



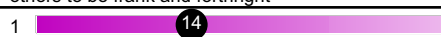



For each area, there are three bars, showing your usual style, your motivational needs, and the stress behavior which may result if the need is consistently unmet. Your scores appear in the circles on each bar.







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



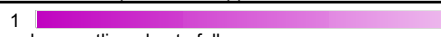
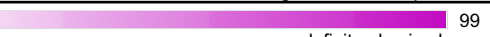
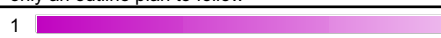

Esteem

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

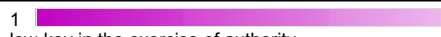

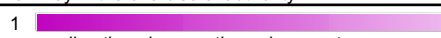
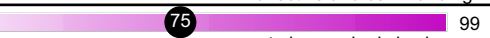
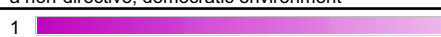

Acceptance

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

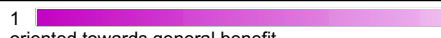



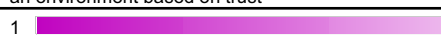
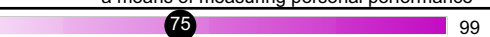
Structure

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



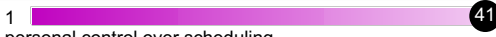



Authority

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





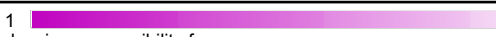
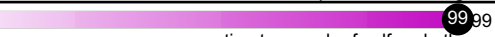
Advantage

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  99 personal control over scheduling	< a balance >	 99 a busy schedule
To Avoid:	1  99 putting things off	< a balance >	 99 failing to delegate when necessary



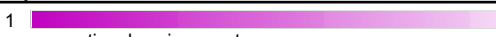
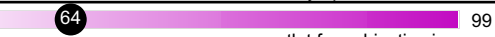


Activity

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




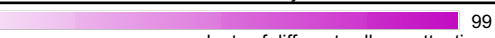
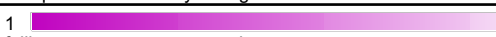

Challenge

8. Involvement of Feeling: your subjectivity and objectivity

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


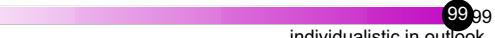



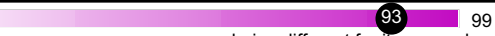
Empathy

9. Dealing with Change: how you handle variety

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



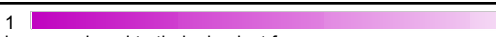
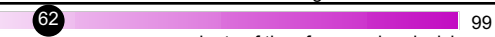
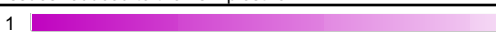
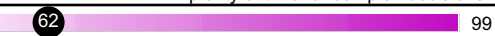
Change

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

Thought

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:
07 APRIL 2009



Strengths and Needs

PAOC - Greg Bland

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