TTI SUCCESS INSIGHTS®

Management-Staff

Andy Sample

Manager
ABC Management
6-29-2017

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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

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General Characteristics

Based on Andy'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 Andy's natural behavior.

Andy wants to be seen as his own person, but usually projects it in friendly terms. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He tends to trust people and may be taken advantage of because of his high trust level. He is enthusiastic and usually slow to anger. Andy can be seen as a person of good will. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He is good at creating enthusiasm in others. He believes in getting results through other people. He prefers the "team approach." Andy is approachable, affectionate and understanding. He can be obliging and accommodating; that is, he likes to work with people and help them.

Andy likes to participate in decision making. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He likes working for managers who make quick decisions. Andy prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people.

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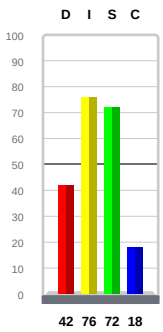

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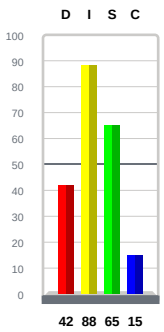

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General Characteristics Continued

Andy tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He may use his time imprecisely because he likes to talk to people. He is people-oriented and verbally fluent. Andy has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear. It is important for Andy to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He judges others by their verbal skills and warmth. He is good at negotiating conflict between others. Andy feels that "if everyone would just talk it out, everything would be okay!"

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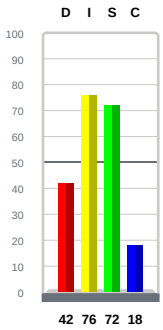

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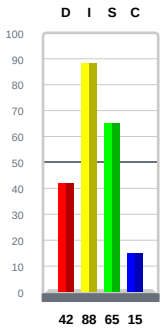

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Value to the Organization

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

- Accomplishes goals through people.
- Negotiates conflicts.
- Bottom line-oriented.
- Positive sense of humor.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Team player.
- People-oriented.
- Dedicated to his own ideas.
- Self-reliant.

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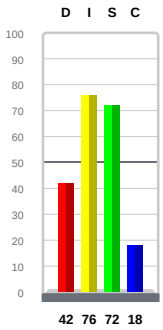

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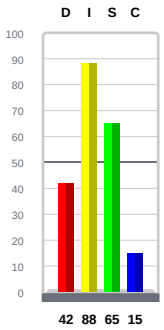

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Checklist for Communicating

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 Andy. 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 Andy most frequently.

Ways to Communicate

- ☐ Read the body language for approval or disapproval.
- ☐ Use a balanced, objective and emotional approach.
- ☐ Provide a warm and friendly environment.
- ☐ Use enough time to be stimulating, fun-loving, fast-moving.
- ☐ Offer special, immediate and continuing incentives for his willingness to take risks.
- ☐ Talk about him, his goals and the opinions he finds stimulating.
- ☐ Use a motivating approach, when appropriate.
- ☐ Provide testimonials from people he sees as important.
- ☐ Leave time for relating, socializing.
- ☐ Define the problem in writing.
- ☐ Provide solutions--not opinions.
- ☐ Look for his oversights.

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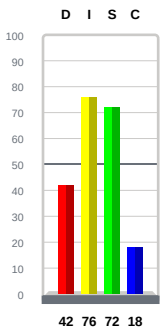

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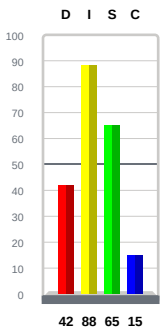

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Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Andy. Review each statement with Andy 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

- ☐ Drive on to facts, figures, alternatives or abstractions.
- ☐ Leave decisions hanging in the air.
- ☐ Be dictatorial.
- ☐ "Dream" with him or you'll lose time.
- ☐ Talk down to him.
- ☐ Ramble.
- ☐ Be curt, cold or tight-lipped.
- ☐ Let him overpower you with verbiage.
- ☐ Legislate or muffle--don't overcontrol the conversation.

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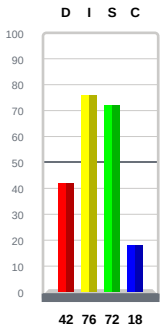

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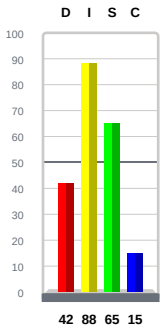

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Communication Tips

This section provides suggestions on methods which will improve Andy'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, Andy will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

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Ideal Environment

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

- Assignments with a high degree of people contacts.
- Freedom from control and detail.
- Work with a results-oriented team.
- Forum for his ideas to be heard.
- Democratic supervisor with whom he can associate.

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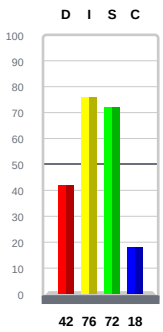

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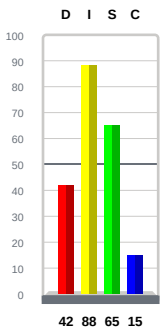

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Perceptions

See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Andy's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Andy to project the image that will allow him to control the situation.

Self-Perception

Andy usually sees himself as being:

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

Others' Perception - Moderate

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

- Self-Promoting
- Glib
- Overly Optimistic
- Unrealistic

Others' Perception - Extreme

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

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

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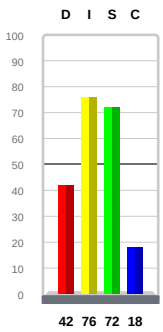

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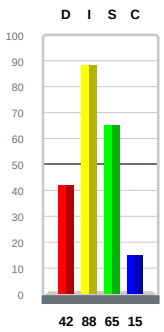

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Descriptors

Based on Andy'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
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
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

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Natural and Adapted Style

Andy'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	Adapted
Andy is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Andy will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.	Andy sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People - Contacts

Natural	Adapted
Andy's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.	Andy projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.

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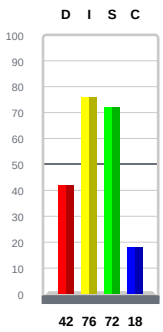

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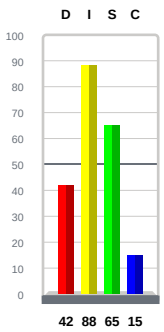

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Natural and Adapted Style Continued

Pace - Consistency

Natural	Adapted
Andy is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.	Andy sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

Procedures - Constraints

Natural	Adapted
Andy does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.	Andy shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Andy sees little or no need to change his response to the environment.

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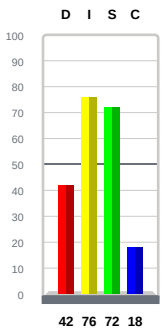

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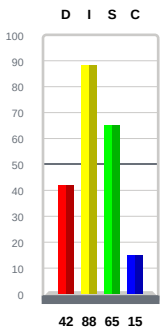

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Adapted Style

Andy 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.

- Responding well to challenges: "You say I can't do it? Just watch me!"
- Flaunting independence.
- Optimistic, future-oriented outlook.
- Obtaining results through people.
- Being creative and unconventional in making a point.
- Using a creative approach in decision making.
- Motivating people to take action by using persuasive skills.
- Dedicated to "going it alone" when necessary.
- Positive, outgoing, friendly behavior.
- Flexibility.
- Using a direct, forthright and honest approach in his communications.

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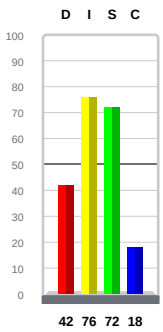

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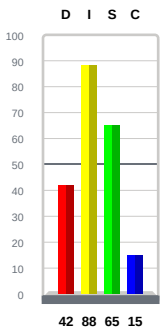

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Keys to Motivating

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

Andy wants:

- Work assignments that provide opportunity for recognition.
- A support system to do the detail work.
- Freedom from many rules and regulations.
- No restrictions to hamper results.
- Independence.
- Flattery, praise, popularity and strokes.
- Exposure to those who appreciate his results.
- To be trusted.
- A friendly work environment.
- The chance to have fun (play hard--work hard).
- Rewards to support his dreams.

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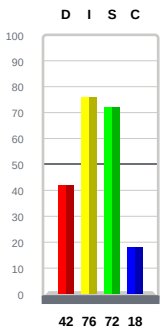

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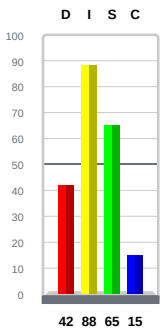

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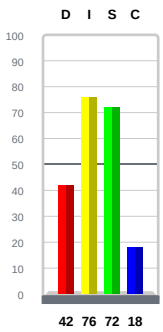
Keys to Managing

In this section are some needs which must be met in order for Andy 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 Andy and identify 3 or 4 statements that are most important to him. This allows Andy to participate in forming his own personal management plan.

Andy needs:

- To focus conversations on work activities--less socializing.
- Participatory management.
- Help on controlling time and setting priorities.
- A tolerant boss.
- More control of body language.
- A rational approach to decision making--analyze the facts.
- People to work and associate with.
- Documentation of expected results.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To handle routine paperwork only once.
- Bottom-line measurement.
- To be informed of things which affect him.
- To relax and pace himself.

Adapted Style



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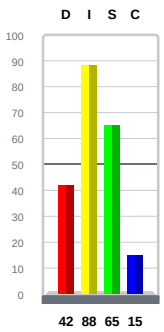

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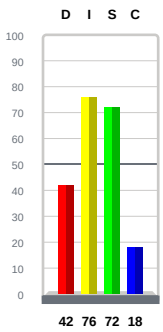
Areas for Improvement

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

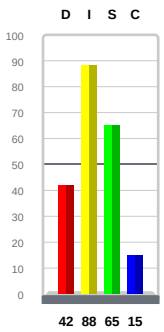
Andy has a tendency to:

- Be so enthusiastic that he can be seen as superficial.
- Overestimate his ability to motivate people or change others' behavior.
- Take information at face value without validation or substantial investigation.
- Make decisions based on surface analysis.
- Overuse praise in motivating others.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Be too verbal in expressing criticism.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."

Adapted Style



Natural Style



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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 _____:

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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 _____:

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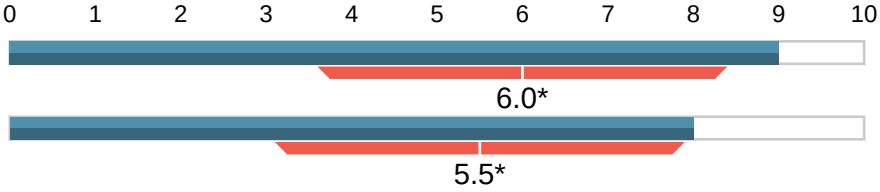
Behavioral Hierarchy

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.

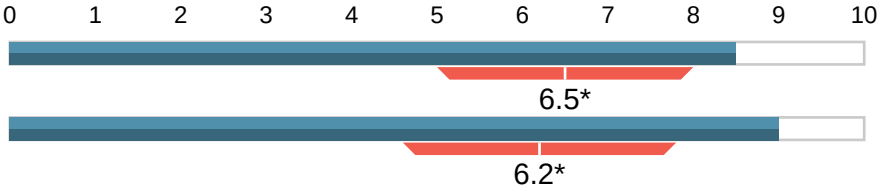
1. Interaction - Frequently engage and communicate with others.



9.0 Natural

8.0 Adapted

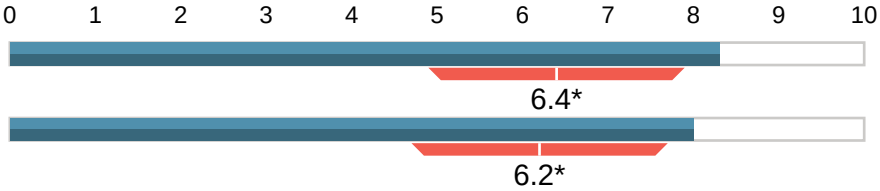
2. People-Oriented - Build rapport with a wide range of individuals.



8.5 Natural

9.0 Adapted

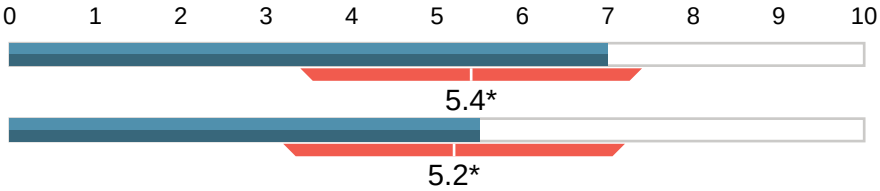
3. Customer-Oriented - Identify and fulfill customer expectations.



8.3 Natural

8.0 Adapted

4. Versatile - Adapt to various situations with ease.



7.0 Natural

5.5 Adapted

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

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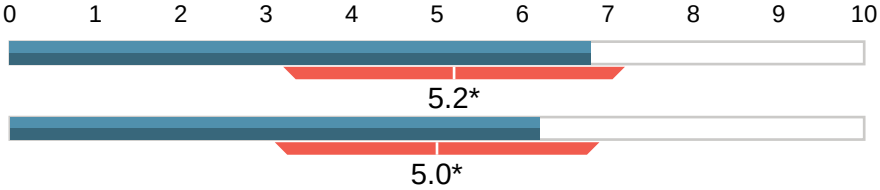
Behavioral Hierarchy Continued

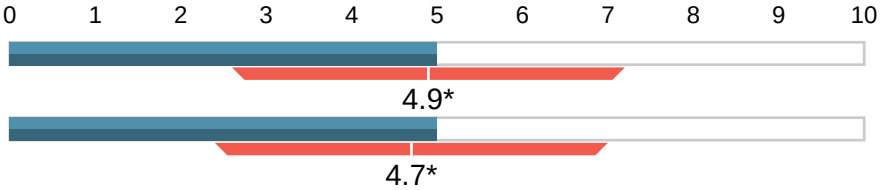
5. Frequent Change - Rapidly shift between tasks.



6.8 Natural

6.2 Adapted

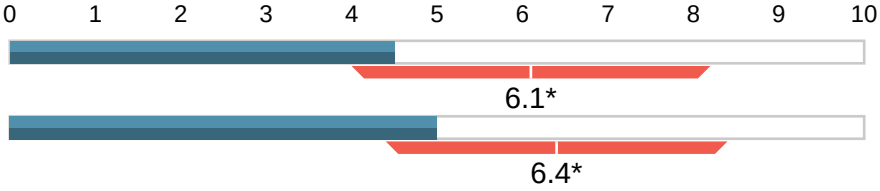
6. Competitive - Want to win or gain an advantage.



5.0 Natural

5.0 Adapted

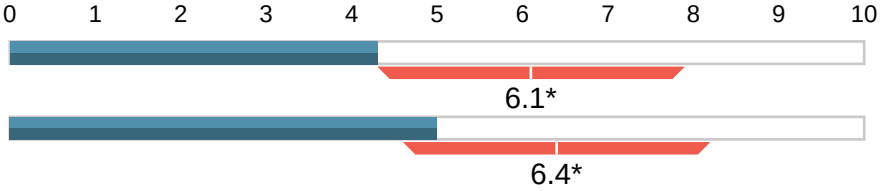
7. Consistent - Perform predictably in repetitive situations.



4.5 Natural

5.0 Adapted

8. Persistence - Finish tasks despite challenges or resistance.



4.3 Natural

5.0 Adapted

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

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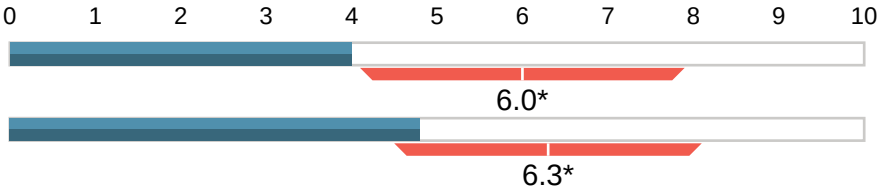
Behavioral Hierarchy Continued

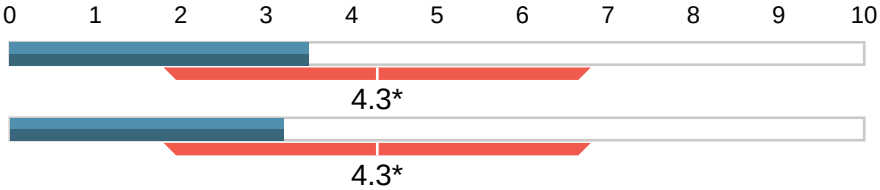
9. Following Policy - Adhere to rules, regulations, or existing methods.



4.0 Natural

4.8 Adapted

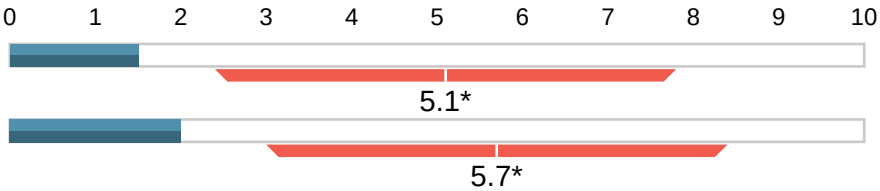
10. Urgency - Take immediate action.



3.5 Natural

3.2 Adapted

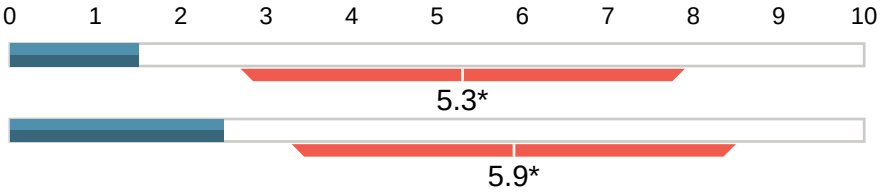
11. Organized Workplace - Establish and maintain specific order in daily activities.



1.5 Natural

2.0 Adapted

12. Analysis - Compile, confirm and organize information.



1.5 Natural

2.5 Adapted

SIA: 42-76-72-18 (16) SIN: 42-88-65-15 (15)
* 68% of the population falls within the shaded area.

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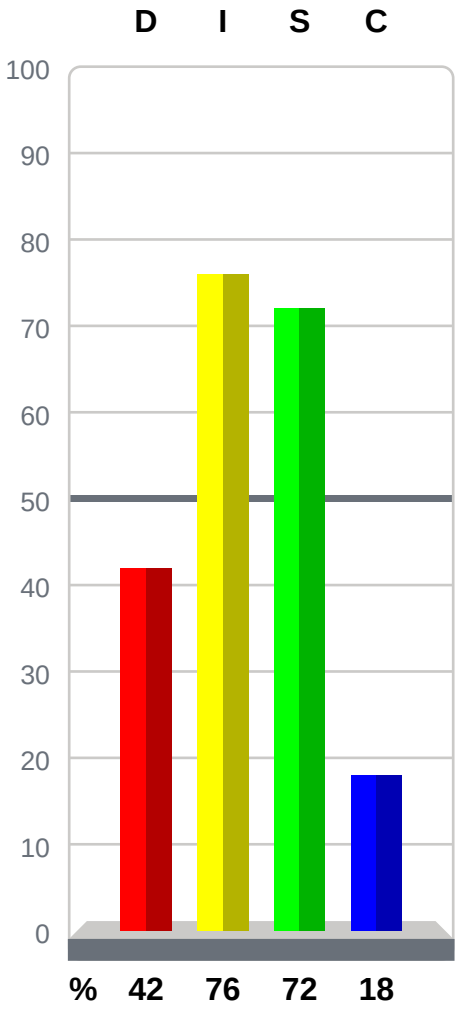
Style Insights® Graphs

6-29-2017

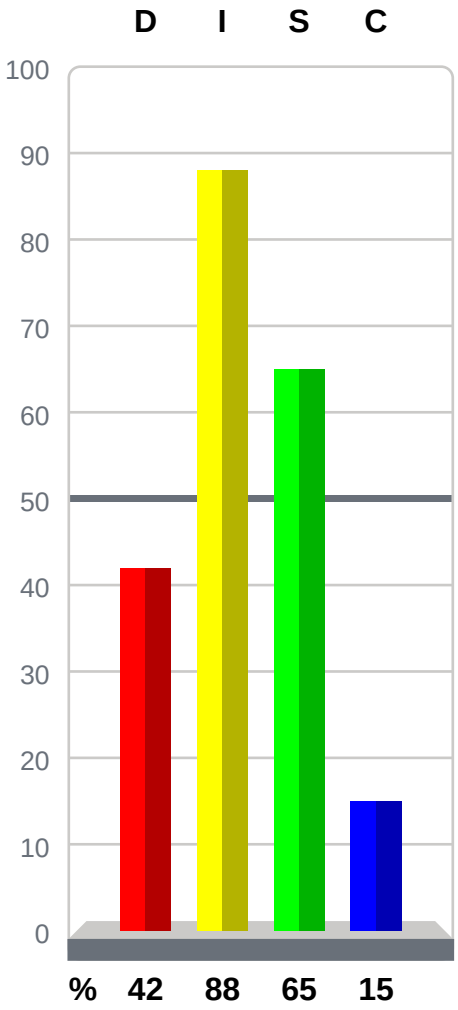
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4

T: 4:00

Andy Sample

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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.

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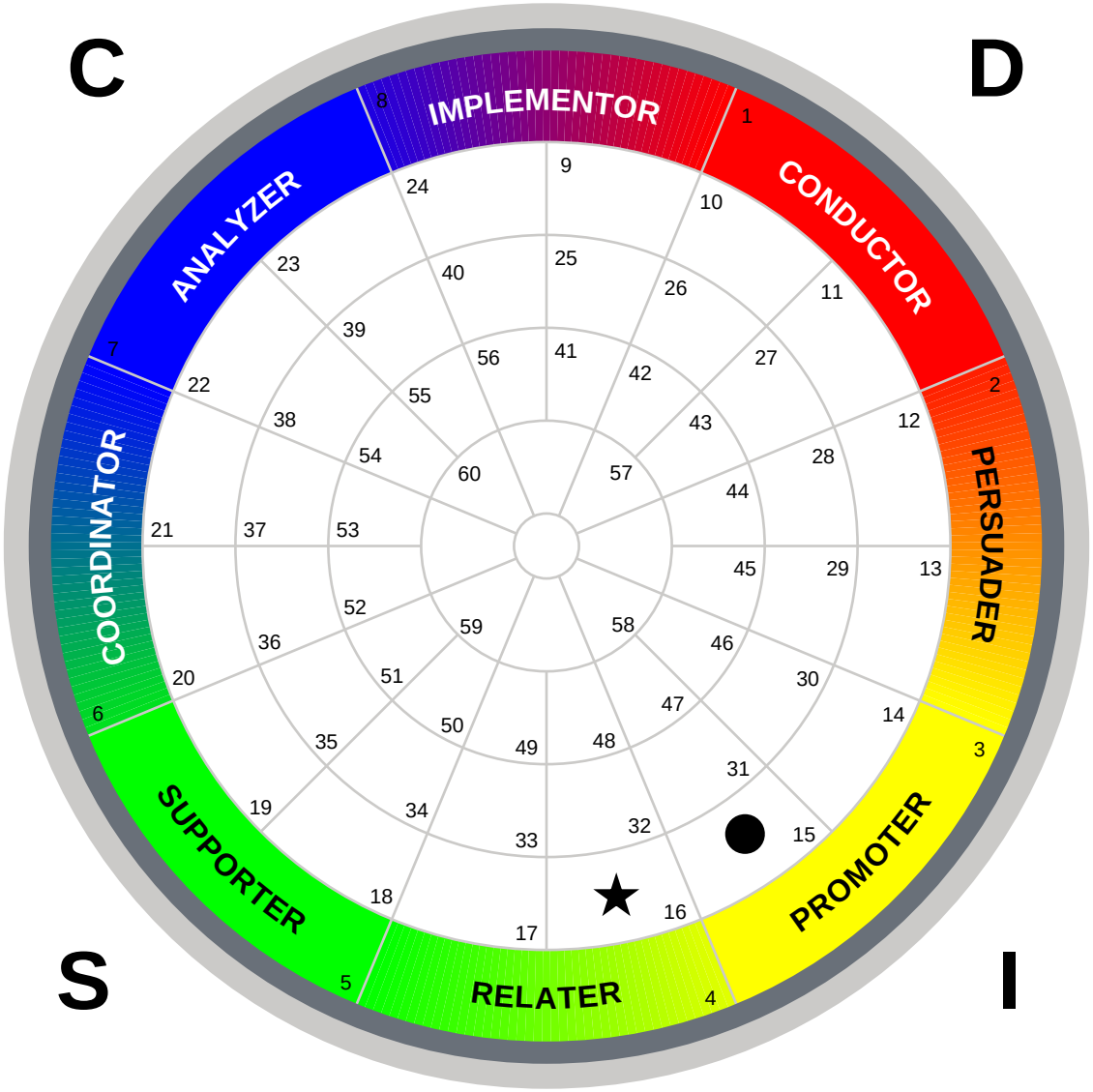
The Success Insights® Wheel

6-29-2017



Adapted: ★ (16) PROMOTING RELATER

Natural: ● (15) RELATING PROMOTER

Norm 2017 R4

T: 4:00

Andy Sample

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