

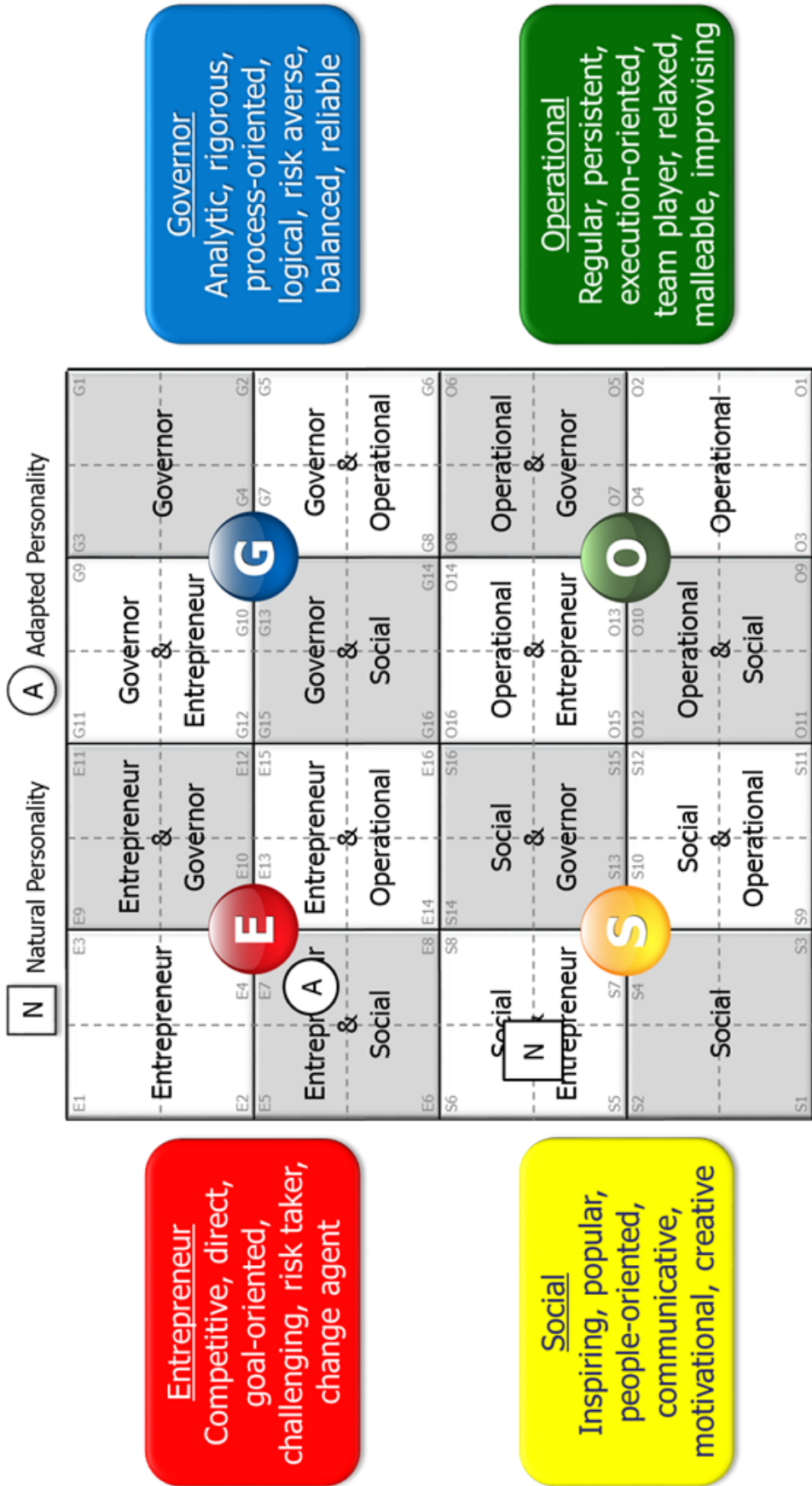


EGOS INSTITUTE

Extended EGOS Report

Jane Smith

EGOS Map



Introduction

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

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



General Characteristics

Based on Jane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behaviour that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jane's natural behaviour.

Jane is gregarious and sociable. She will be seen as a good mixer both on or off the job. She projects a self-assured and self-confident image. She is optimistic about her ability to do any job. She tries to influence others through a personal relationship and many times will perform services to develop this relationship. Jane likes feedback from her manager on how she is doing. She likes quality social relationships. She often will become friends with her customers or clients. She wants to be seen not only as a team player, but also as a leader of the team. She is optimistic and usually has a positive sense of humour. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. She prefers working for a participative manager. She does her best work in this kind of environment.

Jane makes quick decisions. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She likes to be involved in the decision-making process. Jane can make decisions even though some of the facts to support the decision may be missing. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. She tends to make snap judgments or impulsive decisions. She usually makes decisions after gathering some facts and supporting data.

General Characteristics Continued

Jane will optimistically interact with people in an assured, diplomatic and poised manner. She is people-oriented and verbally fluent. She judges others by their verbal skills and warmth. It is important for Jane to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. Some see her as too talkative and emotional. She will know many people. She has a tendency to be a name dropper. She may do this without thinking, trying to establish rapport with people she may not know well. She can be intense and may not always fit the intensity to the situation. Sometimes she can get caught short on the facts and figures needed to support her ideas.



Adapted Style

Jane sees her present work environment requiring her to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behaviour.

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Persistence in job completion.
- Working without close supervision.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Anticipating and solving problems.
- Skilful use of vocabulary for persuasive situations.
- Moving quickly from one activity to another.
- Dealing with a wide variety of work activities.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Meeting deadlines.
- Handling a variety of activities.
- Acting without precedent, and able to respond to change in daily work.
- Exhibiting an active and creative sense of humour.



Value to the Organisation

This section of the report identifies the specific talents and behaviour Jane brings to the job. By looking at these statements, one can identify her role in the organisation. The organisation can then develop a system to capitalise on her particular value and make her an integral part of the team.

- Motivates others towards goals.
- Ability to change gears fast and often.
- Sense of urgency.
- Builds confidence in others.
- People-oriented.
- Deadline conscious.
- Verbalises her feelings.
- Creative problem solving.



Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.

Ways to Communicate

- Be specific and leave nothing to chance.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Plan interaction that supports her dreams and intentions.
- Provide systems to follow.
- Expect acceptance without a lot of questions.
- Ask for her opinions/ideas regarding people.
- Read the body language for approval or disapproval.
- Verify that the message was heard.
- Use her jargon.
- Talk about her, her goals and the opinions she finds stimulating.
- Leave time for relating, socialising.



Ineffective Communication

This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate

- Be curt, cold or tight-lipped.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to her.
- Forget to follow-up.
- Take credit for her ideas.
- Assume she heard what you said.
- Legislate or muffle--do not overcontrol the conversation.
- Use paternalistic approach.
- Let her change the topic until you are finished.
- Be dictatorial.
- "Dream" with her or you will lose time.



Ideal Environment

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

- Tasks involving motivated groups and establishing a network of contacts.
- Freedom of movement.
- New products and new ideas to work on.
- Freedom from control and detail.
- Activities, and more activities.
- Support team with sense of urgency.
- Freedom from long, detailed reports.
- Work for a manager who makes quick decisions.
- Democratic supervisor with whom she can associate.



Keys to Motivating

This section of the report was produced by analysing Jane's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Jane and highlight those that are present "wants."

Jane wants:

- More time in the day.
- Control of her own destiny.
- Outside activities so there is never a dull moment.
- New challenges and problems to solve.
- A wide scope of activities.
- Prestige, position and titles so she can control the destiny of others.
- Opportunity to verbalise her ideas and demonstrate her skills.
- To be seen as a leader.



Keys to Managing

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

Jane needs:

- To pace herself.
- To mask emotions when appropriate.
- To handle routine paperwork only once.
- More logical presentations--less emotional.
- A rational approach to decision making--analyse the facts.
- To focus conversations on work activities--less socialising.
- Appreciation of slower-moving people.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Objectivity when dealing with people because of her high trust level.
- Deadlines for completion of work.
- People to work and associate with.
- To be informed of things which affect her.
- More control of body language.

Behavioural Factor Indicator™

Management Version

Classifying management behaviour is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioural. Behavioural measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

Your report will graphically display your behavioural skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioural demands of the job.

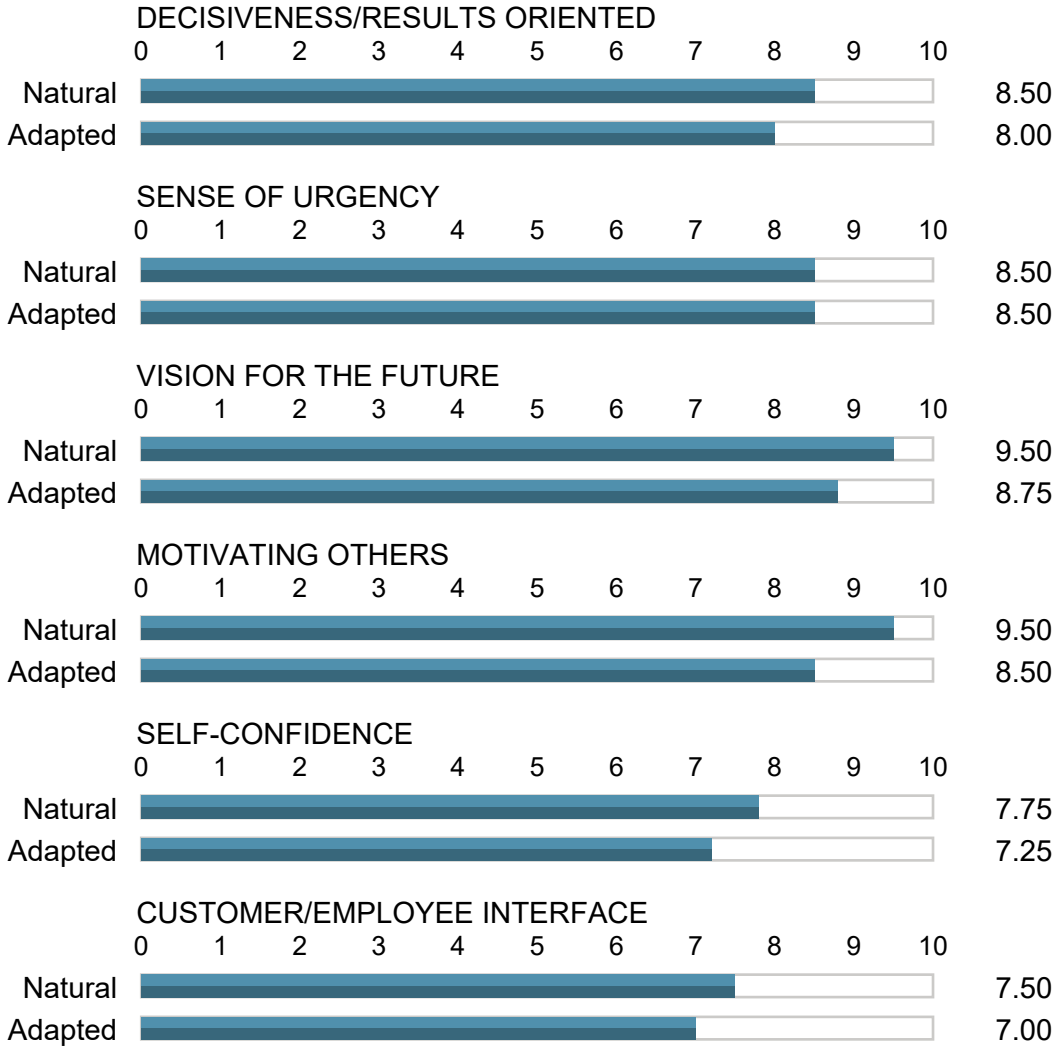
The Natural graph represents your natural behaviour - the behaviour you bring to the job. The Adapted graph measures your response to the environment - the behaviour you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behaviour.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behaviour will allow you to develop strategies to win in any environment you choose.

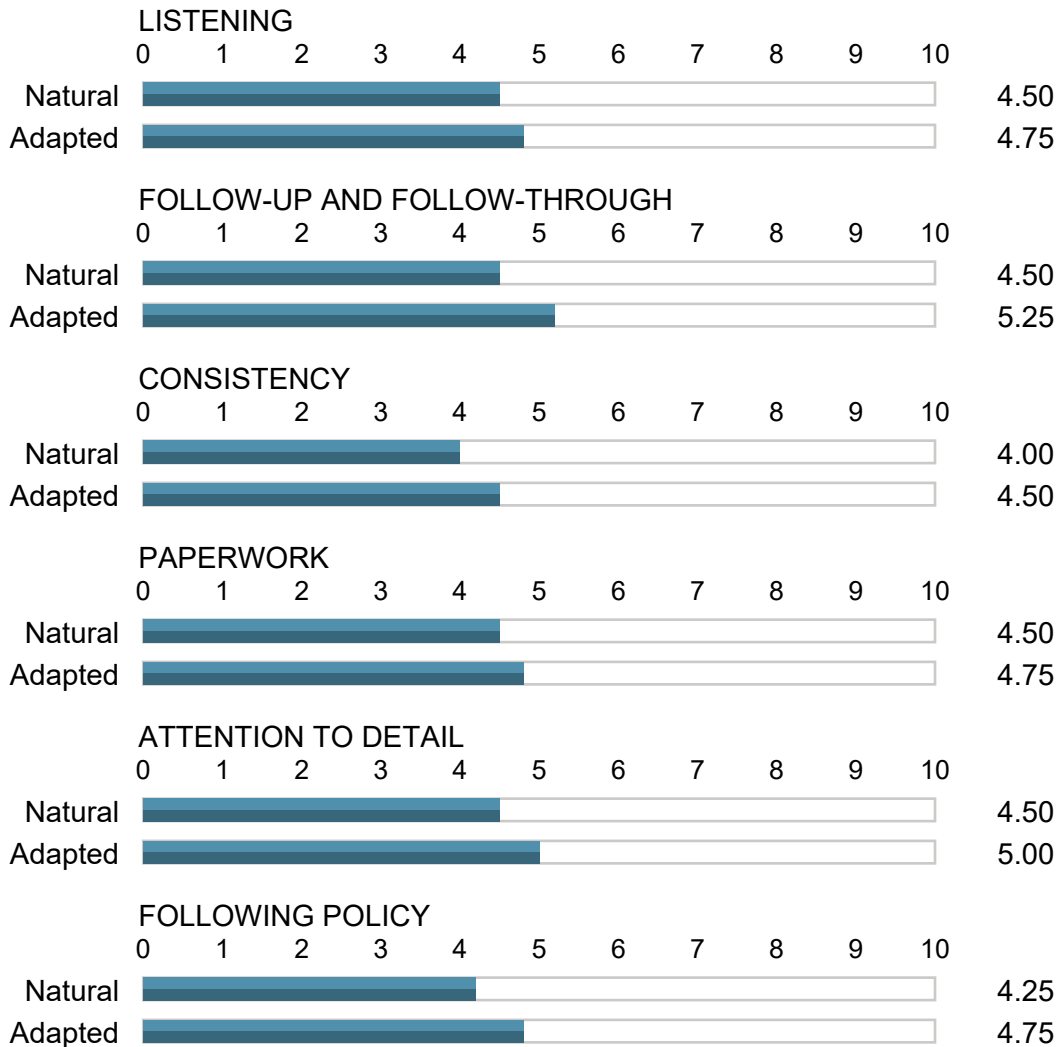


Specific Factor Analysis





Specific Factor Analysis





Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Jane and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Jane has a tendency to:

- Be too verbal in expressing criticism.
- Make decisions based on surface analysis.
- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Have difficulty planning and controlling time expenditure.
- Be so enthusiastic that she can be seen as superficial.
- Act impulsively--heart over mind, especially if her security is not perceived to be threatened.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.