



TTI
SUCCESS
INSIGHTS®

Management-Staff

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VP Operations
Company XYZ
6-11-2021





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Introduction

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



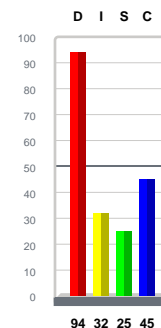
General Characteristics

Based on John's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of John's natural behavior.

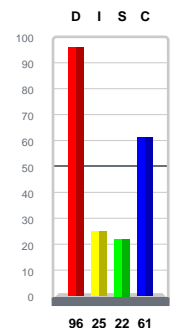
John prefers an environment with variety and change. He is at his best when many projects are underway at once. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He can be blunt and critical of people who do not meet his standards. He is extremely results-oriented, with a sense of urgency to complete projects quickly. John has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. Under pressure, John has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. He has little time for details unless he sees the importance of those details in achieving his goals.

John sometimes requires assistance in bringing major projects to completion. He may have so many projects underway that he needs help from others. He sometimes gets so involved in a project that he tends to take charge. He likes the freedom to explore and the authority to re-examine and retest his findings. He usually takes time when confronted with a major decision; that is, he takes an unemotional approach to analyzing the data and facts. Others may see this as vacillating; however, he is just thinking through all the ramifications of his decision. John refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. He is logical, incisive and critical in his problem-solving activities. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems.

Adapted Style



Natural Style



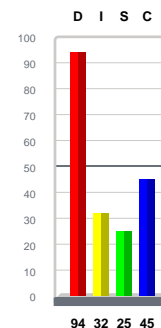


General Characteristics Continued

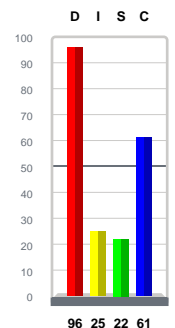
John challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He likes people who communicate with him in a clear, precise and brief conversation. He is not influenced by people who are overly enthusiastic. They rarely get his attention. John likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! When appropriate, he could be more effective by showing warmth, cooperation and more tact at the appropriate time. He has a tendency to tell and not sell. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead.



Adapted Style



Natural Style





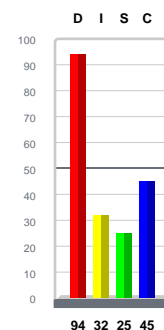
Value to the Organization

This section of the report identifies the specific talents and behavior John brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

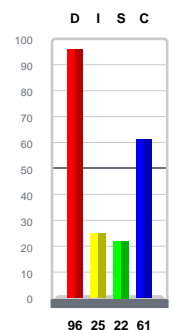
- Deadline conscious.
- Innovative.
- Competitive.
- Challenges the status quo.
- Spontaneity.
- Places high value on time.
- Sense of urgency.



Adapted Style



Natural Style





Checklist for Communicating

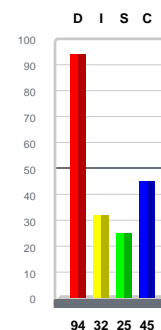
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.

Ways to Communicate

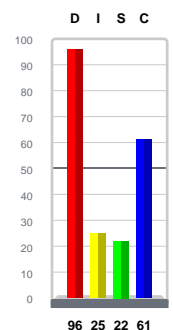
- Use his jargon.
- Be specific and leave nothing to chance.
- Motivate and persuade by referring to objectives and results.
- Be isolated from interruptions.
- Provide systems to follow.
- Put projects in writing with deadlines.
- Understand his sporadic listening skills.
- Take issue with facts, not the person, if you disagree.
- Stick to business—let him decide if he wants to talk socially.
- Read the body language—look for impatience or disapproval.
- Verify that the message was heard.
- Support and maintain an environment where he can be efficient.
- Come prepared with all requirements, objectives and support material in a well-organized "package."



Adapted Style



Natural Style





Checklist for Communicating Continued

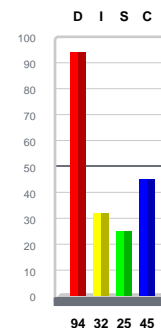
This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate

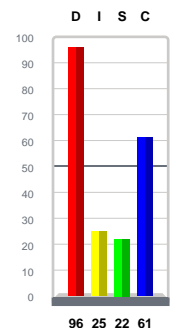
- Direct or order.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Forget to follow-up.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Talk too slowly or dwell on details to excess.
- Let disagreement reflect on him personally.
- Ramble on, or waste his time.
- Use a paternalistic approach.
- Let him change the topic until you are finished.
- Be redundant.
- Ask rhetorical questions or useless ones.



Adapted Style



Natural Style





Communication Tips

This section provides suggestions for methods which will improve John's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment—break the ice.
- Present your case softly, non-threateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



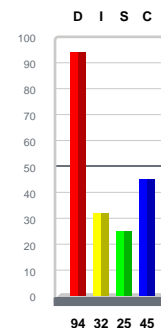
Ideal Environment

This section identifies the ideal work environment based on John's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that John enjoys and also those that create frustration.

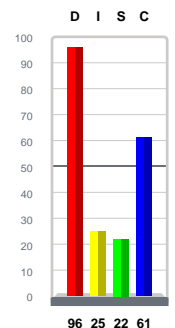
- Work for a manager who makes quick decisions.
- Nonroutine work with challenge and opportunity.
- Support team with a sense of urgency.
- New products and new ideas to work on.
- An innovative and futuristic-oriented environment.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.



Adapted Style



Natural Style





Perceptions

See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on John's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower John to project the image that will allow him to control the situation.

Self-Perception

John usually sees himself as being:

- Pioneering
- Competitive
- Positive
- Assertive
- Confident
- Winner

Others' Perception - Moderate

Under moderate pressure, tension, stress or fatigue, others may see him as being:

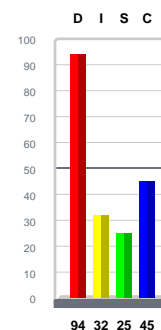
- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

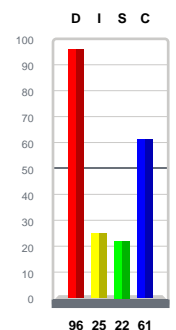
Under extreme pressure, stress or fatigue, others may see him as being:

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style



Natural Style





Descriptors

Based on John's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Style

John's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems - Challenges

Natural

John tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

Adapted

John sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People - Contacts

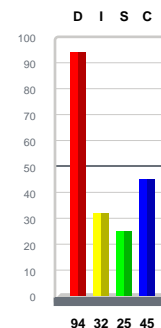
Natural

John is undemonstrative in his approach to influencing others and likes to let facts and figures stand for themselves. He feels persuasion needs to be objective and straightforward. His trust level is based on each interaction—the past is the past. He presents facts without embellishments.

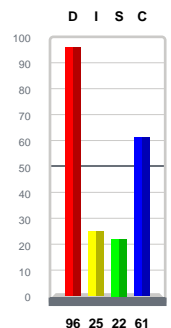
Adapted

John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

John is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.

Adapted

John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

Procedures - Constraints

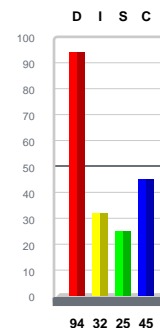
Natural

John is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.

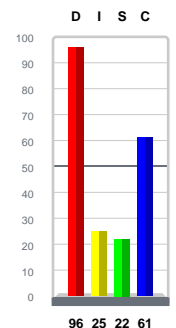
Adapted

John is striving to be independent and somewhat self-willed. He is most comfortable when the constraints can be "loosened" for certain situations.

Adapted Style



Natural Style



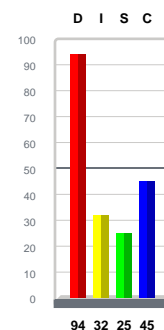


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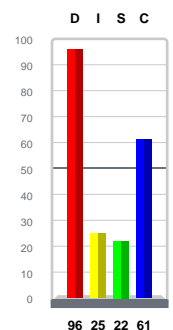
John sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Moving quickly from one activity to another.
- Working without close supervision.
- Dealing with a wide variety of work activities.
- Handling a variety of activities.
- Meeting deadlines.
- Persistence in job completion.
- Questioning the status quo and seeking more effective ways of accomplishment.
- A good support team to handle paperwork.
- Quickly responding to crisis and change with a strong desire for immediate results.
- Anticipating and solving problems.

Adapted Style



Natural Style





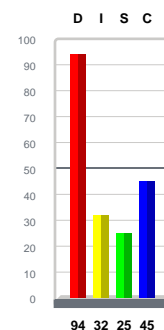
Keys to Motivating

This section of the report was produced by analyzing John's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with John and highlight those that are present "wants."

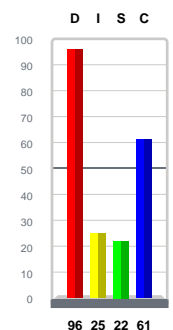
John wants:

- Generalized work with few, lengthy and detailed projects or reports.
- A variety of work activities.
- Power and authority to take the risks to achieve results.
- More time in the day.
- Support system to help with details and follow through.
- Changing environments in which to work/play.
- New challenges and problems to solve.
- Freedom from routine work.
- To be seen as a leader.
- A wide scope of activities.
- Prestige, position and titles so he can control the destiny of others.
- Control of his own destiny.

Adapted Style



Natural Style





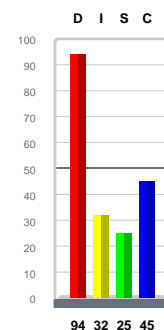
Keys to Managing

In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

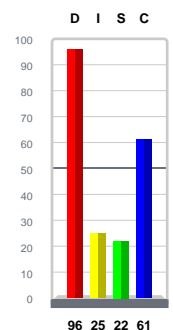
John needs:

- Deadlines for completion of work.
- To be more cooperative with other team members.
- To smile, relax and display a warmer feeling towards other members of the team.
- To understand his impact on other people.
- To understand his role on the team—either a team player or the leader.
- To be objective and listen when others volunteer constructive criticism.
- To know results expected and to be evaluated on the results.
- A work environment with many activities.
- To display empathy for people who approach life differently than he does.
- To analyze constructive criticism to see if it's true and how it may be impacting his career.
- To adjust his intensity to match the situation.

Adapted Style



Natural Style





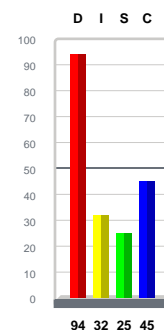
Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with John and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

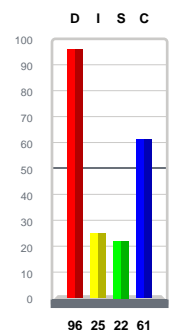
John has a tendency to:

- Dislike routine work or routine people—unless he sees the need to further his goals.
- Have trouble delegating—can't wait, so does it himself.
- Take on too much, too soon, too fast.
- Have difficulty finding balance between family and work.
- Make "off the cuff" remarks that are often seen as personal prods.
- Fail to complete what he starts because of adding more and more projects.
- Overuse fear as a motivator by being overly demanding.
- Blame, deny and defend his position—even if it is not needed.

Adapted Style



Natural Style





Action Plan

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:



Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

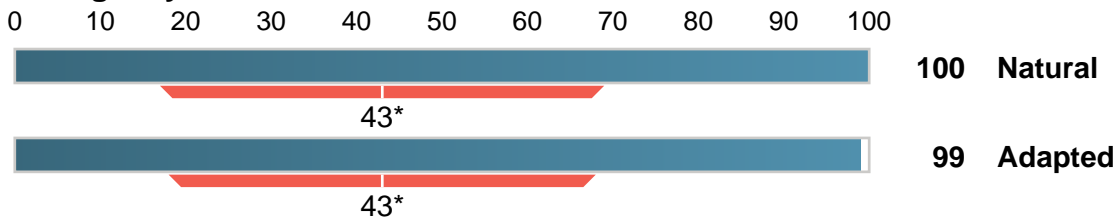
4. I will make the following changes to my behavior, and I will implement them by _____:



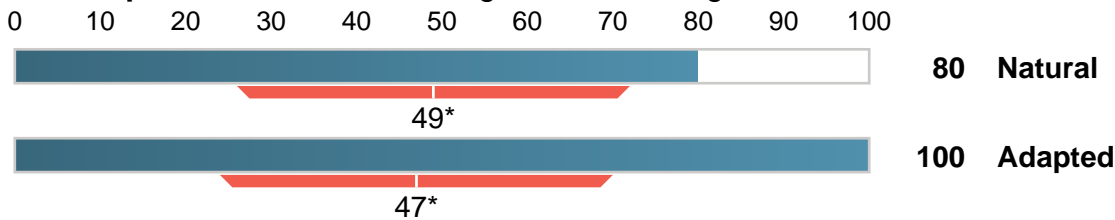
Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

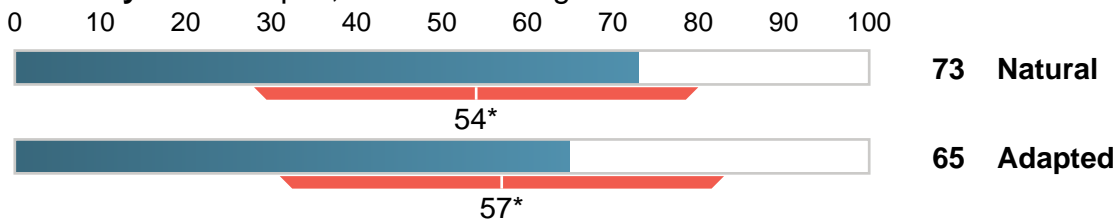
1. Urgency - Take immediate action.



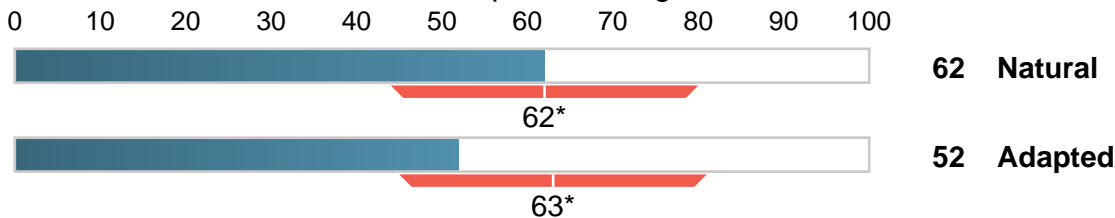
2. Competitive - Want to win or gain an advantage.



3. Analysis - Compile, confirm and organize information.



4. Persistence - Finish tasks despite challenges or resistance.

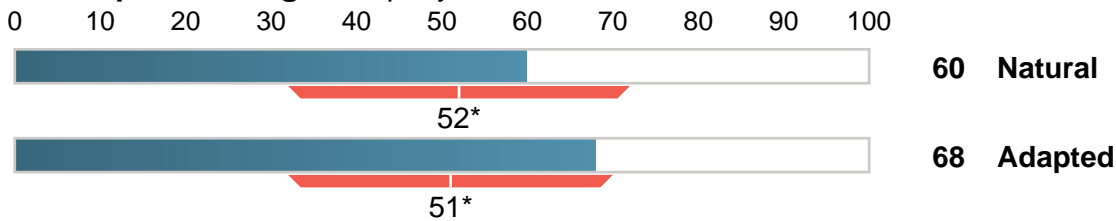


* 68% of the population falls within the shaded area.

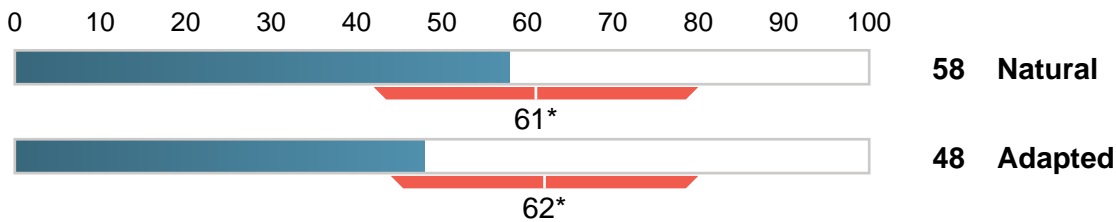


Behavioral Hierarchy Continued

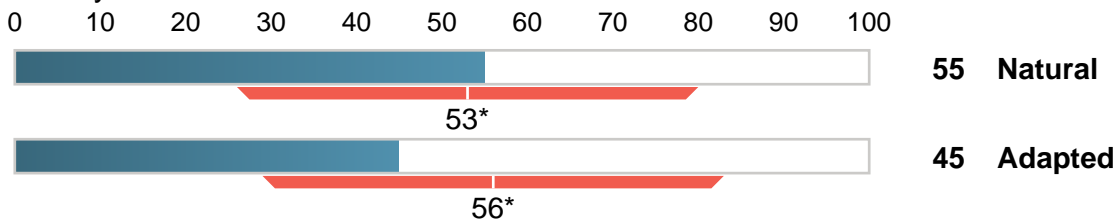
5. Frequent Change - Rapidly shift between tasks.



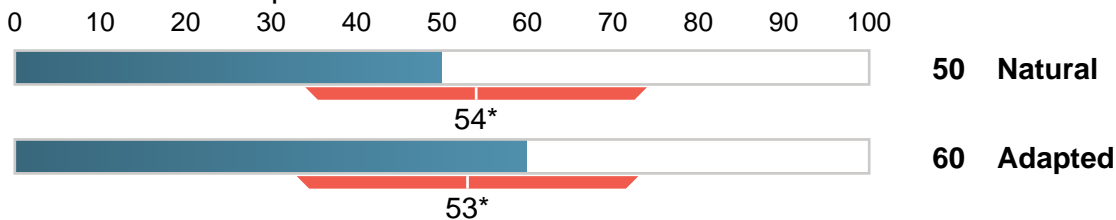
6. Following Policy - Adhere to rules, regulations, or existing methods.



7. Organized Workplace - Establish and maintain specific order in daily activities.



8. Versatile - Adapt to various situations with ease.

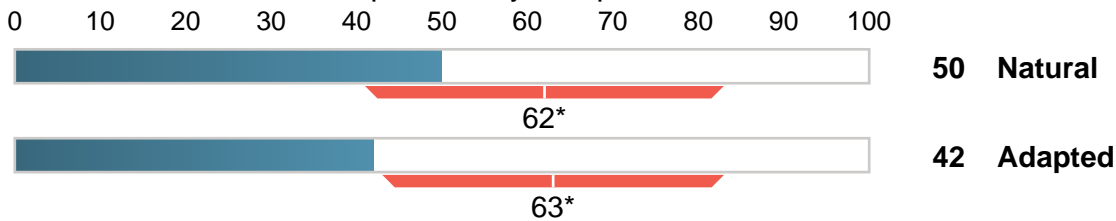


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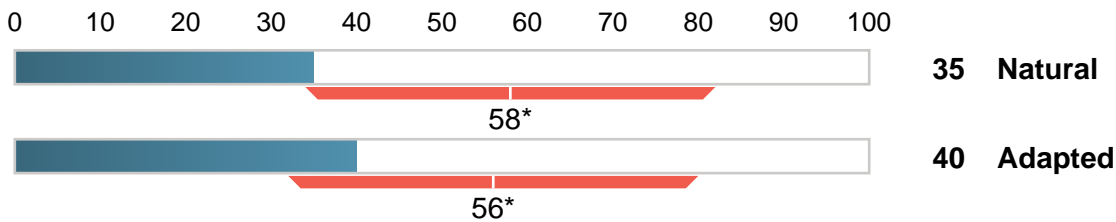


Behavioral Hierarchy Continued

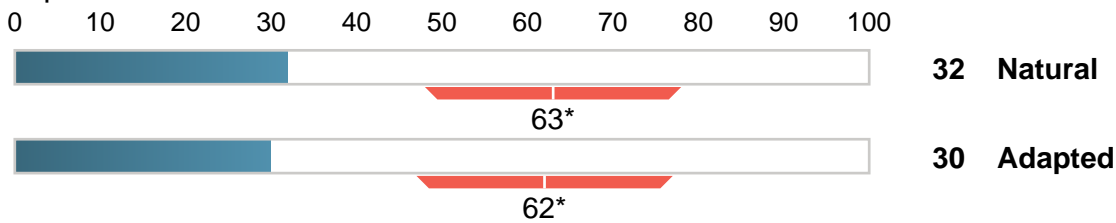
9. Consistent - Perform predictably in repetitive situations.



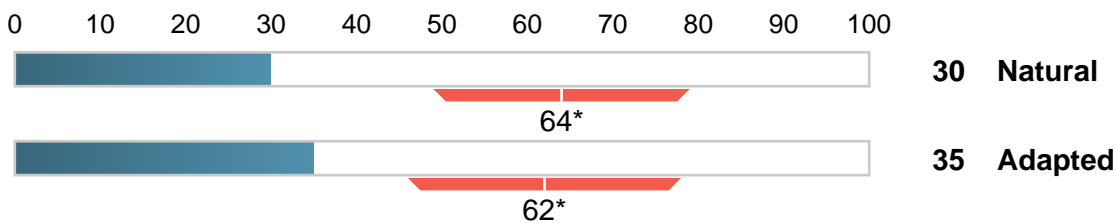
10. Interaction - Frequently engage and communicate with others.



11. Customer-Oriented - Identify and fulfill customer expectations.



12. People-Oriented - Build rapport with a wide range of individuals.



* 68% of the population falls within the shaded area.

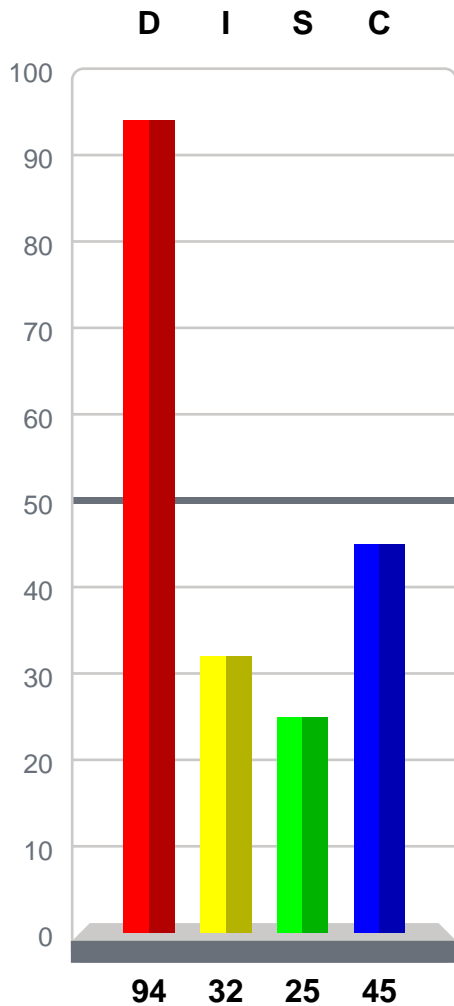


Style Insights® Graphs

6-11-2021

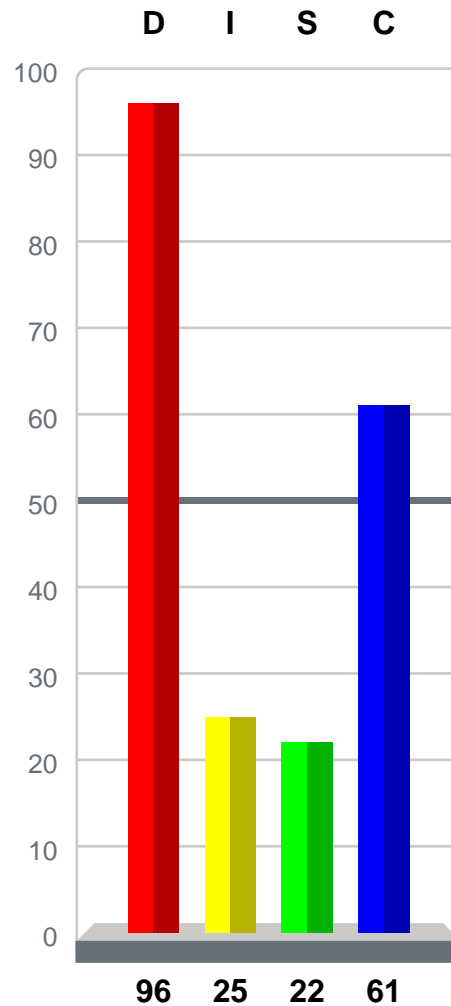
Adapted Style

Graph I



Natural Style

Graph II



Norm 2021 R4



The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

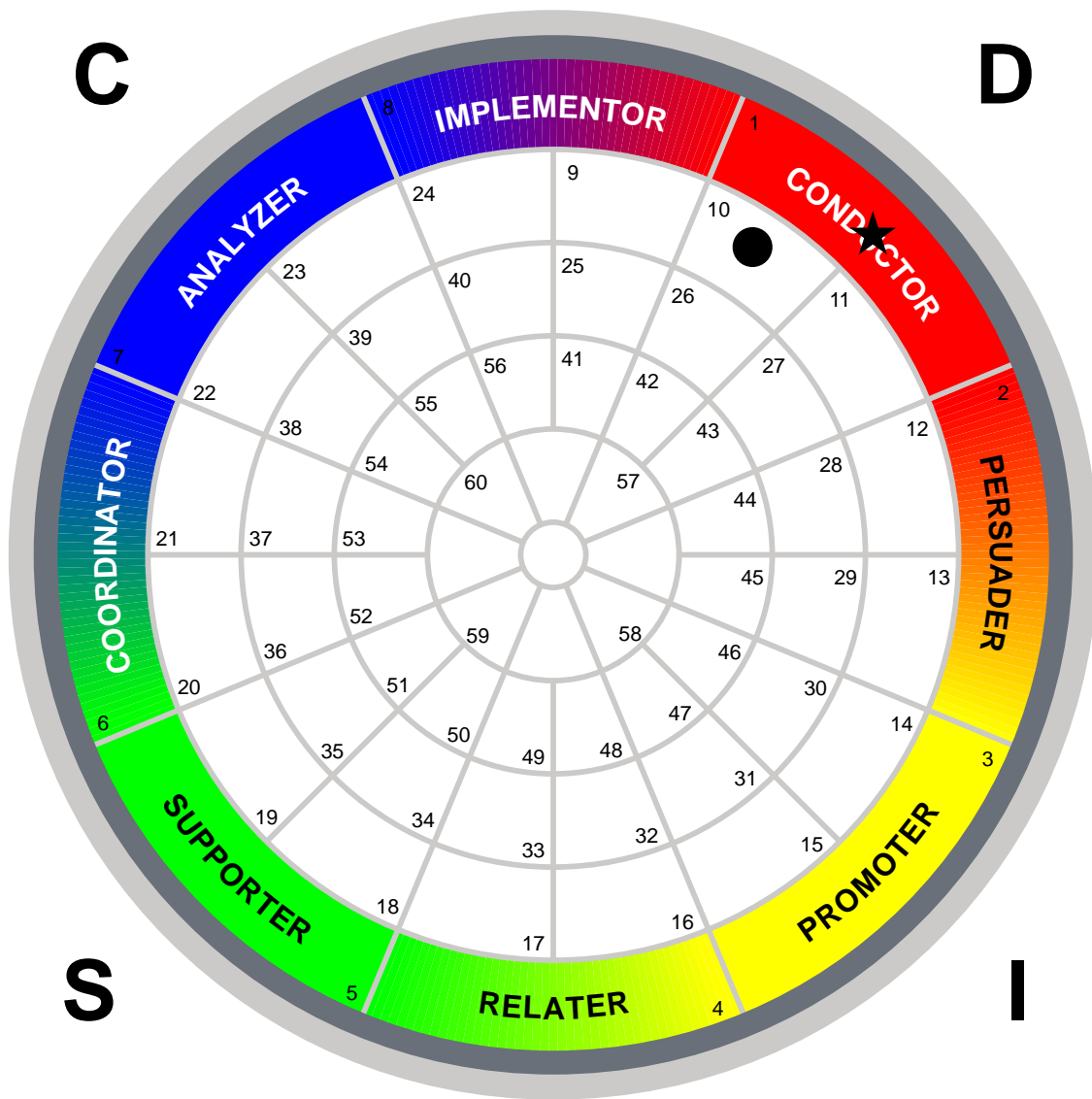
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



The Success Insights® Wheel

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Adapted: ★ (1) CONDUCTOR
 Natural: ● (10) IMPLEMENTING CONDUCTOR

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