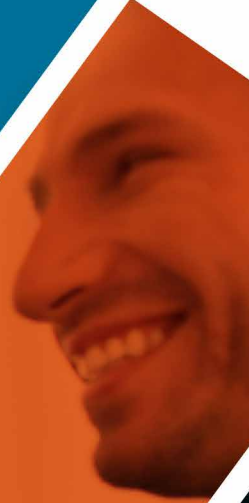


MASTERING MANAGEMENT



from John Doe to CEO

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Management is a hot topic.

Effective management in your organization can be the difference between poor, standard, or extraordinary performance. This is because effective managers know how to maximize the potential of your most important asset—your employees.

The line between good and great managers is rarely defined with clarity. In fact, many managers are in the gray area of being average. They are not exceptionally great, but aren't performing poorly enough to be fired. Average management in your company means that you are probably getting average performance from your employees. So, what separates the good from the great when it comes to management? Find out in **Mastering Management—From John Doe to CEO.**

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You Made it to Management...

NOW WHAT?



5 Tips for First-Time Managers

You have a new management position opening up in your organization, and you are responsible for selecting someone to fill that position. On your team, you have a pool of determined, hard-working candidates that have been working for years to deserve such a position. They are high performers, so clearly it's a win-win, right? Wrong!

Leading other employees can be a significant adjustment for most. Someone may be high-performing in one position, but that does not mean that they will be high-performing as a manager. There are many factors to take into account, especially if the forthcoming manager is to lead a group of his peers.

While this list is intended for new managers, you can share these tips with veterans of the job to remind them of the basics and help them avoid derailing. Reminders such as these might give them a new focus or outlook on their daily job, which will not only improve their own effectiveness, but increase the performance of those whom they lead. Here are five tips for first-time managers:

1. Accept that you still have much to learn.

Congratulations! You finally made it to management! After the celebrations die down, there are a few issues you need to address. You will have worked hard for your promotion, and will have ample expertise in your

All people react differently to being managed. Take time to get to know your team and how they work.

chosen field, but you may find that you lack self-confidence in your ability to lead. Be prepared to learn from others—including your new team. All people react differently to being managed. Take time to get to know your team and how they work. Remind yourself that this is just the beginning. You too have a lot to learn professionally and personally about how to be the best manager that you can be.

2. Communicate clearly.

Always keep your team fully informed of project goals, priorities, and those all-important deadlines. Effective communication will be essential in both establishing your credibility and gaining the support of your team, so be sure to provide clear direction, and always welcome questions or feedback from others. Ensure a fair and consistent message is communicated to all levels of the organization. Communication is key—it is the means by which you will be able to ensure your employees are invested in your organization's goals!

3. Set a good example.

We have all worked with that hypocritical boss in the past. This is the boss who demands punctuality, but is constantly late to the office; the boss that insists on no cell phones during work, but is clearly texting all day. As a first-time manager, you must demand from yourself the same level of professionalism and dedication that you expect from others. If you expect

the team to be upbeat and friendly, then make sure you are as well! If you expect written reports to be error free, then double check your own work! This will encourage your team to follow your procedures and rules.

4. Encourage feedback.

Have an open door policy! Sometimes employees are unwilling to speak up about certain issues unless they are prompted. Canvass for opinions on issues such as support, training, and resources—while maintaining an open-door policy—so your team knows that you are willing to listen to their concerns and ideas, as well as help provide solutions to any problems. Some employees may need a nudge in the right direction in order for them to tell you what's on their mind. Gently encourage them, but don't force them.

5. Offer recognition.

Everyone likes getting the gold star from the teacher. By publicly recognizing the efforts and achievements of your team, you not only build up their confidence, but also encourage future contributions and effort. Praise does not always have to be formal—praising employees can be part of your day-to-day communication. Author Ken Blanchard suggests that managers take an extra minute to offer praise, criticism, or make sure that instructions are understood.

Identifying & Modifying Your MANAGEMENT STYLE



If we asked you to create your ultimate NFL “dream team” by handpicking each player, and told you that this team—comprised of the most talented players in the country—could still fail, would you believe us? Probably not, but you should.

You may have the talent, but what about the coach? Without an experienced and effective coach to lead it, your “dream team” will look like a disorganized mess on the field, and will likely see little success. This concept isn’t exclusive to football; in fact, it’s a basic, vital principle within businesses around the globe.

Acquiring top talent to join your organization is only part of the equation of success. Having talented people on your team means they have the skills and potential to be great and to do outstanding work; but great potential requires special management to orchestrate it into a finished product. With this in mind, ask yourself: “Is my coaching style allowing my team to reach its full potential? What kind of coach am I?” Here are a few styles of management to help you decide:

Autocratic management is characterized by managers who exercise significant power over their subordinates, which allows little room for suggestions and input. While autocratic management has the benefit of incredible efficiency, it can come at the cost of unhappy team members, and may lead to high turnover. It is comparable to military-style leadership, and is best used in a crisis, when things need to be done immediately and without question.

Charismatic management motivates a team to continuously move forward and better itself, adding energy and good morale to the environment. Charismatic managers usually enjoy commitment and high engagement from their team, but should be careful not to focus on themselves more than their team. In the team’s eyes, success is derived directly from their charismatic manager, so this style of leadership requires a lot of responsibility and commitment from the manager. Read more in our book, [Leadership Charisma](#).

People-oriented management focuses on developing and supporting people, treating everyone equally and respectfully. These managers often have highly-productive and risk-taking teams, make themselves approachable, and are greatly concerned with the welfare of their subordinates. People-oriented managers should be wary of placing attention on people's needs over important tasks and deadlines.

Task-oriented management is the opposite of people-oriented management. This type of manager focuses on getting the job done, and often pays little attention to their team and its needs. Task-oriented managers often create the standard of performance for their teams, define work roles, monitor the team's work, and enforce deadlines. This style of management often benefits team members who have difficulty with time-management, enhances productivity, and yields high-quality work. However, task-oriented managers can often have the same characteristics as autocratic managers, and may experience the same negative effects of high turnover and dissatisfaction within their teams.

Transactional management often compensates team members in return for their effort and agreement to fully comply with their manager's instructions. Should standards and expectations not be met, transactional managers usually reserve the right to employ disciplinary action. This style of management recognizes subordinates by performance, offering rewards and compensation to those who excel. Ambitious and motivated people typically thrive under this style of management, as their accomplishments are recognized and rewarded. For

others, this type of management may lead to high turnover; there is little that can improve satisfaction for someone who is not fit to work under transactional management.

Transformational management has proven to be an effective management style, as it facilitates high productivity and engagement from its team members. This is accomplished through inspiration, motivation, and high accountability and expectations from the managers, as well as their team members. These managers create enthusiasm and energy within their team, but may require the assistance of other managers who employ a different management style. For example, a transformational manager may collaborate with a transactional manager to ensure work is done and deadlines are met, while the transformational manager inspires and looks for value-adding initiatives.

Now that you have an idea of management styles, what should you do? For starters, evaluate your team's success in relation to productivity, turnover, morale, work quality, timeliness, and deadlines. If your team is lacking in one or more of these areas, an adjustment or two to your management style could be a solution.

Whether you are managing multiple teams or an individual, it's important to remember that one size does not fit all in management styles. This serves as a testament to the importance of communication and interaction with your people—before you can begin to customize your style to your people, you must first understand them. So, when it comes to management styles, remember that effective communication leads to effective management.

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Keeping the Peace:

HOW TO MANAGE PROBLEMATIC PERSONALITIES

According to Merriam-Webster, personality is a person's set of distinctive traits and characteristics. Note that the definition does not say "good" traits and "favorable" characteristics. As there are many people with extremely pleasant personalities, there are just as many people with "nails on a chalkboard" type personalities that send shivers up your spine and make you want to scream.

Whether it is constant complaining, inappropriate jokes, interrupting conversations, a condescending tone of voice, or being overly dramatic, problematic personalities can be difficult to deal with in the work environment. At some point in each of our professional careers, we will encounter or manage a person with a problematic personality. These people can have a negative impact on coworkers and damage the culture of an organization. Although having a difficult personality isn't a crime, there are certain behaviors and personality traits that are undesirable in the workplace and require tact in order to be dealt with appropriately.

So, how do you manage employees that exhibit a troublesome personality? The difficult employee may be one of your top performers, so immediate termination or reassignment to a different department may not be the best solution. What if you could find a way to modify the problem employee's behavior while at work, and still have them maintain their high performance level?

Managing these types of employees is challenging, but it is not impossible. There are some simple steps that managers can take to turn the situation around, and make the employee's behavior less distracting in the office environment.

First, make sure the employee is aware of his or her behavior, and the problems that this behavior is causing in the workplace. Employees are often oblivious to their own quirks and distracting behaviors. Managers should arrange a one-on-one meeting with the employee to explain how the behavior is affecting his or her coworkers and the office as a whole. Awareness is the first step to solving the problem, for the employee and for the manager.

Second, provide support to help motivate the employee to change. Before managers can take this

step, the employee with the behavioral issue must show a willingness to change. Once the employee admits there is a problem and makes an effort to do better, the additional support and motivation can begin. This may take up a great deal of time and require special attention on one employee, but after the distracting behavior is eliminated, the other employees will be more productive.

Lastly, enlist the help of trustworthy employees. These employees can provide feedback on how the employee with the problematic personality is progressing. Is he or she trying to do better, or still choosing to engage in negative behavior? Managing difficult employees can be made easier by enlisting the help of coworkers and other employees. If the employee still seems unwilling to change, then management may have to take a more drastic approach.

Tackling the issue of workplace conflict or an employee with a problematic personality is not something that a manager looks forward to; however, it is inevitable. There will always be employees who "hit a nerve," and the way in which you manage these employees will be a testament to your management abilities.

At some point in each of our careers, we will encounter or manage a person with a problematic personality.

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How Effective Management Misconceptions Are **KILLING** *Your* **BUSINESS**

A few synonyms listed in a thesaurus for

“manager” are “controller,” “overseer,” and “administrator.” These words create a picture of a manager as someone who stands over employees and gives orders, but management positions involve more strategic planning, communicating, and people skills than most people realize. People that fall into the trap of believing that executives are the visionaries, managers are the enforcers, and employees are the doers, set themselves up for failure.

Today, every member of an organization can be called upon for any of these roles. Management roles are the most incorrectly stereotyped in the workplace. Here are a few common misconceptions about managerial job functions, and the realities associated with them:

Misconception: Managers need to focus on getting things done in the quickest and cheapest way possible.

Truth: Effective managers focus on setting checkpoints and milestones.

The management role is all about moving ideas from conception to reality. This process begins with a plan. Without a plan to move forward, ideas will never turn into concrete products or services that create a return on investment for an organization. A manager’s checkpoints are the link between the executive’s

strategic planning and the employees that execute these plans. Effective managers must be able to see a plan, break it into parts, and set realistic milestones. If a manager dives into a project without setting milestones, he or she may rush through it, creating poor customer service experiences or products.

Misconception: It is an executive job function to track progress.

Truth: Effective managers track progress because they have direct contact.

Managers must have a system in place for tracking goal progress, because they are closer to the day-to-day operations than executives. Tracking allows managers to identify problems before completion dates, which will help them know when to step in and make corrections if employees are not completing work accurately.

Tracking also gives managers an opportunity to identify ineffective processes or tools. The identification and rejection of these processes and tools by effective managers will help their organizations save time, money, and ultimately, their bottom line. Executives are often not located close to warehouses and retail locations, so when they track progress, they may not receive progress reports immediately. However, managers have direct access to this information, giving them the ability to make decisions more quickly.



Effective management is more than just ensuring products are created and sold.

Misconception: A manager's job is to manage processes first and people second.

Truth: Effective managers take time to understand their people first.

Managers must engage their employees so their workers are excited to do their jobs. Employees who feel that their managers understand them perform better than those who do not. Managers who understand their employees know their strengths and weaknesses, and can increase efficiency and professional development by assigning tasks based on these strengths and weaknesses. Managers who really know their employees can also effectively identify training and development needs.

Misconception: Managers receive communication from their bosses and pass it down to frontline employees.

Truth: Effective managers facilitate the free flow of communication in all directions.

Managers are the link between executives and frontline employees. If managers do not communicate effectively and consistently, they withhold knowledge

that executives need in order to make decisions, as well as information that can help frontline employees perform better. Managers must constantly facilitate the free flow of information. They are responsible for reporting the status of projects to executives, and should make sure employees understand other managers' and executives' feedback on their work. Two of the most important managerial responsibilities are keeping everyone informed and fostering a free flow of communication.

Effective management is more than just ensuring products are created and sold and services rendered—it involves a focus on frontline-employee development, facilitating the flow of important information throughout an organization, setting goals and monitoring progress, and an in-depth understanding of employees. The world around us is ever-changing, and the way we do business is no exception. If a business is to succeed in this day and age, it must get rid of old-school ideas and misconceptions about what effective management is, and hire managers who connect and communicate.

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What Makes *the* **BLUE** **EFFECTIVE**

RICHARD BRANSON **PRINT** *for* **MANAGEMENT** ?



Richard Branson's teacher once predicted that the future mogul would "either go to prison or be a millionaire." Although he did spend a night in prison for tax evasion later in life, the serial entrepreneur otherwise pursued the latter option, starting Virgin Records when he was only 20 years old. Branson's Virgin Group is now the parent company of more than 400 businesses.

The explosive growth of The Virgin Group has established Branson as one of the most successful businessmen of our time. What makes him even more impressive is that he is not afraid to share how he got there. He regularly writes advice columns for business publications and shares insightful tidbits of inspiration like "Think: What's the most amazing way to do it?" to his more than four million followers on Twitter. His Twitter bio reads: "Tie-loathing adventurer and thrill seeker, who believes in turning ideas into reality. Otherwise known as Dr. Yes at @virgin!" It is safe to say that Branson does things his own way. This is especially true when it comes to his leadership style. Here are a few of Branson's doctrines that we believe can make any manager more effective:

- 1. He is not afraid to say that not everyone should be a leader.** Never one to shy away from

The explosive growth of The Virgin Group has established Branson as one of the most successful businessmen of our time.

the truth, Branson is a firm believer that leading people is not something everyone is cut out for. In his book "Like a Virgin: Secrets They Won't Teach You at Business School," Branson says a manager is someone who "brings out the best in people." He says that not everyone can do this, and that is "okay." Find what you are good at and stick with it.

- 2. He tells the customer they are wrong sometimes.** Okay, maybe he doesn't say this to their faces, but he does run his business by this idea. It is important to realize that customers are humans, too. Yes, your goal is to please your customer, but Branson cautions managers against "building your customer service system on the premise that your organization will never question the whims of your clients." Bottom line: make sure you are not constantly stepping all over your employees or other important stakeholders to provide customer service.
- 3. He is fully aware that perfection does not exist.** Most managers know there is no such thing as perfection. So why do so many give feedback or reviews with no tips for improving? As a manager, if you tell an employee that they did something exactly right, it makes them believe there is no room for improvement. Branson says this is a big mistake. He never gives anyone a review of their work without mentioning places it can be improved, because everything can always be made better.

- 4. He worries about making his employees feel comfortable.** "It takes an engaged, motivated, and committed workforce to build a successful, sustainable enterprise," said Branson in his book. The best way to get these engaged employees is to create a workplace where it is okay for employees to openly express themselves and get rid of the rigidity.
- 5. He just does it.** Managers have to plan ahead; it is part of the job. But too much of that can stifle creativity and innovation. Branson does not consider himself to be reckless, but he does realize the need to take big risks in order to have a chance at the big rewards. It is required in today's business world. Like Branson says, "The brave may not live forever—but the cautious do not live at all!"

Richard Branson became involved with business and leadership at a very young age, and has achieved extraordinary success. He doesn't go by the book; rather, he does things his own way, even when it goes against the grain. In a sense, he is the book—written by years of experience, trial, and error—and we can learn a great deal from him about what it means to be a great leader. Consider these five points as a word from the wise. Write them down, follow in Branson's footsteps, and you could be the next icon of effective management.

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More Than Management:

THE SECRET TO EXTRAORDINARY LEADERSHIP

We live in a results-based world. We're judged by what we produce and what we contribute to our families, organizations, and communities. In recent years, there's been a lot of focus on developing management skills, because we're told that good management skills produce good results. This is not untrue, but it's not the full story, either. Certainly a strong set of management skills will ensure you get results (or worst case, show you're trying), but getting extraordinary results from ordinary people requires more than just a finely-honed set of management skills.

The secret of people who get extraordinary results is that they work alongside the people that help them achieve their goals. They are distinguished by the fact that they are not just managers, but also leaders. Those who get extraordinary results tend to be extraordinary leaders.

Here are some attitudes and habits that research has shown makes the difference between ordinary managers and extraordinary leaders. Understand and implement them, and you'll see your own results improve dramatically.

Extraordinary leaders:

1. Know that everyone has potential.

Extraordinary leaders recognize that every one of their people, given the right circumstances and challenges, have the potential to produce extraordinary results. They know there are no “ordinary people,” just ordinary leaders who get ordinary results from people with the potential to do much more. “A weed is just a flower growing in the wrong place.” That sentence describes the way they treat their people and, in turn, the way their people choose to give their all to help them achieve the results they crave. Look for strengths in your people.

2. Set the tone.

Great leaders lead by example. If you are positive, dedicated, persistent, and goal-oriented, then you’ll develop this sort of atmosphere in your department or organization. If you are negative about your people, depressed about the future, and disinclined to go the extra mile, then don’t be surprised when your employees begin to mirror your attitude. Model the attitude and behaviors you want from your people.

3. Give their people a great reputation.

Dale Carnegie outlined ten timeless principles for perfect human relationships, one of which is to “give people a high reputation to live up to.” Tell your people what you are trying to achieve, explain the importance of their contributions to these goals, train them to be effective, and then invest confidence in them. Tell them how certain you are they will excel. People will go to the ends of the earth to preserve a good reputation, so give them one!

4. Give lots and lots of recognition.

Every study on why people leave, stay, excel, or “die” in jobs highlights the key role of recognition. Institutionalize as many initiatives as you can to catch people doing something right. When you do, thank them privately, but praise them publicly. Not even money has the motivating power of public recognition for a job well done. The great motivational speaker, Zig Ziglar, said, “The easiest way to knock a chip off someone’s shoulder is to let them take a bow.” Catch even your worst people doing something right, praise them publicly, and you’ll see their attitudes change.

Evolving from a good manager to an extraordinary leader requires nothing more than additional focus and motivation.

Evolving from a good manager to an extraordinary leader requires nothing more than additional focus and motivation. These four actions—which make your employees look and feel good about what they are doing—start with you and your mentality, and implementing them will result in the best possible outcome for all parties involved. There’s no better time to start than right now. Ready...Set...Go!

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Win the LOVE & LOYALTY *of Your People With* CHARISMA

“The most dangerous leadership myth . . . asserts that people simply either have certain charismatic qualities or not. That’s nonsense; in fact the opposite is true. Leaders are made rather than born.”

- Warren Bennis, Leadership Scholar

Charismatic leaders and managers create and maintain a work environment where people are emotionally and intellectually committed to the organization’s goals. Not only does charisma foster a positive work environment, but it also plays a vital role in helping managers achieve a strong loyalty, respect, and even love from their employees.

It has been said many times that charismatic leaders are born, not made. However, this belief is nothing more than a misconception. As Warren Bennis said, “That’s nonsense; in fact the opposite is true. Leaders are made rather than born.” Charisma truly is like beauty—it’s in the eye of the beholder. The beholders are both you and those around you, so developing charisma is a two-fold process. It is crucial that you focus on knowing and understanding your people so you can begin to develop a managerial style that is charismatic to each individual. Yet, if others are to perceive you as charismatic, you must first perceive yourself as such.



There are many factors to becoming a charismatic leader, and though it takes time to achieve, there are things you can do right now to begin developing charisma.

Build a foundation for your charisma. Research shows that a critical component in charisma is self-confidence. It is impossible to build a sustainable charismatic persona until you have developed a stable foundation of self-confidence. Review your self-confidence for a clear sense of purpose and forward motion.

Create goals for all aspects of your life. To stay on positive, self-confident ground, it is essential that you don't confine your goal-setting to business. Write down your goals for the following:

1. Career and business
2. Relationships and family
3. Finances
4. Health
5. Personal development

Define your goals. By defining goals, you can begin to build your self-confidence and charisma. You can further improve your self-confidence by bringing these

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goals to a successful conclusion. Post your goals in a place where you will see them several times a day—you can even create a dream board! Vividly imagine your goals to make them happen.

Rid yourself of negativity. Left unchecked, negative self-talk reinforces a negative image of yourself and your performance. Today, if you find yourself thinking or saying something negative, replace the thought or statement with a positive one. Establish statements that describe what you'd like to believe about yourself, and begin reciting them to yourself on a daily basis. The best time to start practicing positive affirmations is today, so here are some examples to get you started:

1. I am a charismatic person.
2. I am friendly, approachable, and genuinely interested in others.
3. I am a great listener.

Optimists are more successful. Optimism is the fuel you burn to create the energy and drive that keeps you moving forward in pursuit of your vision—goal by goal. There are many ways to become more optimistic, which include: practicing positive self-talk, focusing on goals, reading inspirational literature, avoiding sources of negativity, and giving yourself a pat on the back for your accomplishments.

Act charismatic. Charismatic people share a number of physical behaviors. The way they carry themselves,

Optimism is the fuel you burn to create the energy and drive that keeps you moving forward in pursuit of your vision.

smile, and the manner in which they look at those they're talking to are all shared physical behaviors of charismatic people. Pay attention to your physical charisma at work today!

1. Watch your posture. Review your physical presence; watch how you sit and stand. Correct, upright posture communicates self-confidence, energy, discipline, and strength. Poor posture communicates insecurity, negative self-image, and the lack of self-confidence. Start creating the habit of an upright posture now, as you're reading!
2. How's your expression? Dale Carnegie once said that "the expression one wears on one's face is far more important than the clothes one wears on one's back."
3. Smile at a co-worker today! Use your smile in the workplace. When one person feels good and smiles, he or she sets off a chain reaction. That person is mimicked by those around them, and they, in turn, enjoy a boost in their mood. This makes them smile more, and so the cycle continues.

4. Make eye contact in your next meeting! Those who maintain eye contact make a longer-lasting, and more positive, impression of self-confidence and honesty. An important step in fine-tuning your physical charisma is eye contact. Don't stare fixedly; break contact every 3 to 5 seconds, and keep eye contact when someone speaks to you.
5. Master the handshake. Before you initiate a handshake, ensure that you are face-to-face with the other person. Stand with your arms at your side, palms inward, and with a comforting stance toward the person you are about to meet. Don't forget to make eye contact and smile!

Communication is key. Charisma is all about communication—one-on-one, or in small groups with those working for you. If you haven't met with your team recently, get them together to discuss interdependencies and project goals. The next time you talk with your team:

1. Keep your messages upbeat.
2. For heaven's sake, listen!
3. Communicate one-on-one as much as possible.
4. Solicit ideas, opinions, and suggestions from others.
5. Display common courtesy to all.

Ask for advice. In your next meeting with a team member, prepare a topic on which you specifically need advice. When you ask them, listen! Build a two-way bond that will foster your charismatic appeal. Give praise where it's due! Everyone does something noteworthy on a daily basis. Make it your business

today to be aware of something notable that a team member has achieved. Congratulate and thank them for their effort.

Give frequent employee reviews. When was the last time you performed an employee review? We all need to feel that our contribution is valuable—and we need to know where we stand. Make it a point today to ensure that you review your team members' goals with them individually. Do this at least once a month, or more often if you can.

Involve everyone. Some employees share feedback every day in meetings, but others do not. When discussing your next big project, make it a point to seek input from those who tend to hold back. If this is still difficult, designate time with them one-on-one and solicit their ideas.

Share your expertise. Start brainstorming ideas to start your own blog and establish yourself online. Connect with industry experts on social networks, and share the expertise you've learned from reading new publications, along with your personal opinion. Start by tweeting something interesting to someone new today!

Remember that charismatic leadership is made, not born, and become a walking testament to this fact by applying the tips in this guide to your leadership and management. By developing your charisma, not only will you see a significant and positive change in yourself, but others around you will, too!



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