



# TTI SUCCESS INSIGHTS®

Management-Staff™ Version

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*"He who knows others is learned.  
He who knows himself is wise."  
—Lao Tse*

**John Doe**

3-1-2008



## INTRODUCTION

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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 John'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 John's natural behavior.*

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John likes to work behind the scene and be seen as someone who is organized and has his life in order. To some people, John may appear to be analytical. He wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. Some people see him as being fussy and meticulous. He takes much pride in precise and accurate work, but others may not always understand his attention to details. John is a real stickler for quality and systems; to ensure quality. He doesn't appreciate a dirty or messy work station, since he equates dirt and disorganization with lower quality work. He tends to be his own worst critic constantly reminding himself that he could have done better if given more time. Precision and accuracy are important to him. When John sees something that is wrong he wants to fix it. He is oriented toward achieving practical results. He is task-oriented; however, he can still maintain good working relationships with others as long as they share his concern for excellence.

John 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. He prefers to study and analyze a problem before responding. He wants to feel that his response is the correct one. 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

John Doe



## GENERAL CHARACTERISTICS

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the problem. He follows company policy, if aware of it. John likes to assemble facts and data before making decisions. This allows him time to review the facts and think about the decision to be made. He can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. He tends to become bogged down in details. He may accumulate so much data that the details overwhelm him. 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.

John's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. When John is deeply involved in thinking through a project, he may appear to be cool and distant. People may often see John as formal and reserved. He may be assessing the situation before "letting his guard down" and may do so only when he feels comfortable with the circumstances. He can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. John 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 enjoys analyzing the motives of others. This allows him to develop his intuitive skills. He has a low trust level with strangers. This becomes apparent when he asks specific and perhaps blunt

questions. He 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

John Doe



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## GENERAL CHARACTERISTICS

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accomplished best by well-defined avenues.



## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior John 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.*

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- Presents the facts without emotion.
- Always looking for logical solutions.
- Always concerned about quality work.
- Comprehensive in problem solving.
- Objective--"The anchor of reality."
- Tough-minded.
- Defines, clarifies, gets information, criticizes and tests.
- Suspicious of people with shallow ideas.



## 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.*

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Do:

- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Follow through, if you agree.
- Respect his quiet demeanor.
- Have the facts in logical order.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Prepare your "case" in advance.
- Listen to him.
- Give him time to verify reliability of your actions; be accurate, realistic.
- Provide solid, tangible, practical evidence.
- Keep at least three feet away from him.
- Use expert testimonials.
- Give him time to be thorough, when appropriate.



## DON'TS ON COMMUNICATING

*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.*

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Don't:

- Make statements you cannot prove.
- Say "trust me"--you must prove it.
- Use testimonies of unreliable sources; don't be haphazard.
- Be redundant.
- Touch his body when talking to him.
- Threaten, cajole, wheedle, coax or whimper.
- Make statements about the quality of his work unless you can prove it.
- Be superficial.
- Use high speed, intense inputs.
- Leave things open to interpretation.
- Use inappropriate buzz words.
- Leave things to chance or luck.
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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.*

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"><li>Prepare your "case" in advance.</li><li>Stick to business.</li><li>Be accurate and realistic.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>Being giddy, casual, informal, loud.</li><li>Pushing too hard or being unrealistic with deadlines.</li><li>Being disorganized or messy.</li></ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"><li>Be clear, specific, brief and to the point.</li><li>Stick to business.</li><li>Be prepared with support material in a well-organized "package."</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>Talking about things that are not relevant to the issue.</li><li>Leaving loopholes or cloudy issues.</li><li>Appearing disorganized.</li></ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"><li>Begin with a personal comment--break the ice.</li><li>Present your case softly, nonthreateningly.</li><li>Ask "how?" questions to draw their opinions.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>Rushing headlong into business.</li><li>Being domineering or demanding.</li><li>Forcing them to respond quickly to your objectives.</li></ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"><li>Provide a warm and friendly environment.</li><li>Don't deal with a lot of details (put them in writing).</li><li>Ask "feeling" questions to draw their opinions or comments.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>Being curt, cold or tight-lipped.</li><li>Controlling the conversation.</li><li>Driving on facts and figures, alternatives, abstractions.</li></ul>



## 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 behavior 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.*

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- An environment dictated by logic rather than emotion.
- Private office or work area.
- Assignments that can be followed through to completion.
- Prefers technical work, specializing in one area.
- Environment where he can be a part of the team, but removed from office politics.
- An environment where he can use his intuitive thinking skills.
- Data to analyze.
- Projects that produce tangible results.
- Close relationship with a small group of associates.



## PERCEPTIONS

*A person's behavior 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 behavior. Understanding this section will empower John to project the image that will allow him to control the situation.*

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### "See Yourself As Others See You"

#### SELF-PERCEPTION

John usually sees himself as being:

Precise	Thorough
Moderate	Diplomatic
Knowledgeable	Analytical

#### OTHERS' PERCEPTION

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

Pessimistic	Picky
Worrisome	Fussy

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

Perfectionistic	Hard-to-Please
Strict	Defensive



# DESCRIPTORS

Based on John'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.

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



## 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.*

Natural	PROBLEMS - CHALLENGES	Adapted
<p>John is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. John is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.</p>	<p>John sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>John feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.</p>	<p>John sees a need to be factual and logical while attempting to influence others. He feels a direct and straightforward approach is really what others want before they can be influenced.</p>	



## NATURAL AND ADAPTED STYLE

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Natural	PACE - CONSISTENCY	Adapted
<p>John is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.</p>	<p>John 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.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>John 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.</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</p>	

environment.



## ADAPTED STYLE

*John 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.*

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- Sensitivity to existing rules and regulations.
- Limited contact with people.
- Calculation of risks before taking action.
- Disciplined, meticulous attention to order.
- Maintaining a clean and organized work station.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Careful, thoughtful approach to decision making.
- Dealing with a wide variety of work activities.
- Acting without precedent, and able to respond to change in daily work.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Persistence in job completion.
- Precise, analytical approach to work tasks.
- Traditional, quality-oriented work model to follow.
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## KEYS TO MOTIVATING

*This section of the report was produced by analyzing 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."*

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John wants:

- Opportunity to discuss progress on major or new projects.
- Control of his own destiny.
- New challenges and problems to solve.
- Instructions so he can do the job right the first time.
- To explore new ideas and authority to test his findings.
- Logical arguments.
- To be recognized for his continuance of quality work.
- Assistance when confronted with excessive and boring routine work.
- To be seen as a leader.
- Freedom from controls that restrict his creativity.
- To know the agenda for the meeting.
- Sincere appreciation for achievements--may interpret as manipulation if overdone.



## 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.*

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John needs:

- Performance appraisals on a regular basis.
- Sincerity from people with whom he works.
- Equipment that will allow him to perform up to his high standards.
- Time to gather the facts and data.
- The opportunity to ask questions to clarify or determine why.
- A manager who prefers quality over quantity.
- To sell his ideas--not just tell them.
- To soften the edge and not be so blunt.
- Support in making high-risk decisions.
- Rewards in terms of fine things--not just shallow words.
- Skills to come across warm and close, when appropriate.
- Recognition for what he accomplished.



## 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.*

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John has a tendency to:

- Be overly intense for the situation.
- Be defensive when threatened and use the errors and mistakes of others to defend his position.
- Appear somewhat aloof and cool to the emotional appeal of others.
- 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.
- Prefer things to people--things don't show emotion or need restraint.
- Fail to tell others where he stands on an issue.
- Lean on technical achievement.
- Be suspicious and pessimistic of any new project. Wants more support than is necessary.
- Select people much like himself.





## ACTION PLAN

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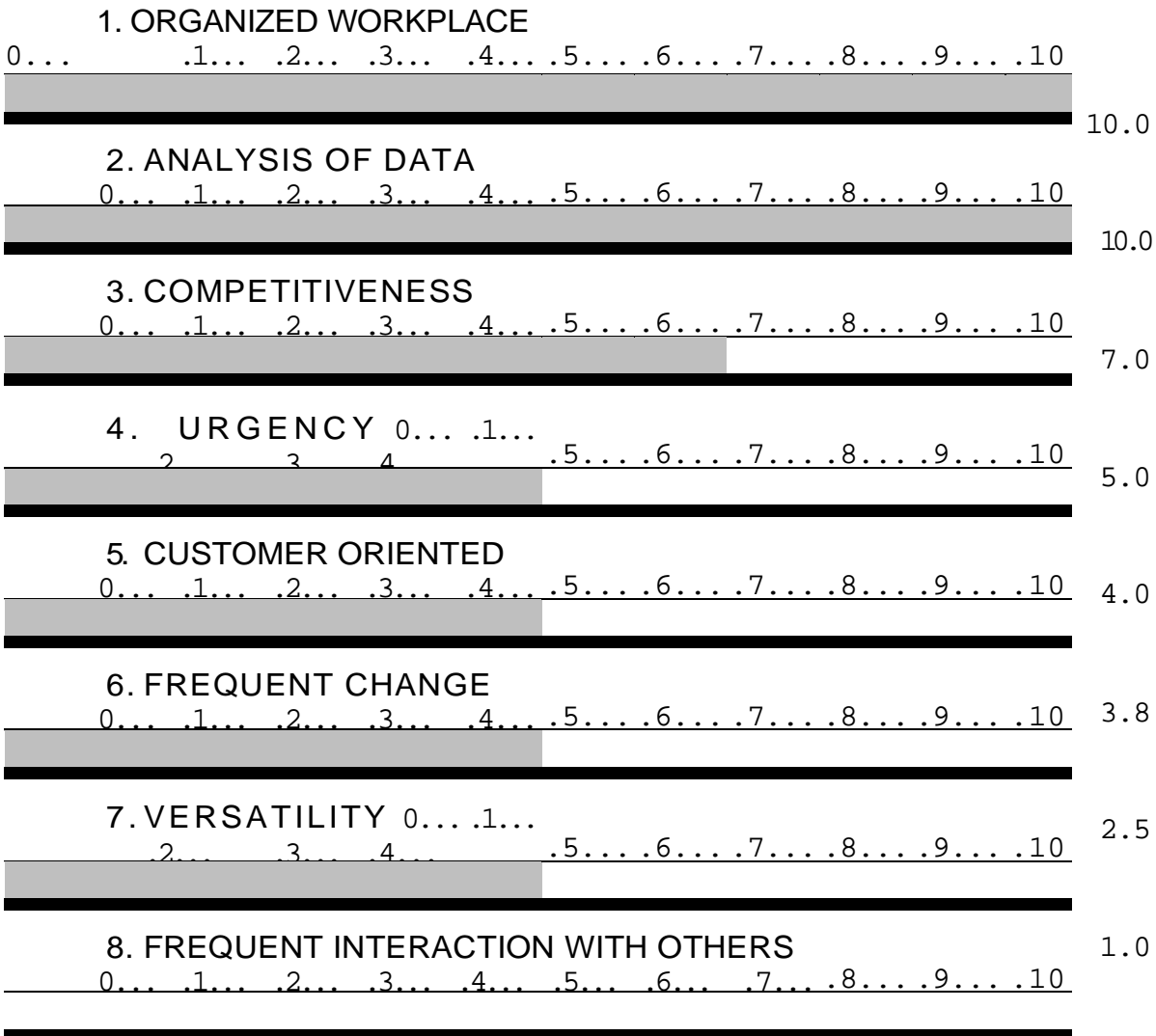
### Personal Development

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

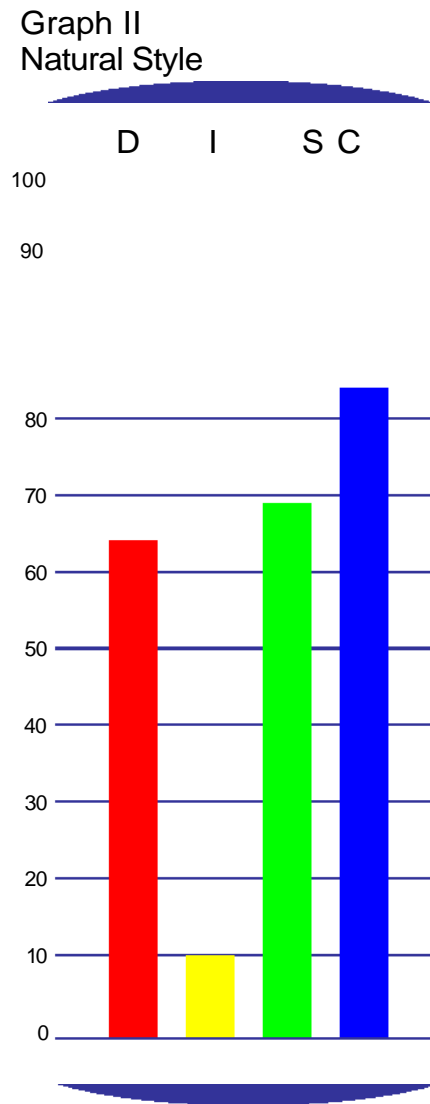
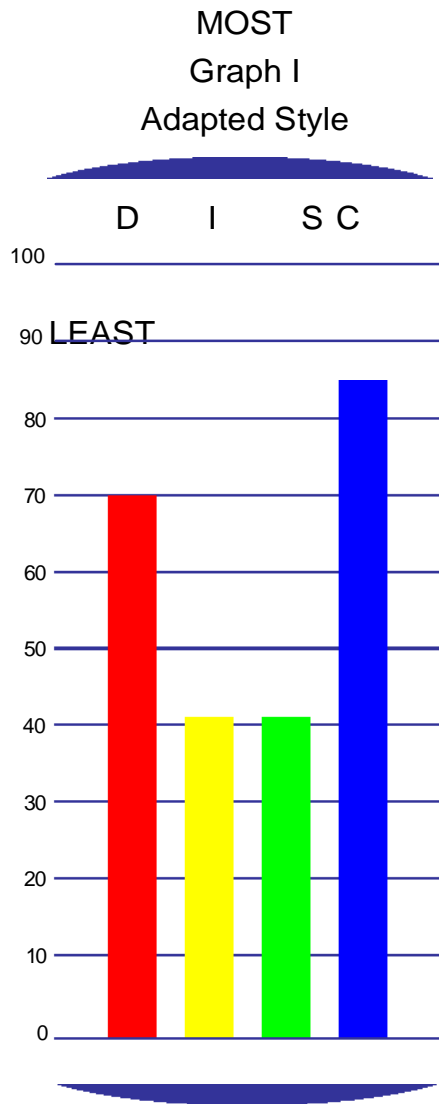
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.





# STYLE INSIGHTS® GRAPHS

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% 70 41 41 85

64 10 69 84

Norm 2003



## THE SUCCESS INSIGHTS® WHEEL

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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.

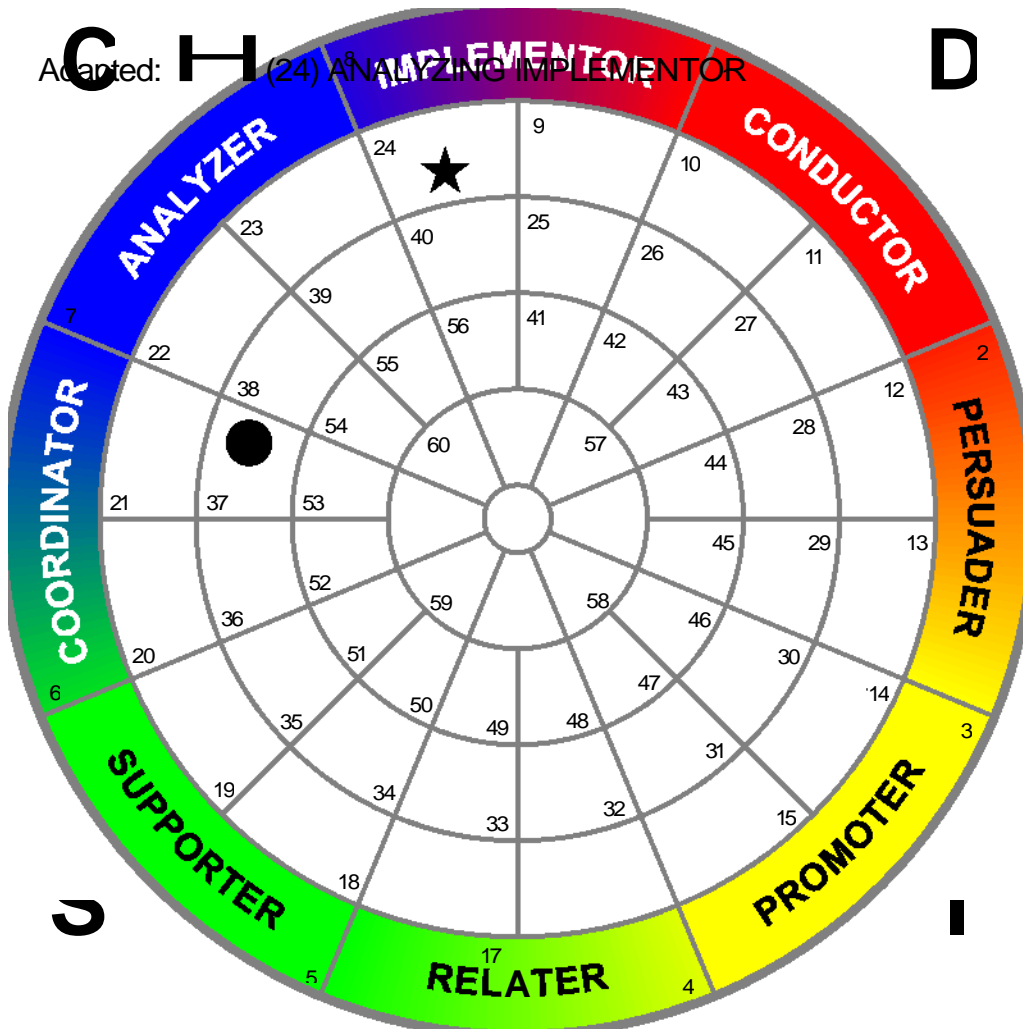
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

3-1-2008



Natural: **I** (37) ANALYZING COORDINATOR (FLEXIBLE)  
Norm 2003