



TTI
SUCCESS
INSIGHTS®

Management-Staff

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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

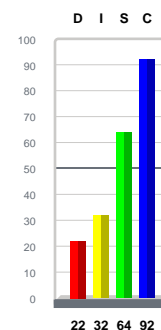
Based on Justin's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the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

Justin resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met. Becoming acquainted with him can be difficult since he tends to withhold his emotions. He may appear to be cool and distant. He is alert and sensitive to his errors and mistakes. He constantly seeks to avoid errors in his work. His motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to him. If forced to choose between producing quality work or quantities of work, quality will be the winner. Justin wants to make certain that detailed reports are accurately completed. This tendency can be reassuring to Justin's supervisors. He wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. Following procedures is his way of ensuring quality and orderly work. Justin can be depended upon to follow set procedures of work activity. He likes to work behind the scene and be seen as someone who is organized and has his life in order. Justin is a real stickler for quality and systems; to ensure quality. He doesn't appreciate a dirty or messy work station, since he equates dirt and disorganization with lower quality work.

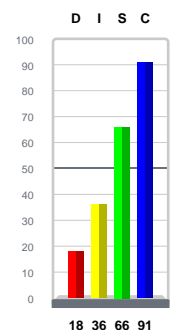
Justin follows company policy, if aware of it. He tends to become bogged down in details. He may accumulate so much data that the details overwhelm him. He usually judges others by the quality of their work. He may find it difficult to recognize others' strengths, if their work does not meet his high standards. He uses data and facts to support the big decisions, because it makes him feel more confident that his decisions are correct. Justin tends to base decisions on the quality of work--not on efficiency. He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the problem. He is the type of person who will accept challenges, and accept them seriously. He, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; he wants to be absolutely certain his decision is correct.



Adapted Style



Natural Style



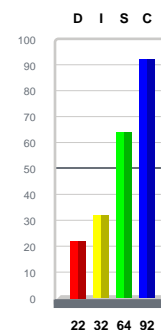


General Characteristics Continued

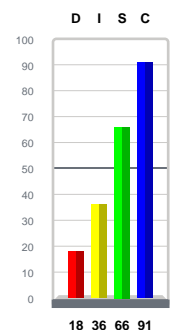
Justin does not like to work for a manager who uses a confrontational management style. He tends to withdraw and not express himself, and may become unproductive if he feels threatened. When Justin is deeply involved in thinking through a project, he may appear to be cool and distant. Whenever possible, Justin avoids face-to-face conflict. He can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. Justin is usually soft-spoken, but his demeanor may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. People may often see Justin as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so only when he feels comfortable with the circumstances. He prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." He likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making.



Adapted Style



Natural Style





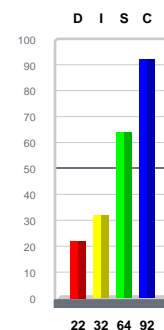
Value to the Organization

This section of the report identifies the specific talents and behavior Justin 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.

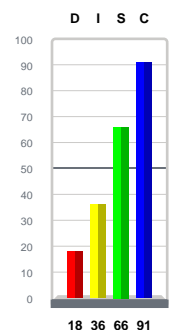
- Objective--"The anchor of reality."
- Always concerned about quality work.
- Conscientious and steady.
- Will gather data for decision making.
- Accurate and intuitive.
- Turns confrontation into positives.
- Maintains standards.



Adapted Style



Natural Style





Checklist for Communicating

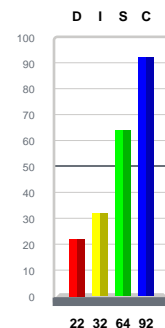
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Justin. Read 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 Justin most frequently.

Ways to Communicate

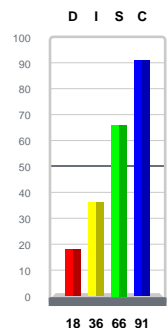
- Give him time to verify reliability of your actions; be accurate, realistic.
- Be sincere and use a tone of voice that shows sincerity.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Give him time to verify reliability of your comments--be accurate and realistic.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Give him time to be thorough, when appropriate.
- Follow through, if you agree.
- Limit your use of gestures.
- Provide solid, tangible, practical evidence.
- Give him time to ask questions.
- Make an organized presentation of your position, if you disagree.
- Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Prepare your "case" in advance.



Adapted Style



Natural Style





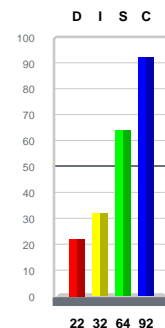
Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Justin. Review each statement with Justin 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.

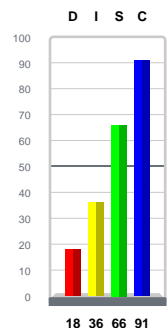
Ways NOT to Communicate

- Leave things to chance or luck.
- Make statements about the quality of his work unless you can prove it.
- Give your presentation in random order.
- Talk in a loud voice or use confrontation.
- Don't be haphazard.
- Overuse emotions.
- Make promises you cannot deliver.
- Threaten, cajole, wheedle, coax or whimper.
- Make conflicting statements.
- Talk to him when you're extremely angry.
- Use testimonies of unreliable sources; don't be haphazard.
- Push too hard, or be unrealistic with deadlines.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Justin'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, Justin 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, nonthreateningly.
- 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.

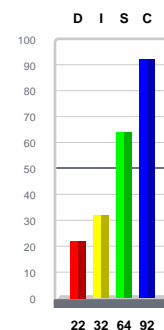


Ideal Environment

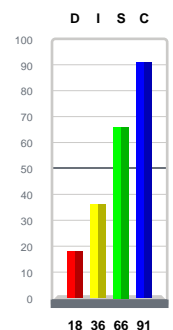
This section identifies the ideal work environment based on Justin's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments.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

- Work place where people seldom get mad.
- Assignments that can be followed through to completion.
- Position that is void of confrontation.
- Assignments that can be completed one at a time.
- An environment where he can use his intuitive thinking skills.
- Close relationship with a small group of associates.
- Close relationship with small work groups.
- Practical work procedures.
- An environment dictated by logic rather than emotion.

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 Justin's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Justin to project the image that will allow him to control the situation.

Self-Perception

Justin usually sees himself as being:

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

Others' Perception - Moderate

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

- Pessimistic
- Picky
- Worrisome
- Fussy

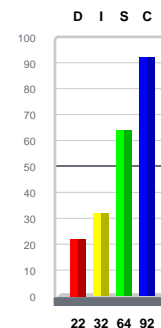
Others' Perception - Extreme

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

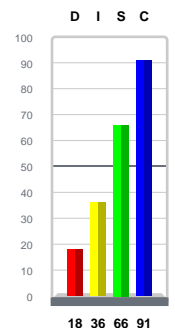
- Perfectionistic
- Hard-to-Please
- Strict
- Defensive



Adapted Style



Natural Style





Descriptors

Based on Justin'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.

Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Dominance	Influencing	Steadiness	Compliance
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



Natural and Adapted Style

Justin'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

Justin is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Justin likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.

Adapted

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

People - Contacts

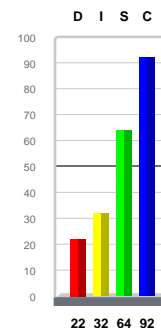
Natural

Justin is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

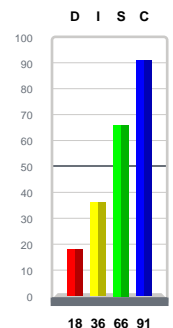
Adapted

Justin 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

Justin is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

Adapted

Justin 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

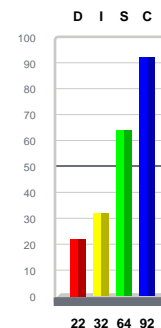
Natural

Justin is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.

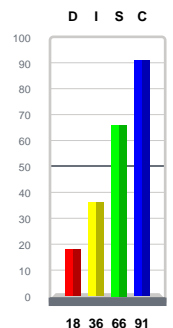
Adapted

Justin shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Justin sees little or no need to change his response to the environment.

Adapted Style



Natural Style



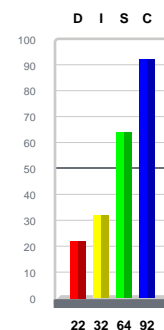


Adapted Style

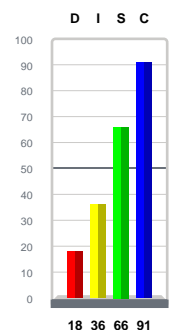
Justin sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Sensitivity to existing rules and regulations.
- Being a good "team player."
- Calculation of risks before taking action.
- Precedence of quality over efficiency.
- Careful, thoughtful approach to decision making.
- Disciplined, meticulous attention to order.
- Precise, analytical approach to work tasks.
- Limited contact with people.
- Being cordial and helpful when dealing with new clients or customers.
- Being conservative, not competitive, in nature.
- Undemanding of others' time and attention.
- Traditional, quality-oriented work model to follow.
- Compliance to high standards.

Adapted Style



Natural Style





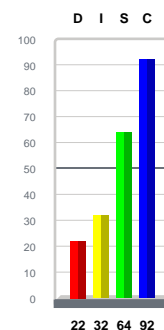
Keys to Motivating

This section of the report was produced by analyzing Justin'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 Justin and highlight those that are present "wants."

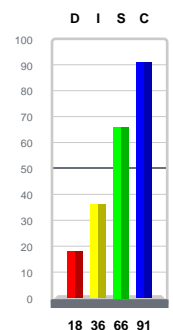
Justin wants:

- A leader to follow and one who sets good examples.
- To be part of a quality-oriented work group.
- Advancement when he is ready.
- Limited exposure to new procedures.
- Operating procedures in writing.
- High quality work standards.
- Time to perform up to his high standards.
- Time to adjust to change.
- A manager who follows the company policies.
- Complete directions for work to be completed.
- Instructions so he can do the job right the first time.
- A plan he understands.
- Freedom from conflict and confrontation.

Adapted Style



Natural Style





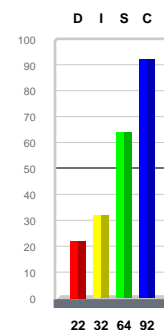
Keys to Managing

In this section are some needs which must be met in order for Justin 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 Justin and identify 3 or 4 statements that are most important to him. This allows Justin to participate in forming his own personal management plan.

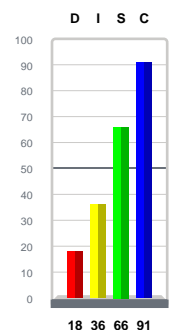
Justin needs:

- To speak up when he knows he is right.
- An exact job description and expectations in writing.
- Tangible work.
- Recognition for what he accomplished.
- Support when under pressure to perform many activities quickly.
- A manager who prefers quality over quantity.
- Assistance in new or difficult assignments.
- Methods to translate ideas into action.
- A work environment without much conflict.
- Complete instructions on his assignments.
- Appreciation from the boss for the "price" paid to perform.

Adapted Style



Natural Style





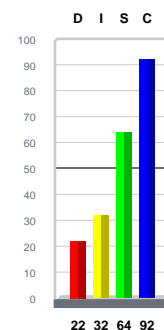
Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Justin 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.

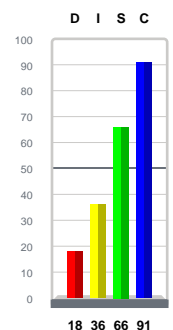
Justin has a tendency to:

- Select people much like himself.
- Be critical of any approach that is not regarded as purely logical or factual (to his standards).
- Tell ideas as opposed to sell ideas.
- Get bogged down in details and use details to protect his position.
- Be defensive when threatened and use the errors and mistakes of others to defend his position.
- Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- Lean on supervisors if information and direction is not clear.

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:

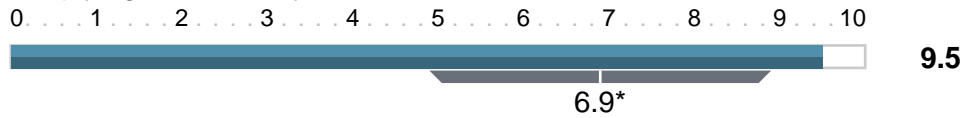
4. I will make the following changes to my behavior, and I will implement them by _____:



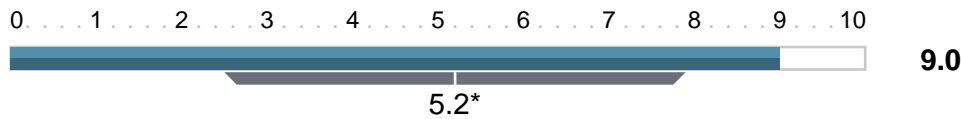
Behavioral Hierarchy

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.

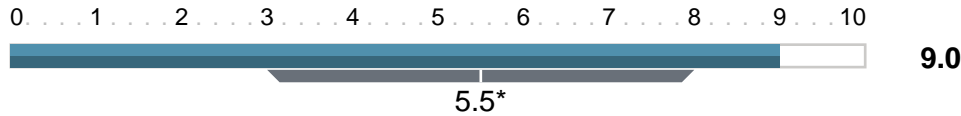
1. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



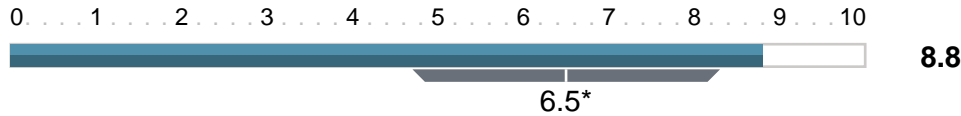
2. Organized Workplace - Systems and procedures followed for success.



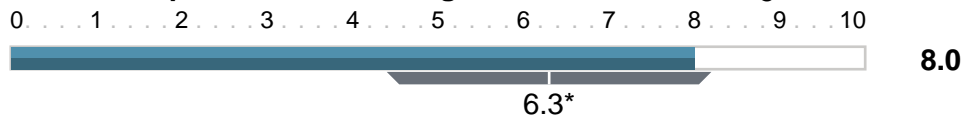
3. Analysis of Data - Information is maintained accurately for repeated examination as required.



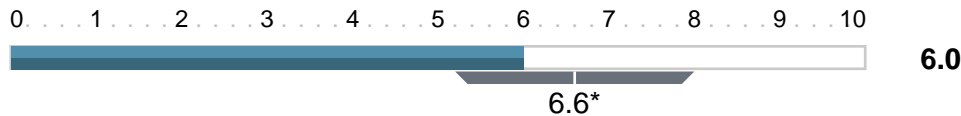
4. Consistency - The ability to do the job the same way.



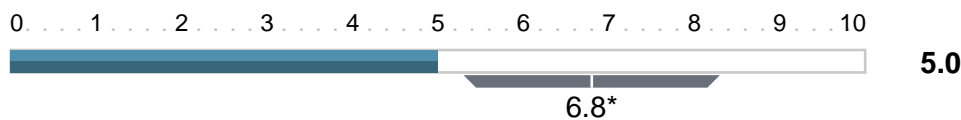
5. Follow Up and Follow Through - A need to be thorough.



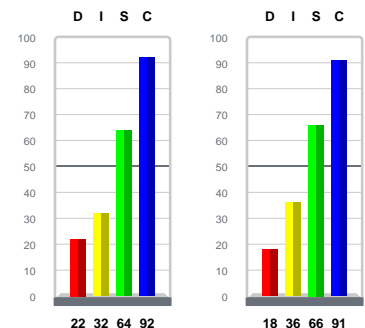
6. Customer Relations - A desire to convey your sincere interest in them.



7. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



Adapted Style Natural Style

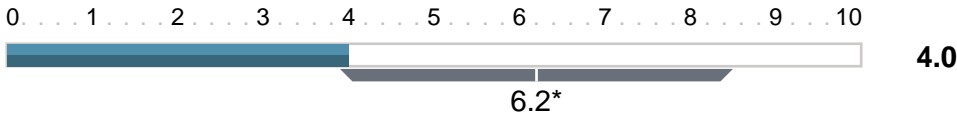


* 68% of the population falls within the shaded area.

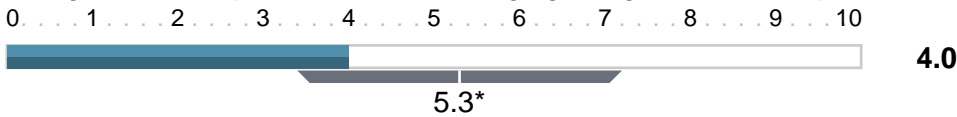


Behavioral Hierarchy

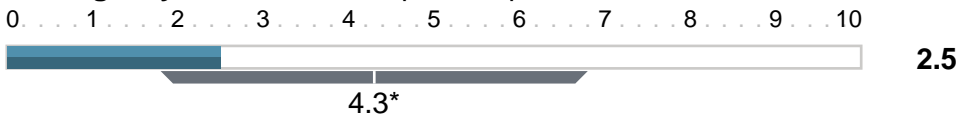
8. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



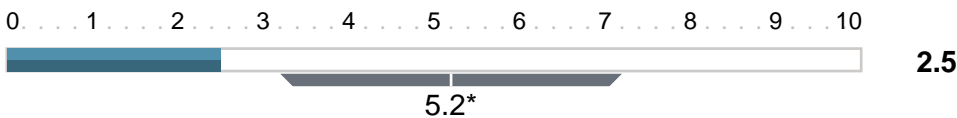
9. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



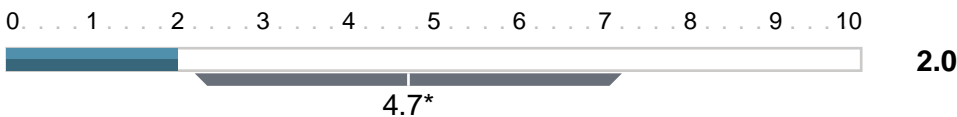
10. Urgency - Decisiveness, quick response and fast action.



11. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



12. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

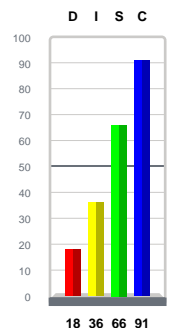
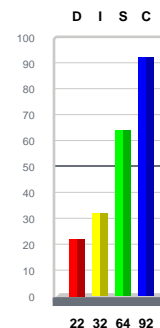


SIA: 22-32-64-92 (22) SIN: 18-36-66-91 (22)

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

Adapted Style

Natural Style



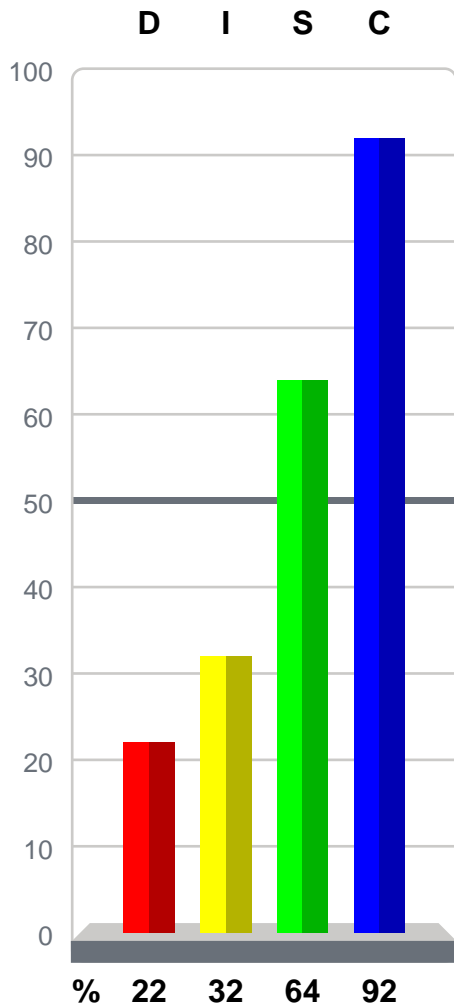


Style Insights® Graphs

10-7-2014

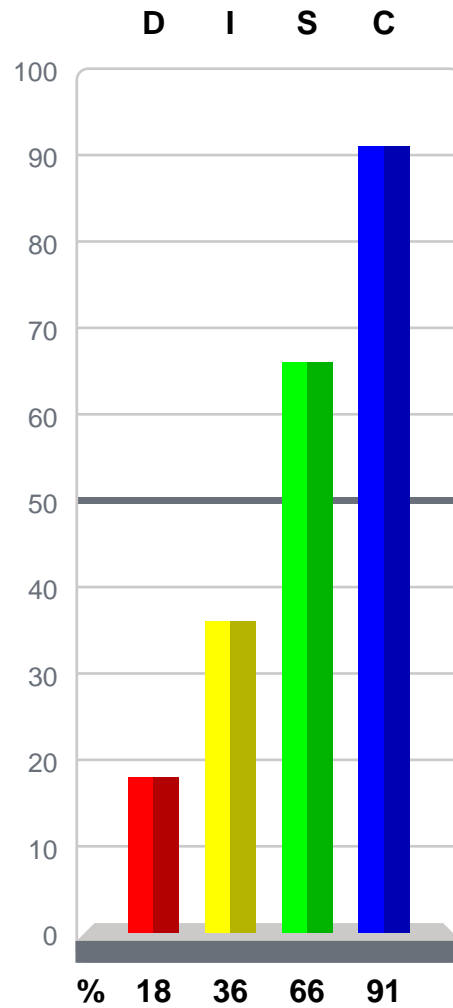
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 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.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

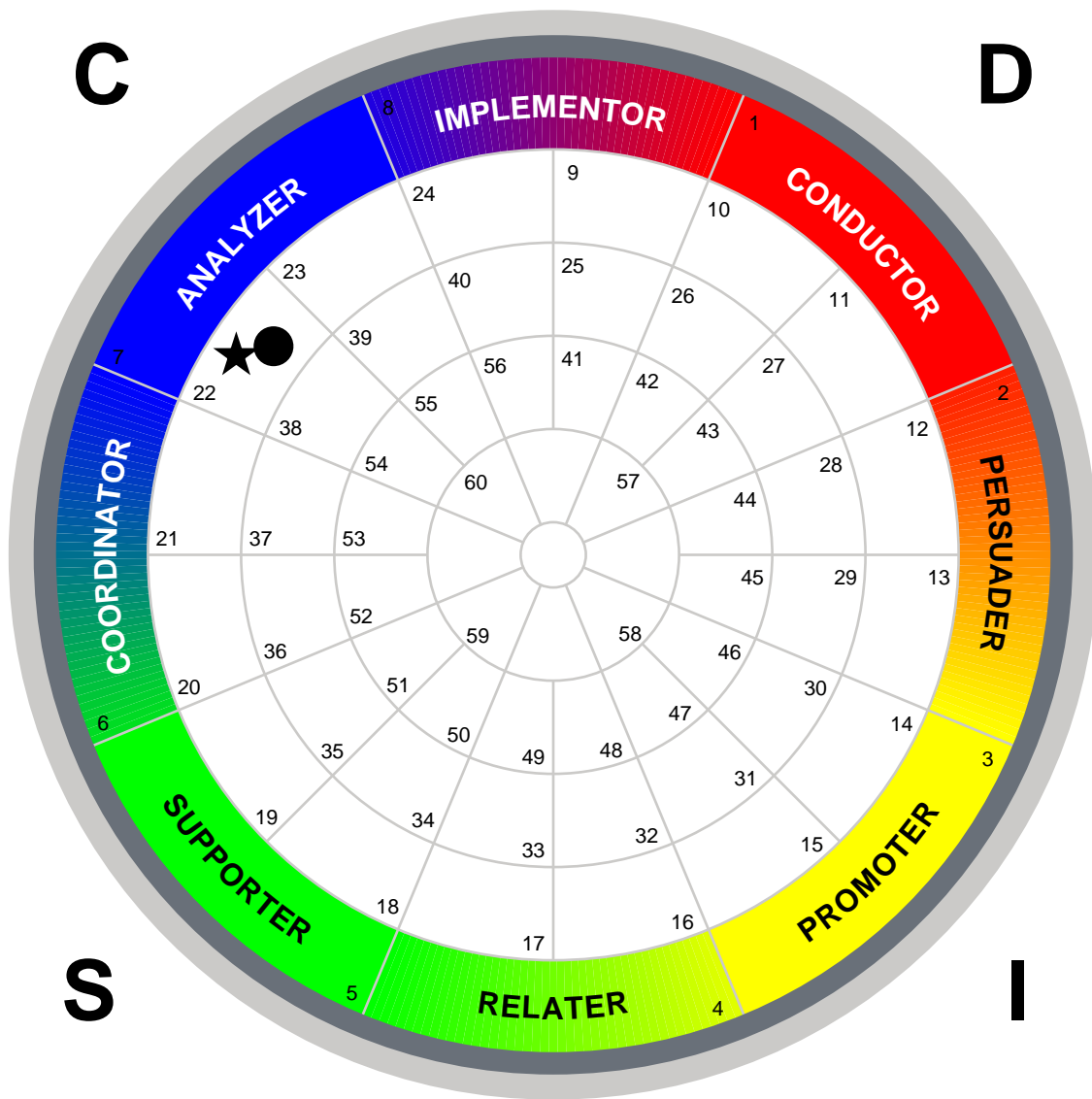
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

10-7-2014



Adapted: ★ (22) COORDINATING ANALYZER
 Natural: ● (22) COORDINATING ANALYZER

Norm 2014 R4

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