

# MANAGING FOR SUCCESS®

Employee-Manager™ Version

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

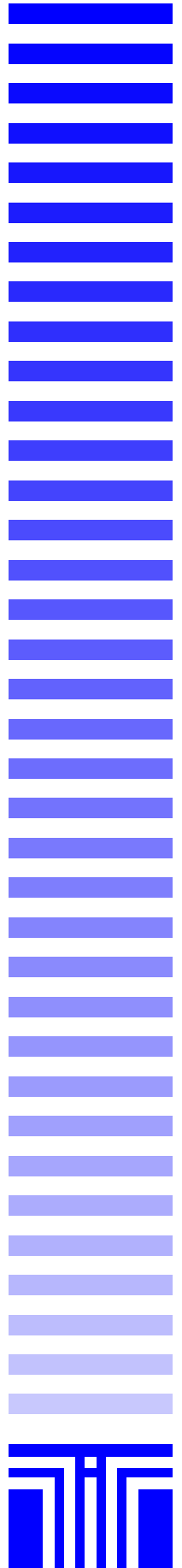
**Eric Sandt**

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1-16-2003

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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*

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# GENERAL CHARACTERISTICS

*Based on Eric'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 Eric's natural behavior.*

Eric embraces visions not always seen by others. Eric's creative mind allows him to see the "big picture." He can be analytical, calm, steady and persevering. He 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 can be successful at many things, not because of versatility but rather because of his determination to win. Eric has high ego strengths and may be viewed by some as egotistical. He will work hard at achieving his goals. He loves to win and hates to lose. 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. Eric is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He appreciates others who are team players and will reward those who are loyal.

Eric has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Logic and people who have the facts and data to support this logic influence him. He admires the patience required to gather facts and data. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. Eric should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty

# GENERAL CHARACTERISTICS

letting others participate in the process. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He can be direct in his approach to discovering the facts and data. He maintains his focus on results.

Eric is not influenced by people who are overly enthusiastic. They rarely get his attention. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. He may display a lack of empathy for others who cannot achieve his standards. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. Eric 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 could improve his communication skills by being patient, listening and displaying genuine care for the people with whom he comes in contact. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He challenges people who volunteer their opinions.

# VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Eric 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.
- Forward-looking and future-oriented.
- Creative in his approach to solving problems.
- Places high value on time.
- Tough-minded.
- Excellent troubleshooter.
- Suspicious of people with shallow ideas.
- Tenacious.
- Presents the facts without emotion.

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# 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 Eric. 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 Eric most frequently.*

Do:

- Be prepared with the facts and figures.
- Show him a sincere demeanor by careful attention to his point of view.
- Take issue with facts, not the person, if you disagree.
- Use the proper buzz words that are appropriate to his expertise.
- Give pros and cons on ideas.
- Listen to him.
- Provide details in writing.
- Be clear, specific, brief and to the point.
- Support and maintain an environment where he can be efficient.
- Stick to business--let him decide if he wants to talk socially.
- Use expert testimonials.
- Read the body language--look for impatience or disapproval.
- Respect his quiet demeanor.

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# DON'TS ON COMMUNICATING

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

Don't:

- Come with a ready-made decision, or make it for him.
- Pretend to be an expert, if you are not.
- Let disagreement reflect on him personally.
- Use high speed, intense inputs.
- Ask rhetorical questions, or useless ones.
- Use inappropriate buzz words.
- Be disorganized.
- Direct or order.
- Be superficial.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Touch his body when talking to him.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Make statements you cannot prove.

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# COMMUNICATION TIPS

*This section provides suggestions on methods which will improve Eric'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, Eric 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.*

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

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# COMMUNICATION TIPS

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

# IDEAL ENVIRONMENT

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

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

# PERCEPTIONS

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

## "See Yourself As Others See You"

### SELF-PERCEPTION

Eric usually sees himself as being:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

### OTHERS' PERCEPTION

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

Demanding  
Egotistical

Nervy  
Aggressive

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

Abrasive  
Arbitrary

Controlling  
Opinionated

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# DESCRIPTORS

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

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# NATURAL AND ADAPTED STYLE

*Eric'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.*

## PROBLEMS - CHALLENGES (Natural)

Eric is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Eric is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.

## PROBLEMS - CHALLENGES (Adapted)

Eric seeks a cautious approach to solving problems. He wants to solve problems within the framework of a team environment. Seldom will he force his opinion as he prefers a compromise as opposed to a win-lose situation.

## PEOPLE - CONTACTS (Natural)

Eric is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

## PEOPLE - CONTACTS (Adapted)

Eric projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.

# NATURAL AND ADAPTED STYLE

## PACE - CONSISTENCY (Natural)

Eric 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.

## PACE - CONSISTENCY (Adapted)

Eric wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

## PROCEDURES - CONSTRAINTS (Natural)

Eric 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.

## PROCEDURES - CONSTRAINTS (Adapted)

Eric is displaying a natural concern for quality and procedures that acquire quality. He wants to know the rules so he can abide by them.

## ADAPTED STYLE

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

- Calculation of risks before taking action.
- Obtaining results through people.
- Participative decision making.
- Motivating people to take action by using persuasive skills.
- Making tactful decisions.
- Preferring people involvement over task focus.
- Sensitivity to existing rules and regulations.
- Contacting people using a variety of modes.
- Careful, thoughtful approach to decision making.
- Flexibility.
- Maintaining an ever-changing, friendly, work environment.
- Compliance to high standards.

# KEYS TO MOTIVATING

*This section of the report was produced by analyzing Eric'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 Eric and highlight those that are present "wants."*

Eric wants:

- Limited exposure to new procedures.
- To be recognized for his continuance of quality work.
- Rewards to support his dreams.
- Public recognition of his ideas and results.
- Operating procedures in writing.
- To be part of a quality-oriented work group.
- Reassurance he is doing the job right.
- Logical arguments.
- Group activities outside the job.
- Instructions so he can do the job right the first time.
- Safety procedures.
- A manager who practices participative management.

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# KEYS TO MANAGING

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

Eric needs:

- Sincere feedback from others.
- To sell his ideas--not just tell them.
- The opportunity to ask questions to clarify or determine why.
- An awareness of the parameters or rules in writing.
- Logical answers in logical order.
- Time to gather the facts and data.
- To negotiate commitment face-to-face.
- Time to warm up to people.
- To know results expected and to be evaluated on the results.
- To understand his impact on other people.
- To soften the edge and not be so blunt.

# AREAS FOR IMPROVEMENT

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

Eric has a tendency to:

- 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.
- Lack tact and diplomacy as long as he gets the results he wants.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- 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.
- Make "off the cuff" remarks that are often seen as personal prods.
- Have trouble delegating--can't wait, so does it himself.

# ACTION PLAN

Name: Eric Sandt

The following are examples of areas in which Eric 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)  
Delegating  
Decision Making  
Disciplining  
Evaluating Performance  
Education

Time Management  
Career Goals  
Personal Goals  
Motivating Others  
Developing People  
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 behavior 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 behavioral. Behavioral 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 behavioral skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioral demands of the job.

The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior 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 behavior.

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 behavior will allow you to develop strategies to win in any environment you choose.

# SPECIFIC FACTOR ANALYSIS

Eric Sandt

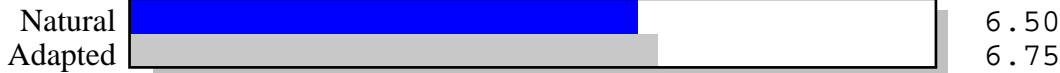
## DECISIVENESS/RESULTS ORIENTED

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



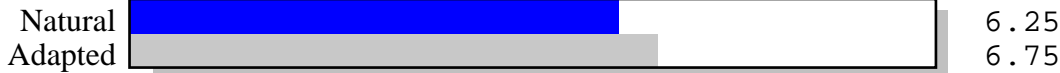
## SENSE OF URGENCY

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



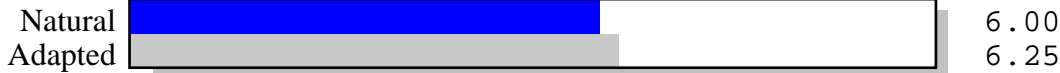
## VISION FOR THE FUTURE

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

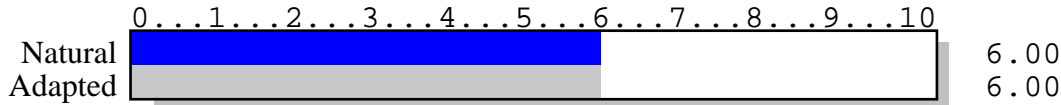
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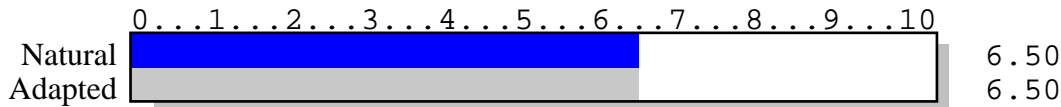
# SPECIFIC FACTOR ANALYSIS

Eric Sandt

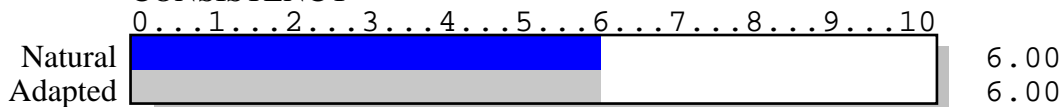
## LISTENING



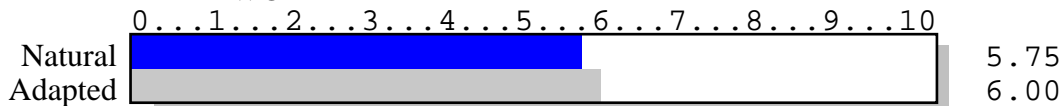
## FOLLOW-UP AND FOLLOW-THROUGH



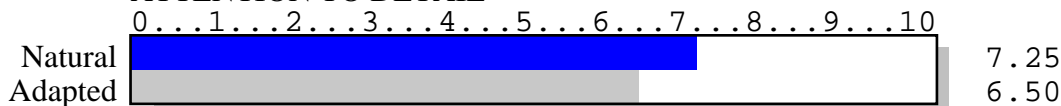
## CONSISTENCY



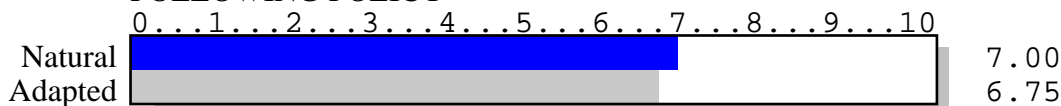
## PAPERWORK



## ATTENTION TO DETAIL



## FOLLOWING POLICY



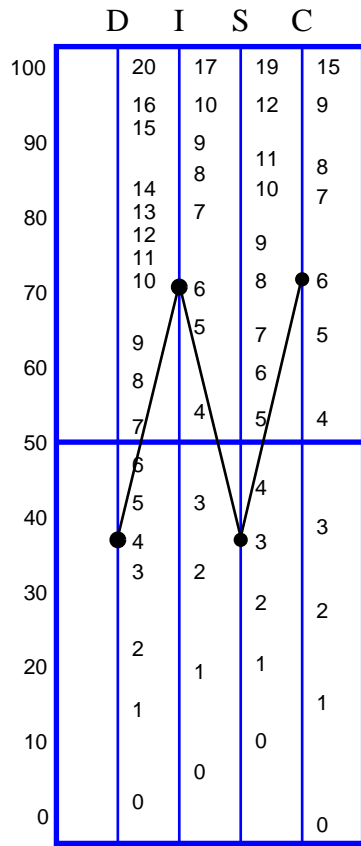
# STYLE ANALYSIS™ GRAPHS

**Eric Sandt**

TAMU

1-16-2003

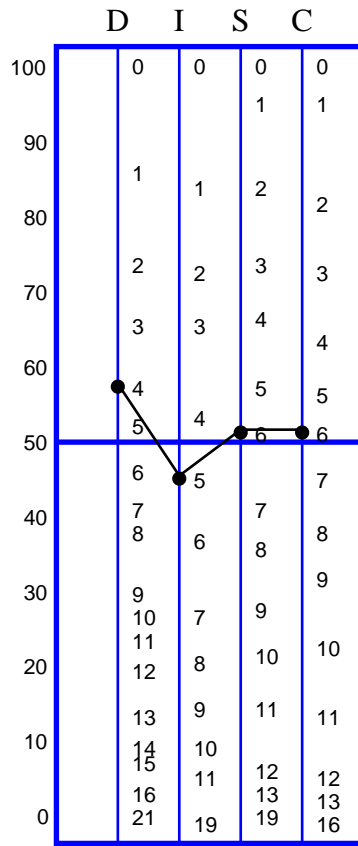
**MOST**  
Graph I  
Adapted Style



Score  
%

4	6	3	6
38	71	38	72

**LEAST**  
Graph II  
Natural Style



4	5	6	6
58	46	52	52

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# 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.

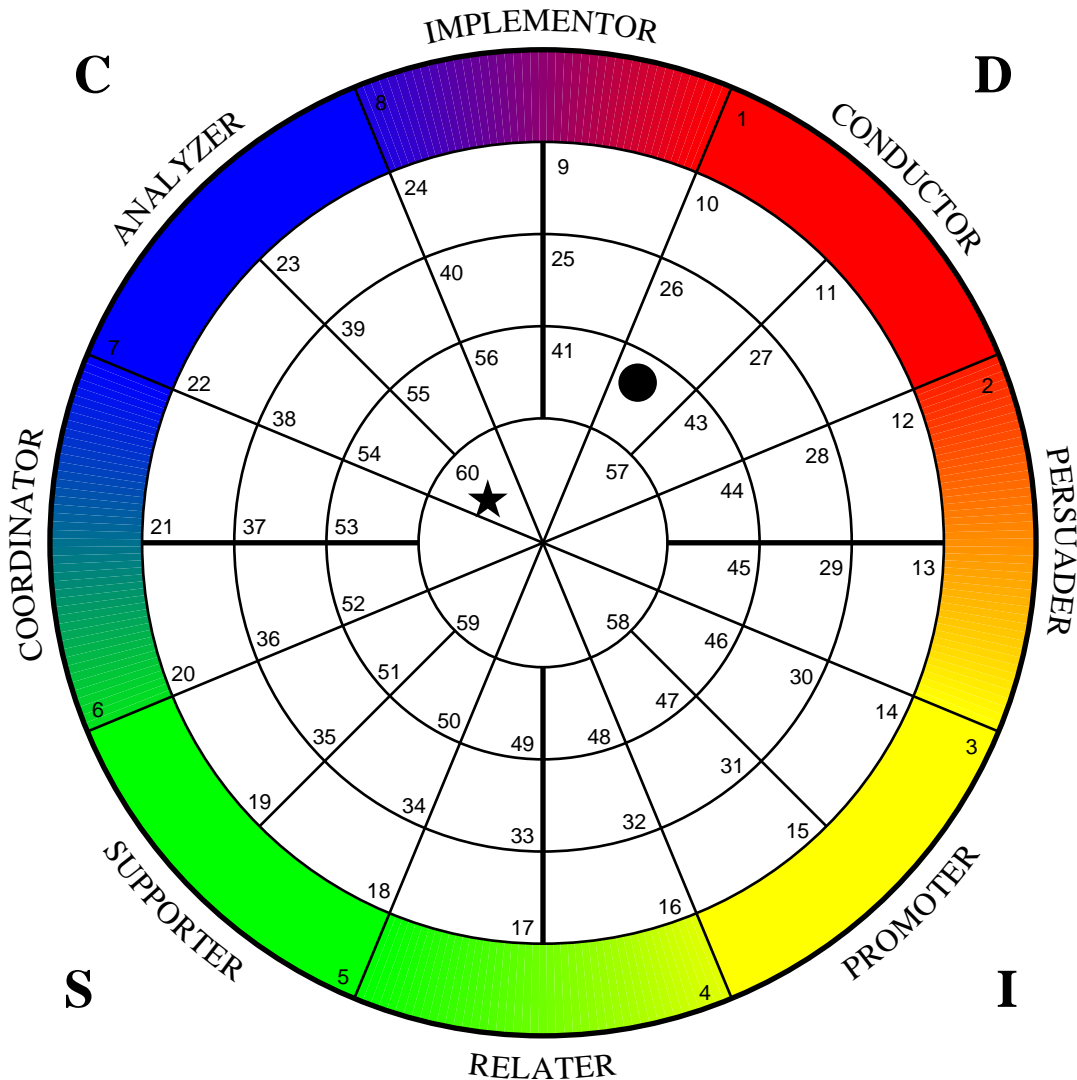
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

# THE SUCCESS INSIGHTS® WHEEL

**Eric Sandt**

TAMU

1-16-2003



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)

Natural: ● (42) IMPLEMENTING CONDUCTOR (ACROSS)

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