



TTI  
SUCCESS  
INSIGHTS®

## Management-Staff

John Doe  
ABC Company  
9/3/2017

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TTI SUCCESS INSIGHTS®  
AUSTRALIA & NEW ZEALAND



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# Introduction

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

**In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



## 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 behaviour 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 behaviour.*

John embraces visions not always seen by others. John's creative mind allows him to see the "big picture." He can be aggressive and direct, but still be considerate of people. Other people realise that directness is one of his great strengths. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. John is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He prefers an environment with variety and change. He is at his best when many projects are underway at once. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. John wants to be viewed as self-reliant and willing to pay the price for success. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful.

John should realise that at times he needs to think a project through, beginning to end, before starting the project. He prefers authority equal to his responsibility. Sometimes he becomes emotionally involved in the decision-making process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. John is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He likes to make decisions quickly. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.



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## General Characteristics Continued

John may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. 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 present their case effectively. When they do, he can then make a quicker assessment or decision. He may lack the patience to listen and communicate with slower acting people. John may lose interest in what others are saying if they ramble or do not speak to the point. His active mind is already moving ahead. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He challenges people who volunteer their opinions. He 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!

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# Value to the Organisation

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

- Team player.
- Will join organisations to represent the company.
- Competitive.
- Initiates activity.
- Self-starter.
- Optimistic and enthusiastic.
- Thinks big.
- Builds confidence in others.
- Tenacious.

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# 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

- Plan interaction that supports his dreams and intentions.
- Be clear, specific, brief and to the point.
- Stick to business--let him decide if he wants to talk socially.
- Leave time for relating, socialising.
- Ask specific (preferably "what?") questions.
- Provide ideas for implementing action.
- Deal with details in writing, have him commit to modes of action.
- Provide facts and figures about probability of success, or effectiveness of options.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Read the body language for approval or disapproval.
- Read the body language--look for impatience or disapproval.
- Talk about him, his goals and the opinions he finds stimulating.

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# Ineffective Communication

*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

- Legislate or muffle--do not overcontrol the conversation.
- Let disagreement reflect on him personally.
- Be curt, cold or tight-lipped.
- Take credit for his ideas.
- Ramble on, or waste his time.
- Try to build personal relationships.
- Forget or lose things, be disorganised or messy, confuse or distract his mind from business.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Direct or order.
- Be dictatorial.
- Be redundant.




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# Communication Tips

*This section provides suggestions on 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 disorganised 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-organised "package."

### **Factors that will create tension or dissatisfaction:**

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

## **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.
- Do not 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 behaviour 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.*

- An innovative and futuristic-oriented environment.
- Freedom from controls, supervision and details.
- Tasks involving motivated groups and establishing a network of contacts.
- Assignments with a high degree of people contacts.
- Nonroutine work with challenge and opportunity.
- Work tasks that change from time to time.
- Freedom of movement.
- Forum to express ideas and viewpoints.

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# Perceptions

## See Yourself as Others See You

A person's behaviour 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 behaviour. 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
- Assertive
- Competitive
- Confident
- Positive
- Winner

### Others' Perception - Moderate

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

- Demanding
- Daring
- Egotistical
- Aggressive

### Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated




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# Descriptors

Based on John's responses, the report has marked those words that describe his personal behaviour. 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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Sceptical	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.

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## People - Contacts

### Natural

John'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

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

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# Natural and Adapted Style Continued



## Pace - Consistency

Natural	Adapted
<p>John is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>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.</p>

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## Procedures - Constraints

Natural	Adapted
<p>John 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.</p>	<p>John shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John sees little or no need to change his response to the environment.</p>



## Adapted Style

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

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Dealing with a wide variety of work activities.
- Anticipating and solving problems.
- Skilful use of vocabulary for persuasive situations.
- Responding well to challenges: "You say I cannot do it? Just watch me!"
- A good support team to handle paperwork.
- Flaunting independence.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Dedicated to "going it alone" when necessary.
- Acting without precedent, and able to respond to change in daily work.
- Persistence in job completion.
- Willing to take risks when others may be hesitant.



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# Keys to Motivating

*This section of the report was produced by analysing 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:

- Excitement.
- New challenges and problems to solve.
- To be seen as a leader.
- A forum to ventilate his emotions.
- Prestige, position and titles so he can control the destiny of others.
- Exposure to those who appreciate his results.
- Independence.
- Power and authority to take the risks to achieve results.
- The chance to have fun (play hard--work hard).
- Unusual, new or difficult assignments.
- Opportunity for rapid advancement.
- Control of his own destiny.



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# 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:

- A rational approach to decision making--analyse the facts.
- To be informed of things which affect him.
- A program for pacing work and relaxing.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Participatory management.
- Objectivity when dealing with people because of his high trust level.
- To know results expected and to be evaluated on the results.
- To mask emotions when appropriate.
- To be confronted when in disagreement, or when he breaks the rules.
- To understand his role on the team--either a team player or the leader.
- To negotiate commitment face-to-face.
- An awareness of the parameters or rules in writing.
- More logical presentations--less emotional.

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# 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:

- Be disruptive because of his innate restlessness and disdain for sameness.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Have trouble delegating--cannot wait, so does it himself.
- Overstep authority and prerogatives--will override others.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Have no concept of the problems that slower-moving people may have with his style.
- Fail to complete what he starts because of adding more and more projects.
- Have difficulty finding balance between family and work.

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# Action Plan

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

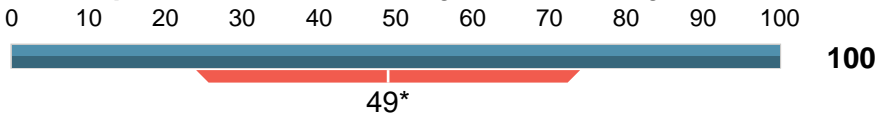
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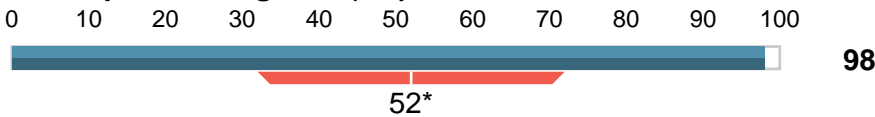
# Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural 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.

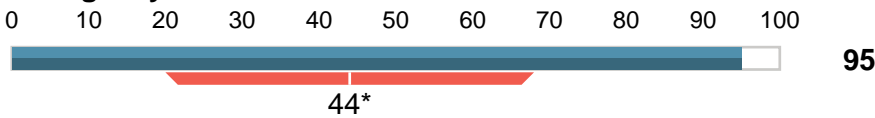
**1. Competitive** - Want to win or gain an advantage.



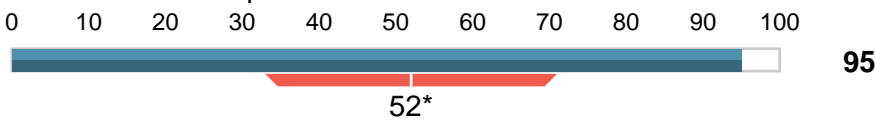
**2. Frequent Change** - Rapidly shift between tasks.



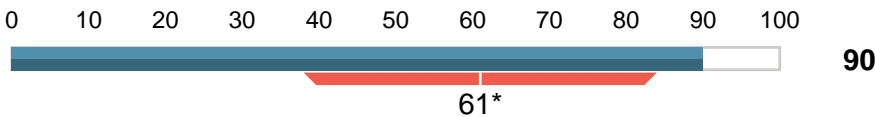
**3. Urgency** - Take immediate action.



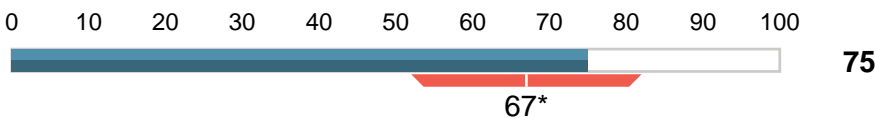
**4. Versatile** - Adapt to various situations with ease.



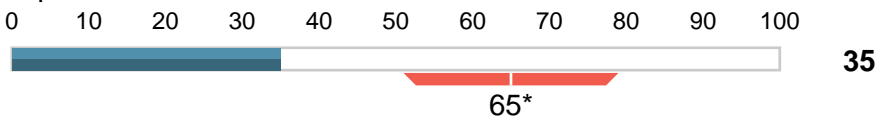
**5. Interaction** - Frequently engage and communicate with others.



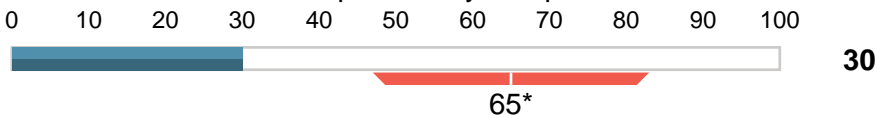
**6. People-Oriented** - Build rapport with a wide range of individuals.



**7. Customer-Oriented** - Identify and fulfil customer expectations.



**8. Consistent** - Perform predictably in repetitive situations.

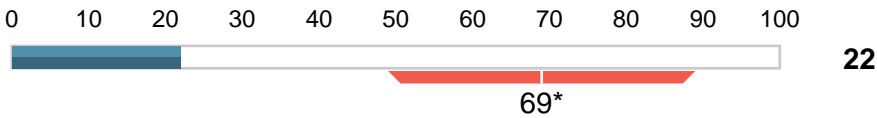


\* 68% of the population falls within the shaded area.

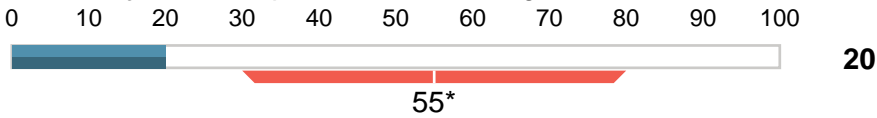


# Behavioural Hierarchy

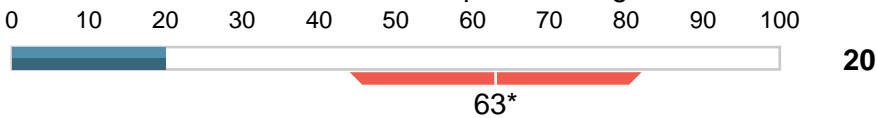
**9. Following Policy** - Adhere to rules, regulations, or existing methods.



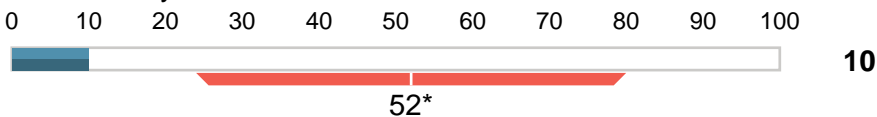
**10. Analysis** - Compile, confirm and organise information.



**11. Persistence** - Finish tasks despite challenges or resistance.



**12. Organised Workplace** - Establish and maintain specific order in daily activities.




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

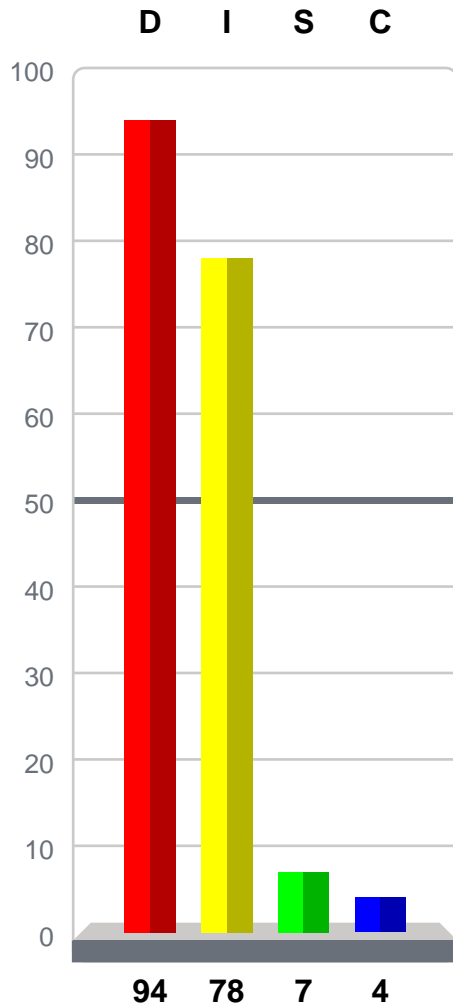


# Style Insights® Graphs

9/3/2017

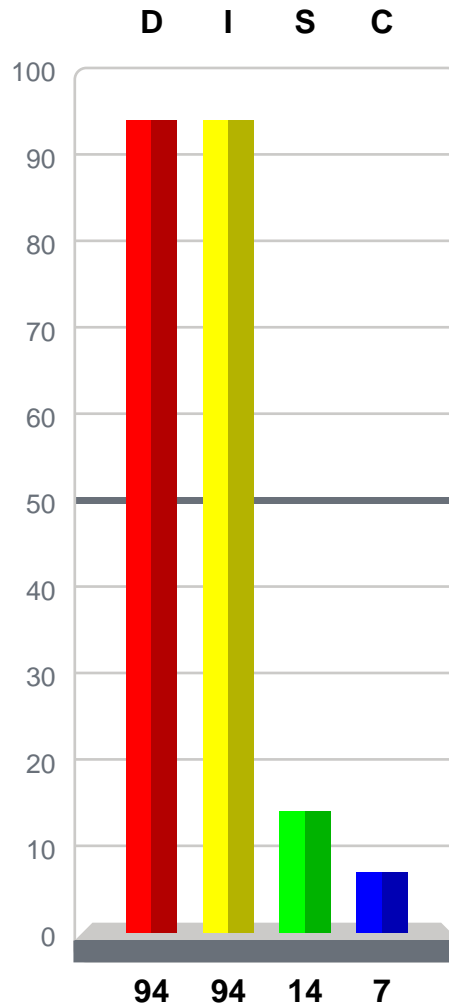
## Adapted Style

### Graph I



## Natural Style

### Graph II



AU/NZ Norm 2014 R4



## The Success Insights® Wheel

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

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

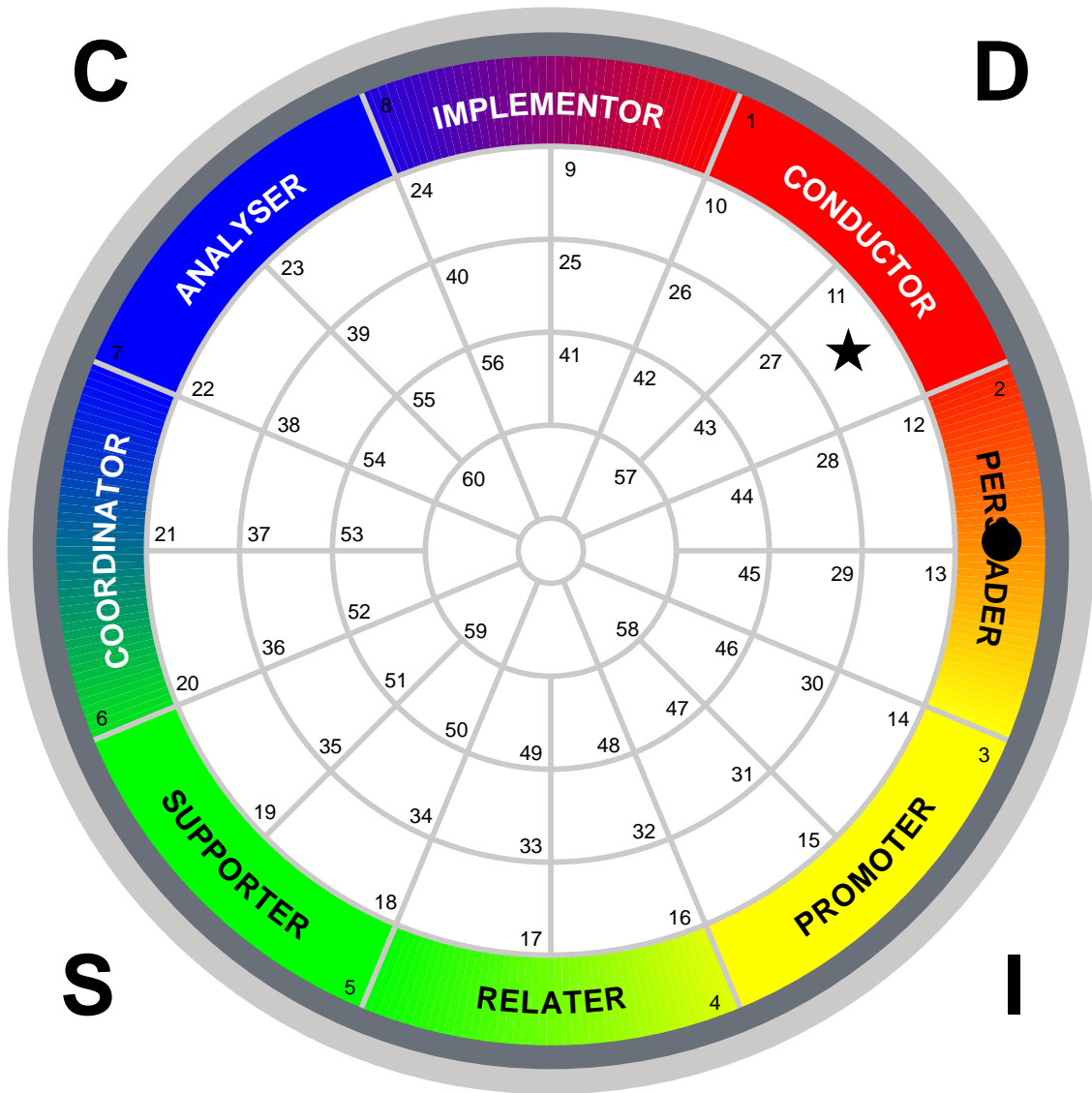
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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

9/3/2017



Adapted: ★ (11) PERSUADING CONDUCTOR  
 Natural: ● (2) PERSUADER

AU/NZ Norm 2014 R4

T: 5:39