

# MANAGING FOR SUCCESS®

INTERVIEWING INSIGHTS™

General Version

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

**Jane Doe**

**Paragon Resources, Inc.**

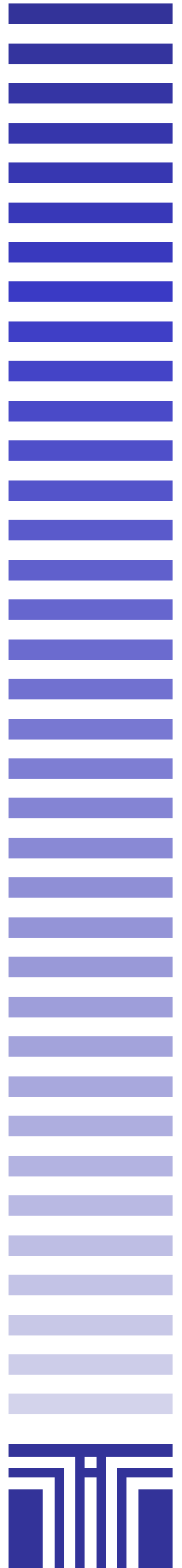
*Training and Consulting Firm*

*Focusing on ROP...Return on People*

*Accelerating Team Performance to Maximize Client Relationships*

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# 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.

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 which are true or areas of behavior in which tendencies are shown.

This valuable information will enable you to thoroughly prepare and conduct the selection/interview process by providing you with a deeper understanding and knowledge of how the candidate can best fit the position you have to offer.

## GENERAL CHARACTERISTICS

*Based on Jane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jane's natural behavior.*

Jane likes to win through persistence. She uses her strong, steady tendencies to accomplish her goals. She can be possessive and develop strong attachments for her work group, close friends and family. She likes to start and finish activities. Others who work with her know they can depend on her. She prefers to help and support others rather than compete against them. Jane is good at concentrating in order to listen and learn. She is not easily distracted by peripheral activity. She can be open, patient and tolerant of differences. Her natural quality of being nonjudgmental is a great strength. Because she is receptive and listens well, she excels in gathering information. She tends to be incisive and analytical. She is a good team member, but she will, if forced, go it alone. Jane strives to maintain the status quo, since she tends to resist change, particularly when it is unexpected or sudden. She is family-oriented. She may go to great lengths to ensure the "happiness" of her personal or work family.

Jane may tend to fight for her beliefs or those things she feels passionate about. Logic is important when trying to influence her. She pays more attention to logic than emotional "hype." She may be reluctant to initiate new approaches to doing things. If she is shown the benefits, she will consider new procedures. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. Once she makes a decision, she can be organized in carrying it out. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't

# GENERAL CHARACTERISTICS

want to repeat the process. She adheres to company policy and doesn't break the rules just for the sake of breaking them. She needs to gather data and facts in a logical fashion.

Jane tends to be possessive of information; that is, she doesn't voluntarily share information with others outside of her team. This may be a blessing, or a curse, to her superiors. She is more motivated by logic than emotion. To her, logic represents tangible research. She can be outgoing at times. Basically introverted, she will "engage" in social conversation when the occasion warrants. She is somewhat reserved with those she doesn't trust or know. After trust has been established, she may be open and candid. Jane does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Sometimes she will withdraw from a verbal battle. If she feels strong about an issue, she may retreat to gather her resources and then return to take a stand! She may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic.

# IDEAL ENVIRONMENT

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

- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Little conflict between people.
- An environment where she can use her intuitive thinking skills.
- An environment that allows time to change.
- Assignments that can be followed through to completion.
- Prefers technical work, specializing in one area.
- Familiar work environment with a predictable pattern.
- Needs personal attention from her manager and compliments for each assignment well done.

## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Jane brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.*

- Good at reconciling factions--is calming and adds stability.
- Accurate and intuitive.
- Conscientious and steady.
- Dependable team player.
- Service-oriented.
- Proficient and skilled in her technical specialty.
- People-oriented.
- Always concerned about quality work.
- Comprehensive in problem solving.

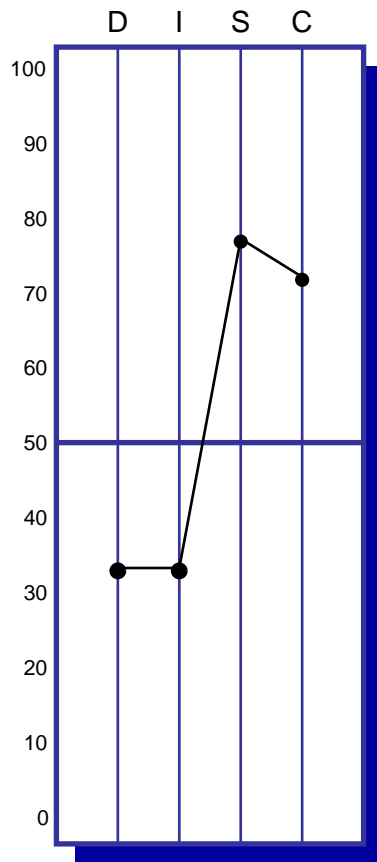
# INTERVIEW QUESTIONS

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?

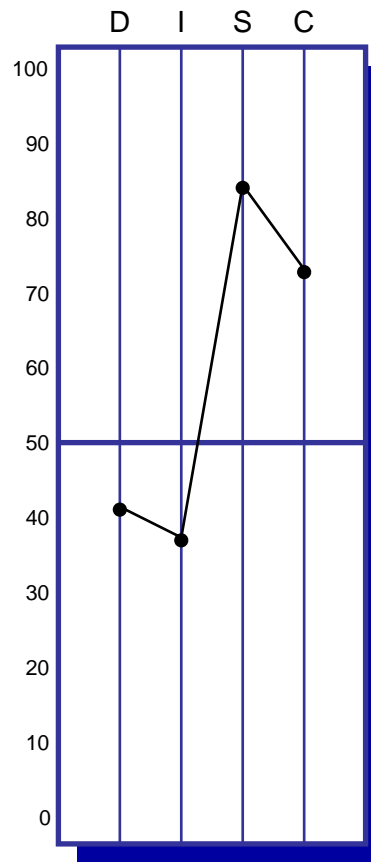
# STYLE ANALYSIS™ GRAPHS

Jane Doe

MOST  
Graph I  
Adapted Style



LEAST  
Graph II  
Natural Style



Score  
%

3	2	9	6
34	34	77	72

7	6	2	3
42	38	84	73

# 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:

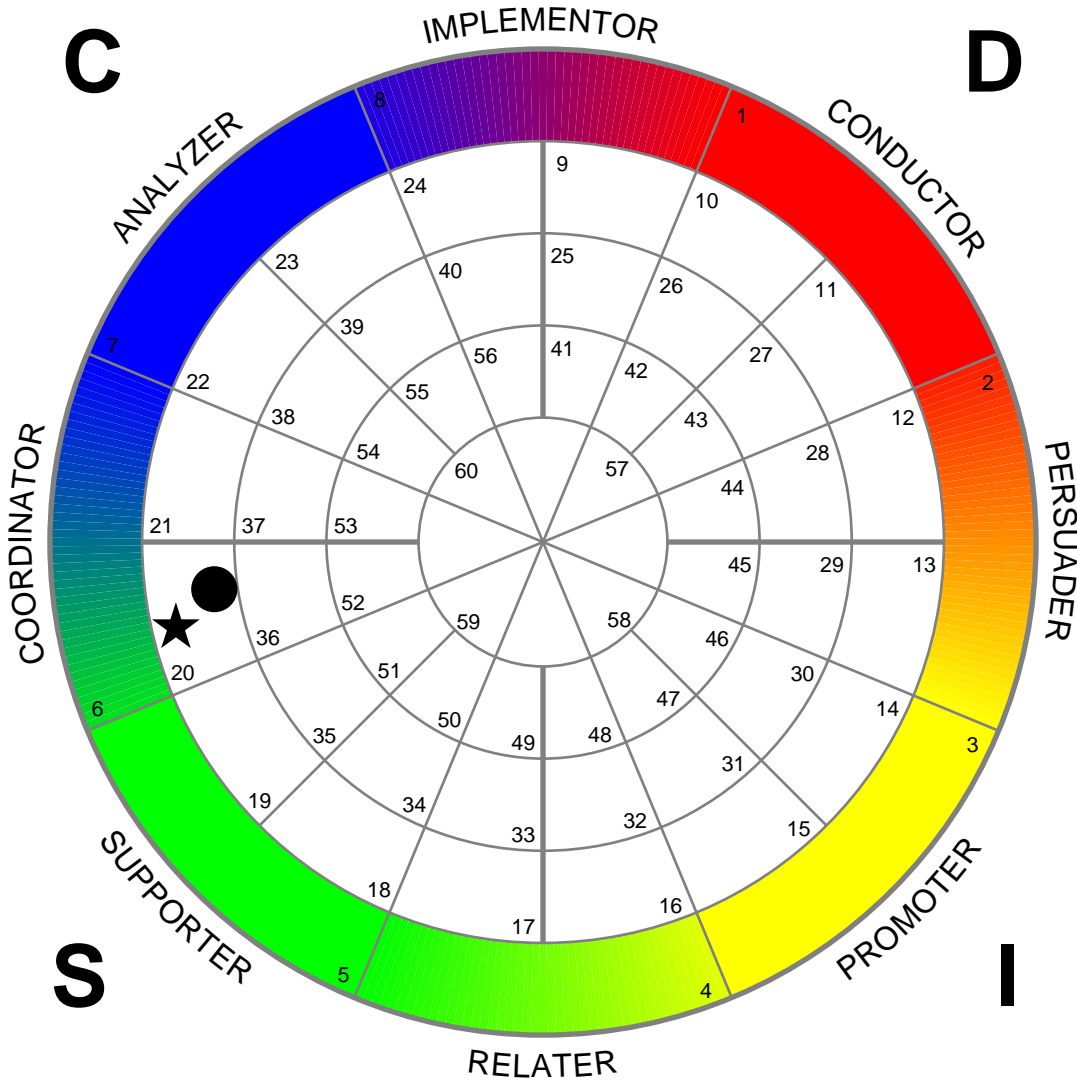
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

Jane Doe



Adapted: ★ (20) SUPPORTING COORDINATOR  
 Natural: ● (20) SUPPORTING COORDINATOR