

This Report Prepared For
JOHN Q. PUBLIC
21 April 2008

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*

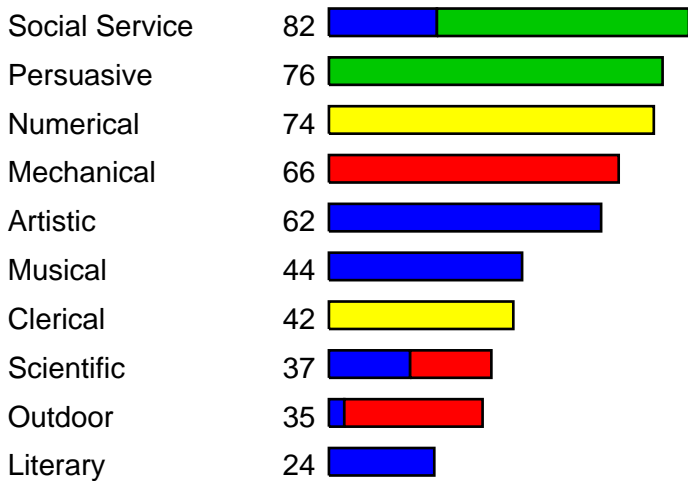
Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

* *Particularly significant; may impact other areas*

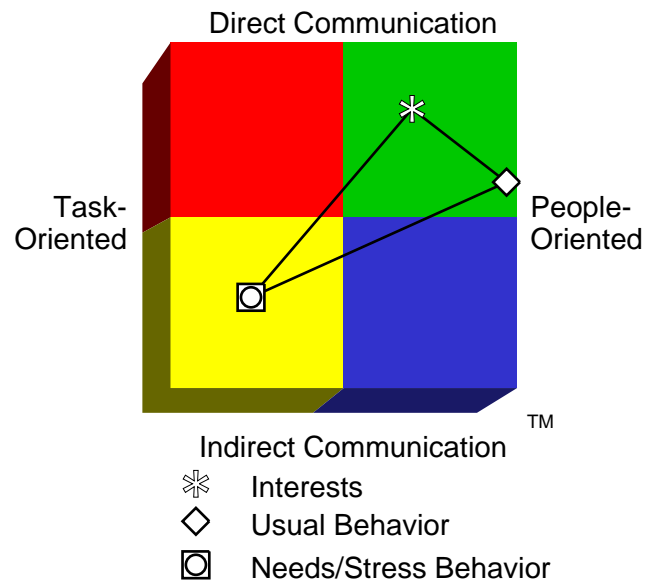
Components



Areas of Interest

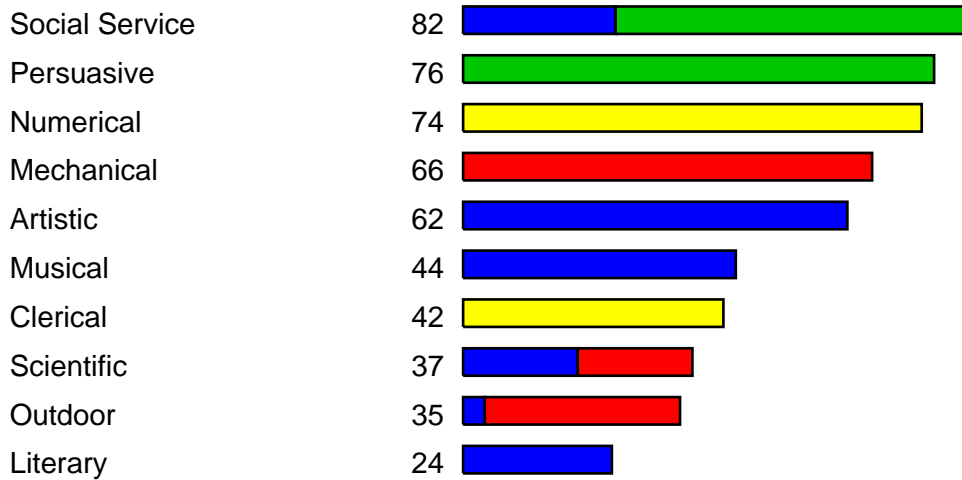


Life Style Grid[®] with Descriptors



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.



For each area, there are three bars, showing your usual style, your motivational needs, and the stress behavior which may result if the need is consistently unmet. Your scores appear in the circles on each bar.







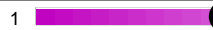

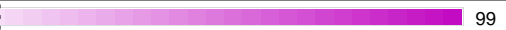
For any bar, the closer your score is to 99, the more the description on the right is likely to apply; the closer your score is to 1, the more the description on the left is likely to apply.

1. Relating to People Individually: how you deal with people one-on-one

Usually:	1  21  99 direct and straightforward	< a balance >	 99 insightful and intuitive
Will need:	1  14  99 others to be frank and forthright	< a balance >	 99 respect of key individuals
To Avoid:	1  14  99 being too blunt	< a balance >	 99 feeling unappreciated on occasions










Esteem

2. Relating to People in Groups: how you deal with people in general

Usually:	1  38  99 able to work well alone	< a balance >	 99 friendly and easy to know
Will need:	1  17  99 plenty of time alone or in small groups	< a balance >	 99 to feel part of the group
To Avoid:	1  17  99 impatient with group interaction	< a balance >	 99 over-valuing group opinion

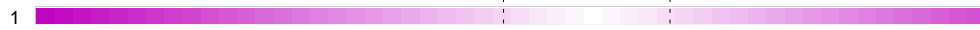


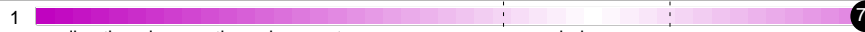





Acceptance

3. Systems and Procedures: your planning and organizing style

Usually:	1  76  99 flexible and open to new approaches	< a balance >	 99 organized and sequential
Will need:	1  42  99 only an outline plan to follow	< a balance >	 99 a definite plan in place
To Avoid:	1  42  99 weakness in follow-through	< a balance >	 99 over-insistence on following procedures








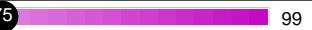
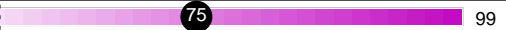
Structure

4. Direction and Control: how you deal with authority

Usually:	1  87  99 low-key in the exercise of authority	< a balance >	 99 directive and commanding
Will need:	1  75  99 a non-directive, democratic environment	< a balance >	 99 to know who is in charge
To Avoid:	1  75  99 failing to address issues of control	< a balance >	 99 becoming domineering, controlling







Authority

5. Teamwork and Individual Competitiveness: your approach to incentive

Usually:	1  71  99 oriented towards general benefit	< a balance >	 99 oriented toward individual advantage
Will need:	1  34  99 an environment based on trust	< a balance >	 99 a means of measuring personal performance
To Avoid:	1  75  99 becoming too idealistic	< a balance >	 99 focusing too much on personal payoff



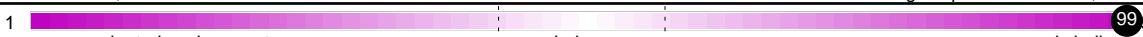



Advantage

6. Preferred Pace for Action: how you direct your energies

Usually:	1  likes to reflect before acting	< a balance >	 76 99 takes direct action to get things done
Will need:	1  personal control over scheduling	< a balance >	 41 99 a busy schedule
To Avoid:	1  putting things off	< a balance >	 41 99 failing to delegate when necessary






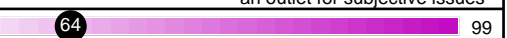
Activity

7. Demands of Work: your success/challenge orientation

Usually:	1  self-confident, focused on success	< a balance >	 99 99 has high expectations of self, others
Will need:	1  a success-oriented environment	< a balance >	 99 99 personal challenges
To Avoid:	1  denying responsibility for errors	< a balance >	 99 99 expecting too much of self and others







Challenge

8. Involvement of Feeling: your subjectivity and objectivity

Usually:	1  objective and detached	< a balance >	 64 99 sympathetic and warm
Will need:	1  an unemotional environment	< a balance >	 64 99 an outlet for subjective issues
To Avoid:	1  discounting people's feelings	< a balance >	 64 99 worrying unnecessarily



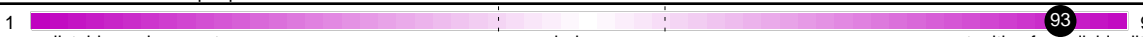


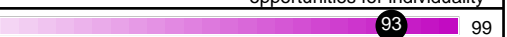
Empathy

9. Dealing with Change: how you handle variety

Usually:	1  concentrates attentions well	< a balance >	 90 99 likes a variety of simultaneous tasks
Will need:	1  adequate notice of any change	< a balance >	 6 99 plenty of different calls on attention
To Avoid:	1  failing to accept necessary change	< a balance >	 75 99 getting distracted too easily






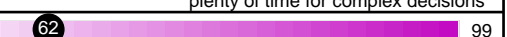
Change

10. Personal Independence: how characteristic you are in outlook

Usually:	1  understands how most people think	< a balance >	 99 99 individualistic in outlook
Will need:	1  a predictable environment	< a balance >	 93 99 opportunities for individuality
To Avoid:	1  discomfort with unusual ideas	< a balance >	 93 99 being different for its own sake

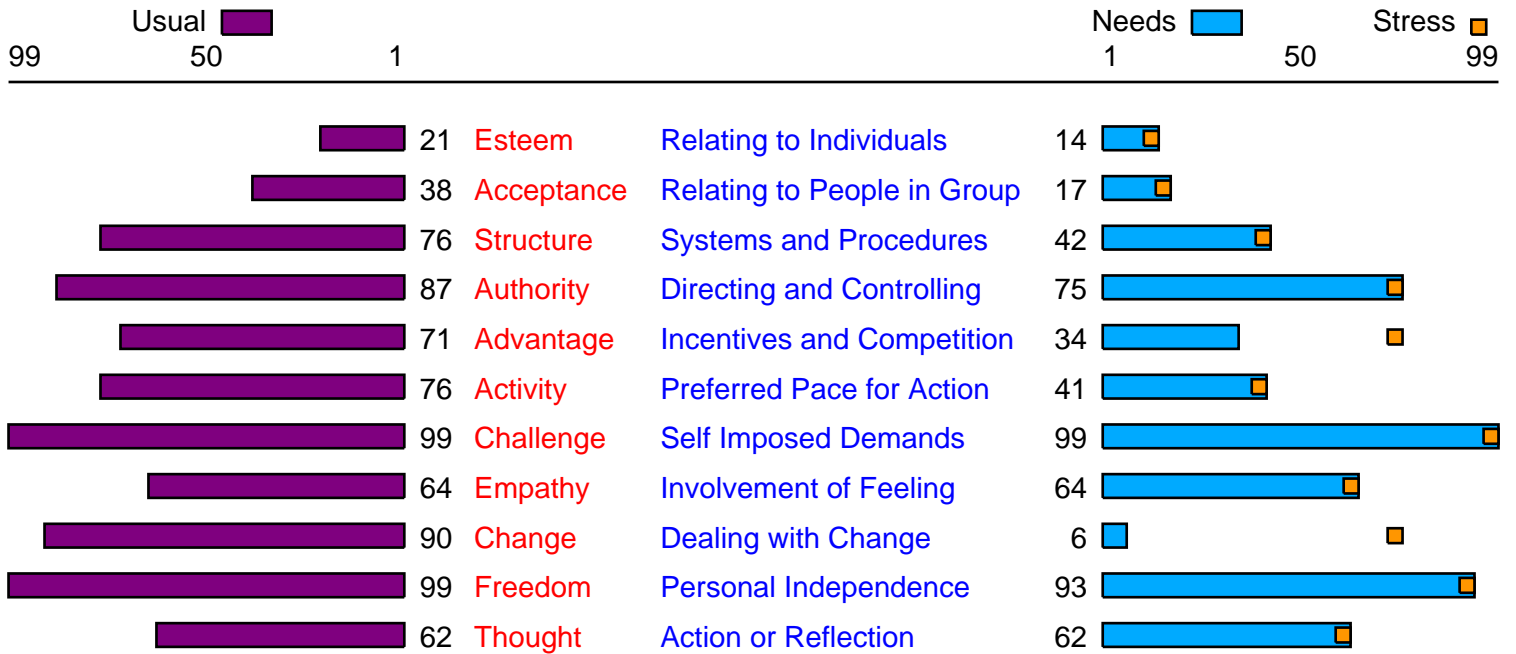
Freedom

11. Action or Reflection: how you handle issues in decision-making

Usually:	1  sees issues in terms of black and white	< a balance >	 62 99 handles ambiguous situations well
Will need:	1  issues reduced to their simplest form	< a balance >	 62 99 plenty of time for complex decisions
To Avoid:	1  being impulsive	< a balance >	 62 99 indecision when pressured

Thought

Components



STRENGTHS AND NEEDS PAGES

The enclosed "Strengths and Needs" pages consist of twelve pages of individualized description and interpretation of the basic needs. The actual scores for the components are not reported on these pages.

For those of you who are steeped in numbers, let us assure you that there are several advantages to this approach. First, it eliminates the concern for the relative "goodness" or "poorness" of a given score. Secondly, while each page can stand totally by itself in terms of its message, the complete information is now easy to understand and comprehend, making it entirely possible to give each person constructive, usable feedback.

The format of the pages is this: there is a beginning paragraph outlining these strengths (Usual Behavior) associated with the particular style. These statements are very positive, and indicate your natural, effective behavior. Then, there is a paragraph describing your Basic Needs. These statements are non-judgmental but help you understand that being maximally productive is dependent on having certain basic needs met. Finally, there is a paragraph outlining POTENTIAL behavior in the event that the need is not met. There is nothing absolute about this Stress Behavior description, but it can easily be used in developing an "early warning system" in identifying and coping with stress.

Organizationally, these pages can help you accomplish many things. As feedback, they are helpful. They provide a foundation to teambuilding sessions and other relational programs. For supervisors and managers, the information is invaluable when dealing with individual problems and conflict resolution. They could easily be integrated into any stress management program, or actually provide the basis for such a program. Coupled with the predictive material, they could become a narrative profile of the individual.

This Report Prepared For:
JOHN Q. PUBLIC

Date Printed:
21 APRIL 2008


Strengths and Needs

Skillpoint Solutions

Page: 2 of 13

PERSONAL STRENGTHS AND NEEDS

Your Report

***This Personal Strengths & Needs report describes your behaviors and motivations.
No attempt has been made to measure your talents or abilities.***

The pages that follow describe information from your Usual, Needs and Stress scores.

SAN/1

PERSONAL STRENGTHS AND NEEDS

ESTEEM: *ONE-ON-ONE RELATIONSHIPS*

Your natural tendency is to be direct and straightforward in your personal relationships. Objectivity and frankness are among the considerable assets resulting from your ability to minimize self-conscious feelings.

Strengths:

unevasive
matter-of-fact
frank and open

NEED: In the same way, you are most comfortable when others are frank and direct toward you. When being praised, you need to feel that the compliment is genuine and free of sentiment.

CAUSES OF STRESS: In the presence of shyness or evasiveness you are likely to feel uncomfortable. You do not respond well to subtlety from others, making it sometimes difficult for you to recognize their personal needs and feelings.

Possible stress reactions:

reduced concern for others
detachment
tactless statements

PERSONAL STRENGTHS AND NEEDS

ACCEPTANCE: SOCIAL RELATIONSHIPS

Among your considerable assets is your ability to think and reason independently of group pressure while at the same time recognizing the importance of group dynamics. As appropriate, you are able to be either independent or involved.

Strengths:

balances group and private activities
able to be alone
able to be with others

NEED: In order for you to be really comfortable in group settings, it is important that you have plenty of time to yourself, with relief from constant social pressure. It is easiest for you to participate in groups when you identify strongly with their cause.

CAUSES OF STRESS: Without this identity of cause, or when the pressure to participate in group efforts becomes prolonged or intense, you are likely to feel impatient, perhaps even that time spent with the group is wasted.

Possible stress reactions:

withdrawal
impatience
tendency to ignore groups

PERSONAL STRENGTHS AND NEEDS

STRUCTURE: ORGANIZING

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

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.

Possible stress reactions:

de-emphasis on system
over-controlling

PERSONAL STRENGTHS AND NEEDS

AUTHORITY: *AUTHORITY RELATIONSHIPS*

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

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.

Possible stress reactions:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

PERSONAL STRENGTHS AND NEEDS

ADVANTAGE: *IDEALISM AND REALISM*

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

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.

Possible stress reactions:

being self-promotional
becoming distrusting
underestimating others

PERSONAL STRENGTHS AND NEEDS

ACTIVITY: *REFLECTION AND ACTION*

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

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.

Possible stress reactions:

edginess
feeling fatigued

PERSONAL STRENGTHS AND NEEDS

CHALLENGE: *YOUR VIEW OF YOURSELF*

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

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.

Possible stress reactions:

becoming too self-critical
strong emotional tension
feelings of inadequacy

PERSONAL STRENGTHS AND NEEDS

EMPATHY: *DEALING WITH EMOTIONS*

Basically, you prefer to strike a balance between cautious detachment and sincere emotional involvement. But you are able to move freely between those extremes, avoiding excessive emotionalism and complete detachment as well.

Strengths:

objective, yet sympathetic
warm, yet practical

NEED: You need a similar balance in your surroundings. You are at your best in the presence of people who can combine logic and practicality with a certain amount of sympathy and understanding for personal feelings.

CAUSES OF STRESS: Extremes in other people are likely to put some pressure on your own moderation. Too much emotionalism from others can add to your anxiety and tension; while you may tend to magnify your own problems when others are too detached.

Possible stress reactions:

dejection
becoming too impersonal
loss of optimism

PERSONAL STRENGTHS AND NEEDS

CHANGE: *DEALING WITH CHANGE*

Novelty and adventure stimulate you, as you are always alert to start new things. You find it easy to adapt to changes, and will even effect change from time to time to alleviate boredom.

Strengths:

takes changes in stride
responsive and attentive
adaptive

NEED: However, your environment must allow you the freedom of choice in order for you to get maximum benefit from your strengths. You are at your best in surroundings that encourage individual initiative so that you can determine your own routine.

CAUSES OF STRESS: Changes which are unexpectedly forced upon you may cause you to respond adversely. The flexibility which characterizes your strength may become a handicap under these conditions.

Possible stress reactions:

difficulty controlling restlessness
concentration problems
resisting abrupt change

PERSONAL STRENGTHS AND NEEDS

FREEDOM: *INDEPENDENCE*

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

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.

Possible stress reactions:

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

PERSONAL STRENGTHS AND NEEDS

THOUGHT: *MAKING DECISIONS*

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:

delaying actions
becoming too cautious

Introduction: "The Stress Pages" The Birkman Method[®] and Stress Management

We know that the ability to manage stress has vital consequences in our professional and personal lives. The Birkman Method[®]'s **Stress Pages** report provides a specific report targeted to better self-management.

In this eight page report, the Stress Pages address four areas where stress can easily occur. Since few of us take the time to acknowledge or articulate our own needs, we may especially react to unmet needs in these situations:

1. Interpersonal Relationships
2. Schedules and Details
3. Conflict
4. Decision Making

This Stress Pages report offers information to help you manage to your own individual Needs (as described by the Birkman behavioral Components) and to more easily avoid areas of potential stress.

In each of these areas, the first page identifies some symptoms of Stress that you may express, feel or exhibit in this situation. The report then provides suggestions as to what you can do to prevent or at least minimize those behaviors that might further increase the Stress that you may be feeling. When asterisks also appear on the page, they indicate that intensity or priority of the information.

The second page of each section provides information that relates to your motivational Needs. When your Needs are generally met, you can more easily use your Strength Behaviors. This report also helps you to understand what may be happening (which Need is not being met) when you do experience symptoms of Stress.

Finally, the report provides suggestion as to how you can proactively *manage* Stress by taking specific actions to meet your own Needs on an on-going basis.

STRESS OF INTERPERSONAL RELATIONS **

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Esteem* and *Acceptance* Components. Your Stress scores in these areas are 14 (*Esteem*) and 17 (*Acceptance*).

Based upon these scores, when you are feeling Stress in this area, we expect you may begin to:

Turn a cold shoulder to persons who seem to need your approval.

Feel impatient when others try to address a problem in an indirect or diplomatic way.

Feel uncomfortable when others try to praise you in front of others.

Ignore casual conversation and greetings from others, or not speak until spoken to.

Feel real impatience with group meetings, committee activities or work that involves several persons at once.

Feel pressure when social obligations or situations require you to mix with strangers or casual acquaintances.

When these behaviors occur:

Seek more opportunities to build bridges to individuals and groups and to deal with them in a caring and friendly manner.

Smile, joke and pass the time of day with other people more often.

Practice interacting with others in casual situations in a non-judgmental manner.

Take the time to be an "old softy" on occasion.

MANAGING NEEDS FOR ESTEEM AND ACCEPTANCE

The Stress Behaviors surrounding the area of interpersonal relations relate to your *Esteem* and *Acceptance* Needs. Your Need scores in these areas are 14 (*Esteem*) and 17 (*Acceptance*).

Based upon these scores, it is likely that you need:

Straightforward instructions	Freedom from group pressures
Praise that is free of sentiment	Special time to be alone;
Associates who speak up easily	time to be quiet and think
Person who get to the point	Individualized benefits
Direct questions or corrections	A few, close, one-on-one friends

In order to build resistance to or avoid stress in this area, we recommend that you:

Identify a person or group that interacts with you in an objective manner and spend more time with that person or group.

Build a hit list of things you know have gone well, and use it to help you gauge your success.

Find opportunities to assess real signs of success and identify areas that you need to improve upon.

Build a relationship with a "coach" who, without being shy about it, can help you evaluate how well you have done in a situation.

Set aside quiet time for yourself every day; you need solitude to recharge.

Take active steps to protect yourself from interruptions when you are working on an important or stressful task.

Allocate at least one weekend a month just to be alone with that one person who is most important to you. The more difficult this is to do, the more important it is.

Prepare yourself for big holidays or hectic social periods by spending more time being quiet and alone.

STRESS OF DEALING WITH SCHEDULES OR DETAIL

The Stress Behaviors surrounding issues dealing with details and schedules relate to the *Structure* and *Change* Components. Your Stress scores in these areas are 42 (*Structure*) and 75 (*Change*).

Based upon these scores, when you are feeling Stress in this area, we expect you may begin to:

- Get bored with essential detail, and not follow through on schedule.
- Feel restless and impatient, and become distracted by little things.
- Have trouble exercising self-discipline or concentrating on the task at hand.
- Become annoyed by anything that delays action.
- Disrupt orderly processes in your impatience to get on to something new.

When these behaviors occur:

- Set up procedures to handle distractions during the most tedious or routine parts of a project.
- Check the progress of each task on a regular basis; avoid adding new priorities to the top of the list until old priorities are finished or formally abandoned.
- Remember that existing priorities must be attended to when accepting the challenge of a new project.
- Work to compartmentalize projects and stay focused on the task at hand.
- Develop a careful list of your tasks and responsibilities, and establish their relative priorities.

MANAGING NEEDS FOR STRUCTURE AND CHANGE

The Stress Behaviors surrounding issues dealing with details and schedules relate to your *Structure* and *Change* Needs. Your Need scores in these areas are 42 (*Structure*) and 6 (*Change*).

Based upon these scores, it is likely that you need:

Freedom from close controls	A minimum of abrupt changes in routine
A minimum of structured routine	Consistently applied policies or rules
Direct access to everyone	Only one or two tasks at a time
Unusual and stimulating tasks	Protection from interruptions
Flexible rules and policies	Predictable schedules and tasks

In order to build resistance to or avoid stress in this area, we recommend that you:

Set aside times every week to follow some new interest or satisfy a new curiosity.

Indulge your sense of adventure whenever possible; use vacations or hobbies to try new activities.

Create frequent opportunities to discuss future goals, plans and activities with your family and/or co-workers.

Make schedules that allow you flexibility in executing tasks and plans.

Develop work schedules that allow you to spend significant periods of time on one project without interruption.

Use time management skills, gatekeepers (official or otherwise) or any other means to protect yourself from distractions and disruptions when working on tedious tasks.

Arrange major work schedules in such a manner that you can fit in a few interruptions without getting behind.

Establish routines for the beginning or end of the day, however simple; they will provide background structure when life gets busy.

STRESS OF HANDLING CONFLICT ***

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding issues with conflict relate to the *Authority* and *Freedom* Components. Your Stress scores in these areas are 75 (*Authority*) and 93 (*Freedom*).

Based upon these scores, when you are feeling Stress in this area, we expect you may begin to:

- Feel so impatient to say what you are thinking that you do not listen to what the other person is saying.
- Take a stand and get overly intense with others over small or other insignificant issues.
- Feel impatient with group decision processes or committees when policy is being shaped.
- Be rebellious or unconventional, and resist control by others over insignificant issues.
- Fear the disruptive consequences of a suggestion, and over-react without thinking through the idea.
- Feel that others are getting in your way or exercising too much control over your actions.

When these behaviors occur:

- Seek out the views, needs and goals of others without getting loud or intense with them.
- Listen carefully before reacting to or arguing with ideas presented by others.
- Assume that others are just as interested in solving the problem as you are, and listen to their ideas.
- Practice taking the ideas of others as tentative thoughts and not as attempts to win the argument.
- Work to remain open to possibilities others are raising; look for parts of their ideas that are compatible with your own.

MANAGING NEEDS FOR AUTHORITY AND FREEDOM

The Stress Behaviors surrounding issues of conflict relate to your *Authority and Freedom* Needs. Your Need scores in these areas are 75 (*Authority*) and 93 (*Freedom*).

Based upon these scores, it is likely that you need:

Opportunities to debate or argue	Assignments that allow you independence
Directive, face-to-face authority	Opportunities to set your own direction
Opportunity to direct others	Freedom from control by others
Forceful superiors who listen	Opportunities to be unconventional
To be heard by others	Superiors who delegate broadly

In order to build resistance to or avoid stress in this area, we recommend that you:

Develop opportunities to join other strong-willed persons in spirited but friendly exchanges about low-threat issues.

Spend more time debating philosophical or meaningful topics with friends who seem to enjoy a good argument.

Try to remind close associates that you need opportunities to discuss issues thoroughly before decisions are made that affect you.

Since you think better when bouncing ideas off others, try to develop a good brainstorming relationship with a co-worker.

Avoid being put on the spot by new suggestions; let those close to you know that you like to think things through before responding.

Develop friendships with persons who understand your need to be independent and who are patient with your non-conforming ways.

Work to develop a clear definition of the concerns and values that you share with those around you.

Look for and remind yourself of the commitment that others have to finding good solutions to common problems.

STRESS OF MAKING DECISIONS

The Stress Behaviors surrounding decision-making issues relate to the *Activity* and *Thought* Components. Your Stress scores in these areas are 41 (*Activity*) and 62 (*Thought*).

Your Stress scores do not suggest that this is an area of significant concern for you.

MANAGING NEEDS FOR ACTIVITY AND THOUGHT

The Stress Behaviors surrounding decision-making issues relate to your *Activity* and *Thought* Needs. Your Need scores in these areas are 41 (*Activity*) and 62 (*Thought*).

Based upon these scores, it is likely that you need:

A minimum of prolonged activity	Time to think decisions through
Stimulation of new ideas	Support from others on decisions
Friendly, low-key surroundings	Opportunities to talk out worries
Time for reflection	Offers of assistance and help
Unhurried work conditions	Cautious decision-making by others

In order to build resistance to or avoid stress in this area, we recommend that you:

Plan schedules and projects so you can stop and think about where you have been and where you are going.

Give more time to abstract or philosophical thought and activities.

Avoid taking on too many projects or social obligations when things are getting hectic at work.

Develop a relaxing, low-key hobby or recreation, and make use of the curative powers of this activity often.

Build life goals and important plans carefully using thorough discussion with those close to you and advice from knowledgeable advisors.

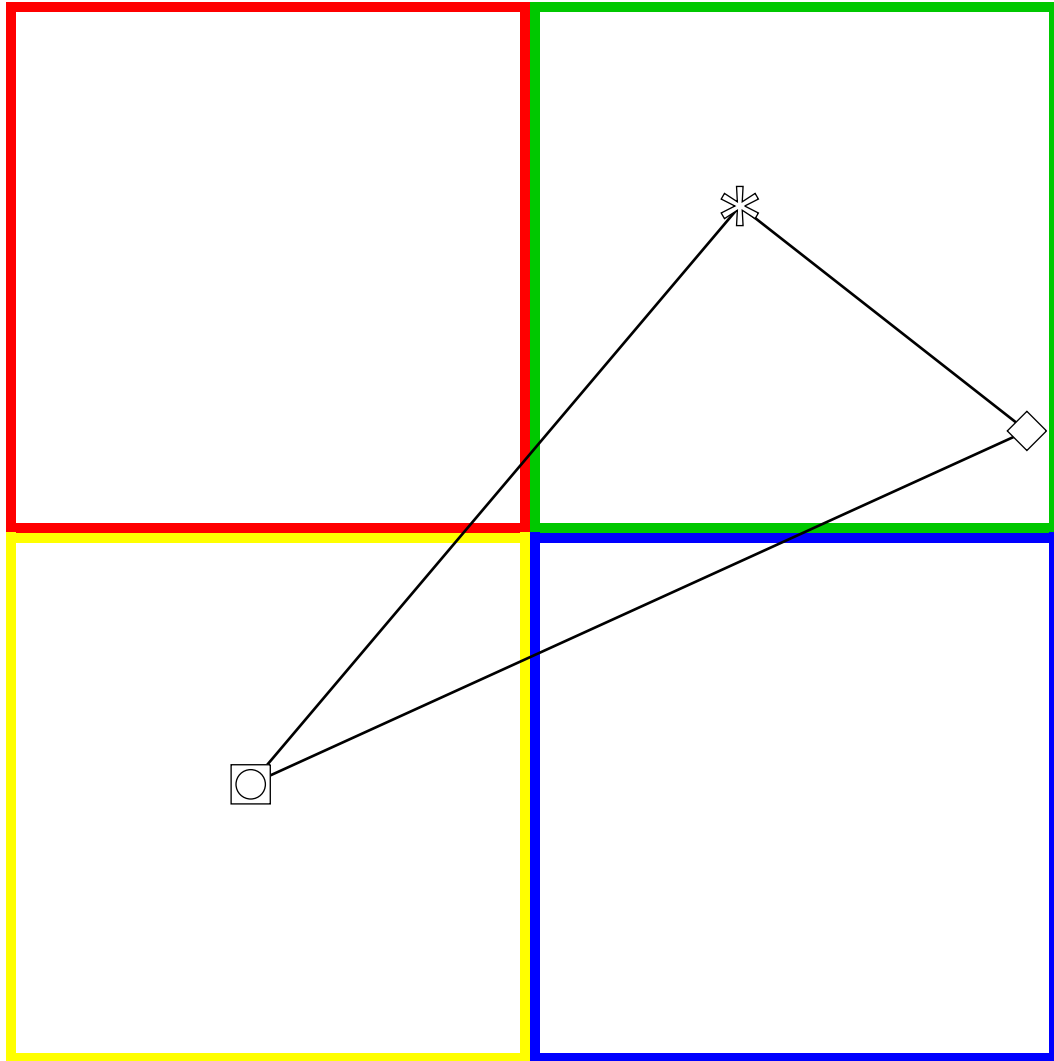
Develop close relations with patient and effective advisors who will reflect on your ideas with you and will help you think carefully about important issues.

Keep abreast of major developments in your work area, so that you are ready to deal with issues when they arise and have a good idea of where to go for assistance or information.

Remind those close to you that you need careful preparation before making a decision, and elicit their support in developing several options to consider.

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

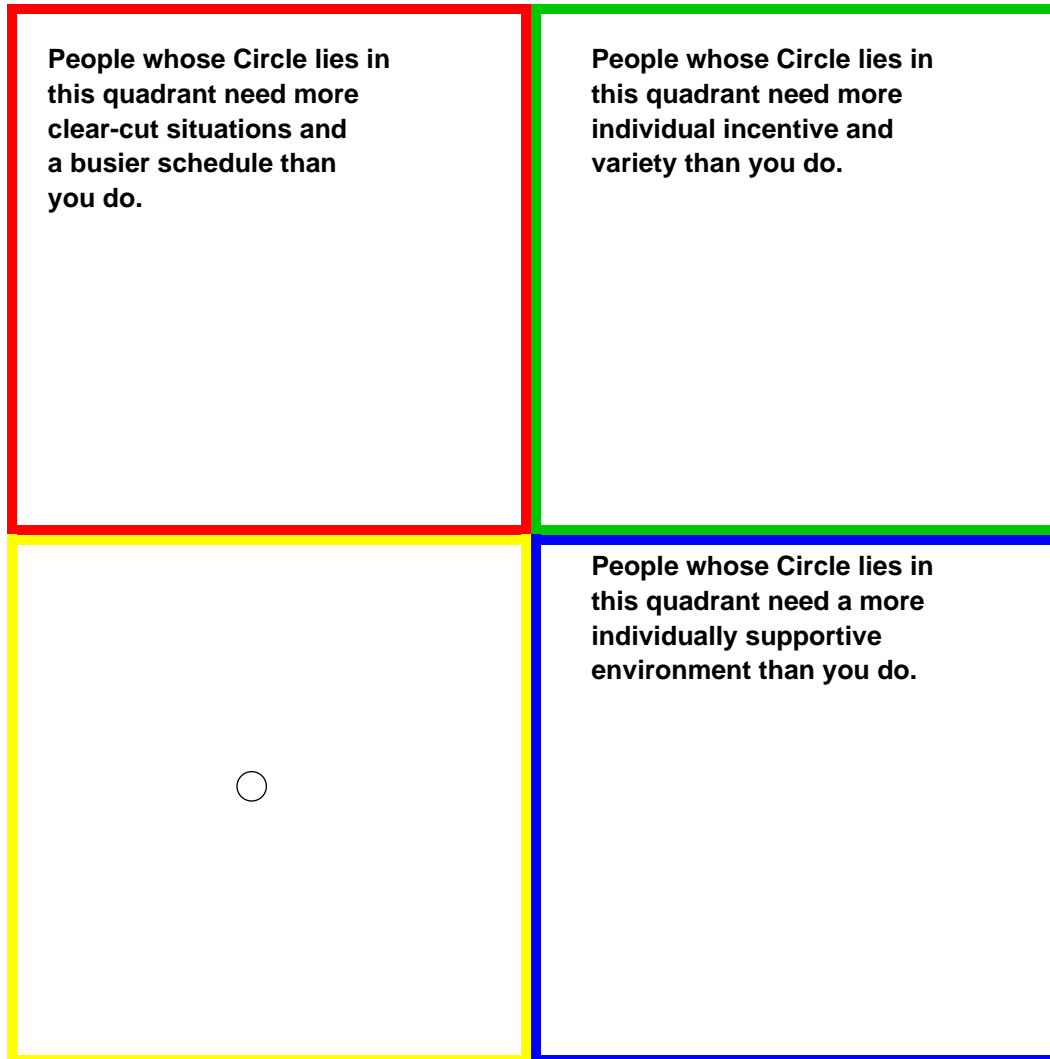
TM

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.



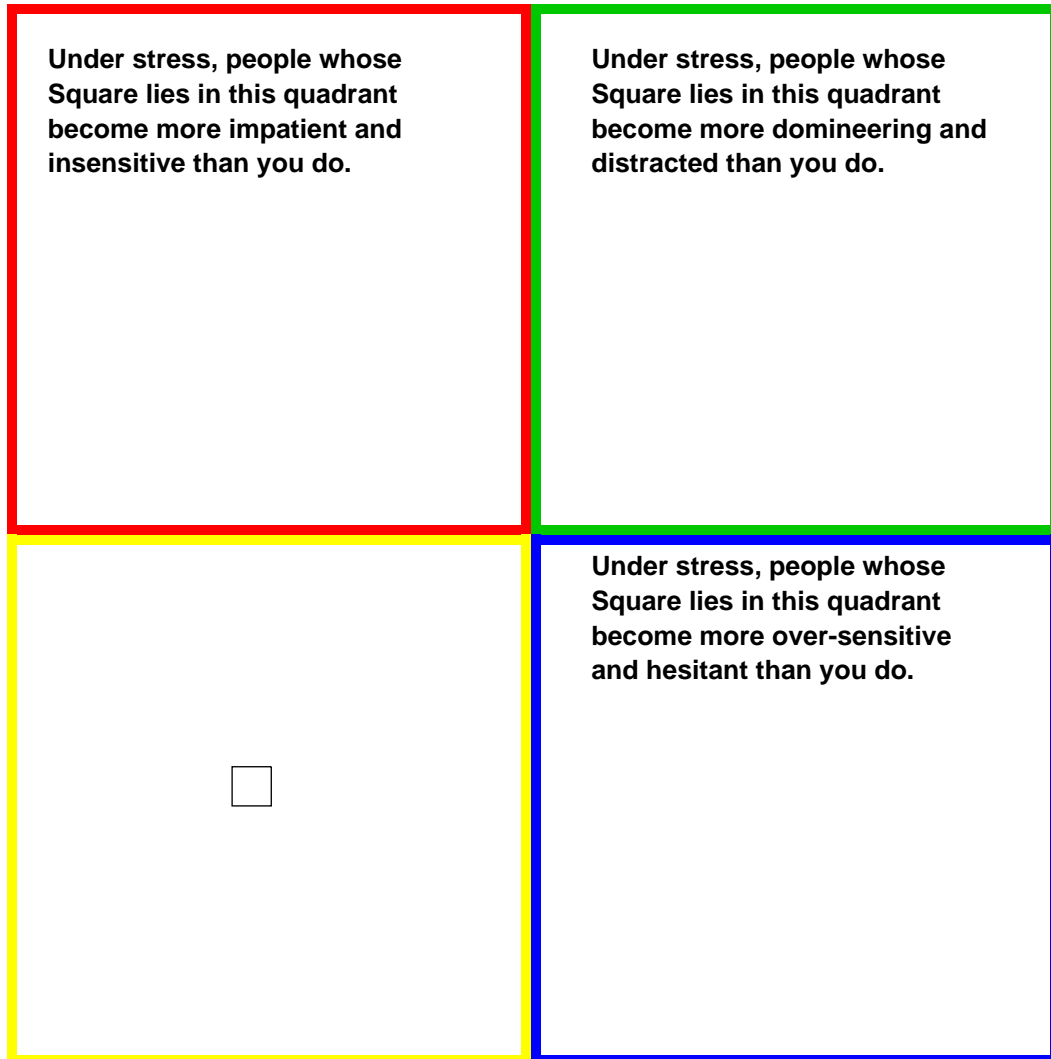
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People with the Square towards the bottom of the Grid may become withdrawn under stress. People with the Square towards the right of the Grid may become subjective under stress.

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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.



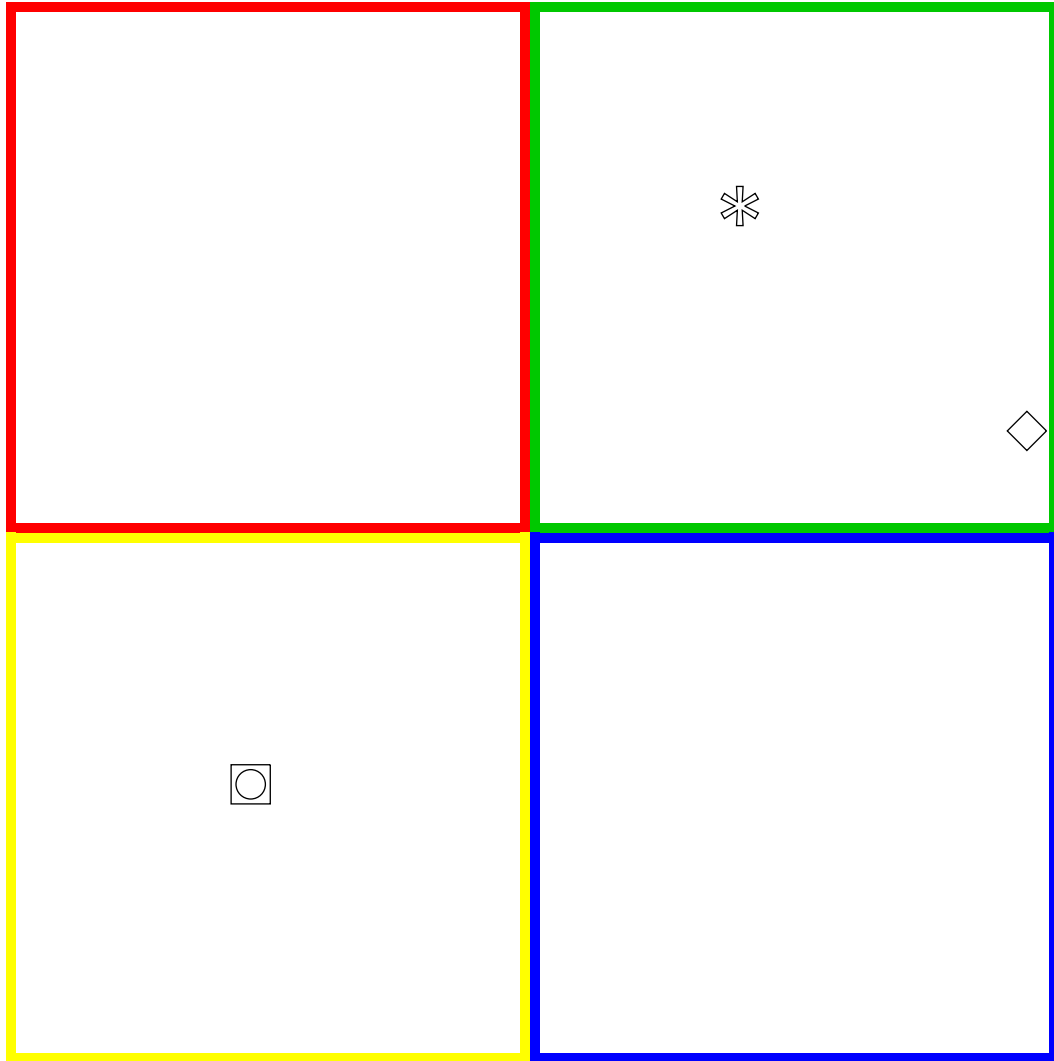
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Your YELLOW Square shows that your stress behavior may include your being:
over-controlling
resistive to change
conforming
quietly resistive
rigid

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Page 9: Your Life Style Grid

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.



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(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.