

Sample Report

This report is designed for your own private use. It is intended to assist you in identifying your personal strengths and developmental needs.

This report is not intended for, nor has it been developed to make personnel decisions such as compensation decisions, performance decisions or promotion decisions.

It is within your rights to keep this report confidential; it should be looked at as one piece of information within your overall self-discovery process.

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LSI STYLUS® 1

OVERVIEW

Sample Report
as of July 31, 2003

LEVEL OF CONFIDENCE IN YOUR REPORT

We consider this report to be a reliable and valid indication of how you currently see yourself.

Your report analyzes your responses to 240 items, which measure 12 distinct but interrelated patterns or “styles” of thinking. Your thinking styles are a combination of your needs, values, beliefs and view of yourself.

In addition to presenting information on how you see yourself, your report compares you to a representative sample of over 9000 managers. Based on your percentile score for each of the 12 styles, your report describes you in relation to this sample.

Using your report, you can:

- Identify the unique thinking patterns that characterize your current behavior;
- Understand which of your thinking patterns are effective, and which are not;
- Define optimal ways of thinking and approaching your work;
- Decide which thinking patterns you want to change; and
- Formulate a strategy to bring change about.

As you read your report, keep in mind that it is intended to capture how you were thinking and feeling when you responded to the 240 items. Remember also that if you choose to do so, it’s possible to alter this “snapshot” of yourself—with determination, focused effort and a thoughtful plan of action.

We encourage you to write in this report. Specifically, it’s important to highlight those statements you wish to remember—statements that identify personal strengths and development needs, and statements you wish to analyze further. Use the margin to write your reactions to these statements.

You will be using your notes to complete the final section of the report, “Process for Change.” From your written comments and reactions, you will develop a plan of action for personal change. This plan is intended to help you improve your level of effectiveness, both in how you deal with others and in how you handle yourself in various situations.

YOU ARE A PROJECT MANAGER

You appear to be concerned with performing well, possibly in order to gain recognition from others, or perhaps to elevate your status in the organization. You express a moderate need for status, power, prestige, influence, and control.

You see yourself as a LEADER; you do not appear to feel comfortable or helpful in the role of follower. You describe yourself as moderately achievement-oriented (i.e., able to set and accomplish personal goals). You also see yourself as one who likes to control and direct the activities of others.

In general, you describe yourself as:

- Able to manage tasks well;
- Being critical of others, but indirectly;
- Having a moderate tendency to behave aggressively;
- Appreciating sarcastic humor, possibly belittling others at times; and
- Willing to give feedback, yet somewhat resistant to receiving it.

You describe yourself as one who likes to keep a relatively tight grip on the managerial reins. You may tend to “rule with an iron hand,” a tendency which could have evolved from your professional development under authoritative leadership. This somewhat over-controlling behavior can interfere with your self-described positive, constructive characteristics.

You possess the ability to get things done and work hard at what you do. You may appear to be a good coach or mentor when things are going well for you, although you tend to depart from this role when circumstances deviate from your expectations. However, while you are a competent leader who can manage efficiently, your self-described moderate tendency to act aggressively may impair your “people” skills to some extent: As a result, you may not always be liked by your peers and subordinates.

You are capable of balancing your decision-making by displaying equal regard for the facts and people involved; however, you are less likely to express an interest in and desire to know people’s feelings. Choosing to strengthen your concern for people and working on minimizing your tendency toward aggressive behavior would enable you to improve your managerial skills considerably.

In reading your report, you’ll find that you currently possess many strengths on which to build. You may also find yourself occasionally feeling angry over certain statements or comments that you feel don’t accurately describe you. Before you disregard these statements, jot them down. Then review this list with someone who knows you well and is willing to give you honest feedback.

If you find yourself feeling resistant to comment on what you're reading at any given point, put the report away for a short while and return to it when you've had some time to think about what it says or to seek additional input. However, keep in mind that in the long run, your persistence in considering and understanding your report will benefit your personal and professional effectiveness.

Where to From Here?

The overview you've just read provides you with a "broad-brush" picture of how you described yourself. Just as an artist chooses the distinctive colors that make up his or her palette, your overall approach is made up of different thinking styles that you can continue to use or modify—forming your own unique palette.

The following is a summary of your current "palette" of thinking styles, accompanied by an explanation of their possible impact on you:

Self-Actualizing	Potential Strength in You
Oppositional	Area of Concern
Competitive	Developmental Opportunity
Affiliative	Potential Strength in You
Achievement	Opportunity for Growth
Humanistic-Encouraging	Opportunity for Growth

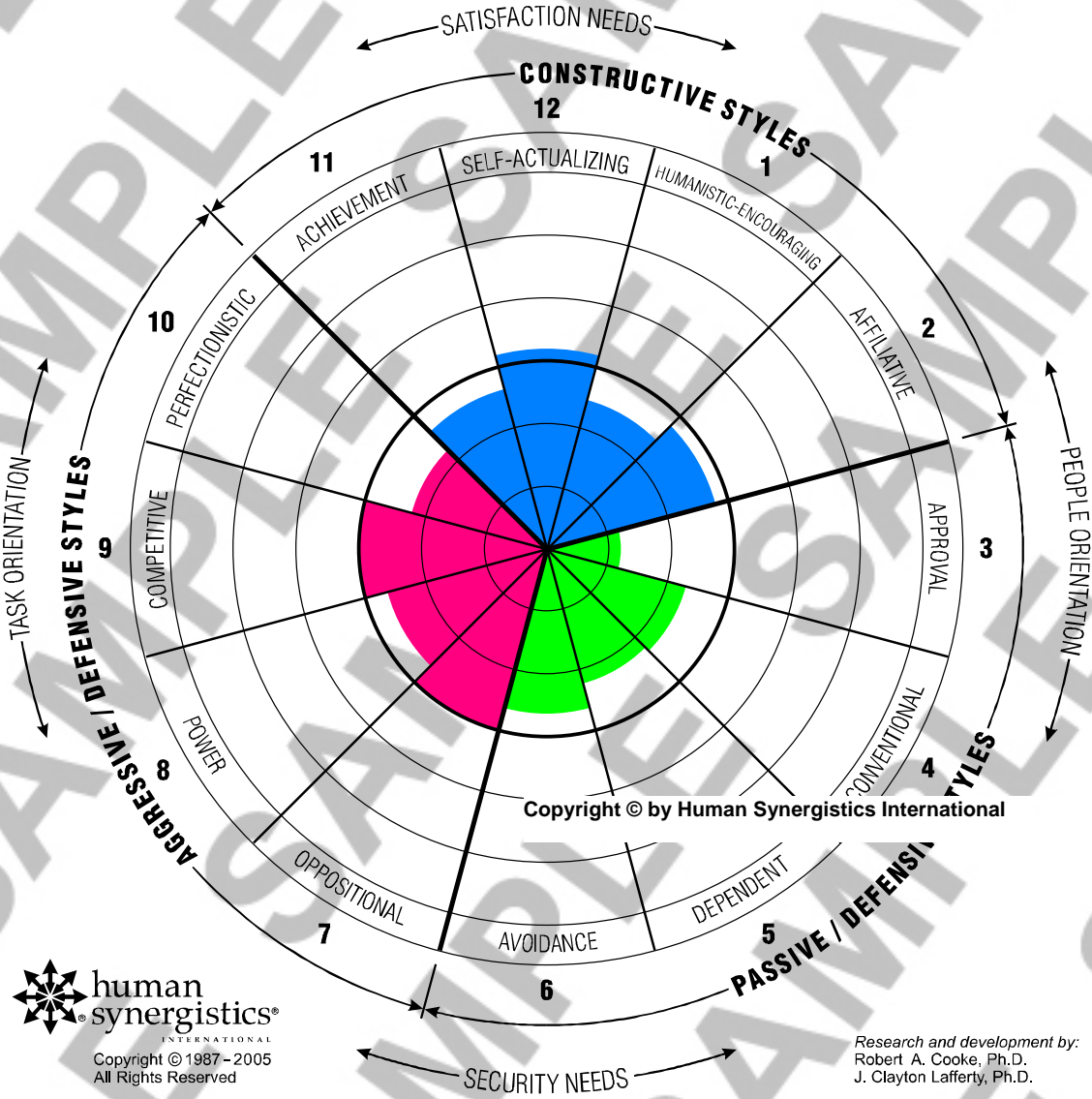
On the following page you will find a circular profile, followed by a description of what your 12 style scores mean. The styles are described in terms of their impact on your overall approach—from (1) strongest impact to (12) weakest impact.

Next, your report describes in detail those styles with the **STRONGEST** impact on your overall approach. Within these descriptions, you will also find prescriptive suggestions for modifying those styles which may be impairing your performance.

Your report concludes with the "Process for Change" section, which assists you in creating a plan for changing those aspects of your "palette" that you decide are not working in your best interest.

From there, you have the option of completing a "Development Contract" that provides you with further assistance as you strive to reach your self-improvement goals.

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STYLE REVIEW

Primary Style

Your primary style, or the highest score on your profile, is the orientation that is most prominent in your overall approach to life. The following is just a brief description of what your score means on this style. For an in-depth look at this style and the strengths and weaknesses associated with it please refer to the section entitled "Primary Style."

12 Self-Actualizing

This scale measures a way of thinking that results in the highest form of personal fulfillment. Becoming self-actualized is the final step in one's growth and maturation process. This style is characterized by an unusually high acceptance of self, other and situations "as they are." Self-Actualized people are creative and imaginative, and take a unique approach to life.

Your Self-Actualizing score is higher than 55% of all managers. This moderately high score suggests the following characteristics:

You:

- Typically perform your best at tasks you find rewarding.
- Have a more moderate interest in your own growth and development.
- Sometimes doubt yourself and your ability to make a difference.
- Can be spontaneous.
- Can take unconventional approaches to problem solving.

Suggestions:

- Do things you enjoy regularly. Make it a point to pursue activities you find interesting and rewarding.
- Habitually explore new ways to do things. Take a fresh, creative approach as often as possible.
- See problems as opportunities for growth and development. Approach problems positively and try to solve them creatively.

Other Influences

The next styles, while not the most dominant, represent additional characteristics that are present in your overall orientation. These other influences can emerge as a primary style when you are under stress. The comments below give only a brief description of your score on these styles. For more information, refer to the section entitled "Other Influences."

9 Competitive

This scale measures our need to establish a sense of self-worth through competing against and comparing ourselves to others. While it is largely encouraged and accepted as a measure of success, competitive behavior is not an effective predictor of achievement in business, sports, or life in general: in fact, studies have shown that people who come out ahead in competitive situations focus on performance excellence or the process of doing well, rather than on the end result of winning.

Your Competitive score is higher than 50% of all managers. This average score suggests the following characteristics:

You:

- Want to do your best.
- Like to be seen and noticed.
- Sometimes undertake difficult tasks to prove yourself to others.
- Enjoy "winning" from time to time.

Suggestions:

- Set and pursue your own goals based on what's important to you. Work toward achieving a standard of excellence in everything you do.
- Commit yourself to making things better. Know that through your best effort, you can improve things.
- Learn to please yourself first. Enjoy the sense of personal satisfaction doing something well can provide.

Building on Constructive Styles

The following is a brief description of your current position on the two styles that you should try to further develop. Details on how you can develop these styles can be found in the section entitled "Building on Constructive Styles."

11 Achievement

This scale measures a way of thinking that is highly associated with personal effectiveness. Scores for this style indicate our interest in, as well as our proficiency at, attaining high-quality results on challenging projects. In many ways, the Achievement style characterizes the most constructive approaches to work. Achievers are motivated to succeed by their own values and beliefs. They know they can improve things, and do not hesitate to act on this knowledge.

Your Achievement score is lower than 59% of all managers. This moderately low score suggests the following characteristics:

You:

- May doubt your judgment and abilities occasionally.
- Have a more modest desire for achievement.
- Are generally capable of doing your best.

Suggestions:

- Identify barriers that may prevent you from accomplishing things.
- Set goals consistently. Doing so will help target your efforts and keep you motivated to move forward.
- Go beyond your current skill level in some area. Improve and refine your performance, and take satisfaction in achieving higher-quality results.

Other Styles in Your Profile

The following styles will not be covered in the rest of your report. It is not that these styles are not important, but that the previous styles have a greater impact on your current behavior. A brief description accompanies each style.

6 Avoidance

This scale measures our tendency to use the defensive strategy of withdrawal. We do this by hiding our feelings, or by shying away from the situations we find threatening. We may use this behavior when we face something different such as a new environment or a problem we have no experience in solving. Whether or not avoidance behavior becomes extreme depends upon the nature of what we perceive as threatening.

Your Avoidance score is lower than 59% of all managers. This moderately low score suggests the following characteristics:

You:

- Occasionally doubt your abilities.
- May have reservations over taking on new responsibilities.
- May sometimes appear preoccupied with personal concerns.
- Can be somewhat critical of yourself when you make mistakes.

Suggestions:

- Accomplish one small task a day. Make it something you usually avoid out of fear you will fail. Focus on thoroughly completing it.
- Interact with people who provoke insecurity in you. Start gradually (perhaps by saying “good morning”), and eventually initiate a conversation.
- Make a commitment to handle things as they happen. Try to solve problems instead of avoiding them.

5 Dependent

This scale measures the degree to which we feel our efforts do not count. Dependent behavior originates in a need for security and self-protection: dependent people typically feel that they have very little control over their lives. This type of behavior may be long-lasting, or due to temporary life changes such as a new job, a promotion, an illness, or the break-up of a close relationship. When dependent behavior occurs as a result of a temporary life change, the feelings of dependency tend to diminish as the particular situation is resolved.

Your Dependent score is lower than 69% of all managers. This moderately low score suggests the following characteristics:

You:

- Think and act according to your own beliefs and values.
- Believe in yourself and in your ability to make a difference.
- Have confidence in your own judgment.
- Like responsibility; are able to take charge of situations.
- Act autonomously; dislike feeling constrained or dominated.
- Take moderate risks.
- Make your own decisions.

3 Approval

This scale measures our need to be accepted by others to increase or sustain our feelings of self-worth. While a desire to be approved of is natural, problems occur when approval-seeking becomes a need, and ultimately our standard way of interacting with others. When we need approval, we typically tend to please everyone but ourselves. An excessive need for approval is essentially an “emotional give-away”—in the interest of being liked and accepted, we “give away” our beliefs, values, goals, sense of personal worth, direction in life, and ability to make our own decisions.

Your Approval score is lower than 87% of all managers. This low score suggests the following characteristics:

You:

- Voice your own opinions without hesitation.
- Are independent and confident.
- Do things in ways that are comfortable for you.
- Do not allow others' opinions to influence you to a great extent.
- Act according to your own beliefs and values.
- Consider others' input, but make your own decisions.
- Do not actively seek approval.
- Rely on your own judgment and instincts.

LSI STYLUS® 1

PRIMARY STYLE

SELF-ACTUALIZING

Sample Report
as of July 31, 2003

PRIMARY STYLE

SELF-ACTUALIZING

"Most true, a wise man never will be sad."

—Edward Young

You identified strongly with the following characteristics:

- ✓ respected and well-thought-of
- ✓ likes responsibility
- ✓ energetic, active
- ✓ good leader
- ✓ very aware of own feelings
- ✓ unique & independent in thought
- ✓ knows how people feel
- ✓ sound judgment
- ✓ creative and original thinker
- ✓ high personal integrity

You identified moderately with the following characteristics:

- ✓ self-respecting
- ✓ optimistic & realistic
- ✓ confident, relaxed
- ✓ spontaneous
- ✓ open about self
- ✓ nondefensive
- ✓ communicates ideas easily
- ✓ not easily upset
- ✓ exciting to know

When you compare these responses to other managers, you rank higher than 55% of the managers on the Self-Actualizing style.

You Are Well On Your Way To Developing A Special Kind Of Wisdom

Your average score on the Self-Actualizing scale indicates that you have the potential to fully develop a unique way of thinking that represents the highest form of personal fulfillment. You should not take this potentially valuable asset lightly, but should strive to understand it and use it more fully.

Right now, you have a more moderate yet promising tendency toward self-actualizing thinking and behavior. Although currently your skills may not be as fine-tuned as they could be, you can improve them—with commitment, effort and guidance.

How we think guides our lives, and your guidance system appears to be in order. You tend to have confidence in yourself and in your ability to make things better. This overall confidence can have a favorable impact on all aspects of your life, including your personal growth and development, relationships and effectiveness at work.

You are generally motivated by your own values. You have a good sense of self worth and tend to be individualistic. You are inclined to be secure within yourself and in control of your thoughts, feelings and actions.

You may prefer working toward accomplishing goals you set yourself rather than toward goals imposed on you by others. Your tendency to be motivated by your own values and beliefs probably frees you from many of the common constraints that cripple so many people.

You tend to be psychologically and physically healthy. You probably have less occurrence of stress-related illness and experience less tension than most people because fewer things are a threat to you.

You are likely to have a balanced concern for tasks and people. You can become fully involved in projects that interest you, yet are capable of leaving situations you do not find as satisfying. You want to understand people and can be a good judge of them and their abilities. You may have many interests and are likely to be open to new people and experiences.

You will tend to show a desire for, and may work toward, a sense of collaboration. While team work may seem natural to you, focusing more intently on cooperating with others can help you to develop fuller, more complete skills to match your basic philosophy.

You are probably interested in developing yourself and enjoying life. You are inclined to accept yourself realistically for who you are and to work toward improvement. Rather than waste time and energy analyzing the past or trying to predict the future, you have the capacity to live in and enjoy the present. Being in

touch with what is currently happening may allow you to better predict the future than most. Others generally admire your confidence, spontaneity and joy in simply living.

You are basically honest, ethical and trustworthy. You are capable of candor without cruelty and likely to be honest in your feelings, thoughts and actions. Reality is likely to be important to you, and you tend to feel it should be recognized and reported.

You value ethics and are able to subscribe to some code of morality without feeling as if all must sign up or be doomed. Others generally see you as a person of principle; your word and integrity tend to be important to you. You tend to be committed, to the best of your ability, to live according to your own values.

You are generally open to trust and inclined to give someone a chance. When you know the facts, you can be a realistic judge of the situation. You are likely to look for the truth within a situation and consider many factors, balancing the good and the bad.

You tend to have a realistic appreciation of what is available to you. Being self-actualizing gives you a different perspective that results in a wiser use of resources: Money, people, time and materials. You do not use these things as a basis to establish your own self-esteem, but for what they are.

How You See Yourself

Your average score on the Self-Actualizing scale indicates that the following characteristics may describe you:

- Relative freedom from feelings of guilt and worry.
- An optimistic view of life.
- A high level of self-confidence.
- The ability to be creative.
- A concern for self-growth.
- Excellent interpersonal relationships.
- A sense of excitement and full participation in life.
- Outstanding accomplishments.

Your Self-Actualizing Style on the Job

At work, you are inclined to be curious and flexible. You possess the capacity to be taught, and are able to be guided by others without feeling threatened by them.

You are likely to balance concern for getting the job done with consideration for people and their needs. Instead of going with the tried and true, you might look

for unusual solutions to problems, sometimes challenging the status quo. You generally trust your intuition or “gut” feelings, and can sometimes visualize the outcome of a decision. Your sense of pleasure in what you do may be contagious within your organization.

Becoming More Effective: Continuing To Improve

Although few people are truly self-actualized, those who are experience a satisfying sense of joy and completeness. Your Self-Actualizing score is a good indicator of your tendency toward this style.

Below are suggestions designed to strengthen your present self-actualizing orientation.

- ❑ Since your level of learning, excitement and curiosity is healthy, consider expanding your skills, interests, and knowledge to complement the abilities you already have.
- ❑ You have a superb base of thinking: Leadership ability should not be far behind. Do those things that enhance and develop your already existing interests and career choices.
- ❑ You have a unique view of people and are likely to be very good at working with and developing an effective team. You need to allow people to know how you think. This can be very helpful to individuals and groups who are not as advanced as you are in their use of this style.
- ❑ Do not allow your personal goals to be eroded by circumstances. Most incoming information will be more discouraging than helpful to you. You see things more clearly than others.
- ❑ Recognize that other people will see you as threatening. Work to share your feelings and thoughts and be aware of resistance. You are in a real minority group.
- ❑ Work to institutionalize your ideas, so they spread beyond yourself and find wider expression in systems, policies and procedures.
- ❑ As often as possible, help others to enhance their creativity and effectiveness.
- ❑ Try to further develop your appreciation for the differences in yourself and others.
- ❑ Pay more attention to your internal motivation. Take action on how you think things ought to be done.
- ❑ Develop more fully the ability to set and act on personal goals.
- ❑ Work on increasing your flexibility and adaptiveness.
- ❑ The ability to lead others effectively is a definite possibility for you. Come to understand as fully as possible the characteristics of the Self-Actualizing, Achievement and Humanistic-Encouraging styles.
- ❑ Increase your sense of self-reliance.
- ❑ Maintain your basic openness to new experiences.

- ❑ Establish a stronger, better-defined sense of self.
- ❑ Increase your ability to relax and enjoy yourself; take equal time for work and relaxation.
- ❑ Scoring in the average range on the Self-Actualizing scale can mean that you do not take an active interest in your own growth. The reason for this is usually a lack of self-confidence. By altering the way you think, you can free yourself from any residual self-defeating thoughts that may be preventing you from becoming fully self-actualized.
- ❑ Continue to accept yourself as you are. To live as effectively and happily as you can, you must first believe in yourself.
- ❑ Accept others and their differences unconditionally. Resist the urge to judge according to your personal value system. Broaden your exposure to people of different backgrounds, ages, occupations and interests.
- ❑ Restructure unpleasant tasks to make them more enjoyable. Think of more creative, innovative ways to perform routine tasks. See that satisfaction in a job well done is the best possible reward for accomplishing something.
- ❑ See problems as opportunities for growth and development. Approach problems positively and use creativity and ingenuity to solve them.
- ❑ Concern yourself with what is happening right now. Learn to leave the past behind and refuse to think too far into the future.
- ❑ Get to know yourself. You have some excellent characteristics that can serve as a springboard to greater things. Learn to value what you want from life above all else. Allow your feelings, thoughts and goals to guide your life.

For additional improvement ideas, refer to the list of “Action Steps for Change” below.

Action Steps for Change

Now that you have reviewed the Self-Actualizing Style, review the following suggested actions, and rate them in terms of your perceived need for change, where 0 is little or no need and 3 is a strong need.

- | | |
|--|---------|
| 1. Lighten up: spice up my life with more spontaneity, excitement. | 0 1 2 3 |
| 2. Develop self-confidence. | 0 1 2 3 |
| 3. Explore my own values and live by them. | 0 1 2 3 |
| 4. Look for ways to enhance my creativity. | 0 1 2 3 |
| 5. Take an active interest in my own development. | 0 1 2 3 |
| 6. “Stretch” myself by trying new and different things. | 0 1 2 3 |

LSI STYLUS® 1

**BACKUP STYLE
OPPOSITIONAL**

Sample Report
as of July 31, 2003

BACKUP STYLE

OPPOSITIONAL

*"The man who never alters his opinion is like standing water,
and breeds reptiles of the mind."*

—William Blake

You identified moderately with the following characteristics:

- ✓ cynical
- ✓ complaining
- ✓ stubborn
- ✓ suspicious
- ✓ slow to forgive a wrong
- ✓ critical of others behind their backs
- ✓ distrusts others

When you compare these responses to other managers, you rank higher than 50% of the managers on the Oppositional style.

You May Be Overly Judgmental

Your average Oppositional score indicates that you tend to make a great many judgments about things. These judgments border on the critical or negative and are probably at times hostile. Because you do not tend to be easily influenced by the opinions of others, except to take the opposite view, you may periodically take a rigid stand on an issue.

Although you are capable of admitting your mistakes, you might place blame on others when feeling pressured or when things don't go your way. In a sense, this means that you sometimes see great fault in others, yet little in yourself.

You tend to take a skeptical stand toward the ideas and opinions of others. You may oppose things indirectly; as a consequence, it may sometimes be difficult for others to know exactly what you are thinking.

Scoring average on the Oppositional scale generally indicates that you most often take a negative view of life and other people and may consider yourself to be above others. Insecurity and self-criticism rests below the surface of this style.

Your tendency to occasionally be unforgiving and hold grudges can put strain on your relationships. Your possible reputation as a nay-sayer can build barriers to effective communication and keeps others away from you; in fact, keeping others away can be the primary motive behind use of the Oppositional style.

You may have produced an average Oppositional score because you are currently feeling angry and disappointed. Is there a particular group of people or specific situation that may be provoking these feelings?

Your score indicates the potential for problems in this area. This section of your report will help you to determine if a tendency to be oppositional is currently creating difficulties for you. It describes the characteristics of oppositional behavior, discusses the origin of such an idea and suggests ways you can reduce or eliminate this ineffective approach.

How You See Yourself

Your average score on the Oppositional scale indicates that these characteristics may describe you:

- The ability to be skeptical and objective.
- A tendency to seem aloof and detached from people.
- A need to be critical and look for flaws in everything.
- A negative, cynical attitude.
- A sarcastic sense of humor.

Self-Actualizing with Oppositional

On the one hand, you describe yourself as feeling cynical, skeptical and indirectly critical of others; on the other hand, you also see yourself as self-confident, individualistic and concerned with your own development. This unusual combination of styles may indicate that while things are going well for you in general, there is one area of your life that is not as you would like it to be. It's possible that you are feeling frustrated, defensive and angry because you have so far been unable to change things for the better.

Your Oppositional Style on the Job

Subordinates may find it frustrating to work for you. Because you may have difficulty accepting anything at face value, you may assume the role of "watchdog," attempting to keep subordinates on their toes by constantly questioning them, and being skeptical and sarcastic. Without strong Self-Actualizing (12 o'clock), Humanistic-Encouraging (1 o'clock) or Affiliative (2 o'clock) scores, you may be unduly critical, frequently questioning and shooting down staff ideas.

You may be ambivalent regarding the issues confronting you. You may prefer to wait until a position is stated and then arbitrarily oppose it, occasionally without good reason. You may change your mind in mid-stream, and might sometimes go back and criticize those ideas with which you previously agreed.

Although you may give the impression that even the highest quality work product isn't good enough, your insecurities might work against your own capacity to be original and innovative—to you, it may be much easier (and safer) to criticize than to create.

Becoming More Effective: Steps to Change

If you lack high scores in the Self-Actualizing, Humanistic- Encouraging and/or Affiliative styles to balance your tendency toward oppositional behavior, you may want to take a close look at the way you use this thinking style.

If you agree that your behavior is overly oppositional, the following suggestions can help you learn to use opposition more constructively.

- ❑ Stop assuming that others admire you for your stands; it is usually just the opposite—they will see you as an obstacle to be overcome.
- ❑ Realize that this posture is quite self-defeating and does not increase your effectiveness.
- ❑ Realize that this style keeps others at arms length from you. Try to take a more positive approach to others: In other words, try to stop complaining and

LSI STYLUS® 1

OTHER INFLUENCES

COMPETITIVE

AFFILIATIVE

Sample Report
as of July 31, 2003

OTHER INFLUENCES

COMPETITIVE

"How can we do our best when we are spending our energies trying to make others lose—and fearing that they will make us lose?"

—Alfie Kohn

You identified strongly with the following characteristics:

- ✓ proud, self-sufficient
- ✓ likes to compete

You identified moderately with the following characteristics:

- ✓ self-assertive
- ✓ tries hard to impress others
- ✓ likes to be seen and noticed
- ✓ builds self up
- ✓ strong need to win
- ✓ gets upset over losing
- ✓ expects to be admired by others
- ✓ constantly comparing self to others

When you compare these responses to other managers, you rank higher than 50% of the managers on the Competitive style.

A Developmental Opportunity: The Competitive Style

Your average Competitive score indicates that you may compete against others to obtain their attention and admiration. You tend to see coming out ahead of others as a way to feel important.

The Competitive scale measures the need to establish a sense of self worth by winning, seeking recognition and gaining attention by competing against others. The idea that winning equals a sense of worth is central to persons scoring high on the Competitive scale. Because such individuals adopt winning as a key idea, losing at anything diminishes their sense of worth.

Competition is widely accepted and receives daily attention in the media, in various contexts within organizations and in the way we generally account for success or failures. Yet, interestingly enough, having a competitive style is not an effective predictor of success in business, sports or life.

Your score suggests it's possible that you like the idea of being a competitive person. You may have adopted the view that competitive people are effective; however, as a style of thinking in management, sales and life in general, competition is not associated with effective performance. In fact, competitiveness actually detracts from the very thing it seems to court: Success.

Your average score on the Competitive scale means that you are inclined to associate your sense of self worth with winning or losing. In other words, you might feel great when you win and depressed and angry when you lose.

Out of self-doubt, you may feel the need to prove yourself. It's probable that you need recognition and praise from others, which you may seek through engaging in competitive activities. You are able to turn many of your encounters into competitive situations. This extends to situations involving your spouse, children, friends, subordinates, and other acquaintances.

You are inclined toward a win/lose orientation in your approach to your personal and professional lives. You may tend to be aggressive or at least capable of putting down others. You may see the world as divided into "winners" and "losers," although your black-and-white distinction may not be an accurate interpretation of reality.

Excessive competitiveness often reveals a fear of failure. Out of a prevailing sense of inadequacy, you compensate for this fear by engaging in competitive activities. You also frequently overestimate your skills, abilities and experience in your efforts to impress others. As a result, you tend to rush into projects without fully realizing their complexity.

Your Competitive Style on the Job

Perhaps answering a few questions can help you determine the degree to which the self-defeating aspects of competition might be fully operating in yourself.

Read the following descriptions and decide which, if any, apply to you.

1. You will tend to use the language of competition: Your speech will have many references to the issue of winners vs. losers. You will see the world divided that way. Your speech patterns will reflect that winning is everything and losing is nothing. These are more than just habits—they reflect your basic ideas about the nature of things.

Like me Not Like me

2. Even over the most trivial things or in the most friendly, cooperative situations, you will take a position of needing to be better than the other person: To win, or to show your superiority. You may get polite feedback from others about this which you will tend to ignore.

Like me Not Like me

3. Despite your concentration on competition, you probably have some proof that you are not top-ranked in what you do for a living: You are not a star performer.

Like me Not Like me

4. You tend to compete even in the most intimate situations. You need to keep proving yourself, over and over again. You are competitive with your spouse/significant other, children, parents, neighbors, colleagues, even your own subordinates. To you, everything is a contest.

Like me Not Like me

5. If the full truth were known, you actually enjoy being seen as competitive. You like the image, the assumed proof of your pride and self-sufficiency.

Like me Not Like me

Becoming More Effective: Steps to Change

A tendency to rely on winning to build self-esteem can reduce your effectiveness in the long run. Your score for this style is a good indication of your orientation toward competitiveness.

A Potential Strength in You: The Affiliative Style

Your average score on the Affiliative scale suggests that you are concerned with affiliation, cooperation, friendship and close relationships. Although right now your skills in this area may not be as fine-tuned as they could be, you can improve them if you choose to—with commitment, effort and guidance.

You have begun to develop a positive value system around your relationships with others. You generally feel people are more important than things, status or success. You tend to be most effective and comfortable when in the company of others, and are moderately successful at improving and maintaining those relationships that are important to you.

You have concern for and appreciation of people and are generally tactful and considerate. You can express your liking of others, and others tend to like and respect you in turn.

You can be a warm person who is open and trusting of others and socially skilled. You tend to accept others and are most comfortable in the context of established relationships. You have a sense of commitment and loyalty to your close friends.

In an era when relationships are often unstable, the Affiliative style is more important than generally assumed. As children, we die from lack of affection and care, as measured by being picked up and touched. As adults, we do not seem to die quickly from this lack, but clearly affiliation and affection are factors that influence our health and sense of well-being.

In fact, affiliation is one of the best prevention systems known for cardiovascular problems. Studies indicate that the close affiliation that springs from marriage cuts cardiovascular problems in half. Married people have a rate of cardiovascular disease only 50% as high as singles. If the relationship is meaningful and important to the individual, one can assume the incidence of illness is even lower.

Your Affiliative Characteristics

- You try to build genuine, reciprocal relationships.
- You tend to be open and cooperative within established relationships.
- You have above average social skills.
- You are capable of sharing thoughts and feelings.
- You value praise and friendliness as motivators.

Self-Actualizing with Affiliative

Your profile indicates that you have a strong need for affiliation. Your people-oriented interests and skills are coupled with a healthy level of self-confidence and knowledge of yourself. This is a very effective combination, representing a unique balance of attention to people, tasks and one's own growth and development.

Oppositional with Affiliative

Paradoxically, your strong people orientation is coupled with an inclination to oppose others and their ideas. It is almost as if you cannot work with people without making an effort to show them that you "have all the answers." At times, you may be viewed as behaving with an undertone of hostility. Your skeptical, questioning behavior conflicts with your ability to establish the warm relationships you value.

Competitive with Affiliative

Your Affiliative score is backed up by a competitive orientation. You are likely to be competitive with others, including people close to you. While you value people and have a need to build lasting, warm relationships, others may be put off by your tendency to pit yourself against them in hopes of emerging as "better." In short, this tendency to want to compete with people is complicating your relationships.

Your Affiliative Style on the Job

At work, you may like to work in groups and believe that personal satisfaction is an important factor in achieving high productivity.

You place some value on teamwork, cooperation, communication, sharing, and participation. Unless relationships are well established, you may have difficulty with discipline, communication and task accomplishment. Although you try to see the best in people, you may sometimes allow your liking or disliking of someone to influence your judgment.

You may feel vulnerable to people who do not choose to cooperate with you. Additionally, those with a lower need for affiliation may take advantage of your trusting nature, and you may respond defensively.

Becoming More Effective: Continuing To Improve

The following are some guidelines and suggestions for increasing your use of Affiliative behavior:

- ❑ Affiliation arises around shared feelings. Think about why you may sometimes be hesitant to share your feelings, and make a special effort to express how you feel more frequently.
- ❑ Take an increased interest in just one person and work at getting to know him or her. Ask open-ended questions that express an interest in what the person thinks.
- ❑ Hone your communication skills. Communication involves listening as well as talking—and listening is far more important. Concentrate on improving both skills.
- ❑ Take the initiative in social settings. Instead of waiting for someone to approach you, take the risk of introducing yourself first and starting a conversation.
- ❑ Communicate that you are sociable by expressions that indicate a feeling of friendship and affiliation. Smiling at others, touching when appropriate, looking at others: All are ways of expressing affiliation.
- ❑ To build on the strengths of your affiliative abilities, take a course on building better interpersonal skills. There is an entire body of knowledge that addresses teamwork, cooperation and participation. Learn more about this area as a way to expand your skills and interests. Explore an excellent book by Robert Axelrod called *The Evolution of Cooperation*.
- ❑ Look for opportunities to interact with others, both at work and in your personal life. Stretch yourself by striking up a conversation with at least one new person every day.

For additional self-improvement ideas, refer to the list of “Action Steps for Change” below.

Action Steps for Change

Now that you have reviewed the Affiliative Style, review the following suggested actions, and rate them in terms of your perceived need for change, where 0 is little or no need and 3 is a strong need.

- | | |
|---|---------|
| 1. Look for opportunities to interact with others. | 0 1 2 3 |
| 2. Become friendlier, smile often, make eye contact. | 0 1 2 3 |
| 3. Initiate and develop new relationships. | 0 1 2 3 |
| 4. Not hold back as much in interactions with others. | 0 1 2 3 |

LSI STYLUS® 1

BUILDING ON CONSTRUCTIVE STYLES

ACHIEVEMENT

HUMANISTIC-ENCOURAGING

Sample Report
as of July 31, 2003

BUILDING ON THE ACHIEVEMENT STYLE

The degree of success of individuals, organizations and even whole societies is most often determined by whether elements of “achievement thinking” are present. The Achievement style is characterized by a unique way of thinking that is associated with outstanding personal performance and success. You should not take this potentially valuable style of thinking lightly, but should strive to understand, develop and use it.

For more than 30 years, scientists have studied the high level of success associated with achievement thinking. “Achievement” simply means determining where your efforts would be best directed. This includes deciding on a desired outcome and setting specific goals to accomplish it. Doing so will strengthen your confidence and enable you to take control of your own life.

The Achievement style is not difficult to develop. The following suggestions will help you get started:

1. Learn the language of achievement. This involves learning what achievement is and is not. You can accomplish this by reading up on the subject.
2. Set goals for yourself on how you want things to be. Start by setting goals around anything and everything to help make goal-setting a habit. Think about how you want things to be and work to achieve that condition. Be sure that the goals you set are important to you, reasonable and obtainable. Do not set yourself up for failure. As you work to achieve your goals, seek support from people who are important to you.
3. Be supportive of yourself. Believing in yourself and in your own abilities is a key idea in achievement-oriented thinking.
4. Learn to recognize where your effort makes an immediate, measurable difference. Then, work on going beyond your current skill level in order to achieve even greater results in this area.
5. Set a standard of excellence for yourself in your work. Your goal or standard should exceed that of your immediate boss or superior. It's your job. Resolve to do it well.
6. Make it a point to occasionally take moderate risks. Avoid taking no risks or taking very high risks.

The Achievement style is consistently associated with nearly every measure of effectiveness. People who score high on this style work toward an internalized standard of excellence. This means they are less inclined to be competitive or to seek power and approval from others.

Achievers know they can improve things and usually do not hesitate to act on this knowledge. Doing things well is important to people with the Achievement style. Because they are inclined to work toward their own goals and to seek realistic

BUILDING ON THE HUMANISTIC-ENCOURAGING STYLE

A key characteristic of this style is a curiosity about people — a real fascination with the nature of human beings. People with high Humanistic/Encouraging scores have a strong, genuine interest in people and feel a pervasive sense of wonder about what people are capable of doing.

This style is not difficult to develop: It requires only that you change a lot of preconceived ideas about what actually drives people to do the things they do. You might do this by giving some thought to what motivates human behavior, and by discarding any tendency to prejudge others. Such prejudgments prevent you from really getting to know people.

To begin to develop this style, you might follow the example of the writer Studs Turkel, as exemplified in his book, *Working*. Turkel simply showed a great curiosity about how people view their jobs and recorded how they felt. In reading the book, one cannot help but think that he got to know these people in the process of writing it. The point is that nearly everyone is interesting once you come to know what each of us feels and thinks.

Since most people love to talk about themselves, you can gain a wealth of information by showing more than a casual interest in what they have to say. If you want to impress people, make it a priority to really *listen* and ask open-ended questions.

Developing this style provides some real benefits in the area of leadership capability. How do leaders who can accurately predict the feelings of their followers get that way? In a word, they listen. They are genuinely interested. They have stepped outside of their own concerns long enough to get to know their people.

If you tend to favor a “caste system”—only talking to certain people and not to others—try to break that habit. Such thinking keeps you in very narrow circles and severely limits your opportunities to get to know a wide variety of people. Make it a point to extend the horizons of your contacts.

Challenge any ideas that stop you from growing and from expressing a greater sense of curiosity. First, try getting to know people who interest you. This will help you build confidence in initiating interactions. The most important behavior you can demonstrate is genuine interest. Try not to simply act as “the interviewer”; you will come off as contrived. Simply strive to make your interactions true “person-to-person” exchanges.

We learn as children to mind our own business. This carries over into adulthood, when we are often discouraged from demonstrating our curiosity about people. The fact is that most people secretly welcome the opportunity to talk about their

If a group of managers was asked to describe the managers most responsible for their own growth and development, nearly all would describe Humanistic/Encouraging managers. It is paradoxical that even very power-oriented managers see Humanistic/Encouraging managers as effective, at least on paper. In reality, power-oriented managers may actually feel threatened by the Humanistic/Encouraging approach.

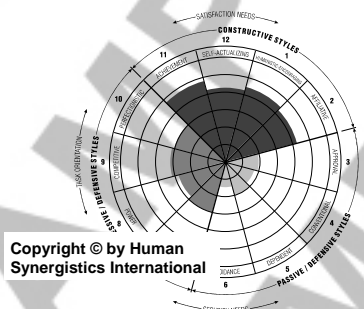
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APPENDIX

Sample Report
as of July 31, 2003

PROCESS FOR CHANGE

Life in Balance



Ideally, a person should have an effective balance between the Constructive Styles (11,12,1,2) and the Defensive Styles (3-10). When the Defensive Styles are dominant in your profile, difficulties can occur. It is good to work toward limiting the behaviors associated with these styles.

In reviewing your report, you have identified areas for improvement, growth and development. This section will assist you in piecing together a strategy for change.

To change, you need to know two things: first, where you are and second, where you wish to go.

The difficult part is knowing how to set achievable goals. For this, there is no single path. Instead, everyone's path varies depending on the situations and characteristics that are unique to the person. For this reason, we are unable to describe what your path will be. But, we can offer some guidelines that we hope will make your path to change less bumpy.

Work Slowly

Remember that an effective approach to change and development is like a proper diet - balanced and moderate. Consider the following suggestions as you attempt change and self-improvement.

Gradual change will be easiest for you and less likely to be met with suspicion or opposition from others. "Break in" the new behavior as you would a new pair of shoes.

Confide in a few trusted colleagues

Let them know what you are trying to do and solicit their advice and support.

Expect to make some errors in judgment

Initially, associates may not respond to your changed behavior as you intended. Give them time to accept what you are trying to accomplish. Pay attention to how the change is being received by others and modify your behavior appropriately.

Understanding Your Report

This exercise is designed to help you begin the process of change and development.

The goals of this exercise are to:

- Identify your development needs
- Identify your strengths upon which you can build

Select two or three comments made in your report that identify behaviors or thinking patterns that interfere with your performance.

List two or more specific changes that you can implement to become more effective

Select two or three comments made in your report that identify behaviors or thinking patterns that serve you well.

Action Planning Process

You have now identified the area on which you wish to focus your development as well as some strengths that will support you in this endeavor. The final stage of this process is to write your Action Plan for this development. If you are not aware of specific training that is available to assist your particular development needs, include in your strategy a research step that will identify these training resources. Following is a description of the Action Planning Process, and a worksheet to complete it.

Write a goal

- Determine your desired behavior.
- Determine the positive consequences you want to achieve (i.e., signs that will tell you that you have been successful in changing your behavior).

Write a strategy

- Determine a target date: the date by which you want to accomplish this change.
- Determine the steps needed to reach your goal.
- Develop a timeline for reaching your goal.
- Identify some logical points at which to monitor your progress.

Implement the plan and record your results

- Determine others you need to involve for support and feedback.
- Determine the resources you will need - money, facilities, materials, etc.
- Take action (practice and persistence pay off).
- Monitor progress by recording the results of your efforts. Be sure to remain flexible so that you can modify your strategy if necessary.

Action Plan

Goal

Desired result: _____

Anticipated signs of success: _____

Target date: _____

Strategy

Steps: _____

Time Line: _____

Check Points: _____

DEVELOPMENT CONTRACT

The success of your development is dependent on the strength of your support system. Your support system includes peers, superiors, subordinates, friends, and family. If you take the initiative by asking for their help, these individuals can provide you with encouragement, support and ongoing feedback as you work to accomplish your self-development goals.

By enabling you to share your report findings, conclusions and goals, this development contract is one method of initiating a dialogue with a member of your support system. Although your report is confidential, using this contract allows you to share only the information you choose to share.

We encourage you to review your development contract with your manager. Doing so provides an opportunity to discuss development sessions you have attended, your reactions to your report, insights you have gained, and personal development goals you have selected. Sharing this contract with your manager has the potential to open meaningful lines of communication that can greatly enhance your working relationship.

To complete this development contract, please respond to the statements on the following page. Base your comments on what you learned through this report.

Development Contract

The report has helped me to realize...

I plan to...

You can help me by...

Signed



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