



TTI
SUCCESS
INSIGHTS®

Executive

Jenny Sample

Inside Sales
Sample Co.
5-21-2013

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company



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*



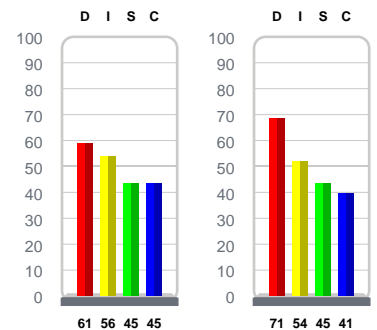
General Characteristics

Based on Jenny'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 Jenny's natural behavior.

Jenny is goal-oriented and driven by results. She is the team member who will try to keep the others on task. She is extremely results-oriented, with a sense of urgency to complete projects quickly. She is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. She is forward-looking, aggressive and competitive. Her vision for results is one of her positive strengths. Jenny prefers an environment with variety and change. She is at her best when many projects are underway at once. She is often considered daring, bold and gutsy. She is a risk taker who likes to be seen as an individualist. She has high ego strengths and may be viewed by some as egotistical. She wants to be viewed as self-reliant and willing to pay the price for success. Jenny displays a high energy factor and is optimistic about the results she can achieve. The word "can't" is not in her vocabulary. She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project.

Jenny prefers authority equal to her responsibility. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. When faced with a tough decision, she will try to sell you on her ideas. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. Jenny has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She likes to make decisions quickly. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems. She is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits.

Adapted Style Natural Style





Value to the Organization

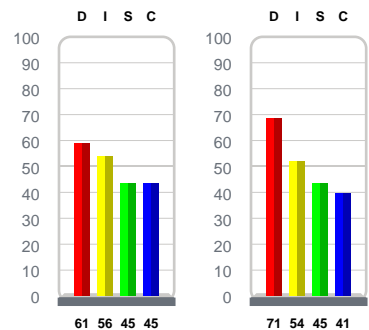
This section of the report identifies the specific talents and behavior Jenny brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Creative in her approach to solving problems.
- Competitive.
- Accomplishes goals through people.
- Has the confidence to do the difficult assignments.
- Self-reliant.
- Self-starter.
- Can support or oppose strongly.
- Dedicated to her own ideas.



Adapted Style

Natural Style





Checklist for Communicating Continued

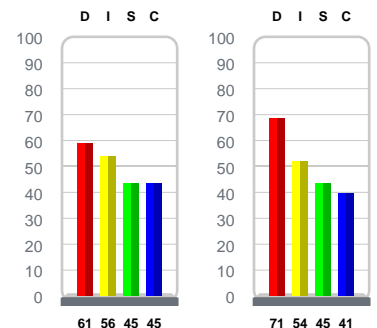
This section of the report is a list of things NOT to do while communicating with Jenny. Review each statement with Jenny and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate:

- Direct or order.
- Be paternalistic.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Take credit for her accomplishments.
- Try to build personal relationships.
- Hesitate when confronted.
- Reinforce agreement with "I'm with you."
- Be redundant.
- Try to convince by "personal" means.
- Ask rhetorical questions, or useless ones.
- Ramble on, or waste her time.



Adapted Style Natural Style





Communication Tips

This section provides suggestions on methods which will improve Jenny'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, Jenny 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.



Descriptors

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



Natural and Adapted Style

Jenny'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

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

Adapted

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

People - Contacts

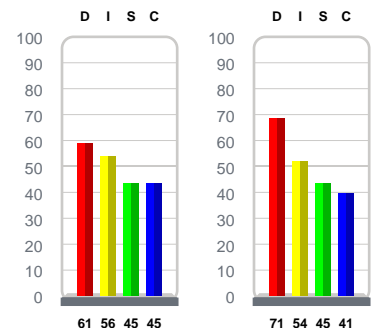
Natural

Jenny is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.

Adapted

Jenny 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

Jenny likes mobility and the absence of routine does not traumatize her. She feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Jenny 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

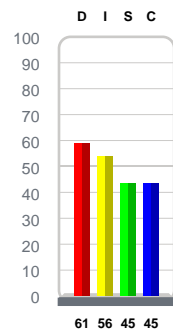
Natural

Jenny 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.

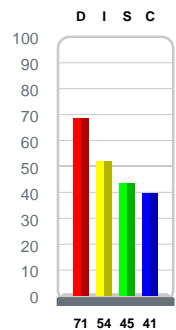
Adapted

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

Adapted Style



Natural Style



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Jenny Sample



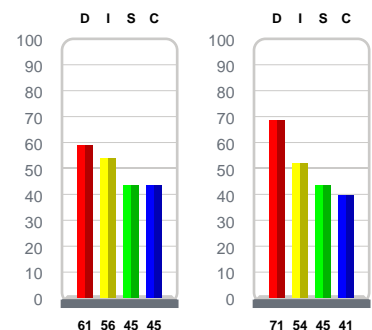
Adapted Style

Jenny 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.

- A competitive environment, combined with a high degree of people skills.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- A good support team to handle paperwork.
- Motivating people to take action by using persuasive skills.
- Acting without precedent, and able to respond to change in daily work.
- Maintaining an ever-changing, friendly, work environment.
- Optimistic, future-oriented outlook.
- Contacting people using a variety of modes.
- Obtaining results through people.
- Flexibility.
- Preferring people involvement over task focus.
- Persistence in job completion.



Adapted Style Natural Style





Areas for Improvement

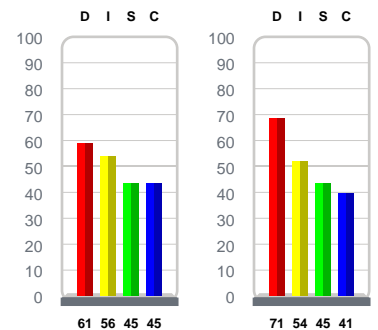
In this area is a listing of possible limitations without regard to a specific job. Review with Jenny and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Jenny has a tendency to:

- Be a one-way communicator--doesn't listen to the total story before introducing her opinion.
- Fail to complete what she starts because of adding more and more projects.
- Blame, deny and defend her position--even if it is not needed.
- Overstep authority and prerogatives--will override others.
- Dislike routine work or routine people--unless she sees the need to further her goals.
- Be explosive by nature and lack the patience to negotiate.
- Be so concerned with big picture; she forgets to see the little pieces.
- 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 inconsistent because of many stops, starts and ever-changing direction.



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:

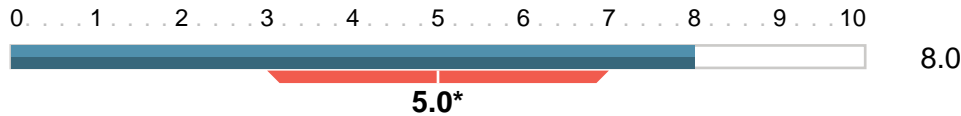
4. I will make the following changes to my behavior, and I will implement them by _____:



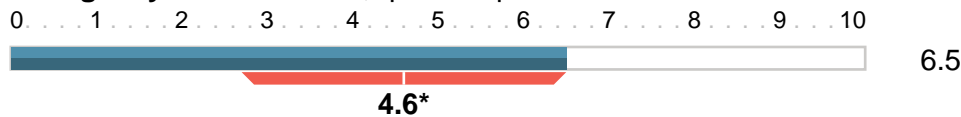
Behavioral Hierarchy

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.

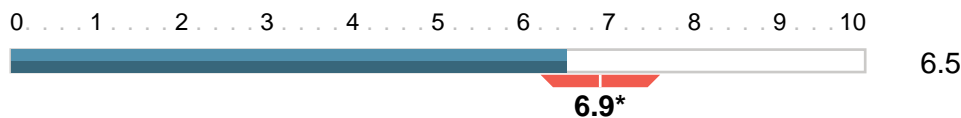
1. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



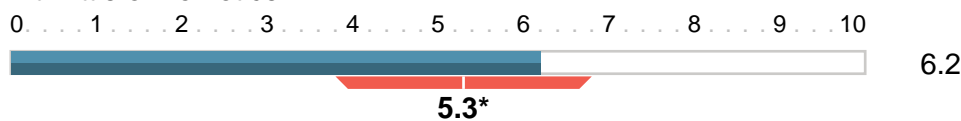
2. Urgency - Decisiveness, quick response and fast action.



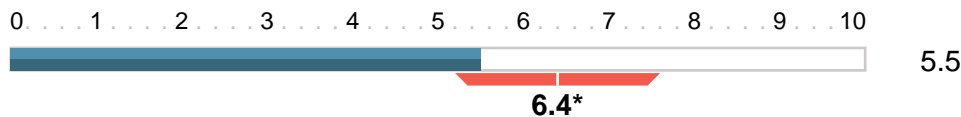
3. Customer Relations - A desire to convey your sincere interest in them.



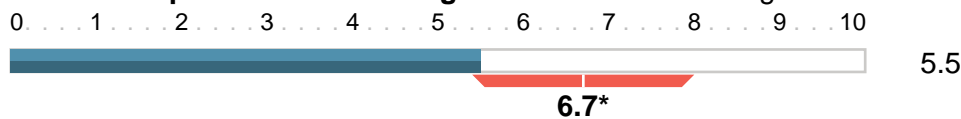
4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



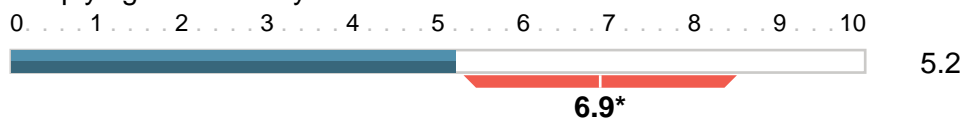
5. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



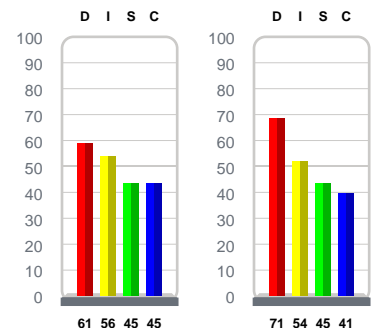
6. Follow Up and Follow Through - A need to be thorough.



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



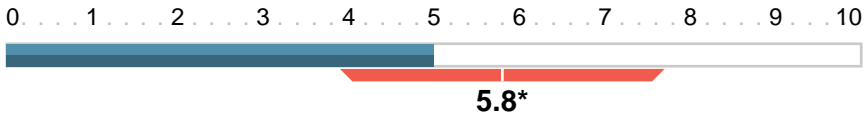
Adapted Style Natural Style





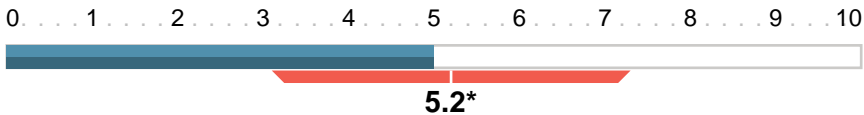
Behavioral Hierarchy

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



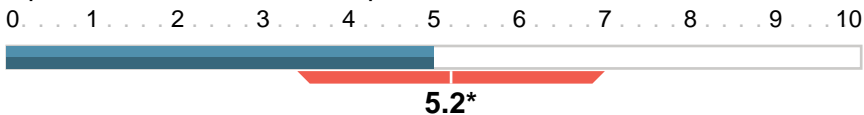
5.0

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



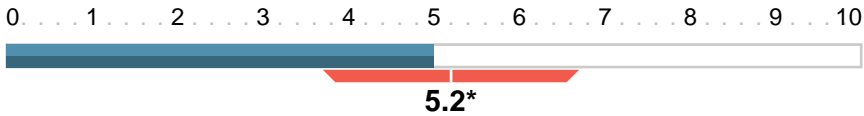
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10. Analysis of Data - Information is maintained accurately for repeated examination as required.



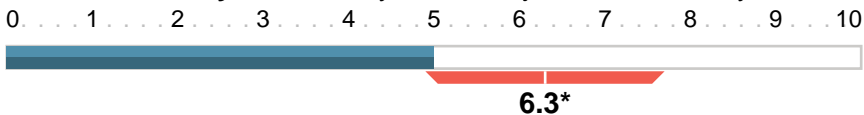
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11. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



5.0

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

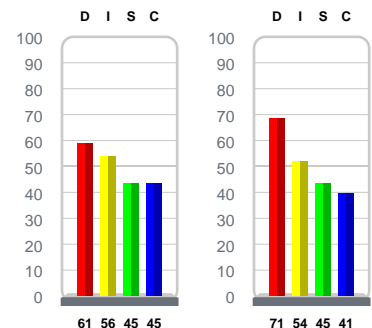


5.0



Adapted Style

Natural Style



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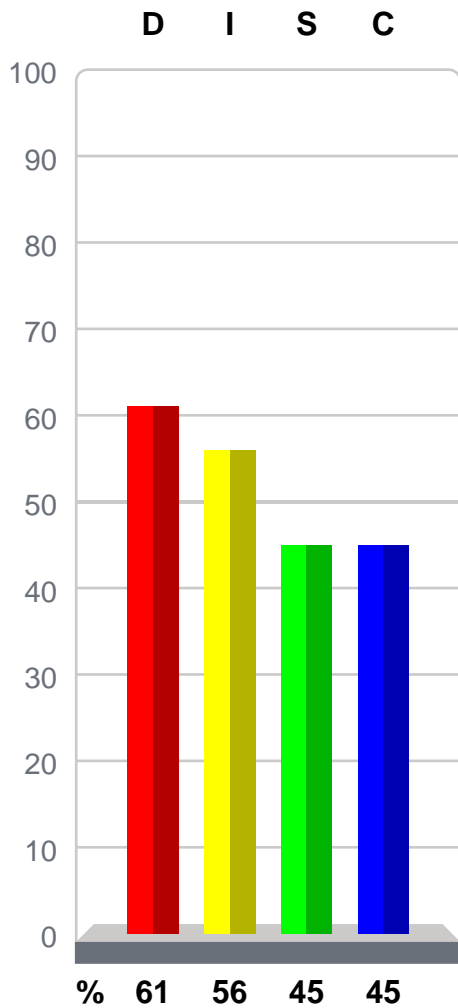
Jenny Sample



Style Insights® Graphs

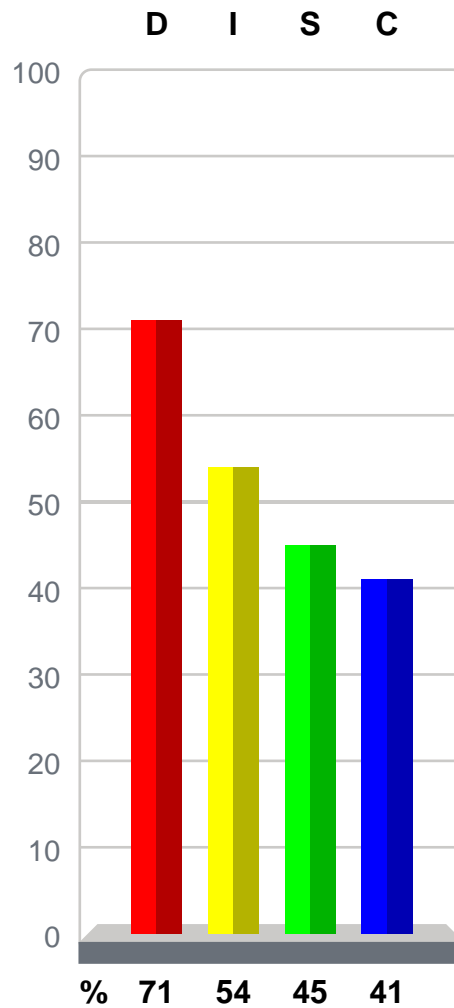
Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 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:

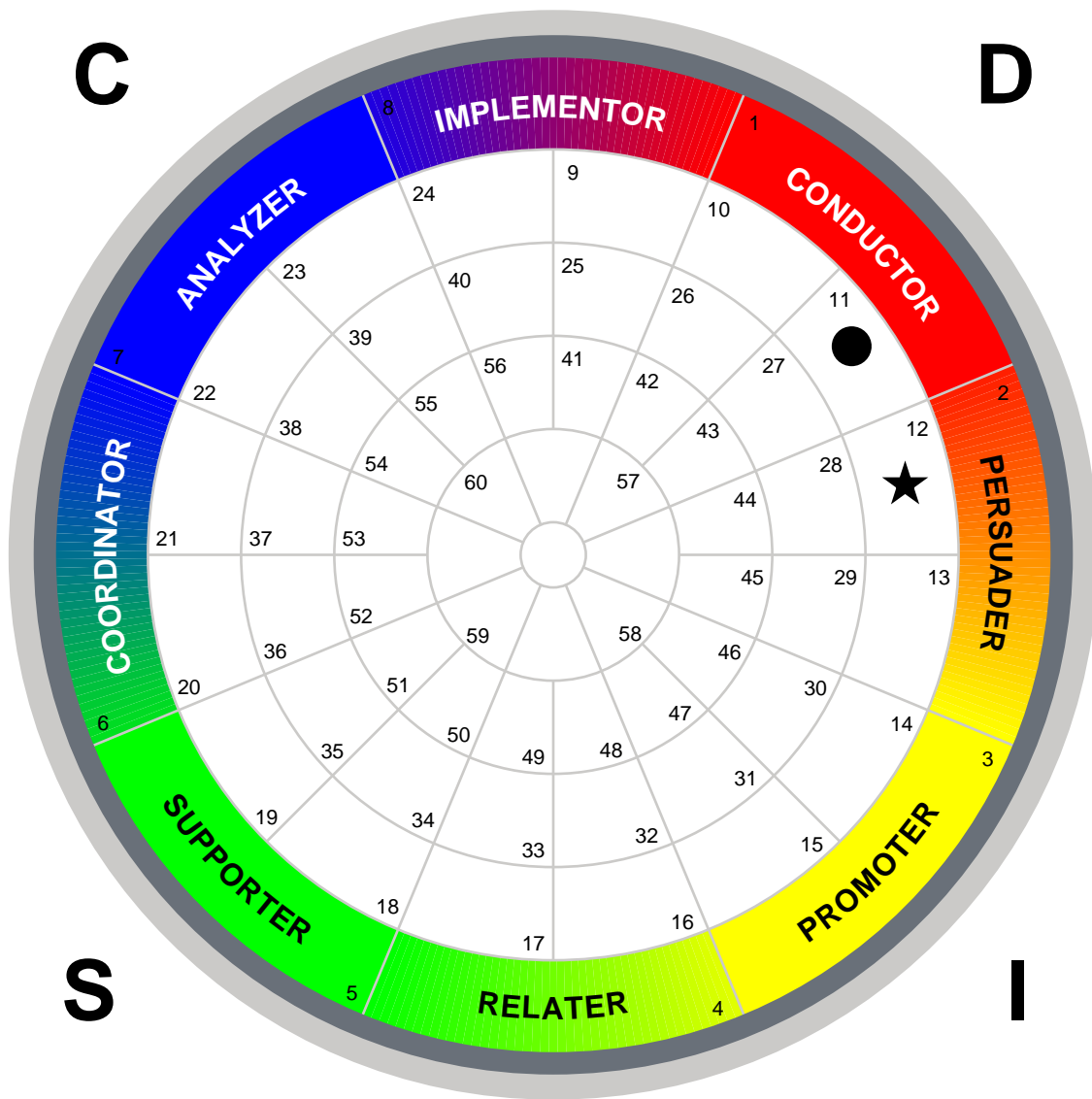
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



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

Norm 2011 R4