

EXCEL Performance Profiles

“Solutions for Effective Performance”

Managing for Success®
Executive Version
Profile for Mr. John Doe
(Sample)



Solutions for Effective Performance



www.GrowingCoaches.com
1-888-89COACH

MANAGING FOR SUCCESS®

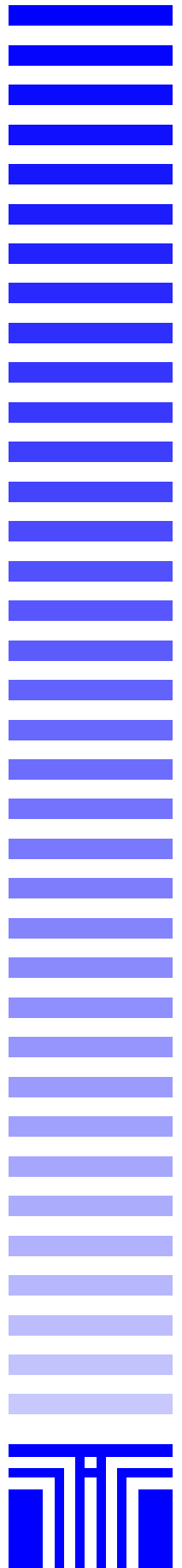
Executive Version

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

John Doe
President
Management Group Inc.
11-26-2001

Solutions for Effectiveness

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
110 Eglinton Ave. E. Suite 703
Toronto, ON M4P 2Y1 Canada
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com



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*

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

GENERAL CHARACTERISTICS

Based on John'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 John's natural behavior.

John prefers to help and support others rather than compete against them. At times, John would like to slow the world down and cut out some of the activities people want him involved in. He is good at maintaining relationships both on and off the job. He manifests a caring and warm demeanor to the people in his life. He tends to build a close relationship with a relatively small group of associates. While he is usually considered as people-oriented, he does have a technical side. When people are involved, he may not always be precise about the use of his time. He may not project a sense of urgency like some managers with different behavioral styles. He is a team player but can also exhibit a desire for independence. John can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when he is in his comfort zone.

John can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. He often thinks over major decisions before acting. He is persistent and persevering in his approach to achieving goals. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. John is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He prefers to plan his

GENERAL CHARACTERISTICS

work and work his plan. Subordinates may find it refreshing to be on his team. He finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family."

John is quick to pick up on group dynamics and skilled in fitting in with a group. He brings both speaking and listening skills to the group. He likes a friendly, open style of communication. He likes to know what is expected of him 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. He will be open with those he trusts; however, reaching the required trust level may take time. John usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted.

VALUE TO THE ORGANIZATION

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

- Optimistic and enthusiastic.
- Verbalizes his feelings.
- Accomplishes goals through people.
- Builds confidence in others.
- Creative problem solving.
- Works for a leader and a cause.
- Dependable manager.
- People-oriented.
- Service-oriented.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

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 John. 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 John most frequently.

Do:

- Talk about him, his goals and the opinions he finds stimulating.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Start, however briefly, with a personal comment. Break the ice.
- Leave time for relating, socializing.
- Move casually, informally.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Read the body language for approval or disapproval.
- Provide testimonials from people he sees as important.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide a friendly environment.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Provide ideas for implementing action.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

DON'TS ON COMMUNICATING

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

- Drive on to facts, figures, alternatives or abstractions.
- Talk down to him.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Be abrupt and rapid.
- Legislate or muffle--don't overcontrol the conversation.
- Be curt, cold or tight-lipped.
- "Dream" with him or you'll lose time.
- Be domineering or demanding; don't threaten with position power.
- Force him to respond quickly to your objectives. Don't say "Here's how I see it."
- Leave decisions hanging in the air.
- Take credit for his ideas.
- Patronize or demean him by using subtlety or incentive.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

COMMUNICATION TIPS

This section provides suggestions on methods which will improve John's communications with others. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, John 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.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

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.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

John usually sees himself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

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

Nondemonstrative
Unconcerned

Hesitant
Inflexible

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

Possessive
Detached

Stubborn
Insensitive

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

DESCRIPTORS

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

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
 (416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

NATURAL AND ADAPTED STYLE

John'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)

John is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. John will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.

PROBLEMS - CHALLENGES (Adapted)

John sees no need to change his approach to solving problems or dealing with challenges in his present environment.

PEOPLE - CONTACTS (Natural)

John is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.

PEOPLE - CONTACTS (Adapted)

John 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)

John is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.

PACE - CONSISTENCY (Adapted)

John 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)

John is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

PROCEDURES - CONSTRAINTS (Adapted)

John shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John sees little or no need to change his response to the environment.

ADAPTED STYLE

John 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.

- Preferring people involvement over task focus.
- Moving quickly from one activity to another.
- Contacting people using a variety of modes.
- Positive, outgoing, friendly behavior.
- Possessing a strong sense of urgency toward results.
- Flexibility.
- Obtaining results through people.
- Maintaining an ever-changing, friendly, work environment.
- Exhibiting an active and creative sense of humor.
- Handling a variety of activities.
- Working without close supervision.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

AREAS FOR IMPROVEMENT

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

John has a tendency to:

- Hold a grudge if his personal beliefs are attacked.
- Not project a sense of urgency--others may not feel the pressure to help immediately.
- Be defensive when risk is involved--move towards maintaining status quo.
- Become resistive and indecisive when forced to act quickly. Without proper information he will resist in a passive-aggressive manner.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Not take action against those who challenge or break the rules or guidelines.
- Not let others know where he stands on an issue.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

ACTION PLAN

Name: John Doe

The following are examples of areas in which John 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: _____

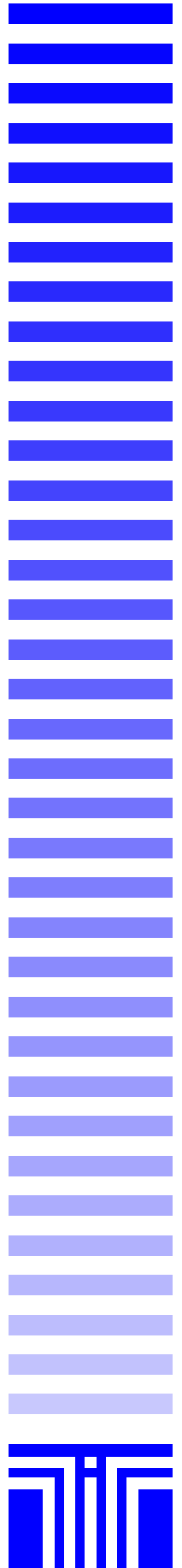
BEHAVIORAL FACTOR INDICATOR™

Management Version

John Doe
President
Management Group Inc.
11-26-2001

Solutions for Effectiveness

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
110 Eglinton Ave. E. Suite 703
Toronto, ON M4P 2Y1 Canada
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com



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.

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
(416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

SPECIFIC FACTOR ANALYSIS

John Doe

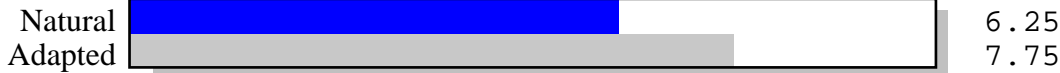
DECISIVENESS/RESULTS ORIENTED

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



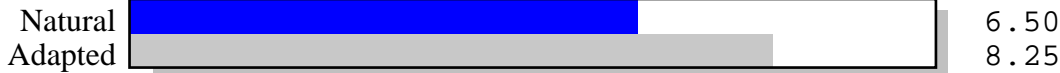
SENSE OF URGENCY

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



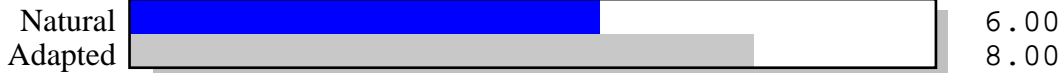
VISION FOR THE FUTURE

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

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



EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
 (416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

SPECIFIC FACTOR ANALYSIS

John Doe

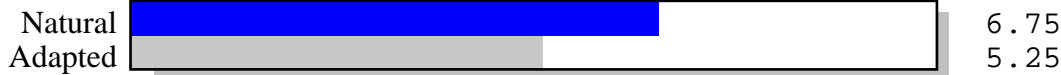
LISTENING

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



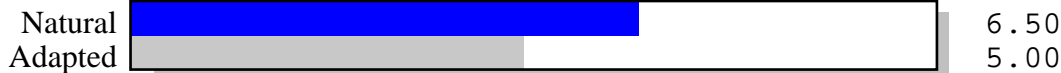
FOLLOW-UP AND FOLLOW-THROUGH

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



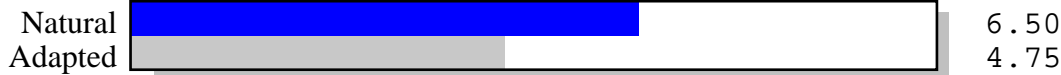
CONSISTENCY

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



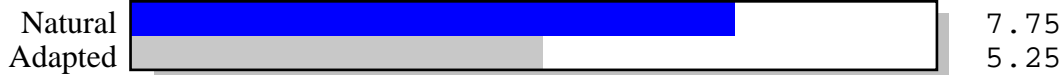
PAPERWORK

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



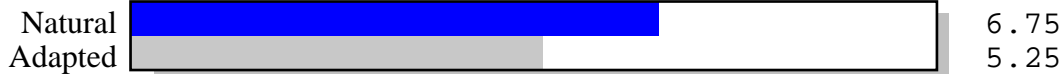
ATTENTION TO DETAIL

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



FOLLOWING POLICY

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



EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
 (416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

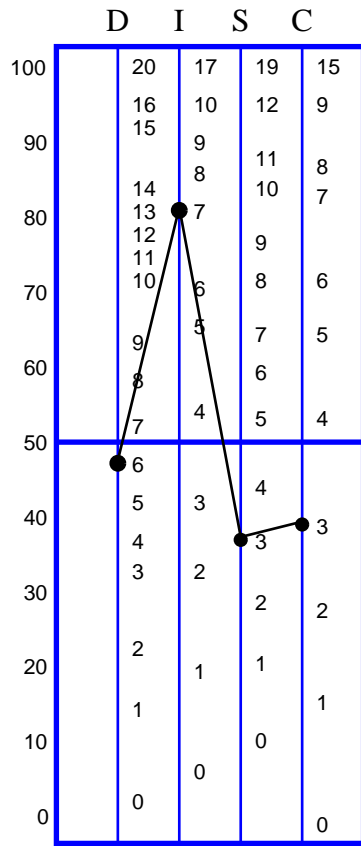
STYLE ANALYSIS™ GRAPHS

John Doe

Management Group Inc.

11-26-2001

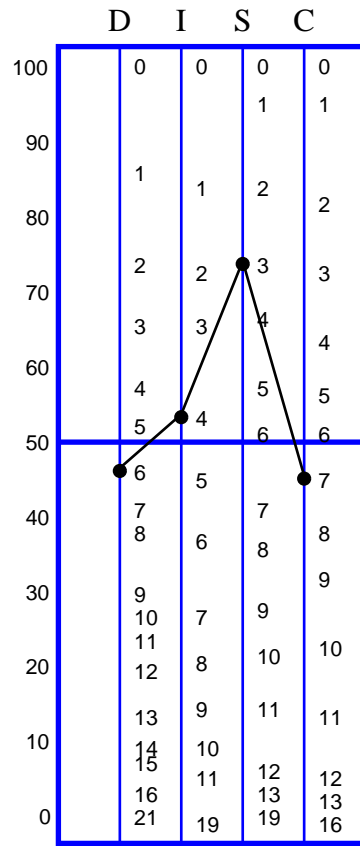
MOST
Graph I
Adapted Style



Score
%

6	7	3	3
48	81	38	40

LEAST
Graph II
Natural Style



6	4	3	7
47	54	74	46

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
 (416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com

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:

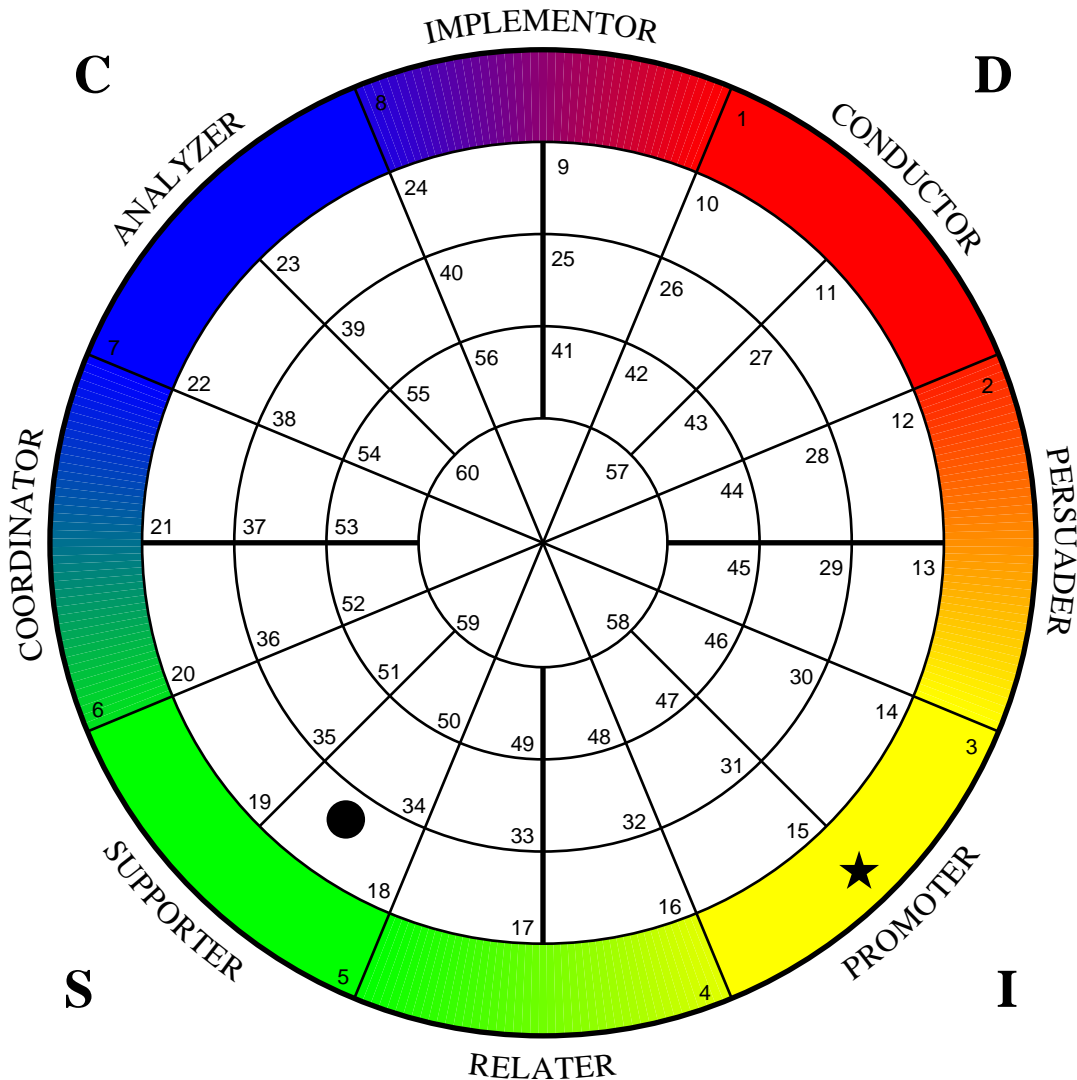
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

John Doe
 Management Group Inc.
 11-26-2001



Adapted: ★ (3) PROMOTER
 Natural: ● (18) RELATING SUPPORTER

EXCEL GROUP DEVELOPMENT - Visit us at www.GrowingCoaches.com
 (416) 481-4802 Client Services Toll free 1-888-89 COACH
info@excelgroupdev.com