

MANAGING FOR SUCCESS®

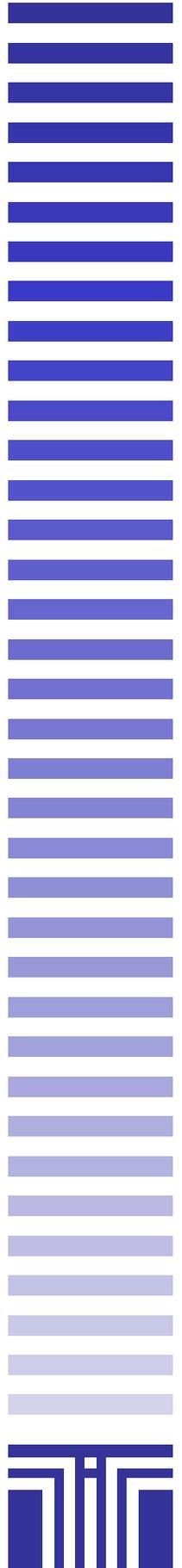
Employee-Manager™ Version

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

MARK ROBERTS
PRESIDENT
AZ MOBILITY PRODUCTS
2-28-2006

MAKE YOUR EMPLOYEES FIT AND NOT QUIT

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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 MARK'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 MARK's natural behavior.

MARK wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things. He is aggressive and confident. He prefers being a team player, and wants each player to contribute along with him. Nothing bores MARK more than the status quo, things becoming routine and people always agreeing, or pretending to agree. MARK will work hard at achieving his goals. He loves to win and hates to lose. He tends to have a "short fuse" and can display anger or displeasure when he feels that people are taking advantage of him. He likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results, and sometimes may not take the time to be empathetic toward others. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. MARK seeks his own solutions to problems. In this way, his independent nature comes into play. Some would see MARK as an initiator. He is a dominant, forceful and direct person who wants to be seen as an individualist.

MARK finds it easy to share his opinions on solving work-related problems. Many people see his decisions as high-risk decisions. However, after the decision is made, he

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GENERAL CHARACTERISTICS

tends to work hard for a successful outcome. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He is logical, incisive and critical in his problem-solving activities. MARK is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He prefers authority equal to his responsibility. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. 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.

MARK could improve his communication skills by being patient, listening and displaying genuine care for the people with whom he comes in contact. 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. When communicating with others, MARK 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. MARK likes people who communicate with him in a clear, precise and brief conversation. 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 is not

GENERAL CHARACTERISTICS

influenced by people who are overly enthusiastic. They rarely get his attention. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision.

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VALUE TO THE ORGANIZATION

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

- Self-starter.
- Usually makes decisions with the bottom line in mind.
- Suspicious of people with shallow ideas.
- Creative in his approach to solving problems.
- Places high value on time.
- Always looking for logical solutions.
- Forward-looking and future-oriented.
- Tenacious.

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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 MARK. 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 MARK most frequently.

Do:

- Stick to business--let him decide if he wants to talk socially.
- Provide details in writing.
- Listen to him.
- Provide questions, alternatives and choices for making his own decisions.
- Keep at least three feet away from him.
- Ask specific (preferably "what?") questions.
- Read the body language--look for impatience or disapproval.
- Be patient and persistent.
- Take issue with facts, not the person, if you disagree.
- Motivate and persuade by referring to objectives and results.
- Use expert testimonials.

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DON'TS ON COMMUNICATING

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

- Be disorganized.
- Ramble on, or waste his time.
- Use high speed, intense inputs.
- Ask rhetorical questions, or useless ones.
- Make statements you cannot prove.
- Direct or order.
- Come with a ready-made decision, or make it for him.
- Let disagreement reflect on him personally.
- Pretend to be an expert, if you are not.
- Be superficial.
- Use inappropriate buzz words.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.

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IDEAL ENVIRONMENT

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

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

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PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

MARK 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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KEYS TO MOTIVATING

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

MARK wants:

- Exposure to those who appreciate his results.
- Control of his own destiny.
- Opportunity for rapid advancement.
- To be seen as a leader.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Unusual, new or difficult assignments.
- Independence.
- No close supervision.
- Prestige, position and titles so he can control the destiny of others.
- Power and authority to take the risks to achieve results.
- New challenges and problems to solve.

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KEYS TO MANAGING

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

MARK needs:

- An awareness of the parameters or rules in writing.
- To understand his impact on other people.
- Time to warm up to people.
- To understand his role on the team--either a team player or the leader.
- To display empathy for people who approach life differently than he does.
- The opportunity to ask questions to clarify or determine why.
- Sincerity from people with whom he works.
- To sell his ideas--not just tell them.
- To soften the edge and not be so blunt.
- Sincere feedback from others.
- To be confronted when in disagreement, or when he breaks the rules.
- To negotiate commitment face-to-face.
- To know results expected and to be evaluated on the results.

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AREAS FOR IMPROVEMENT

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

MARK has a tendency to:

- Have trouble delegating--can't wait, so does it himself.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- 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.
- 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.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Overstep authority and prerogatives--will override others.

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ACTION PLAN

Name: MARK ROBERTS

The following are examples of areas in which MARK 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:

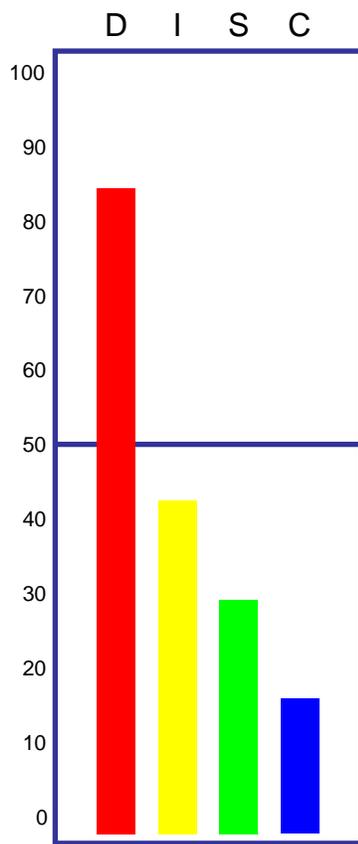
- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

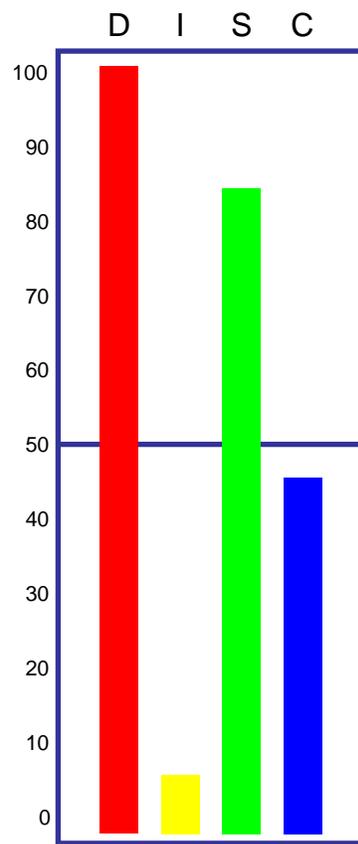
STYLE ANALYSIS™ GRAPHS

MARK ROBERTS
 AZ MOBILITY PRODUCTS
 2-28-2006

MOST
 Graph I
 Adapted Style



LEAST
 Graph II
 Natural Style



Score
 %

14	3	2	1
84	43	30	17

0	11	2	7
100	7	84	46

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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.

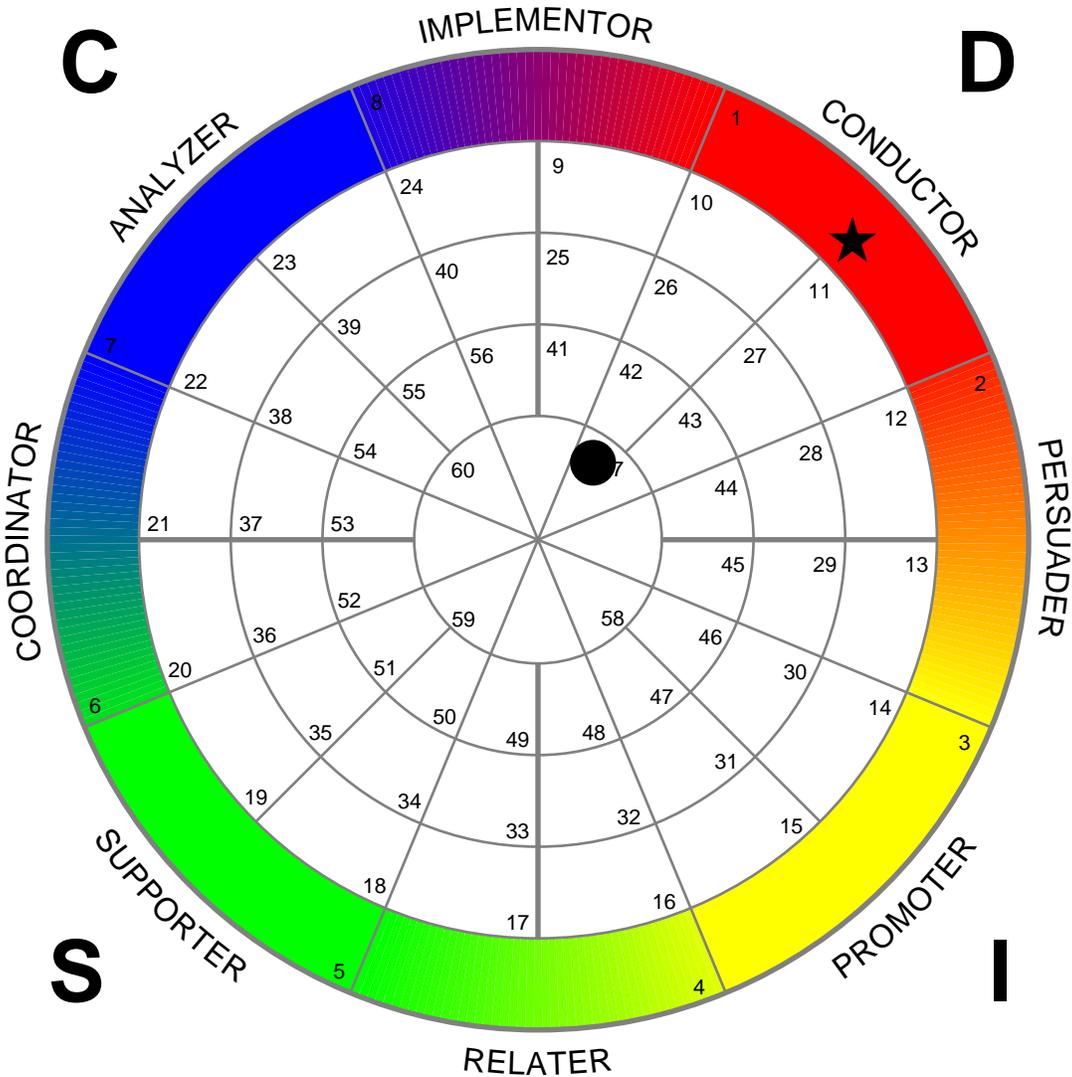
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.

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THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (1) CONDUCTOR
 Natural: ● (57) SUPPORTING CONDUCTOR (ACROSS)

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