



# TTI SUCCESS INSIGHTS®

Management-Staff™ Version

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

**Stephen Success**

General Management

4-25-2006



## INTRODUCTION

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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 Stephen'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 Stephen's natural behavior.*

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Stephen tends to build a close relationship with a relatively small group of associates. He needs time for some study and analysis, particularly when doing new or challenging assignments. This allows him to adjust to the changing environment. When the time is right, Stephen can stand up aggressively for what he believes. Outwardly, he may appear to be totally accepting of others. He may, however, have deep convictions that are not apparent to others. Stephen may not project a sense of urgency like some people with different behavioral styles. He sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family. He can be motivated through teamwork. He likes to know he is a valued team member. He may have difficulty sharing his feelings if it may disturb the relationship. Stephen can be discreet and sociable as called for by the situation. He can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information.

Stephen prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. He tends to make decisions based on past experiences. He prefers the "tried and true." Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably



## GENERAL CHARACTERISTICS

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won't want to repeat the process. Making plans and following those plans is important to him. Stephen uses logic to assist him in decision making. This tendency is helpful to others in his group. He finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." When faced with a tough decision, he will seek information and analyze it thoroughly. He tries to use balanced judgment. He is the person who brings stability to the entire team.

Stephen tends to be possessive of information; that is, he doesn't voluntarily share information with others outside of his team. This may be a blessing, or a curse, to his superiors. He likes having others initiate the conversation. He can then assess the situation and respond accordingly. He is somewhat reserved with those he doesn't trust or know. After trust has been established, he may be open and candid. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. Stephen remains aloof from active participation in unfamiliar groups. He will talk more, however, in a group of people he trusts and has known for a long 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. Sometimes he will withdraw from a verbal battle. If he feels strong about an issue, he may retreat to gather his resources and then return to take a stand! He



## GENERAL CHARACTERISTICS

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may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic.



## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Stephen 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.*

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- Good at reconciling factions--is calming and adds stability.
- Patient and empathetic.
- Comprehensive in problem solving.
- Service-oriented.
- Accurate and intuitive.
- Proficient and skilled in his technical specialty.
- Dependable team player.



## 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 Stephen. 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 Stephen most frequently.*

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Do:

- Provide solid, tangible, practical evidence.
- Give him time to verify reliability of your actions; be accurate, realistic.
- Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Make an organized presentation of your position, if you disagree.
- Prepare your "case" in advance.
- Follow through, if you agree.
- Define clearly (preferably in writing) individual contributions.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Look for hurt feelings or personal reasons if you disagree.
- Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.



## DON'TS ON COMMUNICATING

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

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### Don't:

- Force him to respond quickly to your objectives. Don't say "Here's how I see it."
- Threaten, cajole, wheedle, coax or whimper.
- Rush headlong into business or the agenda.
- Use gimmicks or clever, quick manipulations.
- Patronize or demean him by using subtlety or incentive.
- Offer assurance and guarantees you can't fulfill.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Debate about facts and figures.
- Be abrupt and rapid.
- Be vague about what's expected of either of you; don't fail to follow through.
- Dillydally, or waste time.
- Leave things to chance or luck.



## COMMUNICATION TIPS

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



## IDEAL ENVIRONMENT

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

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- An environment that allows time to change.
- An environment dictated by logic rather than emotion.
- An environment where he can use his intuitive thinking skills.
- Needs personal attention from his manager and compliments for each assignment well done.
- Little conflict between people.
- Assignments that can be followed through to completion.
- Close relationship with a small group of associates.



## PERCEPTIONS

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

### "See Yourself As Others See You"

#### SELF-PERCEPTION

Stephen usually sees himself as being:

Considerate  
Good-Natured  
Team player

Thoughtful  
Dependable  
Good listener

#### OTHERS' PERCEPTION

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

Nondemonstrative  
Unconcerned

Hesitant  
Inflexible

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

Possessive  
Detached

Stubborn  
Insensitive



## DESCRIPTORS

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



## NATURAL AND ADAPTED STYLE

*Stephen'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.*

| Natural   | PROBLEMS - CHALLENGES | Adapted  |
|---|-----------------------|--|
| Stephen uses a laid-back and peaceful approach to problem solving. He tends to solve problems in a reactive and team-oriented manner. Stephen tends to be unobtrusive and avoids confrontation so he can be seen as a true team player. |                       | Stephen sees no need to change his approach to solving problems or dealing with challenges in his present environment. |

| Natural   | PEOPLE - CONTACTS | Adapted  |
|---|-------------------|--|
| Stephen feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others. |                   | Stephen sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for. |



## NATURAL AND ADAPTED STYLE

| Natural  | PACE - CONSISTENCY   | Adapted |
|--|--|---------|
| <p>Stephen is comfortable in an environment in which there are few projects going on concurrently. He is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.</p> | <p>Stephen 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.</p> |         |

| Natural   | PROCEDURES - CONSTRAINTS  | Adapted |
|---|---|---------|
| <p>Stephen is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.</p> | <p>Stephen shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Stephen sees little or no need to change his response to the environment.</p> |         |



## ADAPTED STYLE

*Stephen 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.*

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- Traditional, quality-oriented work model to follow.
- Precedence of quality over efficiency.
- Freedom from confrontation.
- Logical solutions.
- Consistency of task performance.
- Precise, analytical approach to work tasks.
- Limited contact with people.
- Limited or prepared changes in routine.
- Adherence to established guidelines and procedures.
- Task focus over people focus.
- Exhibiting patience and good listening skills.
- Critical appraisal of data.
- Using a disciplined approach.



## KEYS TO MOTIVATING

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

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Stephen wants:

- To be part of a quality-oriented work group.
- High quality work standards.
- Reassurance he is doing the job right.
- A manager who follows the company policies.
- Instructions so he can do the job right the first time.
- Precision work to perform.
- Advancement when he is ready.
- Traditional products and procedures.
- Operating procedures in writing.
- Proof that the idea has been tested and has worked for others.
- Specific questions--not general or open-ended.
- Identification with fellow workers.
- Time to perform up to his high standards.



## KEYS TO MANAGING

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

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Stephen needs:

- Support when under pressure to perform many activities quickly.
- Capable associates with which to work.
- A quality product in which to believe.
- Performance appraisals on a regular basis.
- The facts in a logical sequence.
- A manager who prefers quality over quantity.
- Conditioning prior to change.
- To set professional and family goals.
- A program to encourage creativity and self-worth.
- Rewards in terms of tangible things, not just flattery and praise.
- Support in making high-risk decisions.



## AREAS FOR IMPROVEMENT

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

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Stephen has a tendency to:

- Be too conservative--bides time and avoids much that is new.
- Take criticism of his work as a personal affront.
- Not project a sense of urgency--others may not feel the pressure to help immediately.
- Not take action against those who challenge or break the rules or guidelines.
- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Tendency to underestimate his abilities.
- Not let others know where he stands on an issue.
- Be defensive when risk is involved--move towards maintaining status quo.
- Dislike change if he feels the change is unwarranted.



## ACTION PLAN

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The following are examples of areas in which Stephen may want to improve. Circle 1 to 3 areas and develop 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"/> Delegating                | <input type="checkbox"/> Career Goals      |
| <input type="checkbox"/> Decision Making           | <input type="checkbox"/> Personal Goals    |
| <input type="checkbox"/> Disciplining              | <input type="checkbox"/> Motivating Others |
| <input type="checkbox"/> Evaluating Performance    | <input type="checkbox"/> Developing People |
| <input type="checkbox"/> Education                 | <input type="checkbox"/> Family            |

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

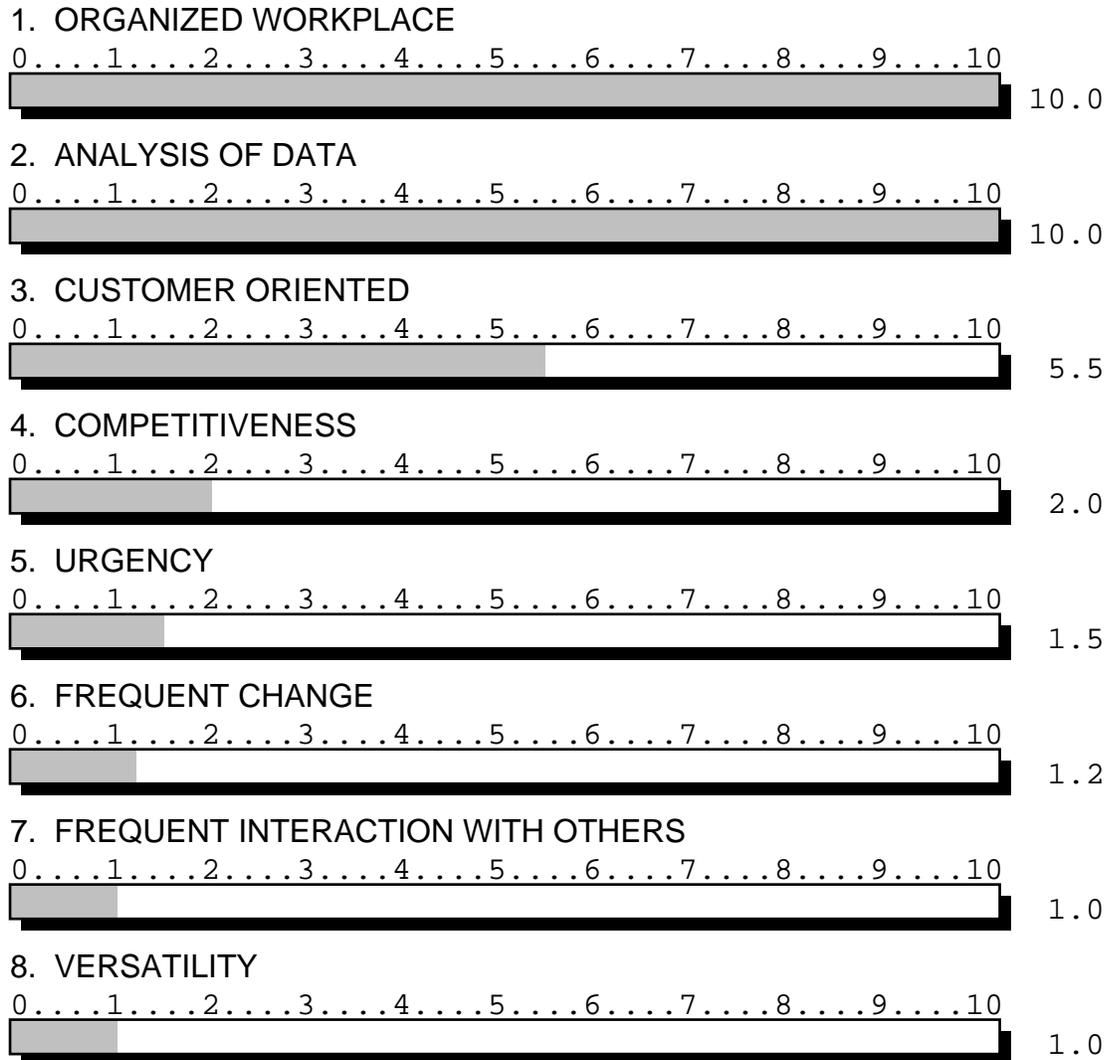
- 1.
- 2.
- 3.

Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_



# BEHAVIORAL HIERARCHY

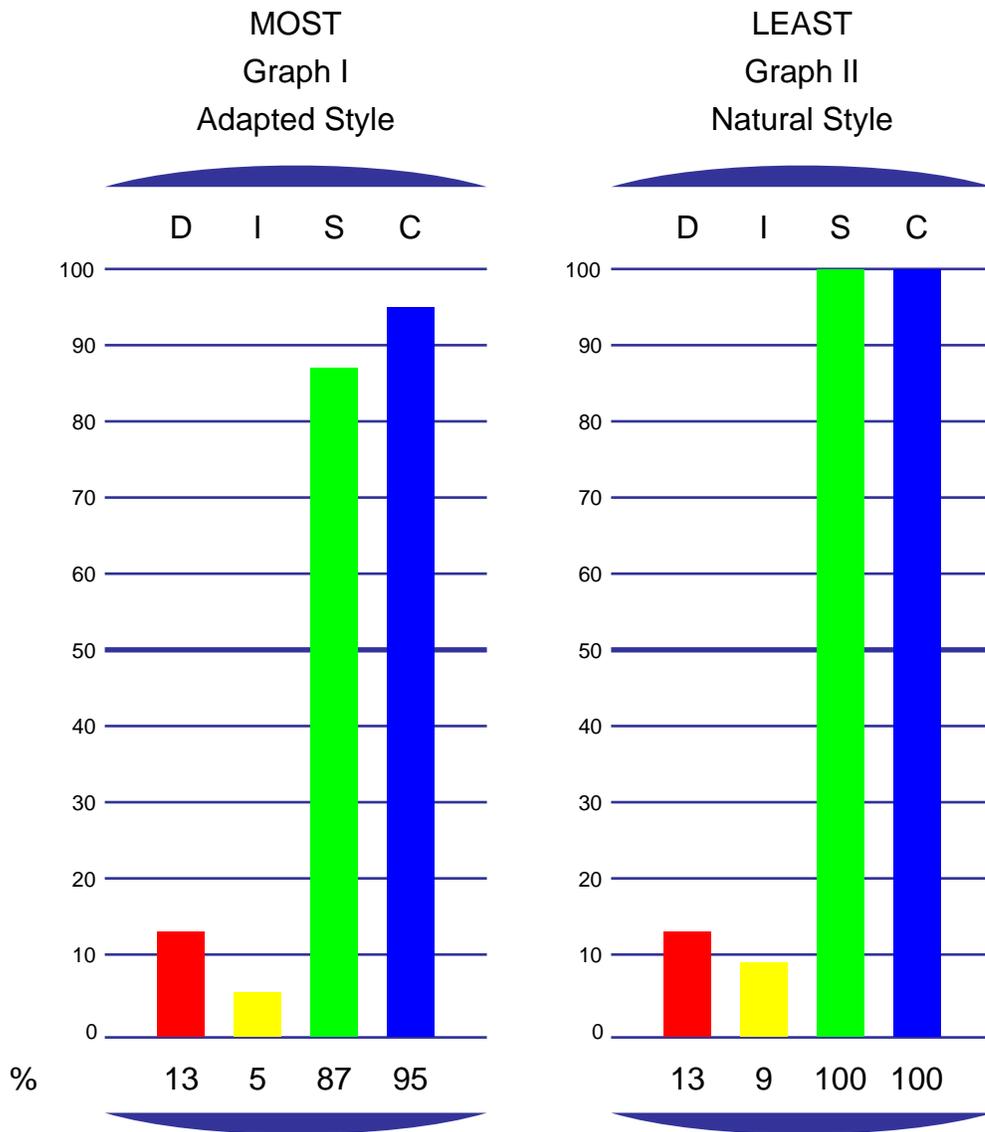
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.





# STYLE INSIGHTS® GRAPHS

4-25-2006



Norm 2003



## THE SUCCESS INSIGHTS® WHEEL

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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.

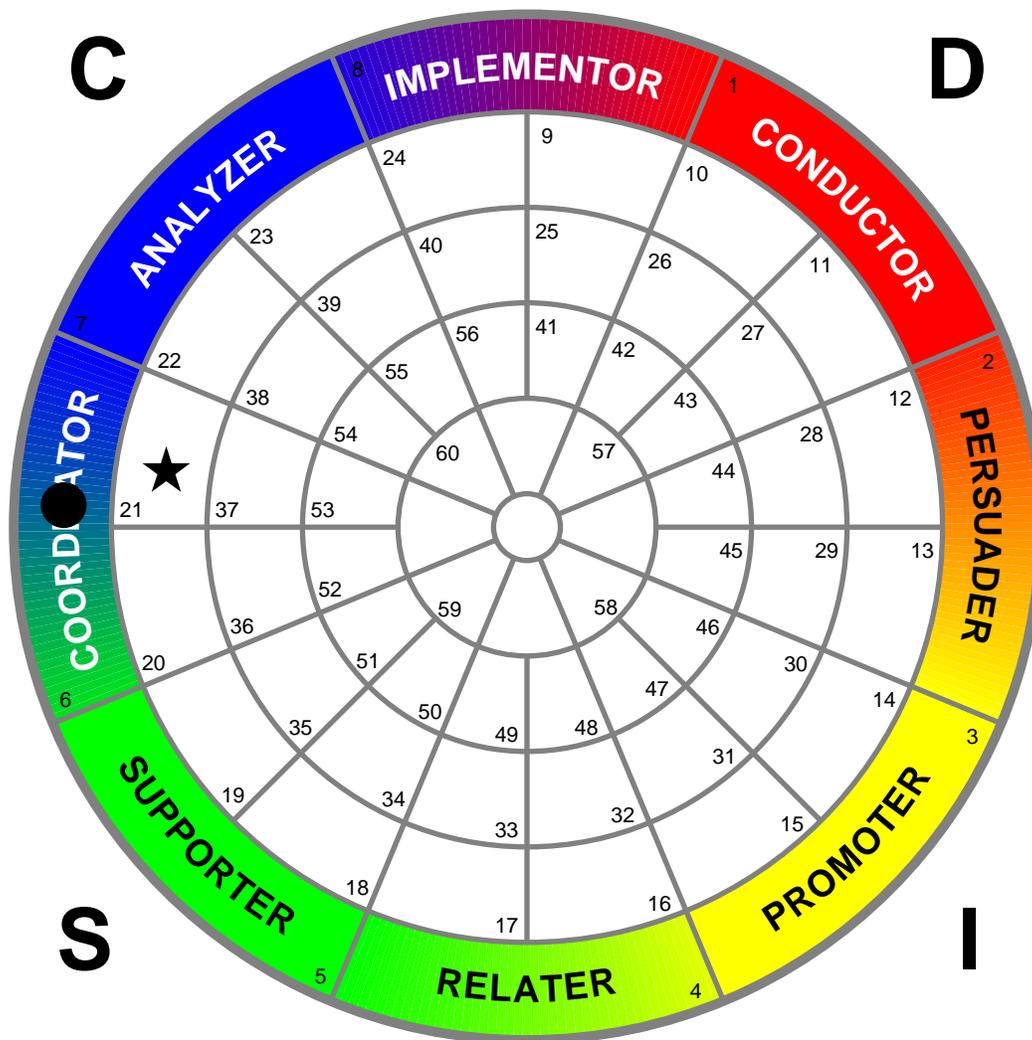
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

4-25-2006



Adapted: ★ (21) ANALYZING COORDINATOR  
Natural: ● (6) COORDINATOR  
Norm 2003