



TTI
SUCCESS
INSIGHTS®

Management-Staff

Mary Management
Manager
Sample Company
7-11-2014



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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 Mary'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 Mary's natural behavior.

Mary may have difficulty dealing with others who are slower in thought and action. She is extremely results-oriented, with a sense of urgency to complete projects quickly. She is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. Many people see her as a self-starter dedicated to achieving results. Mary wants to be seen as an individual who is totally keyed to results. She wants to get things done in a manner that is consistent with her perception of the "right way" of doing things. She seeks her own solutions to problems. In this way, her independent nature comes into play. She can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of her great strengths. She is aggressive and confident. Mary wants to be seen as a winner and has an inherent dislike for losing or failing. She tends to work hard and long to be successful. She exudes self-confidence and exemplifies an individual who is not afraid to state her case or present new and creative ideas.

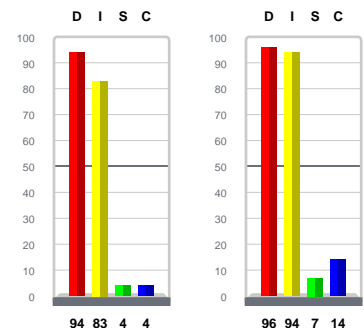
Mary prefers authority equal to her responsibility. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. Sometimes she becomes emotionally involved in the decision-making process. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Mary should realize that at times she needs to think a project through, beginning to end, before starting the project. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. She finds it easy to share her opinions on solving work-related problems.



Horizontal lines for notes or comments.

Adapted Style

Natural Style

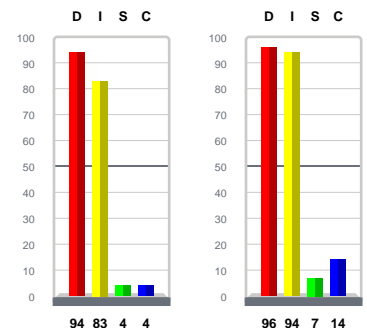




General Characteristics Continued

Mary tends to influence people by being direct, friendly and results-oriented. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. She may lack the patience to listen and communicate with slower acting people. She should exhibit more patience and ask questions to make sure that others have understood what she has said. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She tends to be intolerant of people who seem ambiguous or think too slowly.

Adapted Style Natural Style



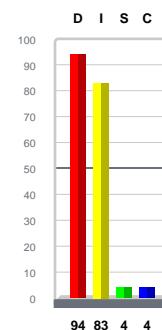


Value to the Organization

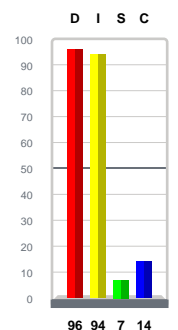
This section of the report identifies the specific talents and behavior Mary brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Positive sense of humor.
- Competitive.
- Optimistic and enthusiastic.
- Thinks big.
- Usually makes decisions with the bottom line in mind.
- Challenge-oriented.
- Creative in her approach to solving problems.

Adapted Style



Natural Style





Checklist for Communicating

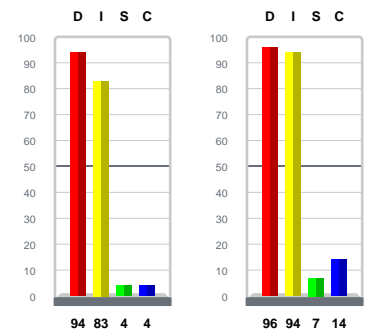
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mary. Read each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

Ways to Communicate

- Provide ideas for implementing action.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide a warm and friendly environment.
- Ask specific (preferably "what?") questions.
- Ask for her opinions/ideas regarding people.
- Stick to business--let her decide if she wants to talk socially.
- Support the results, not the person, if you agree.
- Support and maintain an environment where she can be efficient.
- Read the body language for approval or disapproval.
- Talk about her, her goals and the opinions she finds stimulating.
- Read the body language--look for impatience or disapproval.



Adapted Style Natural Style





Checklist for Communicating Continued

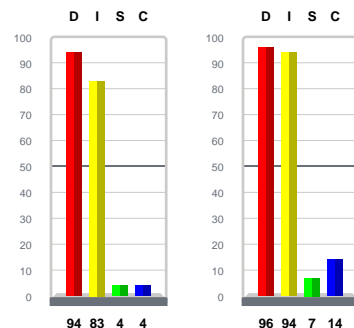
This section of the report is a list of things NOT to do while communicating with Mary. Review each statement with Mary and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate

- Legislate or muffle--don't overcontrol the conversation.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Reinforce agreement with "I'm with you."
- Try to convince by "personal" means.
- "Dream" with her or you'll lose time.
- Try to build personal relationships.
- Ramble on, or waste her time.
- Drive on to facts, figures, alternatives or abstractions.
- Come with a ready-made decision, or make it for her.
- Be redundant.
- Be dictatorial.
- Talk down to her.



Adapted Style Natural Style





Communication Tips

This section provides suggestions on methods which will improve Mary's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Mary 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.

C

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.

D

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.

S

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.

I



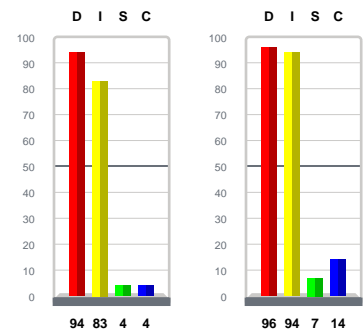
Ideal Environment

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

- Tasks involving motivated groups and establishing a network of contacts.
- Assignments with a high degree of people contacts.
- Forum to express ideas and viewpoints.
- Evaluation based on results, not the process.
- Democratic supervisor with whom she can associate.
- Nonroutine work with challenge and opportunity.
- Freedom of movement.



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



Self-Perception

Mary usually sees herself as being:

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

Others' Perception - Moderate

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

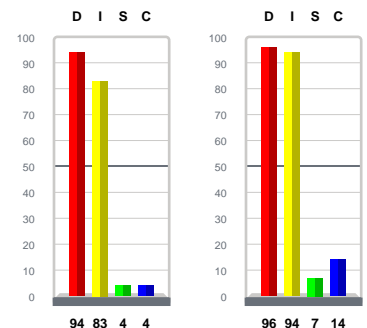
- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style Natural Style





Descriptors

Based on Mary'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.

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

Mary'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

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

Adapted

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

People - Contacts

Natural

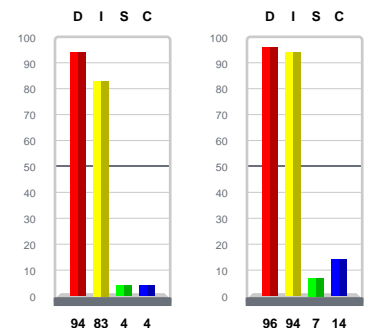
Mary's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.

Adapted

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



Adapted Style Natural Style





Natural and Adapted Style Continued

Pace - Consistency

Natural

Mary is comfortable in an environment that is constantly changing. She seeks a wide scope of tasks and duties. Even when the environment is frantic, she can still maintain a sense of equilibrium. She is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

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

Procedures - Constraints

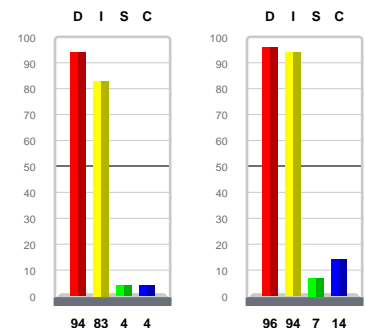
Natural

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

Adapted

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

Adapted Style Natural Style





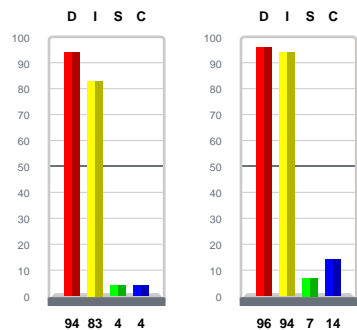
Adapted Style

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

- Flaunting independence.
- Meeting deadlines.
- Exhibiting an active and creative sense of humor.
- Using a direct, forthright and honest approach in her communications.
- Using a creative approach in decision making.
- Possessing a strong sense of urgency toward results.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Handling a variety of activities.
- Firm commitment to accomplishments.
- Dedicated to "going it alone" when necessary.
- Moving quickly from one activity to another.



Adapted Style Natural Style





Keys to Motivating

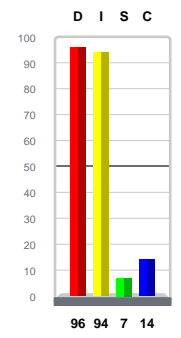
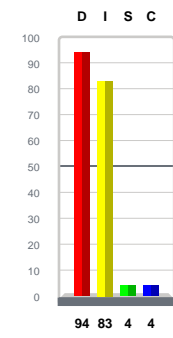
This section of the report was produced by analyzing Mary's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Mary and highlight those that are present "wants."

Mary wants:

- To be measured by results.
- Support system to help with details and follow through.
- A wide scope of activities.
- The chance to have fun (play hard--work hard).
- More time in the day.
- No close supervision.
- Exposure to those who appreciate her results.
- Big picture approaches.
- Outside activities so there is never a dull moment.
- Freedom from routine work.
- Freedom from many rules and regulations.
- No restrictions to hamper results.

Adapted Style

Natural Style



Keys to Managing

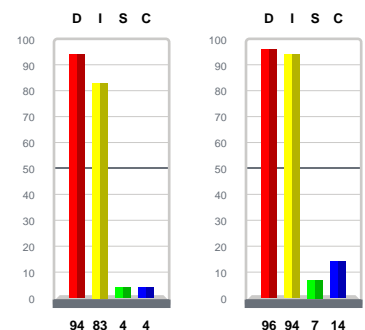
In this section are some needs which must be met in order for Mary to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Mary needs:

- A program for pacing work and relaxing.
- To adjust her intensity to match the situation.
- A rational approach to decision making--analyze the facts.
- To display empathy for people who approach life differently than she does.
- To focus conversations on work activities--less socializing.
- To negotiate commitment face-to-face.
- To handle routine paperwork only once.
- To know results expected and to be evaluated on the results.
- To mask emotions when appropriate.
- People to work and associate with.
- To be informed of things which affect her.



Adapted Style Natural Style





Areas for Improvement

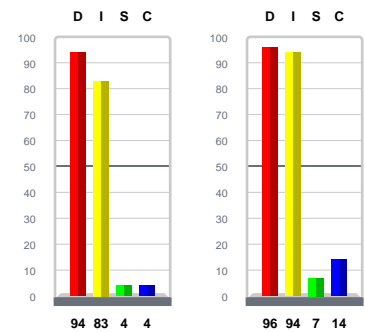
In this area is a listing of possible limitations without regard to a specific job. Review with Mary and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Mary has a tendency to:

- Be crisis-oriented.
- Dislike routine work or routine people--unless she sees the need to further her goals.
- Make "off the cuff" remarks that are often seen as personal prods.
- Take on too much, too soon, too fast.
- Have trouble delegating--can't wait, so does it herself.
- Be a one-way communicator--doesn't listen to the total story before introducing her opinion.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Be impulsive and seek change for change's sake. May change priorities daily.
- 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:

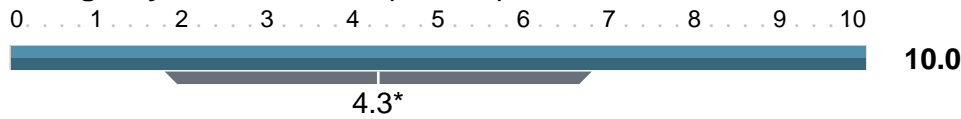
4. I will make the following changes to my behavior, and I will implement them by _____:



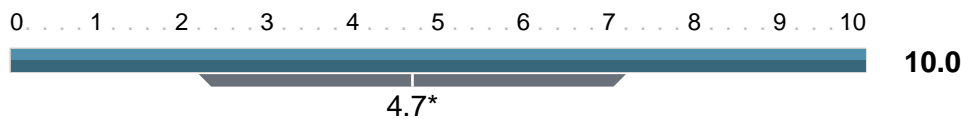
Behavioral Hierarchy

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.

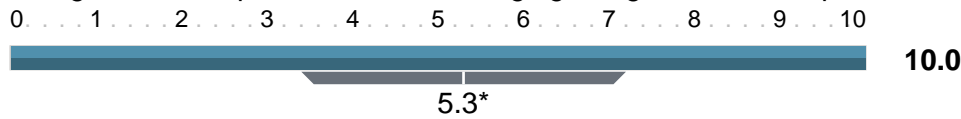
1. Urgency - Decisiveness, quick response and fast action.



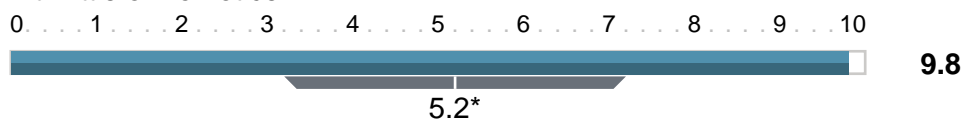
2. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



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



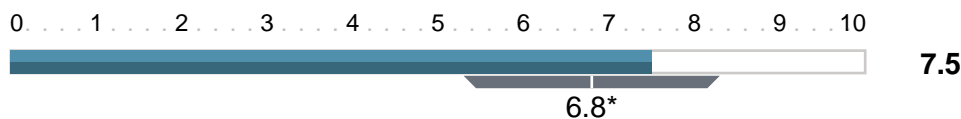
4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



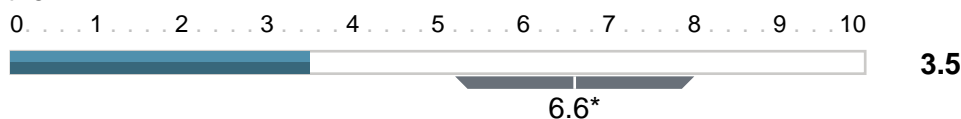
5. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



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



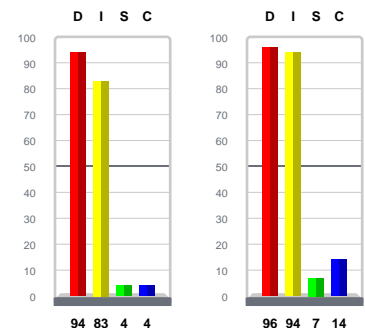
7. Customer Relations - A desire to convey your sincere interest in them.



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



Adapted Style Natural Style



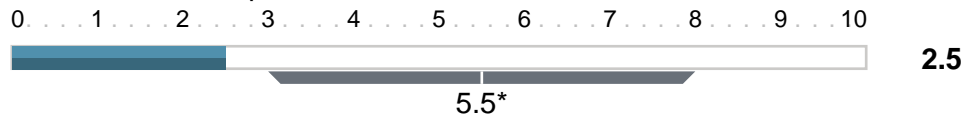


Behavioral Hierarchy

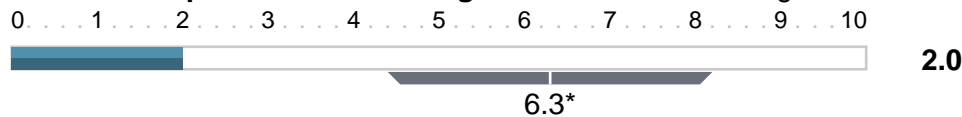
8. Consistency - The ability to do the job the same way.



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



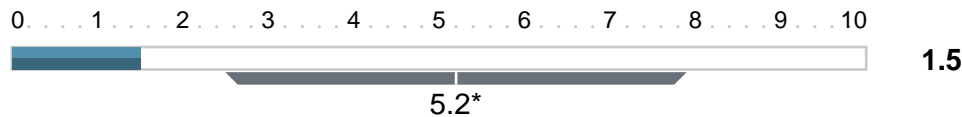
10. Follow Up and Follow Through - A need to be thorough.



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

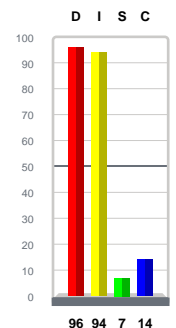
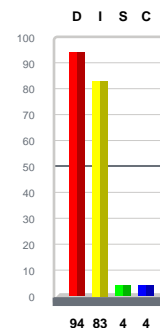


12. Organized Workplace - Systems and procedures followed for success.



Adapted Style

Natural Style



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

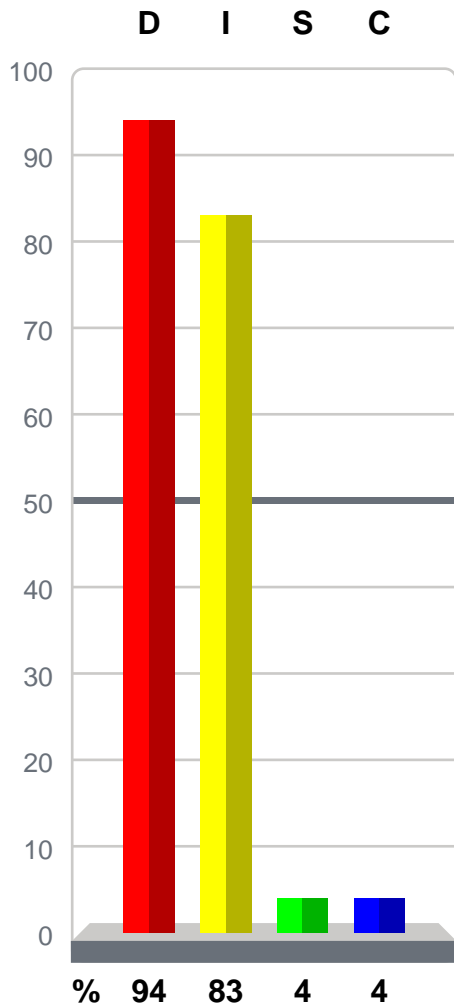


Style Insights® Graphs

7-11-2014

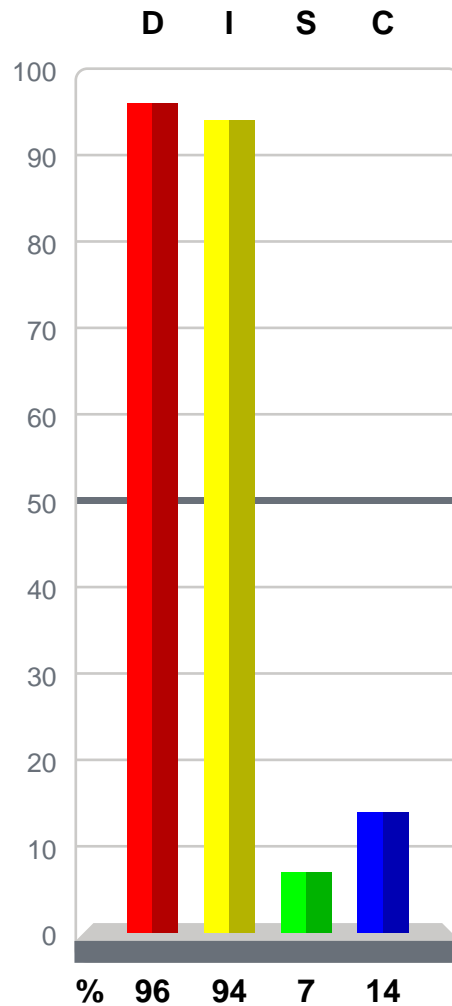
Adapted Style

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.

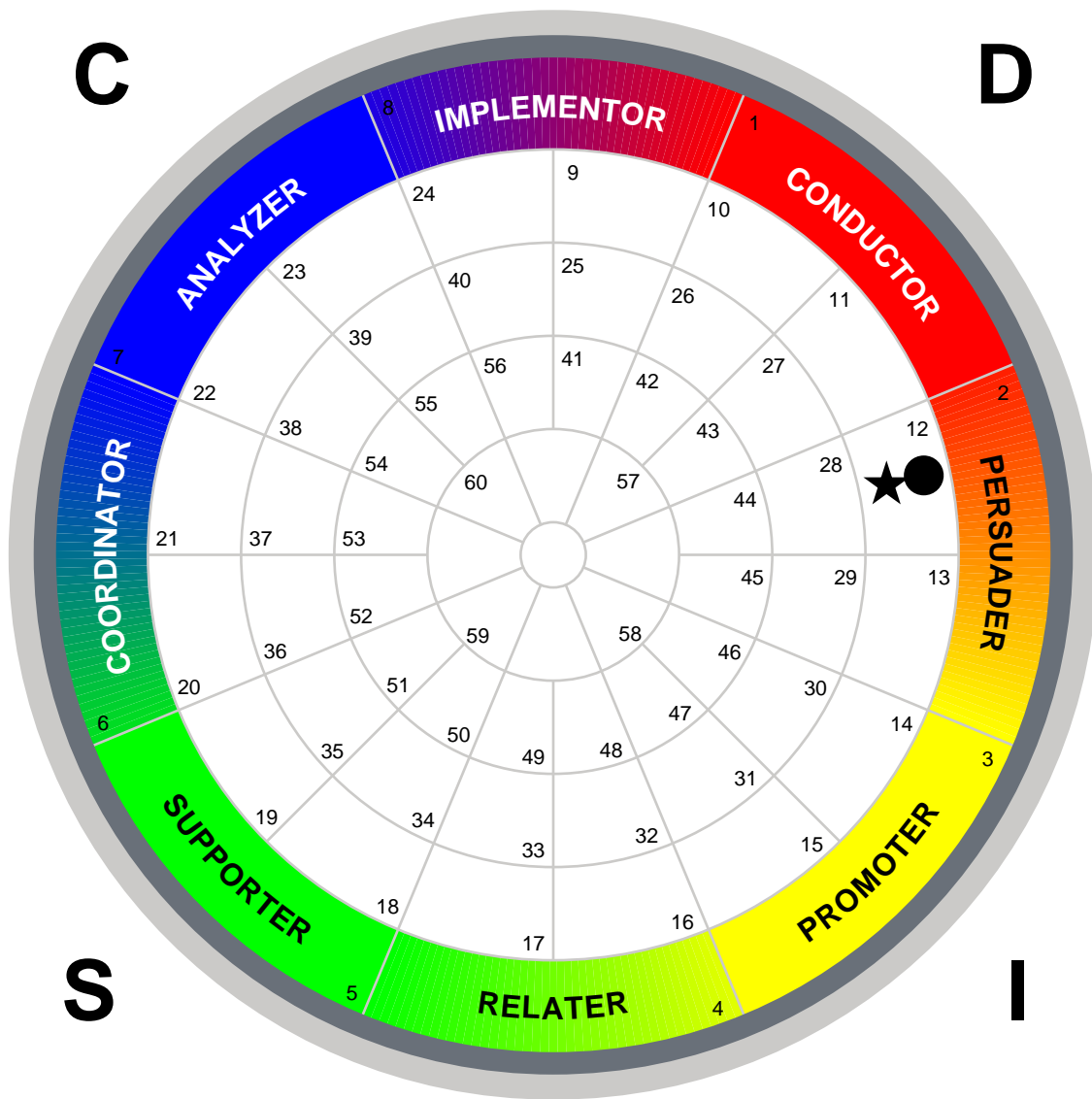
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-11-2014



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2014 R4



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Mary Management