

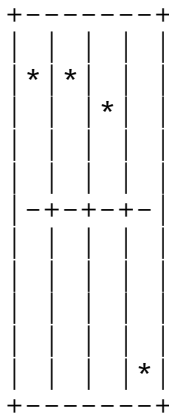
Working with Jonathan James

The purpose of this report is to help you work more effectively with Jonathan. You will learn how to flex your behaviors for optimal communication with your colleague. Difficulties in communication usually arise from the differences in your Primary Traits. By studying this report and making the suggested behavioral adjustments, you will take definite steps toward a more open, positive relationship with this particular team member. You will also maximize your influence when communicating with this individual. You must remember to take responsibility for successful communication between Jonathan and yourself.

Jennifer Adamm

06-16-1999

D E P C



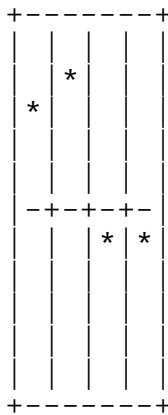
D: +22
E: +19
P: +13
C: -28

Dominance +
Conformity
Mid Rat'l., High Intu.
Very High

Jonathan James

09-06-1999

D E P C



D: +15
E: +21
P: -6
C: -4

Extroversion +
Patience
Low Rat'l., Low Intu.
Below Average

When interacting with Jonathan, you will need to use an indirect style in your communications rather than your usual direct and candid style. Also, you will tend to be more technically oriented than Jonathan, so be prepared to brief Jonathan on technical issues. Feel free to use anecdotes to illustrate the concepts you need to convey. Don't hesitate to mention the names of people you both know.

Trait Interaction with Jonathan James

DOMINANCE: Both you and Jonathan have Dominance above the midline. Because you are accountable for improved communication, you should stretch your Dominance lower and allow Jonathan to feel more in control of your interactions. You need to remember that it will be important to focus on getting results.

EXTROVERSION: Both your and Jonathan's Extroversion are above the midline. You should be able to communicate effectively and enjoy the process. However, you will need to be accountable for bringing discussions to a successful and timely conclusion. You must ensure that socializing and other digressions do not sidetrack discussions.

PATIENCE: Your Patience trait is above the midline while Jonathan's is below. Since Jonathan has a strong sense of urgency, you will need to speed up your rate of communication. Move through issues rapidly to keep Jonathan's attention.

CONFORMITY: Both your and Jonathan's Conformity are below the midline. Because you are accountable for successful communication between you and Jonathan, you will need to stretch your Conformity higher. Consider the importance of details and systems, because Jonathan will prefer to look at the larger picture, and to seek creative solutions. Brainstorming sessions with Jonathan will be extremely productive; take care to keep the discussion focused on major issues.

Communicating Effectively with Jonathan James

Jonathan's Priorities:

- Initiating projects.
- Being part of an exciting team.
- Making money and increasing status.
- Building relationships.
- Working in a fast-paced, ever-changing environment.
- Seeing immediately the results of his/her efforts.

Creating Rapport with Jonathan:

- Relate interesting stories involving people you both know.
- Create exciting opportunities for Jonathan to "look good."
- Socialize and establish rapport before settling down to business.
- Be outgoing, optimistic, and enthusiastic.
- Be eager and ambitious.
- Present your ideas urgently and compellingly.

Keys to Effective Communication with Jonathan:

- Be quick, instinctive, and maintain eye contact.
- Maximize your influence with illustrative stories.
- Demonstrate an appreciation of people.
- Say it with flair; join in their fun style.
- Get to the point quickly.
- Realize that it will be a challenge to keep Jonathan's interest.

Sensitive Areas:

- Don't fail to invite Jonathan to key meetings.
- Actively maintain Jonathan's friendship.
- Avoid being abrupt or unfriendly with Jonathan.
- Remember that Jonathan lives for people-contact.
- Don't let Jonathan perceive you as dull or boring.
- Understand that Jonathan may be a poor listener.

Working with Janice Joplin

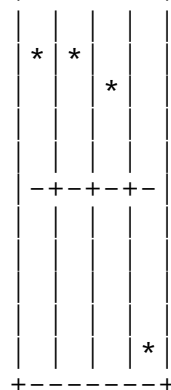
The purpose of this report is to help you work more effectively with Janice. You will learn how to flex your behaviors for optimal communication with your colleague. Difficulties in communication usually arise from the differences in your Primary Traits. By studying this report and making the suggested behavioral adjustments, you will take definite steps toward a more open, positive relationship with this particular team member. You will also maximize your influence when communicating with this individual. You must remember to take responsibility for successful communication between Janice and yourself.

Jennifer Adamm

06-16-1999

D E P C

+-----+



D: +22
E: +19
P: +13
C: -28

+-----+

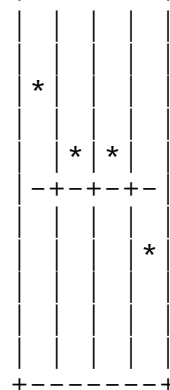
Dominance +
Conformity
Mid Rat'l., High Intu.
Very High

Janice Joplin

05-20-1999

D E P C

+-----+



D: +15
E: +5
P: +6
C: -11

+-----+

Dominance +
Conformity
Facts
Above Average

Because you are accountable for successful communication between yourself and Janice, you will need to stretch your Dominance lower and let Janice appear to be in control. It is very important to reach agreement on mutual goals and expected results. You will be able to work well with each other when you have strong mutual respect and share the same goals. Recognize that your candor may create some very tough-minded talking; it's very important that you are comfortable with each other in that kind of environment.

Trait Interaction with Janice Joplin

DOMINANCE: Both you and Janice have Dominance above the midline. Because you are accountable for improved communication, you should stretch your Dominance lower and allow Janice to feel more in control of your interactions. You need to remember that it will be important to focus on getting results.

EXTROVERSION: Both your and Janice's Extroversion are above the midline. You should be able to communicate effectively and enjoy the process. However, you will need to be accountable for bringing discussions to a successful and timely conclusion. You must ensure that socializing and other digressions do not sidetrack discussions.

PATIENCE: Both your and Janice's Patience are above the midline. Since you are accountable for the success of the communication, you will need to stretch your Patience lower and move the discussion along. Probe to discover Janice's concerns regarding timing - and then position yourself accordingly.

CONFORMITY: Both your and Janice's Conformity are below the midline. Because you are accountable for successful communication between you and Janice, you will need to stretch your Conformity higher. Consider the importance of details and systems, because Janice will prefer to look at the larger picture, and to seek creative solutions. Brainstorming sessions with Janice will be extremely productive; take care to keep the discussion focused on major issues.

Communicating Effectively with Janice Joplin

Janice's Priorities:

- Being in control.
- Projecting confidence.
- Competing.
- Getting results.
- Thinking strategically and being free from details.
- Being independent and able to solve problems creatively.

Creating Rapport with Janice:

- Act with self-confidence.
- Focus on the bottom line.
- Be decisive and get results.
- Be quick and determined.
- Concentrate on innovative and creative strategic planning.
- Be flexible and leave the details for later.

Keys to Effective Communication with Janice:

- Be frank and straightforward.
- Focus on their needs and don't shrink from risk.
- Quote recognized authorities and senior-level executives.
- Say it with self-assured certainty.
- Be candid, imaginative, and original.
- Keep in mind Janice's dislike of routine details.

Sensitive Areas:

- Never give Janice a reason to doubt your ability to get the job done.
- Be on time - and be prepared to get down to business.
- Don't try to seize control from Janice.
- Never lose sight of Janice's personal objectives.
- Never threaten Janice's independence.
- Janice could be demoralized by too much regimentation.

Working with Jane Smith

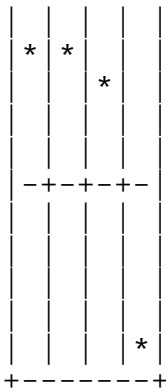
The purpose of this report is to help you work more effectively with Jane. You will learn how to flex your behaviors for optimal communication with your colleague. Difficulties in communication usually arise from the differences in your Primary Traits. By studying this report and making the suggested behavioral adjustments, you will take definite steps toward a more open, positive relationship with this particular team member. You will also maximize your influence when communicating with this individual. You must remember to take responsibility for successful communication between Jane and yourself.

Jennifer Adamm

06-16-1999

D E P C

+-----+



D: +22
E: +19
P: +13
C: -28

+-----+

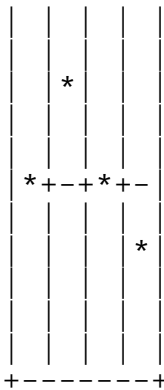
Dominance +
Conformity
Mid Rat'l., High Intu.
Very High

Jane Smith

03-01-1999

D E P C

+-----+



D: +2
E: +18
P: -1
C: -12

+-----+

Extroversion +
Conformity
Facts
Above Average

When interacting with Jane, you will need to use an indirect style in your communications rather than your usual direct and candid style. Also, you will tend to be more technically oriented than Jane, so be prepared to brief Jane on technical issues. Feel free to use anecdotes to illustrate the concepts you need to convey. Don't hesitate to mention the names of people you both know.

Trait Interaction with Jane Smith

DOMINANCE: Both you and Jane have Dominance above the midline. Because you are accountable for improved communication, you should stretch your Dominance lower and allow Jane to feel more in control of your interactions. You need to remember that it will be important to focus on getting results.

EXTROVERSION: Both your and Jane's Extroversion are above the midline. You should be able to communicate effectively and enjoy the process. However, you will need to be accountable for bringing discussions to a successful and timely conclusion. You must ensure that socializing and other digressions do not sidetrack discussions.

PATIENCE: Your Patience trait is above the midline while Jane's is below. Since Jane has a strong sense of urgency, you will need to speed up your rate of communication. Move through issues rapidly to keep Jane's attention.

CONFORMITY: Both your and Jane's Conformity are below the midline. Because you are accountable for successful communication between you and Jane, you will need to stretch your Conformity higher. Consider the importance of details and systems, because Jane will prefer to look at the larger picture, and to seek creative solutions. Brainstorming sessions with Jane will be extremely productive; take care to keep the discussion focused on major issues.

Communicating Effectively with Jane Smith

Jane's Priorities:

- Initiating projects.
- Being part of an exciting team.
- Making money and increasing status.
- Building relationships.
- Thinking strategically and being free from details.
- Being independent and able to solve problems creatively.

Creating Rapport with Jane:

- Relate interesting stories involving people you both know.
- Create exciting opportunities for Jane to "look good."
- Socialize and establish rapport before settling down to business.
- Be outgoing, optimistic, and enthusiastic.
- Concentrate on innovative and creative strategic planning.
- Be flexible and leave the details for later.

Keys to Effective Communication with Jane:

- Be quick, instinctive, and maintain eye contact.
- Maximize your influence with illustrative stories.
- Demonstrate an appreciation of people.
- Say it with flair; join in their fun style.
- Be candid, imaginative, and original.
- Keep in mind Jane's dislike of routine details.

Sensitive Areas:

- Don't fail to invite Jane to key meetings.
- Actively maintain Jane's friendship.
- Avoid being abrupt or unfriendly with Jane.
- Remember that Jane lives for people-contact.
- Never threaten Jane's independence.
- Jane could be demoralized by too much regimentation.