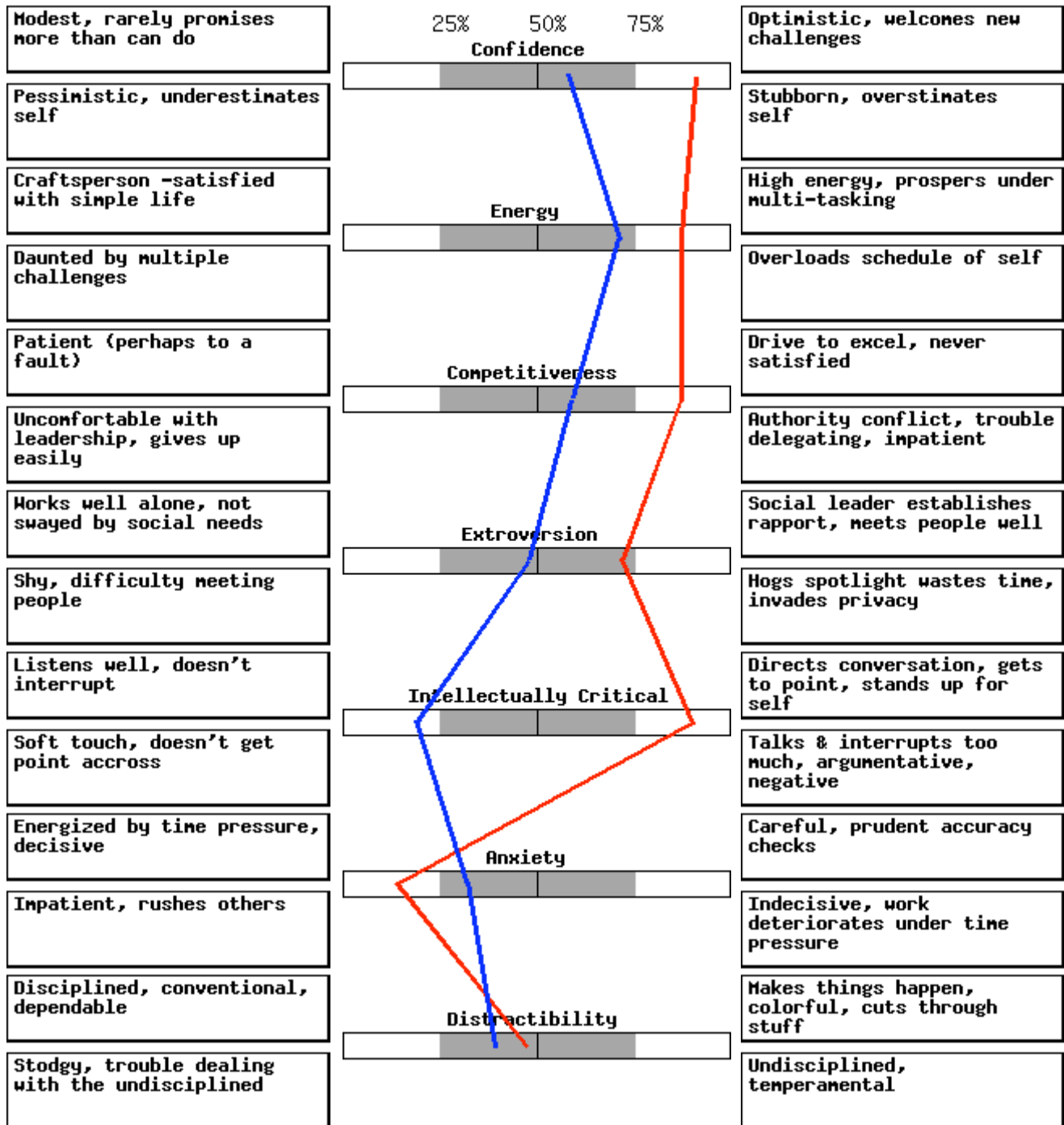
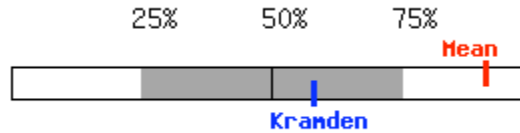


Interaction Report

Mean YPO - **Red**

Kramden Ralph - **Blue**





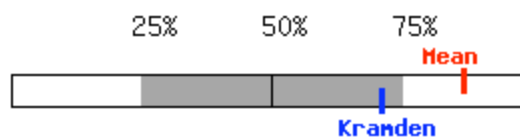
Confidence - 91th percentile and 58th percentile

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, Mean and Kranden, 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.



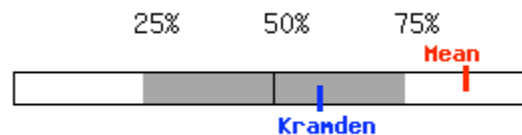
Energy - 87th percentile and 71th percentile

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, Mean and Kramden, 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.



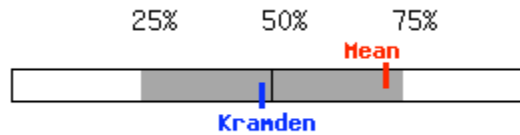
Competitiveness - 87th percentile and 59th percentile

The higher you score on the competitive factor the more you have the drive to excel in everything you try. Ambitious 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 ambitious 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 frequently lack the killer instinct to make it to the top in dog-eat-dog companies.

On the factor measuring competitive drive, both of you, Mean and Kramden, score quite high, above 90 percent of the population. The fact that both of you score this high means that you both are probably leaders or candidates for leadership in your organization. If you work together, it is important for you to a) respect each other's competence, and b) divide up the turf even if Kramden reports to Mean. Because you score so high, Mean, you must be aware of your tremendous need to be dominant, not only over Kramden, but over everyone. While you may have qualities which diminish how obvious your drive is (e.g., extroversion, discipline), it is a prominent feature of your existence. It is really difficult for you to ever let go of functions which are important to you and your image. Often people like you find it difficult to share leadership with anyone. Thus, your feelings about Kramden are important. Do you respect Kramden? How you feel when Kramden does well, receives commendations or promotions? The same things can be said for Kramden except that it is presumed that Kramden is not Mean's boss. Openly or not, you two are apparently in competition with each

other. This is usually easier to deal with in sports where the battle lines are drawn more cleanly than in organizations where cooperation and mutual trust are always vital.



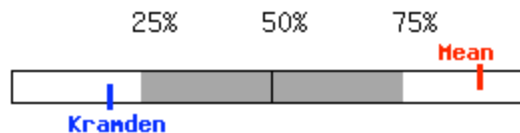
Extroversion - 72th percentile and 48th percentile

The higher you score on the graph above the more extroverted and outgoing you are and the more you enjoy and need the company and approval of 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 generally mean a balance in terms of enjoying being with others and valuing time alone. This balance may be the healthiest way to be but can cause problems with others because it confuses them. 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.

Both of you, Mean and Kramden, score above 90+ percent of people. The fact that both of you score this high means that you both are comfortable in social settings. You both value other people. It is likely that you both are dominated by the need for involvement with others.

For all their wonderful aspects, with such high social needs can come some problems, however. Working alone becomes highly stressful pretty quickly. When things get a bit tense, you two are likely to use each other as a release. Too often socializing can often take the place of getting work done. Both of you may have problems saying no to people's request for favors and time together. The more gregarious you are the more difficult it is to make personnel decisions on a rational, rather than personal, basis. As a team, you two need someone who is less social as a monitor on you occasionally. Otherwise you should have a great time together unless one of you is jealous of the other's time on stage.

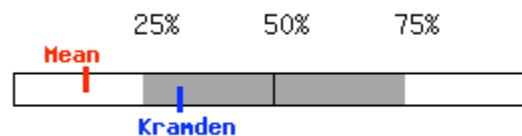


Intellectually Critical - 90th percentile and 19th percentile

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, Mean and Kramden, 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.



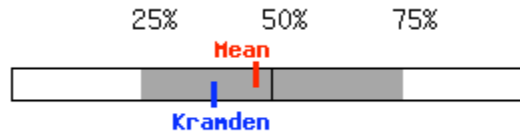
Anxiety - 14th percentile and 32nd percentile

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, Mean and Kramden, score very high above 90+ percent of the population. The fact that both of you score so high means that you are cautious decision makers. You believe haste makes waste. You worry things to death. For many successful people, this anxiety fuels their perfectionism and quest to get things done and done right. In fields like accounting, design, any craft, computer programming, accuracy is more important than speed. Problems occur when people like you get promoted to management positions. In these jobs, it is more important to see the big picture than to take care of all the details yourself. Therefore, you have to learn to let go of some of your perfectionism and learn a process for making decisions when you don't have all the information you think you need. Perhaps you can help each other get off the dime, although you probably each need an empathetic, but more decisive, colleague to guide you through your mental impasses.

You both are advised to develop good stress management techniques to learn to deal with the pressures of a busy world and your cautious, perfectionist standards. When you can let go of worries, you can perform more effectively with a clear head.



Distractibility - 47th percentile and 39th 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, Mean and Kramden, score quite high, above 90+ percent of the population and well above most successful business executives. The fact that both of you score so high means that neither of you has to worry about being self-righteous. It should be a priority for both of you to work on reducing your distractions and finding ways to return to work when you go astray. You probably can relate to each other and to each other's predicaments. Check to see how often you are the distraction or temptation for the other person. When work needs to get done on time, you need to make real space between you so you won't contribute much more to the problem than the solution. It is quite likely that your lack of discipline is holding both of you back in your career. Even if you have been successful so far, you continually are on the thin line between success and disaster. You probably have become quite good at tap dancing yourselves out of trouble. How long can you dodge the bullet?