



TTI
SUCCESS
INSIGHTS®

Management-Staff

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IT - PSS
3-20-2018

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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.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



General Characteristics

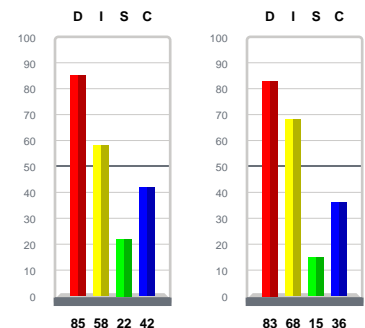
Based on Lisa's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the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

Lisa wants to be viewed as self-reliant and willing to pay the price for success. She embraces visions not always seen by others. Lisa's creative mind allows her to see the "big picture." She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people with whom she works. Most people see her as a high risk-taker. Her view is, "nothing ventured, nothing gained." Lisa is extremely results-oriented, with a sense of urgency to complete projects quickly. She is forward-looking, aggressive and competitive. Her vision for results is one of her positive strengths. Many people see her as a self-starter dedicated to achieving results. She is a goal-oriented individual who believes in harnessing people to help her achieve her goals. She needs people with other strengths on her team. Lisa may be so self-confident that others see her as arrogant. This confidence may be something others wish they had. She is often considered daring, bold and gutsy. She is a risk taker who likes to be seen as an individualist.

Lisa prefers authority equal to her responsibility. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. She is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Lisa likes to make decisions quickly. Sometimes she becomes emotionally involved in the decision-making process. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She finds it easy to share her opinions on solving work-related problems.



Adapted Style Natural Style



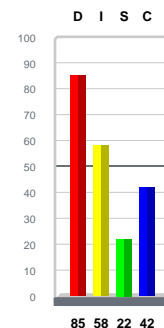


General Characteristics Continued

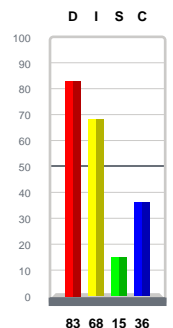
Lisa may lack the patience to listen and communicate with slower acting people. She tends to be intolerant of people who seem ambiguous or think too slowly. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She should exhibit more patience and ask questions to make sure that others have understood what she has said. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. She may sometimes mask her feelings in friendly terms. If pressured, Lisa's true feelings may emerge.



Adapted Style



Natural Style





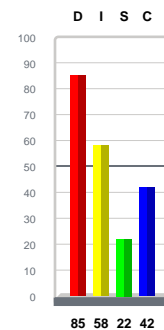
Value to the Organization

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

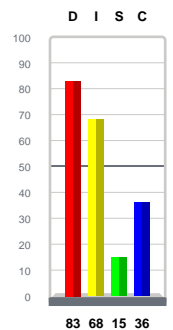
- Accomplishes goals through people.
- Tenacious.
- Spontaneity.
- Usually makes decisions with the bottom line in mind.
- Challenge-oriented.
- Forward-looking and future-oriented.
- Creative in her approach to solving problems.



Adapted Style



Natural Style





Checklist for Communicating

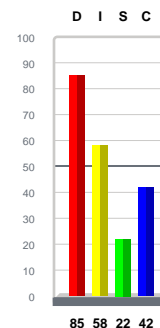
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Lisa. Read each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

Ways to Communicate

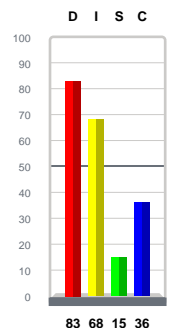
- Be specific and leave nothing to chance.
- Motivate and persuade by referring to objectives and results.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Verify that the message was heard.
- Provide systems to follow.
- Support the results, not the person, if you agree.
- Support and maintain an environment where she can be efficient.
- Be clear, specific, brief and to the point.
- Stick to business--let her decide if she wants to talk socially.
- Use her jargon.
- Understand her sporadic listening skills.
- Give strokes for her involvement.
- Ask specific (preferably "what?") questions.



Adapted Style



Natural Style





Checklist for Communicating Continued

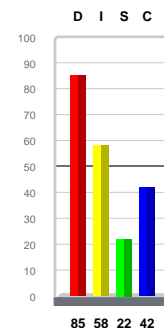
This section of the report is a list of things NOT to do while communicating with Lisa. Review each statement with Lisa and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate

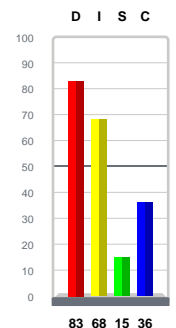
- Ask rhetorical questions, or useless ones.
- Assume she heard what you said.
- Be redundant.
- Direct or order.
- Come with a ready-made decision, or make it for her.
- Try to build personal relationships.
- Let her change the topic until you are finished.
- Be put off by her "cockiness."
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Ramble on, or waste her time.
- Use paternalistic approach.
- Reinforce agreement with "I'm with you."
- Let disagreement reflect on her personally.



Adapted Style



Natural Style





Communication Tips

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



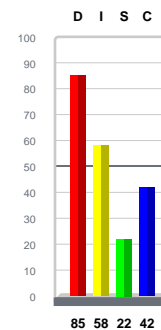
Ideal Environment

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

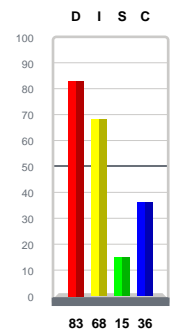
- Freedom from long, detailed reports.
- Activities, and more activities.
- Work for a manager who makes quick decisions.
- Support team with sense of urgency.
- An innovative and futuristic-oriented environment.
- Freedom from controls, supervision and details.
- Evaluation based on results, not the process.



Adapted Style



Natural Style





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

Self-Perception

Lisa usually sees herself as being:

- Pioneering
- Assertive
- Competitive
- Confident
- Positive
- Winner

Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

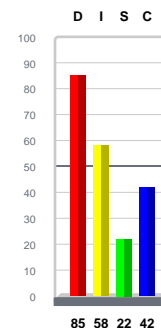
Others' Perception - Extreme

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

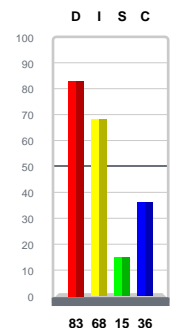
- Abrasive
- Controlling
- Arbitrary
- Opinionated



Adapted Style



Natural Style





Descriptors

Based on Lisa'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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Style

Lisa'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

Lisa is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Lisa has a tendency to make decisions with little or no hesitation.

Adapted

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

People - Contacts

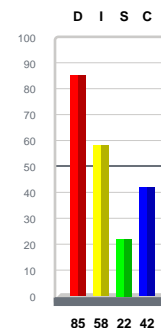
Natural

Lisa is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Lisa is trusting and also wants to be trusted.

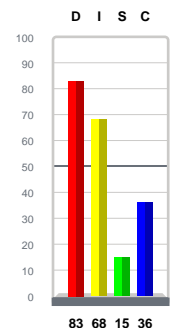
Adapted

Lisa 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

Lisa 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

Lisa sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

Procedures - Constraints

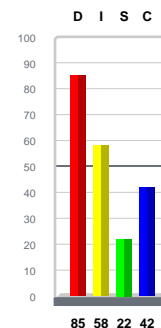
Natural

Lisa is independent by nature and somewhat self-willed. She is open to new suggestions and can, at times, be seen as somewhat freewheeling. She is most comfortable in an environment where the constraints can be "loosened" for certain situations.

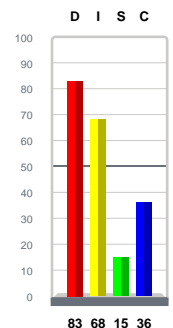
Adapted

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

Adapted Style



Natural Style



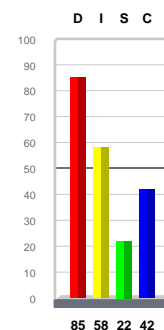


Adapted Style

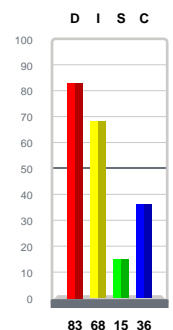
Lisa sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Exhibiting an active and creative sense of humor.
- Skillful use of vocabulary for persuasive situations.
- Moving quickly from one activity to another.
- Persistence in job completion.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Anticipating and solving problems.
- Meeting deadlines.
- A good support team to handle paperwork.
- Dealing with a wide variety of work activities.
- A competitive environment, combined with a high degree of people skills.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Acting without precedent, and able to respond to change in daily work.

Adapted Style



Natural Style





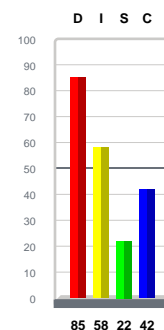
Keys to Motivating

This section of the report was produced by analyzing Lisa'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 Lisa and highlight those that are present "wants."

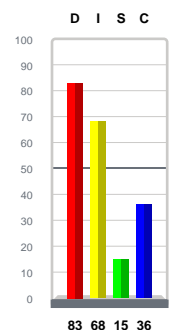
Lisa wants:

- Power and authority to take the risks to achieve results.
- A wide scope of activities.
- Support system to help with details and follow through.
- Opportunity to verbalize her ideas and demonstrate her skills.
- To be seen as a leader.
- Changing environments in which to work/play.
- Outside activities so there is never a dull moment.
- Big picture approaches.
- New challenges and problems to solve.
- Opportunity for rapid advancement.
- A variety of work activities.
- More time in the day.

Adapted Style



Natural Style





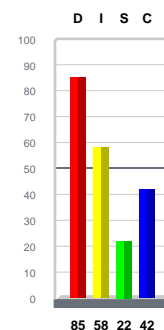
Keys to Managing

In this section are some needs which must be met in order for Lisa to perform at an optimum level. Some needs can be met by herself, 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 Lisa and identify 3 or 4 statements that are most important to her. This allows Lisa to participate in forming her own personal management plan.

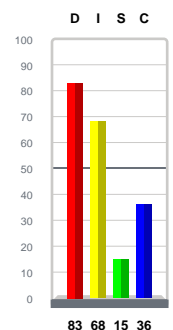
Lisa needs:

- To negotiate commitment face-to-face.
- A work environment with many activities.
- To be confronted when in disagreement, or when she breaks the rules.
- To understand her role on the team--either a team player or the leader.
- Consistency.
- To know results expected and to be evaluated on the results.
- Vacations or periods of reduced activity level.
- To pace herself.
- An awareness of the parameters or rules in writing.
- Appreciation of slower-moving people.
- Deadlines for completion of work.
- To display empathy for people who approach life differently than she does.

Adapted Style



Natural Style





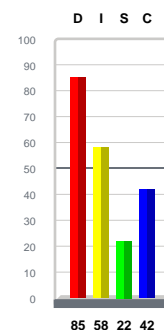
Areas for Improvement

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

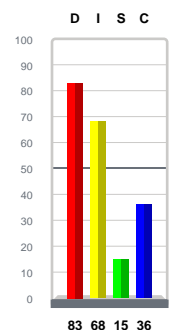
Lisa has a tendency to:

- Have trouble delegating--can't wait, so does it herself.
- Keep too many balls in the air, and if her support is weak she will have a tendency to drop some of those balls.
- Be so concerned with big picture; she forgets to see the little pieces.
- Blame, deny and defend her position--even if it is not needed.
- Resist participation as part of the team, unless seen as a leader.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be disruptive because of her innate restlessness and disdain for sameness.
- Be crisis-oriented.
- Set standards for herself and others so high that impossibility of the situation is common place.

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)

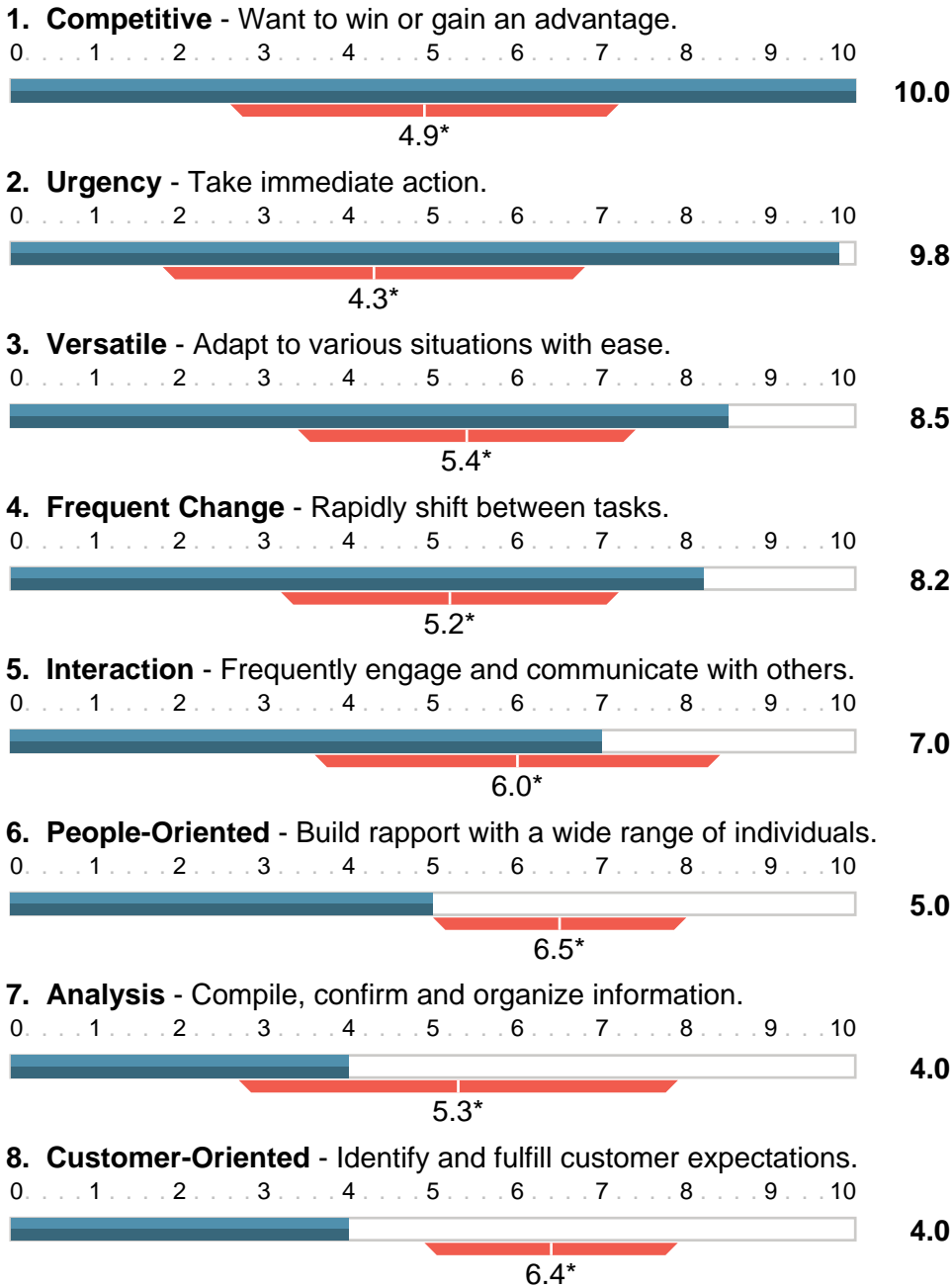
3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

4. I will make the following changes to my behavior, and I will implement them by _____:

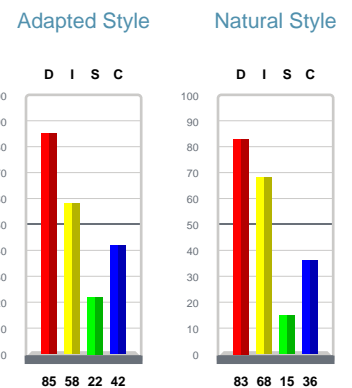


Behavioral Hierarchy

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.



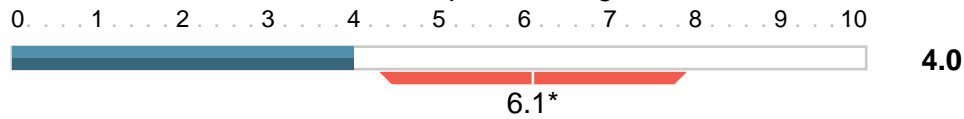
* 68% of the population falls within the shaded area.



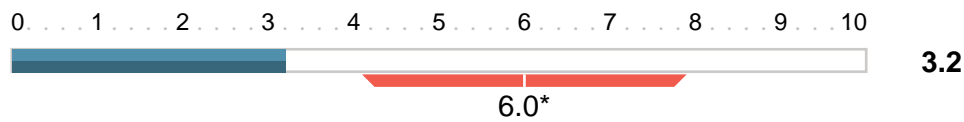


Behavioral Hierarchy

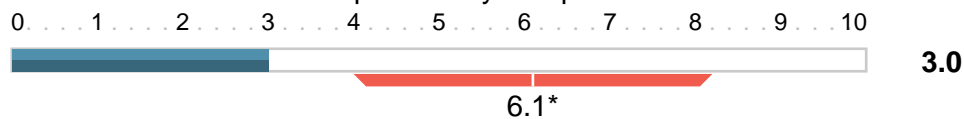
9. Persistence - Finish tasks despite challenges or resistance.



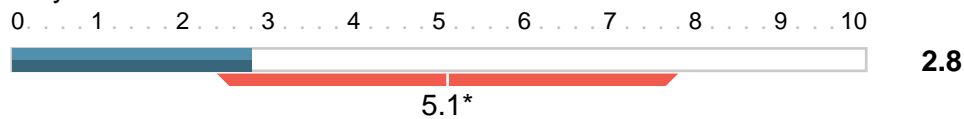
10. Following Policy - Adhere to rules, regulations, or existing methods.



11. Consistent - Perform predictably in repetitive situations.



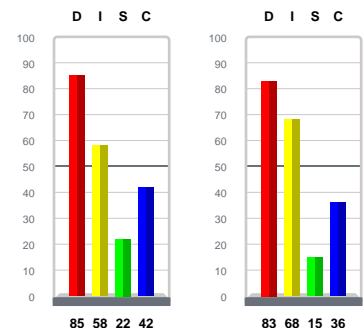
12. Organized Workplace - Establish and maintain specific order in daily activities.



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

Adapted Style

Natural Style



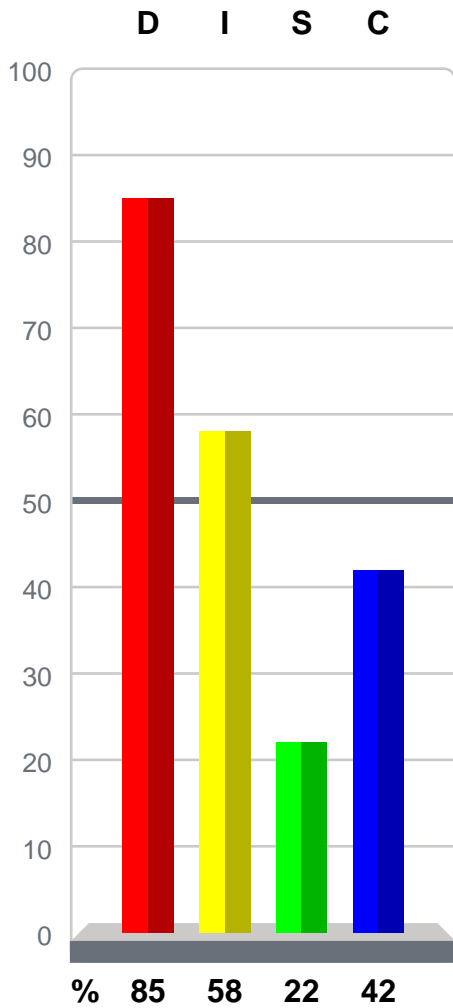


Style Insights® Graphs

3-20-2018

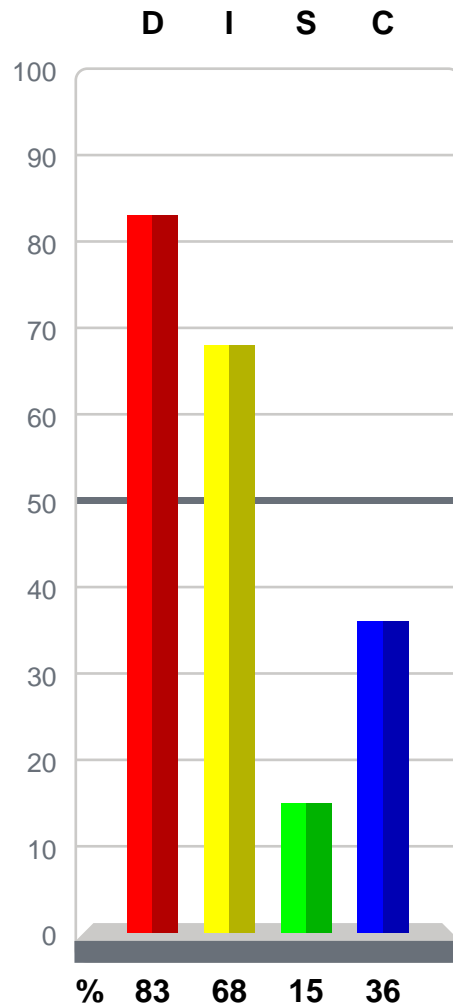
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4

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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.

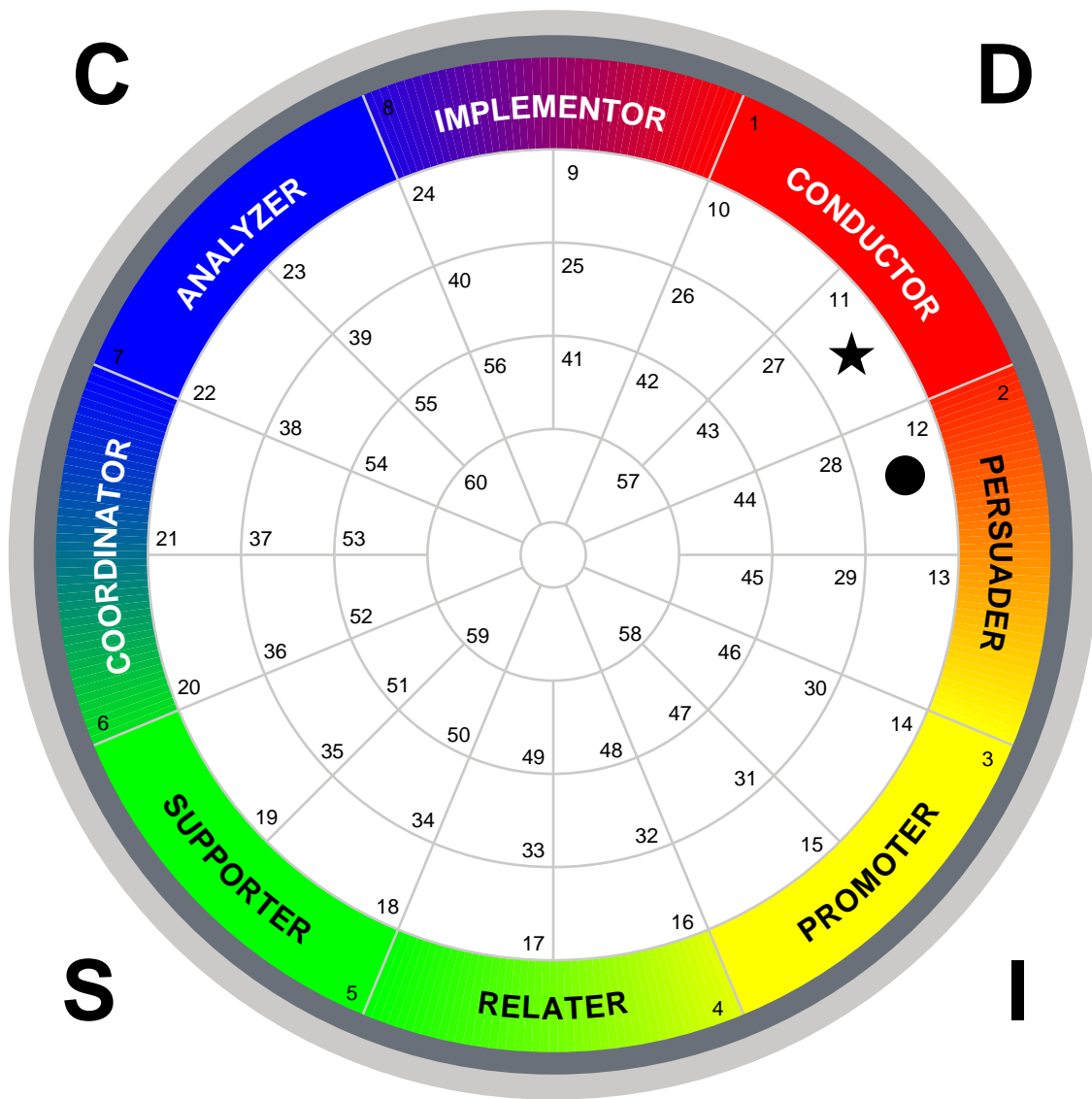
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

3-20-2018



Adapted: ★ (11) PERSUADING CONDUCTOR
 Natural: ● (12) CONDUCTING PERSUADER

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