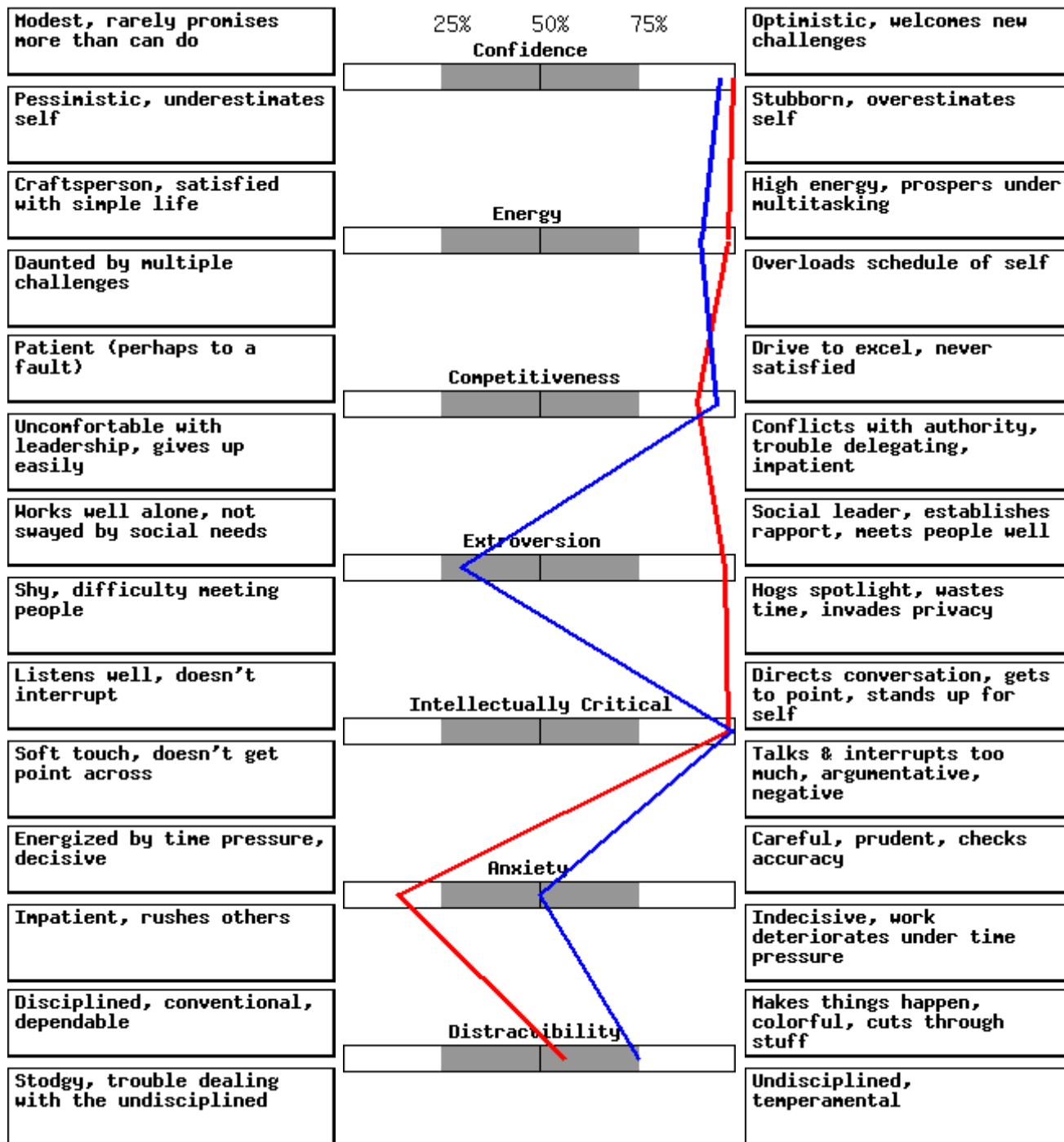
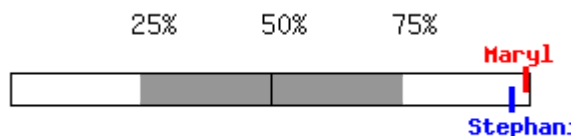


Interaction Report

Maryl Eva - Red

Stephanie Stewart - Blue

Confidence - 99th percentile and 96th percentile



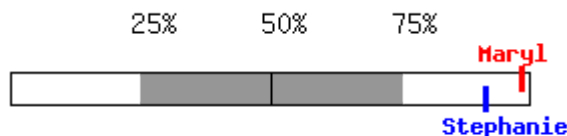
The higher you score on the graph measuring overall confidence the more optimistic you are about your ability to handle challenges. Such a "can-do" attitude leads to full agendas, taking on many new tasks believing that one can do them well. Midrange confident people are realists about their abilities. 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 both of you, Maryl and Stephanie, score higher than 90 percent of the population means that you both can assume leadership and tackle new challenges. You can spur each other on. Yet, you both score higher than many top executives. Optimism is a good thing up to a point because there is a fine line between confidence and arrogance. Because today's workers are being asked to take on more and more duties, there is a real temptation to overestimate what one can do. We know people who have made a career out of overestimating what they can do (e.g., Ted Turner). Many more, however, burn themselves out and eventually end in disappointment because they could not deliver all that they promised. If each of you has developed a realistic view of your strengths and limitations, then you probably will succeed mightily. If not, . . . ?

Also with you two both possessing such power, there is the potential for some battle for the spotlight or leadership. Whether such conflicts occur depends upon first, your mutual respect for each other, and secondly, whether you have other problems such as lack of discipline, highly critical natures, or great differences in need for involvement with others.

Energy - 98th percentile and 91st percentile

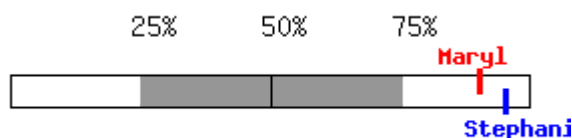


The higher you score on the energy graph the more you need new challenges and the easier it is for you to lose enthusiasm for repetitive and maintenance work. High scorers have a great deal of energy and tend to have a lot going on at any one time due to their diverse interests (information junkies).

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, Maryl and Stephanie, 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 95th percentile

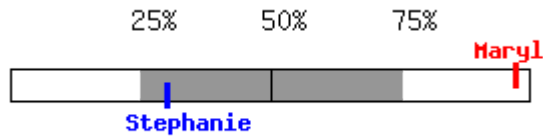


The higher you score on the competitive factor the more you have the drive to excel in everything you try. Highly driven people are rarely satisfied with any level of accomplishment because they think they can do more. Most leaders and virtually all successful sales people are more competitive than the 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. Maryl is more competitive than between the 70 and 90 percent of the population, while Stephanie 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 Stephanie reports to Maryl. Both of you need to be aware of Stephanie's drive to reach the top. Early in the relationship, Stephanie will probably be patient. Once a certain period of time has passed without promotion, Stephanie is likely to find it difficult to remain the good soldier. Then, Stephanie is likely to seek ways to dominate not only Maryl but everyone as well. These problems become more obvious if Stephanie is impulsive, decisive, and likely to express more criticism than support.

Extroversion - 97th percentile and 30th percentile



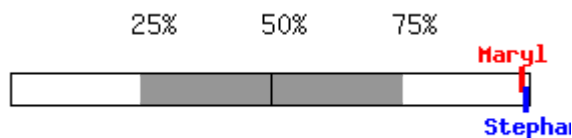
The higher you score on the extroversion graph above the more outgoing you are and the more you enjoy and need the company and approval of others. Extroverts warm up to new people more quickly than introverts. Extroverts have more trouble saying no, criticizing others, or arguing because conflict threatens 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. Maryl, you are more extroverted than 90+ percent of the population while Stephanie is more private, scoring between the 10th and 30th percentiles. Maryl, 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 Maryl's needs become a problem for Stephanie. Under normal circumstances with familiar people, Stephanie can be sociable enough. Stephanie likes people but not nearly in such high doses as Maryl does. When Stephanie feels stressed, however, that is the signal for privacy or working alone which Stephanie does better far than Maryl. Just when Maryl most needs Stephanie, Stephanie will need Maryl to give Stephanie some space. For example, do not feel offended, Maryl, if Stephanie wants to have lunch alone. Maryl has a problem saying no to people's request for favors and time together. The more gregarious Maryl is the more difficult it is to make personnel decisions on a rational, rather than personal, basis. As a team, Maryl has a feel for other people, while Stephanie is less hampered by needing to be liked by everyone. At times, Stephanie may appreciate Maryl's gregariousness so long as Maryl does not put Stephanie on the spot. At social gatherings, Maryl can break the ice for Stephanie.

Intellectually Critical - 98th percentile and 99th percentile

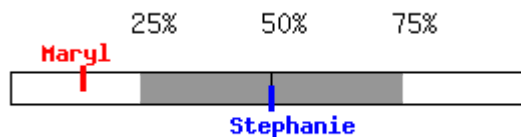


The higher you score on the graph marked confronting or intellectually critical the more you like to talk about issues, take charge of conversations, debate, and even argue in a confronting manner. High scorers are good at getting to the point, at taking up for themselves, and in intellectual conflict. 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, both of you, Maryl and Stephanie, score very high, above 90 percent of the population. These scores are even higher than most executives so be careful about the implications of this much firepower. The fact that both of you score this high means that you are both leaders in meetings and have confidence in your ability to express your ideas and think on your feet. You certainly are a match for each other on this dimension. In fact, in your presence few others may be able to get their words in edgewise. It is crucial that you work out some way of being quiet long enough for others to make their contributions. You two are capable of having spirited discussions (to say the least) on equal footing. If you are in competition with each other, the chance for these battles becoming too heated is great. Whether they are enlightening or debilitating depends on your other tendencies, including how impulsive, driven, and easily distracted you are. Each of these other variables adds to your potential for problems with each other or other people in general.

Anxiety - 14th percentile and 50th percentile

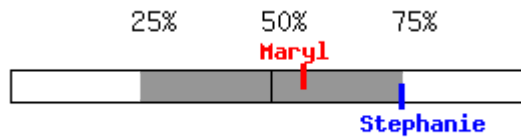


The higher people score on the decisive-to-anxious factor the more they worry about things. Highly cautious people are more accurate in their doings and generally take longer to make decisions because they need to check out everything. Such people are good at many tasks such as accounting and computer 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, there is a noticeable difference which may cause concerns at times. Check the graph to see just how far apart you are on speed of decision making. Stephanie, you are in the middle range on this variable (between the 30th and 70th percentiles) meaning that whether you are decisive or cautious depends on the situation. On some issues, you are decisive, at other times you are more cautious or worrisome.

Maryl, you like to make decisions more quickly, scoring between the 10th and 30th percentiles. You generally believe that hesitating causes you to lose opportunities. Thus, having to wait causes you stress, stress which you generally show as frustration and take out on others making them feel rushed to decide. The closer your scores are to Stephanie's the less this difference is likely to get in the way of your working relationship. When things are running smoothly, you and Stephanie probably see eye-to-eye enough. Under enough pressure, however, you may make feel that Stephanie is being too cautious and put the pressure on for something to happen. How Stephanie reacts depends on Stephanie's scores on other variables.

Distractibility - 56th percentile and 75th 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, Stephanie, you score between the 70th and 90th percentiles while Maryl has moderate scores, between the 30th and 70 percentiles. As a whole, the differences between you are not major (check the graph to see just how much difference there is). Neither of you is highly disciplined, although Stephanie has more need to work on reducing distractions and finding ways to return to work when disrupted. Maryl is about as disciplined and distractible as are most people. Maryl, your ability to understand and deal with a wide range of other people, from the disciplined and perfect to the impulsive and distractible, is good due to your midrange scores. Thus, you can serve as a buffer between people at the extremes of this factor who get on each other's nerves. You can probably help Stephanie's relations with the more disciplined and self-righteous members of your organization. Maryl, on the premise that people can always improve their ability to concentrate and remained disciplined under pressure, you may want to learn some attention control training techniques if you find that you are in a fast league. When you find some ways to improve, Stephanie may listen to what worked for you.