



MAXWELL
LEADERSHIP®

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Style: Concluder DI

Benchmark and Interview Impact

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Interview Impact Report

Congratulations on investing in and building your team!

This **Maxwell Leadership 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 Maxwell Leadership Certified Team Member, 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 philosophy of people centric, values based Maxwell 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: Low Dominance

Concerns:

- Tends to resist any kind of change.
- May feel uncomfortable with making decisions.
- May need to ask others to decide or give opinions instead of taking the responsibility.
- May have difficulty being proactive and a "self-starter".
- May need others to motivate him/her.

Questions you may want to ask...

- Can you recall a time where you had to make a critical decision and no manager or superior was available to endorse your decision? Were you able to make an effective decision without help? What was the result? What did you learn and how did you apply it? (NOTE: Be wary of an inability to make decisions. Look for self-awareness and the ability to learn from their actions.)
- What motivates you? Tell me what excites you about the job you are applying for?
- How do you organize your day? How do you motivate yourself to accomplish tasks fully and not just focus on the parts you enjoy? (NOTE: lack of drive and motivation can be a concern so push them. Make sure you are comfortable with the candidates answer.)
- Tell me about the best manager you have ever worked for. How did the manager motivate you and get you to go further? (NOTE: This should provide insight on how to best manage the candidate as well as their level of self-awareness.)
- How do you measure yourself? What personal metric are you most proud of? (Note: Are they focused on the right metrics, do they measure what is correct for the role, do they know what actions lead to success?)
- Tell me about a time you found an obstacle or issue that prevented you and/or your team from performing. What was it? What was the impact? What did you do? (NOTE: Does the candidate feel any sense of ownership or is the lack of drive such that he/she lets it go?)

Public: 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?

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: 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?
-

Private: Low Dominance

Concerns:

See Above Concerns

Questions you may want to ask...

See Above Questions

Private: High Influence

Concerns:

- Tends to become overly talkative or chatty with others; very social.
- May exhibit a low attention to detail and systematic procedures.
- Tends to have trouble dealing with rejection.

Questions you may want to ask...

- Tell me about a time when you had to work in a less-than-ideal work environment? How did you perform? How were you able to adapt or overcome?
- When things are not going well and you need to stop and take a break what do you usually do? (NOTE: Many "I"s who work alone find that they have to chat with others to "recharge". Make sure their solution is not disruptive or occurring too frequently.)
- I want you to imagine a situation where someone shared confidential information with you. You can neither forward the information nor share the source. The next day someone else tells you the same information. What do you do? Do you tell them you already know or pretend you did not know although you did? (NOTE: Although this is worded like a test of honesty, it is not. You are looking to see how the candidate handles sensitive or confidential information.)
- How do you help and encourage team members who are struggling? Tell me about a time you were able to help someone. What did you do? (NOTE: Make sure that their desire to help does not impact their ability to effectively do their job.)
- Sometimes you will need to be very direct and blunt to get your message across to a client or colleague. Can you describe a time when you had to tell someone something you believed would upset them. (NOTE: High "I"s have a strong desire to be liked and may struggle to deliver difficult messages.)
- Provide me with an example where you needed to listen carefully for details and follow through with necessary actions. What was the situation? What did you do? What did you learn? How have you applied that learning? (NOTE: High "I"s struggle with attention to detail and follow through. You may need to develop specific questions related to the position.)

Private: Security In Range

Questions you may want to ask...

See Above Questions

Private: Low Compliance

Concerns:

- Tends to have little patience for detail work.
- Possible low appreciation for quality of work.
- May have difficulty with facts, figures, and with systematic, controlled environments.

Questions you may want to ask...

- Take me through a typical day. How do you handle time management and ensure that all necessary tasks get done? (NOTE: Watch out for impatience, poor planning, cutting corners or poor quality.)
- Which is more important, speed or accuracy? (NOTE: Both are important, but measure their answer against the demands of the job.)
- Tell me about a time your job required you to follow specific processes. What did you have to do? Were you able to improve upon the process? (NOTE: If they were able to improve, did they add real value to the process? Were they unable to relate the process to you? This may indicate their level or understanding.)
- Tell me what you know about this company and/or the specific position you are applying for? (NOTE: Do they rely on anecdotes and feeling or were they able to research information and provide specific data and information.)

Mirror: Low Dominance

Concerns:

See Above Concerns

Questions you may want to ask...

See Above Questions

Mirror: High Influence

Concerns:

See Above Concerns

Questions you may want to ask...

See Above Questions

Mirror: Security In Range

Questions you may want to ask...

See Above Questions

Mirror: Low 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.

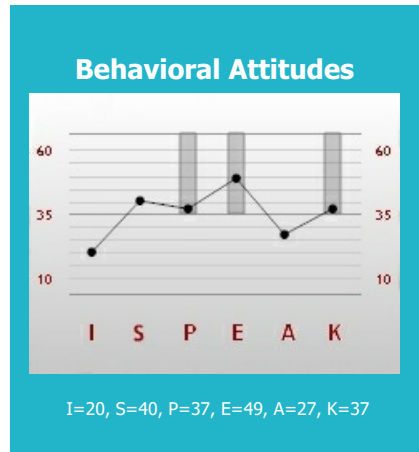
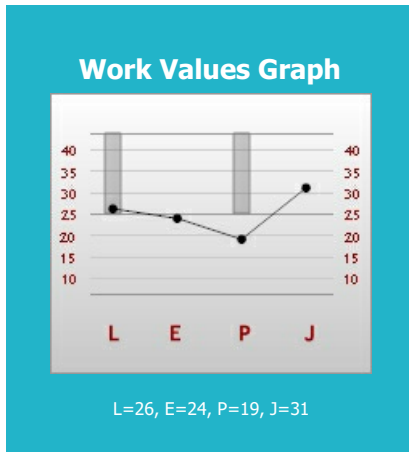
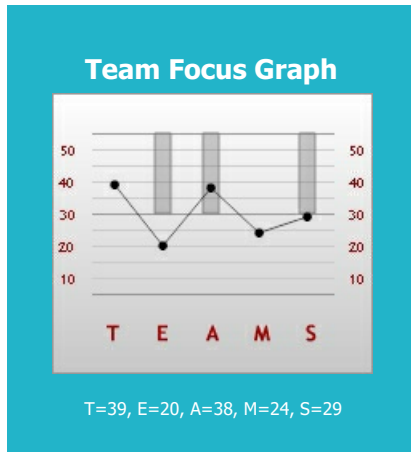
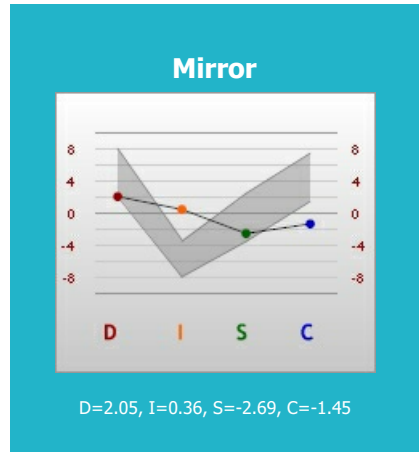
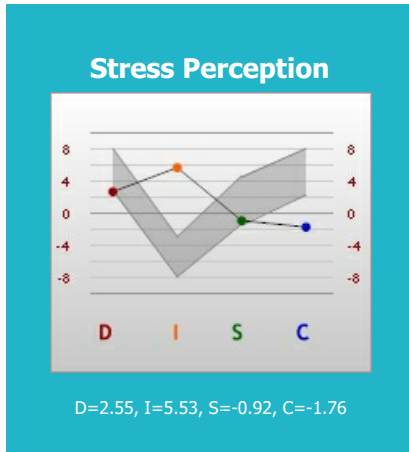
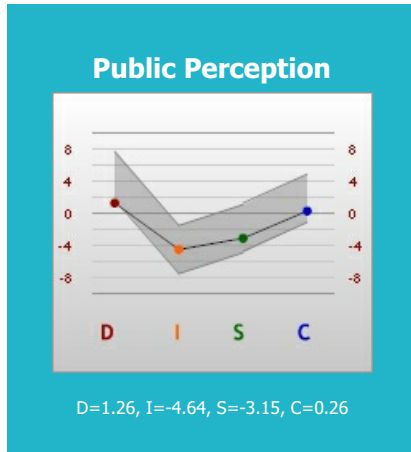
The first 3 graphs are based on the *DISC* portion of the report. Below those are the individual benchmark and graphs for *Team focus*, *Work Values* and *Behavioral Attitude Index*. A more in-depth description of these categories will follow in each of the subsequent sections.

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



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.

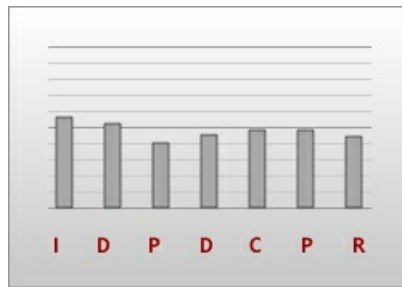
Behavioral Attitude Index (BAI)- The acronym "I-SPEAK" represents the six distinct styles that speak emphatically to a person. Each illustrates a different way of prioritizing your motivations, passions, and your energy investments via thoughts, tasks, and activities which you find most fulfilling. I-SPEAK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



INFLUENCING -

Above Average: You are always considered when a leader is needed. You have great strengths, and know that you possess wonderful insight into systems and people. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit assertive, your optimism and warmth soon have others remembering how important you are to the team.

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 -

Adequate: You can visualize the process necessary to make something work, but prefer to hand this off to someone else. You often times help in the work, but normally you prefer to move on to the next project.

DETAILING -

Good: Others appreciate it when you take the time to make sure the little things get done. You may have a tendency to start at a quick pace but not complete the task. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

CREATING -

Good: You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

PERSISTING -

Good: You are a strong, steady worker who wants to do quality work. Sometimes you may begin to look at other alternatives to completing a project when the going starts getting rough. Remember not to quit nor lose focus on what you have started.

RELATING -

Good: You tend to be task oriented, but know that people and relationships cannot be ignored. You may get caught up in getting things done, but you make up for that by taking time to nurture close relationships.

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:

- Inner Awareness/Spiritual
- Social/Humanitarian
- Power/Political
- Economic/Tangible
- Artistic/Innovative
- Knowledge/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 fulfilling. 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

Jim's primary 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.

Your BAI Style

BAI Style Continued

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.

Your BAI Style

Secondary Style Characteristics

Jim's secondary style is 'Social/Humanitarian'



Social/Humanitarian

a desire to help others altruistically

Those who score very high in this attitude have an inherent love of people. They place great value on interpersonal relationships and are kind, empathetic, devoted, and unselfish. Those with a high Humanitarian/Social score prioritize the happiness, well-being, and comfort of others.

Above all, they seek:

- To be a force of positive change in the world
- To live compassionately
- To respect the importance of community
- To speak up for the rights of others

The Social/Humanitarian behavioral attitude is one that combines compassion and personal responsibility. They place helping others very high on their list of personal priorities, and are unable to sit idly by on the sidelines when they see someone in need. They commit their time and energy working in service of causes they deem important. They pitch in and work to make a difference, confident that even person has a personal responsibility to make the world a better place for each and every individual.

Research into this attitude indicates that not only are these individuals self-sacrificing, they are often self-starters. They show an ability to influence grassroots movements, and have the perseverance to see things through to the end. They have a talent for teamwork, and can inspire others to unite under a common cause. They don't seek personal fame or recognition. Rather, their goal is to achieve a world where everyone is treated with dignity, compassion, and fairness.

The primary motivation of the Social/Humanitarian person is to uphold human rights and fight injustice and inhumanity. They are optimistic, tenacious, and fearless when it comes to fighting for causes they believe in. They are kind-hearted souls, gifted with a warrior's spirit.

Your BAI Style

BAI Style Continued

Qualities unique to people who appreciate "Social/Humanitarian"

General Characteristics:

- Sees their own value through helping others
- Demonstrates a real concern for others
- Naturally empathetic
- Articulate and persuasive
- Generous with their time, talent, and resources

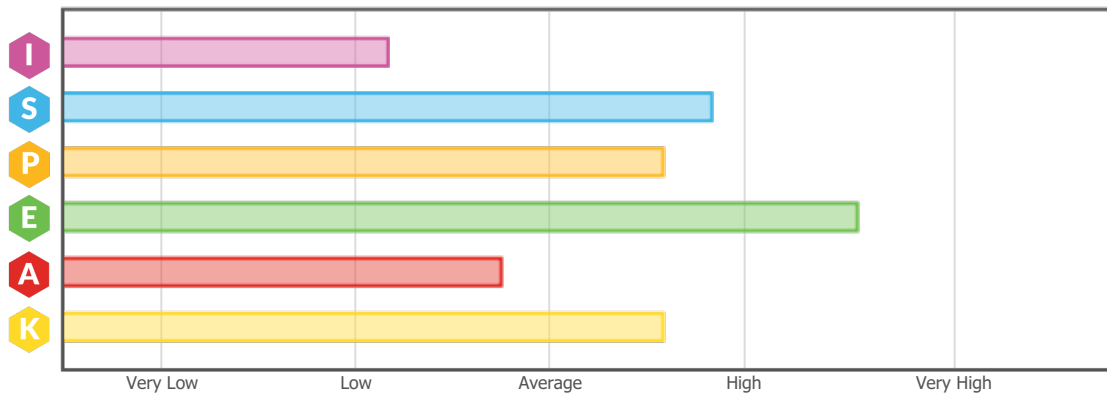
Possible Limitations:

- Has a hard time saying no
- May help others even to their own detriment
- May neglect their own family and friends in service of a cause
- Has difficulty working with people that don't prioritize humanitarian causes

Characteristics in Combination with Other Behavioral Attitudes

- When combined with high **Inner Awareness/Spiritual Growth** behavioral attitudes, their sense of justice, fairness, and equality will be strongly connected to their core spiritual beliefs.
- When combined with high **Power/Political** behavioral attitudes, they will want to see their humanitarian causes acted upon, and will seek positions of power to ensure that this 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** behavioral attitudes, they will focus on harnessing the power and uniqueness of the individual in reaching their goals.
- When combined with high **Knowledge/Proficiency**, they will be committed to educational outreach and fostering a greater public understanding of the issues they care about.

BAI Intensity



I Inner Awareness/Spiritual - Low

- Not bound by traditions and customs.
- Always exploring new ideas and new methods of doing things.

S Social/Humanitarian - High

- Very concerned about the welfare of others and wants everyone to have the opportunity to succeed.
- May not be driven to take the lead when it comes to working towards social and humanitarian causes, but would be an invaluable addition to any team.

P Power/Political - High

- Enjoys opportunities where they can take charge and be the leader.
- Accepts competition and conflict as a necessary part of life.

E Economics/Tangible - Very High

- Money and what it represents are extremely important.
- Status is seen as a by product of wealth.

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.

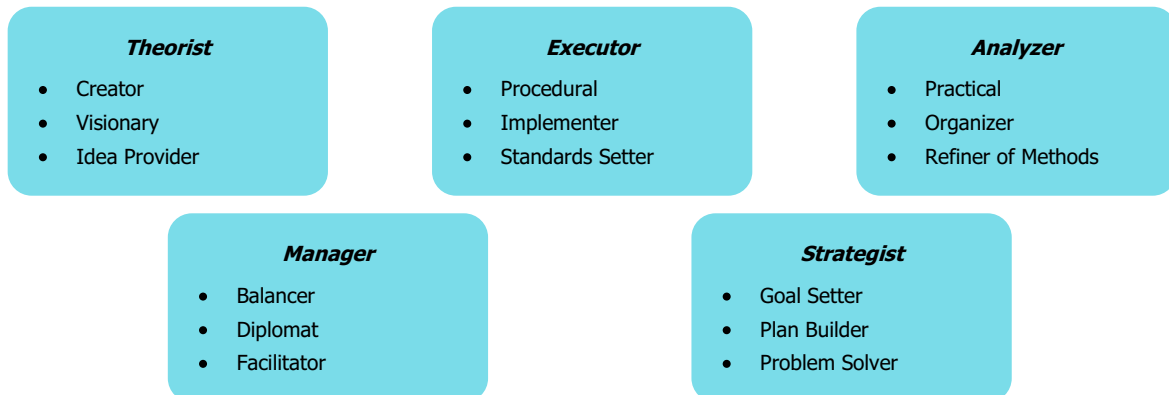
Introduction to your TEAMS Style Report

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 performed 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



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

Jim's team role preferences

High Style: Theorist

The Theorist is the member of the team who generates ideas, models and hypotheses. They have the capability to exhibit a high task-orientation while remaining very sensitive to problems. Theorists have an innate ability to see problems and situations from different vantage points and thereby develop ideas and solutions that others may overlook. They are creative, determined and analytical in their approach to effective problem-solving, and are highly unwilling to accept a "quick fix." Theorists initiate changes and improvements. They tend to be determined individuals and are often very sociable. These are the people who excel at "thinking outside the box." When they also possess high levels of interpersonal communication skills, they can be very effective at recruiting people to help implement their ideas. Theorists are a source of fresh insights, innovative concepts, inventive and unique approaches, and ground-breaking proposals. Once the ideas have been generated, Theorists will interact well with Strategists and Analyzers to determine the best methods for implementing their ideas.

Theorists are valued for their ability to move the team in new directions, exploring and defining solutions. They are not afraid of the untried or the unique, and tend to move rapidly through a series of several different approaches to move any project or concept forward.

Theorists are creative problem-solvers. Their primary team strength is their excellent ability to see problems from a new angle. Theorists see solutions that others do not. Their conceptual developments often go beyond the obvious to the unique. They possess an uncanny ability to provide an accurate assessment of the present situation and the necessary steps to follow. They interact very well with Strategists. Theorists are not afraid of new ideas and will often take a thorough and methodical approach to problem-solving that examines several possible solutions. Many Theorists have strong, well-developed communication skills. They are able to negotiate conflicts by taking positive action and presenting several options that consider all possible avenues.

The Theorist loves new ideas, and may have a tendency to focus on generating new ideas rather than focusing on completion. They need deadlines and will benefit from high levels of interaction with other team members who have the ability to help them focus on follow-through. When appropriate, their creative energy needs to be directed towards the implementation of their ideas rather than the creation of new ones.



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: 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.



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 Equivalence Value, 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

Jim'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

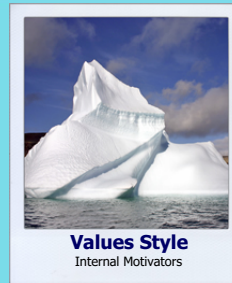
The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

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?"



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: Loyalty

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

- Focusing on people working together for the greater good.
- Protecting from challenging situations by responsible living and pulling together.
- Avoiding the loss of social respect from others.
- Following the proper and correct way of doing things in accordance with established rules and authority.
- Conforming to traditional patterns through personal commitments and promises.
- **Focus:** On traditions
- **Outlook:** Recognizes established authority
- **Goal:** Responsible living
- **Fear:** Loss of social respect/disloyalty
- **Workstyle:** Meaningful involvement

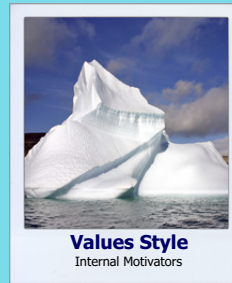
The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

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

- "I attempt to correct situations in which others have failed to follow through on their commitments."
- "I expect others to share my work ethic and loyalty."
- "I am concerned about what others think of me."
- "I prefer to work within a cooperative group."
- "I do not strive for or seek immediate rewards or gratification."
- "I am very protective of my established 'way of life.'"
- "I am loyal to a mission or a belief system."

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"
- "Is there common ground or a common denominator upon which we can all agree?"



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 Concluder style

Remember, a Concluder may want:

- Authority, varied activities, prestige, freedom, assignments promoting growth, opportunity for advancement

Greatest fear:

- Being taken advantage of, being talked about

When communicating with Jim, a Concluder, DO:

- Talk about results, not processes
- Talk about solutions, not problems
- Focus on business; remember they desire results
- Suggest ways for him/her to achieve results, be in charge, and solve problems
- Let them in on the "big picture" because they are visionary
- Agree with facts and ideas rather than the person when in agreement

When communicating with Jim, a Concluder, DO NOT:

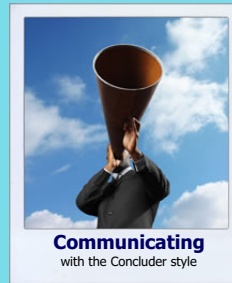
- Ramble, repeat yourself, or do all the talking
- Focus on problems
- Be pessimistic or challenge them directly
- Focus on the process and details

While analyzing information, Jim, a Concluder may:

- Ignore potential risks
- Not weigh the pros and cons
- Not consider others' opinions
- Offer innovative and progressive systems and ideas

Motivational Characteristics

- **Motivating Goals:** Dominance and independence
- **Evaluates Others by:** Ability to complete a task quickly
- **Influences Others by:** Force of character, persistence
- **Value to Team:** Determination; striving to overcome obstacles
- **Overuses:** Impatience, competition
- **Reaction to Pressure:** Analytical, belligerent, logical
- **Greatest Fears:** Slowness or being seen as too jovial
- **Areas for Improvement:** Increase patience, concern for people, humility



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating

with the Concluder style

Jim Sample

Value to the group:

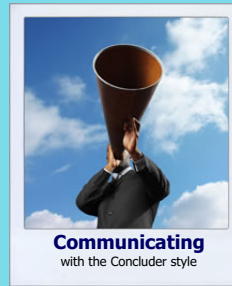
- Bottom-line organizer
- High energy, spurs activity
- Can multi-task easily
- Decisive and great in a crisis

Concluders possess these positive characteristics in groups:

- Instinctive leaders
- Direct and decisive
- Innovative in getting results
- Maintain focus on goals
- Great communicators, willing to give opinions
- Overcome obstacles, they see silver lining
- Provide direction and leadership
- Push group toward their goals
- Generally optimistic
- Welcome challenges without fear
- Accept risks
- Sees the big picture
- Can handle multiple projects
- Function well with heavy workloads

Personal growth areas for Concluders:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less controlling, be more patient
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into the details and process
- Take time to explain the "whys" of your statements and proposals



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

Jim's style is identified by the keyword "Concluder".

Jim, as a Concluder style, tends to be a strong individualist. Jim is forward-looking, progressive and competitive. They can also be direct and even forceful at times. Concluders are curious and have a wide range of interests. They are logical, incisive and critical in their problem solving. Many times a Concluder will come up with the imaginative and unusual. Jim has good leadership abilities. A Concluder's task-orientation tends to outweigh their people-orientation. Concluders have high standards and can appear to be critical when these standards are not met. Concluders may also place high standards on surrounding people and expect perfection from them as well. Jim seeks authority and challenging assignments.

Concluders can have a very strong impact on people and can motivate others to achieve goals. Because of these characteristics, they need to be sensitive to the people around them. Their high-risk, adventurous spirit moves them through life at a fast pace while making things happen in the lives of the people. Others may see concluders as opinionated and they will challenge others' opinions.

Concluders tend to be short tempered, especially when they feel someone is taking advantage of them. They thrive on activity and a consistently forward moving environment. A Concluder may put themselves in the position of being affected by other peoples' actions because they want to be involved in everything going on around them. Concluders may want to take charge of problems that are out of their area of responsibility and may be irritated when others do not share their sense of urgency. Jim is constantly thinking about what to move on to next that is new and exciting.

Jim is motivated by the ability to lead groups and influence others such as associates, co-workers and friends. This is someone who takes the responsibility of leadership seriously, and is typically able to make important decisions without delay. Jim exudes confidence and others respond to their natural ability to be a front runner.

Jim can easily find the silver lining in a difficult situation and typically enjoys the thrill of trying new things. This individual has a gift for influencing associates and is viewed as an instinctive communicator. Others find Jim easy to approach and enjoy their easy, open rapport.

Others see Jim as a versatile person whom they rely upon to break up monotonous or routine situations. Sometimes preferring to do things outside of the team, this person tends to be individualistic. Jim may even be perceived as "restless" and tends to move quickly from one thing to the next.

Jim will usually test ideas against proven standards in an effort to be inventive. Jim can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Jim acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

Natural leader and spokesperson
High ego strength
Influential and motivating
High energy, extroverted, and optimistic

General Characteristics

Being able to direct and pioneer
Power and authority to take risks and make decisions
Freedom from routine and mundane tasks
Changing environments in which to work

Motivated By

A competitive environment with rewards
Being able to delegate details to others
Freedom from controls, supervision, and details
Evaluation based on results, not methods

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 Maxwell Leadership Certified Team Member, 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 Leadership Team Development Programs, based on people centric, values based leadership, 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!