



TTI SUCCESS INSIGHTS™

Team Building Version

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

John Doe

1-4-2005



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*



BASIC CHARACTERISTICS

Based on John's responses, the report has generated general behavioral statements to provide information on his natural behavior. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of John's natural behavior.

John prides himself on being incisive. He wants to get things done by proceeding with the facts that are at hand. He may have a low trust level of others. Because John has such high standards, sometimes he feels that only he can perform a particular task. He keeps his equipment in good working order and likes others who also use the equipment to share the same concern. John may be overly sensitive to criticism of his work. If you do comment on his work you had better be right, since he may not take criticism lightly. He wants the safety features on his equipment to be in good working order. He wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. When John sees something that is wrong he wants to fix it. He is oriented toward achieving practical results. John prefers that things be orderly and he will approach work in a systematic manner. 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.

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 is the type of person who will accept challenges, and accept them



BASIC CHARACTERISTICS

seriously. He is a critical and systematic thinker, and this strength may not be easily recognized by others. John tends to become bogged down in details. He may accumulate so much data that the details overwhelm him. He has an acute awareness of social, economic and political implications of his decisions. 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 prefers meetings that start and finish on time. He may get upset with people who do not adhere to rules and how things "should be done." He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. People who show up early or late for appointments may upset him, since his work plans are disrupted. John makes an agenda and prefers that others not change it. When John is deeply involved in thinking through a project, he may appear to be cool and distant. John's logical, methodical way of gathering data is demonstrated by his ability to ask the right questions at the right time. 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 accomplished best by well-defined avenues. 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.



WORK CHARACTERISTICS

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.

- Consistency of task performance.
- Using a disciplined approach.
- Critical appraisal of data.
- Logical solutions.
- Careful, thoughtful approach to decision making.
- Calculation of risks before taking action.
- Limited contact with people.
- Exhibiting patience and good listening skills.
- Maintaining a clean and organized work station.
- Adherence to established guidelines and procedures.
- Traditional, quality-oriented work model to follow.
- Freedom from confrontation.
- Diplomatic cooperation in team interaction.



VALUE TO THE TEAM

This section of the report identifies John's value to the team. Discuss this list and identify those values most important to the team.

- Defines, clarifies, gets information, criticizes and tests.
- Presents the facts without emotion.
- Excellent troubleshooter.
- Proficient and skilled in his technical specialty.
- Always looking for logical solutions.
- Tough-minded.
- Maintains standards.
- Always concerned about quality work.



VALUE TO THE ORGANIZATION

This section identifies the behavior John brings to the organization. Use these statements to capitalize on John's value to the team and organization.

- People-oriented.
- Conscientious and steady.
- Defines, clarifies, gets information, criticizes and tests.
- Maintains standards.
- Consistent and steady.
- Dependable team player.



EFFECTIVE COMMUNICATION

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.

Do:

- Give him time to verify reliability of your actions; be accurate, realistic.
- Provide solid, tangible, practical evidence.
- Respect his quiet demeanor.
- Make an organized presentation of your position, if you disagree.
- Give him time to be thorough, when appropriate.
- Prepare your "case" in advance.
- Follow through, if you agree.
- Have the facts in logical order.
- Be prepared with the facts and figures.
- Show him a sincere demeanor by careful attention to his point of view.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Keep at least three feet away from him.



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.

Don't:

- Push too hard, or be unrealistic with deadlines.
- Provide special, personal incentives.
- Make statements you cannot prove.
- Make conflicting statements.
- Use testimonies of unreliable sources; don't be haphazard.
- Use gimmicks or clever, quick manipulations.
- Be redundant.
- Make statements about the quality of his work unless you can prove it.
- Be superficial.
- Touch his body when talking to him.
- Say "trust me"--you must prove it.
- Be vague about what's expected of either of you; don't fail to follow through.
- Pretend to be an expert, if you are not.



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



TEAM EFFECTIVENESS FACTORS

John's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- **STRENGTH** - Uses facts and data to support decision making. **POTENTIAL WEAKNESS** - May collect so much data that it hinders the decision-making process.
- **STRENGTH** - Task-oriented and security driven. **POTENTIAL WEAKNESS** - May yield position to avoid controversy and insure security.
- **STRENGTH** - Places high value on details. **POTENTIAL WEAKNESS** - May get bogged down in details or use details to protect his position.
- **STRENGTH** - Very intuitive. **POTENTIAL WEAKNESS** - Fails to share ideas and feeling until after the fact.



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.

"See Yourself As Others See You"

SELF-PERCEPTION

John usually sees himself as being:

Precise
Moderate
Knowledgeable

Thorough
Diplomatic
Analytical

OTHERS' PERCEPTION

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

Pessimistic
Worrisome

Picky
Fussy

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

Perfectionistic
Strict

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



ACTION PLAN

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop an action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- | | |
|---|--|
| <input type="checkbox"/> Communicating (Listening) | <input type="checkbox"/> Time Management |
| <input type="checkbox"/> Team Goals | <input type="checkbox"/> Career Goals |
| <input type="checkbox"/> Setting Priorities | <input type="checkbox"/> Personal Goals |
| <input type="checkbox"/> Understanding Team Members | <input type="checkbox"/> Skill Development |

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

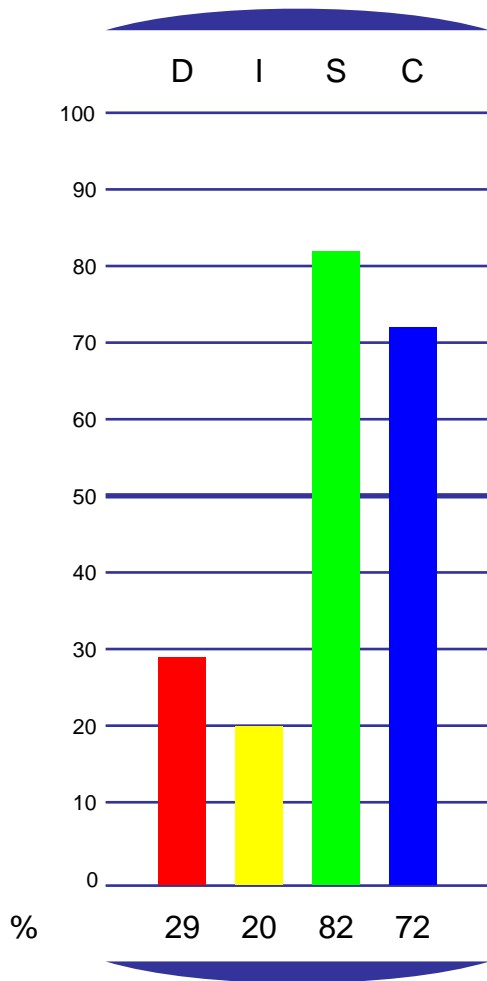


STYLE INSIGHTS™ GRAPHS

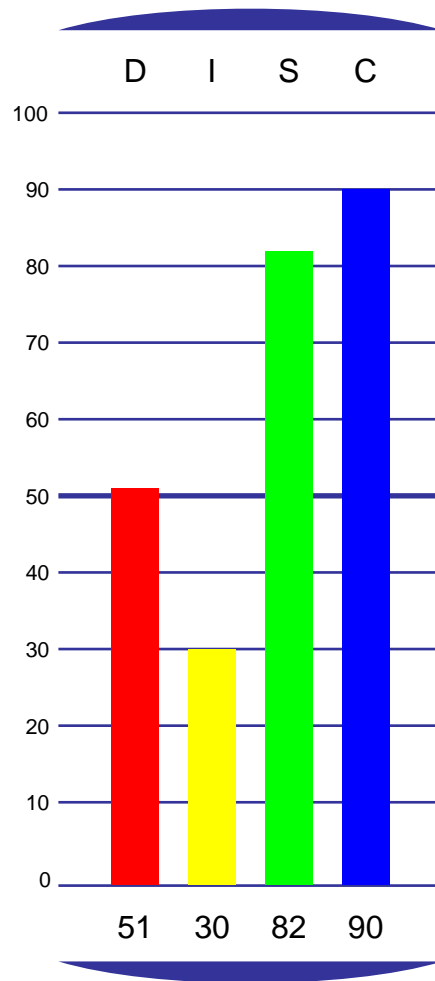
John Doe

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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2003



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.

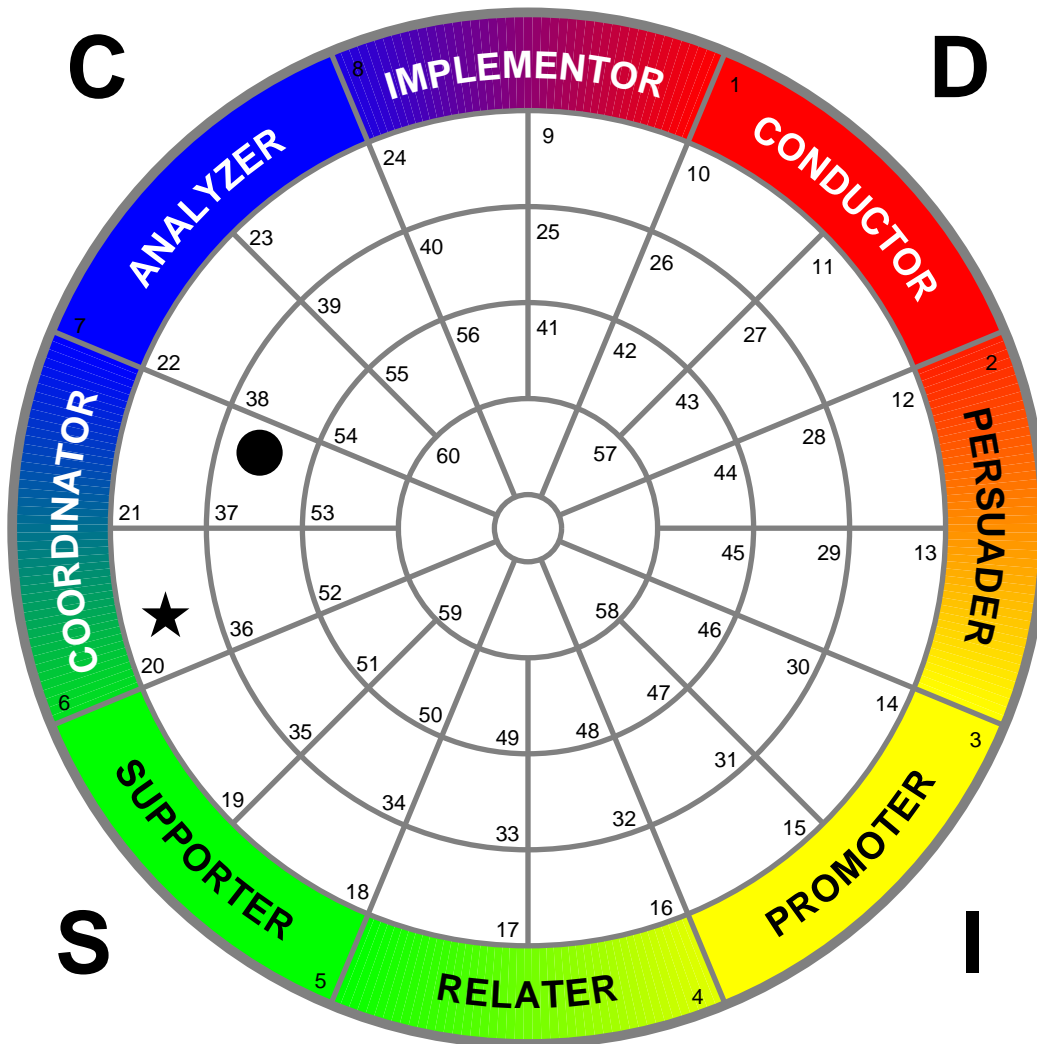
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

John Doe
1-4-2005



Adapted: ★ (20) SUPPORTING COORDINATOR
Natural: ● (37) ANALYZING COORDINATOR (FLEXIBLE)

Norm 2003