



**SELECTION REPORT**  

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**BEHAVIORAL  
STYLE**  

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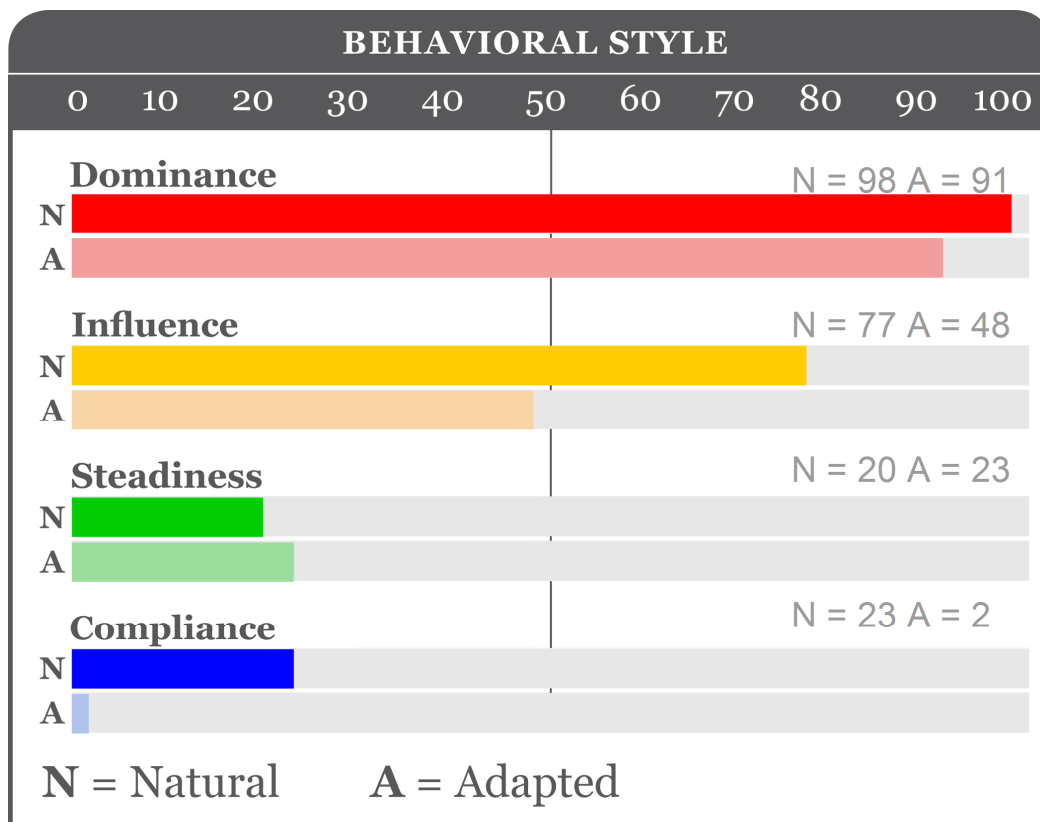
**Jane Sample**  
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## Behavioral Style Graph

### How to Read and Interpret Your Behavioral Style Graph

Your Natural Style is your perception of the real you. These are also behaviors you are most likely to exhibit when in stressful situations. This part of the graph tends to be fairly consistent even in different environments. Your Adapted Style is your perception of the behavioral tendencies you think you should use in your work environment. This graph may change in different environments.

If your Natural and Adapted Style scores are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.



# Behavioral Pattern Map

The Behavioral Map has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor of your style will dominate the other three. As you move towards the center of the map, two and eventually three traits combine to moderate the intensity of your style within a specific behavioral zone.

## The Scoring Legend

The D = Dominance (How You Deal with Problems); the I = Influence/Extroversion (How You Deal with Other People); the S = Steadiness/Patience (How You Deal with Your Activity Level); and the C = Compliance/Structure (How You Deal with the “Rules”, Details and Focus on Accuracy).

**Efficient, Analytical, Organized,  
Factual, Aware of the Consequences  
of their Actions, Practical and  
Innovative.**

**Data, Fact & Analysis  
Based. Precise &  
Accurate Trusts in the  
Value of Structure,  
Standards & Order.  
Sees the value of  
“Rules”.**

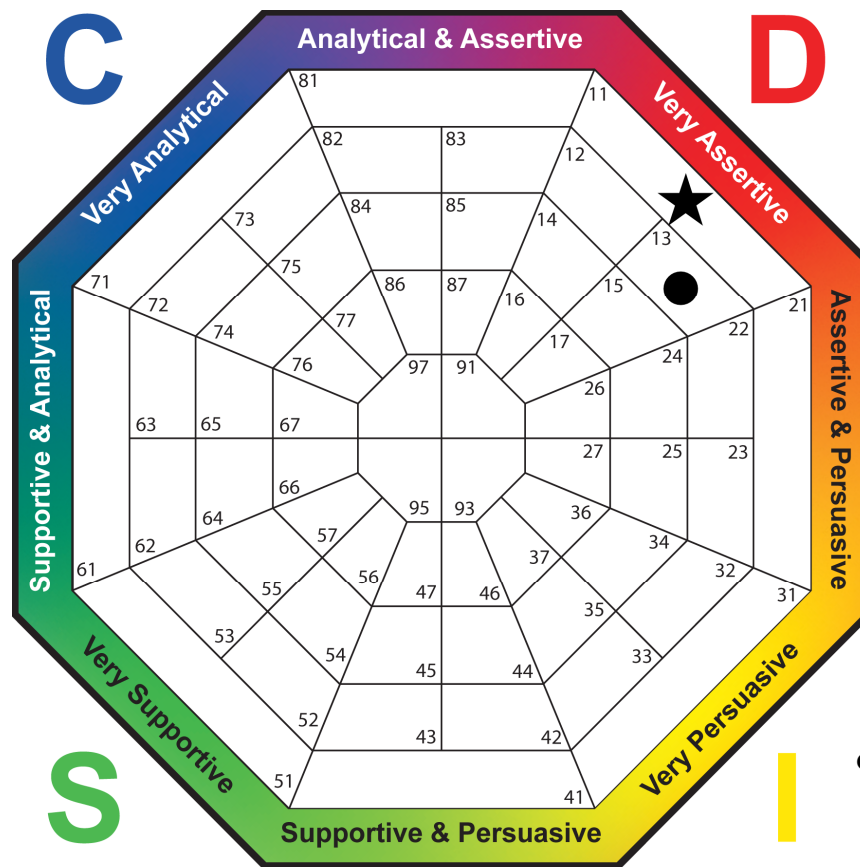
**Assertive, Results Focused,  
Rapid Decisions, Will Seek  
Challenges, Can be  
Aggressive and Impatient,  
Desires to Lead.**

**Balances & Values  
Data & Diplomacy,  
Mindful of the  
“Rules”. Will be Goal  
Focused, Dislikes  
Confusion and  
Ambiguity.**

**Both Assertive and  
Persuasive, Likely to  
embrace New  
Concepts, Often a  
Mover and a Shaker,  
Can be very outgoing  
with High Energy and  
Engaging Effort.**

**Very Patient & Favors  
Stability and  
Structure. Not a Risk  
Taker, Likes to  
operate at a Steady,  
Even Pace.**

**Very Outgoing &  
Persuasive, Very People  
Oriented, Quite Optimistic  
Outlook, Strong  
Communication Skills,  
Likes to have Variety in  
their day.**



- = (13) Natural Behavioral Style
- ★ = (11) Adapted Behavioral Style

**Supportive & Persuasive,  
Good Team Player, Creates  
Good Will & provides Good  
Customer Service.**

## Strengths in an Organization

Individuals are likely to display their strength characteristics rather consistently. For the most part, these qualities tend to enhance their effectiveness within an organization. Work Style Preferences provide useful insights for working in a job or working together on a team or family project. They are the talents and tendencies an individual brings to the job.

### Strengths:

- Approaches challenges in a forceful, direct, and bottom line-savvy manner.
- Has the ability to be both firm and friendly, as the situation demands.
- Has a strong ability to motivate and manage others through an optimistic attitude and firm delegation of tasks.
- Are able to jump into the middle of a project in process, get people on board, and make decisions quickly.
- Ready to take the credit or assume the blame for the results.
- Able to efficiently multi-task, maintaining control over many projects simultaneously.
- A cooperative team player or leader, who respects organizational policies and protocol.

### Work Style Tendencies:

- Desires authority equal to personal responsibility.
- Very self-reliant, always looking to find own solutions.
- Likes to generate new ideas, allowing others work on the details of a project.
- Tends to rely more heavily on personal evaluations and decisions than on the input of others.
- Wants to be perceived as one who loves challenges, competition, and difficult assignments.
- Shows interest in many areas of the organization.
- A very resourceful individual, can adapt to many different environments quickly.

## Potential Areas for Improvement

Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of an individual's strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they tend to become bossy.

### **Potential Areas for Improvement:**

- May be so focused on the big picture that you may tend to ignore important details.
- May appear blunt and overly critical to those who may not share the same personality type. May get more positive reactions by a softening of approach and putting ego aside.
- Sense of urgency, coupled with your strong ego and optimism, may cause overstepping of authority or scope.
- While directing team projects, may tend to avoid direct participation with others.
- Rather than emphasizing the positive, may sometimes be too critical with team results.
- May become impatient when others do not give him or her proper attention and recognition.
- A combination of ego and optimism may lead to acting too impulsively at times.

## Ideal Work Environment

Everybody is motivated... however, they are motivated for their own reasons, not somebody else's reasons. By understanding an individual's motivations, it is possible to create an environment where he or she is most likely to be self-motivated.

### **Tend to Be Most Effective In Environments That Provide:**

- A wide sphere of influence and responsibility.
- Freedom from details and minutiae.
- Opportunities for multi-tasking, and multi-threaded projects.
- Performance appraisals based on the results achieved, not the means or process used.
- Removal from routine or repetitive work.
- Few, if any controls or limitations on authority.
- Minimum direct supervision.

## Behavioral Style Interview Guide

### DOMINANCE

IN UPPER HALF OR ABOVE TARGET RANGE	
<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May overstep authority, be impatient with others, not listen well, be a one-way communicator, be directive and argumentative.</li> </ul>
<b>Interview Focus</b>	<ul style="list-style-type: none"> <li>• Ability to be more patient, less aggressive, less challenging, less argumentative, and to listen more carefully.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• Tell me about a time when a customer could not comprehend what you were trying to tell them. How did you handle the situation and what was the outcome?</li> <li>• Describe a work experience where you strongly disagreed with your manager co-worker and how you handled the situation.</li> </ul>
IN LOWER HALF OR BELOW TARGET RANGE	
<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May not take initiative, be overly patient leading to lack of results, spend too much time listening, may not take action or make decisions quickly, be passive, be indirect, not get the message across or be too cautious or agreeable, avoiding conflict.</li> </ul>
<b>Interview For</b>	<ul style="list-style-type: none"> <li>• Ability to be more assertive, direct, innovative, self-starting, and decisive.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• Please tell me about a time when you had to tell a customer something you knew they would disagree with. How did you handle the situation?</li> <li>• Describe a time when you had to start a new project with little assistance or direction. How did you handle the situation?</li> </ul>

### INFLUENCE

IN UPPER HALF OR ABOVE TARGET RANGE	
<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May act impulsively, act with “heart over mind,” be inattentive to detail, have difficulty planning and controlling time, be disorganized, be more concerned with popularity than tangible results, avoid conflict.</li> </ul>
<b>Interview Focus</b>	<ul style="list-style-type: none"> <li>• Ability to be less talkative and emotional, more concerned about results, less concerned with popularity, and listen more carefully.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• Describe a time when you over-promised or over-extended yourself to resolve a problem (for a customer or internally) and it was not in accordance with company policy. What was your reasoning? What was the outcome?</li> <li>• Please tell me about a time when your manager gave you negative feedback and how you dealt with the criticism.</li> </ul>
IN LOWER HALF OR BELOW TARGET RANGE	
<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May dislike interacting with people, prefer working alone, be detail-oriented, be viewed as critical, prefer a controlled atmosphere, spur conflict, not care how others view them, be pessimistic, lack trust.</li> </ul>
<b>Interview For</b>	<ul style="list-style-type: none"> <li>• Ability to be more outgoing, persuasive, convincing, motivating, enthusiastic, and optimistic.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• Please tell me about a time where you had to motivate a co-worker/customer and how you handled the situation.</li> <li>• Describe a time when you had given the customer all the facts on the products and they still were not satisfied/wouldn't buy. What did you do?</li> </ul>

# Behavioral Style Interview Guide

## STEADINESS

### IN UPPER HALF OR ABOVE TARGET RANGE

<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May need help getting started on new assignments, wait for orders before acting, have difficulty establishing priorities, be low-keyed, not project a necessary sense of urgency, be slow to change or resist change.</li> </ul>
<b>Interview Focus</b>	<ul style="list-style-type: none"> <li>• Ability to be more flexible, move at a quicker pace, take on multiple tasks, and adapt to change.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• How do you prioritize when asked to do multiple tasks at the same time?</li> <li>• Describe a major job-related change you have experienced and how you adapted to it.</li> </ul>

### IN LOWER HALF OR BELOW TARGET RANGE

<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May show a lot of emotion, be impulsive, jump in with both feet before taking time to understand the situation, not have the patience for customer service, have difficulty staying focused on routine work, have difficulty with repetitive tasks.</li> </ul>
<b>Interview For</b>	<ul style="list-style-type: none"> <li>• Ability to be more focused, patient, consistent, stable, and able to work in a routine-paced environment.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• Describe the most monotonous/repetitious part of your current or past job. How did you deal with it?</li> <li>• Describe a situation that took focused concentration for an extended period of time. How did you handle it? How did it make you feel?</li> </ul>

## COMPLIANCE

### IN UPPER HALF OR ABOVE TARGET RANGE

<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May over-analyze, require a lot of thinking time hesitate to act without precedent, get bogged down in details, be a perfectionist, have unusually high standards, avoid conflict, miss the big picture.</li> </ul>
<b>Interview Focus</b>	<ul style="list-style-type: none"> <li>• Ability to move quickly, make decisions without having much time to analyze or study alternatives.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• Describe a situation when time constraints prevented you from working to your full potential or achieving the quality you wanted to deliver and how you handled the restrictions. What was the outcome?</li> <li>• What was your response in your current or past position when you had to make a decision without being able to fully study or analyze the situation you were trying to resolve?</li> </ul>

### IN LOWER HALF OR BELOW TARGET RANGE

<b>Potential Problem Areas</b>	<ul style="list-style-type: none"> <li>• May tend to break rules and not follow procedures, act impulsively without analyzing the situation, ignore the details of the situation, be overly bold with a disregard for risk, appear stubborn, be overly independent or difficult to control.</li> </ul>
<b>Interview For</b>	<ul style="list-style-type: none"> <li>• Ability to be more systematic, accurate, precise, follow the rules and procedures, and pay closer attention to details.</li> </ul>
<b>Interview Questions</b>	<ul style="list-style-type: none"> <li>• How have you handled close supervision in the past?</li> <li>• When was the last time you strongly disagreed with the rules, procedures, or directives of the company? What did you do?</li> </ul>