



TTI
SUCCESS
INSIGHTS®

Executive

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EVP
Apex Corporation
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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

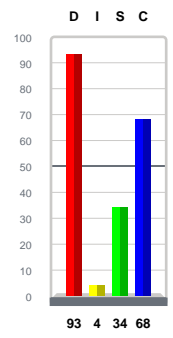
Based on Rene's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the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

Rene will work hard at achieving her goals. She loves to win and hates to lose. She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project. She embraces visions not always seen by others. Rene's creative mind allows her to see the "big picture." She likes people, but can be seen occasionally as cold and blunt. She may have her mind on project results, and sometimes may not take the time to be empathetic toward others. Rene can be successful at many things, not because of versatility but rather because of her determination to win. She is an aggressive individual who wins through hard work and persistence; that is, she will come up with a good idea and follow through. She can be analytical, calm, steady and persevering. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people she manages. Rene has high ego strengths and may be viewed by some as egotistical. Some may view her as being stubborn and opinionated. She views it as the price you must pay for success. She may try to "explain" her stubbornness in positive terms.

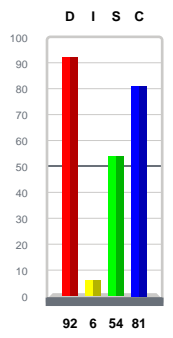
Rene is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Logic and people who have the facts and data to support this logic influence her. She admires the patience required to gather facts and data. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She refrains from getting emotionally involved in decision making. This allows her to make objective decisions. Rene should realize that at times she needs to think a project through, beginning to end, before starting the project. She is logical, incisive and critical in her problem-solving activities. She can be direct in her approach to discovering the facts and data. She maintains her focus on results. She has the ability to make high-risk decisions, but sometimes should seek counsel before acting.



Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Rene's communications with others. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Rene will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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.



Descriptors

Based on Rene's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she 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 |



Areas for Improvement

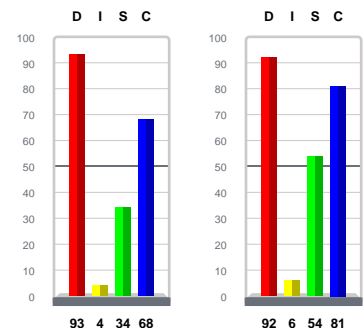
In this area is a listing of possible limitations without regard to a specific job. Review with Rene and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Rene has a tendency to:

- Make "off the cuff" remarks that are often seen as personal prods.
- Lack tact and diplomacy as long as she gets the results she wants.
- Overuse fear as a motivator by being overly demanding.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that she has.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Dislike routine work or routine people--unless she sees the need to further her goals.
- Blame, deny and defend her 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:

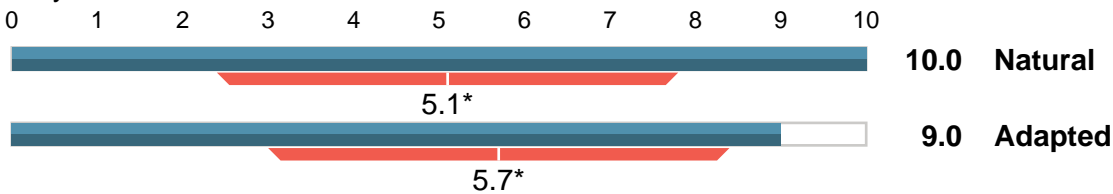
4. I will make the following changes to my behavior, and I will implement them by _____:



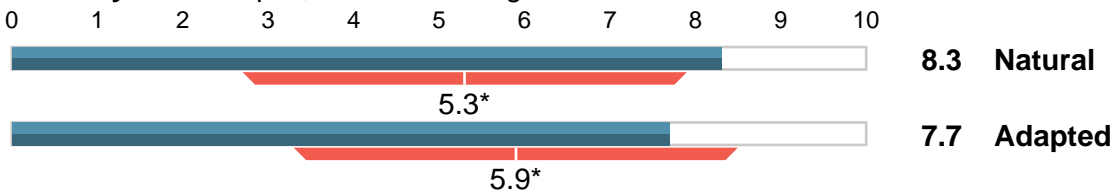
Behavioral Hierarchy

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.

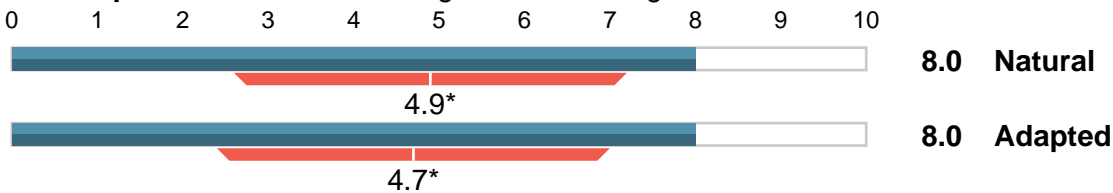
1. Organized Workplace - Establish and maintain specific order in daily activities.



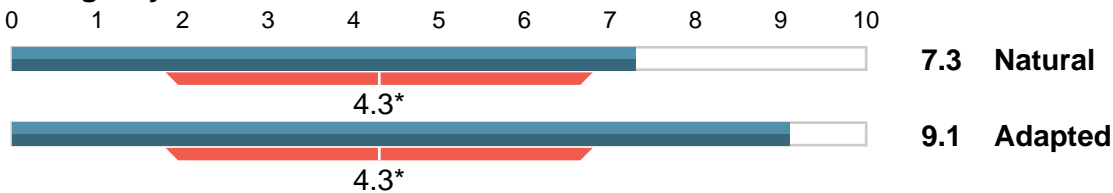
2. Analysis - Compile, confirm and organize information.



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



4. Urgency - Take immediate action.



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



Behavioral Hierarchy Continued

5. Consistent - Perform predictably in repetitive situations.

0 1 2 3 4 5 6 7 8 9 10



7.0 Natural

6.1*



5.8 Adapted

6.4*

6. Persistence - Finish tasks despite challenges or resistance.

0 1 2 3 4 5 6 7 8 9 10



7.0 Natural

6.1*



6.2 Adapted

6.4*

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

0 1 2 3 4 5 6 7 8 9 10



7.0 Natural

6.0*



6.2 Adapted

6.3*

8. Frequent Change - Rapidly shift between tasks.

0 1 2 3 4 5 6 7 8 9 10



4.5 Natural

5.2*



5.5 Adapted

5.0*

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



Behavioral Hierarchy Continued

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

0 1 2 3 4 5 6 7 8 9 10



3.0 Natural

6.5*



3.0 Adapted

6.2*

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

0 1 2 3 4 5 6 7 8 9 10



2.8 Natural

6.4*



3.0 Adapted

6.2*

11. Versatile - Adapt to various situations with ease.

0 1 2 3 4 5 6 7 8 9 10



2.7 Natural

5.4*



4.0 Adapted

5.2*

12. Interaction - Frequently engage and communicate with others.

0 1 2 3 4 5 6 7 8 9 10



1.5 Natural

6.0*



2.5 Adapted

5.5*

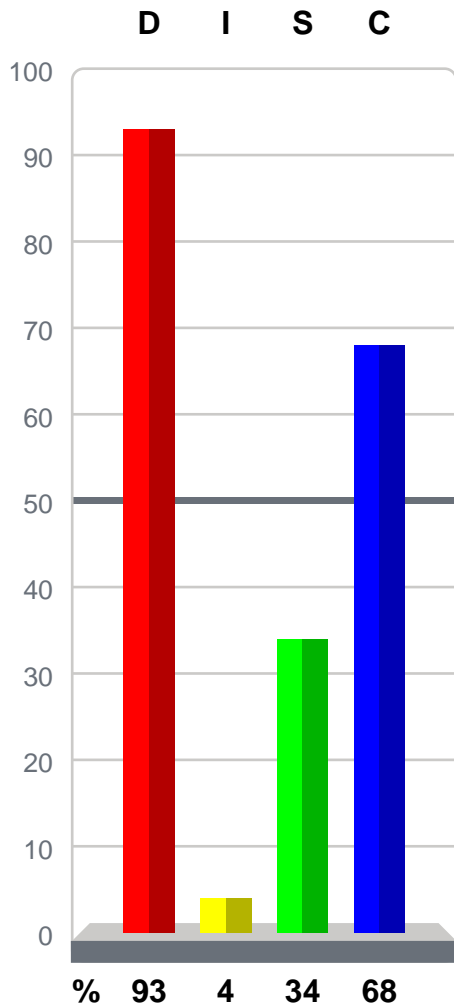


Style Insights® Graphs

6-30-2017

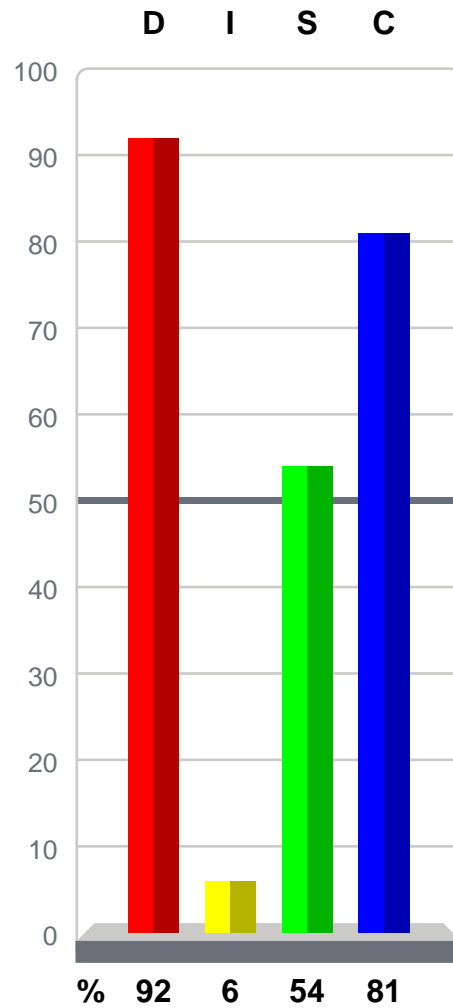
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 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.

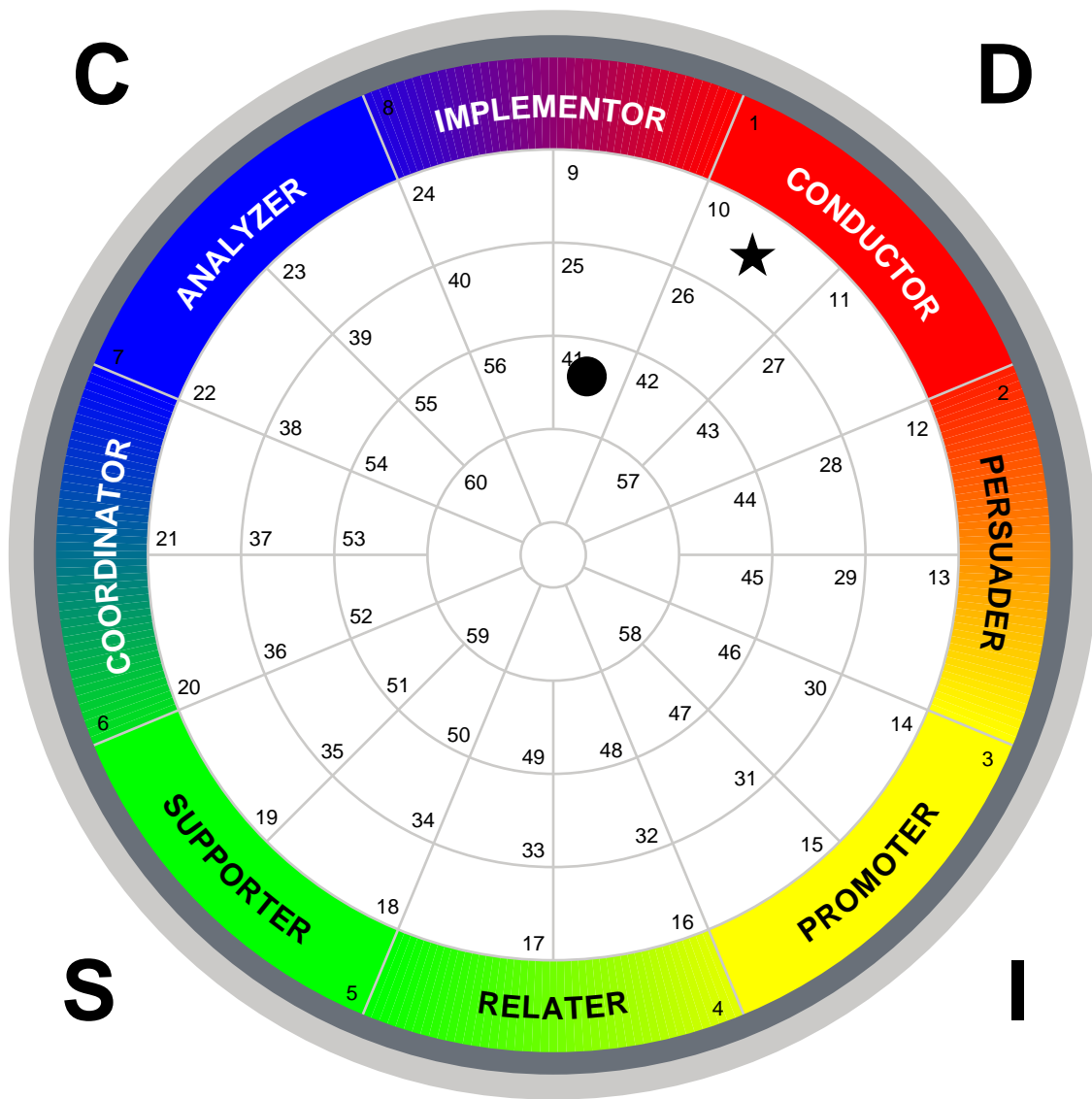
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

6-30-2017



Adapted: ★ (10) IMPLEMENTING CONDUCTOR
 Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)

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