

# Forté Communication Style Profile Communication Improvement Action Plan

People Ø Process Ø Performance Improvement Solutions

*prepared for*

**Samuel Kunz**

For Perpetual Performance Improvement,  
Complete Forté® Survey 3 EVERY 30 DAYS.

Adapting Update Due

**November 10, 2006**

-- Your Forté Provider --

University of Chicago GSB  
450 Cityfront Plaza Drive  
Chicago, IL 60611

[gswworks@gsb.uchicago.edu](mailto:gswworks@gsb.uchicago.edu)

The Forté Institute, LLC  
141 Middle Oaks Drive  
Wilmington, NC 28409

[www.theforteinstitute.com](http://www.theforteinstitute.com)  
email: [info@theforteinstitute.com](mailto:info@theforteinstitute.com)

ALL WORLD RIGHTS RESERVED R/091503

WHO YOU ARE

**Page 3** - This page describes your communication style "In a nutshell." Every communication style consists of a combination of four communication style strengths as shown: Dominance / Non-Dominance (Dom/NDom), Extroversion / Introversion (Ext/Int), Patience / Impatience (Pat/IPat), and Conformity / Non-Conformity (Con/NCon).

**Page 4** - This page gives a full description of your primary strength. The primary strength is defined as the strength located highest above the mid-line of the primary profile graph, and is the most influential of your communication style strengths. Your secondary strength is the strength located furthest below the mid-line.

**Page 5** - This page describes how all your strengths work together.

**Page 6** - On page six, you will discover your self-motivational data, which explains the bestwork/life atmosphere for you. It also shows factors that will demotivate you.

**Page 7** - This page begins with defining your current logic style, the style you are using now to make decisions. Your logic style can change based on your current environment.

The second part of page seven describes your current stamina level, which measures endurance from below average to very high. Your stamina level can change based on your internalized feelings regarding goal attainment.

Due to environmental changes, your logic style and stamina level can change when your adapting profile (Adapting Update Survey) is updated.

**Page 8** - This page begins with your adapting profile analysis, giving you information on ways you have been feeling about your environment... how you are currently adapting.

The second part of page eight lists your goal attainment index. This is an indication of how you feel regarding meeting goals over the last 30 days. Your result can change when your adapting profile is updated.

HOW YOU ARE ADAPTING

STRATEGY

**Page 9-11** - These pages describe your perceiver profile, how you are most likely coming across to others. The perceiver profile is a correlation between how you are (*your primary profile*) and how you are feeling within your environment (*your most recent adapting profile*). It also provides you with a specific communication strategy for the next four weeks. Your perceiver profile can change when your adapting profile (Adapting Update Survey) is updated.

TRENDS

**Pages 12 & 13** - These pages show the trends of your adapting and perceiver profiles and logic, stamina and goals trends. Life span trending and measurement are developed from this information.

**Page 15** - After you have read your entire communication style report, complete this page and return it to Forté. This response sheet serves in the ongoing validation process regarding the accuracy of the Forté system. It is our way to continually improve the Forté system for you.

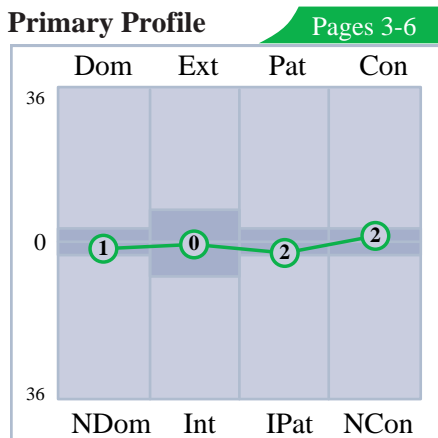
Samuel Kunz  
Home  
Senior Vice President  
1960 N. Lincoln Park W.  
Lincoln Park Tower, #1108  
Chicago, IL 60614

Your Forté Provider: University of Chicago GSB  
Provider Phone:  
Provider Fax:  
  
Phone: 7732442059  
Fax:

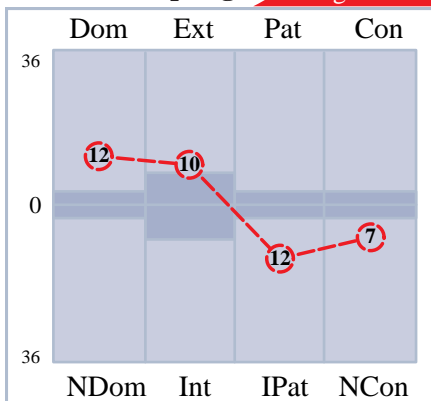
Samuel is adaptable. He blends well and can adjust easily to a variety of environments and cultures. Depending on the situation, he is generally comfortable "wearing several hats" and taking on a wide range of responsibilities from group leader to follower and supporter. He values flexibility both for self and when dealing with others. Likely he is moderate in his tastes. No extremes in behavior would characterize his style of interaction.

Data below good through November 10, 2006

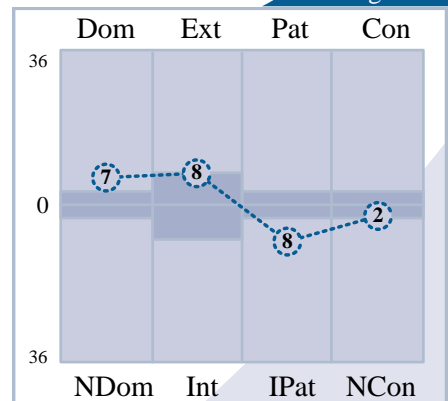
November 10, 2005



October 11, 2006  
To: Others at Work  
Current Adapting



October 11, 2006  
To: Others at Work  
Current Perceiver



Primary Strength: Conformity  
Secondary Strength: Impatience

Data below good through November 10, 2006

Current Logic: Facts/Feelings  
Current Stamina: High  
Current Goals: Meeting

The Forté Institute, LLC  
141 Middle Oaks Drive  
Wilmington, NC 28409

ALL WORLD RIGHTS RESERVED R/050106

Following is a description of the primary strength in your Forté Communication Style as indicated on page one. This strength has more influence than your other strengths and normally constitutes 45 to 55 percent of your communication and self-motivation preferences.

### **CONFORMITY - Systems Orientation Strength**

This level of conformity indicates a person who is systematic, thorough, conservative and prudent.

Samuel likes to work in a structured environment where the details of what is to be done are spelled out. He wants to be thoroughly indoctrinated into the system and then appreciates additional training from time to time. He tends to be good with details, seeing that things are done correctly, and will only delegate the details when he is confident in the other person's ability to do it correctly.

He will resist changes unless given time to think them through to be sure the changes will work. He prefers to have proposed changes in writing and will become the advocate of new ideas once understood and tested.

Criticism is very demotivating and praise is very motivating if it is made sincerely and specifically.

**LEADERSHIP STYLE:** "TRADITIONAL" Manager, he will tend to "go by the book" and manage by systems, rules and proper procedures. He will be conservative and cautious and will demand that things be done "correctly." He respects the position and title of others and expects others to respect him.

**SENSITIVE AREAS:** Criticism, lack of proper instructions or inadequate training.

**POTENTIAL REACTIONS:** He will bury you with facts, quote the rules, and seek more information if he feels he has been criticized.

All strengths and their intensity in your Forte are reflected below. These have a synergistic effect on your primary strength and how it is maximized. Following are some descriptive words and summary paragraphs based on the location and interaction of ALL your strengths.

- Composed ● Confident ● Agreeable ●  
● Positive ●

These individuals will direct groups as required by the position they hold and the expectations they feel others have of them.

- Cordial ● Poised ● Good-Natured ●  
● Reserved ●

They will communicate in a sincere, yet lively, fashion. They will be diplomatic and selective in their choice of words.

- Dislike Conflict ● Restless ● Non-Judgmental ●  
● Cooperative ●

They can "roll with the punches" easily and will adjust their speed according to the situation they are in. They like planned, anticipated change.

- Broad-Minded ● Systems-Dependent ● Flexible ●  
● Somewhat Structured ●

They can either delegate details or will complete projects themselves, depending on what is required. They are not strongly affiliated with any one interest group.

To be successful and self-motivated, Samuel needs most of the following items in his environment:

- \_\_ (a) A structured environment that has few sudden or abrupt changes.
- \_\_ (b) The security of basic benefits.
- \_\_ (c) A worked-out system and quality products.
- \_\_ (d) Praise for specific accomplishments.
- \_\_ (e) Standard operating procedures and sound actions.
- \_\_ (f) Fairness in dealings with individuals and groups.
- \_\_ (g) Time to do things correctly.
- \_\_ (h) To know that there is strong, capable leadership in his environment.
- \_\_ (i) Direction as to what is to be done and when.
- \_\_ (j) A predictable environment that affords a significant amount of protection and peace.
- \_\_ (k) A limited amount of emotional exposure.
- \_\_ (l) Time alone to think creatively and figure things out.
- \_\_ (m) To be respected as a person and taken seriously.
- \_\_ (n) Socializing in a limited circle where people are known one-on-one.
- \_\_ (o) Given time to prepare group presentations.
- \_\_ (p) A fast pace with a lot of variety.
- \_\_ (q) Freedom from routine.
- \_\_ (r) New environments in which to work and/or play.
- \_\_ (s) Assignments that require quick action.

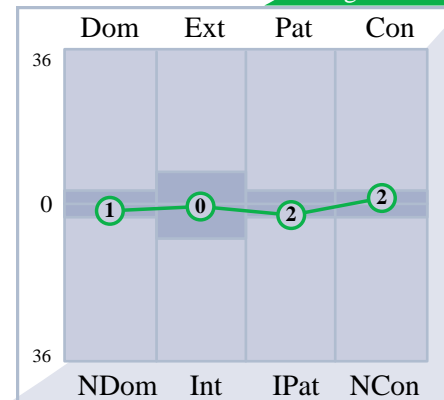
In contrast, he will be demotivated if:

- \_\_ (a) He is constantly criticized.
- \_\_ (b) The rules are changed without plenty of notice.
- \_\_ (c) There is a lack of systems, quality and fairness.
- \_\_ (d) There is not a worked-out system.

November 10, 2005

**Primary Profile**

Pages 3-6



*Special Note: The self-motivators are in no special order. The alphabetical letters to the left of each statement are used to help rank-order the self-motivators in Forté Performance Coaching.*

### **CURRENT LOGIC (Decision Making Style) - Valid through November 10, 2006**

#### **How you are currently adapting to Others at Work**

There are many different approaches to making decisions. No one way is consistently better than any other way. In fact, the styles typically change based on environment. Samuel's responses would indicate that at the point of making decisions in the Work environment with Others, he currently tends to rely on:

The range of logic levels are:

FACTS ● FACTS/FEELINGS ● FEELINGS ● INTUITIVE FEELINGS

**BOTH FACTS AND FEELINGS:** He has reasonable, practical logic and is comfortable using both fact and feeling. Research has shown these individuals to have good common sense. They usually balance their inner feelings with external conditions before making up their minds.

### **CURRENT STAMINA - Valid through November 10, 2006**

STAMINA reflects the degree of endurance, awareness and responsiveness present in an individual. Anything which is alive will respond to a stimulus. This Forté element measures HOW responsive Samuel feels toward his current work environment.

STAMINA is aptly described as an individual's "battery" and is used up at a more rapid rate when in a distressful environment. It can be recharged in many ways; commonly with food, sleep, relaxation and recreation. When an individual's STAMINA runs down, the following symptoms tend to appear:

1. Increased susceptibility to accidents.
2. Increased susceptibility to mental errors.
3. Lack of concentration.
4. Negative attitude toward completion of goals, both individual and/or team.

The range of stamina levels are:

BELOW AVERAGE ● AVERAGE ● ABOVE AVERAGE ● HIGH ● VERY HIGH

**HIGH STAMINA:** Samuel's stamina level means that he can function well in a demanding environment. People with this level of stamina are usually very effective in accomplishing tasks and can handle management level jobs. Longer hours and DISTRESS related situations can be handled if necessary.

*Please note, the information on pages 7, 8, and 9 are valid through November 10, 2006.*

*After this date, you can complete a Forté Adapting Survey at Forte Online to update the information. It is important to note that information on page 7, 8, and 9 CYCLE over time and environment.*

## **CURRENT ADAPTING PROFILE - Valid through November 10, 2006**

### **How you are currently adapting to Others at Work**

Samuel's responses to the Forté adapting survey indicate how he has been feeling about or adapting to work. Usually these feelings or roles occur over the four week period prior to completing the adapting survey. Following are areas of movement that have been indicated from his responses:

**DOMINANCE JUMP:** He has recently felt the need to be more direct . . . favoring more demanding, decisive thoughts and actions. This is possibly due to a sudden increase in responsibilities in a leadership situation.

**EXTROVERSION UP:** This would indicate an effort to be more friendly, empathetic and sensitive in terms of people; perhaps he is being more communicative in general or is working to develop more people skills.

**PATIENCE DOWN:** Things are not happening as quickly as desired; perhaps deadlines are not being met. His sense of urgency is increasing with a need to move at a faster pace.

**CONFORMITY DROP:** He has recently felt the need to go from being a very detailed perfectionist to utilizing a free-thinking, non-systematic communication style. This is possibly due to feeling a need to search out new methods to accomplish tasks where old, tried methods have not worked.

## **CURRENT GOALS - Valid through November 10, 2006**

How we adapt to changing conditions and how we feel about the results of those changes or roles is measured by the Forté system. The Goals Index measurement tells us to what level a person feels goals are being met with others in the work environment. The scale below gives you an idea of the range Forté tracks. This index should be updated every 30 days.

The Goals Index range is:

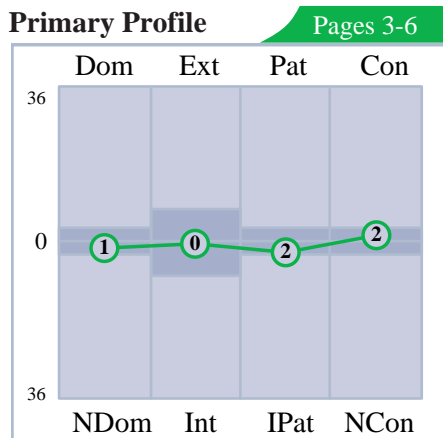
FEW GOALS, IF ANY ● SOME GOALS ● MOST GOALS ● MEETING GOALS

Samuel's responses to the survey card indicate that during the above mentioned period, the response level was:

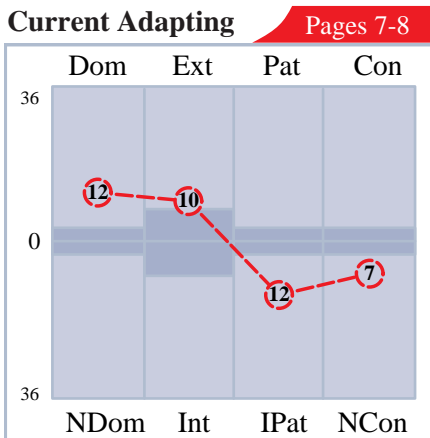
**MEETING GOALS:** This would indicate that the environment is being handled and Samuel is confident that everything will come out right. Goals are being met.

Data below good through November 10, 2006

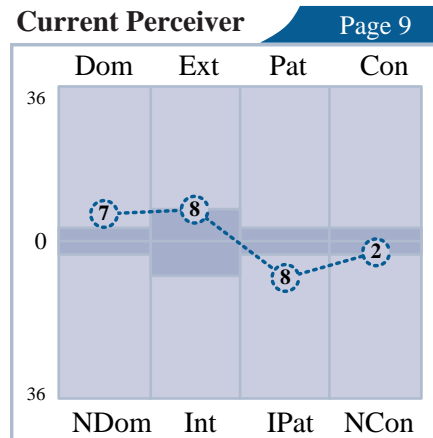
November 10, 2005



October 11, 2006  
To: Others at Work



October 11, 2006  
To: Others at Work



How you are (*your Primary Profile*) and how you are feeling within your environment (*your current Adapting Profile*), when correlated, can tell you how you are most likely being perceived (*your current Perceiver Profile*), that is, how you are most likely coming across to others. The Forté Perceiver Profile is updated with every adapting survey. Not only does it show how you are most likely coming across to others, but also suggests your Forté Communication Style Strategy or expectations through **November 10, 2006**.

**PERCEIVING LOWER DOMINANCE:** Those you are communicating with are not perceiving your feelings that decisions are needed and goals need to be reached. Express to others the situations you have concerns about, providing more details than normal so they will fully understand why you feel as you do.

**PERCEIVING HIGHER PATIENCE:** Those you are communicating with are not perceiving your increased feelings of urgency. You may not be getting results from others as quickly as you would like or expect. Over the next several weeks be certain to explain to others why requests need faster response so both your expectations and the expectations of others will be met.

**PERCEIVING HIGHER CONFORMITY:** Those you are communicating with may not perceive you are seeking different ways to do things. In your communications with others over the next few weeks, be sure to ask for their thoughts on new approaches to existing or new ways of doing things. Give a brief reason why you are looking for new ways of doing things and the requests will come back to you with enhanced clarity.

**CURRENT ADAPTING PROFILE - Valid through November 10, 2006**

Page 9 offered some suggested interpersonal communication strategies to better match your adapting and perceiver profiles. Review the strategies, individually or with your coach and complete the following elements to achieve your goals by:

<p><b>WHO</b></p> <p>1) Identify who this is relevant to. 2) Who can help you the most?</p>	<p><b>WHAT (INPUT)</b></p> <p>Identify what you need from yourself or others to reach your current goals.</p>	<p><b>WHAT (OUTPUT)</b></p> <p>Identify what is the desired result / outcome.</p>	<p><b>WHEN</b></p> <p>What is your target deadline for this?</p>
<b>DECISION STRATEGY</b>			
<b>DETAIL STRATEGY</b>			
<b>PACE STRATEGY</b>			
<b>PEOPLE STRATEGY</b>			
<b>OBSTACLES TO OVERCOME</b>			

**PERFORMANCE COACHING - OTHER IMPORTANT GOALS / OBJECTIVES**

There may be other areas that you want to focus help on and gain achievements - perhaps your coach can help with a project / presentation / time management issue or technical skill development. Use this page to develop a goal to meet that need. Use SMART (Specific Measurable Achievable Realistic Timebound) to write your goals.

**PERSONAL GOAL**

---



---



---

**BUSINESS GOAL**

---



---



---

**SELF IMPROVEMENT GOAL**

---



---

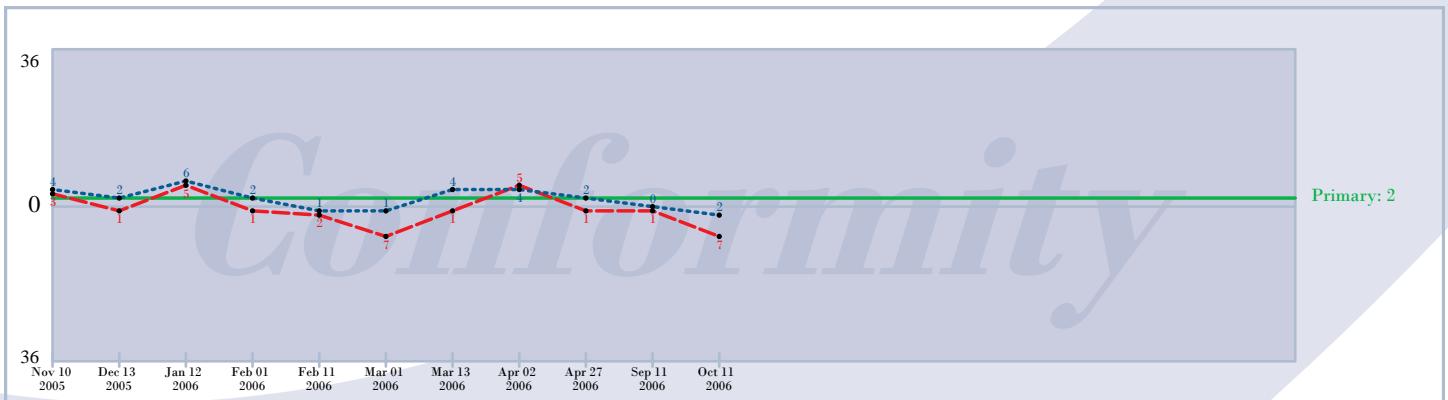
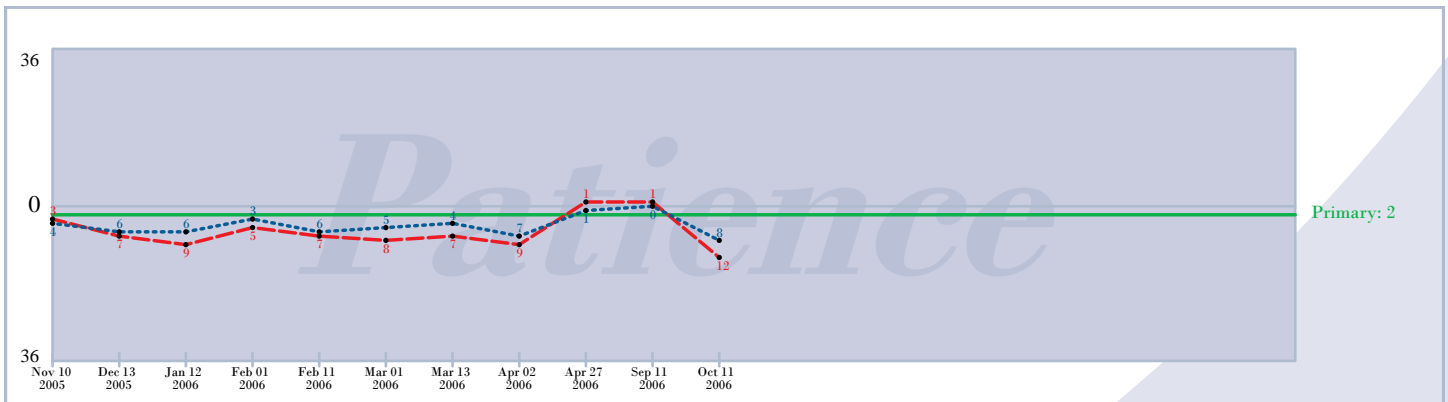
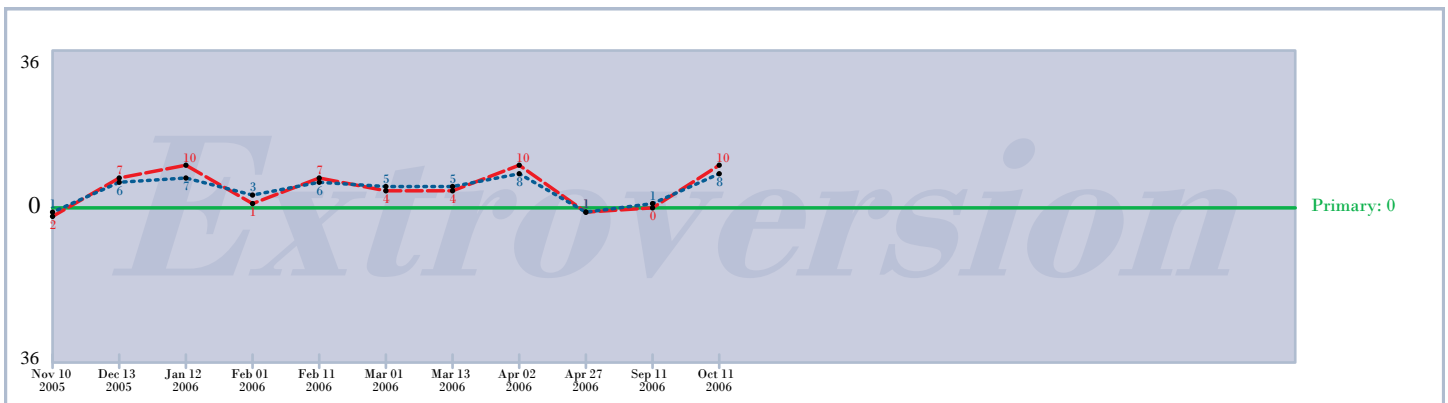
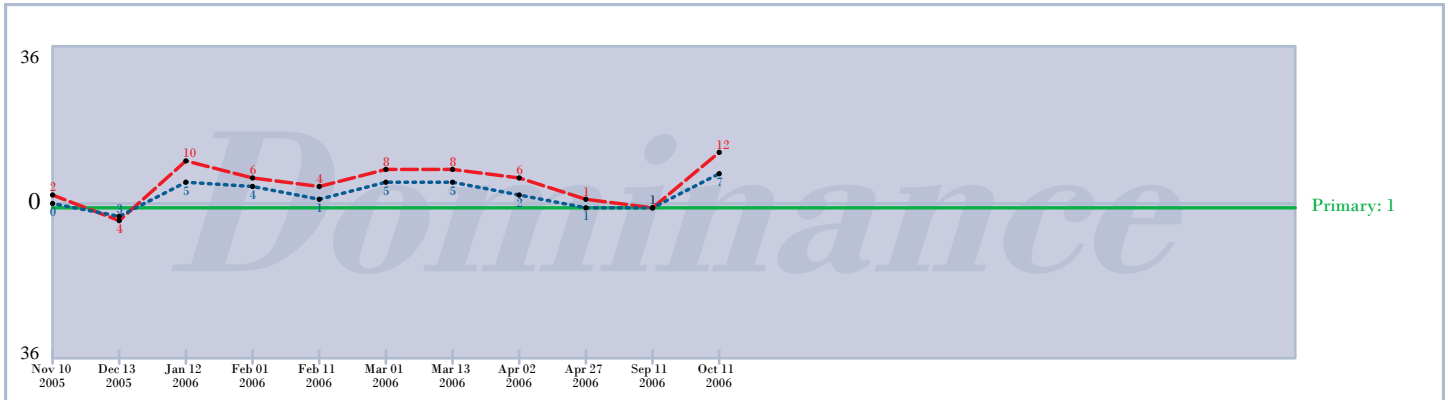


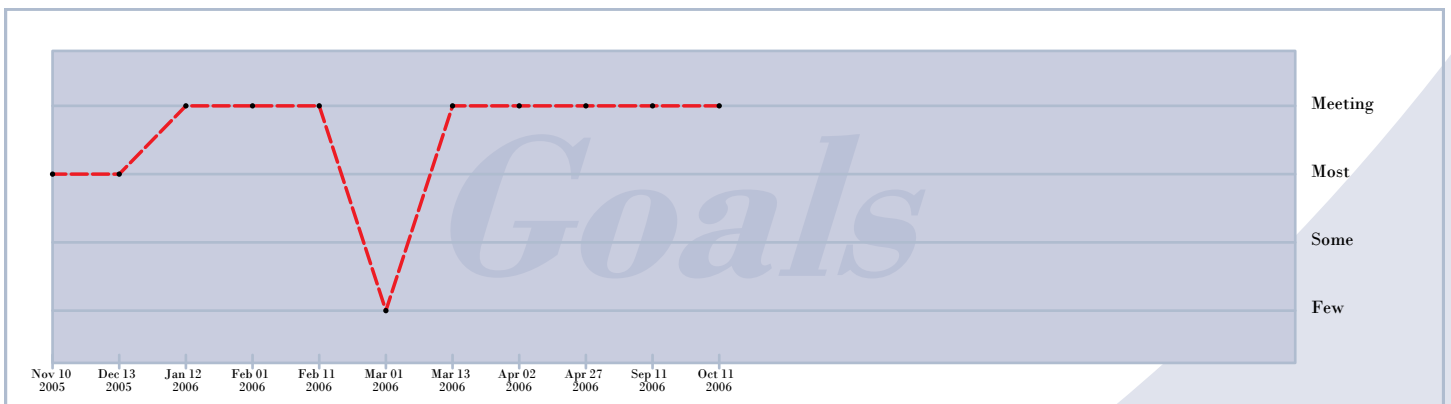
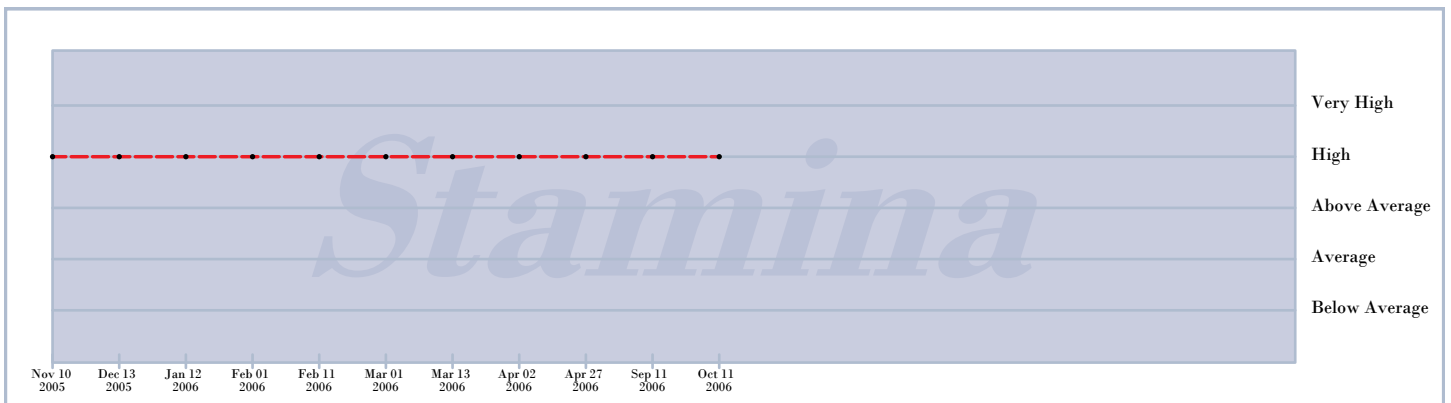
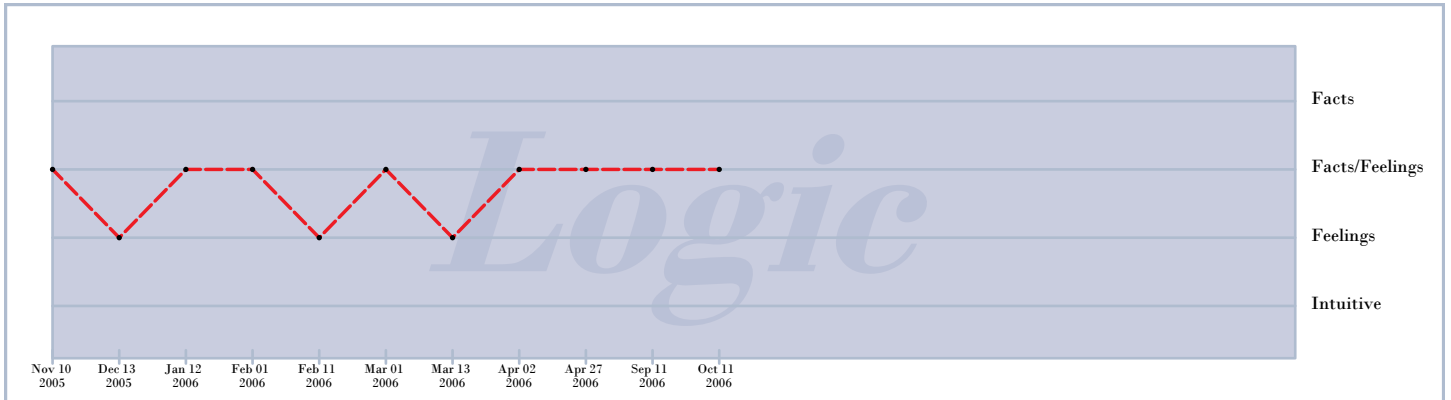
---

**SUMMARY/ACTION STEPS**

ORDER of IMPORTANCE					
ACTION to BE TAKEN					
TIME COMMITMENT					
MEASUREMENT of SUCCESS					
COMPLETION DEADLINE					

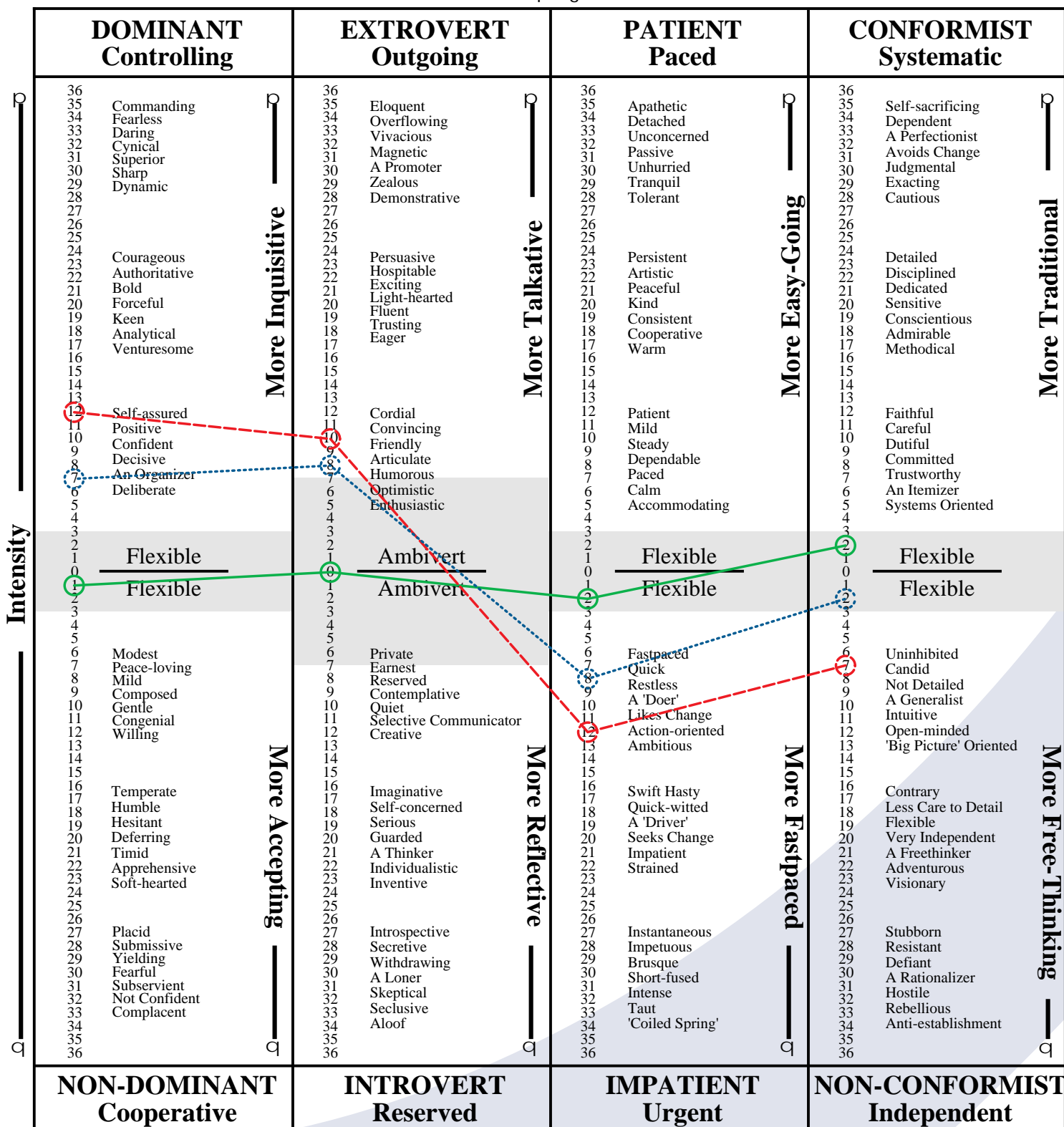
— Primary      - - - Adapting      ····· Perceiver





**Adapting/Perceiver: Others at Work**

— Primary      - - - - - Adapting      ······· Perceiver



Samuel Kunz  
Home  
Senior Vice President  
1960 N. Lincoln Park W.  
Lincoln Park Tower, #1108  
Chicago, IL 60614

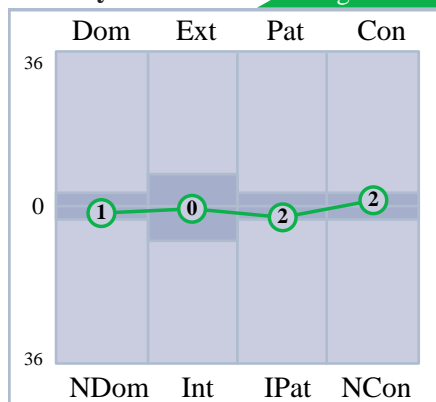
Your Forté Provider: University of Chicago GSB  
Provider Phone:  
Provider Fax:  
  
Phone: 7732442059  
Fax:

Data below good through November 10, 2006

November 10, 2005

**Primary Profile**

Pages 3-6

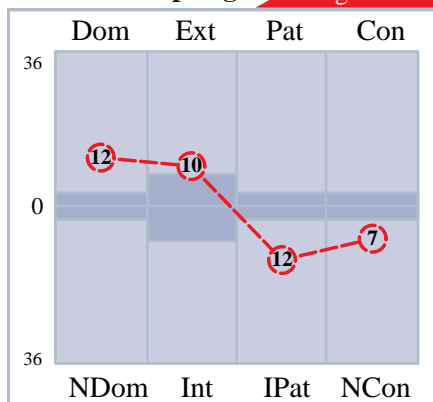


October 11, 2006

To: Others at Work

**Current Adapting**

Pages 7-8

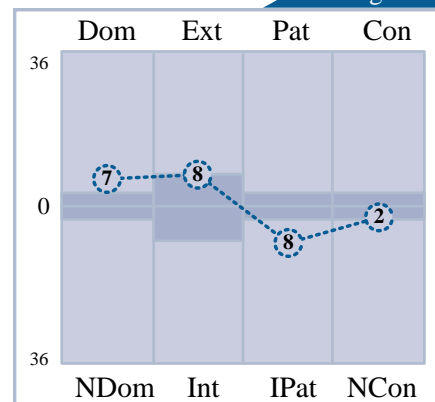


October 11, 2006

To: Others at Work

**Current Perceiver**

Page 9



Data below good through November 10, 2006

Primary Strength: Conformity  
Secondary Strength: Impatience

Current Logic: Facts/Feelings  
Current Stamina: High  
Current Goals: Meeting

**Primary and Adapting Survey Input**

1-4	6-5	11-3	16-4	21-2	26-4	1-4	6-5	11-5	16-3	21-4	26-3
2-4	7-3	12-4	17-4	22-5	27-4	2-5	7-4	12-5	17-4	22-5	27-4
3-3	8-4	13-4	18-4	23-4	28-4	3-3	8-4	13-4	18-4	23-4	28-4
4-5	9-4	14-3	19-4	24-4	29-3	4-4	9-3	14-4	19-4	24-4	29-4
5-5	10-3	15-4	20-3	25-2	30-4	5-5	10-4	15-3	20-4	25-2	30-3

Rate the overall accuracy of your Forté Communication Style Report:

( ) Less than 60% ( ) 60-69% ( ) 70-79% ( ) 80-89% ( ) 90-100%

Signature: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Please sign and mail to: TFI R&D - 141 Middle Oaks - Wilmington, NC 28409 or fax to (910) 452-4339.

This Forté communication style report is a special tool utilized by this organization in helping its people achieve the highest levels of communication and productivity.