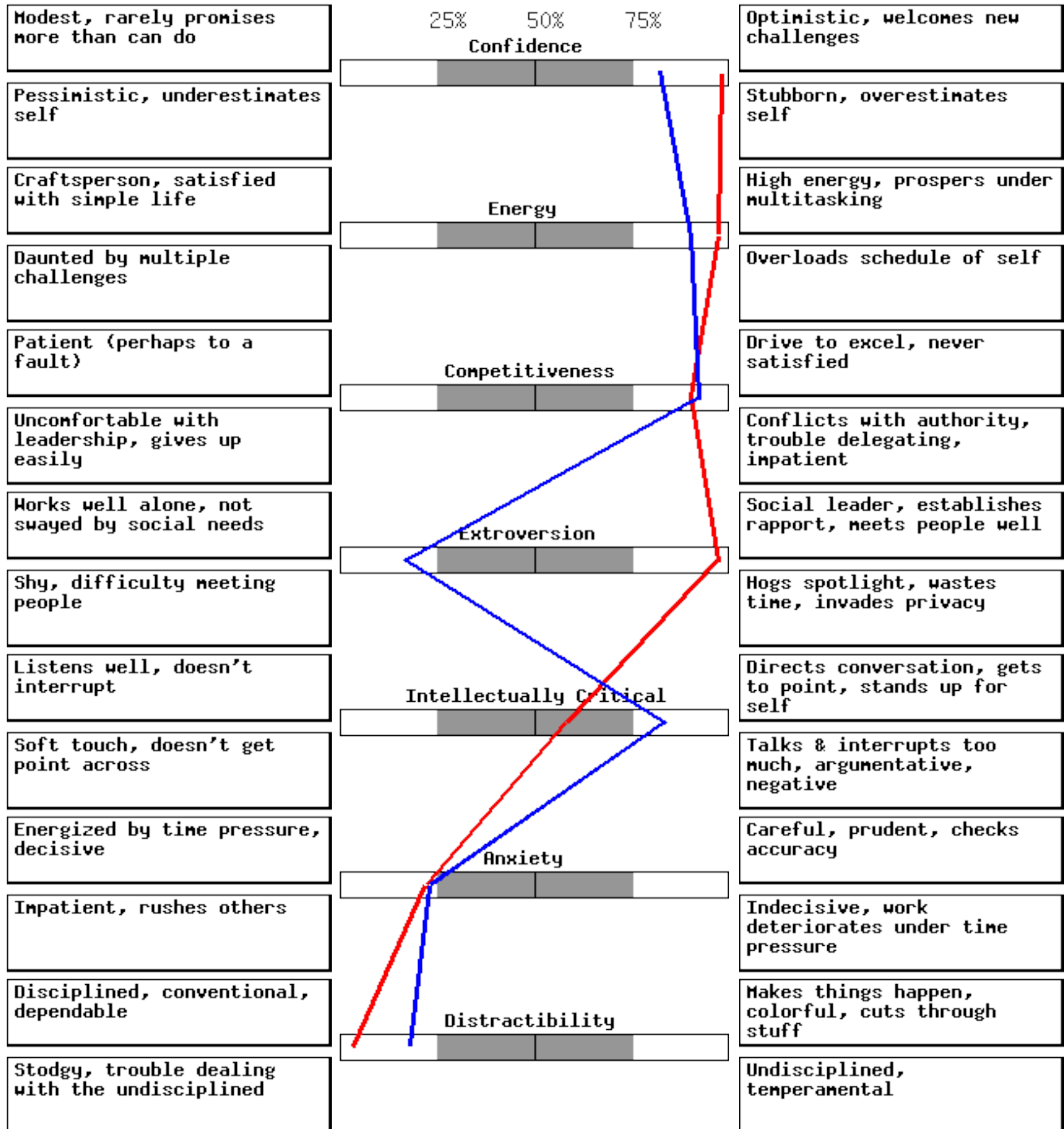


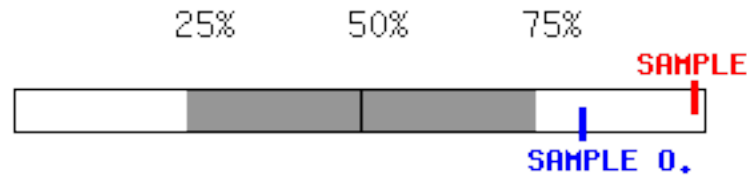
Interaction Report

SAMPLE ONLY Jane Doe -
Red

SAMPLE ONLY John Doe -
Blue



Confidence - 98th percentile and 82nd percentile

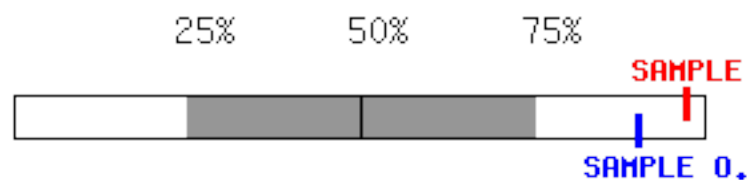


The higher you score on the graph measuring overall confidence the more optimistic you are about your ability to handle challenges. Such a "can-do" attitude leads to full agendas, taking on many new tasks believing that one can do them well. Midrange confident people are realists about their abilities. People low in confidence typically underestimate themselves and are even pessimistic, figuring things will not go well for them. Such people need to find areas about themselves about which to feel good and proud.

Highly confident people tend to be achievers and to be stubborn. They may be considered poor listeners as they deflect criticism, certain that their way is the right one. Upper management and sales positions are full of highly confident people. Potential downsides to too much confidence include promising more than one can deliver and becoming so arrogant that one does not realize or admit one's need for help. Leaders with egos which are too big often avoid real delegation and therefore develop few strong people with whom to share the command (delegate). Paradoxically, many highly confident people can tackle anything except admitting their own limitations. What got them to the top can undo them.

The fact that you, SAMPLE O., score high and SAMPLE O. scores even higher is probably not a real problem, but it could be. In general, you two share an upbeat approach to matters and, if you respect each other, probably spur each other on to greater heights. Both of you are likely to believe that your way is correct and that you are the best person to do most jobs. SAMPLE O. is even more sure (at least outwardly) that SAMPLE O. can do the job better. SAMPLE O. is likely to be too optimistic about what SAMPLE O. can accomplish and perhaps too defensive whenever anyone questions whether SAMPLE O. can really do the job. If SAMPLE O. suggests that SAMPLE O. may have bitten off too much this time, SAMPLE O. is likely to react negatively as a defense mechanism.

Energy - 97th percentile and 90th percentile



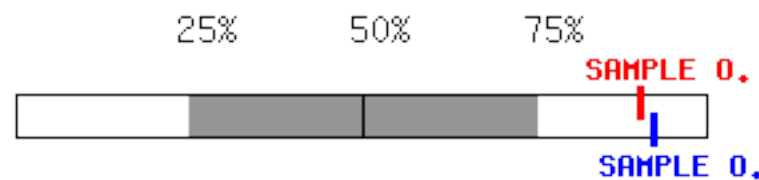
The higher you score on the energy graph the more you need new challenges and the easier it is for you to lose enthusiasm for repetitive and maintenance work. High scorers have a great deal of energy and tend to have a lot going on at any one time due to their diverse interests (information junkies).

The lower you score on this graph the more you prefer to work on one thing at a time. Low scorers

tend to be good at following through and perfecting things. In tasks like accounting, computer programming, or design work where accuracy and precision is crucial, low scorers do very well.

On the factor measuring energy, both of you, SAMPLE O. and SAMPLE O., score above the 90th percentile. The fact that both of you score so high means that you both multitask far more than most people do. Accordingly, you seem to have the energy to meet the demands of most management positions. You are prime candidates for having far too much to do. Because you both are similar on this dimension you should be able to keep pace with each other and appreciate the life you live. You definitely have to be careful to not reinforce your tendency to tackle too much. The tendency to overload one's agenda is exacerbated if any of the following are true: low focus, high distractibility, high control needs, and much higher score on expression of support than on expression of criticism. Perhaps you can help each other recognize when the other person has overloaded someone else at work by giving them something to do and then quickly giving them another assignment or just too much information at once.

Competitiveness - 90th percentile and 92nd percentile

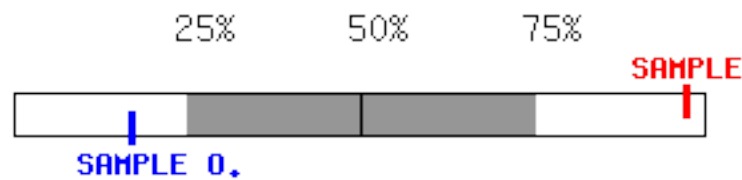


The higher you score on the competitive factor the more you have the drive to excel in everything you try. Highly driven people are rarely satisfied with any level of accomplishment because they think they can do more. Most leaders and virtually all successful sales people are more competitive than the average person, often far more. This drive is like fire. Controlling fire led to civilization, but out of control, fire destroys. The question for high drive people is, "Who is the master of your fire?" Potential problems in highly competitive people include impatience, lack of delegation, and authority conflicts.

Low scorers tend to be patient, good followers who rarely assert their leader positions. In the rare instances when they become managers, they tend to be laissez-faire leaders. People who score in the midrange are the substance of most organizations, managers who can assume leadership when necessary and yet follow directives like good soldiers most of the time. They probably lack the killer instinct to make it to the top in dog-eat-dog companies.

On the factor measuring competitive drive, both of you score high. SAMPLE O. is more competitive than between the 70 and 90 percent of the population, while SAMPLE O. scores even higher, above the 90th percentile. The fact that both of you score this high means that you both are probably leaders or candidates for leaders in your organization. If you work together, it is important for you to a) respect each other's competence, and b) divide the turf even if SAMPLE O. reports to SAMPLE O.. Both of you need to be aware of SAMPLE O.'s drive to reach the top. Early in the relationship, SAMPLE O. will probably be patient. Once a certain period of time has passed without promotion, SAMPLE O. is likely to find it difficult to remain the good soldier. Then, SAMPLE O. is likely to seek ways to dominate not only SAMPLE O. but everyone as well. These problems become more obvious if SAMPLE O. is impulsive, decisive, and likely to express more criticism than support.

Extroversion - 97th percentile and 17th percentile



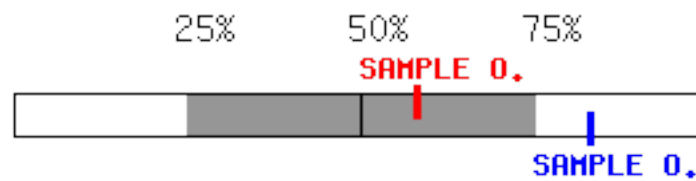
The higher you score on the extroversion graph above the more outgoing you are and the more you enjoy and need the company and approval of others. Extroverts warm up to new people more quickly than introverts. Extroverts have more trouble saying no, criticizing others, or arguing because conflict threatens their need to be approved and be with others. The lower you score on the graph the more introverted you are and the more you value and need personal space, privacy, and time alone. Most people in management, sales, and customer service work score higher than those who work behind the scenes.

Quite a few people score near the middle on this variable. Midrange scores indicate, I like people. I also like being by myself. This balanced need may be the healthiest way to be but can cause problems because it confuses other people. Once people see the gregarious side of other individuals, they tend to label them as extroverts and expect them to be social animals all the time. In any case, large differences between two people on this dimension can lead to problems if both of them are not sensitive to, and able to respect, the needs of the other one.

There is noticeable difference between your needs for involvement with other people. SAMPLE O., you are more extroverted than 90+ percent of the population while SAMPLE O. is more private, scoring between the 10th and 30th percentiles. SAMPLE O., you have extreme social needs and are most comfortable in social settings. You value other people and make friends easily. Working alone can become stressful quite quickly. When things get a bit tense, you are likely to use other people as a release so that socializing takes the place of getting work done.

It is at this point that SAMPLE O.'s needs become a problem for SAMPLE O.. Under normal circumstances with familiar people, SAMPLE O. can be sociable enough. SAMPLE O. likes people but not nearly in such high doses as SAMPLE O. does. When SAMPLE O. feels stressed, however, that is the signal for privacy or working alone which SAMPLE O. does better far than SAMPLE O.. Just when SAMPLE O. most needs SAMPLE O., SAMPLE O. will need SAMPLE O. to give SAMPLE O. some space. For example, do not feel offended, SAMPLE O., if SAMPLE O. wants to have lunch alone. SAMPLE O. has a problem saying no to people's request for favors and time together. The more gregarious SAMPLE O. is the more difficult it is to make personnel decisions on a rational, rather than personal, basis. As a team, SAMPLE O. has a feel for other people, while SAMPLE O. is less hampered by needing to be liked by everyone. At times, SAMPLE O. may appreciate SAMPLE O.'s gregariousness so long as SAMPLE O. does not put SAMPLE O. on the spot. At social gatherings, SAMPLE O. can break the ice for SAMPLE O..

Intellectually Critical - 58th percentile and 83rd percentile

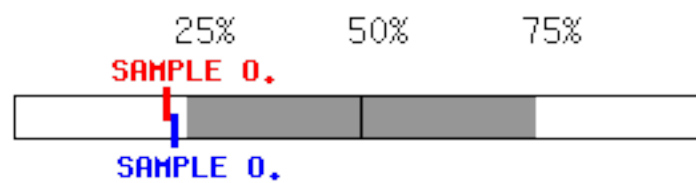


The higher you score on the graph marked confronting or intellectually critical the more you like to talk about issues, take charge of conversations, debate, and even argue in a confronting manner. High scorers are good at getting to the point, at taking up for themselves, and in intellectual conflict. They run the risk of talking too much and intimidating others, especially those who don't like to argue or have confidence in their ideas. Low scorers usually feel insecure about the value of their ideas and are made uncomfortable at the slightest sign of difference of opinion or conflict. They typically leave meetings regretting that they did not get their opinions or reservations expressed. People who score in the midrange present a balance between listening and talking, between confrontation and conciliation.

On the factor measuring intellectually critical, SAMPLE O. scores high, between the 70th and 90th percentiles while SAMPLE O. scores somewhat lower, in the midrange between the 30th and 70th percentiles. SAMPLE O. likes to assume a leadership role in discussions. SAMPLE O. presents more of a balance between leading discussions and letting others take their turns. This pattern is the reverse of typical situations where the boss is usually more dominant. Look at the graph to see just how much disparity there is between your two scores. The more difference there is the more atypical your situation is.

Given the relatively small difference between your tendencies to dominate verbal interactions, there does not seem much to worry about between the two of you especially if SAMPLE O. is secure in his or her current role. It is possible for SAMPLE O. to speak too much and threaten SAMPLE O.'s leadership but it is not highly likely. If problems arise, we suggest you two talk them out in private. The prognosis is good when you are both open about your needs.

Anxiety - 22nd percentile and 23rd percentile



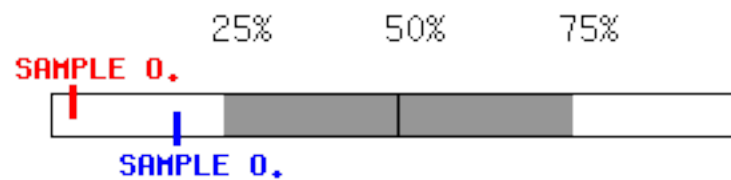
The higher people score on the decisive-to-anxious factor the more they worry about things. Highly cautious people are more accurate in their doings and generally take longer to make decisions because they need to check out everything. Such people are good at many tasks such as accounting and computer design so long as there is no real time pressure.

People who score low on this scale are more decisive and generally work their best under time pressure. They may even court such demands. They tend to get impatient when things go slowly, and this is either stress for them or they cause others to feel stress as they force them to rush. These people work best in hectic environments which put more of a premium on quick decisions over accurate ones. People who score in the midrange are indicating that their speed of decision making and worry depend on the circumstances.

On the factor measuring speed of decision making and anxiety, both of you, SAMPLE O. and SAMPLE O., score low, between the 10th and 30th percentiles. This means that you are not very anxious and thus able to make decisions more quickly than most people (about the same as many executives and top sales people). You probably relish pressure in some sense. You believe "He who hesitates is lost." You would rather make a decision and be wrong from time to time than to obsess over matters until you get all the information. You believe that by waiting you will lose vital opportunities.

As far as stress is concerned, you both live for it. You can handle anything except waiting. You get antsy and impatient when things slow you down in your intended course. Even if you don't show physical signs of stress, you are likely to stress others who are holding you up. Other people will feel that some of your decisions are impulsive unless you take the time to share (at least a little bit of) your strategies. You also need to find ways to occupy yourself when your circumstances force you to wait for something you care about.

Distractibility - 3rd percentile and 18th percentile



The higher you score on the distractibility factor the more easily you get distracted by events, your thoughts, and/or your impulses to do other things. In other words, you have difficulty demonstrating the discipline and focus to stay on task so you can finish your assignments and follow through. The best case scenario for easily distractible people is that they are unpredictable and spontaneous. Some of them are fun to follow around because so many interesting things happen. Most of the time, though, their lack of discipline causes serious problems in unfulfilled potential.

People who score low on distractibility are typically able to maintain their focus even under hectic conditions. They also are disciplined in their behavior, rarely giving in to those impulses which would take them away from tasks or get them in trouble. In general, it is better to be low on this scale than high. At the extreme low end, however, we find people who are intolerant of anything frivolous that other people do. Such people may be seen as so conventional that they do not have any fun. Other people want them to loosen up a bit and not be so self-righteous. Most successful leaders in organizations are more disciplined and less distractible than the average person. There are notable, albeit rare, exceptions to this trend.

On the factor measuring distractibility, both of you score low. SAMPLE O., you score between the 10th and 30th percentiles (roughly in the low end of the area where most business executives score) while SAMPLE O. scores even lower, below the 10th percentile. The following statements apply to SAMPLE O. most of the time and to SAMPLE O. almost all the time. You are disciplined and conventional. These two characteristics are valuable commodities especially given the demands of your busy world. Most people could learn a great deal from you. You undoubtedly take some pride in such a description of yourselves. Therein may lie the seeds for the only real problems from a highly disciplined, conventional approach. Part of your low score is a desire to play by the rules, to be perceived as someone who can be counted on. This need to be seen as a good person is fine up to a point. Your moderate to extreme need here, however, can cause you to have trouble taking risks. You are vulnerable to being thrown off kilter by a highly confident person who takes liberties with

the rules. Not that you should reinforce rule breaking, but the reality is that some unconventional people are effective in getting what they want in part because they can rely on people like you to play fair all the time. From an attention control standpoint, your reaction needs to be one of keeping your cool, not changing your principles. You need to loosen up a bit, to learn to laugh at yourself. When you are not so tight, you can adjust as needed. The adjustments may include noticing a chink in the armor of the other person or stating your principles in a more calm, and therefore more powerful, voice. You two can help each other realize when your self-righteous stand was too overbearing and rigid. Although you two are not that different on these dimensions, SAMPLE O. is more likely to be flexible and, thus, more apt to adjust.