

This Report Prepared For
JOHN Q. PUBLIC
11 November 2010

BX6396 JOHN Q. PUBLIC

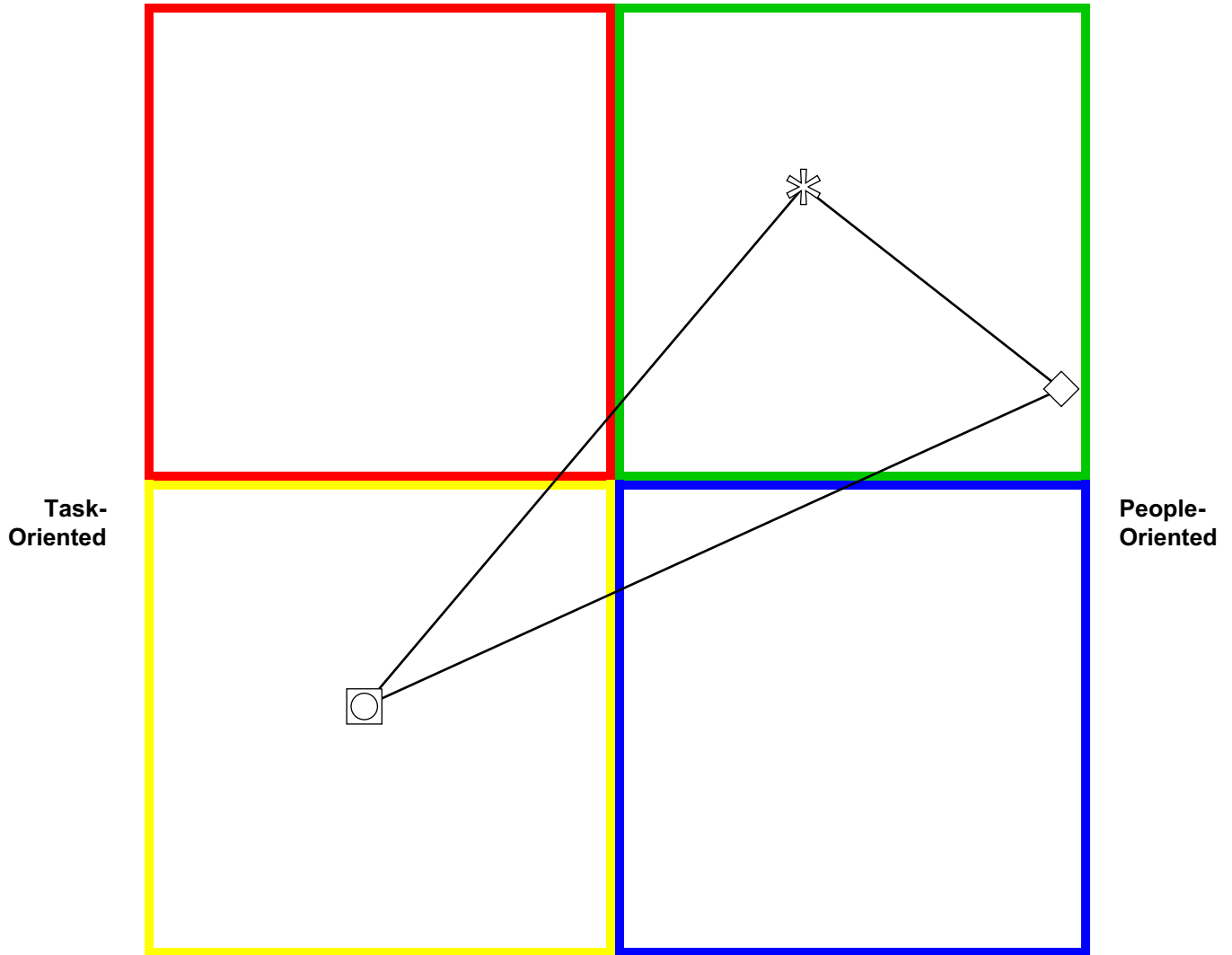
Your Life Style Grid

This page provides a summary of the information presented in the preceding pages. The characteristics of your Asterisk, Diamond, Circle and Square are described below.

Expediting

Direct Communication

Communicating



Task-Oriented

People-Oriented

Indirect Communication

Administrating

TM
Planning



(Green): You enjoy very people-centered activities which involve presenting ideas and influencing the thinking of others.



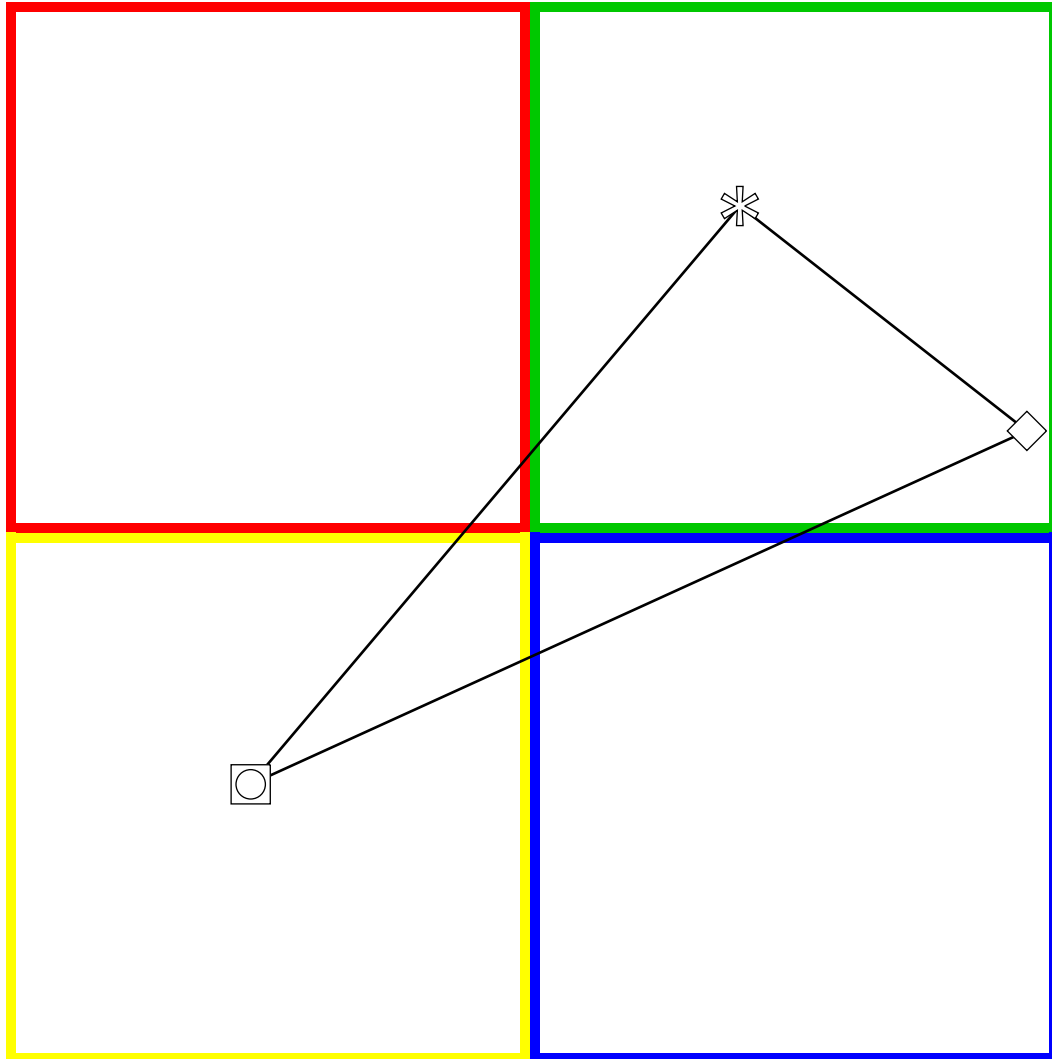
(Green): When you are working effectively, you tend to be persuasive and insightful.



(Yellow): To be most effective, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.

LIFE STYLE GRID[®]

for
BX6396 JOHN Q. PUBLIC



TM

This is your **Life Style Grid Report**. It tells you the kinds of activities you're **interested** in, your **usual** style, your **needs**, and what is likely to happen to you under **stress**. In addition, it shows how you compare with other people in these areas. Use this information to help you **reach your personal and work goals**, **increase your productivity** and **build greater team effectiveness**.

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Page 1: Interests

The Asterisk is used to describe the activities people prefer. Activities towards the top of the Grid emphasize direct involvement (with a task or with people). Activities towards the left of the Grid emphasize the task rather than the people who do the task.



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Activities towards the bottom of the Grid emphasize indirect involvement (with a task or with people). Activities towards the right of the Grid emphasize people rather than the tasks that people do.

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Page 2: Your Interests

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.



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Your GREEN Asterisk shows that you like to:
sell or promote
direct people
motivate people
build agreement between people
persuade, counsel or teach

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Page 3: Usual Styles

The Diamond is used to describe people's Usual Styles. Diamonds towards the top of the Grid describe more outgoing, forceful styles. Diamonds towards the left of the Grid describe more objective and detached styles.



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Diamonds towards the bottom of the Grid describe lower-key styles. Diamonds towards the right of the Grid describe more subjective styles.

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Page 4: Your Usual Style

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are working effectively, you are generally persuasive and insightful.



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**Your GREEN Diamond shows that you are usually:
responsive and independent
flexible and enthusiastic**

**You also tend to be:
selectively sociable
thoughtful
optimistic**

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Page 5: Needs

The Circle describes the kind of support or motivation you need to show your Usual Style. People with the Circle towards the top of the Grid respond best to those who are forceful and outgoing. People with the Circle towards the left of the Grid need for others to be detached and objective.

<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">encourage group interactionoffer clear-cut situationsgive plenty to dobe direct and logical	<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">encourage competitionbe assertiveallow flexibilityintroduce novelty and variety
<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">encourage an organized approachpermit concentration on tasksoffer an environment of trustbe consistent	<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">offer individual supportencourage expression of feelingsallow time for reflectiongive time for difficult decisions

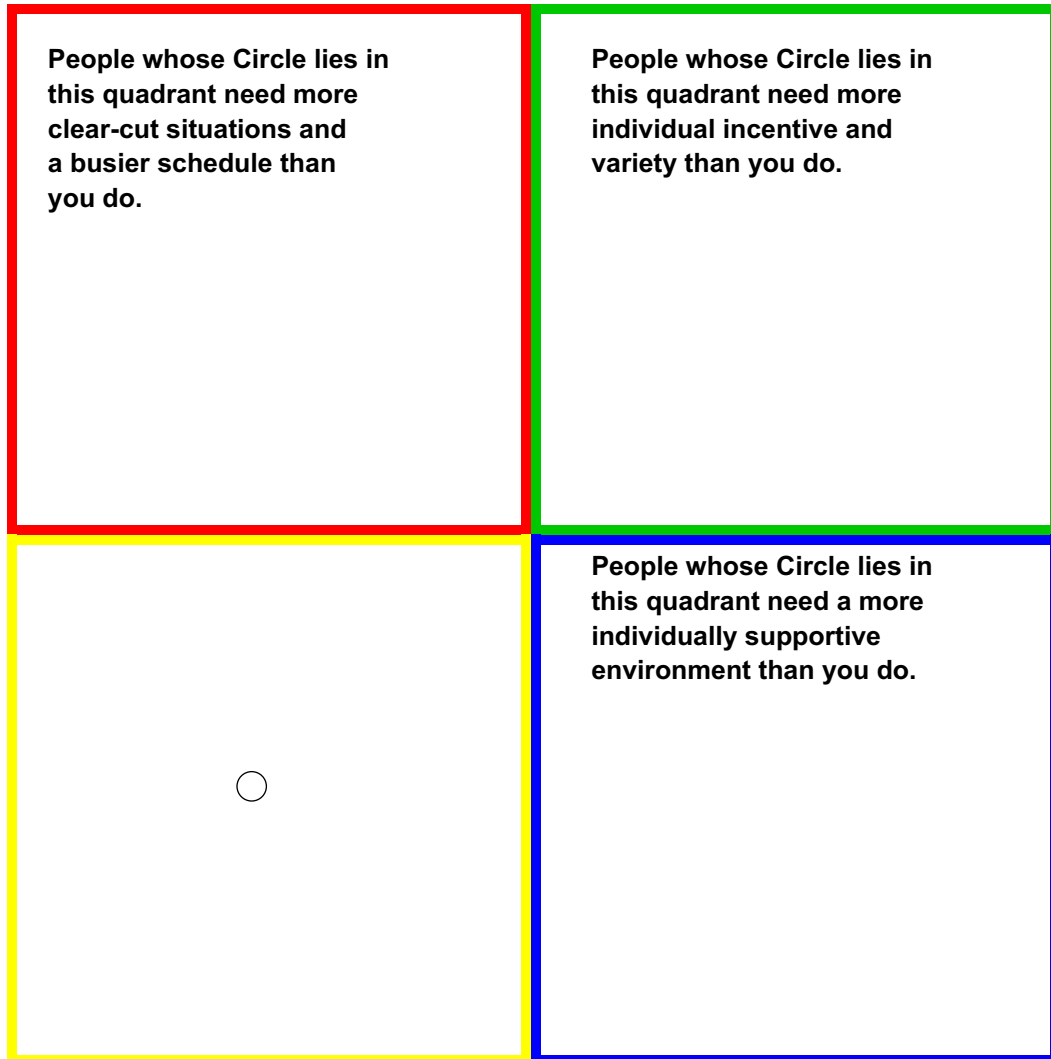
TM

People with the Circle towards the bottom of the Grid need for others to be low-key in approach. People with the Circle towards the right of the Grid respond well to an environment which encourages a subjective approach.

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Page 6: Your Needs

The support you need to develop your Usual Style is described by the Circle. Your Circle is in the YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.



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Your YELLOW Circle shows that you are most comfortable when people around you:
tell you the rules
don't interrupt you unnecessarily
are democratic rather than assertive
encourage trust and fairness
invite your input

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Page 7: Stress Behavior

The Square describes your Stress Behavior -- your behavior when your needs are not met. People with the Square towards the top of the Grid may become too forceful and outspoken under stress. People with the Square towards the left of the Grid may become detached and analytical under stress.



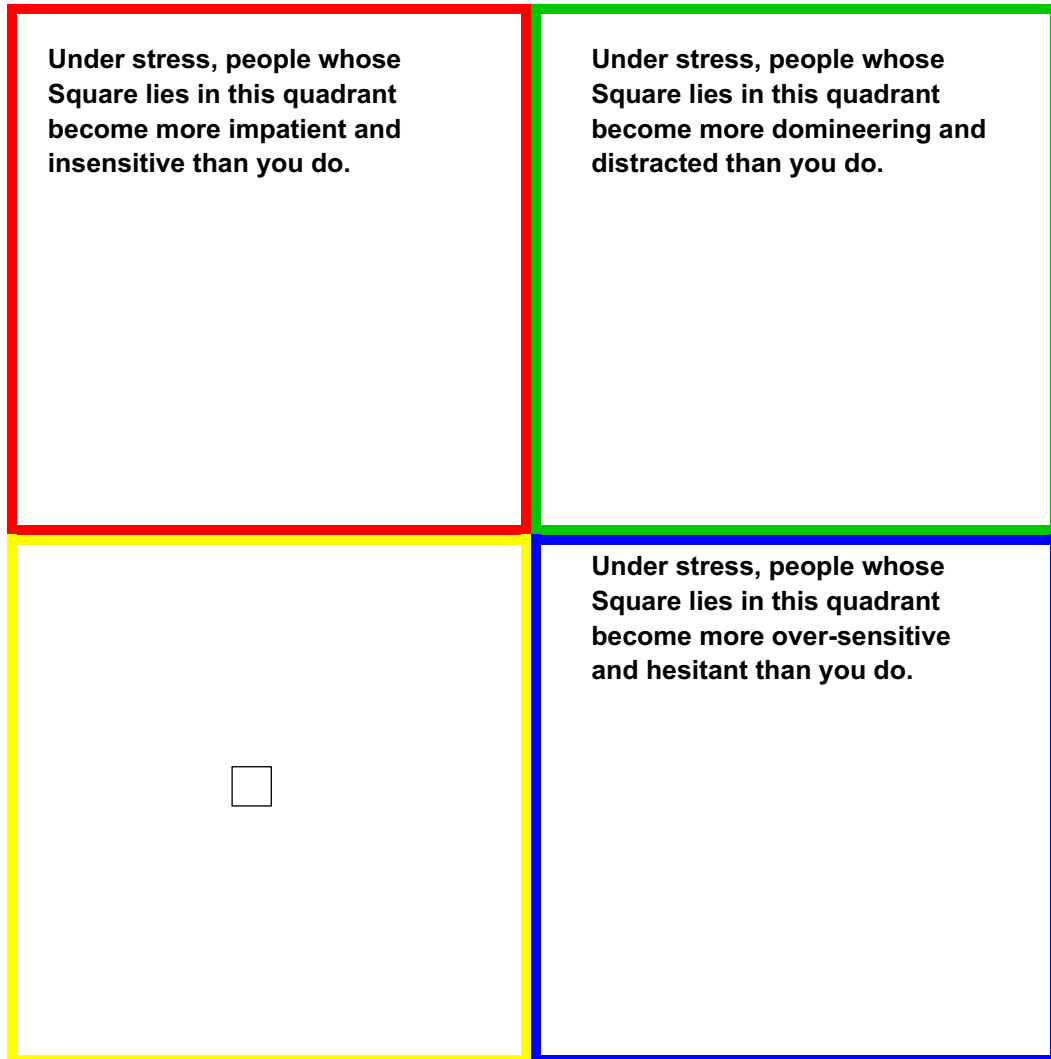
TM

People with the Square towards the bottom of the Grid may become withdrawn under stress. People with the Square towards the right of the Grid may become subjective under stress.

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Page 8: Your Stress Behavior

Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.



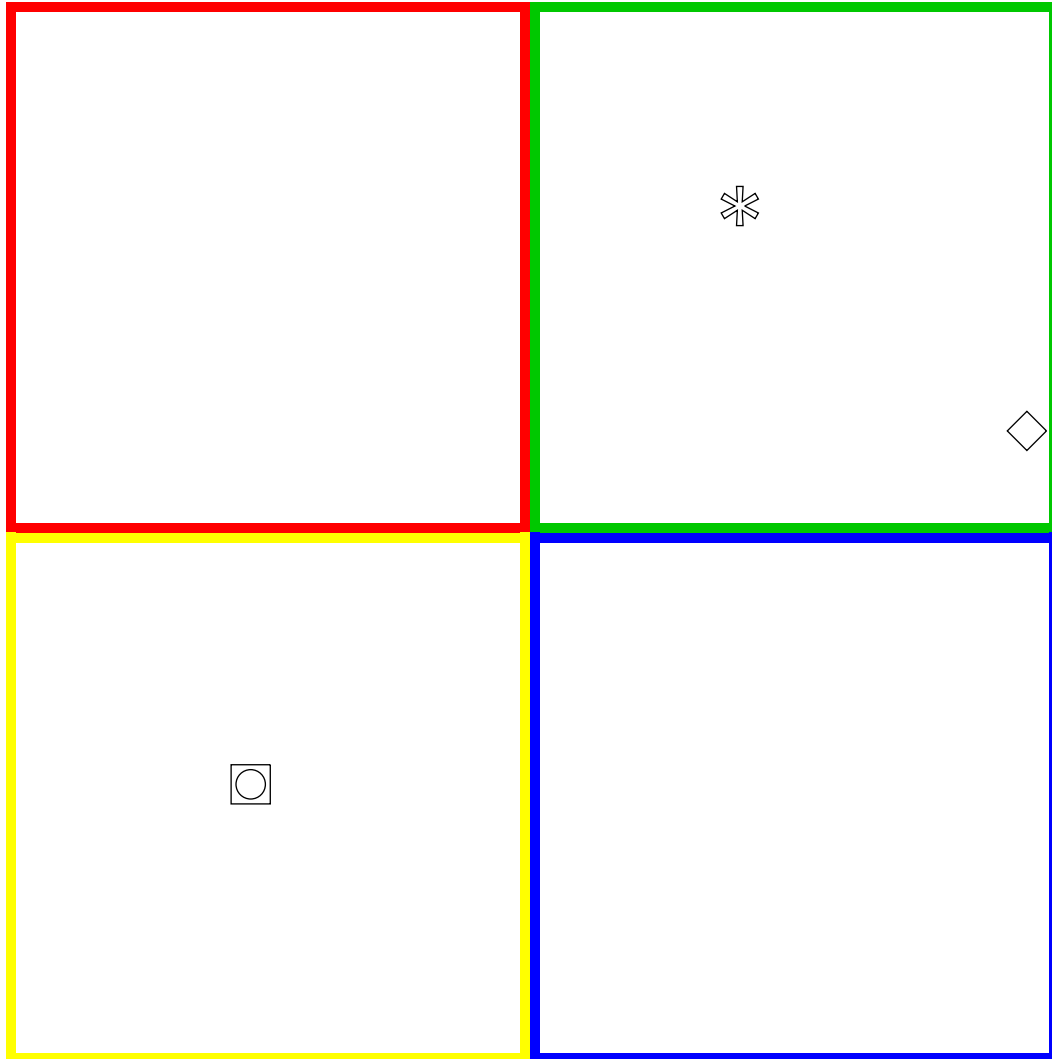
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Your YELLOW Square shows that your stress behavior may include your being:
over-controlling
resistive to change
conforming
quietly resistive
rigid

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Page 9: Your Life Style Grid

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TM



(Green): You enjoy very people-centered activities which involve presenting ideas and influencing the thinking of others.



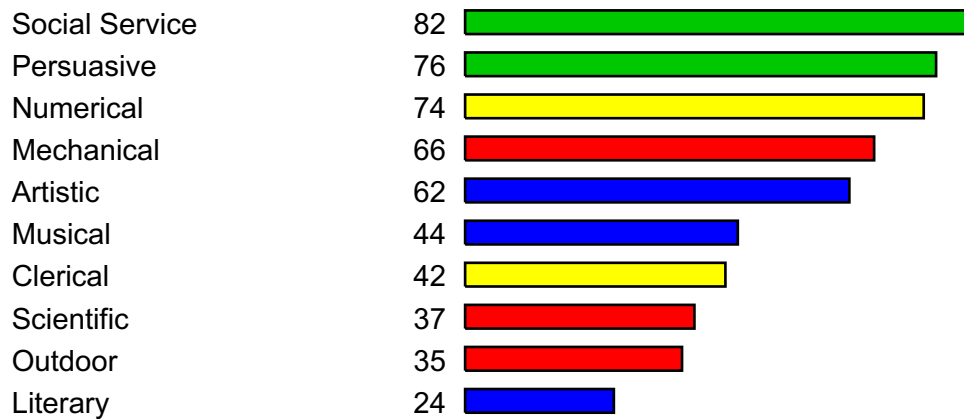
(Green): When you are working effectively, you tend to be persuasive and insightful.



(Yellow): To be most effective, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.

Areas of Interest

The numbers listed below indicate percentile rank in broad **occupational areas** and give a **good indication** of the individual's *occupational interest*.



Persuasive - Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.

Social Service - Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.

Scientific - Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.

Mechanical - Hands-on work with a broad range of technical responsibilities from power-driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power-driven or automated.

Outdoor - Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.

Numerical - Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.

Clerical - Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.

Artistic - Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.

Literary - Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.

Musical - Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.

Your Personal Strengths and Needs

Organizing

The Birkman word for this is **Structure**

Usual Style:



flexible and open to new approaches

a balance

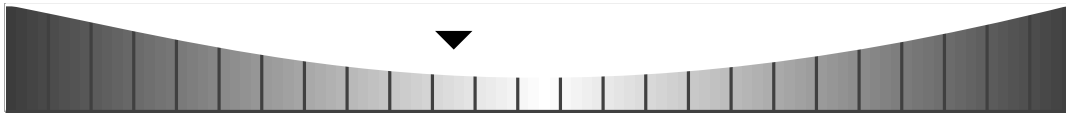
organized and sequential

Focusing your attention on methods and procedures, you place great value on policies which have been tried and proven. You recognize the importance of attending to detail, being generally careful and thorough.

STRENGTHS

- systematic
- detail-oriented
- procedure-minded

Will Need:



only an outline plan to follow

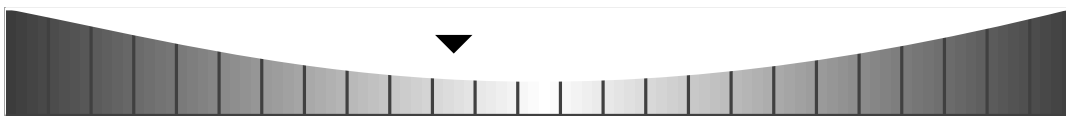
a balance

a definite plan in place

NEED: Your activities should involve a balance of familiar and predictable situations with opportunities for expression of your initiative. In any case, it is important for you to maintain a sense of control.

CAUSES OF STRESS: When pushed to change your plan of action, you may experience more pressure than other people. Also, too much attention to details can cause you to lose sight of the broad objectives.

Try to Avoid:



weakness in follow-through

a balance

over-insistence on following procedures

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- de-emphasis on system
- over-controlling

Your Personal Strengths and Needs

Authority Relationships

The Birkman word for this is **Authority**

Usual Style:



low-key in the exercise of authority

a balance

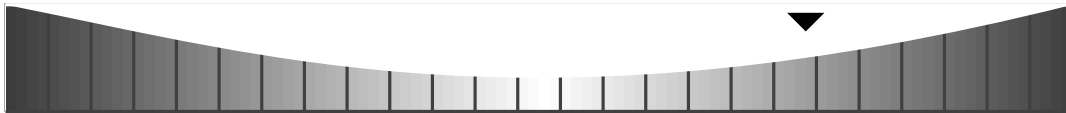
directive and commanding

You show a healthy respect for established authority, whether verbal or in the form of formal procedure and control. It is relatively easy for you to take charge and direct activities, and see to it that pre-arranged plans are executed.

STRENGTHS

- self-assertive
- seeks to influence and excel
- enjoys exercising authority

Will Need:



a non-directive, democratic environment

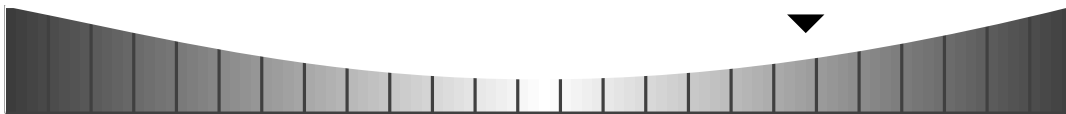
a balance

to know who is in charge

NEED: From others, you need personal and clear instructions as to what they expect to have done. You respect people who appear to you to be natural authority figures, and expect them to enforce strictly the boundaries of authority.

CAUSES OF STRESS: You can easily lose your respect for those in positions of authority when it seems that they are having difficulty showing strength. Your morale and enthusiasm suffer in these situations.

Try to Avoid:



failing to address issues of control

a balance

becoming domineering, controlling

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

Your Personal Strengths and Needs

Idealism and Realism

The Birkman word for this is *Advantage*

Usual Style:



oriented towards general benefit

a balance

oriented toward individual advantage

By nature, you think in practical and competitive terms and are alert to methods that give you competitive advantage. You know how to handle people in practical matters and are resourceful in competitive situations.

STRENGTHS

- likes competition
- opportunity-minded
- resourceful

Will Need:



an environment based on trust

a balance

a means of measuring personal performance

NEED: However, your competitive skills are best put to use in situations that stress teamwork and opportunities to help others. The usefulness of your effort is just as significant to you as winning.

CAUSES OF STRESS: Assuming that others are less competitive than is actually the case can catch you off guard. You have a deep-seated idealism which can on occasion result in disappointment.

Try to Avoid:



becoming too idealistic

a balance

focusing too much on personal payoff

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- being self-promotional
- becoming distrusting
- underestimating others

Your Personal Strengths and Needs

Reflection and Action

The Birkman word for this is *Activity*

Usual Style:



likes to reflect before acting

a balance

takes direct action to get things done

Your high energy level affords you the considerable assets of vigorous and persuasive reasoning and a generally forceful and enthusiastic approach to everything you do. You find it easy to be physically active on a regular basis.

STRENGTHS

- enthusiastic
- energetic
- forceful

Will Need:



personal control over scheduling

a balance

a busy schedule

NEED: However, you prefer to be in control regarding the spending of your energies. It is best when your environment neither places the demands of a heavy schedule upon you, nor emphasizes thought and reflection to the exclusion of personal action.

CAUSES OF STRESS: External demands on your energies, either physical or mental, are likely to be frustrating to you. When you are denied the opportunity to balance planning with action, your naturally high energy level may result in unexpected fatigue.

Try to Avoid:



putting things off

a balance

failing to delegate when necessary

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- edginess
- feeling fatigued

Your Personal Strengths and Needs

Your View of Yourself

The Birkman word for this is *Challenge*

Usual Style:



self-confident, focused on success

a balance

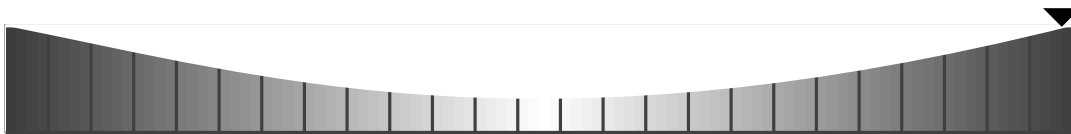
has high expectations of self, others

More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

STRENGTHS

- driven
- strong-willed
- high expectations

Will Need:



a success-oriented environment

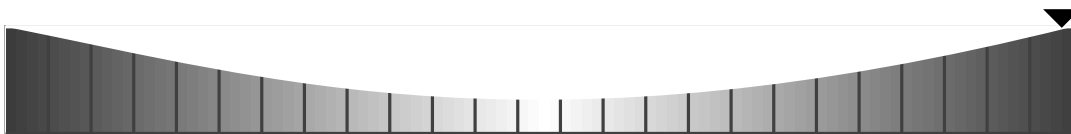
a balance

personal challenges

NEED: You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

CAUSES OF STRESS: You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.

Try to Avoid:



denying responsibility for errors

a balance

expecting too much of self and others

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- becoming too self-critical
- strong emotional tension
- feelings of inadequacy

Your Personal Strengths and Needs

Independence

The Birkman word for this is *Freedom*

Usual Style:



understands how most people think

a balance

individualistic in outlook

You have a strong sense of individuality, characterized by your rather independent outlook. You are comfortable in situations that allow you to be spontaneous and self-expressive, and do not need strong approval from others to justify your thoughts and actions.

STRENGTHS

- inner sense of freedom
- individualistic
- spontaneous

Will Need:



a predictable environment

a balance

opportunities for individuality

NEED: The notion that most people share your independent attitudes indicates that you have a greater-than-average need to sense support and encouragement of your personal freedom.

CAUSES OF STRESS: Since you are not necessarily bound by convention and precedent, you can easily over-react to situations which stress these things, becoming individualistic for its own sake and misjudging the thoughts and feelings of others.

Try to Avoid:



discomfort with unusual ideas

a balance

being different for its own sake

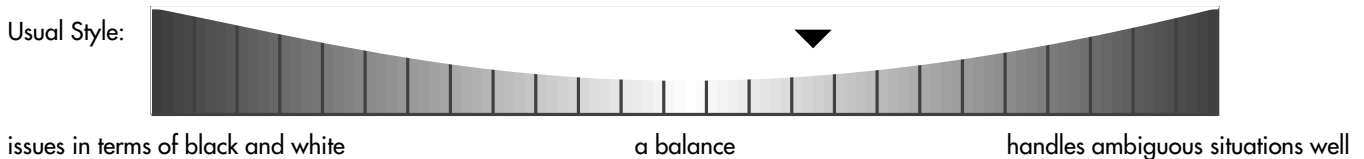
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- unpredictable behavior
- over-emphasis on independence
- too ready to blaze trails

Your Personal Strengths and Needs

Making Decisions

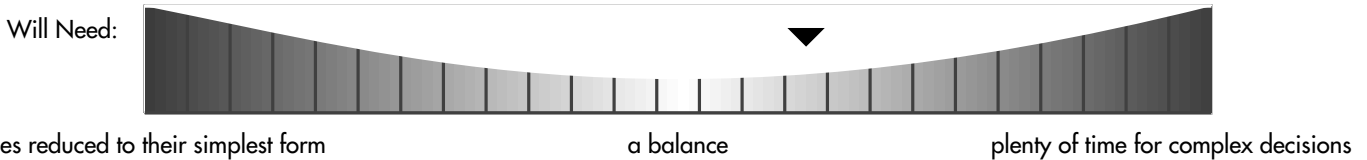
The Birkman word for this is *Thought*



With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

STRENGTHS

- thoughtfully decisive
- considers future and immediate consequences



NEED: The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

CAUSES OF STRESS: On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- delaying actions
- becoming too cautious

Relating to People Individually

Prefers to be direct and straightforward and is matter-of-fact; and has a need for people to be frank and unevasive in return.

Relating to People in Groups

Likes to think and work independently and enjoys working alone; and needs to be free from constant social demands and group pressures.

Systems and Procedures

Prefers organizing work according to some definite plan and values system and order; but needs to be offered some opportunities for personal initiative as well as organizational support.

Direction and Control

Likes to be self-assertive and actively enjoys supervising and directing others; and needs opportunities for forceful self expression against a background of firm direction and control.

Teamwork and Individual Competitiveness

Prefers to be competitive and resourceful; but nevertheless needs in general assignments which encourage a trusting, team-based approach.

Preferred Pace for Action

Likes to be very active and displays a high energy level; but needs an environment that offers opportunity for reflection as well as stimulating action.

Demands of Work

Responds well to difficult and demanding tasks and goals; and needs the stimulus of personally challenging life and work situations.

Involvement of Feeling

Prefers to be sensitive and sympathetic to the feelings of other people; and needs the support of an environment that is genuinely sensitive to people's feelings.

Dealing With Change

Likes to introduce a good deal of variety and novelty into personal routine; but needs a minimum of such change imposed by the environment or by other people.

Personal Independence

Prefers to exercise personal freedom and be spontaneous and individualistic; and needs an environment that offers plenty of opportunity for independence.

Action or Reflection

Likes to consider all possible alternatives before committing to a decision; and needs to be offered plenty of time for decisions.

JOHN Q. PUBLIC:

In *working with others*, he is straightforward; he is primarily independent, and given to a few close, personal relationships.

When *giving or accepting direction*, he is self-assertive. He enjoys debate and active, participative discussion.

As to *competitiveness and stamina*, he is competitive and bottom line oriented; he prefers warm, genuine relationships; he feels defeated and dejected when relationships go awry. He is very strong-willed, demanding, sometimes unconsciously oppositional.

When *organizing or planning*, he questions everything. He won't blindly follow instructions unless the wisdom of doing so is obvious; he must maintain a sense of personal freedom. Cautious and thoughtful but usually comfortable with making decisions. He needs more time and information for important decisions.

Suggestions for coaching JOHN Q. PUBLIC:

Keep communications direct and impersonal. Be as straightforward as possible when giving praise, almost matter-of-fact. *Esteem*

Capitalize on his willingness to play devil's advocate. *Acceptance*

* Keep debates controlled and positive. *Authority*

* Provide a balance of team and individual goals. *Advantage*

Address the positive sides of issues. *Empathy*

* Provide him with difficult tasks, but help set reasonable, reachable goals. *Challenge*

* Freely explain the reasoning in making changes. *Change*

* Steer away from situations that are confining, restrictive or regulated. *Freedom*

Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

** Particularly significant; may impact other areas*

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Planning:

POLICIES AND PROCEDURES

- Remains independent of group values and pressures
- Applies authoritarian methods as base of company policy and planning
- Ensures a high degree of personal achievement
- Bases planning on individual prerogative

SETTING OBJECTIVES

- Provides personal, emotional challenge with difficult, definite goals

IMPROVING OPERATIONS

- Encourages individual initiative and ideas in improvement planning
- Emphasizes personal direction of individuals
- Emphasizes individual thinking and an unstructured background for problem-solving

Preferred Style when Organizing:

ESTABLISHING RELATIONSHIPS

- Carefully defines respective boundaries of authority and encourages direct debate
- Exercises a loose control over liaison; emphasizes creative contribution of individuals

PROMOTING TEAMWORK

- Organizes teams as loose confederations of individuals

COMPENSATING

- Considers demanding work to be largely its own reward

ASSIGNING RESPONSIBILITIES

- Allocates tasks to individuals in each team, making them personally responsible
- Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up
- Bases assignments on the assumption that good staffing is a highly complex and demanding process

MANAGERIAL AND ORGANIZATIONAL STYLE**Preferred Style when Organizing (cont.):*****DELEGATING***

- Formally defines chain of command by personal, one-on-one delegation of responsibility

IMPLEMENTING

- Initiates action with the support of superior authority
- Sets projects in motion without concern for the status quo

Preferred Style when Directing:***COMMUNICATING***

- Emphasizes personal authority and influence in communicating

MOTIVATING

- Views teams as separate from personal effort
- Gives individuals close, firm direction
- Motivates employees by demands of emotionally challenging tasks
- Allows employees to express individuality without undue structural constraints

NEGOTIATING

- Emphasizes face-to-face debate, gaining edge on opponent
- Combines ability to hold firm position with awareness of personal deficiencies
- Places emphasis on being individualistic and unorthodox in dealing with opponents

CORRECTING

- Regards problems as the result of individual mistakes
- Solves problems by open debate and airing of disagreement and conflict
- Sees own mistakes and encourages remedial action

DEVELOPING PERSONNEL

- Gives personal assignments and rewards

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Directing (cont.):

- Achieves effective performance as a by-product of high morale coupled with high expectations
- Emphasizes uniqueness, individuality and diversity

Preferred Style when Controlling:

REVIEWING PERFORMANCE

- Makes outspoken evaluations of performance
- Views performance in terms of ability to respond positively to difficult, emotionally challenging situations

DISCIPLINING

- Enforces rules on an individual level
- Defines and limits freedom by imposing authority directly

SETTING PERFORMANCE STANDARDS

- Evaluates individual responsibility and initiative when setting standards and determining expected compliance
- Sets up a standard of performance that demands strong personal response

CONTROLLING COSTS

- Evaluates procedures rigorously to determine better ways of doing things

REPORTING

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis
- Assesses individuals on the basis of unique contributions to the corporate effort

MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by personal face-to-face supervision
- Focuses attention on high, but realistic, standards of service and performance

MANAGING CHANGE

- Takes appropriate individual action when changes in circumstances necessitate it

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Date Printed:
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Managerial Style

The Elkind Group

Page: 4 of 4

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Controlling (cont.):

- Allows employees to adapt themselves individually to changes in circumstances