

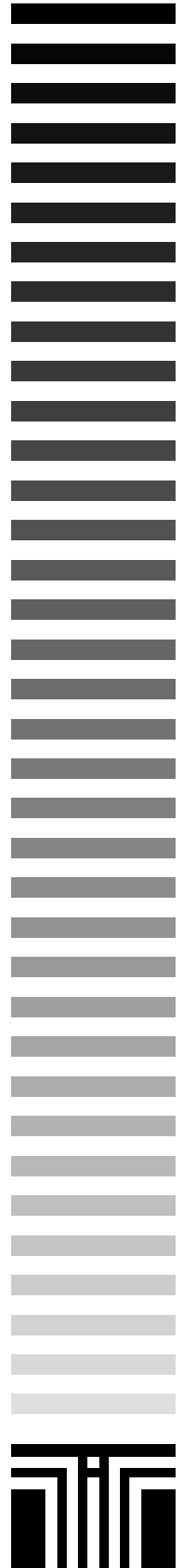
SUCCESSFUL CAREER PLANNING™

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

Dave Neely
President
D.K. Neely and Associates
9-23-2001

Getting People to Invest Emotionally in the Organization

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INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*

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PERSONAL CHARACTERISTICS

Based on Dave's responses, the report has selected general statements to provide you with 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 Dave's natural behavior.

Dave is deadline conscious and becomes irritated if deadlines are delayed or missed. He seeks his own solutions to problems. In this way, his independent nature comes into play. He is comfortable in an environment that may be characterized by high pressure and is variety-oriented. He exudes self-confidence and exemplifies an individual who is not afraid to state his case or present new and creative ideas. Dave needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He has high ego strengths and may be viewed by some as egotistical. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." Dave is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He is driven toward goals completion and wants to be in a position to set policy that will allow him to meet those goals. He is aggressive and confident. He is the type of individual who, under pressure, has a tremendous sense of urgency and need to get things done.

Dave finds it easy to share his opinions on solving work-related problems. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He likes to make decisions quickly. He prefers authority equal to his responsibility. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a

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PERSONAL CHARACTERISTICS

successful outcome. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. Sometimes he becomes emotionally involved in the decision-making process. He will work long hours until a tough problem is solved. After it is solved, Dave may become bored with any routine work that follows.

Dave should exhibit more patience and ask questions to make sure that others have understood what he has said. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may lack the patience to listen and communicate with slower acting people. Dave tends to influence people by being direct, friendly and results-oriented. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He may sometimes mask his feelings in friendly terms. If pressured, Dave's true feelings may emerge. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision.

PERSONAL STRENGTHS

This section of the report identifies the specific talents and behavior Dave brings to the job. By looking at these statements, one can identify his role in the organization. By identifying Dave's talent, the organization can develop a system to capitalize on his particular value to the organization and make him an integral part of the team.

- Motivates others towards goals.
- Creative in his approach to solving problems.
- Negotiates conflicts.
- Self-starter.
- Forward-looking and future-oriented.
- People-oriented.
- Optimistic and enthusiastic.

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BASIC NEEDS

In this section are some needs which must be met in order for Dave to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Dave and his counselor should go over the list and identify 3 or 4 statements that are most important to him. This allows Dave to participate in forming his own personal management plan.

Dave needs:

- To know results expected and to be evaluated on the results.
- To handle routine paperwork only once.
- To mask emotions when appropriate.
- Participatory management.
- To be confronted when in disagreement, or when he breaks the rules.
- To negotiate commitment face-to-face.
- People to work and associate with.
- A program for pacing work and relaxing.
- To focus conversations on work activities--less socializing.
- Better organization of record keeping.
- A rational approach to decision making--analyze the facts.

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ADAPTED STYLE

This section gives general information on behavior that Dave deems necessary to be successful on the job. One should read this section and determine if the behavior described is job related. If the behavior is not job-related, Dave does not understand the behavior required to be successful in the job.

- Acting independently and without precedent.
- Willing to take risks when others may be hesitant.
- Obtaining results through people.
- Being independent and innovative.
- Optimistic, future-oriented outlook.
- Using a creative approach in decision making.
- Contacting people using a variety of modes.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Dedicated to "going it alone" when necessary.
- Participative decision making.
- Maintaining an ever-changing, friendly, work environment.
- Flexibility.

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PRESENT WANTS

This section of the report was produced by analyzing Dave's wants. People are motivated by the things they want, thus: wants that are satisfied no longer motivate. Analyze each statement produced in this section and highlight those that are present "wants."

Dave wants:

- Independence.
- A support system to do the detail work.
- A forum to ventilate his emotions.
- No close supervision.
- A manager who practices participative management.
- A friendly work environment.
- Freedom from many rules and regulations.
- Freedom from control and detail.
- Public recognition of his ideas and results.
- The chance to have fun (play hard--work hard).
- Work assignments that provide opportunity for recognition.
- Participation in meetings on future planning.
- Excitement.

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IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Dave's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. A person with flexibility uses intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Dave enjoys and also those that create frustration.

- Freedom from controls, supervision and details.
- Work tasks that change from time to time.
- Democratic supervisor with whom he can associate.
- Assignments with a high degree of people contacts.
- Tasks involving motivated groups and establishing a network of contacts.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.
- Nonroutine work with challenge and opportunity.

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CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of Dave.

Do:

- Deal with details in writing, have him commit to modes of action.
- Provide questions, alternatives and choices for making his own decisions.
- Support and maintain an environment where he can be efficient.
- Provide a warm and friendly environment.
- Motivate and persuade by referring to objectives and results.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Plan interaction that supports his dreams and intentions.
- Talk about him, his goals and the opinions he finds stimulating.
- Ask for his opinions/ideas regarding people.
- Come prepared with all requirements, objectives and support material in a well-organized "package."

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STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.
- STRENGTH - Strong ego. POTENTIAL WEAKNESS - Possibility of offending others if "overdone."
- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - None.
- STRENGTH - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.
- STRENGTH - Seeks challenges and problems to solve. POTENTIAL WEAKNESS - Takes on too many and may forget priorities.
- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.

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STYLE ANALYSIS™ GRAPHS

Dave Neely

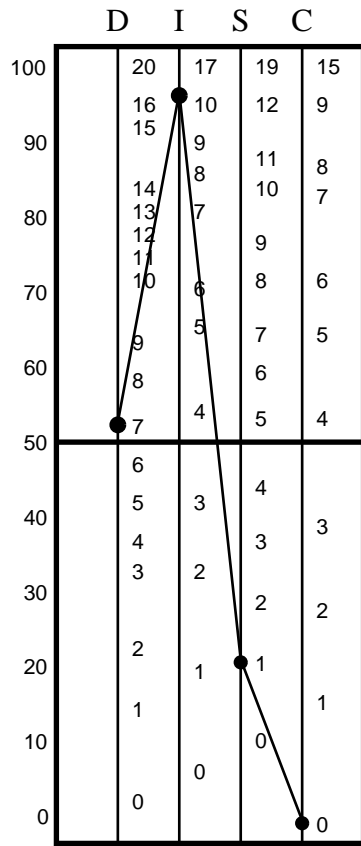
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MOST

Graph I

Adapted Style



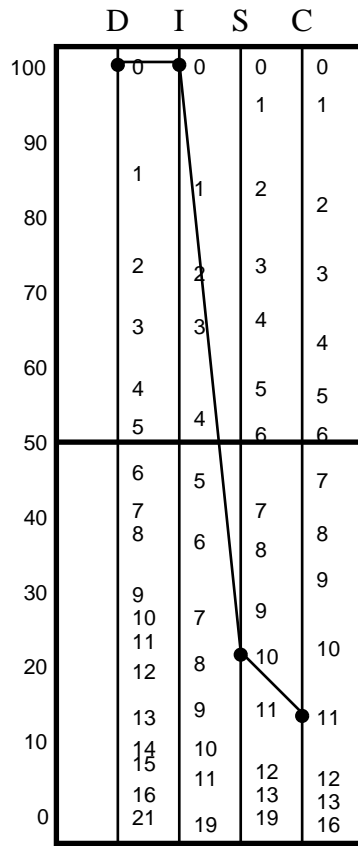
Score
%

7	11	1	0
53	96	22	1

LEAST

Graph II

Natural Style



0	0	10	11
100	100	23	15

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THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

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

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

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

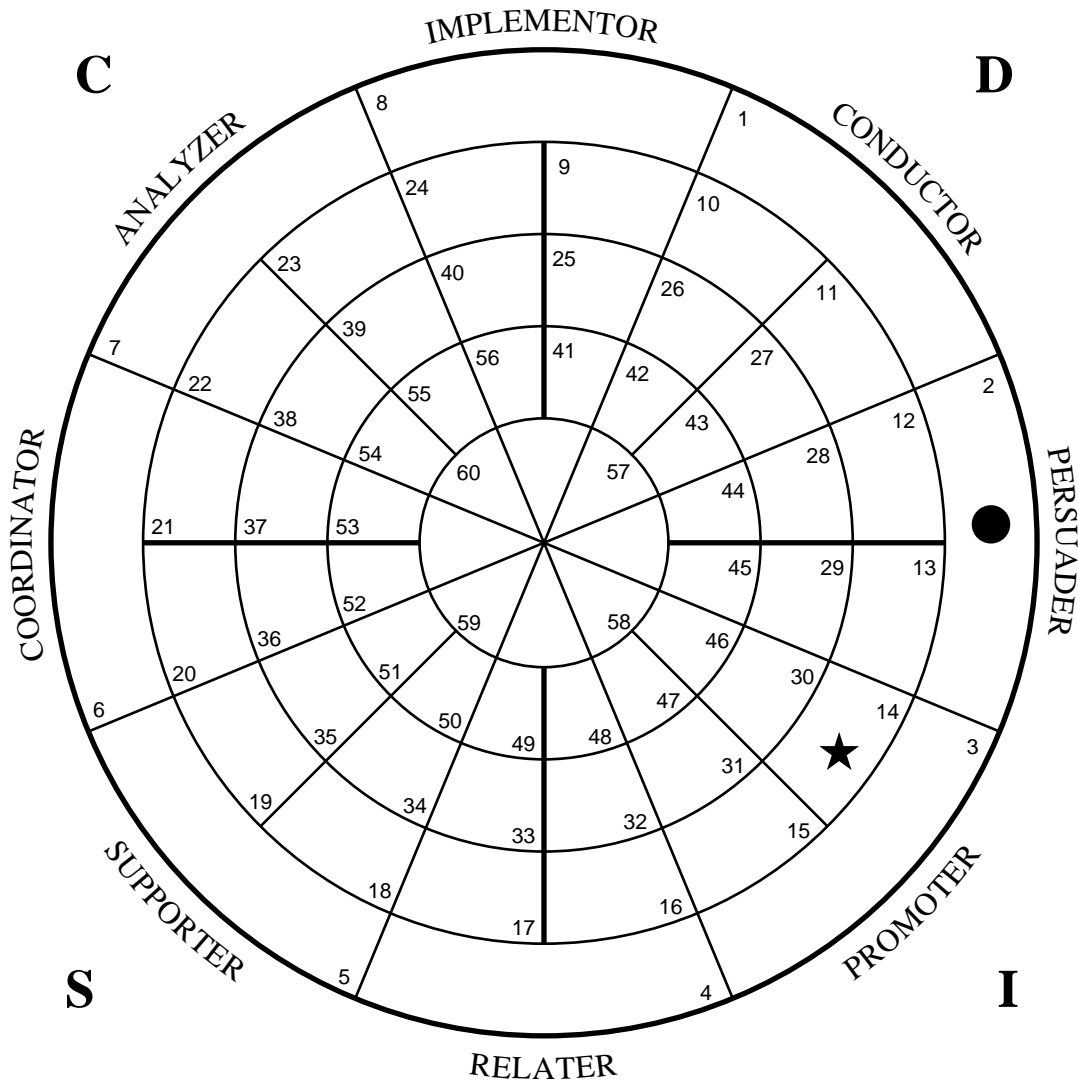
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THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (14) PERSUADING PROMOTER

Natural: ● (2) PERSUADER

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WORK ENVIRONMENT

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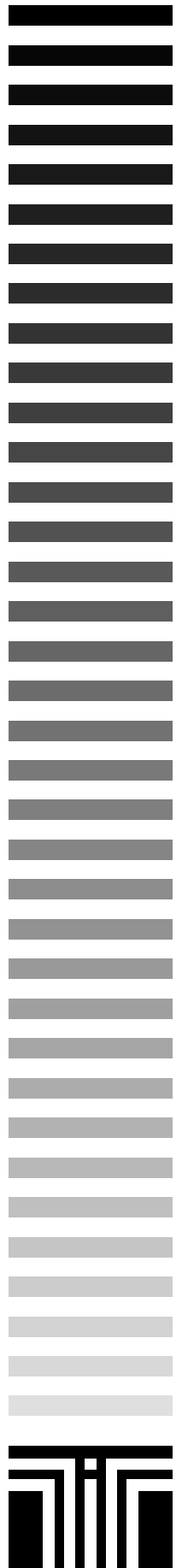
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INTRODUCTION

This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behavior you want to use on the job.

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DOMINANCE - CHALLENGE

This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power and decisiveness may be key areas. Analyze carefully.

"Present" and "Ideal" job behavioral demands are:

1. Complete authority to carry out responsibilities.
2. Immediate response to problems or crisis situations.
3. Demanding attitude of self and others.
4. Direct answers from others.
5. Challenging assignments.
6. Creative and original thinking.
7. Freedom from routine and details.
8. Freedom to act independently.
9. High sense of urgency as a catalyst for obtaining results.
10. Appropriate title to acknowledge status and prestige.
11. Accepting and initiating change.
12. Decisive and firm in decision making.
13. Self-starter who enjoys all phases of competition.
14. An environment where the leader needs to be direct and to the point.
15. Strong leadership and directive skills.
16. Future orientation and abstract thinking ability.

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INFLUENCE - CONTACTS

This page of the report lists how the job requires a person to influence others to a way of thinking or doing. Trust, openness, facts and data (oral or written), discussion, and communication are key areas. Analyze carefully.

"Present" and "Ideal" job behavioral demands are:

1. Social interactions.
2. High trust level.
3. Optimistic outlook.
4. Verbal skills.
5. Getting people emotionally involved.
6. Working with people.
7. Openness to new ideas.
8. Ability to move from one activity to another quickly.
9. Participatory management.
10. A flexible use of time.
11. Outgoing personality.
12. Creative approach to problem solving.
13. Democratic relationships with others.
14. Working with people more than working with things.
15. A team approach.
16. Initiating contact with others.
17. Getting things done through people.

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STEADINESS - CONSISTENCY

This page of the report lists how the job requires a person to deal with activity levels. Change, persistence, consistency, and listening skills are key areas. Analyze carefully.

"Present" and "Ideal" job behavioral demands are:

1. Sense of urgency.
2. Shared information and open communication.
3. Quick response to crisis and change.
4. Mobile work environment.
5. Ability to act without precedent.
6. Opportunity to explore change.
7. Support team to handle some of the detail work.
8. Self-starter.
9. Quick decisions.
10. Alertness to problems and challenges.
11. Awareness of deadlines.
12. Facts and data provided by others.
13. Freedom to respond.
14. Variety of work activities.

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COMPLIANCE - CONSTRAINTS

This page of the report lists how the job requires a person to respond to rules and regulations set by other people. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

"Present" job behavioral demands are:

1. Testing of rules and procedures.
2. Practical work solutions.
3. Persistent approach to winning.
4. Opportunity to test new ideas.
5. Challenging work.
6. Responsibility equal to authority.
7. Limited routine work.
8. Risk taking.
9. Independence to question procedures.
10. Challenging the status quo.
11. Individualism.

"Ideal" job behavioral demands are:

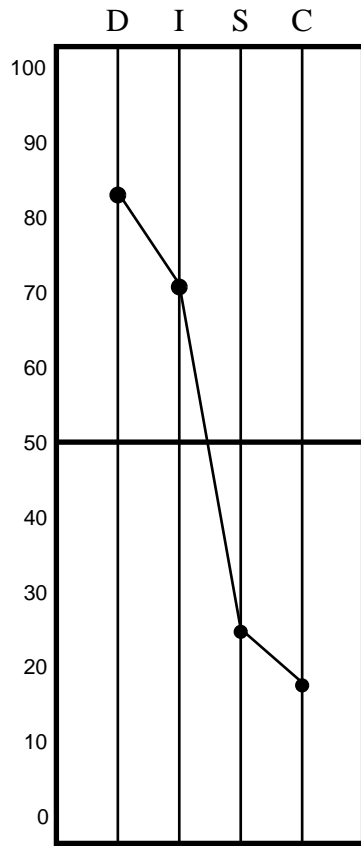
1. Few rules and procedures to follow.
2. Individualistic approach.
3. Persistent approach to winning.
4. Bottom line analysis of results.
5. Challenging work.
6. Power and authority.
7. Very little routine work.
8. Pioneering risk taker.
9. Decisiveness.
10. Criticizing the status quo.
11. Original thinking.
12. Try the impossible.

WORK ENVIRONMENT™

Work Environment

PRESENT

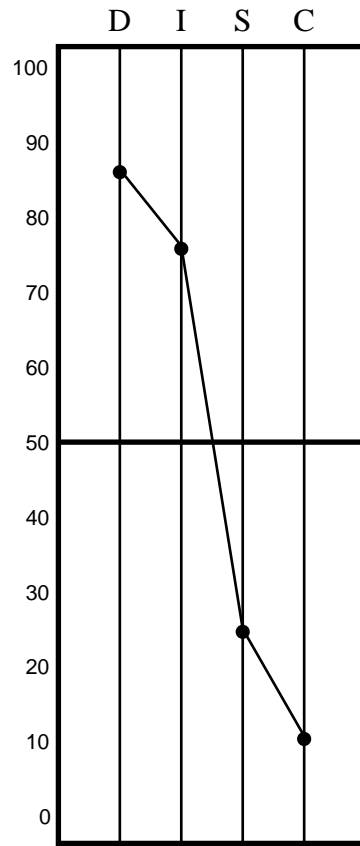
Dave Neely



Work Environment

IDEAL

Dave Neely



Score
%

21	26	45	48
83	71	26	19

20	24	45	51
86	76	26	12

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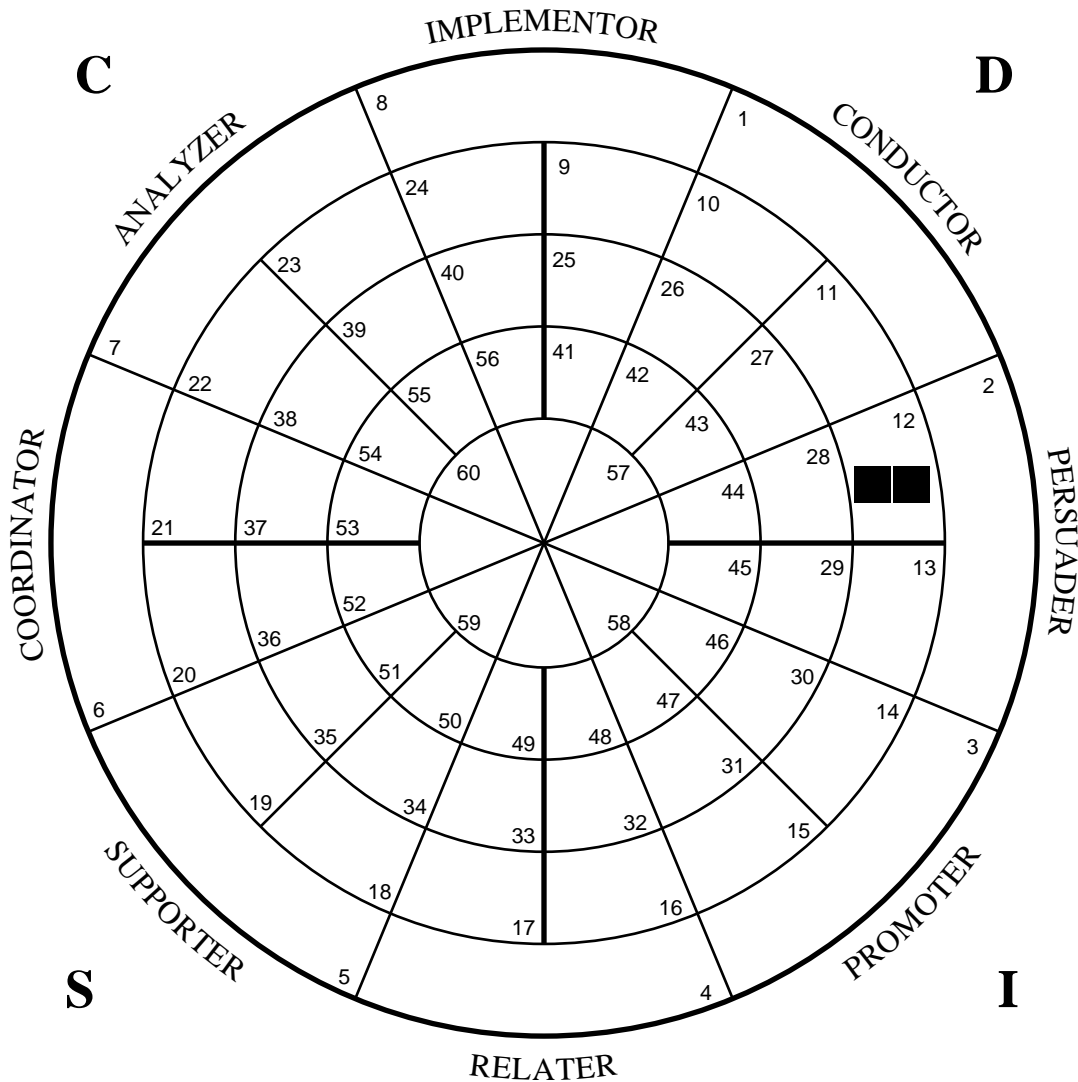
THE SUCCESS INSIGHTS® WHEEL

Dave Neely

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Present Work Environment: ■ (12) CONDUCTING PERSUADER

Ideal Work Environment: ■ (12) CONDUCTING PERSUADER

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JOB INDICATOR

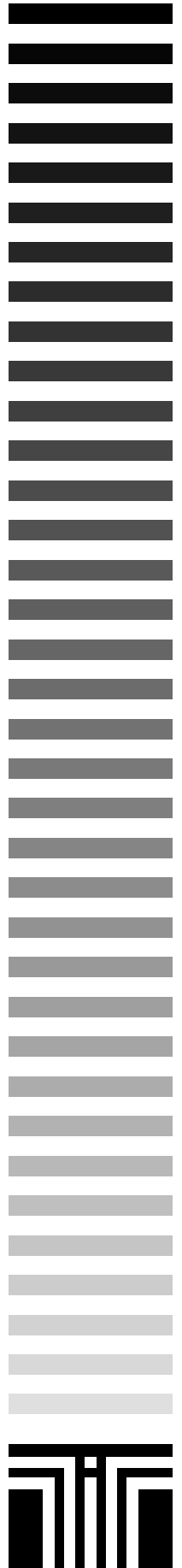
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INTRODUCTION

Today's workplace is in constant change. As a result, careers are changing to keep pace. The average person can expect to change careers 5 times during their working life. That does not take into account the average 2-4 job changes within each career. Given this reality, it becomes more important than ever to make informed career decisions. There is no better preparation for career changes than in-depth knowledge of your own talents and how you can maximize them to succeed.

The Job Indicator section of your report has been developed to assist you in matching your natural behavioral design "talents" to jobs. This section will guide you through jobs that best match your behavioral design based on the education level you selected at the beginning of the assessment process. The job list is prioritized with your best behavioral design match at the education level you selected at the top. This will assist you in making informed career choices based on what best suits your natural behavioral design.

Research suggests that over 50% of people at work hold jobs that do not suit them behaviorally and they are neither fully motivated nor satisfied with their contribution. The good news is the closer the behavioral demands of the job match your own natural behavior, the more satisfaction and personal reward you will find in your work.

It is difficult if not impossible to incorporate in this report all the information on the subject of job content and career planning. There are websites available that cover these topics and will give you additional insights into the jobs listed in this section. The websites are the O*NET Occupational Information Network: <http://online.onetcenter.org> and the US Dept. of Labor, Employment & Training Administration: www.doleta.gov/programs/onet.

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EDUCATION : A.A. or B.A.

<u>CODE</u>	<u>OCCUPATION</u>
11-1011.02	Private Sector Executives
11-1011.01	Government Service Executives
11-2011.00	Advertising and Promotions Managers
11-9111.00	Medical and Health Services Managers
43-6011.00	Executive Secretaries and Administrative Assistants
27-3021.00	Broadcast News Analysts
11-9199.99	Managers, All Other
11-3051.00	Industrial Production Managers
11-9031.00	Education Administrators, Preschool and Child Care Center/Program
11-3040.00	Human Resources Managers
11-3041.00	Compensation and Benefits Managers
23-2099.99	Legal Support Workers, All Other
11-9081.00	Lodging Managers
13-1011.00	Agents and Business Managers of Artists, Performers, and Athletes
41-3099.99	Sales Representatives, Services, All Other
41-9021.00	Real Estate Brokers
11-9151.00	Social and Community Service Managers
13-1079.99	Human Resources, Training, and Labor Relations Specialists, All Other
13-2021.02	Appraisers, Real Estate
27-3022.00	Reporters and Correspondents
13-2041.00	Credit Analysts
11-3011.00	Administrative Services Managers
21-1012.00	Educational, Vocational, and School Counselors
35-1012.00	First-Line Supervisors/Managers of Food Preparation and Serving Workers
39-9032.00	Recreation Workers