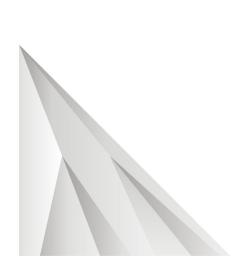




Sam Sample Manager 5-21-2013

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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.



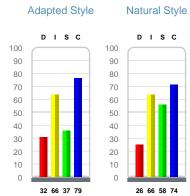
General Characteristics

Based on Sam'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 Sam's natural behavior.

Sam can be sensitive about any comments regarding the quality of his work. He strives forward constantly to improvement in everything he does. He prefers that things be orderly and he will approach work in a systematic manner. He wants to be liked by fellow managers, as well as be recognized for doing quality work. Coworkers know that his projects will always be done correctly. When Sam sees something that is wrong he wants to fix it. He is oriented toward achieving practical results. His motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to him. If forced to choose between producing quality work or quantities of work, quality will be the winner. He wants to know the company rules so he can follow them, and he may become upset when others continually break the rules. He wants to make certain that detailed reports are accurately completed. He is adaptable. Rules and procedures provide security for his job performance. Sam can devote all his energy to the job, and that offers security. Because of high expectations of his own job performance, Sam may sometimes feel that subordinates cannot perform up to his standards.

Sam gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. He sees himself as factual, and "down-to-earth." He is more than casually interested in "theory." When confronted with a problem he will look for a method, a formula, a procedure or a system to solve it. He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the problem. He usually judges others by the quality of their work. He may find it difficult to recognize others' strengths, if their work does not meet his high standards. Sam can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. He is skilled at observing and collecting data on different subjects. If he has a real passion for a given subject, he will read and listen to all the available information on the subject. He is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He is the type of person who will accept challenges, and accept them seriously.



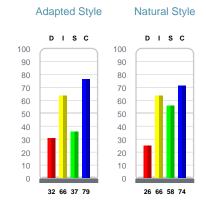




General Characteristics Continued

Sam wants to establish good will with others and to influence them in a friendly and sociable manner. He does not seek confrontation, but if he is confronted, he will present his case with enough supportive data that he will probably win. Because Sam wants to be certain he is performing his work assignments correctly, he enjoys working for a manager who explains what is expected of him. Because Sam prefers logical information, he likes people who communicate all the facts in logical order. Random facts in a haphazard format tend to distract and annoy him. Sam likes to know what is expected of him in a working relationship, and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. He is usually slow to anger, but when "enough is enough" he may tend to explode. People will then have no doubt about his feelings. He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. He is intuitive and is able to ask good questions in order to get the critical, complete information he seeks.



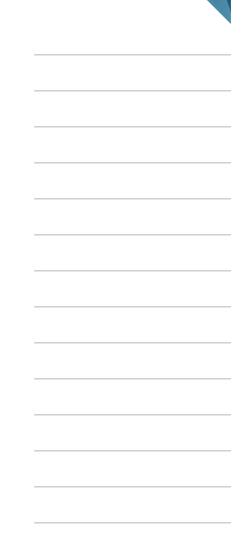




Value to the Organization

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

- Defines, clarifies, gets information, criticizes and tests.
- Turns confrontation into positives.
- Always concerned about quality work.
- Maintains standards.
- Respect for authority and organizational structure.
- Cooperative member of the management team.
- Adaptable.
- Will gather data for decision making.
- Conscientious and steady.







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 Sam. 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 Sam most frequently.

Ways to Communicate: ☐ Take time to be sure that he is in agreement and understands what you

Follow through, if you agree.

said.

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





Ways **NOT** to Communicate:

Talk in a loud voice or use confrontation.

☐ Say "trust me"--you must prove it.

Rush the decision-making process.

Ineffective Communication

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

□ Talk to him when you're extremely angry. ☐ Make statements about the quality of his work unless you can prove it. Make promises you cannot deliver. Use testimonies of unreliable sources; don't be haphazard. Leave things to chance or luck. Make conflicting statements. Don't be haphazard.

☐ Be vague about what's expected of either of you; don't fail to follow through.





Communication Tips

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



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

Self-Perception

Sam usually sees himself as being:

Precise

Thorough

Moderate

Diplomatic

Knowledgeable

Analytical

Others' Perception - Moderate

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

Pessimistic

Picky

Worrisome

Fussy

Others' Perception - Extreme

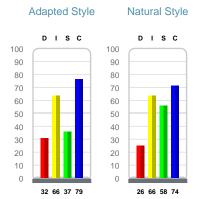
Under extreme pressure, stress or fatigue, others may see him as being:

Perfectionistic

Hard-to-Please

Strict

Defensive





Descriptors

Based on Sam's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

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



Natural and Adapted Style

Sam'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

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

Adapted

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

People - Contacts

Natural

Sam is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.

Adapted

Sam sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.



100

90

80

70

60

50

30

20

100 90 80 70 60 50 40 30 20 32 66 37 79

Natural Style



Natural and Adapted Style Continued



Pace - Consistency

Natural

Sam 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

Sam feels the need for mobility and the absence of routine. He feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

Procedures - Constraints

Natural

Sam naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

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





Adapted Style

Sam 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.

- Precise, analytical approach to work tasks.
- Being conservative, not competitive, in nature.
- Calculation of risks before taking action.
- Considerate of others' time and attention.
- Careful, thoughtful approach to decision making.
- Using restraint when confrontation occurs.
- Sensitivity to existing rules and regulations.
- Being cooperative and supportive.
- Being cordial and helpful when dealing with new clients or subordinates.
- Being a good "team player."
- Precedence of quality over efficiency.
- Compliance to high standards.
- Critical appraisal of data.

Adapted Style Natural Style 100 100 90 90 80 80 70 70 60 60 50 50 40 40 30 30 20 20 32 66 37 79



Areas for Improvement

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

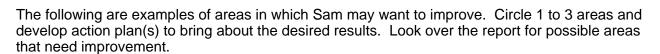
Sam has a tendency to:

- Lean on other managers if information and direction is not clear.
- Get bogged down in details and use details to protect his position.
- Have difficulty making decisions because he's mostly concerned about the "right" decision. If precedent does not give direction, his tendency is to wait for directions.
- Be defensive when threatened and use the errors and mistakes of others to defend his position.
- Yield his position to avoid controversy.
- Want full explanation before changes are made to ensure his understanding.
- Be self-deprecating--doesn't project self-confidence.
- Be bound by procedures and methods--especially if he has been rewarded for following these procedures.
- Fail to tell others where he stands on an issue.

Adapted Style Natural Style 100 100 90 90 80 80 70 70 60 60 50 50 40 30 20 20 32 66 37 79



Action Plan



- Communicating (Listening)
- Delegating
- **Decision Making**
- Disciplining
- Evaluating Performance
- Education

Area:

- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- **Developing People**
- Family

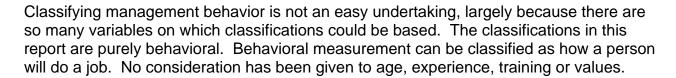
1.		
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Area:	 	
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Date to Begin: _____ Date to Review: _____



Behavioral Factor Indicator™

Management Version



Your report will graphically display your behavioral skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioral demands of the job.

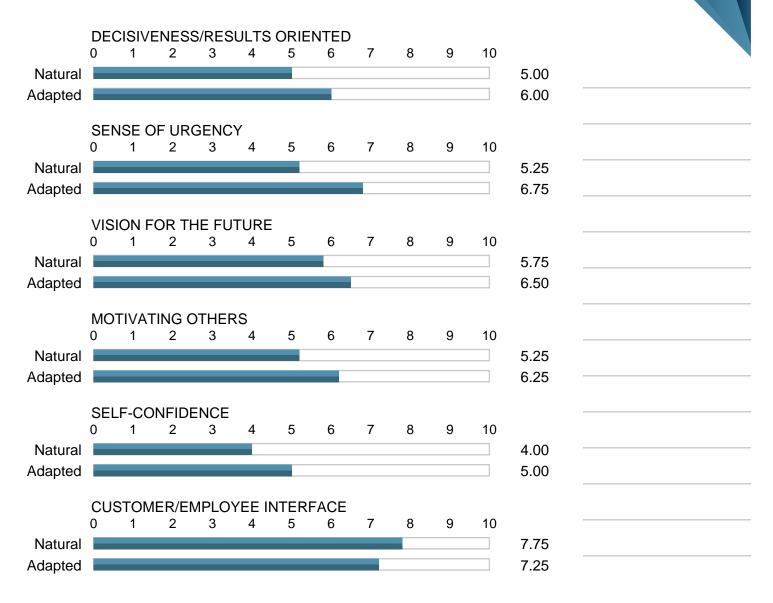
The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behavior.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.



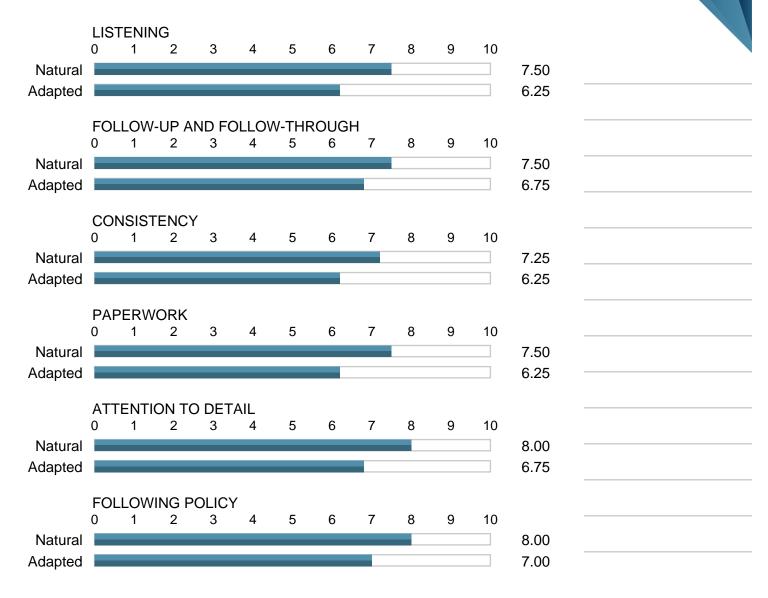
Specific Factor Analysis







Specific Factor Analysis







Style Insights® Graphs

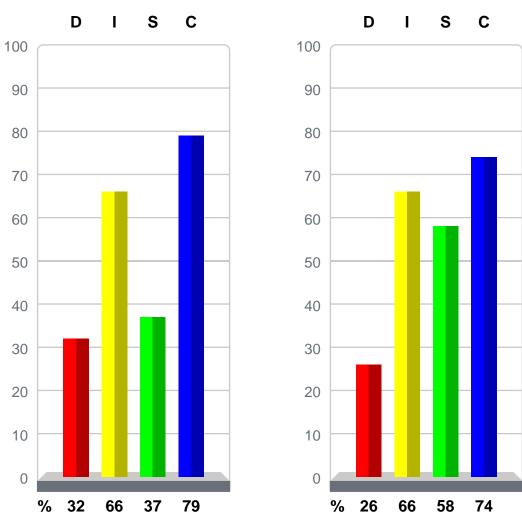


Adapted Style

Graph I

Natural Style

Graph II



Norm 2012 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

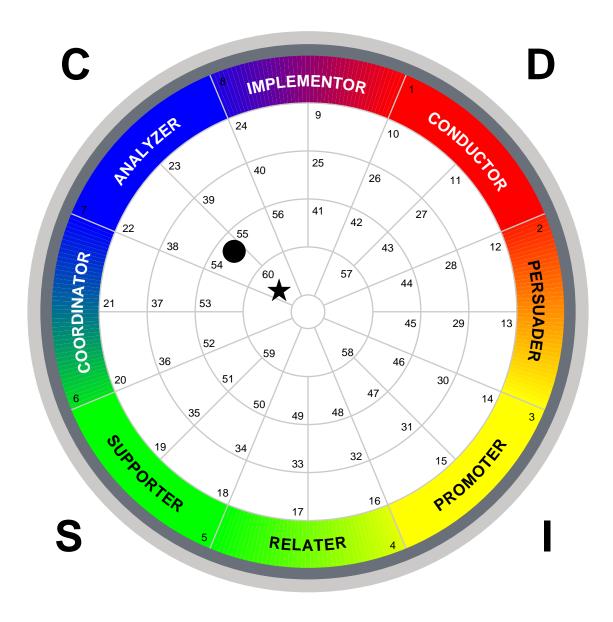
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: (60) PROMOTING ANALYZER (ACROSS)

Natural: (54) COORDINATING ANALYZER (ACROSS)

Norm 2012 R4