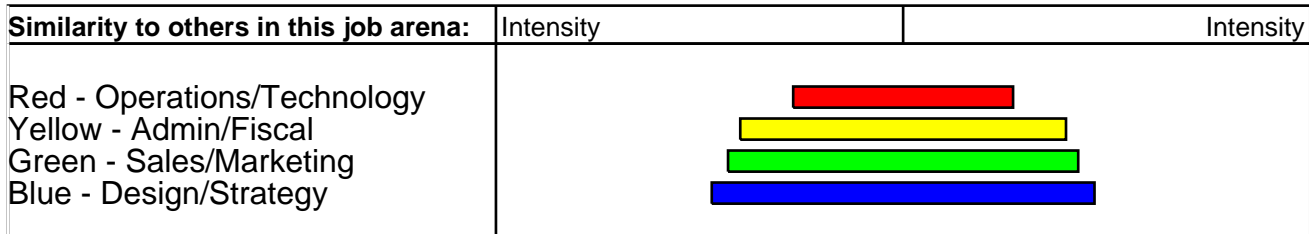
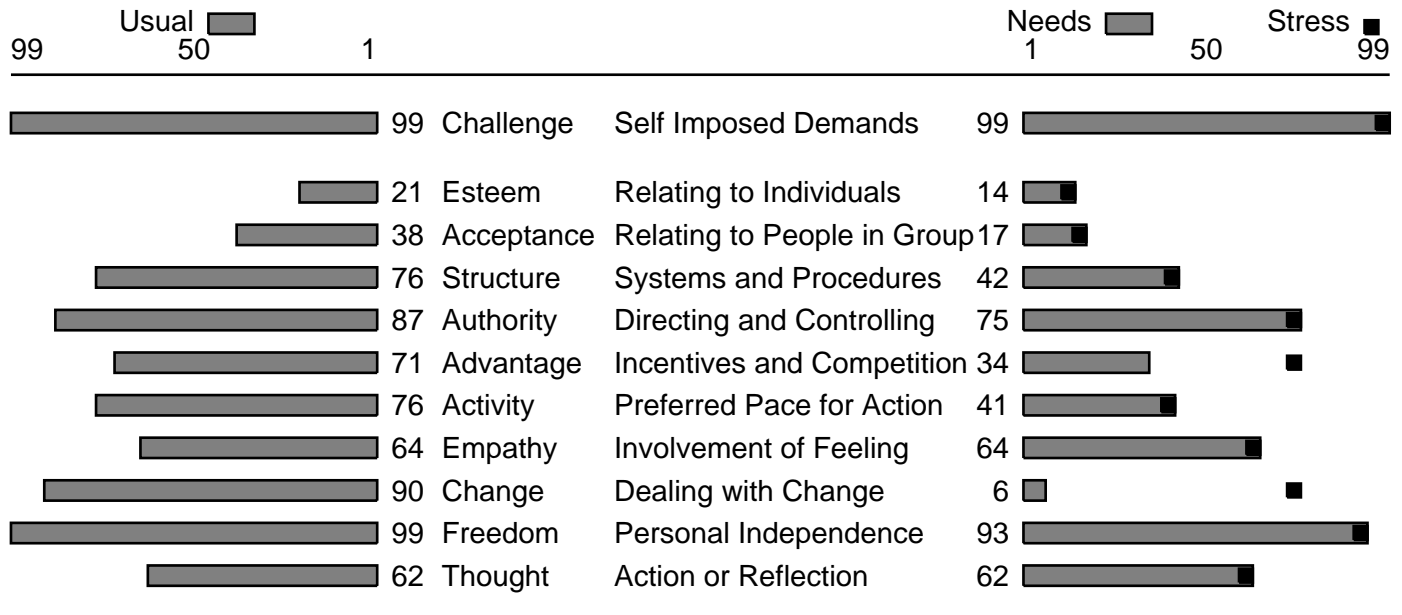


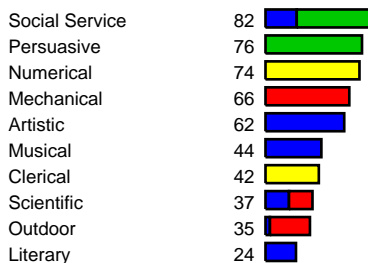
Organizational Focus (Professional Strengths)



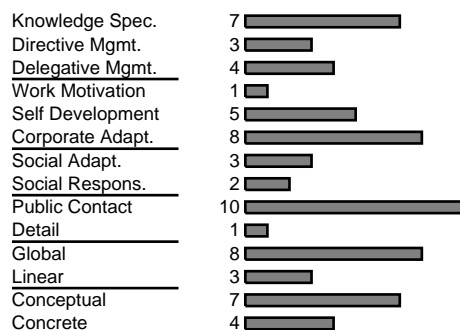
Components



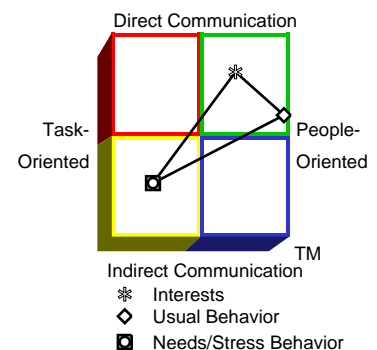
Areas of Interest



Preferred Work Styles



Life Style Grid® (Interpersonal Strengths)



Patterns from Organizational Strengths and Job Families:

- Exhibits a "flatter" organizational profile; likely to exhibit general rather than specialized organizational strengths
- May be less comfortable dealing with organizational issues around Expediting (Red), or may handle these in a less traditional manner
- Average Administrating (Yellow) orientation, but has:
 - less strength in the area of general administration
 - less strength in the area of numerical administration
 - significant strength in the area of accounting

Contrasts between Asterisk (Grid Interests) and Organizational Strengths:

None.

Grid-based Patterns:

- Prefers positions which involve direct interaction with both people and products

Moderate Interest X
High Interest Y

Contrasts between Usual Behavior and Interests:

None.

Contrasts in Usual Behavior:

- Structured in approach, and yet open to new things, able to work on more than one task at a time
- Unusually structured in thinking and approach, given your aggressive and multi-tasking style

High Structure Usual
High Change Usual

High Structure Usual
High Authority Usual
High Advantage Usual
High Change Usual

Contrasts between Usual Behavior and Stress Behavior:

None.

New Patterns:

- Can be difficult to get to know in depth; may hide true feelings behind a barrier of matter-of-factness and social independence
- Can remain too distant from both groups and key individuals when making a decision, giving the impression that you are not open to input from others
- Has a tendency to become outspoken and self-protective when the pressure builds

Low Esteem Stress
Low Acceptance
Stress

Low Esteem Stress
Low Acceptance
Stress

High Authority Stress
High Advantage Stress

This Report Prepared For:
JOHN Q. PUBLIC

Date Printed:
18 FEBRUARY 2009

Behavioral Patterns Analysis

The John Harper Group Inc

Page: 2 of 2

- Can be seen as pushing too strongly a personal agenda for power and competitive advantage

High Authority Stress
High Advantage Stress

- Can sometimes intimidate other people by unorthodox displays of authority

High Authority Stress
High Freedom Stress

- Too easily diverted by competing demands on your attention, and too inclined to adopt unorthodox solutions

High Change Stress
High Freedom Stress

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*

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	< a balance >	insightful and intuitive
Will need:	1  14  99	< a balance >	respect of key individuals
To Avoid:	1  14  99	< a balance >	feeling unappreciated on occasions


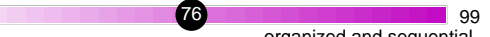
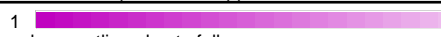

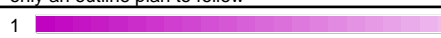

Esteem

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

Usually:	1  38  99	< a balance >	friendly and easy to know
Will need:	1  17  99	< a balance >	to feel part of the group
To Avoid:	1  17  99	< a balance >	over-valuing group opinion

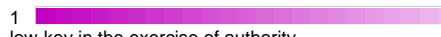





Acceptance

3. Systems and Procedures: your planning and organizing style

Usually:	1  76  99	< a balance >	organized and sequential
Will need:	1  42  99	< a balance >	a definite plan in place
To Avoid:	1  42  99	< a balance >	over-insistence on following procedures




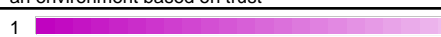
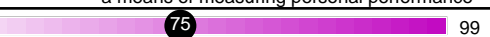
Structure

4. Direction and Control: how you deal with authority

Usually:	1  87  99	< a balance >	directive and commanding
Will need:	1  75  99	< a balance >	to know who is in charge
To Avoid:	1  75  99	< a balance >	becoming domineering, controlling







Authority

5. Teamwork and Individual Competitiveness: your approach to incentive

Usually:	1  71  99	< a balance >	oriented toward individual advantage
Will need:	1  34  99	< a balance >	a means of measuring personal performance
To Avoid:	1  75  99	< a balance >	focusing too much on personal payoff



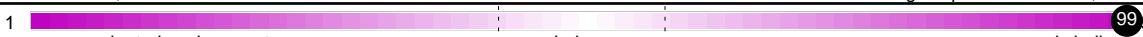



Advantage

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

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






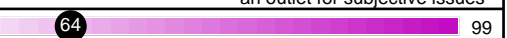
Activity

7. Demands of Work: your success/challenge orientation

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

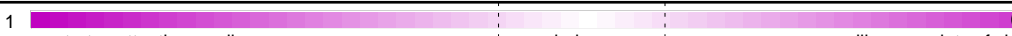

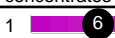
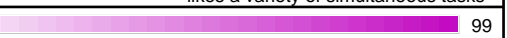

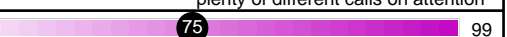
Challenge

8. Involvement of Feeling: your subjectivity and objectivity

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



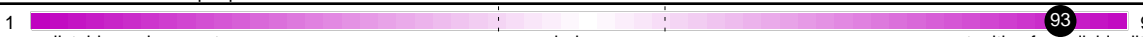


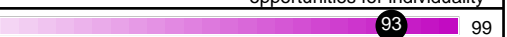
Empathy

9. Dealing with Change: how you handle variety

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






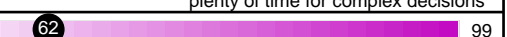
Change

10. Personal Independence: how characteristic you are in outlook

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

Freedom

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

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

Thought

CAREER ORIENTATION

Feelings, concepts and people oriented. Prefers supportive functions. Focuses on strategic planning, innovating and creating.

People and communication oriented. Prefers direct communication involving selling, promoting, directing or motivating.

MANAGEMENT STYLES

Prefers to contribute and lead by utilizing personal expertise and knowledge for problem solving. Leading by example.

JOB STRENGTHS

YELLOW

* analyzing, auditing and reporting financial information; designing or implementing fiscal controls