



TTI
SUCCESS
INSIGHTS®

Management-Staff

Andy Sample
ABC Management
5-17-2016



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 Andy'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 Andy's natural behavior.

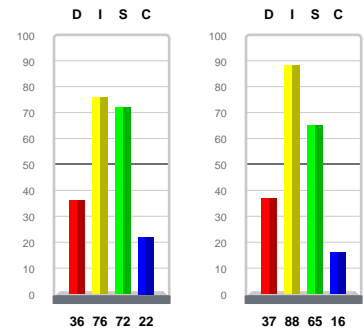
Andy likes to develop people and build organizations. He is optimistic and usually has a positive sense of humor. He is good at creating enthusiasm in others. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. Andy influences most people with his warmth. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. He prefers working for a participative manager. He does his best work in this kind of environment. Andy is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group.

Andy is good at solving problems that deal with people. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. Andy likes to participate in decision making. He likes working for managers who make quick decisions. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship.



Adapted Style

Natural Style

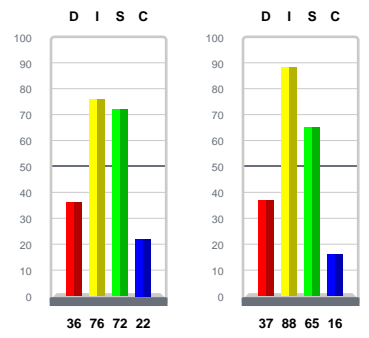




General Characteristics Continued

Andy judges others by their verbal skills and warmth. It is important for Andy to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He will optimistically interact with people in an assured, diplomatic and poised manner. He has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear. Andy has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He usually uses many gestures when talking. He is good at negotiating conflict between others. Andy feels that "if everyone would just talk it out, everything would be okay!"

Adapted Style Natural Style





Value to the Organization

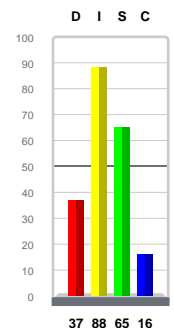
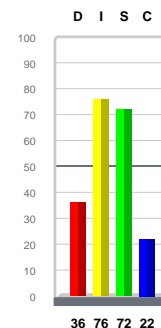
This section of the report identifies the specific talents and behavior Andy brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Big thinker.
- Builds confidence in others.
- Creative problem solving.
- Positive sense of humor.
- Optimistic and enthusiastic.
- Team player.
- Bottom line-oriented.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Accomplishes goals through people.



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 Andy. 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 Andy most frequently.

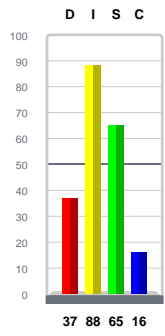
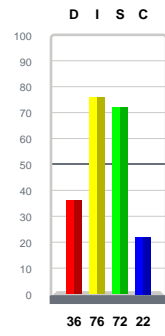
Ways to Communicate

- Use a motivating approach, when appropriate.
- Provide solutions--not opinions.
- Clarify any parameters in writing.
- Appeal to the benefits he will receive.
- Provide ideas for implementing action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Read the body language for approval or disapproval.
- Talk about him, his goals and the opinions he finds stimulating.
- Look for his oversights.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Provide a warm and friendly environment.



Adapted Style

Natural Style





Checklist for Communicating Continued

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

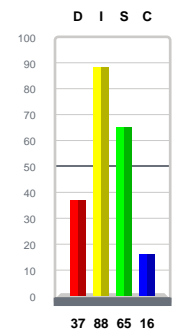
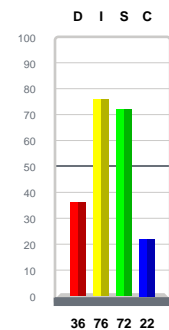
Ways NOT to Communicate

- Drive on to facts, figures, alternatives or abstractions.
- Be curt, cold or tight-lipped.
- Let him overpower you with verbiage.
- Leave decisions hanging in the air.
- Be dictatorial.
- "Dream" with him or you'll lose time.
- Talk down to him.
- Ramble.
- Legislate or muffle--don't overcontrol the conversation.



Adapted Style

Natural Style





Communication Tips

This section provides suggestions on methods which will improve Andy'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, Andy 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.



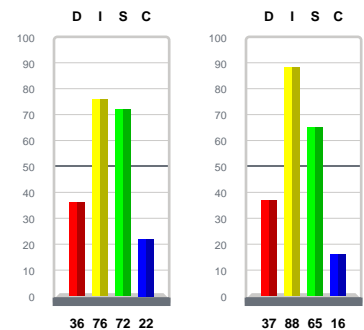
Ideal Environment

This section identifies the ideal work environment based on Andy'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 Andy enjoys and also those that create frustration.

- Work with a results-oriented team.
- Freedom from control and detail.
- Assignments with a high degree of people contacts.
- Forum for his ideas to be heard.
- Democratic supervisor with whom he can associate.



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

Self-Perception

Andy usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

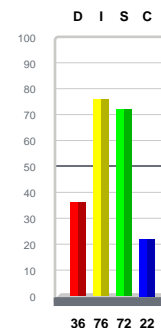
- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

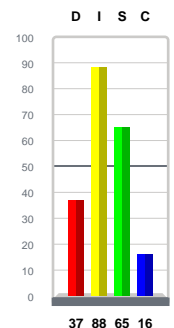
Under extreme pressure, stress or fatigue, others may see him as being:

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter

Adapted Style



Natural Style



Andy Sample



Descriptors

Based on Andy'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

Andy'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

Andy is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Andy will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.

Adapted

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

People - Contacts

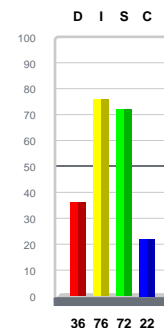
Natural

Andy's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

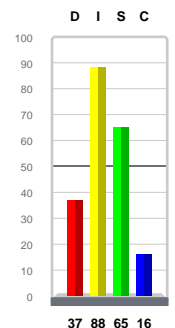
Adapted

Andy projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Andy 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

Andy 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

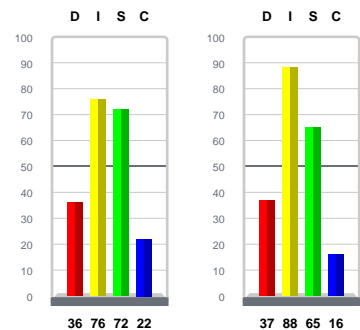
Andy does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

Adapted

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

Adapted Style

Natural Style



Andy Sample

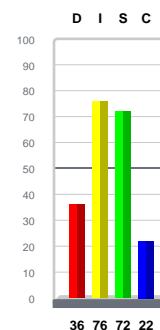
Adapted Style

Andy 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.

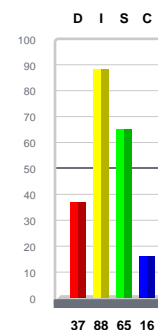
- Motivating people to take action by using persuasive skills.
- Flaunting independence.
- Using a direct, forthright and honest approach in his communications.
- Optimistic, future-oriented outlook.
- Contacting people using a variety of modes.
- Positive, outgoing, friendly behavior.
- Being independent and innovative.
- Dedicated to "going it alone" when necessary.
- Using a creative approach in decision making.
- Obtaining results through people.
- Acting independently and without precedent.
- Firm commitment to accomplishments.



Adapted Style



Natural Style





Keys to Motivating

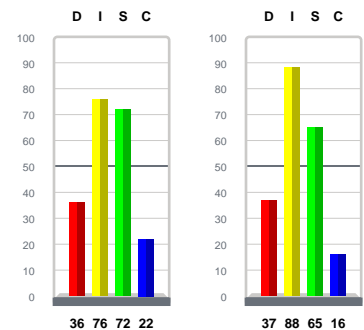
This section of the report was produced by analyzing Andy's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Andy and highlight those that are present "wants."

Andy wants:

- No restrictions to hamper results.
- A manager who practices participative management.
- No close supervision.
- Freedom to talk and participate on the team.
- Independence.
- Exposure to those who appreciate his results.
- Freedom from control and detail.
- A friendly work environment.
- Rewards to support his dreams.
- Public recognition of his ideas and results.
- A forum to ventilate his emotions.
- Work assignments that provide opportunity for recognition.
- The chance to have fun (play hard--work hard).



Adapted Style Natural Style





Keys to Managing

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

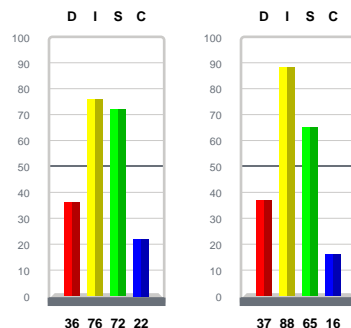
Andy needs:

- To focus conversations on work activities--less socializing.
- A tolerant boss.
- To mask emotions when appropriate.
- Participatory management.
- Recognition that limits and rules do exist, and why.
- Documentation of expected results.
- More control of body language.
- People to work and associate with.
- Support in doing excessive detail work.
- To relax and pace himself.
- To be informed of things which affect him.



Adapted Style

Natural Style





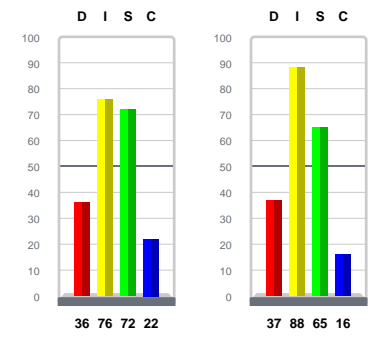
Areas for Improvement

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

Andy has a tendency to:

- Be optimistic regarding possible results of his projects or the potential of his people.
- Be so enthusiastic that he can be seen as superficial.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Trust people indiscriminately if positively reinforced by those people.
- Make decisions based on surface analysis.
- Overuse praise in motivating others.

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:

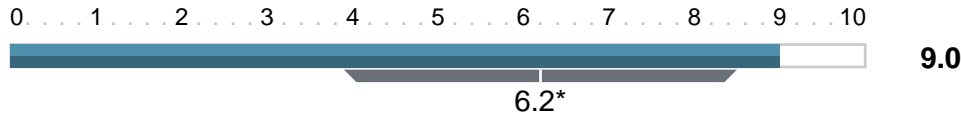
4. I will make the following changes to my behavior, and I will implement them by _____:



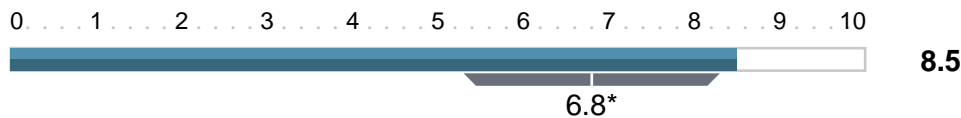
Behavioral Hierarchy

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.

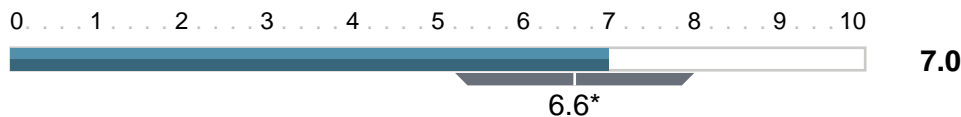
1. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



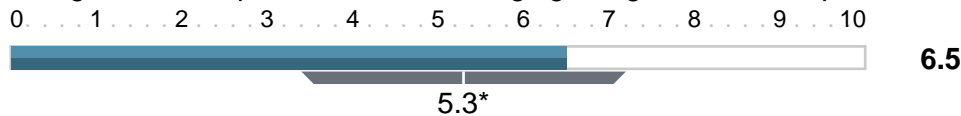
2. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



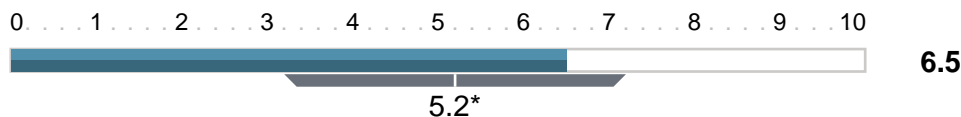
3. Customer Relations - A desire to convey your sincere interest in them.



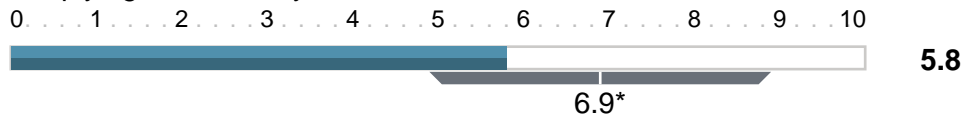
4. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



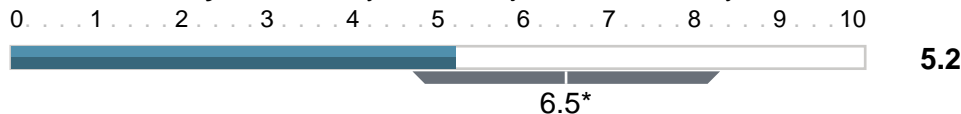
5. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



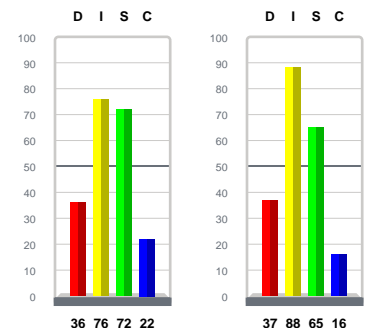
6. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



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



Adapted Style Natural Style



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



Behavioral Hierarchy

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



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

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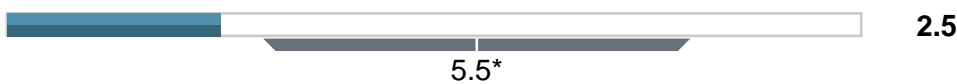
10. Urgency - Decisiveness, quick response and fast action.

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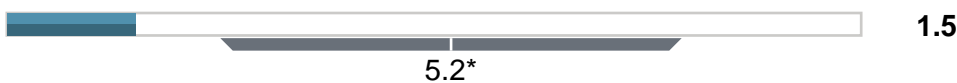
11. Analysis of Data - Information is maintained accurately for repeated examination as required.

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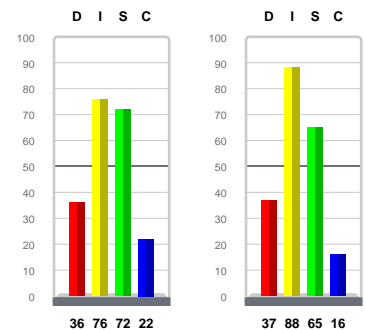


12. Organized Workplace - Systems and procedures followed for success.

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Adapted Style Natural Style



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

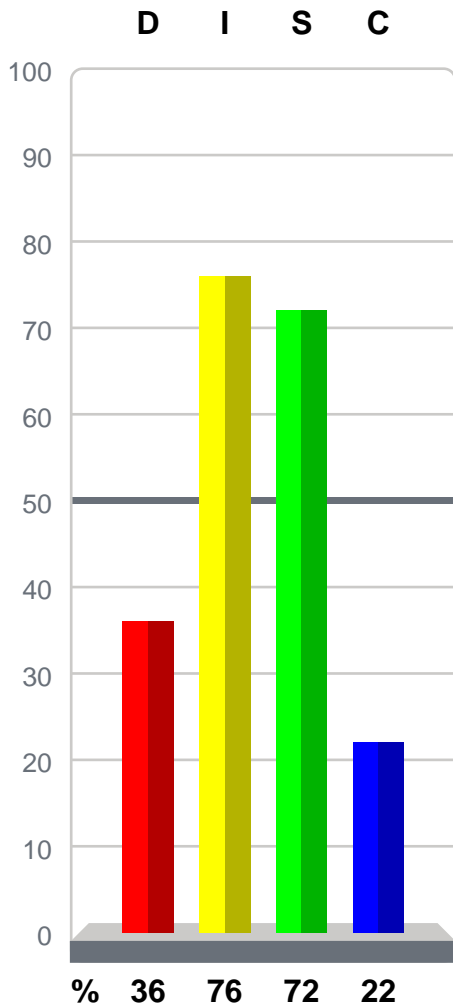


Style Insights® Graphs

5-17-2016

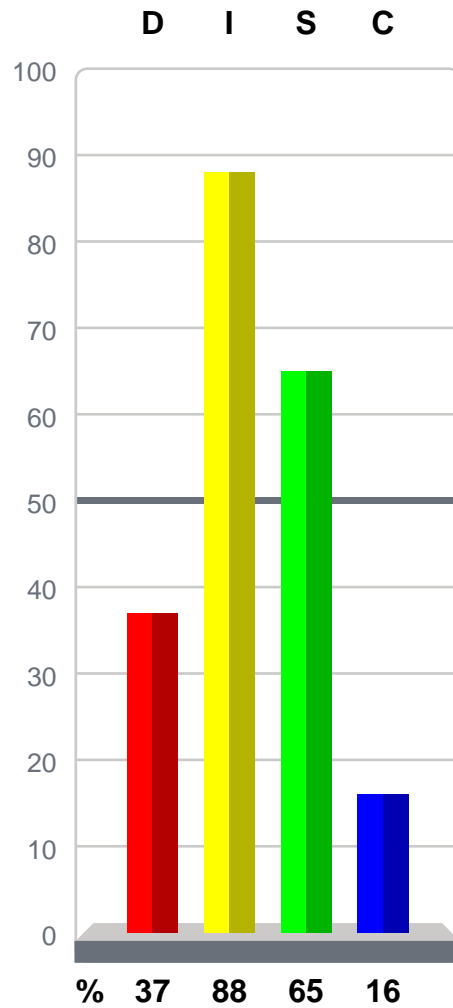
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 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.

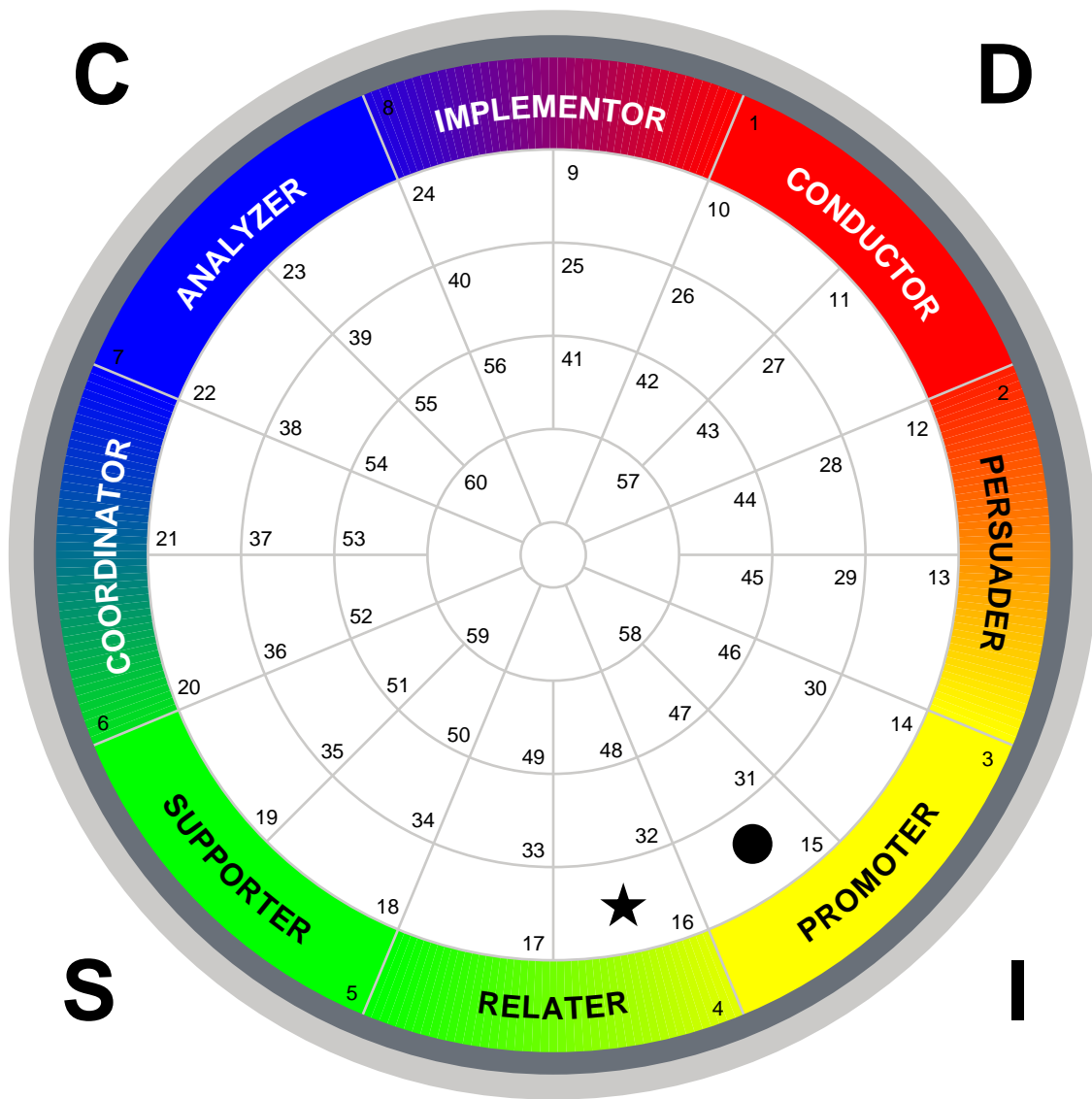
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

5-17-2016



Adapted: ★ (16) PROMOTING RELATER
 Natural: ● (15) RELATING PROMOTER

Norm 2015 R4