Brenda Sample

Style: **Precisionist CS**

Benchmark and Interview Report

Tuesday, March 9, 2021

Interview Impact Report

Congratulations on investing in and building your team!

This **Maxwell Method Interview Impact Report** will help you to build the best team possible. It provides you with powerful insight into a potential team members ability to contribute in a positive and effective manner to the team you are building and the role you are looking to fill.

The content in this report is the result of comparing the candidate against benchmarks that you have created for a role within the team. A "benchmark" is a standard and point of reference against which you can assess, evaluate, and compare the strengths of a potential member to the current strengths and standards of the team. This report will provide you specific interview questions based on how close the potential team members is to the current benchmarks you have created. The benchmark is created by first having high performers on your team take the Interview Impact Report and using their strengths to create your benchmarks. The assessment the potential team members (candidates) subsequently take compares their potential contribution and strengths to the benchmarks established.

This report provides you with insight into a potential team members ability to reach the benchmarks by giving you a four-dimensional view of the candidate: **DISC + TEAMS + VALUES + BAI** Additionally, the report will provide insight into the communication and overall behavioral style of the potential team member. A major component of this report, found in the next section, is the proposed interview questions you can use during your interview process. These questions are based upon your benchmarks and the areas assessed in the four-dimensional view of the candidate contained in this report.

This Maxwell Interview Impact Report provides 4-dimensional picture of one's personality and a predictive analysis forecasting an employee's participation within a given role, based on your experience with top performers. Here is an explanation of each dimension:

DISC- This DISC based personality profile defines an individual's predictable behaviors, their communication styles, preferences for specific environments and tasks, decision making processes, organizational skills, their strongest methods of impacting results, and other observable and predictable behaviors. The profile incorporates an overview of each individual's strengths and areas for improvement and comes with a goal setting worksheet aimed at their personal improvement. Understand and identify the Dominant, Inspiring, Steady, and Conscientious personality styles.

TEAMS- Gain insight into the individual thinking styles and strengths and limitations of a group within a specific environment. Discover which of your interview participants are skilled at thinking like a Theorist, Executor, Analyst, Manager or Strategist. A well-balanced team that places people in positions where they can utilize their strengths creates a more effective and less stressful work environment and lends to greater employee engagement.

VALUES- While DISC profiles determine what an individual's needs-driven motivations are, the Values Profile identifies a person's values-driven motivations. These are the deeply ingrained automatic responses to different scenarios. These values are Loyalty, Equality, Personal Freedom, and Justice. These values-based motivators are not necessarily something that a person will be aware of but are the internal values that a person is willing to fight for.

BAI- The *Behavioral Attitudes Index* assesses the hidden passions, interests, and motivations for a person within a particular setting. Behavioral attitudes correspond with the emotions and thinking processes that subconsciously shape every decision an individual makes. The BAI assesses which of the I-SPEAK behavioral attitudes are predominant. These align with whether or not a person is willing to expend energy toward Inner Awareness/Spiritual, Economic/Tangible, Artistic/Innovative, Power/Political, Social/Humanitarian, and Knowledge/Proficiency endeavors. When a person's behavioral attitudes are aligned with their environment, their natural motivation, passion, and interests are in harmony-creating contentment and longevity in a position.

As a Consultant with the John Maxwell Team, I am uniquely qualified to bring our benchmarking process and this interview report to you. Throughout the report you will find some principles of teamwork based on the John Maxwell philosophy and Maxwell Method of leadership and team building to help build the strongest team possible and develop a high performance culture.

The next page provides you with the powerful interview questions to ask the potential team member in order to compare the abilities of the candidate better and more specifically to the benchmarks you have created.

Interview Questions

Standard Questions
What would you call a situation that requires long work hours?
How would you handle a stressful situation at work?
Briefly describe to me your last manager or employer?

Public: Dominance In Range

Questions you may want to ask...
- What parts of your current job are repetitive? How do you motivate yourself to do those?
- How do you adapt to situations where you no longer feel challenged by your assignments or job requirements?
- Bottom-line results are important but so are the methods you use. Which is more important to you, what you achieve or how you achieve it?

Public: Low Influence
Concerns:
- Becomes reserved and quiet in a social situation.
- Is not spontaneous when it comes to creating conversation or dialogue.
- May prefer to work alone rather than on a team.

Questions you may want to ask...
- It is important to sometimes begin a conversation with a group or to encourage co-workers? How would you handle this situation?
- Has there been a time when you had to help or encourage someone who seemed to be struggling or was really not very good at their assigned task? What did you do? How did they react? (Candidates with an "I" below range may indicate shyness. Look for ways the candidate has recognized and is dealing with this issue.)
- How do you deal with or relate to people who have a different personality style than yours. Can you give me an example? What did you do, and what was the result?

Public: Security In Range

Questions you may want to ask...
- Would you describe yourself as more outgoing or shy and reserved? How does this impact your work?
- How effective are you at resolving conflict? Can you provide an example of a situation where you were able to create a win-win situation between two adversarial parties?

Public: High Compliance
Concerns:
- May get bogged down in details in their attempt to do things with perfection.
- May become overly critical of self and others; perfectionistic.
- Tendency to become non-verbal; introverted.

Questions you may want to ask...
- How important is it to have all the information before making a decision? Tell me about a time when you had to make a decision with insufficient information. What did you do? What did you learn? (NOTE: A "C" above range can indicate a desire to continue research and analysis to avoid making a decision or starting new projects.)
- Do you prefer to work in a group or on your own? How do you work when you don't get that choice? How do you work in a noisy or open environment? (NOTE: Look for the ability to work with others and adapt to different environments.)
- How do you cope with people who are disorganized? Tell me about a time when you had to work with someone who was not as organized or dedicated as you. (NOTE: Look for the inability to work with others who do not hold the same standards.)

Private: Dominance In Range

Questions you may want to ask...
See Above Questions

Private: Influence In Range

Questions you may want to ask...
- How do you handle difficult people?
- How do you prioritize and keep on track towards your objectives?
- How do you manage procrastination and talkative co-workers?

Private: High Security
Concerns:
- May have a hard time effectively delegating; tends to be hands on.
- Prefers to follow through on one thing before moving to another; may feel uncomfortable multitasking.
- May become uncomfortable when put in a pressure situation with tight deadlines for completion.

Questions you may want to ask...
- Take me through a typical work day? How do you deal with things that force you to change your plans? How do you cope with tight deadlines? (NOTE: Look for discomfort dealing with change or pressure.)
- Have you ever had to take a leadership role within a group or organization? Tell me about that. What did you do and what were the results? Did you learn anything from it? (NOTE: Above the range "S" may indicate a reluctance to take the lead.)
- You are part of a team with a shared task and the deadline is approaching. Your colleague has not started their work. What would you do? (NOTE: How do they handle conflict or confrontations?)

Private: Compliance In Range

Questions you may want to ask...
- There will be times where you must take constructive criticism from someone to whom you report. Can you describe a past work experience where you learned, grew, or used a piece of constructive criticism to your advantage?
- Generally you'll be asked to satisfy objectives that someone has set for you. But at times, you may be asked to take a leadership role. Can you describe a situation where you had to take on a more authoritative role within a team or an organization?

Mirror: Dominance In Range

Questions you may want to ask...
See Above Questions

Mirror: Influence In Range

Questions you may want to ask...
See Above Questions

Mirror: Security In Range

Questions you may want to ask...
See Above Questions

Mirror: High Compliance
Concerns:
See Above Concerns

Questions you may want to ask...
See Above Questions

Candidate vs. Benchmark

The *Law of The Niche*, in the *17 Indisputable Laws of Teamwork*, states: *All Players Have A Place Where They Add the Most Value*. As a team member, one is most valuable where they add the most value. John Maxwell says, "As you work to build a team, evaluate each person's passions, experience, skills, temperament, attitude, people skills, discipline, emotional strengths and potential. Only then will you be ready to help a team member find his proper place." The following sections of this report will help you to do that more effectively.

You have established the value you need on the team and within a specific role by having selected between 1-3 current high performing team members in the same role who have taken the report. The results of those assessments have helped you shape the benchmarks for the role. This report of a potential team member provides you insight as to how they compare to and align with those benchmarks. You will be able to better assess the value they may or may not be able to add to your team. The graphs on the following page provide us a visual overview of the comparison.

The gray area in each of the graphs is the benchmark. The line overlaying the benchmark illustrates this candidate's report results.
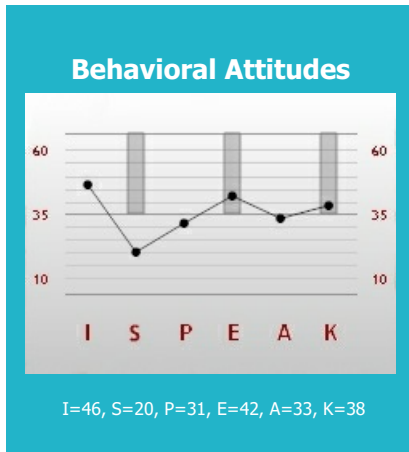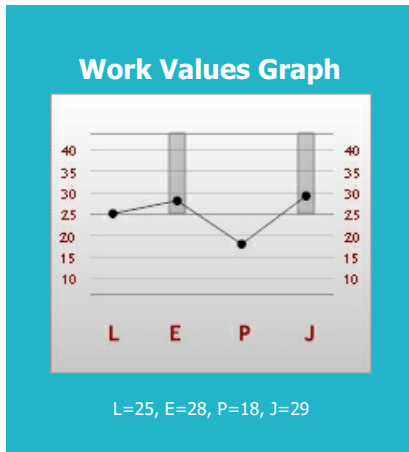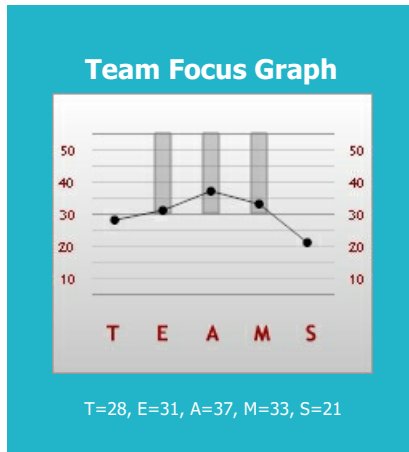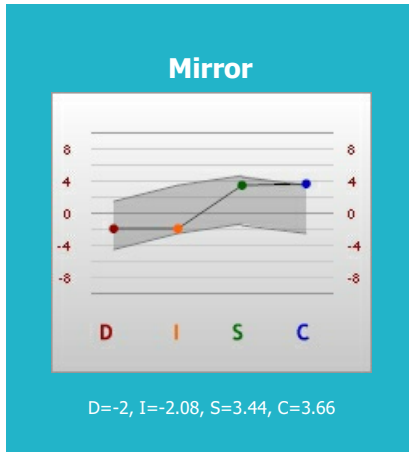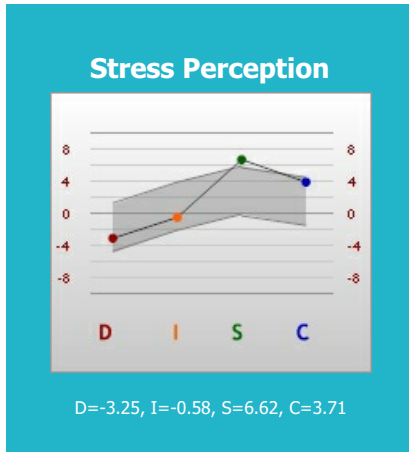
The first 3 graphs are based on the *DISC* portion of the report. Below those are the individual benchmark and graphs for *Team focus*, *Work Values* and *Behavioral Attitude Index*. A more in-depth description of these categories will follow in each of the subsequent sections.

A winning team is most effective when it has each player in a position where they are able to shine. As your consultant I am trained in helping you to utilize our benchmarking process and Interview Impact Report to assist you further with better understanding each of these graphs and extract the valuable insight you can use to have productive interviews and build a high performing team.

Scoring Data
graph page

Personality Style Graphs

Public Perception

D=-0.19, I=-2.75, S=0.31, C=1.81

Stress Perception

D=-3.25, I=-0.58, S=6.62, C=3.71

Mirror

D=-2, I=-2.08, S=3.44, C=3.66

Team Focus Graph

T=28, E=31, A=37, M=33, S=21

Work Values Graph

L=25, E=28, P=18, J=29

Behavioral Attitudes

I=46, S=20, P=31, E=42, A=33, K=38
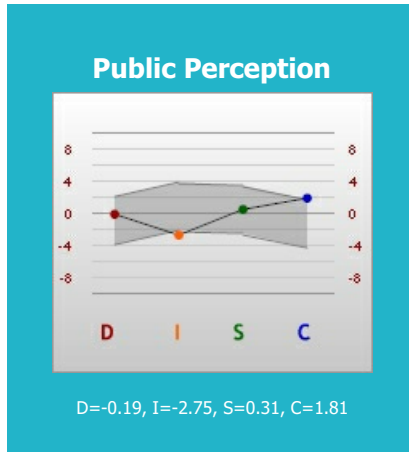
Details that Created the Candidate vs. Benchmark and Interview Questions

The following sections provide the details which created the proposed interview questions which were determined based on the variance in the report of the candidate vs. the benchmark.

Power DISC- This graph and information indicate a person's level of intensity in seven areas to influence results. Any of the seven areas at or above the mid-line are considered areas of intensity for this candidate. It is important to note that no one is expected to have all 7 at or above the line, however, when an individual focuses on their particular areas of strength, they will typically see greater results.

Behavioral Attitude Index (BAI)- The acronym "I-SPEAK" represents the six distinct styles that speak emphatically to a person. Each illustrates a different way of prioritizing your motivations, passions, and your energy investments via thoughts, tasks, and activities which you find most fulfilling. I-SPEAK is a person's work-passion language.

Teams Style - Teams Style is a measure of a person's likely thinking and task preferences. The Teams profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles performed by the group to carry out tasks and accomplish goals.

Values Style- Values Style is a measure of an individual's likely ideals and hidden motivators. The Values Profile looks at the underlying and hidden motivators that affect behavior. Whereas Personality Style (DISC) is observable and personality issues can be resolved with some effort, Values Styles are not as observable or easily resolved. Values are hidden and ingrained deep in our subconscious. The Values Profile assesses an individual's need to have four core values met in his/her life.

Communication Style – Understanding an individual's communication style will provide great insight as you interview, and potentially onboard and work with to do great work together.

General Description – This provides the final in-depth details that helped to create the candidate vs. benchmark interview questions.

PowerDISC™
your strengths in leadership
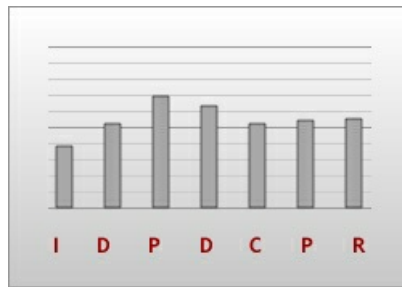
INFLUENCING - Adequate

Leading and influencing others is something that comes easier for others, but you are willing to step up to the role when no one else volunteers. You prefer an association with a strong leader who has the same goals and values that you do.

DIRECTING - Above Average

Quality work and meeting tight deadlines are only two of your strengths others see. You may appear a bit task-oriented at times, but your attention to detail and your inner drive allow others to respect you and see the great value you add to the team. Take time to let others get to know you. They like you for a person as well as what you do for them.

PROCESSING - Highly Effective

You are invaluable in your ability to take an idea and make a workable model around the concept. You like to be hands on, and you are great at following through and finishing strong the tasks you undertake. You are a loyal team player who shares recognition with other members of the team.

DETAILING - Well Developed

You are often asked to help out others in a group or a team because you can assist them in finding potential limitations in their plan. You make sure that everyone dots the I's and crosses the T's; you are a natural at putting the finishing touches on projects. Others wish they had your analytical mind and thought process. Your surroundings are neat and efficient, and you appreciate when others follow suit.

CREATING - Above Average

You like to use your creativity to perfect basic concepts that other team members develop. You can oversee and help keep accountability in areas that others may compromise.

PERSISTING - Above Average

Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

RELATING - Above Average

You value relationships and know what it takes to nurture them. You go out of your way to make new team members feel welcome and want to be included.

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

Introduction to your BAI style

WHAT ARE BEHAVIORAL ATTITUDES?

Behavioral attitudes are the thoughts, feelings, and emotions that unconsciously shape every decision we make. They are the unseen influences that drive and motivate us; the internal factors that guide our preferences, choices, and actions. Everything we do and say, everything we aspire to and desire, all these are a product of our Behavioral Attitudes. They are a fundamental part of who we are.

The Behavioral Attitudes Index measures these passions and values as they correlate with people's environments.

Many people aren't consciously aware of their Behavioral Attitudes, though they play a large part in the choices we make every day. They are the hidden catalysts that make us ask: Why did I do that? What was I thinking? They are also the foundational desires that, when acknowledged, can help us make important decisions that shape the course of our lives.The primary Behavioral Attitudes that guide us throughout our lives indicate that we value each of the following to varying degrees:

- **I**nner Awareness/Spiritual

- **S**ocial/Humanitarian

- **P**ower/Political

- **E**conomic/Tangible

- **A**rtistic/Innovative

- **K**nowledge/Proficiency

We can see the result of a Behavioral Attitude, while the actual attitude remains hidden. For example, imagine a person considering a choice between pursuing a BA in Fine Arts versus a BA in Art Education. If, for example, they choose Fine Arts, the behavioral attitude that is manifested most intensely in this choice is the Artistic dimension. The attitude that is just slightly less intense is the pursuit of Knowledge behavioral attitude. This is evident by the choices they made. In this scenario, the person is primarily motivated by a deep respect for individual creativity and artistic expression. That behavioral attitude became the main factor in their decision making process- the one that spoke more loudly than the others when they were weighing the merits of their choices.

This person might explain their decision to their friends by saying it just "felt" like the right choice, but in fact, there is a measurable set of attitudes that everyone uses when making easy or difficult decisions. A person's career choice can be one of the most obvious manifestations of their Behavioral Attitudes. But we can even see attitudes influencing something smaller, such as our buying habits. Do we choose a product because it's the most practical, or does that come secondary to it's design or how it makes us feel?

Indeed, Behavioral Attitudes have a direct impact upon life choices, productivity, and work satisfaction. When choices are aligned with one's Behavioral Attitudes, it allows for more passion and greater fulfillment in work and life.

More about Behavioral Attitudes:

- Behavioral Attitudes should align with your goals and objectives
- Recognizing Behavioral Attitudes makes it easier to choose goals
- You devote more energy toward the Behavioral Attitude dimensions you value
- Attitudes both mesh with (and clash with) other Behavioral Attitude dimensions
- Behavioral Attitudes can change over time due to circumstances and available resources

Overview
Behavioral Attitude Styles at a Glance

I-SPEAK

The acronym "I-SPEAK" represents the six distinct styles that *speak* emphatically to a person. Each illustrates a different way of prioritizing your motivations, passions, and your energy investments via thoughts, tasks, and activities which you find most fufilling. I-SPEAK is your work-passion language.

One thing is clear, our actions and what we do with our free time speak loudly to others. I-SPEAK was designed to examine our underlying PASSIONS and the desires we would like to explore in the workplace and beyond.

When a person is engaged in a task that compliments the behavioral attitudes they value, we tend to say they have a "good attitude." Conversely, if a person is engaged in a task that is not aligned with their primary behavioral attitude, we classify them as having a "bad attitude". Aligning career goals with behavioral attitudes helps you feel more positively about your work

"Passion is Energy. Feel the power that comes from focusing on what excites you."-Oprah Winfrey

I = Inner Awareness/Spiritual Growth–a desire for balance, harmony, and self growth

S = Social/Humanitarian– a desire to help others altruistically

P = Power/Political– a desire to be in control or have influence

E = Economic/Tangible–a desire for financial security or economic gain

A = **Artistic/Innovative**– a desire to express uniqueness or individuality

K = **Knowledge/Proficiency**– a desire for learning and greater understanding

I Inner Awareness/ Spiritual	S Social/ Humanitarian	P Power/ Political	E Economic/ Tangible	A Artistic/ Innovative	K Knowledge/ Proficiency
Heighten awareness	Help others	Influence others	Create opportunities	Express yourself	Discover
Bring inner peace	Serve others	Network	Get ahead	Inspire	Research
Provide insights	Stand up for beliefs	Create change	Build on an idea	Create	Teach others
Balance mind and body	Be a catalyst	Be recognized	Be industrious	Be unique	Explore topics
Observe doctrines	Take initiative	Impact issues	Be stable	Share with others	Learn
Pursue spirituality	Impact causes	Create policy	Have resources	Be original	Enrich others
Explore purpose and passion	Create awareness	Change opinions	Achieving goals	Produce something new	Search for truths

Your BAI Style
Primary Style Characteristics

Brenda's primary style is 'Inner Awareness/Spiritual'

Inner Awareness/Spiritual

a desire for unity, harmony, and balance in all aspects of life

Though many people with high Inner Awareness/Spiritual Growth may go to church, meditate, or belong to a spiritual group, none of these are essential hallmarks of this style. The most important characteristics that are associated with high Inner Awareness/Spiritual Growth are kindness, empathy, generosity, and a respect for all living things.

Above all, they seek:

- To gain a deeper understanding of the world around them
- To understand and accept themselves
- To connect with entities outside themselves
- To serve a higher purpose
- To live joyfully and gratefully

Although this behavioral attitude may manifest itself as a spiritual or religious commitment to a higher power, those who are motivated by Inner Awareness/Spiritual Growth are primarily interested in self-actualization through religion, faith, or philosophy. They are devoted to exploring the meaning of life, their place in the universe, and the connections between all living things. They believe there is more to life than what can be seen.

People with high levels of Inner Awareness/Spiritual Growth are dedicated to generating a deeper meaning of self, others, and the world around them. They are conscientious and highly compassionate individuals whose concern for harmony often extends to the world around them. They may strive for social justice, "green" initiatives, and environmentally-friendly causes.

For those guided by Inner Awareness/Spiritual Growth, finding meaning in life has little or nothing to do with the tangible or physical elements of the world. An individual with levels of high Inner Awareness/Spiritual Growth may find material things to be empty. For many, possessions and material wealth are not a high priority. Instead, they value personal experiences, time spent with friends and family, cooperation, and conscious living.

Belief-driven, a person motivated by this behavioral attitude is uniquely inspired by their convictions. They have confidence in the principles they uphold. These individuals may or may not be religious in the formal sense of the word, but they do have a strong internal moral compass and can operate well in environments that require routines, traditions, faith, or deference to authority.

Qualities unique to people who appreciate "Inner Awareness/Spiritual"

General Characteristicss:

- Able to articulate core value, beliefs, and principles
- Drawn to prayer, meditation, and/or philosophy
- Committed to preserving the connections between the mind, body, and soul
- Loving and loyal
- Family-oriented with a strong moral code

Possible Limitations:

- Little time for people who see things differently, especially those ruled by emotions
- Places to high a value on being right
- Rarely changes their mind even if logic dictates otherwise

Characteristics in Combination with Other Behavioral Attitudes

- When combined with high **Social/Humanitarian** behavioral attitudes, their core spiritual beliefs will be strongly connected to their sense of justice, fairness, and equality.
- When combined with high **Power/Political** behavioral attitudes, they will want to see their beliefs acted upon, and will seek power on a large enough scale to ensure that happens.
- When combined with high **Economic/Tangible** behavioral attitudes, they will have a talent for raising money and making the causes that are important to them self-sustainable financially.
- When combined with high **Artistic/Innovative**, they will find beauty in nature, and will often be deeply moved by art.
- When combined with high **Knowledge/Proficiency**, they will be fierce advocated for their convictions.

Your BAI Style
Secondary Style Characteristics

Brenda's secondary style is 'Economic/Tangible'

The Economic/Tangible

reflects a desire for acquiring and preserving wealth

Individuals who possess a high Economic/Tangible score are usually practical,organized, and results-oriented. They exhibit a forward-thinking personality with the ability to strategically plan for the future. Their goal is financial security through accumulating wealth or by building something concrete and lasting. They see hard work and sacrifice as necessary to create a future that is comfortable and secure.

More than anything, they seek:

- Economic stability
- The monetary freedom to have experiences, to travel, and to live life to the fullest
- A tangible way to measure their success
- A financially-secure future

Although it is tempting to view the Economic/Tangible person as materialistic, in reality this individual is not focused on money itself. Rather, money and possessions represent a sense of security and an investment in the future. Most money-driven people are in fact quite selfless. They understand that in order to send their kids to a good college, to take a vacation, or to provide a comfortable home life, they need the financial resources to make that happen. They might miss their child's school play because they have to work. They may put in long nights that take them away from their loved ones. But this is a sacrifice they are willing to make to ensure long-term happiness. Their commitment to financial reward is the result of a forward-thinking personality. Often, it's done as a tangible expression of love.

For some, money is a measuring tool or yardstick used to keep track of their accomplishments. These people respond positively to an on-the-job compensation system based on monetary incentives. For others, the pursuit of financial gain is an investment in the future. Economic/Tangible behavioral attitudes are the hallmark of patient, tenacious, and goal-oriented individuals. They seek money not out of greed, but out of what it represents for their future. The materialistically-motivated person should not be seen as selfish, but rather as practical and goal-oriented.

Qualities unique to people who appreciate "Economic/Tangible"

General Characteristics:

- Patient
- Self-controlled
- Organized
- Hard-working
- Process-driven, not people driven

Possible Limitations:

- May be a workaholic
- May be unfairly characterized as greedy
- Rationalizes sacrificing time with loved ones in service of future financial success
- Has a hard time living in the moment
- Perceives wealth as the primary indicator of status and success

Characteristics in Combination with Other Behavioral Attitudes

- When combined with high **Inner Awareness/Spiritual Growth** behavioral attitude, impulses will be tempered by spirituality and an awareness of universal truths that are important beyond material prosperity.
- When combined with high **Social/Humanitarian** behavioral attitudes, doing the right thing becomes as important as material gain. By creating a financially secure future for themselves, they generate the resources to help others as well.
- When combined with high **Power/Political** behavior attitudes, they will view money and power as interconnected, using one to achieve the other. These people are more likely to take financial risks.
- When combined with high **Artistic/Innovative** behavioral attitudes, they will seek innovative ways to financially capitalize on artistic endeavors, or will use their resources to invest in imaginative new projects.
- When combined with high **Knowledge/Proficiency**, they will seek wealth by becoming a recognized expert in their field.

BAI Intensity
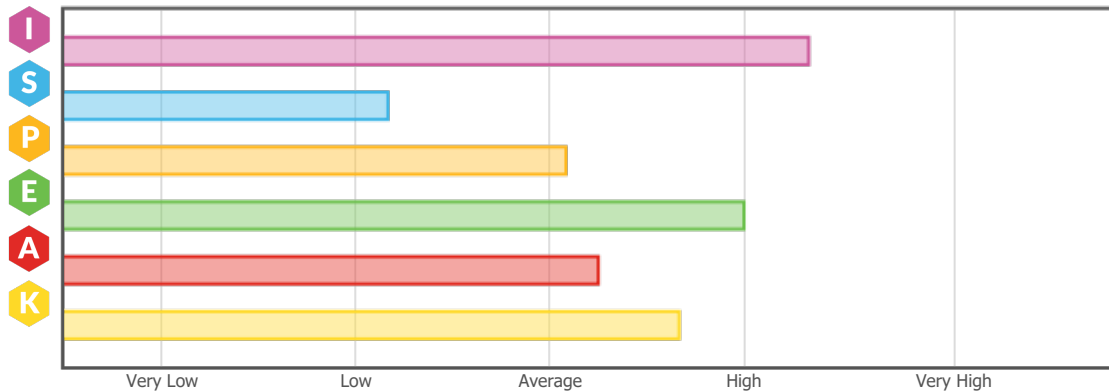
I Inner Awareness/Spiritual - High

- Driven by the need to discover their place in the scheme of things.
- Believes there are answers to the spiritual questions they ask, but that there is also meaning in the search itself.

S Social/Humanitarian - Low

- Willing to help others only if they are working as hard as possible to achieve their goals.
- May be sympathetic to those facing hardship or disability, but generally does not believe in welfare or handouts.

P Power/Political - Average

- Will evaluate each situation individually to determine how much or how little control they want to exercise.
- If the issue or project is important to them, they will take control. If not, they are willing to take a supporting role as long as they won't be micromanaged and will have independence within the constraints of the project.

E Economics/Tangible - High

- Internally motivated by the need to have economic rewards, but for the primary reason of achieving security or freedom.
- Money in and of itself is not the end, but a means to achieve that end.

A Artistic/Innovative - Average

- Need for artistic expression is tempered by practical concerns.
- Will express themselves creatively when the situation calls for it, but isn't driven to find new avenues for self-expression.

K Knowledge/Proficiency - High

- A quick study that enjoys academic pursuits, research, and learning about new ideas.
- Is interested in becoming an expert on subjects of interest. Is able to balance their quest for knowledge with activities outside the scholarly realm.

Applications of your BAI style

BAI as a Tool:

By becoming aware of your Behavioral Attitude style, you are empowered to make informed choices. It's a powerful tool when you apply your knowledge in a practical way. Using Behavioral Attitudes to inform:

- Self growth
- Assist in career goal setting
- Understanding diversity
- Create synergistic teams
- Placing the right person in the right position

More Examples of Applications

You might know a person who is unhappy with their boss. He feels assured that he could do things better. He is struggling because he has a high **Power/Political** Behavioral Attitude, yet has been placed in a position where he has limited authority. It's not just his boss driving him crazy, but rather the fact that he has a boss at all. He is motivated by opportunities for independence, and he thrives when given authority. He can use this awareness to either become self-employed, or find a position with upward mobility.

Another person may work in an unimaginative job and find themselves disappointed despite the fact that their job seemed great on paper. If she became aware that her **Artistic/Innovative** Behavioral Attitude need isn't being met, she may find ways to be more innovative and creative rather than doing repetitive tasks created by someone else. Perhaps she could ask for more creative projects, offer innovative new solutions that she could take the lead on, or personalize her workspace.

A hiring manager who hires a sales person with a low-intensity **Economic/Tangible** style might end up unintentionally placing this person in a position where they are at odds with their own Behavioral Attitudes. A person like that may struggle closing the deal or asking for money, because they might be focused on meeting the needs of a different behavioral attitude. They might be more focused on connecting with the person than on getting money from them. This person is great at making long-term sales connections and relationships, but may benefit from being paired with a coworker whose Behavioral Attitudes enable them to feel more comfortable closing the deal.

Knowledge of Behavioral Attitudes can not only help us make choices, but to explain our rationale to others. It can also allow us to have greater empathy with those whose Behavioral Attitudes differ from our own. A husband who has a high **Inner Awareness/Spiritual** attitude may be frustrated with his workaholic wife. To him, spirituality is the filter through which he views the world, and he perceives her as being too focused on the tangible. But with an awareness of Behavioral Attitudes, he may see that she has a high **Economic/Tangible** focus not for its own end, but for what it represents- security and the opportunity for travel and experiences for them both. Once they can understand each other's conflicting "Behavioral Attitude filters" they can begin to have greater empathy for each other's positions.

An understanding of your behavioral attitudes allows you to make informed decisions about your life. It can help you to find a career, partner, hobby, or task that aligns with your underlying foundation. It can help you find ways to spend your time and expend your energy that will just fit you.
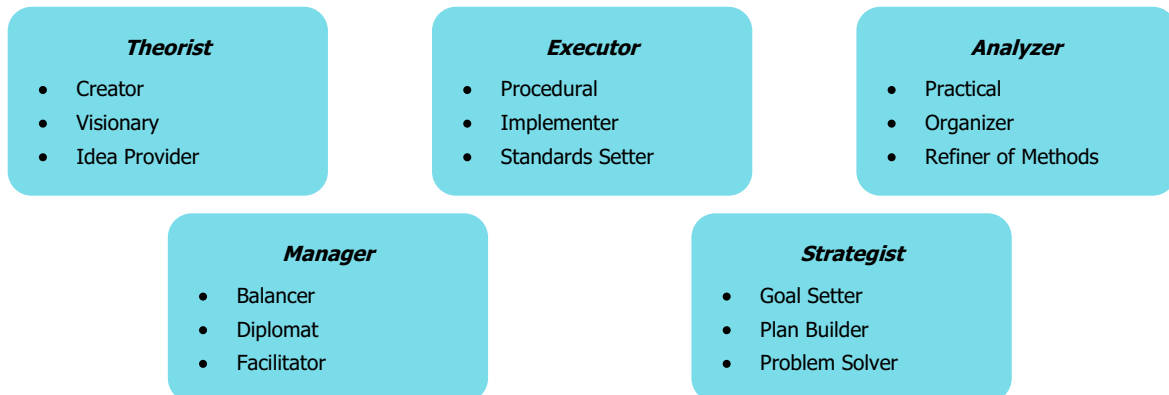
Introduction to your TEAMS Style Report

Your TEAMS Style is a measure of your thinking and task preferences. The TEAMS Profile looks at the way people think and function best in a group or team environment. The TEAMS Profile breaks down the core functions of a group into five key roles preformed by the group to carry out tasks and accomplish goals. The titles of the roles are:

- **T = Theorist**
- **E = Executor**
- **A = Analyzer**
- **M = Manager**
- **S = Strategist**

The TEAMS Profile does not measure ability, but rather preferences for the roles and key activities performed. When people are placed in their area of preference, productivity and job satisfaction increases and stress is reduced. The slogan "Together Everyone Achieves More" is not only catchy, it is the premise for team development. A strong team is formed of complementary roles, not conflicting roles. Utilizing all five roles has proven to work best to get the job done.

TEAMS Style Overview

Theorist
- Creator
- Visionary
- Idea Provider

Executor
- Procedural
- Implementer
- Standards Setter

Analyzer
- Practical
- Organizer
- Refiner of Methods

Manager
- Balancer
- Diplomat
- Facilitator

Strategist
- Goal Setter
- Plan Builder
- Problem Solver

Characteristics of each TEAMS Style

Theorist

- Creative problem solvers
- Their ability to think outside the box to create goals, processes, and timelines
- The team member that generates ideas, models, and hypothesis

Executor

- Doing things according to plan and doing them well
- Valued for being action-oriented, organized, and dependable
- The team member that implements the ideas, programs, and solutions developed by the team

Analyzer

- Accuracy, quality control, analytical
- They set high standards and weigh the risk vs. potential reward
- The team member that is always thinking of quality and refinement of the process or program

Manager

- Diplomatic, balanced approach to problem solving
- The ability to see a project from all the different team members' viewpoints
- The team member that facilitates and balances the needs of individuals

Strategist

- Simplify concepts, market ideas, provide solutions
- Finding ways to push ideas and overcome obstacles
- The team member that identifies and simplifies ideas to form a strategy and market concepts

Potential Limitations of each TEAMS Style

Theorist

- The higher the Theorist Style, the greater the chance for generating new ideas rather than focusing on completion of tasks.

Executor

- The higher the Executor Style, the greater the need for clearly defined processes and goals in order to be effective.

Analyzer

- The higher the Analyzer Style, the greater the chance of becoming bogged down in the details of the project and losing sight of the goal.

Manager

- The higher the Manager Style, the greater the chance for not balancing needs equally and losing sight of priorities needed to meet goals.

Strategist

- The higher the Strategist Style, the greater the chance of putting too high of expectancy on others or overinflating benefits/solutions.

TEAMS Style
Working within a team

Brenda's team role preferences

High Style: Analyzer

The Analyzers are the members of the team who extract key elements of an idea and develop the process by which the idea can be implemented. One of the primary values that Analyzers bring to the team is their instinctive ability to detect procedural flaws, logical defects, and other potential problems. Their key strength within the team environment is the ability to examine the plans and programs which the team has developed with an eye towards the additions, deletions or changes that will be necessary to ensure successful implementation. They are unique in that they have a strong combination of people skills and orientation to detail, allowing them to articulate their concepts well in many different areas. They tend to use their communication skills to make sure that each area of a project will get done in the proper order and manner, focusing more on the tasks than the people doing the tasks. Analyzers may send ideas back to Theorists, Strategists or Managers several times, fine tuning them and developing an implementation plan that will ultimately work.

The Analyzer is valued for precision, accuracy and reliability. Their motto is, "Do things right the first time." Analyzers set personal standards for excellence that often exceed others' standards. They are thinkers who are able to solve problems logically and methodically with great creativity. Analyzers are extremely thorough in all their activities. Their ability to think critically allows them to define a situation systematically and methodically -- first gathering, then criticizing and testing their conclusions.

Analyzers constantly challenge the ideas, procedures and concepts that are currently under consideration. They seek out better means of accomplishing tasks and more efficient methods of performing them. They tend to be orderly and neat, and bring that order into the chaos of high-pressure projects. The team will value their work ethic and their ability to perform well under the pressure of a tight deadline.

The Analyzer may tend to get bogged down in the details of the project. When this happens, they may even lose sight of the overall goal. They live in and love the world of ideas, and will sometimes challenge and debate simply for the pleasure of the argument. Another potential limitation of the Analyzer is their tendency to choose a low-risk approach instead of one that may have a higher element of risk with a greater potential return.

TEAMS Style
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.

TEAMS Style
Continued

Second Highest Style: Manager

The Manager is the member of the team who facilitates interaction between other team members and who oversees the implementation of various aspects of the plan. They tend to be sensitive and have high standards. Decisions are made after the gathering of facts and supportive data. Managers enjoy monitoring processes, interacting with team members, supervising production and otherwise ensuring that the project is moving to a successful close in a timely manner. Managers want to be accepted as members of the team and like to know exactly what is expected before they start new projects. As the ideas and tasks move back and forth between various team members, it is the Manager who will make sure that no one "drops the ball." Managers will have high levels of interaction with all members of the team. They are sensitive to the people around them and will do their best to make the environment pleasing for others. They do not like confrontation but will handle it. They are conscientious and persuade others through a combination of logic and emotion. Managers are equipped with the ability to act as a dominant leader if their parameters of authority require them to do so.

The Manager has the ability to clarify where and when ideas and concepts under development need to be moved from one member of the team to another. Their skill set allows them to move into the role of Theorist, Analyzer or Strategist when necessary, and they can function in that role for a period of time. Their real strength is the ability to see things from the perspective of one of the team members and help another member of the team to understand the concept from their own perspective, acting as a sort of "conceptual translator" for the team.

Managers are always considered when a leader is needed to move a project forward. They are able to communicate well with a large number of individuals, and also have the ability to delegate. Their attention to detail and inner drive causes others to respect them, and value their input into situations. Their keen ability to relate to others acts as a cohesive bond within the team, developing a strength and resiliency that adds depth.

The Manager may appear distant at times, especially when focused on solving a problem. While sometimes seeming a bit aggressive, their fairness and people skills soon have others remembering that they really want the best for all involved.

TEAMS Style
Working within a team

Well constructed teams produce results and have a flow of energy and ideas that are easy to see.

For a team to have life, and for tasks to be accomplished, proper positioning of team members is critical.

Introduction to your Values Style Report

Your Values Style is a measure of your ideals and hidden motivators. The Values Profile looks at the underlying and hidden motivators that affect behavior. Whereas Personality Style (DISC) is observable and personality issues can be resolved with some effort, Values Styles are not as observable or easily resolved. Values are hidden and ingrained deep in our subconscious. The Values Profile assesses an individual's need to have four core values met in his/her life. All people share the following four Values Styles in varying degrees of intensity.

- **L = Loyalty**
- **E = Equivalence**
- **P = Personal Freedom**
- **J = Justice**

Knowledge of Values Styles can help people become more tolerant of individual differences to reduce conflict and increase understanding. In the workplace, long-term retention issues can be influenced when specific job values requirements correlate with an applicant's personal values. Hiring managers have found knowledge of a prospect's Values Styles critical to hiring decisions.

Values Style Overview

Loyalty
- Traditions
- Relationships
- Serving Others
- Responsible Living

Equivalence
- Respect
- Tolerance
- Individuality
- Fairness to All

Personal Freedom
- Opportunity
- Self-Fulfillment
- Challenge Norms
- Personal Creativity

Justice
- Honesty
- Sense of Right
- Common Goals
- Win-Win Situations

This chart below helps put the four Values Styles into perspective.

	Loyalty	Equivalence	Personal Freedom	Justice
Focus	Traditions	Self-expression	Self-Fulfillment	Inner honesty
Outlook	Recognizes authority	Friendly relationships	Personal goals & aspirations	Common good
Goal	Responsible Living	Self assertion & happiness	Self-satisfaction	Acceptance into group
Fear	Disloyalty to beliefs/people	Inner conflict/inequivalence	Loss of personal well being	Lack of personal harmony
Work Style	Meaningful involvement	Socially acceptable	Self-expressed individuality	Personal involvement

Potential Limitations of Each Style

Loyalty

- The higher the Loyalty Value, the greater the chance of being locked into a certain pattern of thinking.

Equivalence

- The higher the EquivalenceValue, the greater the chance of losing track of day-to-day responsibilities.

Personal Freedom

- The higher the Personal Freedom Value, the greater the chance of win-lose situations developing.

Justice

- The higher the Justice Value, the greater the chance of overestimating personal energies and resources.

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

Values Style
Internal Motivational Characteristics

Brenda's Hidden Motivators

High Style: Justice

The characteristics of individuals with a high Justice values style are:

- Finding fulfillment through meaningful relationships and seeking fair and workable solutions.
- Bettering conditions of the environment for the common good, even at their own personal expense, as long as everyone will benefit.
- Avoiding situations that are unjust or conflicting with a sense of inner honesty.
- Improving the present quality of life even though the number of personal benefits may be decreased.
- **Focus**: Inner honesty
- **Outlook**: Seeks personal acceptance with others for the common good
- **Goal**: Acceptance into the group
- **Fear**: Lack of personal harmony and injustice
- **Workstyle**: Personal involvement

The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

A person with a Justice values style is likely to say:

- "It doesn't matter if things are equal, as long as a 'win-win' situation exists."
- "To me, 'how to live' and 'how to play' are often more important than winning."
- "It is crucial to me that I have a positive impact on the world around me."
- "I take my responsibilities very seriously."
- "I am motivated to act primarily by my conscience."
- "I enjoy serving others and hold to a strong belief system revolving around everyone winning in some way."

A person with a Justice values style is likely to have a personal goal of acceptance with others. They may become overly demanding of themselves and what they can actually expect to accomplish within the limits of human energy and available resources. With a high Justice values style, one can become more effective by developing SELF-TOLERANCE and GREATER SELECTIVITY OF PROJECTS. They can do this by asking themselves these questions:

- "What can I suggest that will benefit and encourage everyone to do their part?"
- "How can we accomplish this goal without compromising our commitment to each other?"
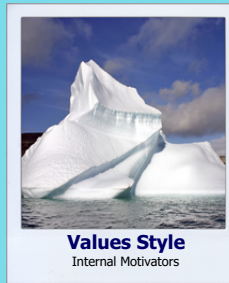
Values Style
Internal Motivators

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

Values Style
Continued

Second Highest Style: Equivalence

The characteristics of individuals with a high Equivalence values style are:

- Focusing on respecting the individuality of others as well as self.
- Respecting individual beliefs.
- Searching for personal fulfillment and making opportunities for meaningful communication with others.
- Avoiding inner conflicts.
- Stretching the rules and expectations within safe boundaries in search of personal satisfaction.
- **Focus**: Self-expression
- **Outlook**: Seeks friendly relationships with the freedom to be themselves
- **Goal**: Self-assertion and happiness
- **Fear**: Inner conflict; inequivalence
- **Workstyle**: Socially-acceptable individuality

The more energy expended towards Equivalence, the greater the chance of losing track of day-to-day responsibilities.

A person with an Equivalence values style is likely to say:

- "I am prepared to overcome obstacles in order to obtain personal satisfaction and fulfillment."
- "It is very important to me to respect the feelings and viewpoints of others."
- "I dislike rules and regulations that conflict with my personal feelings or that appear to be unfair."
- "I seek out positive role models."
- "I am open to new challenges and methods, as long as they do not restrict me."
- "I seek a balance between conformity and freedom."

A person with an Equivalence values style is likely to have a personal goal of attaining increased happiness by being allowed to express their opinions and asserting their right to find fulfillment in life's ambitions. They sometimes may lose track of the day-to-day responsibilities that must be met. Others may perceive them as non-committed or compromising under stress. With a high Equivalence value style, one can become more effective by developing OBJECTIVITY and REALISTIC GOAL SETTING. They can do this by asking themselves these questions:

- "What ideas can I suggest?" "What will others think?"
- "In what way can I be involved that will make things even better for everyone?"
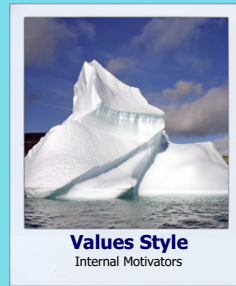
Values Style
Internal Motivators

An iceberg is a good analogy to describe Values Styles and how they influence Personality Style. Personality and behavior are the areas of the iceberg we can observe, while values are hidden under the surface informing our decisions and driving our actions.

Communicating
with the Precisionist style

Remember, a Precisionist may want:

- Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility, identification with group, areas of specialization, clear definitions of their roles

Greatest fear:

- Being criticized, especially by a close friend or relationship

When communicating with Brenda, a Precisionist, DO:

- Create a favorable environment that is personal and agreeable
- Express a genuine interest in them as a person
- Provide them with clarification for tasks and answers to "how" questions
- Present ideas in a non-threatening manner, be patient with timelines as they are thorough and conscientious
- Clearly define goals, procedures and their role in the overall plan
- Explain any changes to them in advance and give them time to adjust

When communicating with Brenda, a Precisionist, DO NOT:

- Be pushy, overly aggressive, or demanding
- Be too confrontational or critical of their actions
- Make sweeping or sudden changes
- Expect them to make decisions without all of the facts

While analyzing information, Brenda, a Precisionist may:

- Be openly agreeable but inwardly unyielding
- Internalize their concerns and doubts
- Hesitate to share feedback during presentations
- Require additional information and supporting materials

Motivational Characteristics

- **Motivating Goals:** Quality results, correct procedures, security
- **Evaluates Others by:** Precise standards based on what they do
- **Influences Others by:** Attention to detail
- **Value to Team:** Conscientious, maintains standards, concerned about quality
- **Overuses:** Dependency; adherence to standard operating procedures
- **Reaction to Pressure:** Defensive, strict, slows down processes
- **Greatest Fears:** Antagonism, criticism
- **Areas for Improvement:** Increase self-confidence; don't be overly sensitive

Communicating
with the Precisionist style

Knowledge comes, but wisdom lingers.

- Alfred Lord Tennyson

Communicating
with the Precisionist style

Value to the group:

- Reliable, steady, loyal team worker, compliant towards authority
- Analytical with processes and procedures
- Calculated risk taker, conservative viewpoints
- Will take a task from beginning to end

Precisionists possess these positive characteristics in groups:

- Adds a sense of continuity to the team
- Participative managers who accomplish goals through personal relationships
- Make others feel like they belong
- Provide specialized skills
- Show sincerity are diplomatic and strive to keep the peace
- Can be counted upon to finish what they start, disciplined approach
- Are patient and accepting of all types of people
- Can develop and follow processes for doing tasks
- Able to control quality, thorough, and methodical
- Intuitive about people and relationships
- Able to give common sense, realistic, and practical viewpoints
- Buy into team goals when the "why's" are explained
- Dependable, steady, and loyal
- Consider all the elements of a project

Personal growth areas for Precisionists:

- Be more open to change, develop more flexibility
- Be more direct in your interactions, show more initiative in team roles
- Focus on overall goals of the team rather than specific procedures
- Deal with confrontation constructively
- Increase pace to accomplish goals
- Work at expressing your thoughts, opinions and feelings

Communicating
with the Precisionist style

You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

Description
understanding your style

Brenda's style is identified by the keyword "Precisionist".

Brenda, as a Precisionist style, is a systematic thinker who tends to follow procedures in both personal and business life. Proceeding in an orderly, predetermined manner, Precisionists are precise and attentive to detail. They act in a highly tactful, diplomatic fashion and rarely antagonize their associates consciously. Being extremely conscientious, Brenda painstakingly requires accuracy in work and maintains high standards. Precisionists may tend to get bogged down in details, particularly when decisions must be made. Brenda desires standard operating procedures and no sudden changes.

As a Precisionist, Brenda likes a protected and secure environment governed by rules and regulations. A Precisionist enjoys people, but prefers a few close friends to having many acquaintances. Precisionists prefer small groups rather than large crowds. They will be correct most of the time due to how precise they are. Precisionists may be overly sensitive and perhaps do not handle critique well. They may need to develop confidence and be more independent. They tend to be somewhat concerned about what people think of them and they avoid conflict and change at all costs.

Being exact is imperative in everything Brenda does. Precisionists can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision. Precisionists will often keep feelings to themselves. Others may not be aware of their strong beliefs. Brenda will not blow up easily when pressured or stressed, but may withdraw. Brenda wants a steady home and work environment which promotes security. The more stable, organized and non-confrontational the environment, the happier a Precisionist will be.

Brenda prefers to work through problems by analyzing things that worked in the past. This is someone who is able to lead, if necessary, but usually prefers to wait and see if another person volunteers first. Brenda is willing to follow another person's lead if they display adequate ability and if Brenda has confidence in their ability.

Brenda prefers a rational and moderate approach when first entering new situations and tries to avoid extremes. Brenda likes the company of others, but is equally comfortable spending a quiet evening alone. A realist who will always weighs options before making a decision to move ahead, Brenda thinks through alternatives and choices carefully.

A loyal friend, Brenda is patient and caring when attending to the needs of others. This is usually an even-paced individual who thrives in a peaceful, harmonious environment. Brenda tends to be quite predictable, sticking with proven, reliable methods of dealing with situations rather than taking chances with a new, unproven approach.

Systematic and detailed, Brenda focuses on processes. Others see this individual as practical and logical. Brenda tends to be sensitive to criticism, but prefers to internalize emotions rather than expose them. Brenda likes to clarify expectations before undertaking new projects because of the hard work they will do to meet those standards.

Careful, methodical, thinking things through

Sensitive, practical

Loyal, predictable

Disciplined, logical

General Characteristics

Recognition for loyalty and dependability

Approval of their high quality work

Orderliness and neatness

Activities to start and see through to the end

Motivated By

Practical procedures and systems

Stability and predictability

Neat and orderly

A team atmosphere

My Ideal Environment

Your Next Step

This report, along with the benchmarking you have done, provides you with a powerful tool as you interview candidates for a role within your team. This is an important and crucial first step in building a winning team. But it is only a first step. As John Maxwell says, "Teamwork makes the Dream Work." So, the next step of any effective team leader is to develop and strengthen their team and the team's ability to work together.

The Law of Countability states: *Teammates Must Be Able to Count on One Another When it Counts!* Once you select your team members and have the insight this report and other Maxwell Method reports provide, it is important that you develop your team to be able to understand one another, value one another's unique contribution to the team, communicate effectively and work together as a strong. high performing team. As a Consultant with The John Maxwell Team, I have unique and proprietary tools to help you to empower your team. These include:

- Individual and Team Assessments
- Onboarding Coaching
- Workshops to Sharpen Communication
- Workshops to Strengthen Teamwork
- Programs to Develop Talent Across the Enterprise

Ongoing team development must be an intentional work of any effective organization. Our Maxwell Method team development programs, based on leadership expert John C. Maxwell, will add value to your team at every level.

My hope is that this report and our interaction together be the first step, but not the final step, of our partnership to build your high-performance team. I would be honored to walk alongside you as you build a stronger, more unified, more productive, more collaborative, high-performance team. I look forward to discussing with you the effective and affordable tools we have to do just that!