



CAREER PLANNING INSIGHTS



Mike Klausmeier

3-6-2013



Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

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

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*

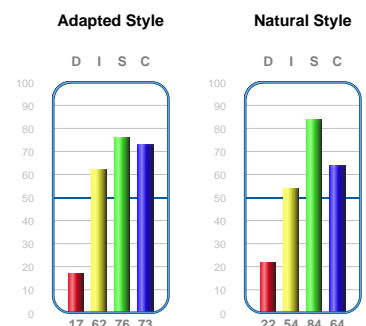


PERSONAL CHARACTERISTICS

Based on Mike's responses, the report has selected general statements to provide you with a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Mike's natural behavior.

Mike likes to set his own pace. When others try to rush him, he feels threatened and may balk. He prefers to help and support others rather than compete against them. He sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family. Loyalty and being a team player are usually his goals. He is a good, steady, dependable team member. While he is usually considered as people-oriented, he does have a technical side. He doesn't resist change as much as he resists being changed. He needs to be an active participant in situations that will impact his work. Relationships with others are warm, personal and lasting. He is good at maintaining relationships both on and off the job. He manifests a caring and warm demeanor to the people in his life. Mike can be discreet and sociable as called for by the situation. When challenged, he becomes more objective.

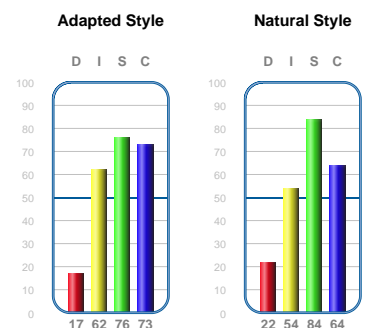
Mike prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. He may want to think over major decisions before acting. He must be convinced that actions will produce the desired result. Making plans and following those plans is important to him. He is persistent and persevering in his approach to achieving goals. Mike finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." He can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. He may tend to fight for his beliefs or those things he feels passionate about. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after





gathering much data, and he probably won't want to repeat the process.

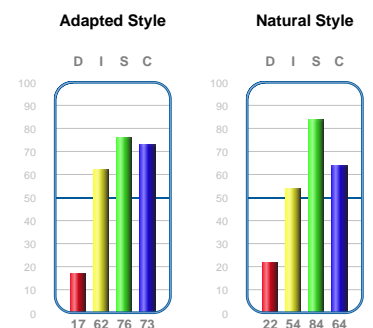
Mike is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. He is quick to pick up on group dynamics and skilled in fitting in with a group. He brings both speaking and listening skills to the group. He will be open with those he trusts; however, reaching the required trust level may take time. He likes a friendly, open style of communication. Mike does not enjoy confrontation for confrontation's sake. He feels he can win through patience and resolve. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He likes to know what is expected of him in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues.





This section of the report identifies the specific talents and behavior Mike brings to the job. By looking at these statements, one can identify his role in the organization. By identifying Mike's talent, the organization can develop a system to capitalize on his particular value to the organization and make him an integral part of the team.

- People-oriented.
- Respect for authority and organizational structure.
- Will gather data for decision making.
- Turns confrontation into positives.
- Service-oriented.
- Flexible.
- Concerned about quality.

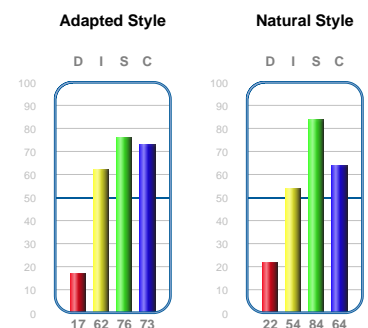




In this section are some needs which must be met in order for Mike to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is very difficult for a person to enter a motivational environment when that person's basic management needs have not been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

Mike needs:

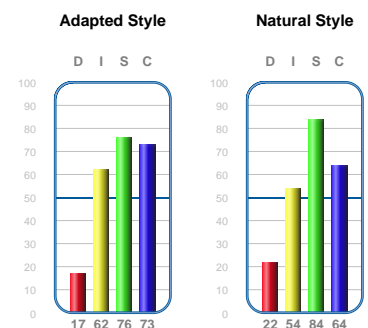
- Rewards in terms of tangible things, not just flattery and praise.
- A program to encourage creativity and self-worth.
- To set professional and family goals.
- Reassurances that he is doing the job right.
- To be introduced to the new employees.
- The facts in a logical sequence.
- Capable associates with which to work.
- To be more direct and less subjective.
- A quality product in which to believe.
- A way to say "no" when he feels "no."
- A feeling of belonging--to know how important he is to the team.





This section gives general information on behavior that Mike deems necessary to be successful on the job. One should read this section and determine if the behavior described is job related. If the behavior is not job-related, Mike does not understand the behavior required to be successful in the job.

- Adherence to established guidelines and procedures.
- Presenting a practical, proven approach to decision making.
- Being a good "team player."
- Being cooperative and supportive.
- Exhibiting patience and good listening skills.
- Undemanding of others' time and attention.
- Freedom from confrontation.
- Consistency of task performance.
- Being cordial and helpful when dealing with new clients or customers.
- Logical solutions.
- Diplomatic cooperation in team interaction.
- Being conservative, not competitive, in nature.
- Limited or prepared changes in routine.

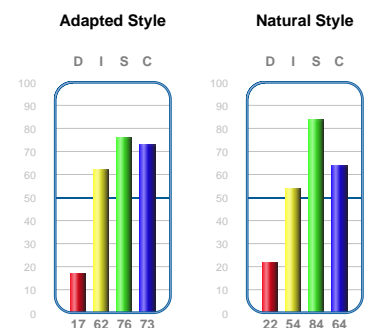




This section of the report was produced by analyzing Mike's wants. People are motivated by the things they want, thus: wants that are satisfied no longer motivate. Analyze each statement produced in this section and highlight those that are present "wants."

Mike wants:

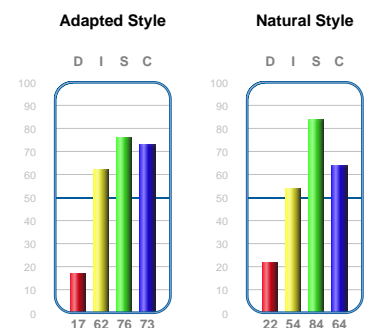
- Safety and security of the situation.
- Freedom from conflict and confrontation.
- To work with people with whom he can trust.
- A predictable environment.
- To be persuaded by logic and emotion.
- To be accepted as a member of the team.
- Constant appreciation, and a feeling of security on the team.
- A leader to follow and one who sets good examples.
- People who understand his reasons for not wanting to argue.
- Peace and harmony.
- Recognition for loyalty and long service.
- Activities that don't infringe on family life.





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

- An environment that allows time to change.
- Assignments that can be completed one at a time.
- Practical work procedures.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Needs personal attention from his manager and compliments for each assignment well done.
- A stable and predictable environment.
- Work place where people seldom get mad.



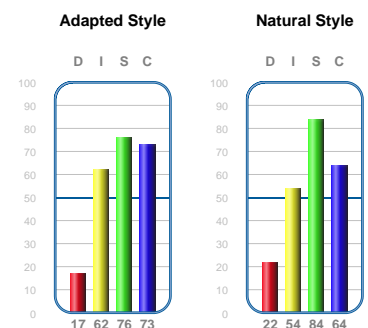


CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday management of Mike.

Do:

- Patiently draw out personal goals and work with him to help him achieve those goals; listen and be responsive.
- Give him time to ask questions.
- Give him time to verify reliability of your comments--be accurate and realistic.
- Be prepared.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Use scheduled timetable when implementing new action.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Support your communications with correct facts and data.
- Keep conversation at discussion level.

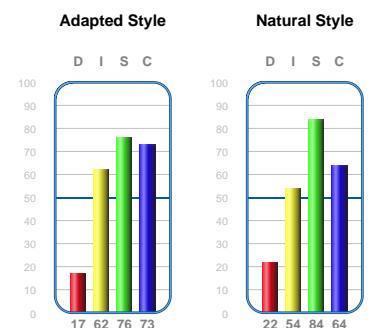




STRENGTHS AND WEAKNESSES

In this area of the report is a listing of strengths and weaknesses without regard to a specific job. Cross out those weaknesses that do not apply. Highlight 1 to 3 weaknesses that are hindering performance and develop an action plan to eliminate or reduce this hindrance.

- STRENGTH - Predictable and reliable. POTENTIAL WEAKNESS - May be inflexible and resist change.
- STRENGTH - Will work for a cause and a leader. POTENTIAL WEAKNESS - May procrastinate on decisions when in the leadership role.
- STRENGTH - Good listener. POTENTIAL WEAKNESS - May be possessive of information.
- STRENGTH - Stable and persistent. POTENTIAL WEAKNESS - Be relaxed and contented with things the way they are.
- STRENGTH - Task-oriented. POTENTIAL WEAKNESS - May bury himself in the task and fail to deal with people problems in a timely fashion.





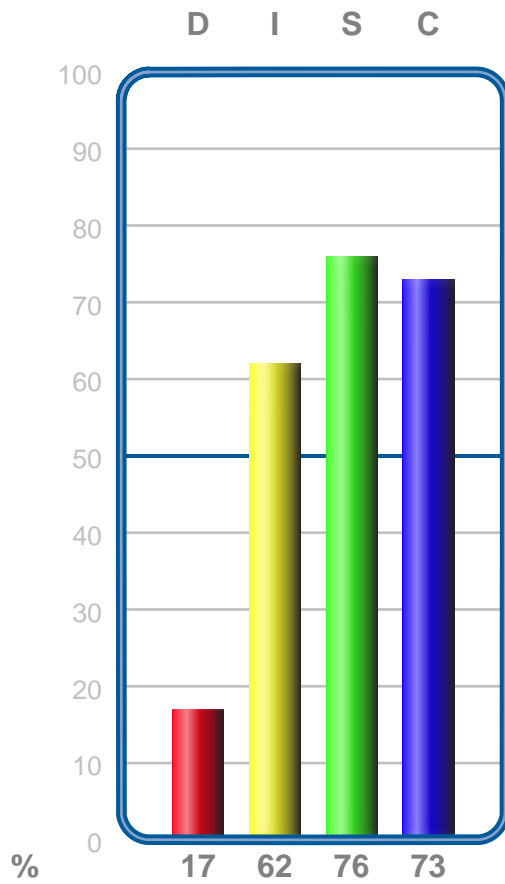
Mike Klausmeier

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MOST

Graph I

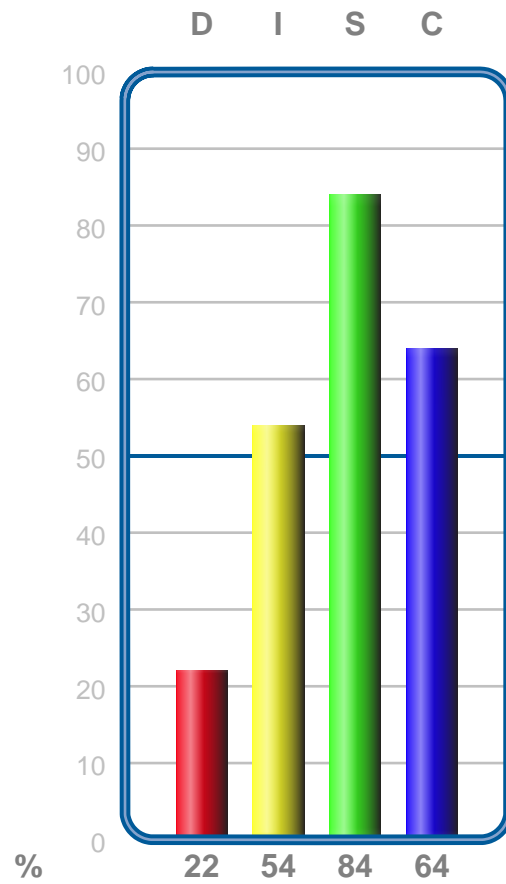
Adapted Style



LEAST

Graph II

Natural Style



Norm 2012 R4



The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

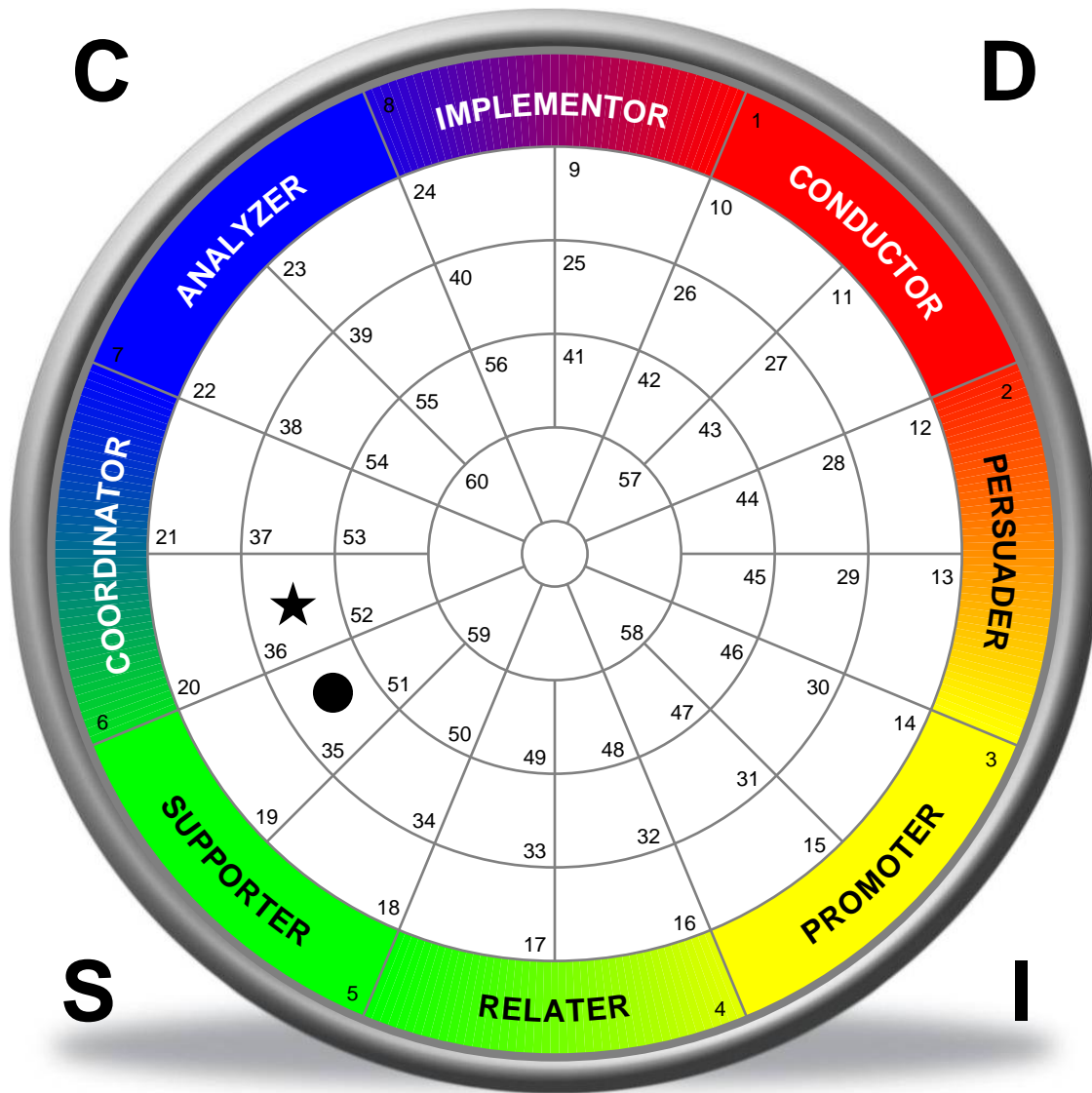
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



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3-6-2013



Adapted: ★ (36) SUPPORTING COORDINATOR (FLEXIBLE)
 Natural: ● (35) COORDINATING SUPPORTER (FLEXIBLE)

Norm 2012 R4



CAREER PLANNING INSIGHTS



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3-6-2013



This report compares your ideal and present job. If the ideal job and present job are the same on a factor, only one list of statements will appear. A side by side listing will be printed when they are different. Read, discuss, and clarify to identify the type of behavior you want to use on the job.



DOMINANCE - CHALLENGE

This page of the report lists how the job requires a person to respond to problems and challenges. Scope of authority, power and decisiveness may be key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Some rules and procedures to follow.
2. More emphasis on quality than on efficiency.
3. Adaptability.
4. Leadership by example.
5. Limited scope of activities.
6. Analysis of data before making a decision.
7. Patience.

"Ideal" job behavioral demands are:

1. Calculating the use of power and authority.
2. Responding to problems and challenges.
3. A drive to succeed.
4. Clarification of authority and parameters.
5. Challenging assignments.
6. Independent thinking.
7. Freedom from much detail work.
8. Flexibility.
9. Ability to solve problems and meet challenges.
10. Taking an idea and moving with it, but not beyond the scope of authority.
11. Supporting change.
12. Participating in decision making.



This page of the report lists how the job requires a person to influence others to a way of thinking or doing. Trust, openness, facts and data (oral or written), discussion, and communication are key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Working with things.
2. Sincere approach to helping others.
3. Consider facts and data in making decisions.
4. Time to react to change.
5. Logical approach without ignoring peoples needs.
6. Coaching and counseling.
7. Reflective approach to work activities.
8. Participatory management.

"Ideal" job behavioral demands are:

1. Democratic relationships.
2. Earned trust.
3. Friendly work environment.
4. Verbal skills.
5. Being polite and diplomatic.
6. Working with people.
7. Acceptance of new ideas.
8. Coaching and counseling.
9. Participatory management.



STEADINESS - CONSISTENCY

This page of the report lists how the job requires a person to deal with activity levels. Change, persistence, consistency, and listening skills are key areas. Analyze carefully.

"Present" job behavioral demands are:

1. Patience.
2. Ability to listen.
3. Working within the system.
4. Task oriented concentration.
5. Follows through on task.
6. Limited change in work activities.
7. Team participation.
8. Security for self and others.
9. Job description in writing.
10. Consistent performance.
11. Sincere approach to working with people.
12. Friendly environment.

"Ideal" job behavioral demands are:

1. Juggling several balls at the same time.
2. Openness in communication.
3. Alertness and sensitivity to problems.
4. Ability to work on more than one project.
5. Flexibility.
6. Adaptability to change.
7. Support system to help with detail.
8. Questioning procedures.



COMPLIANCE - CONSTRAINTS

This page of the report lists how the job requires a person to respond to rules and regulations set by other people. Key areas to consider are rules required to maintain quality, accuracy, and precision. Analyze carefully.

"Present" job behavioral demands are:

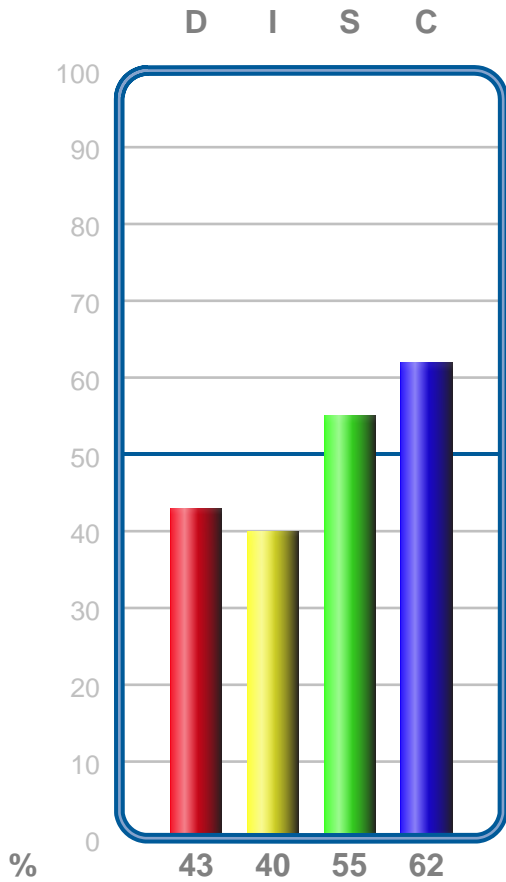
1. Rules and procedures.
2. Quality control.
3. Systematic approach to work.
4. Thinking before acting.
5. Analysis of facts and data.
6. Clarification of responsibility and authority.
7. Clean work station.
8. Disciplined use of time.
9. Balanced judgment.
10. Clarification of data.

"Ideal" job behavioral demands are:

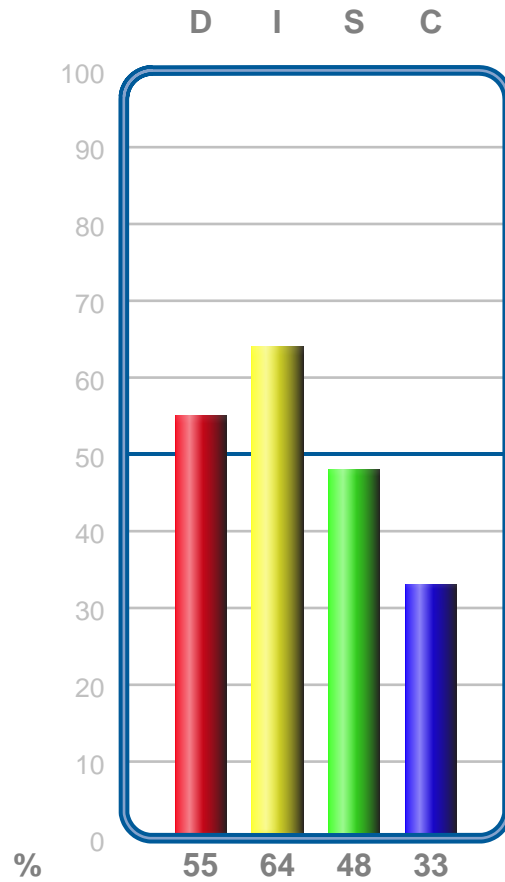
1. Awareness and sensitivity to rules and procedures.
2. Practical work.
3. Persistence in getting the job completed.
4. Freedom from direct control and supervision.
5. Expression of new ideas.
6. Limited independence to question procedures.
7. Testing new ideas and procedures.
8. Taking calculated risks.
9. Questioning the status quo.



**Work Environment
PRESENT
Mike Klausmeier**



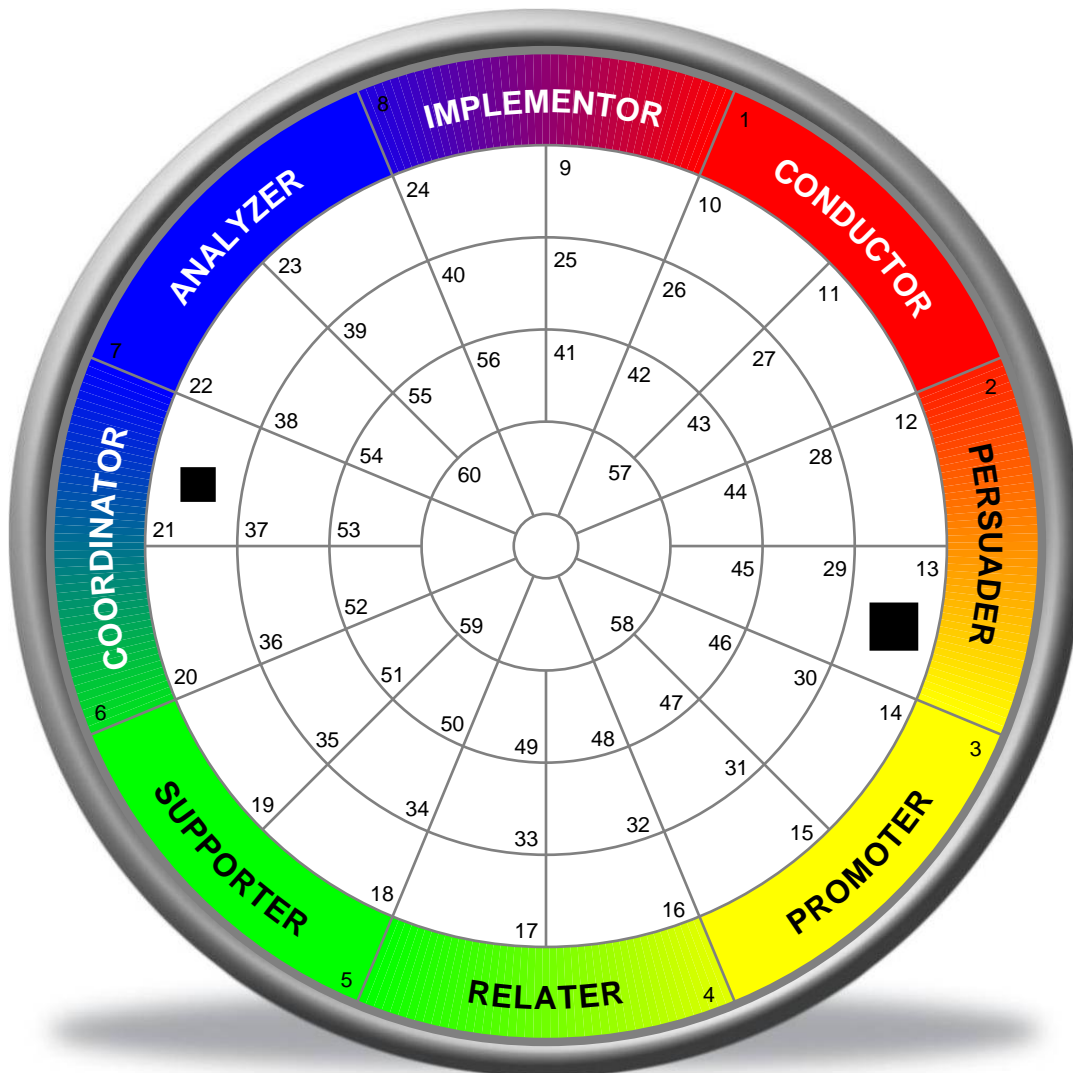
**Work Environment
IDEAL
Mike Klausmeier**





Mike Klausmeier

3-6-2013



Present Work Environment: ■ (21) ANALYZING COORDINATOR

Ideal Work Environment: ■ (13) PROMOTING PERSUADER



CAREER PLANNING INSIGHTS



Mike Klausmeier

3-6-2013



Today's workplace is in constant change and careers are evolving to keep pace. It will not be unusual for people to change careers 4-5 times during their working lives. Furthermore, research indicates that over 50% of working people hold jobs that do not utilize their natural talents, so they are neither fully motivated nor satisfied with their work.

Given these realities, it becomes more important than ever for people to be prepared to make informed career decisions based on a solid understanding of their own behavioral styles and natural talents. With increased understanding of the talents you bring to the workplace, you can maximize your ability to succeed and achieve career satisfaction in a changing environment.

The following Job Indicator section has been designed to stretch your imagination and give you ideas. The message is: "Your options are many." This section will present a listing of jobs that can provide a suitable match to your natural behavioral style, as identified earlier in this report. Review these potential jobs and decide which of them appeal to your individual preferences, values and lifestyle. Remember, they are designed to stretch your imagination and give you ideas!

The career listings presented in this section are derived from the latest issue of The Occupational Information Network (O*NET) database, developed for the US Department of Labor by the National O*NET Consortium. You will find a wealth of related career information for your continued research at the following websites: <http://online.onetcenter.org> and the US Dept. of Labor, Employment & Training Administration: <http://www.doleta.gov/programs/onet>.



CODE	OCCUPATION
51-3011	Baker
43-3011	Bill and Accounts Collector
47-2021	Brick and Stone Mason
43-4011	Brokerage Clerk
53-3021	Bus Driver
47-2041	Carpet Installer
41-2011	Cashier
47-2051	Cement Mason, Concrete Finisher
39-9011	Child Care Worker
47-2061	Construction Laborer
35-2011	Cook, fast food
41-2021	Counter and Rental Clerk
43-5021	Courier & Messenger
43-4041	Credit Authorizer
43-9021	Data Entry Keyer
47-2081	Drywall & Ceiling Tile Installer
47-2111	Electrician
29-2041	Emergency Medical Technician & Paramedic
45-2092	Farmworker & Laborer, Crop, Nursery, & Greenhouse
43-4071	File Clerk
45-3011	Fisher and Fishing Vessel Operator
27-1023	Floral Designer
45-4011	Forrest and Conservation Worker
39-3011	Gaming Dealer
39-1011	Gaming Supervisor
47-2121	Glazier
47-4051	Highway Maintenance Worker
31-1011	Home Health Aide
43-4081	Hotel, Motel and Resort Clerk
43-4161	Human Resources Assistant
49-9041	Industrial Machinery Mechanic
53-7051	Industrial Truck & Tractor Operator
55-3016	Infantry
47-2131	Insulation Worker
37-2011	Janitor & Cleaner
43-4121	Library Assistant, clerical
33-9092	Lifeguard, Ski Patrol other recreational protective service worker
49-9042	Maintenance and Repair Worker, General
43-9061	Office Clerk
47-2073	Operating Engineer & Other Construction Equipment Operator
43-4151	Order Clerk
43-3051	Payroll Clerk
37-2021	Pest Control Worker
31-9095	Pharmacy Aide
43-5051	Postal Service Clerk
41-9011	Product Promoter & Demonstrator



NAME : Mike Klausmeier
EDUCATION : High School

Mike Klausmeier

CODE	OCCUPATION
43-5061	Production and Planning Clerk
43-4171	Receptionist and Information Clerk
43-4181	Reservation & Transportation Ticket Agent & Travel Clerk
47-2181	Roofer
49-2098	Security & Fire Alarm Systems Installer
33-9032	Security Guard
21-1093	Social & Human Services Assistant
13-2082	Tax Preparer
53-3041	Taxi Driver and Chauffeur
25-9041	Teacher Assistant
49-2022	Telecommunications Installer & Repairer
43-3071	Teller
53-3032	Truck Driver, Heavy & Tractor-Trailer
35-3031	Waitress & Waiter



CODE	OCCUPATION
13-2011	Accountant & Auditor
27-2011	Actor & Actress
53-2011	Airline Pilot, Copilot & Flight Engineer
17-3011	Architectural & Civil Drafter
27-1014	Artist & Animator, multi-media
29-9091	Athletic Trainer
49-3023	Automotive Service Technician
39-5011	Barber & Cosmetologist
43-3021	Billing and Posting Clerk
43-3031	Bookkeeping, Accounting & Auditing Clerk
27-4012	Broadcast Technician
47-2031	Carpenter
17-3022	Civil Engineering Technician
51-9121	Coating, Painting, & Spraying Machine Setter, Operator & Tender
15-1099.00	Computer Specialist, all other
15-1041	Computer Support Specialist
49-2011	Computer Teller/Office Machine Repairer
51-4011	Computer-Controlled Machine Tool Operator, Metal & Plastic
43-4051	Customer Service Representative
31-9091	Dental Assistant
29-2021	Dental Hygienist
51-9081	Dental Lab Technician
49-3031	Diesel Engine Specialist
29-1031	Dietician & Nutritionist
17-3012	Electrical & Electronic Drafter
49-2094	Electrical and Electronic Repairer
17-3024	Electro-mechanical Technician
17-3025	Environmental Engineering Technician
11-9011	Farm, Ranch & Other Agricultural Manager
11-9012	Farmer & Rancher
33-2011	Fire Fighter
39-9031	Fitness Trainer
39-6031	Flight Attendant
11-9051	Food Service Manager
19-4092	Forensic Science Technician
11-9061	Funeral Director
27-1024	Graphic Designer
49-9021	Heating and Air Conditioning Installer & Mechanic
49-2097	Home Entertainment Installer & Repairer
11-3051	Industrial Production Manager
25-9031	Instructional Coordinator
27-1025	Interior Designer
47-2171	Iron and Metal Worker
51-9071	Jeweler, Precious Stone & Metal Worker
29-2061	LPN (Licensed Practical Nurse)
41-1012	Manager, Supervisor, non retail



CODE	OCCUPATION
31-9011	Massage Therapist
29-2011	Medical & Clinical Lab Technician
31-9092	Medical Assistant
29-2071	Medical Records Technician
31-9094	Medical Transcriptionist
49-3042	Mobile Heavy Equipment Mechanic, except engines
27-2042	Musician, Singer
31-1012	Nurse, Aide, Orderly & Attendant
31-2011	Occupational Therapist Assistant
43-1011	Office and Administrative Support
29-2081	Optician-Dispensing
49-3053	Outdoor Power Equipment & Other Small Engine Mechanic
47-2141	Painter, Construction & Maintenance
37-2021	Pest Control Worker
29-2052	Pharmacy Technician
27-4021	Photographer
31-2022	Physical Therapist Aide
47-2161	Plasterer and Stucco Mason
47-2152	Plumber and Pipe Fitter
33-3051.01	Police Patrol Officer
51-5023	Printing Machine Operator
27-3031	Public Relations Specialist
29-1124	Radiation Therapist
29-2034	Radiologic Technician
39-9032	Recreational Worker
29-1111	Registered Nurse
41-2031	Retail Salesperson
47-2211	Sheet Metal Worker
21-1093	Social & Human Services Assistant
47-4099.02	Solar Thermal Installer & Technician
27-4014	Sound Engineering Technician
29-2055	Surgical Technician
25-9041	Teacher Assistant
25-2021	Teacher, Elementary
25-1053	Teacher, Post-secondary Environmental Science
25-2011	Teacher, Preschool
25-2031	Teacher, Secondary
53-6051	Transportation Inspector
41-3041	Travel Agent
17-2199.10	Wind Energy Engineer
27-3043	Writer & Author



CODE	OCCUPATION
13-2011	Accountant & Auditor
27-2011	Actor & Actress
11-3011	Administrative Services Manager
25-3011	Adult Educator
29-1071.01	Anesthesiologist Assistant
19-3091	Anthropologist & Archaeologist
17-1011	Architect, Except Landscape & Naval
17-3011	Architectural & Civil Drafter
29-9091	Athletic Trainer
29-1121	Audiologist
49-3021	Automotive Body Repairer
43-3021	Billing and Posting Clerk
29-2031	Cardiovascular Technician
47-2031	Carpenter
29-1011	Chiropractor
17-3022	Civil Engineering Technician
21-2011	Clergy
27-1021	Commercial & Industrial Designer
15-1099.00	Computer Specialist, all other
15-1041	Computer Support Specialist
21-1019	Counselor
25-4012	Curator
43-4051	Customer Service Representative
27-2031	Dancer
29-2021	Dental Hygienist
51-9081	Dental Lab Technician
29-1021	Dentist
29-1031	Dietician & Nutritionist
17-3012	Electrical & Electronic Drafter
17-3024	Electro-mechanical Technician
17-3025	Environmental Engineering Technician
19-2041	Environmental Scientist & Specialist including Health
11-9011	Farm, Ranch & Other Agricultural Manager
11-9012	Farmer & Rancher
11-9051	Food Service Manager
19-4092	Forensic Science Technician
11-9061	Funeral Director
19-3092	Geographer
27-1024	Graphic Designer
21-1091	Health Educator
19-3093	Historian
19-2043	Hydrologist
27-1025	Interior Designer
47-2171	Iron and Metal Worker
51-9071	Jeweler, Precious Stone & Metal Worker
17-1012	Landscape Architect



CODE	OCCUPATION
41-1012	Manager, Supervisor, non retail
17-2121	Marine Engineer & Naval Architect
17-2131	Materials Engineer
17-2141	Mechanical Engineer
29-2011	Medical & Clinical Lab Technician
27-2042	Musician, Singer
31-1012	Nurse, Aide, Orderly & Attendant
29-1122	Occupational Therapist
43-1011	Office and Administrative Support
29-1041	Optometrist
47-2141	Painter, Construction & Maintenance
29-1051	Pharmacist
27-4021	Photographer
29-1123	Physical Therapist
29-1071.00	Physician Assistant
47-2161	Plasterer and Stucco Mason
47-2152	Plumber and Pipe Fitter
19-3094	Political Scientist
11-9141	Property, Real Estate & Community Association Manager
19-3031.02	Psychologist
27-3031	Public Relations Specialist
29-1124	Radiation Therapist
29-2034	Radiologic Technician
29-1111	Registered Nurse
29-1126	Respiratory Therapist
47-2211	Sheet Metal Worker
21-1093	Social & Human Services Assistant
21-1029	Social Worker
19-3041	Sociologist
29-1127	Speech-Language Pathologist
25-2021	Teacher, Elementary
25-1053	Teacher, Post-secondary Environmental Science
25-2031	Teacher, Secondary
41-3041	Travel Agent
19-3051	Urban & Regional Planner
29-1131	Veterinarian
29-2056	Veterinary Technician
17-2199.10	Wind Energy Engineer
27-3043	Writer & Author
19-1023	Zoologist & Wildlife Biologist