



TTI
SUCCESS
INSIGHTS®

Executive

Paula Smith
Executive
Sample Company
7-11-2014



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

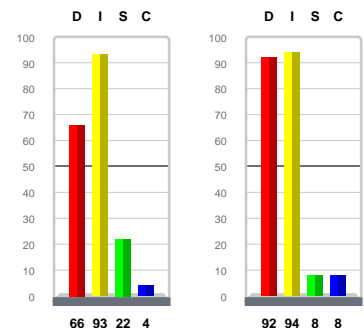
Based on Paula's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the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

Paula seeks popularity and social recognition. She likes to deal with people in a favorable social environment. She, an outgoing person, feels at home with strangers. She believes in getting results through other people. She prefers the "team approach." She prefers working as a participative manager. She does her best work in this kind of environment. Paula is most likely to be at her best in situations where important things, such as values, judgments, feelings and emotions are involved. She prides herself on her "intuition." Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. She may be careless with details. She wants to be seen not only as a team player, but also as a leader of the team. Paula likes freedom from many controls. She tends to trust people and may be taken advantage of because of her high trust level.

Paula likes to be involved in the decision-making process. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She likes working with others who make quick decisions. Paula is good at solving problems that deal with people. She may leap to a favorable conclusion without considering all the facts. She believes rules exist to serve rather than to be followed by her. She tends to make snap judgments or impulsive decisions.



Adapted Style Natural Style





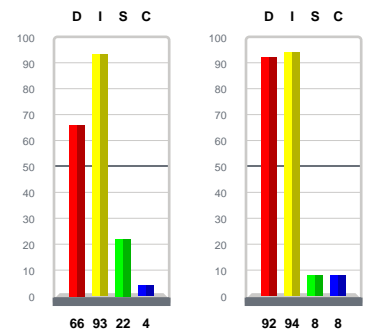
General Characteristics Continued

Paula tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Paula will attempt to put them at ease. She will know many people. She has a tendency to be a name dropper. She may do this without thinking, trying to establish rapport with people she may not know well. Communication can extend from friendly to argumentative discourse. Paula is people-oriented and verbally fluent. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She judges others by their verbal skills and warmth. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does!



Adapted Style

Natural Style





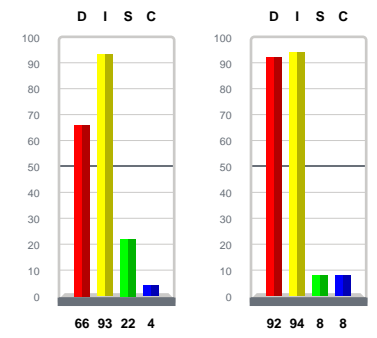
Value to the Organization

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

- Tenacious.
- Innovative.
- Usually makes decisions with the bottom line in mind.
- People-oriented.
- Initiates activity.
- Will join organizations to represent the company.
- Optimistic and enthusiastic.



Adapted Style Natural Style



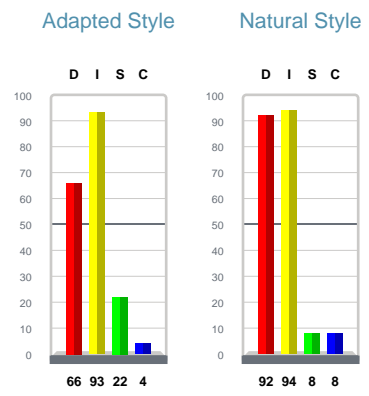


Checklist for Communicating

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 Paula. 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 Paula most frequently.

Ways to Communicate:

- Be clear, specific, brief and to the point.
- Support and maintain an environment where she can be efficient.
- Ask for her opinions/ideas regarding people.
- Read the body language--look for impatience or disapproval.
- Stick to business--let her decide if she wants to talk socially.
- Provide questions, alternatives and choices for making her own decisions.
- Leave time for relating, socializing.
- Provide ideas for implementing action.
- Provide facts and figures about probability of success, or effectiveness of options.
- Read the body language for approval or disapproval.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Plan interaction that supports her dreams and intentions.





Checklist for Communicating Continued

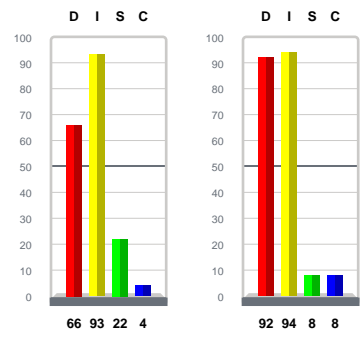
This section of the report is a list of things NOT to do while communicating with Paula. Review each statement with Paula and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate:

- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Drive on to facts, figures, alternatives or abstractions.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- "Dream" with her or you'll lose time.
- Leave decisions hanging in the air.
- Talk down to her.
- Try to convince by "personal" means.
- Ramble on, or waste her time.
- Be dictatorial.
- Come with a ready-made decision, or make it for her.
- Be redundant.



Adapted Style Natural Style





Communication Tips

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

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.



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

Self-Perception

Paula usually sees herself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

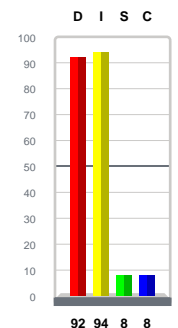
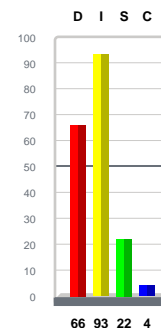
Under extreme pressure, stress or fatigue, others may see her as being:

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



Adapted Style

Natural Style





Descriptors

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



Natural and Adapted Style

Paula'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

Paula 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. Paula will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.

Adapted

Paula sees the need to be competitive, results-oriented and a little innovative in her approach to problem solving. She has a tendency to evaluate the risk before rushing into solving a problem.

People - Contacts

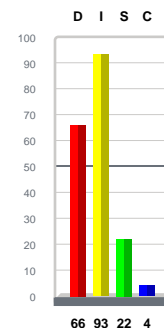
Natural

Paula'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.

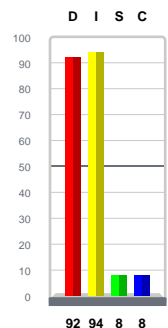
Adapted

Paula sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style



Natural Style





Natural and Adapted Style *Continued*

Pace - Consistency

Natural

Paula 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

Paula wants an environment that is variety-oriented. She feels a great sense of urgency to get things completed quickly. She is eager to accept change and work on many activities.

Procedures - Constraints

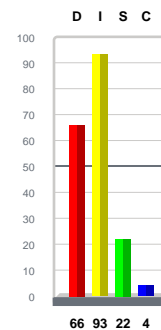
Natural

Paula 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.

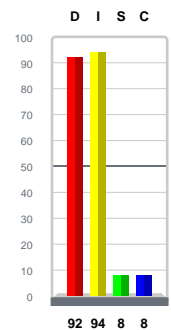
Adapted

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

Adapted Style



Natural Style





Adapted Style

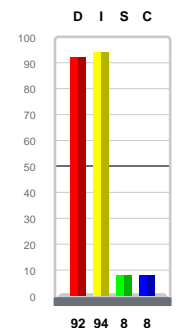
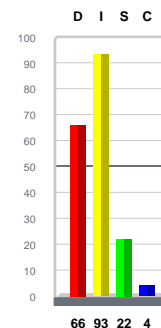
Paula sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Willing to take risks when others may be hesitant.
- Obtaining results through people.
- Acting independently and without precedent.
- Dedicated to "going it alone" when necessary.
- Firm commitment to accomplishments.
- Using a creative approach in decision making.
- Contacting people using a variety of modes.
- Maintaining an ever-changing, friendly, work environment.
- Being creative and unconventional in making a point.
- Being independent and innovative.
- Optimistic, future-oriented outlook.
- Preferring people involvement over task focus.
- Making tactful decisions.



Adapted Style

Natural Style





Areas for Improvement

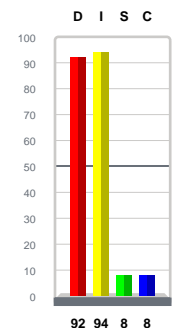
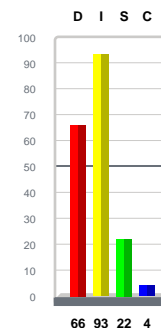
In this area is a listing of possible limitations without regard to a specific job. Review with Paula and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Paula has a tendency to:

- Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.
- Have difficulty planning and controlling time expenditure.
- Be too verbal in expressing criticism.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be so enthusiastic that she can be seen as superficial.
- Overuse praise in motivating others.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be a situational listener if not given an opportunity to tell her ideas.

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 _____:



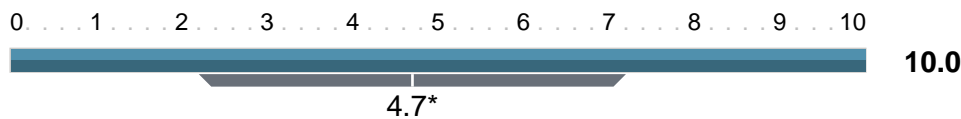
Behavioral Hierarchy

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.

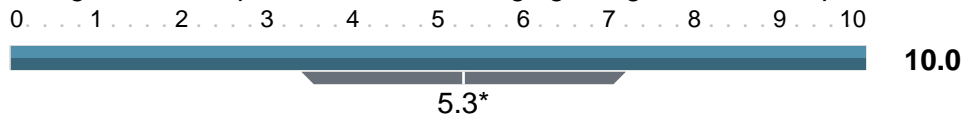
1. Urgency - Decisiveness, quick response and fast action.



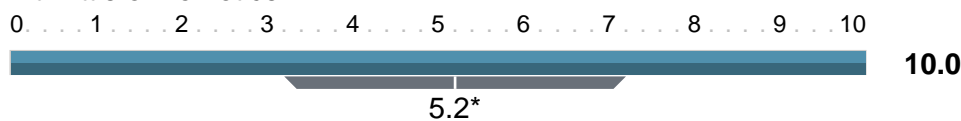
2. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



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



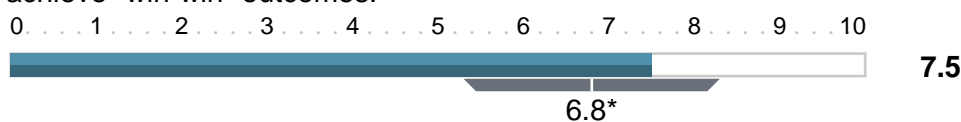
4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



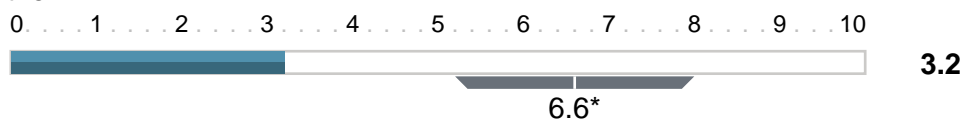
5. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



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.

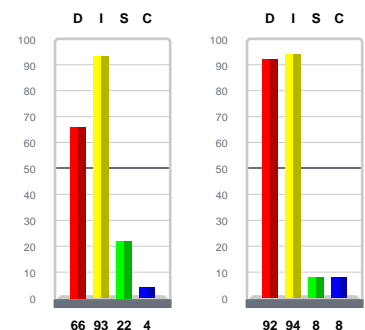


* 68% of the population falls within the shaded area.



Adapted Style

Natural Style





Behavioral Hierarchy

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



2.8

6.5*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



2.0

5.5*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



2.0

6.9*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



1.7

6.3*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



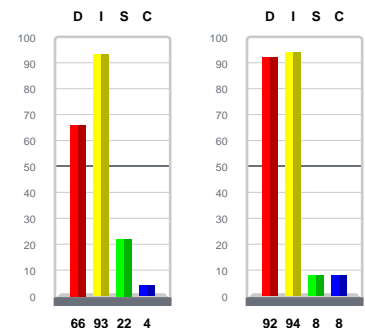
1.0

5.2*



Adapted Style

Natural Style



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

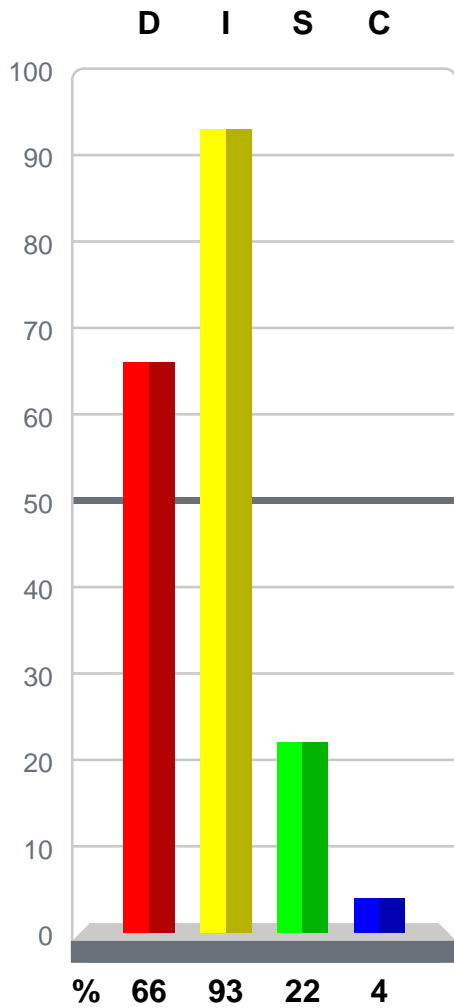


Style Insights® Graphs

7-11-2014

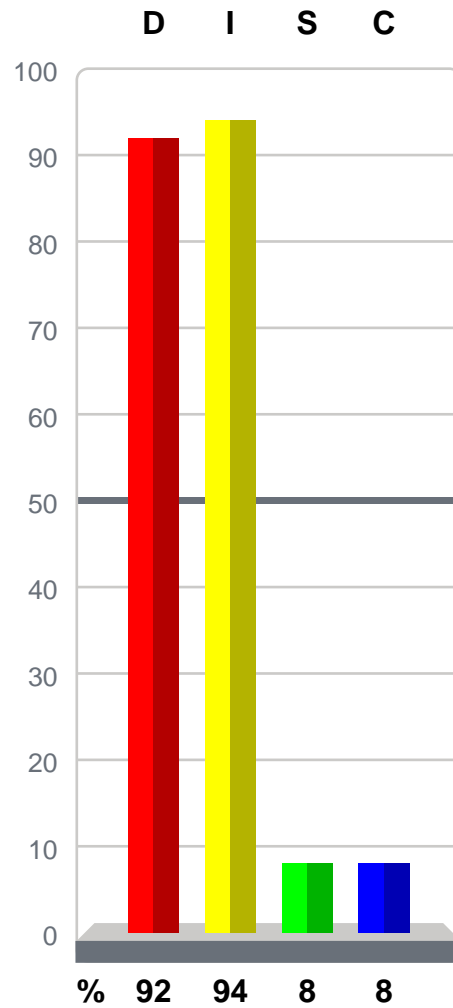
Adapted Style

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.

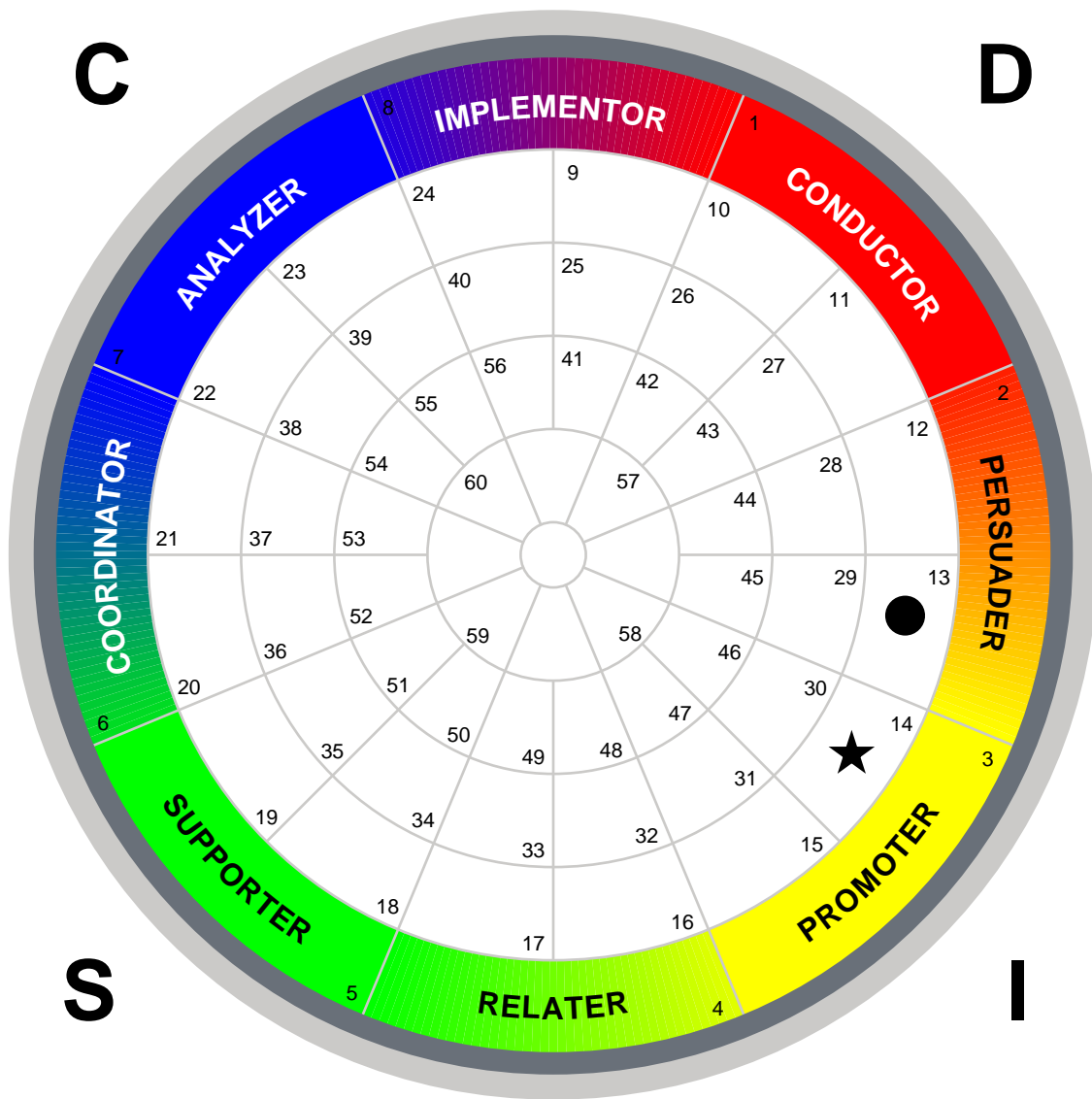
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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: ★ (14) PERSUADING PROMOTER
 Natural: ● (13) PROMOTING PERSUADER

Norm 2014 R4