



TTI
SUCCESS
INSIGHTS®

Management-Staff

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TTI SUCCESS INSIGHTS®
DISCOVER • ENGAGE • ADVANCE • PERFORM



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

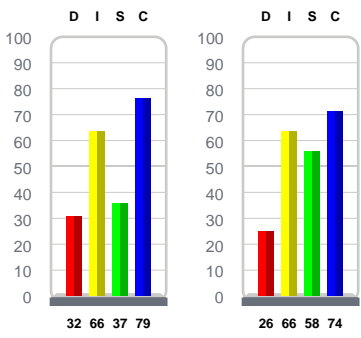
Based on Sam's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Sam wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. 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 prefers that things be orderly and he will approach work in a systematic manner. He wants the safety features on his equipment to be in good working order. Sam likes to work behind the scene and be seen as someone who is organized and has his life in order. Because of high expectations of his own job performance, Sam may sometimes feel that other workers cannot perform up to his standards. He resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met. He wants to know the company rules so he can follow them, and he may become upset when others continually break the rules. Safety and security are important to him. Sam prefers to work in an environment that is both economically and physically sound. He has a need to achieve in an environment in which the quality is controlled. He can become frustrated when put in a situation that is nothing more than a rambling discussion.

Sam 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 gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. He, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; he wants to be absolutely certain his decision is correct. He feels tension when forced to make major decisions quickly. Sam is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He tends to make his decisions after deliberation and gives weight to all the pros and cons. He uses data and facts to support the big decisions, because it makes him feel more confident that his decisions are correct. He tends to base decisions on the quality of work--not on efficiency.



Adapted Style Natural Style

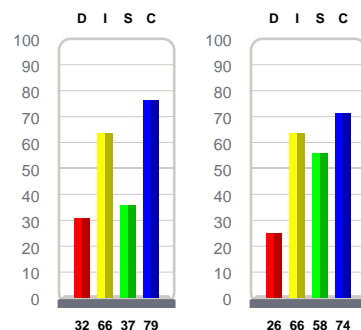


General Characteristics Continued

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 patient and persistent in his approach to achieving goals. He responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." He wants to establish good will with others and to influence them in a friendly and sociable manner. He is usually soft-spoken, but his demeanor may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. Sam does not seek confrontation, but if he is confronted, he will present his case with enough supportive data that he will probably win. He likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making. 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.



Adapted Style Natural Style





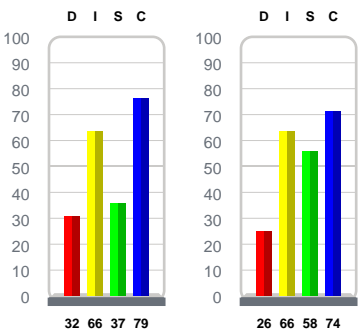
Value to the Organization

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.

- Conscientious and steady.
- Defines, clarifies, gets information, criticizes and tests.
- Adaptable.
- Always concerned about quality work.
- Accurate and intuitive.
- Cooperative member of the team.
- Flexible.
- Respect for authority and organizational structure.
- Will gather data for decision making.



Adapted Style Natural Style





Checklist for Communicating

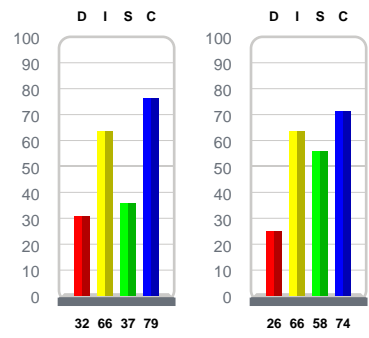
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sam. Read each 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

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



Adapted Style Natural Style





Ineffective Communication

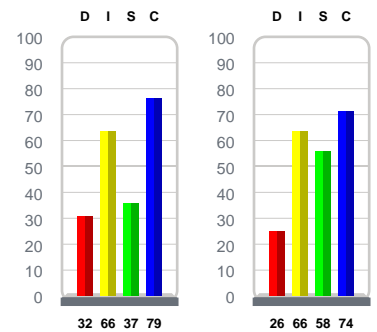
This section of the report is a list of things NOT to do while communicating with Sam. Review each statement with Sam and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually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

Ways NOT to Communicate

- Make statements about the quality of his work unless you can prove it.
- Talk to him when you're extremely angry.
- Push too hard, or be unrealistic with deadlines.
- Use testimonies of unreliable sources; don't be haphazard.
- Threaten, cajole, wheedle, coax or whimper.
- Leave things to chance or luck.
- Make promises you cannot deliver.
- Rush the decision-making process.
- Give your presentation in random order.
- Be vague about what's expected of either of you; don't fail to follow through.
- Say "trust me"--you must prove it.
- Use gimmicks or clever, quick manipulations.



Adapted Style Natural Style





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 with whom 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 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.



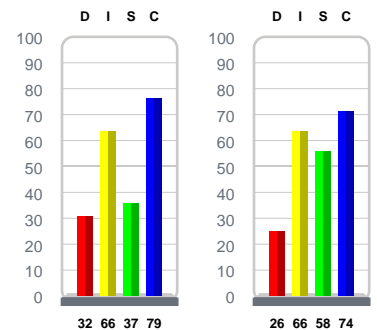
Ideal Environment

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

- Jobs for which standards and methods are established.
- Assignments that can be completed one at a time.
- Practical work procedures.
- Familiar work environment with a predictable pattern.
- Prefers technical work, specializing in one area.
- Work place where people seldom get mad.
- An environment where he can use his intuitive thinking skills.



Adapted Style Natural Style





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 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

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.

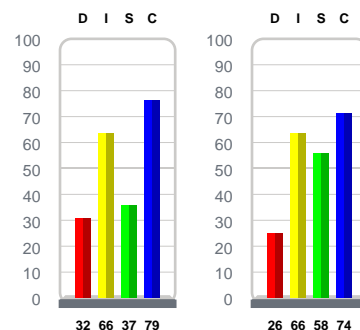
Adapted

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.



Adapted Style

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

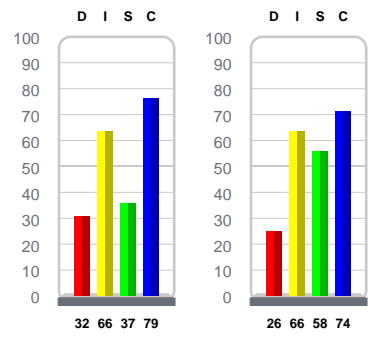
Natural

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 Natural Style





Areas for Improvement

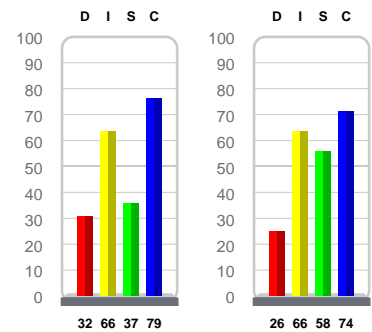
In this area is a listing of possible limitations without regard to a specific job. Review with Sam and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

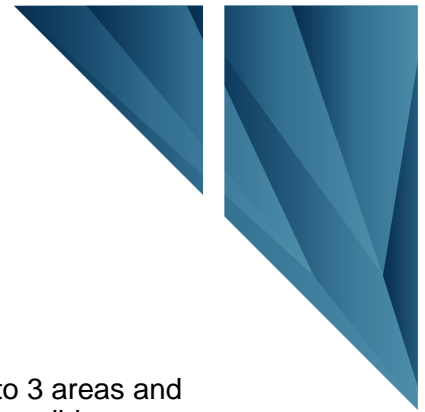
Sam has a tendency to:

- Yield his position to avoid controversy.
- Fail to tell others where he stands on an issue.
- Be self-deprecating--doesn't project self-confidence.
- Be defensive when threatened and use the errors and mistakes of others to defend 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.
- Lean on supervisors if information and direction is not clear.
- Get bogged down in details and use details to protect his position.



Adapted Style Natural Style





Action Plan

The following are examples of areas in which Sam 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.

Date to Begin: _____ Date to Review: _____



Behavioral Factor Indicator™

Management Version

Classifying management behavior is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

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.

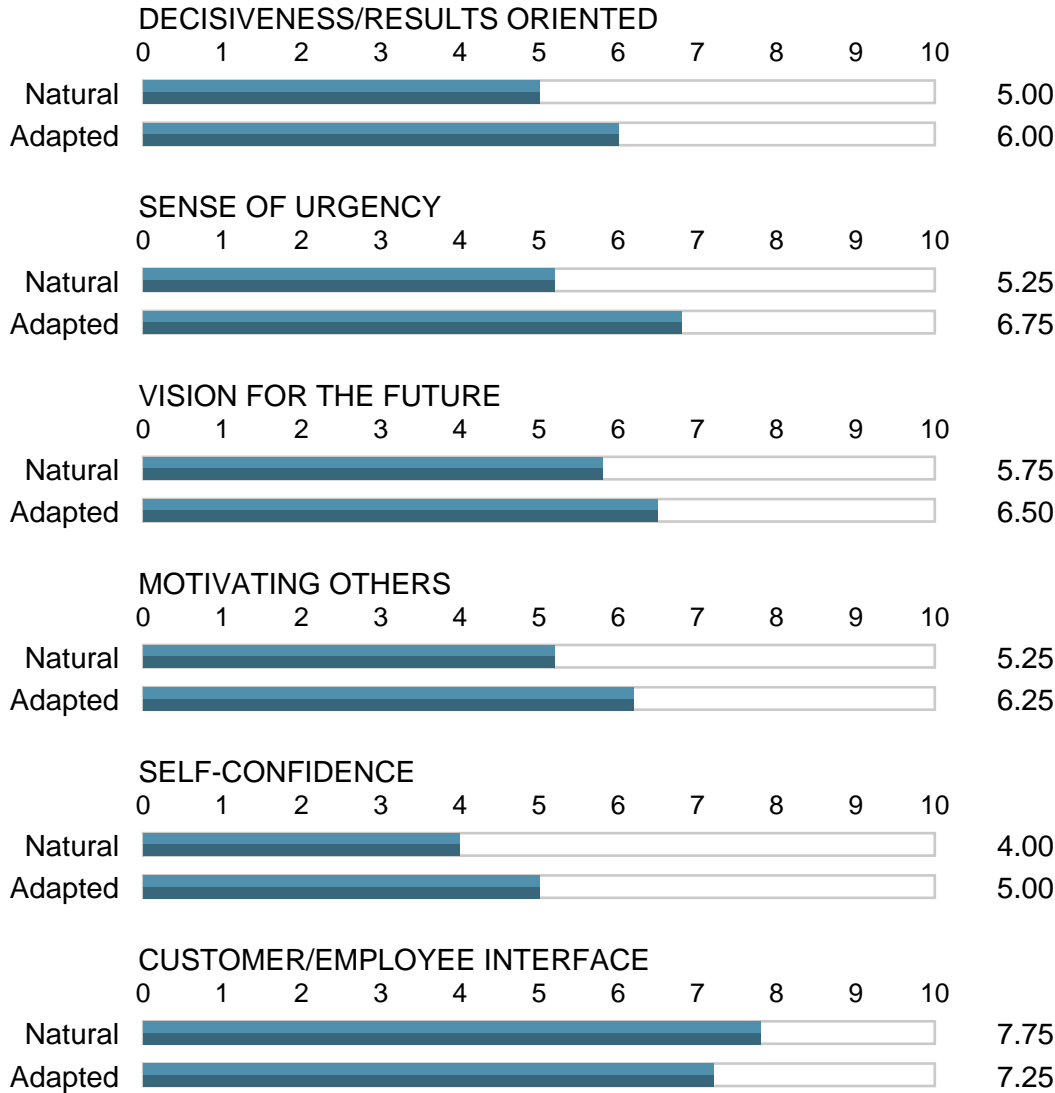
The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to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

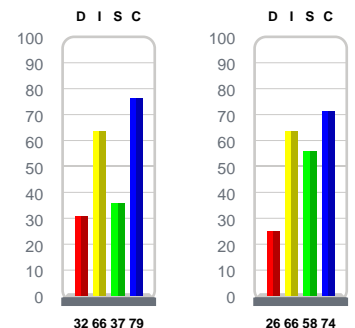
Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.



Specific Factor Analysis



Adapted Style Natural Style





Specific Factor Analysis



LISTENING

0 1 2 3 4 5 6 7 8 9 10



FOLLOW-UP AND FOLLOW-THROUGH

0 1 2 3 4 5 6 7 8 9 10



CONSISTENCY

0 1 2 3 4 5 6 7 8 9 10



PAPERWORK

0 1 2 3 4 5 6 7 8 9 10



ATTENTION TO DETAIL

0 1 2 3 4 5 6 7 8 9 10



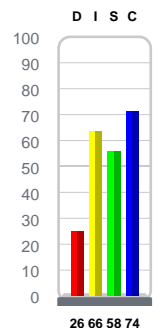
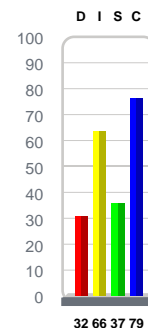
FOLLOWING POLICY

0 1 2 3 4 5 6 7 8 9 10



Adapted Style

Natural Style

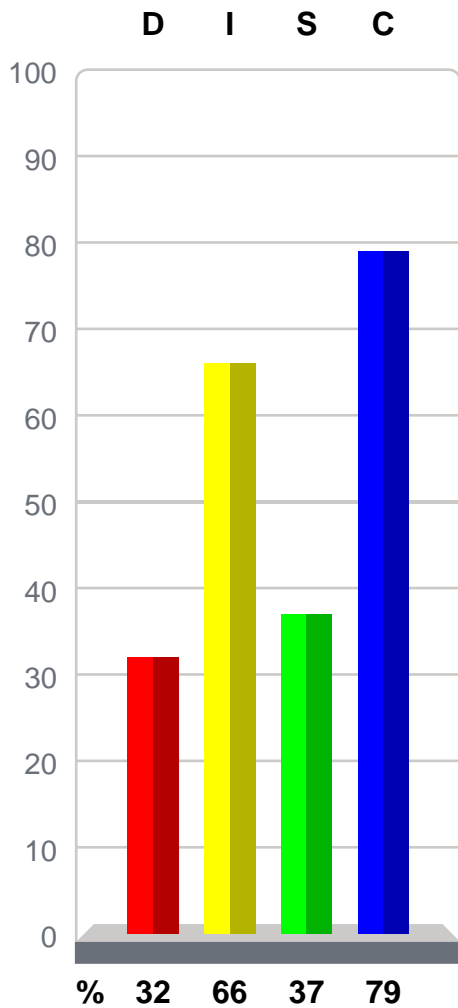




Style Insights® Graphs

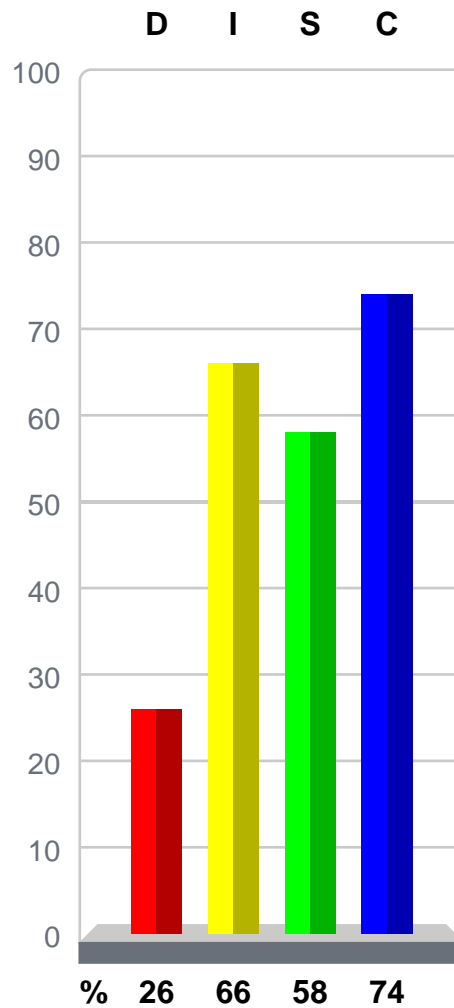
Adapted Style

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 to:

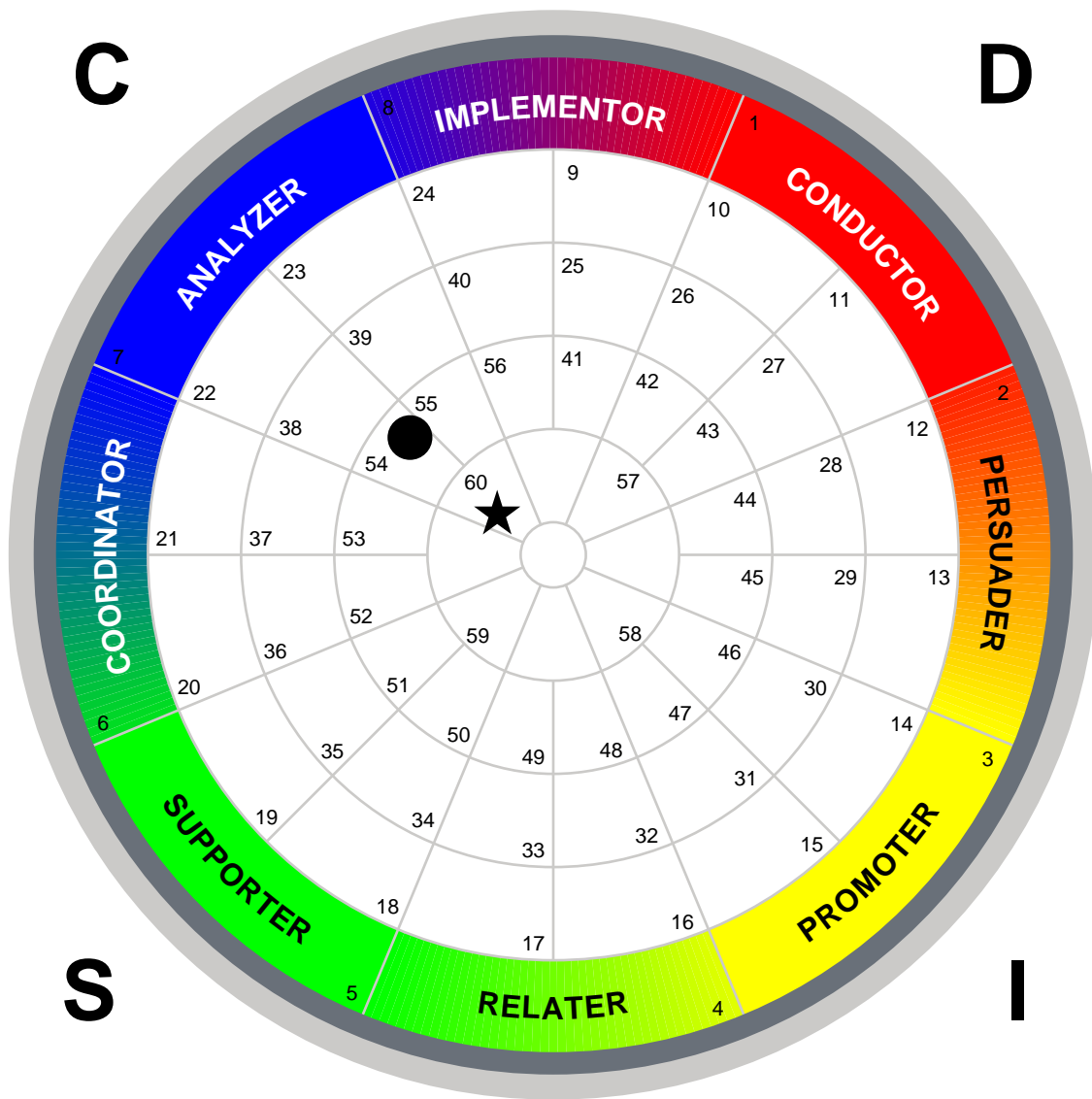
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)
 Natural: ● (54) COORDINATING ANALYZER (ACROSS)

Norm 2012 R4