaxed demeanour, or one in which patience is looked at as a virtue. He is predictable and stable and places an emphasis on follow-up and follow-through.</p>

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Benjamin Robert is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.</p>		<p>Benjamin Robert is displaying a natural concern for quality and procedures that acquire quality. He wants to know the rules so he can abide by them.</p>



ADAPTED STYLE

Benjamin Robert sees his present work environment requiring him to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behaviour.

- Diplomatic cooperation in team interaction.
- Adherence to established guidelines and procedures.
- Careful, thoughtful approach to decision making.
- Sensitivity to existing rules and regulations.
- Calculation of risks before taking action.
- Exhibiting patience and good listening skills.
- Precedence of quality over efficiency.
- Critical appraisal of data.
- Logical solutions.
- Consistency of task performance.
- Freedom from confrontation.
- Compliance to high standards.
- Limited or prepared changes in routine.



KEYS TO MOTIVATING

This section of the report was produced by analysing Benjamin Robert'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 Benjamin Robert and highlight those that are present "wants."

Benjamin Robert wants:

- Limited exposure to new procedures.
- Time to perform up to his high standards.
- Operating procedures in writing.
- To be part of a quality-oriented work group.
- Instructions so he can do the job right the first time.
- Identification with fellow workers.
- A predictable work environment.
- Advancement when he is ready.
- To be recognized for his continuance of quality work.
- Activities that do not infringe on family life.
- Safety and security of the situation.



KEYS TO MANAGING

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

Benjamin Robert needs:

- To display empathy for people who approach life differently than he does.
- An awareness of the parameters or rules in writing.
- Skills to come across warm and close, when appropriate.
- Time to warm up to people.
- Time to gather the facts and data.
- To soften the edge and not be so blunt.
- To sell his ideas--not just tell them.
- To know results expected and to be evaluated on the results.
- Sincere feedback from others.
- To negotiate commitment face-to-face.
- Logical answers in logical order.
- To understand his impact on other people.



AREAS FOR IMPROVEMENT

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

Benjamin Robert has a tendency to:

- Lack tact and diplomacy as long as he gets the results he wants.
- Make "off the cuff" remarks that are often seen as personal prods.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Blame, deny and defend his position--even if it is not needed.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Overuse fear as a motivator by being overly demanding.
- Have trouble delegating--cannot wait, so does it himself.



ACTION PLAN

The following are examples of areas in which Benjamin Robert may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- | | |
|-----------------------------|---------------------|
| ■ Communicating (Listening) | ■ Time Management |
| ■ Delegating | ■ Career Goals |
| ■ Decision Making | ■ Personal Goals |
| ■ Disciplining | ■ Motivating Others |
| ■ Evaluating Performance | ■ Developing People |
| ■ Education | ■ Family |

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____



BEHAVIORAL FACTOR INDICATOR™

Management Version

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INTRODUCTION

Classifying management behaviour is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioural. Behavioural measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

Your report will graphically display your behavioural skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioural demands of the job.

The Natural graph represents your natural behaviour - the behaviour you bring to the job. The Adapted graph measures your response to the environment - the behaviour you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behaviour.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behaviour will allow you to develop strategies to win in any environment you choose.



SPECIFIC FACTOR ANALYSIS

DECISIVENESS/RESULTS ORIENTED

0...1...2...3...4...5...6...7...8...9...10



SENSE OF URGENCY

0...1...2...3...4...5...6...7...8...9...10



VISION FOR THE FUTURE

0...1...2...3...4...5...6...7...8...9...10



MOTIVATING OTHERS

0...1...2...3...4...5...6...7...8...9...10



SELF-CONFIDENCE

0...1...2...3...4...5...6...7...8...9...10



CUSTOMER/EMPLOYEE INTERFACE

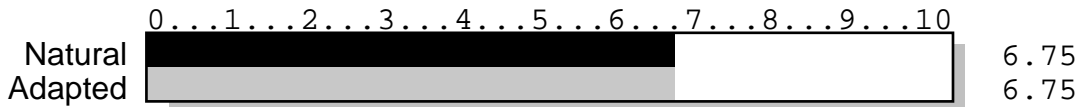
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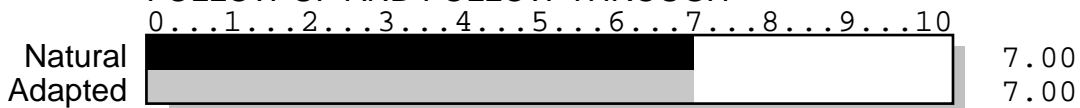


SPECIFIC FACTOR ANALYSIS

LISTENING



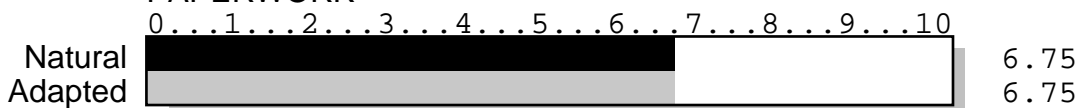
FOLLOW-UP AND FOLLOW-THROUGH



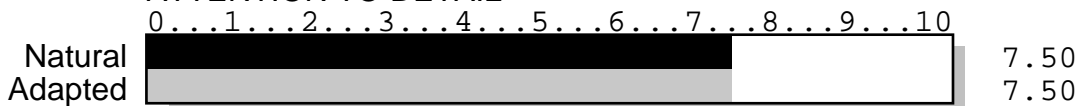
CONSISTENCY



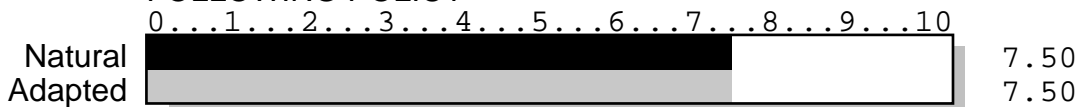
PAPERWORK



ATTENTION TO DETAIL



FOLLOWING POLICY





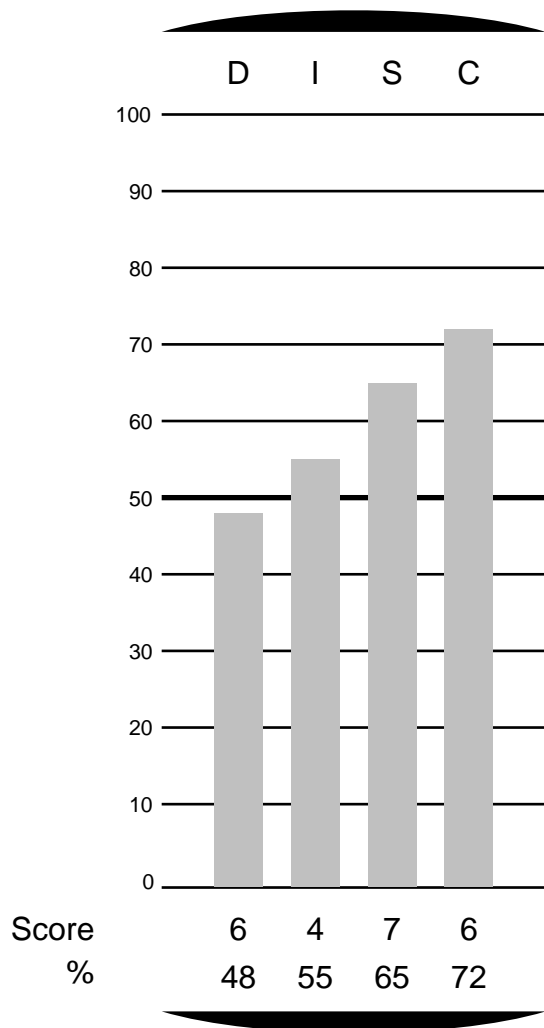
STYLE ANALYSIS™ GRAPHS

Benjamin Robert Carlyle

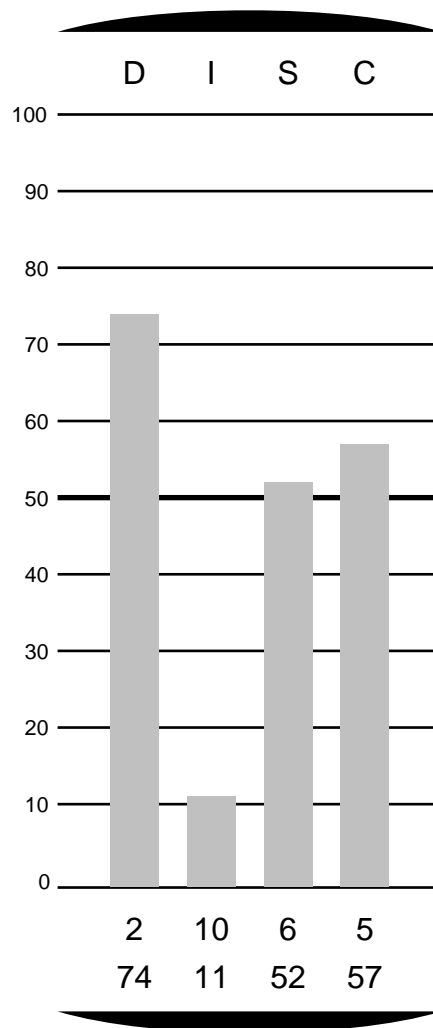
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style





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 behavioural style, the Wheel adds a visual representation that allows you to:

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

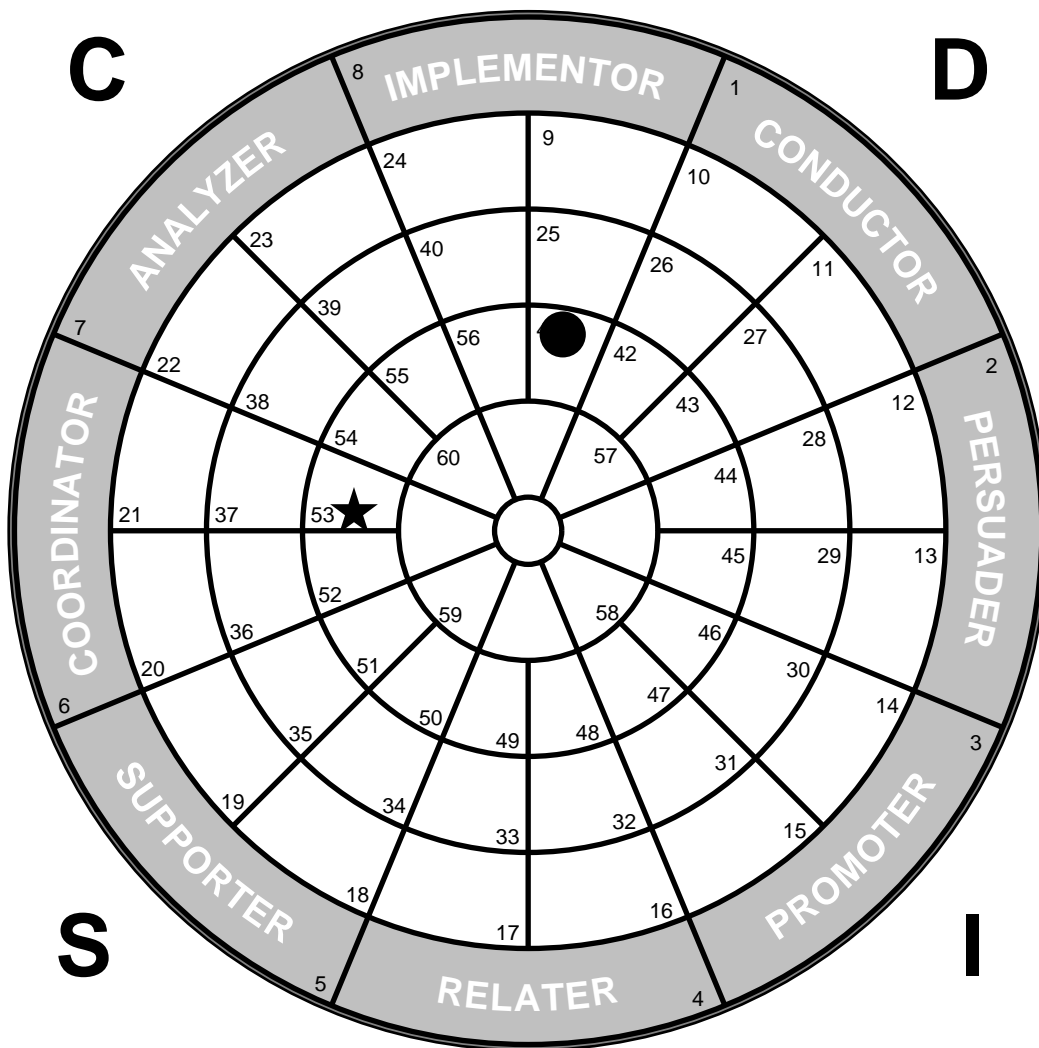
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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

Benjamin Robert Carlyle
Foxboro Transportation
17/5/2004



Adapted: ★ (53) ANALYZING COORDINATOR (ACROSS)
Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)