



Case Studies

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Introduction

Since the company's start in 1978, The Forté Institute has helped corporations and individuals improve their interpersonal communication skills as well as build effective teams and increase business and personal productivity. Today, its communication style reports and performance coaching tools are used by various size institutions, from corporations and businesses to military and government organizations. The extremely accurate and quick results have made Forté a global leader in communication assessments. Users are quickly able to identify their primary and secondary strengths as well as their motivators and de-motivators. Another unique aspect of the Forté is its adapting profiles which allow customers to track and monitor the patterns in both their personal communication styles and stamina. For the clients that use Forté, it has become a necessary tool not only to grow their business, but also to remain in contact with their customers.

For this case study, a variety of businesses were interviewed in order to better understand how the tools of Forté are applied to multiple settings. Some of the participants we interviewed run their own consulting companies, while others work for large manufacturing companies. These participants have also used Forté in a variety of settings themselves, including personal growth, marital coaching, business development, team building, and personnel hiring. With several years of experience using Forté, these clients were well suited to provide this case study comprehensive information.

Methodology

For our case studies, we used the method of non-probability sampling and open-ended questions to gather quantifiable data to show a correlation between the use of Forté and how the Forté Interpersonal Profile is perceived by clients who have experienced it as users and coaches (Appendix A). The sample is part of a non-probable sample because not every client of Forté had the same chance of being chosen to participate in the case study. Interviewees were chosen by Sue Gardner, the Director of Forté Client Services, reflecting those whom she felt would have the best stories of their experience. Using open-ended questions required the participants to give us full answers, rather than just simple one word answers. Because of this method, we were able to learn more information about how each client viewed the Forté Interpersonal Profile.

Our Purpose

The purpose of each case study is to provide a better understanding of the different ways the Forté profile can be utilized in business settings and conflict resolution in both professional and personal lives. By coding the results from each interview, we were able to develop personal anecdotes, quotations, information on experiences that the clients of Forté had with the product and, how the profile is used in their organization. The information learned from the interviews can be used in several ways by the Forté Institute. For one, the client statements can be used to show potential clients and organizations how highly regarded Forté is by those that use it with frequency. Also, by understanding the changes that these clients recommend, Forté can make its services even more client-friendly and demonstrate its responsiveness to its clients and users.

Participants

Case Study One,

Jean Cullinane, President of Cullinane Consulting

Case Study Two,

Terry Clark, Director of Sales and Training, Ply Gem Manufacturing

Case Study Three

Amryl Ward, President of Award Consulting

Case Study Four

Dean Heffta, Director of Development, Water Street Solutions

Case Study Five

Rob Berkley, Managing Partner, Group MV

Case Study Six

Cissy Bowman, Director of Communication for Mt. Lebanon School District, Pittsburgh, PA.

Case Study Seven

Kay Hohn, Personal Consulting and Senior Partner of Brimstone Group.

Jean Cullinane

Appendix B

As the only international case study, Jean Cullinane the founder and president of Cullinane consulting, offered a unique view of the Forté Profile. For the last 15 to 20 years, Jean has used the product with “training, team building, and an array of different human resource services for companies in Ireland.” As a one-person company, it is important for Jean to know everything there is about her clients so that she can best serve them.

Although Jean uses the Forté Profile mostly for developing individuals and teams, she says there are other ways to use it as well. “There are individual people who come just for help with their careers, a group in a company, or the company as a whole that wants help as a team.” Jean resolves the issues in a team by using the team builder report.

While working with a different variety of clients, Jean admitted that sometimes she uses other tools to coach clients, but still uses Forté the most. “One reason why I have stayed loyal to Forté all this time is because it is very easy to use. People can take it online, therefore there are no administration costs for me. The other reason is that I think it is very accurate and I have gotten good results from it.”

In her experience, she has found that Forté is a great way to get teams talking to one another and realizing the similarities and differences in their communication. “I found that Forté is a very good vehicle for getting people to talk about how they can get the best out of each other in their work-related relationships. Also, with individual reports, Forté provides an insight into one’s communication strengths and weaknesses.”

Despite being an ocean apart from most Forté clients, Jean has had the same positive results issuing the profile. “I would say, overall, people have rarely defeated the results, people are very comfortable with them.” Jean has only found one instance where the profile was wrong for a particular person, and as it turned out, the individual had taken the profile based on how she wanted the results to be, not her true communication style.

Terry Clark
Appendix C

Coming from a military background, Terry Clark knows how crucial good communication skills can be within an organization. Today, he works for Ply Gem Industries, which is the third largest manufacturer of residential windows in the United States. Its largest clients are Lowe's and Home Depot, and they also sell to lumber yards across the country. Ply Gem sells both new and renovated windows, patio doors, and sliding glass doors.

Clark was first introduced to the Forté Interpersonal Profile around 30 years ago when Hoop Morgan was just starting the company. At the time, he was working for a manufacturing plant in Kansas City and found a small brochure that explained what Forté was. At that point, Clark asked Hoop for an onsite visit to explain the product even further.

Since the beginning of Forté, Terry has been a supporter of how the tools can improve communication within an organization. Even after his experience with other communication profiles, Terry prefers Forté. “Forté is three dimensional because of the tools that accompany it. It is an ongoing process and it tracks you. The ultimate feature of Forté is that once you trend out over time, you develop a profile.”

Since Terry has been working with the Forté Interpersonal Profile for so many years, he has been able to use it “over a thousand times” with organizations ranging from Fortune 500 companies and different types of government, including the military. Working with Ply Gem, Terry uses the Forté Interpersonal Profile to coach their current employees and he also has used it throughout the hiring process. “We needed to start recruiting those who were successful. We profiled our bottom third and our top performers (top 4%) to see if there was a trend line profile. There was. Once we identified that, we began recruiting. We found that when the Forté profile along with their background, product knowledge, and communication skills, all aligned, we were more successful with getting that person into the selling mode than other groups.”

Terry believes that the only way to use the Forté Interpersonal Profile is with all the tools in place. Using all phases of the “tool box” is the correct way to do it.

Amryl Ward

Appendix D

As president of her own company, Award Consulting Group, Amryl Ward uses the Forté profile with a variety of clients, both large and small. As a human resource firm, she provides solutions to private, public, and nonprofit organizations. She uses the Forté to provide strategic planning, coaching, team building, and to gauge the productiveness of their employees.

She was first introduced to Forté in 1991 while she was working as Director of Human Resources for a different company. Hoop did a read-back for her organization. Since then, she has implemented the Forté Interpersonal Profile in her own professional life. “Currently, as I own my own business, I use Forté for executive coaching and through the coaching process. It is a great way to jump start a relationship,” Amryl said. Since the beginning, Amryl said her clients take to the Forté results very well; most of them say that the results they receive really help their organization. “I use Forté for team building, so often times I will find, or the client will find, that with new members on the team dynamics change. I get the opportunity to use the Forté Interpersonal Profile to bring them back together and start conversation about ‘Where are we? What’s my style? How’s my personal style affecting my ability to achieve the goal?’” To Amryl, the best way to incorporate the Forté into any organization is to use the entire process, of the primary profile, adapting profile, interaction reports, and the team builder report.

One of Amryl’s most vivid memories of when she used Forté with a client was when she worked in consulting for Royal Caribbean Cruise Lines. She had the opportunity to bring captains of the Celebrity Cruise and the Royal Caribbean Cruise together. Two employees of different nationalities, Greek and Norwegian, were forced to work together, but could not seem to get along because of their predetermined stereotypes of each other’s ethnicity. These conflicts, which were causing problems for the effectiveness of the business, needed to be solved. Amryl used Forté to bridge the gap between the two captains, showing that even though they were different, their communication styles were the same. “They got the opportunity to see that some styles were similar and they weren’t so foreign. Their dislike that they had for each other was not warranted because they were so similar to how they acted and communicated,” Amryl said. “They were beginning to see that the way they were communicating wasn’t wrong; it was just different.”

As Amryl continues to grow her business, it seems that she will continue to use Forté not just for the client's benefit, but also for her own. "Frankly, there isn't an instrument I've identified that gives that kind of information in such a simple way. Forté captures what is going on now. It is so relevant to the organization because it allows an organization to make improvement immediately without having to spend much wasted time. It really enhances performance."

Dean Heffta

Appendix E

Dean Heffta uses the Forté Profile with his consulting company, Water Street Solutions. Unlike most consulting companies, Dean's company specializes in consulting for agriculture workers, specifically farmers. Introduced to Forté in 2003, Dean is a relatively new user compared to some of the other clients of Forté. Since he came to Water Street Solutions in 2006, he immediately saw a way to implement Forté into his consulting company. "Over time, we continued to make Forté a part of how we engaged with the employees, employee-manager relationship, and as team members. When we bring clients in for client meetings, we will take them through a Forté session. The results are well received, especially since it is farmer families generally who are using the profile. There are two from each operation that come in for a session and they usually have never been through an exercise like that. They love it."

Unlike many companies, Dean walks his clients through the entire process and then has them work with an advisor on a weekly basis to make sure that they continue to use their results.

Since he has begun using the profile with farmers, Dean said that usually after one of his clients takes the profile with his coworkers, the client usually wants to take it with regard to their marital and family relationships.

Unique to many other users, Dean is able to see his clients use their profiles in their professional and private life. He says that there are two reasons that keep him using the profile. "The first reason is the simplicity of the survey. Most other tools that we have been around, and that I have been exposed to, simply take a lot longer to complete. The other thing that is really important to us about Forté is the adapting component. Allowing people to say: 'I know I am different in that environment. This provides me the platform to communicate how I have adjusted depending on the environment.'"

Two of Dean's clients have been married for 25 years. However, every time they went to a social function, they always ended up in a fight. The husband was an extreme extrovert, while the wife was an ambivert. She became an introvert when she was put in an uncomfortable situation. The husband enjoyed being sociable, and whenever the wife was left alone, she would get frustrated.

After the couple took the profile together, they understood each other's different communication styles. They were able to solve their problems and they haven't had a fight in four years.

Dean stated that as many as 40 percent of his clients are ambiverts. The Forté Interpersonal Profile is the first tool of its kind to acknowledge what an ambivert zone is and how certain people can act in different situations when they are uncomfortable or stressed. Dean says it is a relief to many of these clients when they go through their Forté profile and understand the ambivert zone that they are in.

"That was really weird," is a statement Dean often hears from his clients, many of whom are shocked by Forté's quick and highly accurate results. To Dean, the Forté Profile has been instrumental in understanding his clients in both their family relationships, as well as their relationships with their coworkers.

Robert Berkley

Appendix F

After working with the Forté for almost 15 years, Rob Berkley uses the Forté Interpersonal Profile to coach companies and individuals as an executive coach and management consultant for his company Group MV. As an experienced user, Rob says that there are several reasons why he uses the Forté. First, he values the high level of accuracy the profile gives. Berkley explains that he rarely has to convince people that the results are correct because his clients freely acknowledge that they are extremely accurate. Secondly, he says that it is extremely easy to explain to clients. Thirdly, he states that the Forté profile is easy to understand. Lastly, he loves the fact that the Forté Profile is context sensitive. “I can do [the Forté profile] with my relationship with my spouse, partner, or work mate,” Rob said. “Where my primary profile is always stable, my adapting context can be adjusted to the situation.” Putting it simply, Rob says, “It’s not a one Forté fits all, it is as many profiles that you need to completely understand all the relationships in someone’s life.”

Recently, Rob worked with a team to help improve their communication with one another. This group, which was already operating successfully, still had a desire to improve their communication with each other. After only a few short hours walking through their primary profile results, the team felt that any friction they had with each other had been resolved. The team began to feel much more connected.

To sum up his appreciation of Forté, Rob says, “I think Forté is really fabulous. The other profiles I like for different things. But when it comes to communication styles, preferences, team building, and team communication, nothing comes close.”

Cissy Bowman

Appendix G

As Director of Communication for the Mount Lebanon School District in Pennsylvania, Cissy Bowman understands the value of interpersonal communication. As communication director, Cissy is in charge of all internal and external communication, branding, website content, communication planning, and serves as a strategic advisor to the superintendent and school board.

Out of all the case studies, Cissy is the newest Forté client, having been exposed to it less than one year ago. Her first exposure to the Forté came from her daughter, a professor at the University of North Carolina Wilmington in the Communication Studies Department. Dr. Jeanne Pursuit worked with Forté for her advanced Integrated Marketing Communication (IMC) course where the class created a IMC plan to implement the Forté in higher education. Dr. Pursuit sent Cissy a primary survey request to get her input about the profile. After seeing the group presentation of Dr. Pursuit's students and experiencing the Forté Interpersonal Profile personally, Cissy decided to implement the Forté in her school system to help improve communication.

“Knowing that my organization is undergoing a major transition, reorganization, and because some of our root issues were stemming from lack of good interpersonal communication skills development in our administrators, I thought it was a perfect time for our organization to use Forté,” Cissy said.

Since Cissy has been using the Forté, she has noticed an improvement in everyone's communication, especially between her and her boss, the superintendent. “We are at completely different ends of the spectrum. He is extremely dominant and I am patient. Some strategies that I needed to employ to better communicate with him were reinforced through the Forté report.” She said that after her boss saw his communication profile and realized that he was the most dominant person in the organization, the biggest risk taker, and the least patient, he has a better understanding of how he needed to communicate with his coworkers.

As a new user to Forté, she believes that, so far, the interaction report has been one of the most useful and beneficial tools that Forté offers. “It brings it down to one-on-one

communication and that is what I am really interested in. My job is about creating relationships and being able to strengthen skills of a person I am interacting with,” Cissy said. “When I look at an interaction report of two people who have not worked together before, it gives me more to go on. I can work on the same page and adapt to make my communication more effective.”

Cissy ended her interview by saying that she is very thankful to UNCW and to Dr. Pursuit for introducing her and her organization to Forté.

Kay Hohn
Appendix H

Opening her own business ten years ago, Kay Hohn has been using The Forté Interpersonal Profile since the beginning of her company. Since working with the Brimstone Consulting Group, Kay has utilized the profile with large and small corporations for the last eight years. Kay has been able to see how the Forté profile can improve communication between organizations of all different sizes and types. Kay was first introduced to Forté because of her affiliation with Executive Edge and Kim Ramsey. Kay has now incorporated Forté into her own businesses ventures. “75 percent of my use [with the Forté profile] is on an individual basis, part of executive coaching and then the other 25 percent would be doing team building,” Kay said.

Kay has seen the benefit of Forté on all levels because she has the ability to use the product in both large and smaller companies. On an individual basis, Kay explains, “[the Forté primary profile] is concrete. It gives a bit of information to work on, a plan to take action, and it provides a way users can utilize what they have learned.” While working with large corporations, “I primarily focus on leadership teams, the insight that Forté creates for members of a team and the differences among each other when I administer Forté,” states Kay. The teams are more effectively able to communicate with each other and act as a leverage of strengths among the team members.

One of her most memorable moments with Forté came about six years ago when she was using it with AOL. In this instance, the team of eight leaders were continually impatient with each other, and it was interfering with their productivity at work. After looking at their primary profiles, the leaders were able to see the differences with each other and how their communication was perceived differently than they thought. Kay continued the process by showing them their adapting profiles, which tracked the change in the group. Kay said that these two tools provoked the group to ask questions about how they could change their communication style to be more effective at work, while understanding how to use the different styles to get along the most effectively.

Kay explains that Forté, “offers insight that leaders and clients can walk away with. They end up having another perspective on how they are viewed, how they operate, and how they can more effectively communicate with others.”

Improvements

Throughout the eight interviews, one question that sparked some discussion was relating to improvements of the Forté Interpersonal Profile. It was interesting to hear from these eight participants who have used the Forté profile for many years or for a few months what they would like to see Forté improve. It is important for Forté as a brand and a company to listen to their clients and to see specifically how Forté could enhance the experience of the interpersonal profile.

Amryl Ward stated that she would like to have a better understanding of how to describe the goal setting sheets, page 10 and 11, of the primary profile to her clients. She stated that those two pages “require more explaining than I would like because it is not easy for her clients to understand.” Dean Heffta also described the goal section as a place for improvement. He explained “the accuracy is there, but what people get confused about is the goal section. There is some confusion about what it means.”

Robert Berkely of the MV Group explained that when sending out Forté profile links he would love to be able to “upload many names without having to type that in.” He also explains that the update respondent information button is hard to find.

“I have seen on the website repetitively that there is a newsletter,” stated Kay Hohn. “I have never seen a newsletter and as many times as I have signed up for it, I have never seen one. If there are added tips, resources around how to increase the effective use of Forté, I would love to see it.” Newsletters are an important tool to have for a specific company, like Forté, because it unifies the users and creates a sense of community. Newsletters can provide new information about a company, specific tools that could be beneficial for the users. Kay explained how important it is for Forté to create a community with all of its users “whether it is a blog or questions we respond to and how people are using it.”

Another improvement that Kay Hohn mentioned is that she would enjoy an advanced class on Forté. “I feel like I am just scratching the surface with it. I would like to have more in-depth knowledge on interpreting individual and team results,” explained Kay. On the report, she stated that it sometimes seems to be “automatically programmed. I would like to see more in

depth interpretation. Therefore what does it mean about an individual and their environment, how they are adapting, and how they are being perceived.”

Although Cissy Bowman has been using the Forté profile for a short amount of time, she stated that she and some of her administrators were having trouble with the “Others at Work Survey” and “How Others See You at Work.” Cissy explained that she was rather confused about what perspective she should take the survey, “Am I trying to get how other people perceive me at or how I want others to perceive me at work, or how I feel at this moment?” Cissy said that Hoop was able to clarify this matter, but one suggestion she would have would be to make sure the people who are taking the survey understand what it is asking.

Another suggestion for the Forté Profile is to match the functions of people’s communication styles with certain job industries. It would be interesting to see what specific jobs work with the different ways people interact with one another and their interpersonal communication styles.

The Forté profile places emphasis on providing the users with a comprehensive report showing how their communication styles adapt over time and are perceived in a certain environment. The profile is seen as a positive tool for all of its clients, “wherever I go, I continue to take Forté with me,” stated Amryl Ward. “People find such value in it.”

The users of the Forté Interpersonal Profile are one of the most important publics. When a suggestion is offered, it is wise to listen to those specific clients. Most of the clients of Forté have been using it for over a year, and acting on these suggestions would be beneficial for the company.

The Forté Brand

Forté has successfully established its own brand that helps contribute to its clients' loyalty. The users that were interviewed have either been using the product for multiple years or have only been using it for a short amount of time. The outcome of all eight interviews proves that clients will continue to use the Forté Interpersonal Profile because of its success in organizations and personal relationships. Existing customers of the Forté profile see the product as a way to help corporations and individuals improve interpersonal communication, build effective teams, and increase productivity in a specific setting (The Forté Institute, 2011).

Forté has created a brand and reputation for itself as being reliable and efficient. The clients expect these qualities out of their Forté profile results. Because Forté is utilized by so many and varied companies throughout the world, it is important that these two qualities follow it everywhere. Every client interviewed spoke about how easy it is to sell people on the Forté profile because it is rare when people do not find the results to be extremely accurate. The accuracy level fuels Forté's ability to grow itself because people have confidence in the brand. The product's reliability keeps clients interested. Forté is seen as a tool that helps users understand their personal communication styles and adapt to others— a key area in which every organization needs help.

Because of Forté's ability to brand itself, Forté now has the luxury of brand loyalty. The clients that use Forté on a daily basis are going to continue to use the product because of how reliable, accurate, and helpful it has always been for Forté's clients. The companies and individuals that use Forté will, in turn, recommend others to use the product, which creates continued success for the Forté brand.

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APPENDIX A - Forté Case Study Questions

- 1.) Can you give us a little background about your organization and what you do?
- 2.) How did you hear about Forté?
- 3.) When did you start using Forté?
- 4.) Why did you choose Forté over all the other interpersonal communication surveys?

With what type of clients do you typically use Forté?

- 11.) How do your customers usually take to the results
- 5.) Is there a reason why you wanted your organization to use an interpersonal survey?
- 6.) What are the benefits that your organization has noticed since it has used Forté?
- 7.) How do you use Forté?
- 12.) What forte tool (for exampleL team builder, primary, or interaction profile) have you doing beneficial?
- 8.) Can you provide us with some evidence and practical examples about your experience using Forté?
- 9.) What are some things you think Forté could improve?
- 10.) Are there any changes you would like to see to the Forté profile?

APPENDIX B - Jean Cullinane

Jean Cullinane
Cullinane Consulting

Background Information on organization from participant

“I am a one person operation, the name of my company is Cullinane consulting.”

“What I do with my company is: training, team building, and offer an array of different human resources services for companies in Ireland.”

How did you hear about Forté?

“I used to be the Recruitment and Change Manager at Aer Lingu”

“I suppose about 15-20 years ago Forté was introduced to that company. So, I was one of those people trained by Hoop originally to use Forté.”

Do you use it within your organization now?

“Yes, I am a subscriber. I would buy units every year from Forté. Then I use them with my own clients.”

What type of clients to do work with?

“There are individual people who come just for help with their careers.”

“Or there can be companies where a person can ask me to work with their company and a team of people, maybe resolve issues in the team by using the Forté as a team builder tool.”

“Occasionally I use it for recruitment as well. I mostly use it for developing individuals or a team.”

Why did you choose Forté over the other interpersonal communication surveys?

“I would have had the choice when I set up my own business to use other instruments. I do use other instruments.”

“I guess one reason why I have stayed loyal to Forté all this time is because it is very easy to use. The person can take it online, therefore there is no administration cost for me. The other reason is that I think it is very accurate. I have gotten good results with it.”

What are the benefits that your organization has noticed since you have used Forté?

“For teams, I would find that Forté is a very good vehicle for getting people to talk about how they can get the best out of each other in their relationships with work. For individuals, it gives people an insight into their own strengths and weaknesses in terms of how they communicate with each other.

“Occasionally, when I use Forté for recruitment, it gives an insight into whether the person will be successful in the job or not.”

Example

“Yesterday, I was using it with a client for coaching purposes and this person keeps having the same problems with work in terms of how she relates to the people that report to her.”

“So, using the Forté I was able to show her, for example, she’s an extrovert and likes to be liked all the time. She finds it hard to make tough decisions at work because people might not like her as a result of it and also she’s not a very dominant person so this piece was causing her a bit of difficulty.”

“She found it hard to understand why she was having a difficult time giving instructions to people. Having gone through the Forté, we talked about strategies that would make it easier for her to make the hard decisions.”

Improvements

“Nothing major.”

“I use another instrument called Myers Briggs and there are some similarities and some differences with Forté. The Myers Briggs is a very validated instrument, you know over, a period of years. I find in many circumstances that Forté is a much more useful instrument.”

“What I like about it is that it is direct. It is like it is. I think that it is very powerful given the short amount of time it takes to complete it. People would often say that to me: ‘ How come it is so accurate when it only took a few minutes to do?’ I think that is the real powerful aspect of Forté that you can learn so much from.”

Clients Perspective of Forté and the results

“Very pleased”

“I would say overall people have rarely defeated the results. People are very comfortable with the results.”

“There was one occasion where it was completely wrong for this particular person. I talked to her about it and she said she had taken it from the point of view of what she would like people to say about her rather than how she really is.”

APPENDIX C - Terry Clark

Terry Clark

Ply Gem Manufacturing

Background about organization

“I work for Ply Gem Windows division which is a division of Ply Gem Industries.”

“We are the third largest manufacturer of residential windows in the U.S..Our major clients are Home Depot and Lowe's. We also sell to lumber yards. We sell all forms of residential used and new windows, patio doors, sliding glass doors.”

“We also are the second largest manufacturer of siding. Our customers now are Home Depot and Lowe's.”

When did you hear about Forté?

“30 years ago when Hoop was getting started. He was sending out marketing information.”

“I was working for a company, a manufacturing plant in Kansas City. We received his brochure, so we called him up to see what it was about. And I have been doing business with him off and on since that time.”

Background with the military: How do you think Forté is able to use the same questions for military background, as well as a marketing and manufacturing background?

“I am retired.”

“It crosses over. Leadership and communication skills are interactions in adapting profiles cross all boundaries of occupation.”

“People still communicate with one another regardless of the occupation.”

“It is a natural cross over”

Why did you choose Forté over the other interpersonal surveys?

“Well, we have been using the Disk, we have been introduced to Myers Briggs, but the biggest difference between Forté and the others is its depth.”

“You take the Myers Briggs and it profiles you and your style. There is no adapting, no updating, no interaction, there is no follow up. That's it. Same thing with the Disk. It is one dimensional.”

“Forté is three dimensional and the tools that go along with it. It is an on-going process. It attracts you. The ultimate feature of Forté is, once you trend out over a period of time, you develop a profile and I think that is where profile came from.”

“The most important things that I learned is that jobs have profiles. Once you profile a job for example, software development, you use the Forté profile and profile the position with job

functions. You go into the job and then you match the individual profiles who are applying for that job, who have that job, and who succeed at that job.”

“You will most likely find that those individuals who are closely resembling the job because they took Forté are happier, have a better attitude, higher productivity, and a balanced lifestyle.”

What kind of clients have you used Forté with in the past and currently?

“Fortune 500, all government, military, it fits everywhere. I have used it over a thousand of times.”

Is there one type of customer you thought you got the best results from?

“No not really. It has been successful wherever I have used it.”

Is there a reason why you wanted your organization to begin using Forté?

“Productivity and production of our sales force. We had about 1500 sale persons in it at that time. We ran a sales analysis, we had a top third, middle, and bottom third, and the cost of the bottom third and middle third were of extremely high on cost to serve: salary, commission, vehicle, health benefits. We looked at what their averages were against those top performers. There was a significant difference.”

“We needed to start recruiting those who were most successful. So we profiled our bottom third and our top performers (top 4%) to see if there was a trend line profile. There was. So once we identified that, we led recruiting. Forté was a guide and when we interviewed people we found that the profile along with their background, their product knowledge, and communication skills, all aligned up, we were more successful with getting that person out and into the selling mode than the other groups.”

“It was a great tool.”

Is there one tool you use the most?

No, if you don't use the whole tool box you are not using it correctly

How do your customers take to the results of the Forté profile?

“Customers are immediately surprised. Secondly, how accurate it is. Thirdly, they ask ‘how do we use this to crop the organization?’”

“The initial reaction is quite high. The initial usage is quite high. Forté is an overall tool to use in organizational communication, organizational profiling for the most important person in the job, resolution, and team building.”

Is there one specific example that you have been through where Forté worked the best, or top experience?

“When you run an interaction report and there is a communication gap, it doesn't mean that you are in conflict with these people. It just means it will take the two of you a long time to come to agreement. There is always an unfair difference between you. “

“If you ask any manager, any team that they manage, there are different kinds of styles on that team. In most cases, 80% of your staff you will have no problem with it because you have your profile and then you’ll have a near match profile and you’ll figure it out. But there is always that 20% that marches to a different tune. That may be your tune that marches and not theirs.

“I have always been pleasantly surprised to find out the difference between me and a person I was having difficulty communicating with. In most cases, I was the one that had to make some moves and when I did, because of that profile, I was able to understand.”

“You are never going to lunch with people who are terribly honest with you. You may never go to social functions, but you can work all day with them, understanding them, that is how you get your work done, and Forté breaks the barrier when you run that interaction report.”

Improvement

“There are some things that Forté hasn’t done yet. I can’t think of any thing specifically.”

“There have been some applications that I have come across in which it wouldn’t address it, but it has the capability and the only thing standing between us and getting that was their ability to have the time and the investment to go into the lab.”

“You use the one you got.”

APPENDIX D - Amryl Ward

Amryl Ward, President of Ward Consulting Group

Background Information

“Currently the president of Award Consulting Group, a human resource firm that provides solution to both private and for profit, public companies. Small nonprofit and larger companies providing strategic planning, coaching, team building, management, providing general interest work to clients through the overall productivity of their employees.”

How did you hear about Forté?

“I became familiar with the Forté around 1991. At the time I was working as a director of human resources and Hoop Morgan was invited to deliver a read back to us. It was part of a team building session for a group of about 13 HR employees.”

“I currently use Forté as one of the tools in my tool kit for existing clients.”

What type of clients do you use Forté with?

“Since being introduced to Forté back in 1991, I have been using Forté for that many years in various situations. So currently as I own my own business, I do executive coaching and I use the Forté tool through the coaching process. It is a great way to jump start a relationship.”

“I use Forté for team building, so often times I will find, or the client will find, that with new members on the team dynamics change. When new leaders come in dynamics will change. Dynamics will change anytime there is something new that either goes in or goes out and I get the opportunity to use the Forté to bring them back together and start the conversation about: Where are we? What’s my style? How’s my personal style affecting my ability to achieve the goal?”

Why do you use an Interpersonal Survey?

“The useful thing about Forté is that it is so targeted and personal. It really allows the individual to get a handle on how they are coming across, how they are adapting and how they are being perceived.

“Frankly, there isn’t an instrument I’ve identified that gives that kind of information in such a simple way. It captures what is going on now. It is so relevant to the organization because it allows an organization to make improvement immediately without having to spend a lot of wasted time. It really enhances performance.”

How do your clients take to the results of Forté?

“That is always a wonderful question to ask. When someone completes the profile or the survey, I ask them to validate it by telling me the percentage. I would say about nine times out of 10, 85-

90% is their validity rating. They are always very surprised that so much information can be captured about their style in such a short amount of time by answering a few questions.”

“It is always well received.”

Example

“One that stands out for me, and this was a few years ago, I was consulting in Miami, and working with Royal Caribbean Cruise Lines. We had the opportunity to bring the captain of the Royal Caribbean side together with the Celebrity side. They are two different cruise lines under the same banner. This was the first time that they had ever been brought to any group dynamic program where they could communicate together.”

“And we brought them together having them use the Forté instrument. There had always been a lot of conflict between the Norwegian and the Greek working for Royal Caribbean. They got the opportunity to see that some styles were similar that they weren't so foreign. Their dislike that they had for each other really wasn't warranted because they were so similar with how they acted and communicated. So that was actually quite fun.”

“There you are, working with all men. Very successful in their own right because they were captains of these cruise ships. But the thing that separated them was nationality. And there was always that friction which line was better or who was better at doing whatever they did and who had more prestige, etc. Here, they had a chance to interact seeing their various styles.”

What specific tools did you use in this particular example?

We did all of it. We did the primary, but we did the team builder and we built some exercises where we would allow them to work in groups, based on their styles, and talk about it. What happens when you have a group of those who are extroverted-plus together or highly extroverted, around the particular goal, around the conversation? How did they process? They had a lot to talk about. We didn't get much done on paper, but they were very interactive and had a lot to process.”

“They were beginning to see that the way they were communicating, it wasn't wrong, it was just different.”

“What it allowed leaders or individuals to do was to begin to respect different styles in the work environment.”

“Another situation that used the tool, I was promoted to Vice President in North Carolina. I was asked to come to Raleigh to work with Time Warner Cable and that specific group. There I had 20 people because we had the Wilmington HR, the Fayetteville HR, the Raleigh HR and all areas reporting to me. For me jump starting the relationship and bringing everyone together, let's do the Forté and begin to talk group dynamics.”

“Here's the thing, recruiting people really speaks to employee relations. It really allowed me as a leader to say, here we are, this is how we communicate and jumpstart that relationship.”

“Just about every 5 months or so they would say can we do that again? Can we use that tool again? Or if someone new came in on the team they would say can you run a Forté on us? Because they saw the value in other people’s styles and how they could interact and how they could adapt.”

“That was very good for me as a leader working with such a diverse team.”

Improvements

“That’s a tough one. Through the years so much has changed, so much has been improved. The ease of use has been improved. What I would like to continue to develop is the coaching segment.”

“I think pages 12 and 13, where you can actually write the goals based on the information provided on the perceiver profile, or adapting, I think it is a little more complicated than it could be. Do I have suggestions on how or what to be down with it? I always find when I go to those two pages, that it’s not so easy for them to get it. It requires more explaining than I would like.”

“There are times when people are dealing with personal issues that impact their work lives, so I suggest that they identify some of the issues even based on the information provided. You can read the adapting profile and tell them what is going on and why that is the case. I say you can then take that information and see why it is like this compared to what is going on at home, and begin to set the targeted goals, who is going to be impacted, and how to change the behavior. It does require a lot more explaining.”

“Wherever I go, I continue to take Forté with me and people find such value in it. It is such a great tool.”

“When people say have you used Myers Briggs? I say, have you used the Forté Interpersonal style instrument? It is just a wonderful tool.”

APPENDIX E - Dean Heffta

Dean Heffta, Water Street Solutions

Background of Organization

“We are a consulting company in agriculture. Our clients are farmers and we work in the area of brokerage, financial analysis, and insurance.”

How did you hear about Forté?

“I was first introduced to Forté as a employee of another company back in 2003. So I had a positive experience as someone who experienced [Forté].”

“When I came to this company in 2006, I introduced the concept and over time continued to make it more part of how we engage with the employee and employee manager relationship as well as team members. When we bring clients in for client meetings, we will take them though a Forté session as well. It is always very well received. Especially, since it is farmer families generally, there are two from each operation, and they have not been through any exercise like that. They love it.”

How do you typically use Forté with your clients?

“What we will do, in that context because we are bringing them in face to face. What we do is, go over some of the fundamentals of communication. They will have done the survey by the time they get here. We will review their individual surveys and then connect them with their advisor that they work with on a weekly basis.”

“We will do interactions between husband and wife or two brothers. We will have interactions between the two of them done and they can talk about... ‘What are the things we need to look out for?’ ... ‘What are the things that really drive us?’”

“As well as the interaction with that farmer and the advisor, our employee. Forté will allow us to uncover things like... ‘Hey, are there things that I am doing when I communicate that I could change to make our relationship stronger?’”

Do you usually see different results with Forté between family and boss?

“I don’t have data, but maybe Forté can gather that data. “

“I get very accurate feedback from our farmers that take it as well as employees. I feel like the feedback we get is 85% plus on accuracy. We do some work, we have some employees say ‘I would like for you to do an interaction report with my wife and I. I want one with me and my husband.’ We do a little bit of that.”

“I can’t speak to a difference as what they perceive as accuracy, but I do see significant differences in how they are adapting to where they are at work, to an environment, to others at home.”

Why Forté over the other interpersonal surveys?

“I would say there are two reasons.”

“The first reason is the simplicity of the survey. Most other tools that we have been around, I have been exposed to others, I have been exposed to others that simply take a lot longer to complete. Most times, they are long surveys.”

“The other thing that is really important to us about Forté is the adapting component of that. Allowing people to say ‘Okay, I know I am different in that environment. This provides me the platform to communicate how I have adjusted depending on my environment.’”

“The third piece that I really get a lot of positive feedback on is the fact that Forté has the ambivert zone. I run into a lot of people and get feedback from people that say ‘Until I went through this I never quite knew how to communicate why I was the way I was. It explains it where I can give the words and help other people understand me. This is really valuable, understanding I am an ambivert.’”

Do you see a lot of your clients that fall under that category?

“It seems like the significant amount of ambiverts come up. If I had to pick a number, I would have to say 40%.”

Is there a particular benefit since using Forté?

“Well, yes. That’s what keeps us using it. If you think about, for our business, personal development, people development, leadership development, is important. You can’t grow as a leader if you don’t know where you are at...If you do not have clear realization of who you are. It helps people understand themselves more clearly, how other people perceive them.”

“It helps people and their ability to adapt and connect with others. So it has increased trust and recognition of, it has almost changed our response at the moment. If I were an extrovert, and I am having an interaction with a person. What I have seen within an organization through the language of Forté, the realization of the fundamentals of Forté people are more clear about understanding what drives other people rather than just trying to drive their own ideas.”

Example

“Well, there are several examples. I have an example that I use on a regular basis. Gary and Becky Frye are the owners and founders of this company that was founded in 1994. Husband and wife, they are both involved in the operation. So you can imagine the challenge of working that closely and building a business when you are married. There are two things you need to focus on. It goes back to the ambivert component.”

“They have been married for 25 years, and for almost their entire marriage when they would go to a wedding reception, it would end in a fight. That fight was around Gary who was a high

extrovert and would say, 'I am going to go get a drink, or I am going to go to the bathroom.' It was at a reception where Becky was an introvert. She didn't know a lot of people. She would feel very vulnerable and uncomfortable because he would go off to the restroom or get a drink and think he would return to her because he was her comfort zone in that environment. Maybe 40 minutes later, she would track him down and he would be talking to someone else. She gets mad. He's frustrated because she is mad."

"Once they went through Forté and began to realize what an ambivert means, what's important for them and their environment, 'why is it so different for me when I can go out and meet someone new.' That is simple understanding. They were introduced to Forté four years ago. They have not had an argument at a wedding reception since."

How long have you been using Forté?

"As a company we have been using it since 2007, maybe 2008."

How do your customers usually take to the results?

"I would say they run a high level of accuracy. When I do run into any inaccuracies, or feedback that is not accurate, it seems to correlate to the people that are apprehensive about it. They think it is going to be used to judge them, they think it is going to be used against them. They are not quite buying into the fact that there is nothing dark about it. We are just trying to understand how we communication better. So, it seems that certain styles have an aversion going into the survey. We are talking about one in one hundred."

"Other feedback is when they are in here, we go through the read backs...I had one guy in particular. Usually they are blown away and freaked out by 'How do I spend 10 minutes answering these questions and rating some words and you give me this big report that is spot on?'"

"I had one guy that said to me over three times, 'That was really weird.'"

"Most of them are very thankful and appreciative because it gives them a chance to talk about communication. Farm families and farmers in general lack communication."

Improvements?

"No, the accuracy is there. Where people maybe get confused is around the feedback section where they talk about their goals. There is confusion around what that means. I have spent some time helping them understand that."

What part of Forté do you use more?

"Internally, we use more of the team builder so people get a feel for how the team is adapting. I find the most powerful tool is bringing two or three people together and have that interaction session."

APPENDIX F - Rob Berkely

Robert Berkely- MV Group

Background About Company

“I do three things: One is Vision Day. Vision Day is a one-day strategic planning day for your life or for your work or for your business. I work with individuals, couples, partnerships, and executive teams for that. I love doing that. Visionday.com says a lot more about that.”

“Then, I work with the presidents and owners of public and private companies to help them build better executive teams and build better organizations as a coach.”

“I work in partnership with companies to help grow their businesses.”

How did you hear about Forté.

I have been using Forté for probably close to 15 years.

What type of clients do you usually work with and that use Forté?

“ Well it could be the president or owner of a public or private company. “

“My entrepreneurs are always the owners.”

“Vision Day people get Forté as well.”

Why did you choose Forté?

“ I like Forté for several reasons: How fast it is, it takes five minutes. “

“Two, of course, the high level of accuracy and what I mean by that is when people read their Forté, they go ‘Oh my goodness, how did it know that about me.’ I don’t know if you have ever had that experience, but 99% of all the time Forté was given, people have had that response. I love that. I don’t have to convince people that it is correct as with other profiles, you have to do all this complicated explaining and all this interpretation and stuff like that. So that is number two.”

“Number three is that it is very easy to understand.”

“Number four, I love the fact that it is context sensitive. Meaning I can do it in the context work, I can do it with my relationship with someone else, I can do it with your relationship with your spouse, partner, or work mate. Where as, my primary profile is always stable, my adapting context can be adjusted to the situation so it is not “one Forté fits all,” it is as many Forté's that you need to completely understand all the relationships in someone’s life.”

“Number five, is the adapting, of course. So, month-to-month I am tracking someone’s stamina, tracking someone’s goal index, so I can get a resiliency indicator. So, for my executives I can track resiliency, which is very valuable to them. I can use it instantly with team building because of the interaction reports. I have never seen anything like that. When I show people interaction reports especially page 4, when they can see how to better communicate with a work partner, they find it very valuable.”

“So, for the Forté report I can find between 5 and 10 coaching items right off the bat. I can start coaching someone instantly without background information. I can give them a Forté and help them make valuable changes within five minutes.
So, for that reason it is very powerful.”

Evidence, Examples, with an experience using Forté

“I did a team builder yesterday with a wonderful team. Before I do the program, I ask people what their number one goal is for the meeting and there were 6 people in this specific team and, out of those 6 people, 4 said “I would like to know how to communicate better with my work partners.”

“That was at 8:30 in the morning. I did the Forté’s from 10:30-11:30 and around 11:30 I asked them how we were doing towards today’s goal and they said: ‘Wow, we could quit now because we already know how to communicate better with our work partners and we have an instant road path. Not only do we understand better, but we understand where the friction between us has been coming from and now that is gone. I feel more closely connected with the people I work with.’”

“I have other clients that I have been using it with for 10 years.”

What tool do you find beneficial?

“I really use the whole thing. I love the whole process. So, if I am doing a team building I use it one way. If I am coaching a president or owner, I use it another way. And if I am putting someone through transition, I use it another way. If I am coaching for performance, I use it another way.”

“I have to tell you, I am very biased. I think Forté is really fabulous. The other profiles I like for different things. But, when it comes to communication styles and preferences and team building and team communication, nothing comes close.”

Improvements

“Mr. Morgan, I would love to be able to upload a bunch of names without having to type that in.”

“That is really it. It is very cumbersome. Also on the page where you update respondent information, the update button is hard to find. “

APPENDIX G - Cissy Bowman

Cissy Bowman

Director of communication for Mt. Lebanon School District, Pittsburgh, PA

Background on Organization

“My organization is the Mt. Lebanon School District. We are a suburban district in Pittsburgh, Pennsylvania with approximately 5500 students and 600 -700 employees.”

“I am the communication director, so I am in the superintendent’s cabinet and I oversee all the internal and external communication, branding, direct the website, create the communication plan. I am a strategic advisor to the superintendent and school board, and develop the key messages for the organization.”

How did you hear about Forté?

“I heard about Forté through my daughter who is Assistant Professor of Communication, IMC, at the University of North Carolina Wilmington.”

When did you start using Forté?

“We started using Forté in the summer of 2011. We held an administrative leadership workshop in which all the administrators took the primary survey to create their profile. I originally heard of it from Jeanne. I took a survey last spring before I went to Wilmington. I had experience on a personal level with Jeanne sharing what she was doing with the class and with the COM department at UNCW. And from that first initial experience, of course, I am in communication and I realize how important interpersonal communication is, relationship building.”

“Knowing that my organization is undergoing a major transition, reorganization, and standing that some of our root cause issues were stemming from lack of good interpersonal communication skills development in our administrators, I thought it was a perfect time for our organization.”

“So, you fast forward to August, when my superintendent agreed, and we brought in Rae Nelson from the Forté Institute who did a workshop, and then we had the results of our first Forté surveys.”

Why Forté?

“To be honest Forté was my first exposure to a tool...like this type of assessment tool. I really have not researched others. I have had exposure with another group that does this sort of thing for a company here in PA. I was just very impressed with my first exposure.”

“I was very interested in the Forté story. I thought Hoop Morgan and Sue Gardner were just so easy to work with. I was able to communicate that to my superintendent and everything that was in the package seemed to be a really nice fit for what we were doing.”

“I like the immediacy of the profile, you know, getting that kind of instantaneous response and I really thought the profile had a lot to offer. It was very accurate. So, it was because my first experience with them was so positive that I wasn’t shopping for other assessments to use.”

Have you seen any noticeable benefits since your organization started using Forté?

“Since we have only taken our first adapting survey these past two weeks, I can say that one of the biggest benefits I have seen is that there is a new focus on the importance of interpersonal communication, a new focus on administrators looking at what their type of communication style is and how, again, it is being perceived by others. It is creating some really good self-reflection in an area that typically doesn’t get a lot of focus in our organization.”

Example

“We ran an interaction report between the superintendent and myself. We are at completely different ends of the spectrum. He is extremely dominant and I am patient. Things that I have seen when I have communicated with him, some strategies that I needed to employ to better communicate with him were reinforced through the Forté report.”

“And that is where I have seen where it has been very helpful for me understanding how to better communicate with him. I don’t know if he has employed some of the strategies to communicate with me. It was certainly an eye opener with the interaction between both of us. The second big eye opener was for him to see that clearly he is the most dominant in the organization and he is the biggest risk taker. He is not very patient. That has been an eye opener.”

Are there any changes you think could have been done to improve Forté?

“One thing that I mentioned to Hoop and Sue Gardner was the “Others at Work” survey... it says “How Others See You at Work”... I mentioned to Hoop and Sue that for some of our administrators and me, for instance, had some trouble with this. ‘Do I take this survey from my perspective or am I trying to get how other people are perceiving me at work? How I want others to perceive me at work, or how I feel at this moment in time?’”

“We had an adapting survey update with Hoop this morning. I was happy that Hoop was able to clarify that for me. It was unclear in the adapting survey for the administrators. When I am taking the adapting survey at Work... “How Others Perceive Me”... How others see you, I am not sure how others see me...Am I guessing?”

That clarification was one suggestion I have.

How do clients take to the results?

“They take to it very favorably. What they really liked, they couldn’t believe how accurate it was, how quickly they got the results, and that was the hook to get them interested and really diving into the survey. It led to them wanting to understand the group they worked with. They were really interested in wanting to know... they really liked the read out on the team builder for our secondary, elementary, central office, they were interested in seeing how they fell out. Now,

they really want to know how to better understand, so they can put in place what they need to improve.”

“We looked at it as an all-admin group, then we broke it out to the secondary, which is all of our secondary principals, and our central offices. The team builder is very interesting and there was a lot of interest.”

Beneficial Tool

“Personally, I like the interaction reports. That kind of brings it down to one-on-one. Being in communication, that is what I am really interested in. In my job, it is about creating relationships and being able to strengthen skills of a person I am interacting with. Some people may not know a lot about others or some people may not have had a chance to work with others. So when I look at the interactions, it gives me more to go on, so I can work on the same page and adapt to make my communication more effective.”

“I am just really thankful to UNCW and to Dr. Jeanne Pursuit for introducing Forté. It has been very great for our organization.”

APPENDIX H - Kay Hohn

Kay Hohn
Brimstone Consulting Group

Background information on organization from participant

“I have had my own business for ten years now, I do most work in the field of organizational consulting (OD) and executive coaching”

“Work with a wide range of clients in industries. I will work with clients in an organization at director level and above.”

“In some cases, I may work with that director and their direct report team”

“I work with more senior executives, their immediate team, and, in some cases, the larger organization.”

How did you hear about Forté and When did you start to use it?

“I started using Forté seven to eight years ago.”

“I was introduced to Forté by Kim Ramsey and my affiliation with the Executive Edge.”

“In addition to my own business, I have affiliations with Executive Edge and the Brimstone Group.”

“It was through Kim Ramsey.”

“I went through the Forté Certification as a part of her executive coaches development.”

Why did you choose Forté over other interpersonal surveys:

“What I like about Forté is that it is a stand alone piece.”

“When I am primarily focused on the communication aspect of leaders that I work with. I like it for that reason. I also like it for its simplicity.”

“I love the ease of administration. It almost never fails with everyone that I do this with, how much it resonates with the individual who has taken it.”

“It is great. I like it individually as a stand alone piece, but I also like to couple it with other instruments such as Myers Briggs, Strength Finder and those kind of things as a package of assessment tools.”

What clients do you use Forté with?

“ In the multitude of industries, from small to large, and primarily working with leaders that are more spear management, directors and above.”

How do your clients take to the results?

“They almost uniformly respond positively and are amazed with the accuracy of it. I do get some clients that say: ‘I don’t know if this is spot on, but it does resonate with me.’”

“ I think the ease and simplicity of understanding how it operates and the interpretation of the results.”

What are the benefits that your organization has noticed since it has used Forté?

“On an individual basis, it offers insight that the leader and client walk away with. Having another perspective on how they are viewed and how they operate and how they can more effectively communicate with others.”

“On an individual level, it is concrete that it does give a bit of information to also work on a plan, to take action and utilize it.”

“On a larger scale, I primarily focus on leadership teams when I have administered Forté and the insight that it created for members of the team and the differences among each other. How they more effectively communicate with each other, act, and leverage strengths among the team members.

What tool do you find most useful?

“75% of my use is on an individual basis, part of executive coaching and then 25% would be team building.”

Example

“I used it with AOL. This is probably about 6 years ago.”

“I was working with leadership teams and administered the Forté and used it in a team offsite.”

“To gain insight with each other”

“One of the things that was extremely enlightening for this team was...First of all, they had their primary styles and looking at the differences with each other and being able to have a common dialogue and language to talk about it. The other thing that was more insightful was looking at the adapting.”

“ All of them, they were off the chart impatient.”

“This is a team of 8 leaders. So, it was for them to have the discussion about. Well what is causing us to adapt in a way that makes us so impatient?”

“That led to a good discussion about the current environment in which they were working, the circumstances they were dealing with, and the challenges they were facing.”

“It also led to, what is the upside of being highly impatient versus patient? What do we need to be aware of?”

“It also was again with the perceiver piece as well. ‘What is the rest of the organization seeing about the leadership team and how it is behaving, and what might we need to do to alter that and make adjustments?’”

“It led to insight, great dialog and discussion, and then it led to action steps on how to mediate that.”

Improvements

“Yes, I do.”

“Something I would love to be a part of, I just have not seen any marketing on.”

“Two things. One... I have seen repeatedly on the website that there is a newsletter. I have never seen a newsletter, and as many times as I have signed up for it, I have never seen a newsletter. So if there are added tips, resources, around how to increase the effective use of Forté. I would love to see it.”

“I would love to go to an advanced class on Forté because I feel like I am just scratching the surface with it. I would like to have more in-depth knowledge on interpreting individual or team results and how I can effectively communicate that and use that with them.”

“In the report itself, sometimes I read it and I feel like it is kind of automatically programmed. Someone that is high in extroversion, it is the same paragraph as it is for the most part the same strengths. I would like to see different slices about that. Tell me more about the combination of primary strength of extroversion coupled with secondary dominance.”

“ I would like to see more in-depth interpretation. Therefore, what does that mean about this individual and their environment, about how they are adapting and how they are perceived. I would like to have a greater degree of richness and robust information about what I am getting in the read out.

“Does Forté have a group on LinkedIn?”

“Just again thinking about different way of bringing the community of Forté users together. And learn from each other...whether it is running blogs or questions we respond to and how people are using it.”