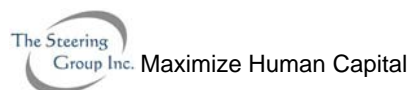




CAREER PLANNING INSIGHTS

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

Jane Doe
Programmer
3-15-2004



The Steering Group, Inc.
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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.

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.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



PERSONAL CHARACTERISTICS

Based on Jane's responses, the report has selected general statements to provide you with 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 can be blunt and critical of people who do not meet her standards. She is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. Under pressure, Jane has a tendency to actively seek opportunities which test and develop her abilities to accomplish results. She embraces visions not always seen by others. Jane's creative mind allows her to see the "big picture." Jane is a creative person and uses this creativity to solve problems. She has little time for details unless she sees the importance of those details in achieving her goals. She has high ego strengths and may be viewed by some as egotistical. She is forward-looking, aggressive and competitive. Her vision for results is one of her positive strengths. Many people see her as a self-starter dedicated to achieving results. Her drive for tangible accomplishments is counterbalanced by an equal drive for correctness. She is the type of individual who, under pressure, has a tremendous sense of urgency and need to get things done. She likes people, but can be seen occasionally as cold and blunt. She may have her mind on project results, and sometimes may not take the time to be empathetic toward others.

Jane can be direct in her approach to discovering the facts and data. She maintains her focus on results. She likes the new and the unusual. She prefers to discover her own solutions to problems. She has the ability to make high-risk decisions, but sometimes



PERSONAL CHARACTERISTICS

should seek counsel before acting. She sometimes requires assistance in bringing major projects to completion. She may have so many projects underway that she needs help from others. Jane will work long hours until a tough problem is solved. After it is solved, Jane may become bored with any routine work that follows. She finds it easy to share her opinions on solving work-related problems. She likes the freedom to explore and the authority to re-examine and retest her findings. She likes setting the pace in developing systems to achieve results.

Jane is skilled at asking informed questions and extracting information, but for some people she may need to phrase her questions more tactfully. She should exhibit more patience and ask questions to make sure that others have understood what she has said. She usually communicates in a cool and direct manner. Some may see her as being aloof and blunt. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. Jane challenges people who volunteer their opinions. She doesn't seek out conflict; however, she will confront those who stand between her and success. Others often misunderstand her great ability as a creative thinker. She may display a lack of empathy for others who cannot achieve her standards.



PERSONAL STRENGTHS

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. By identifying Jane's talent, the organization can develop a system to capitalize on her particular value to the organization and make her an integral part of the team.

- Creative in her approach to solving problems.
- Usually makes decisions with the bottom line in mind.
- Forward-looking and future-oriented.
- Initiates activity.
- Tenacious.
- Competitive.
- Self-starter.
- Challenges the status quo.



BASIC NEEDS

In this section are some needs which must be met in order for Jane to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Jane and her counselor should go over the list and identify 3 or 4 statements that are most important to her. This allows Jane to participate in forming her own personal management plan.

Jane needs:

- Time to see and test if the plan will work.
- To understand her impact on other people.
- A manager who prefers quality over quantity.
- To understand that her tendency to tell it like it is may reduce performance rather than raise it with some people.
- To analyze constructive criticism to see if it's true and how it may be impacting her career.
- Rewards in terms of fine things--not just shallow words.
- Equipment that will allow her to perform up to her high standards.
- A work environment with many activities.
- Performance appraisals on a regular basis.
- To not be overly sensitive or critical of the little faults of coworkers.
- To be confronted when you don't understand or disagree with her.



ADAPTED STYLE

This section gives general information on behavior that Jane deems necessary to be successful on the job. One should read this section and determine if the behavior described is job related. If the behavior is not job-related, Jane does not understand the behavior required to be successful in the job.

- Disciplined, meticulous attention to order.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Anticipating and solving problems.
- Accurate adherence to high quality standards.
- Persistence in job completion.
- Dealing with a wide variety of work activities.
- Critical appraisal of data.
- Maintaining a clean and organized work station.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Acting without precedent, and able to respond to change in daily work.
- Being sensitive to, but not necessarily controlled by, rules and procedures.



PRESENT WANTS

This section of the report was produced by analyzing Jane's wants. People are motivated by the things they want, thus: wants that are satisfied no longer motivate. Analyze each statement produced in this section and highlight those that are present "wants."

Jane wants:

- Opportunity to verbalize her ideas and demonstrate her skills.
- Opportunity to discuss progress on major or new projects.
- Time to perform up to her high standards.
- Control of her own destiny.
- To know the agenda for the meeting.
- Freedom from controls that restrict her creativity.
- Meetings that stay on the agenda, or reasons for changing the agenda.
- Support staff to do detail work.
- Instructions so she can do the job right the first time.
- New challenges and problems to solve.
- Sincere appreciation for achievements--may interpret as manipulation if overdone.
- Prestige, position and titles so she can control the destiny of others.



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. A person with flexibility uses 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.

- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- Nonroutine work with challenge and opportunity.
- Close relationship with a small group of associates.
- An environment dictated by logic rather than emotion.
- An environment where she can use her intuitive thinking skills.



CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of Jane.

Do:

- Read the body language--look for impatience or disapproval.
- Motivate and persuade by referring to objectives and results.
- Prepare your "case" in advance.
- Approach her in a straightforward, direct way; stick to business.
- Be clear, specific, brief and to the point.
- Stick to business--let her decide if she wants to talk socially.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Follow through, if you agree.
- Minimize risk by providing guarantees over a period of time.
- Give her time to be thorough, when appropriate.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.



STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

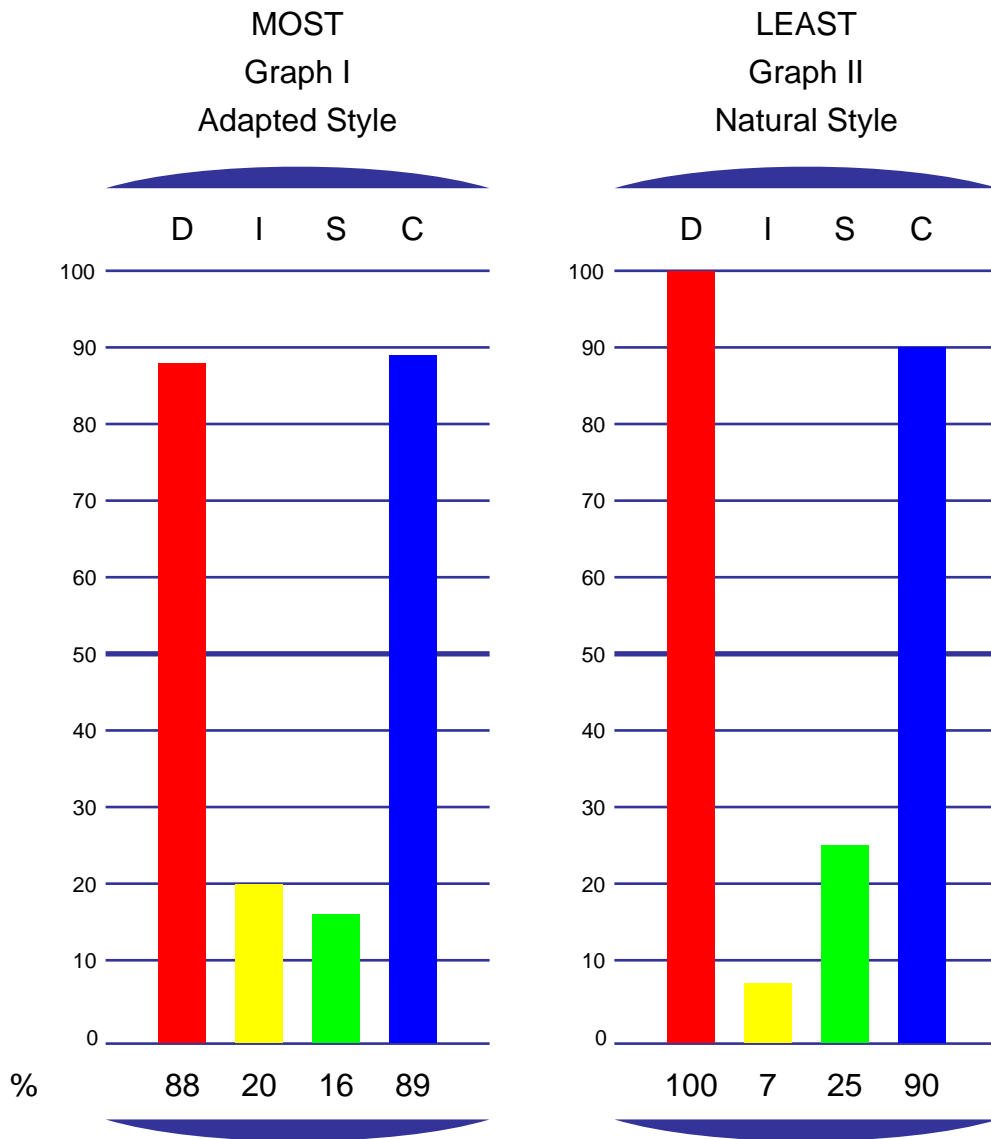
- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.
- STRENGTH - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.
- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - Some may see this as manipulation.
- STRENGTH - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.



STYLE INSIGHTS™ GRAPHS

Jane Doe

3-15-2004



Norm 2003



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.

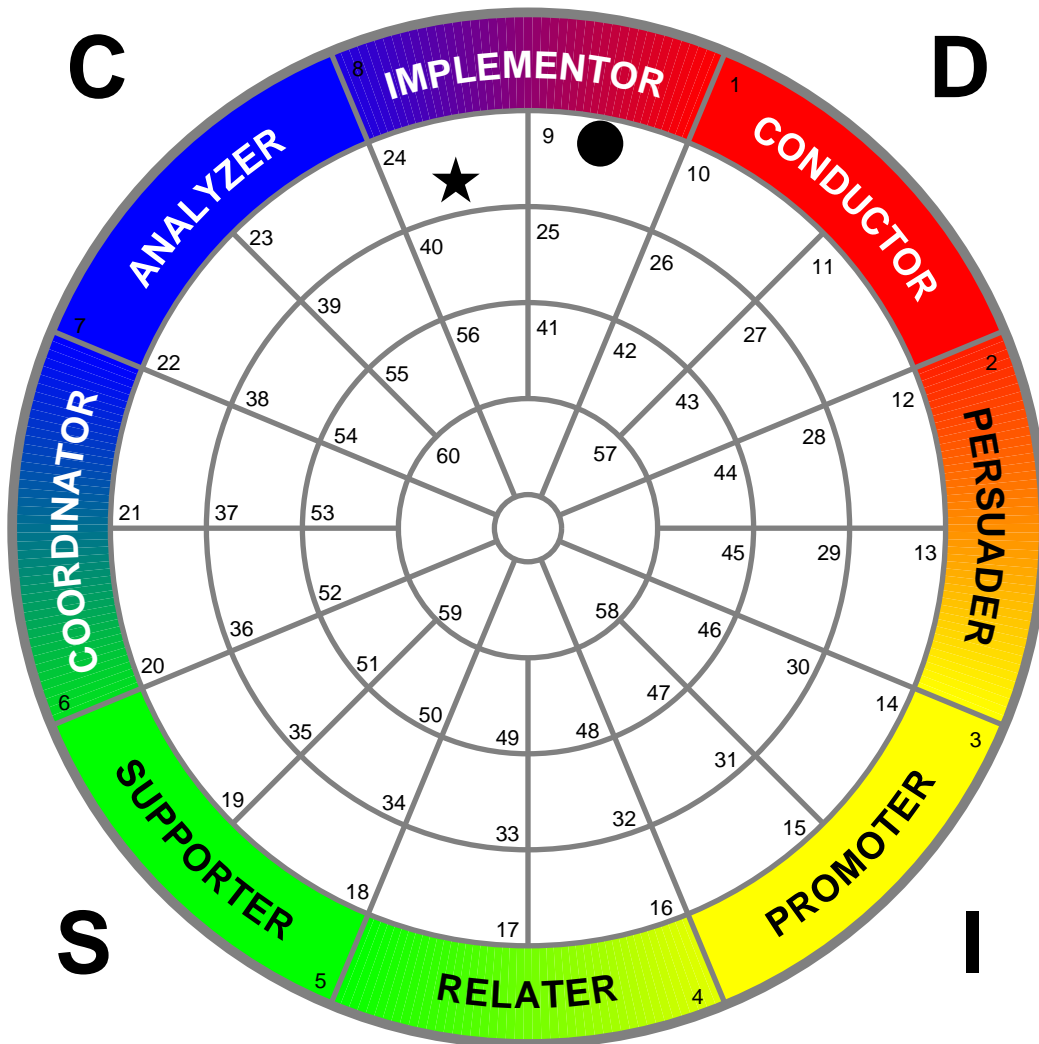
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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
3-15-2004



Adapted: ★ (24) ANALYZING IMPLEMENTOR
Natural: ● (9) CONDUCTING IMPLEMENTOR



WORK ENVIRONMENT

Jane Doe

Programmer

3-15-2004



INTRODUCTION

This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behavior you want to use on the job.



DOMINANCE - CHALLENGE

This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power and decisiveness may be key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Some rules and procedures to follow.
2. More emphasis on quality than on efficiency.
3. Adaptability.
4. Leadership by example.
5. Limited scope of activities.
6. Analysis of data before making a decision.
7. Patience.

"Ideal" job behavioral demands are:

1. Calculating the use of power and authority.
2. Responding to problems and challenges.
3. A drive to succeed.
4. Clarification of authority and parameters.
5. Challenging assignments.
6. Independent thinking.
7. Freedom from much detail work.
8. Flexibility.
9. Ability to solve problems and meet challenges.
10. Taking an idea and moving with it, but not beyond the scope of authority.
11. Supporting change.
12. Participating in decision making.



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.

"Present" job behavioral demands are:

1. Democratic relationships.
2. Earned trust.
3. Friendly work environment.
4. Verbal skills.
5. Being polite and diplomatic.
6. Working with people.
7. Acceptance of new ideas.
8. Coaching and counseling.
9. Participatory management.

"Ideal" job behavioral demands are:

1. Ability to work alone.
2. Earned trust based on experience.
3. Critical analysis of new ideas.
4. Planned use of time.
5. Logical approach to decision making.
6. Limited contact with people.
7. Conservative approach to new activities.
8. Limited projects with time to complete.
9. Analysis of facts and data.
10. Thinking before acting.
11. Analysis of outcome before delegating responsibility.



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.

"Present" and "Ideal" job behavioral demands are:

1. Patience.
2. Ability to listen.
3. Working within the system.
4. Task oriented concentration.
5. Follows through on task.
6. Limited change in work activities.
7. Team participation.
8. Security for self and others.
9. Job description in writing.
10. Consistent performance.
11. Sincere approach to working with people.
12. Friendly environment.



COMPLIANCE - CONSTRAINTS

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

"Present" and "Ideal" job behavioral demands are:

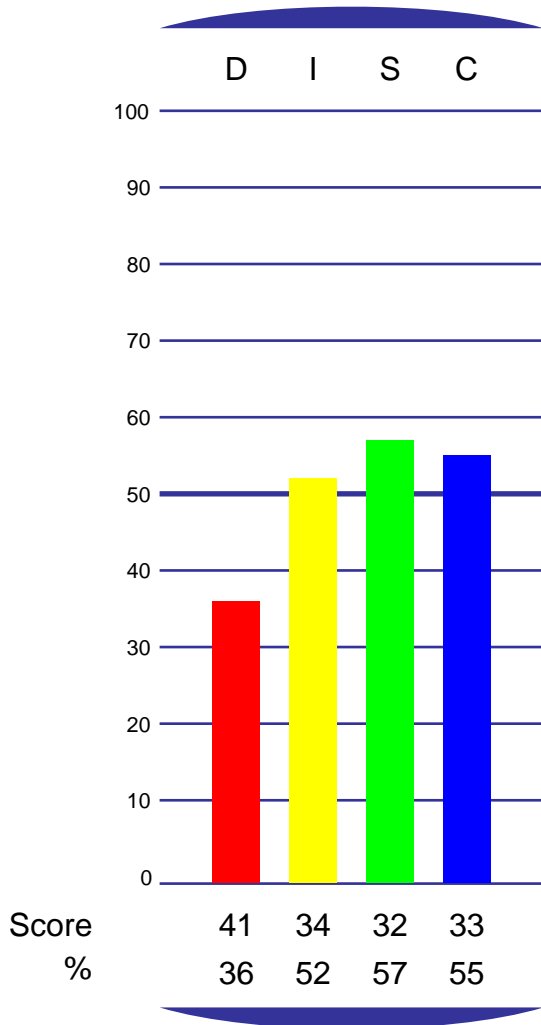
1. Rules and procedures.
2. Quality control.
3. Systematic approach to work.
4. Thinking before acting.
5. Analysis of facts and data.
6. Clarification of responsibility and authority.
7. Clean work station.
8. Disciplined use of time.
9. Balanced judgment.
10. Clarification of data.



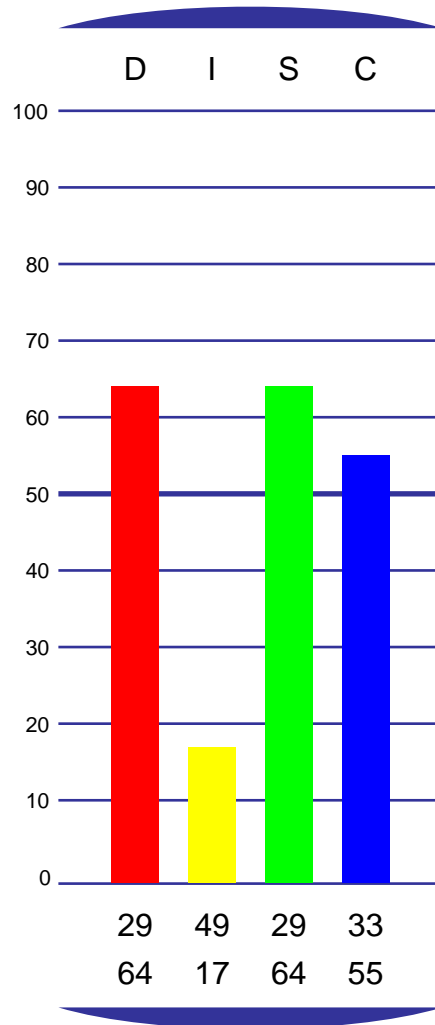
WORK ENVIRONMENT™

Jane Doe
Programmer

Work Environment
PRESENT
Jane Doe



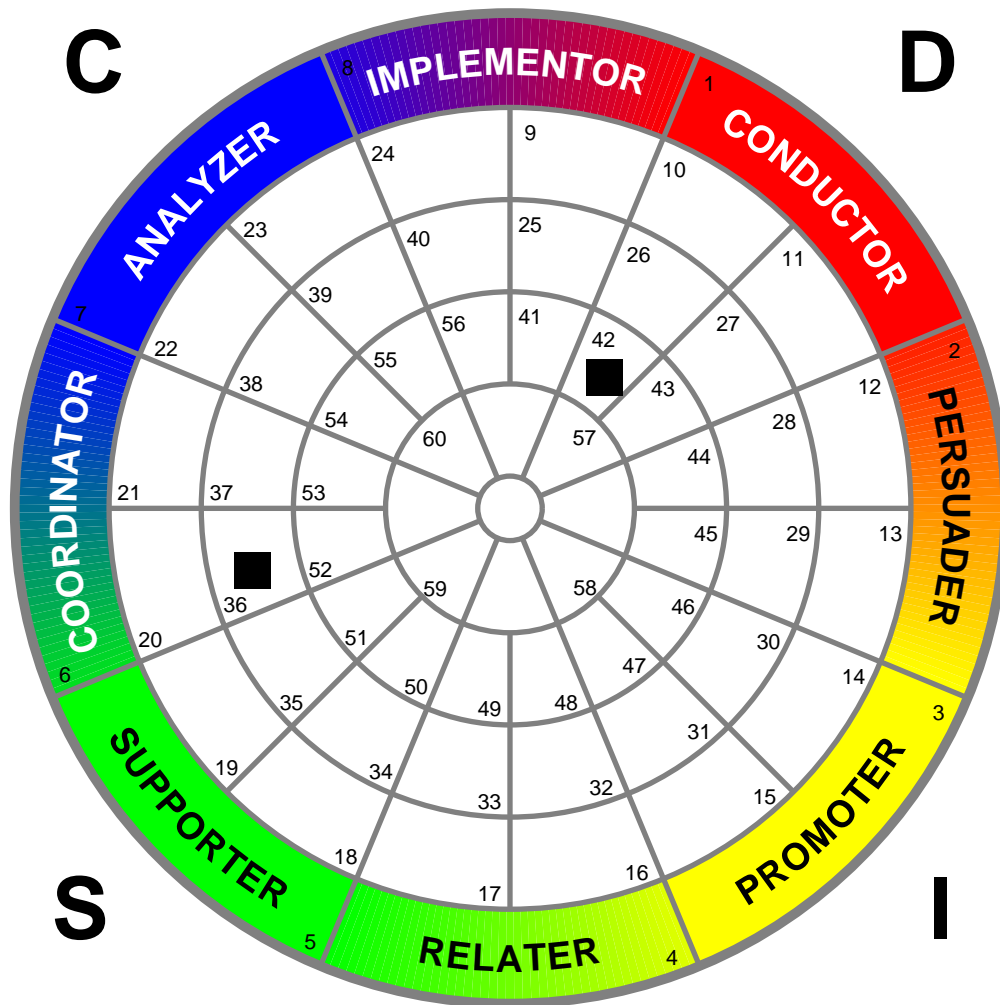
Work Environment
IDEAL
Jane Doe





THE SUCCESS INSIGHTS® WHEEL

Jane Doe
Programmer
3-15-2004



Present Work Environment: ■ (36) SUPPORTING COORDINATOR (FLEXIBLE)
 Ideal Work Environment: ■ (42) IMPLEMENTING CONDUCTOR (ACROSS)



JOB INDICATOR

Jane Doe

3-15-2004



INTRODUCTION

Today's workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so are neither fully motivated nor satisfied with their work.

Given these realities, it becomes more important than ever for people to be prepared to make informed career decisions based on a solid understanding of their own behavioral styles and your natural talents. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.

The following Job Indicator section of TTI's Successful Career Planning report has been designed to stretch your imagination and give you ideas. The message is: "Your options are many." This section will present a listing of jobs that can provide a suitable match to your natural behavioral style, as identified earlier in this report. Review these potential jobs and decide which of them appeal to your individual preferences, values and lifestyle. Remember, they are designed to stretch your imagination and give you ideas!

The career listings presented in this section are derived from the latest issue of The Occupational Information Network (O*NET) database, developed for the US Department of Labor by the National O*NET Consortium. You will find a wealth of related career information for your continued research at the following websites: <http://online.onetcenter.org> and the US Dept. of Labor, Employment & Training Administration: <http://www.doleta.gov/programs/onet>.

NAME : Jane Doe

EDUCATION : High School

CODE OCCUPATION

41-9099.99 Sales and Related Workers, All Other



JOB INDICATOR

Jane Doe

3-15-2004



INTRODUCTION

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NAME : Jane Doe

EDUCATION : A.A. or B.A.

CODE	OCCUPATION
17-2011.00	Aerospace Engineers
11-9011.02	Agricultural Crop Farm Managers
33-3031.00	Fish and Game Wardens
19-1032.00	Foresters
13-1041.04	Government Property Inspectors and Investigators
17-2111.01	Industrial Safety and Health Engineers
17-1012.00	Landscape Architects
17-2151.00	Mining and Geological Engineers, Including Mining Safety Engineers
11-9131.00	Postmasters and Mail Superintendents
41-9099.99	Sales and Related Workers, All Other
41-9031.00	Sales Engineers



JOB INDICATOR

Jane Doe

3-15-2004



INTRODUCTION

Today's workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so are neither fully motivated nor satisfied with their work.

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NAME : Jane Doe

EDUCATION : B.A. Plus

CODE	OCCUPATION
17-2011.00	Aerospace Engineers
17-2071.00	Electrical Engineers
11-9041.00	Engineering Managers
17-1012.00	Landscape Architects
17-2171.00	Petroleum Engineers
41-9099.99	Sales and Related Workers, All Other
41-9031.00	Sales Engineers
53-5031.00	Ship Engineers
29-1129.99	Therapists, All Other