TTI SUCCESS INSIGHTS®

Executive

Samuel Sample

VP of Samples
TTI
05.04.2021

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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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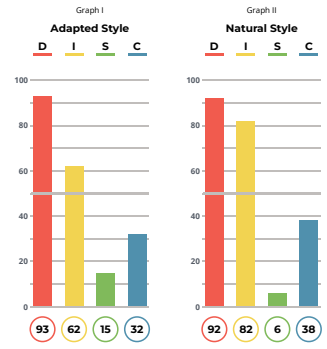
Behavioral Characteristics

Based on Samuel'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 Samuel's natural behavior.

Samuel embraces visions not always seen by others. Samuel's creative mind allows him to see the "big picture." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. Samuel is extremely results-oriented, with a sense of urgency to complete projects quickly. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Samuel seeks his own solutions to problems. In this way, his independent nature comes into play. He is a goal-oriented manager who believes in harnessing people to help him achieve his goals.

Samuel will work long hours until a tough problem is solved. After it is solved, Samuel may become bored with any routine work that follows. He likes to make decisions quickly. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He prefers authority equal to his responsibility. Samuel is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.



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Behavioral Characteristics

Continued

Samuel tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes mask his feelings in friendly terms. If pressured, Samuel's true feelings may emerge. Samuel may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly and results-oriented.

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Value to the Organization

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

- Thinks big.
- Self-starter.
- Forward-looking and future-oriented.
- Ability to change gears fast and often.
- Accomplishes goals through people.
- Usually makes decisions with the bottom line in mind.
- Will join organizations to represent the company.
- Sense of urgency.

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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 Samuel. 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 Samuel most frequently.

Ways to Communicate:

- ✔ Give strokes for his involvement.
- ✔ Understand his sporadic listening skills.
- ✔ Put projects in writing with deadlines.
- ✔ Support the results, not the person, if you agree.
- ✔ Support and maintain an environment where he can be efficient.
- ✔ Present the facts logically; plan your presentation efficiently.
- ✔ Be specific and leave nothing to chance.
- ✔ Read the body language—look for impatience or disapproval.
- ✔ Verify that the message was heard.
- ✔ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✔ Provide time for fun and relaxing.
- ✔ Ask specific (preferably "what?") questions.

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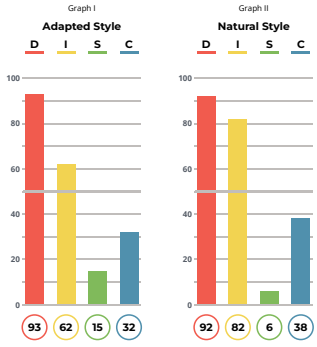
Checklist for Communicating

Continued

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

- Ramble on, or waste his time.
- Assume he heard what you said.
- Ask rhetorical questions or useless ones.
- Try to build personal relationships.
- Come with a ready-made decision or make it for him.
- Let him change the topic until you are finished.
- Reinforce agreement with "I'm with you."
- Forget to follow-up.
- Use a paternalistic approach.
- Try to convince by "personal" means.
- Be redundant.
- Let disagreement reflect on him personally.



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Communication Tips

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

Compliance

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

Dominance

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

Steadiness

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, non-threateningly.
- ✔ Ask "how?" questions to draw their opinions.
- ⊘ Rushing headlong into business.
- ⊘ Being domineering or demanding.
- ⊘ Forcing them to respond quickly to your objectives.

Influence

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

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

Samuel usually sees himself as being:

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

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

- ✔ Demanding
- ✔ Nervy
- ✔ Egotistical
- ✔ Aggressive

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

- ✔ Abrasive
- ✔ Controlling
- ✔ Arbitrary
- ✔ Opinionated

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Descriptors

Based on Samuel'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.

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	**Influence**	**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

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Natural and Adapted Style

Samuel'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
Samuel tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Samuel will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.	Samuel sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People & Contacts

Natural	Adapted
Samuel is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Samuel is trusting and also wants to be trusted.	Samuel feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

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Natural and Adapted Style

Pace & Consistency

Natural

Samuel is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

Samuel 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

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

Adapted

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

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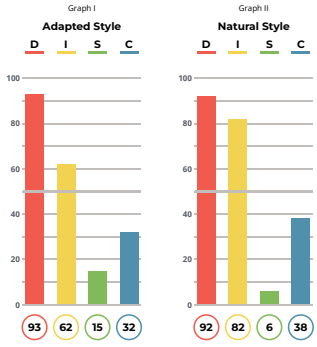
Adapted Style

Samuel 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.

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



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Areas for Improvement

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

Samuel has a tendency to:

- Be impulsive and seek change for change's sake. May change priorities daily.
- Set standards for himself and others so high that impossibility of the situation is commonplace.
- Fail to complete what he starts because of adding more and more projects.
- Be explosive by nature and lack the patience to negotiate.
- Be so concerned with the big picture that he forgets to see the little pieces.
- Have trouble delegating—can't wait, so does it himself.
- Have no concept of the problems that slower-moving people may have with his style.
- Dislike routine work or routine people—unless he sees the need to further his goals.

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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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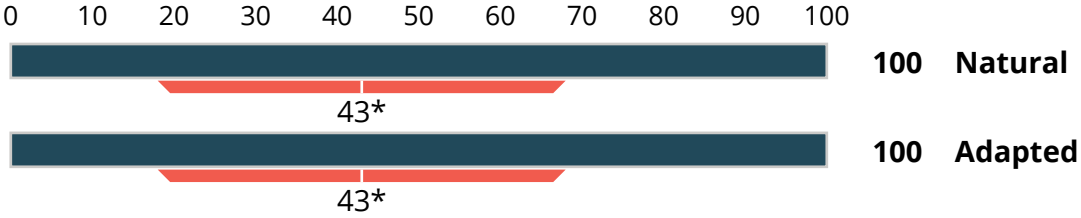
Behavioral Hierarchy

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.

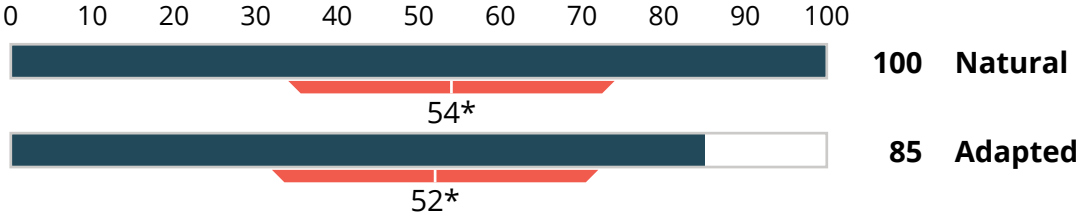
1. Urgency - Take immediate action.



100 Natural

100 Adapted

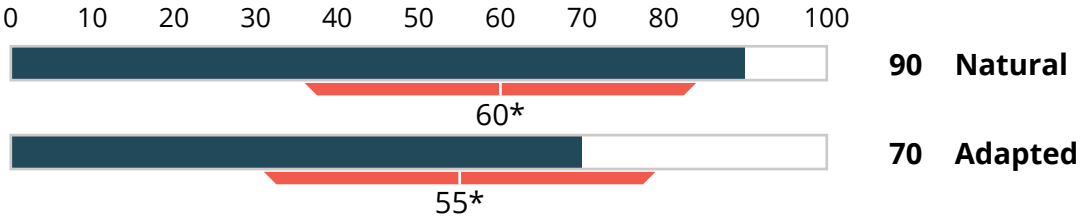
2. Versatile - Adapt to various situations with ease.



100 Natural

85 Adapted

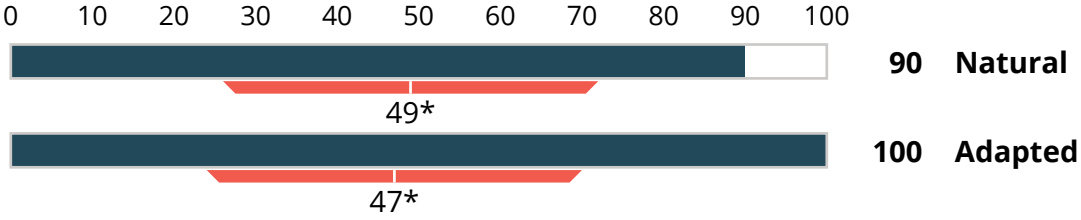
3. Interaction - Frequently engage and communicate with others.



90 Natural

70 Adapted

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



90 Natural

100 Adapted

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

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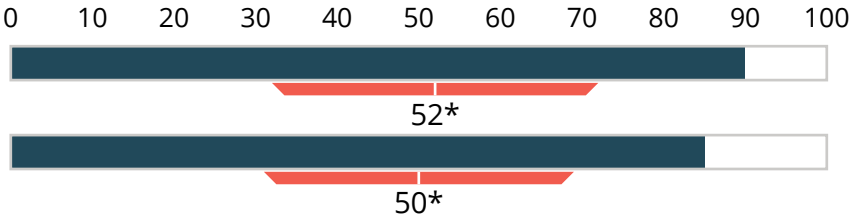
Behavioral Hierarchy

Continued

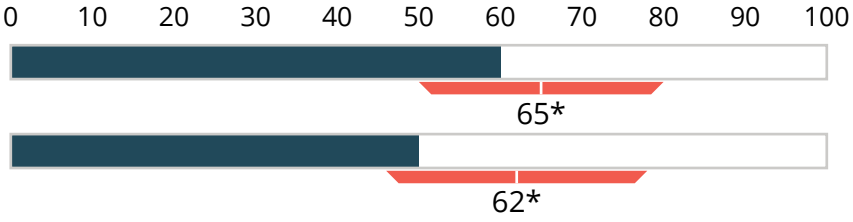
5. Frequent Change - Rapidly shift between tasks.



90 Natural

85 Adapted

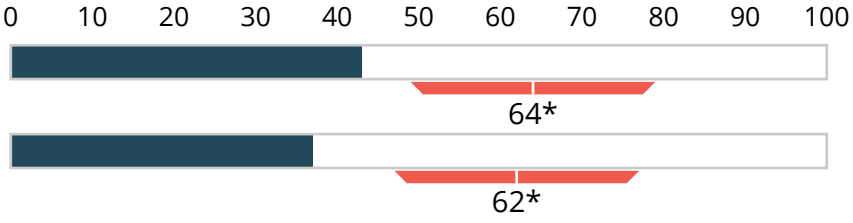
6. People-Oriented - Build rapport with a wide range of individuals.



60 Natural

50 Adapted

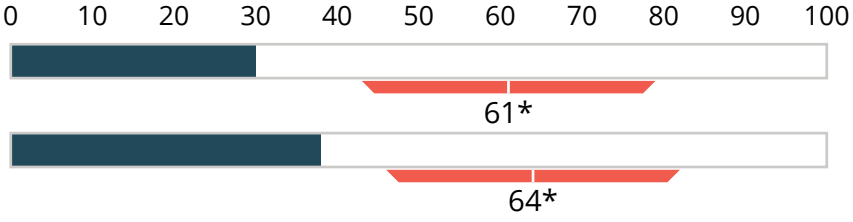
7. Customer-Oriented - Identify and fulfill customer expectations.



43 Natural

37 Adapted

8. Persistence - Finish tasks despite challenges or resistance.



30 Natural

38 Adapted

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

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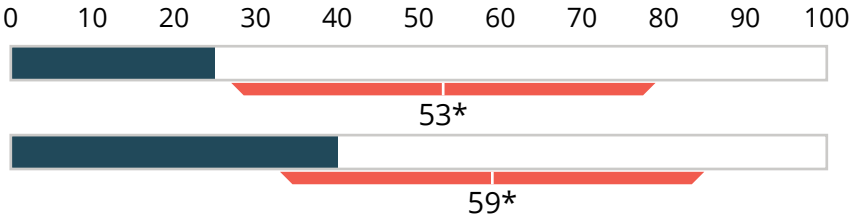
Behavioral Hierarchy

Continued

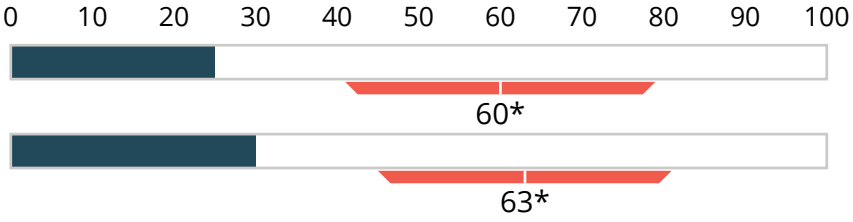
9. Analysis - Compile, confirm and organize information.



25 Natural

40 Adapted

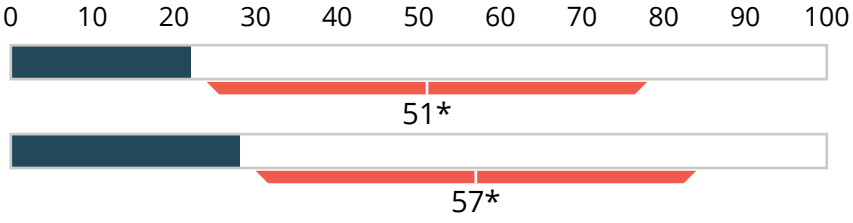
10. Following Policy - Adhere to rules, regulations, or existing methods.



25 Natural

30 Adapted

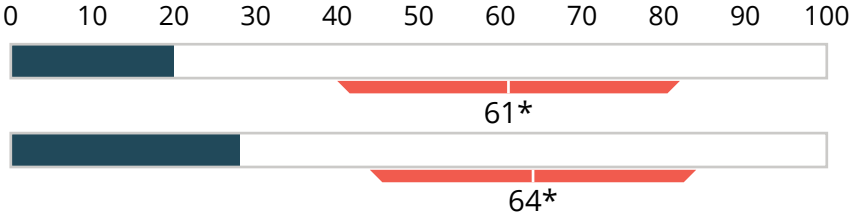
11. Organized Workplace - Establish and maintain specific order in daily activities.



22 Natural

28 Adapted

12. Consistent - Perform predictably in repetitive situations.



20 Natural

28 Adapted

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

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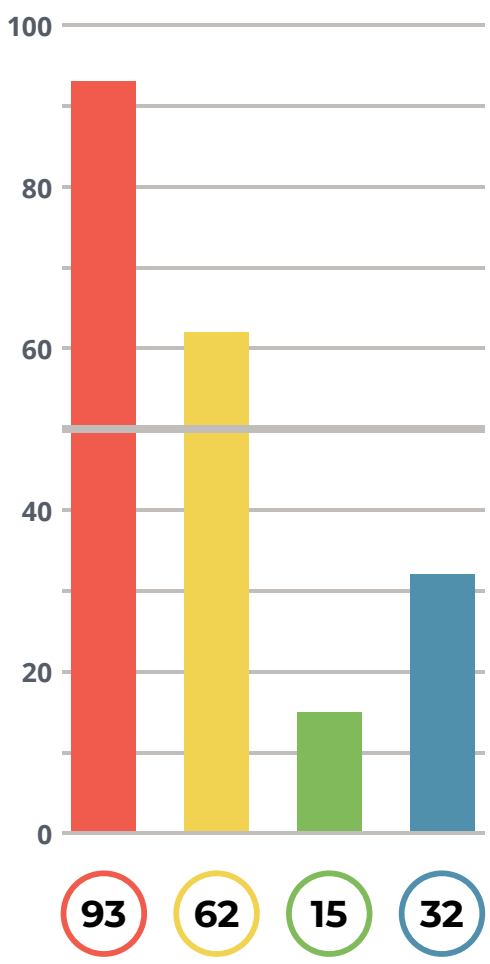
Style Insights® Graphs

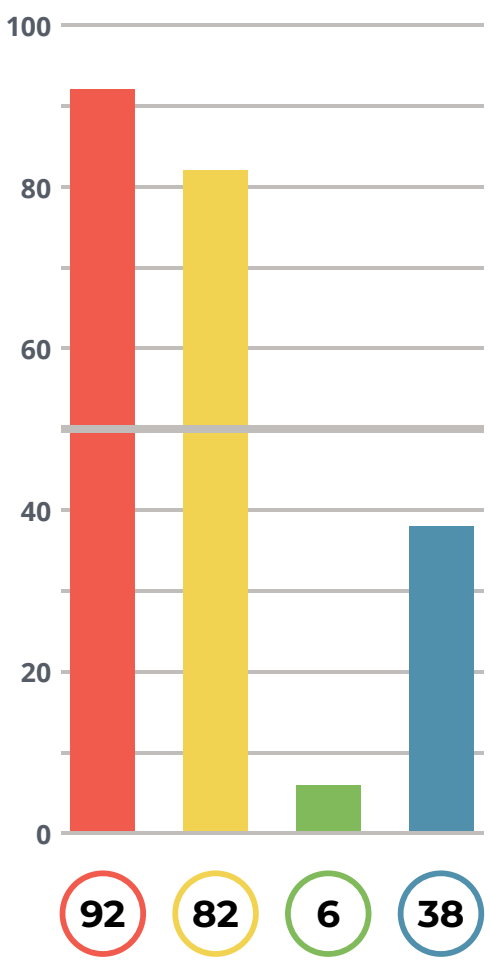
Graph I

Adapted Style



Graph II

Natural Style



Norm 2017 R4
5-4-2021
T: 7:12

Samuel Sample

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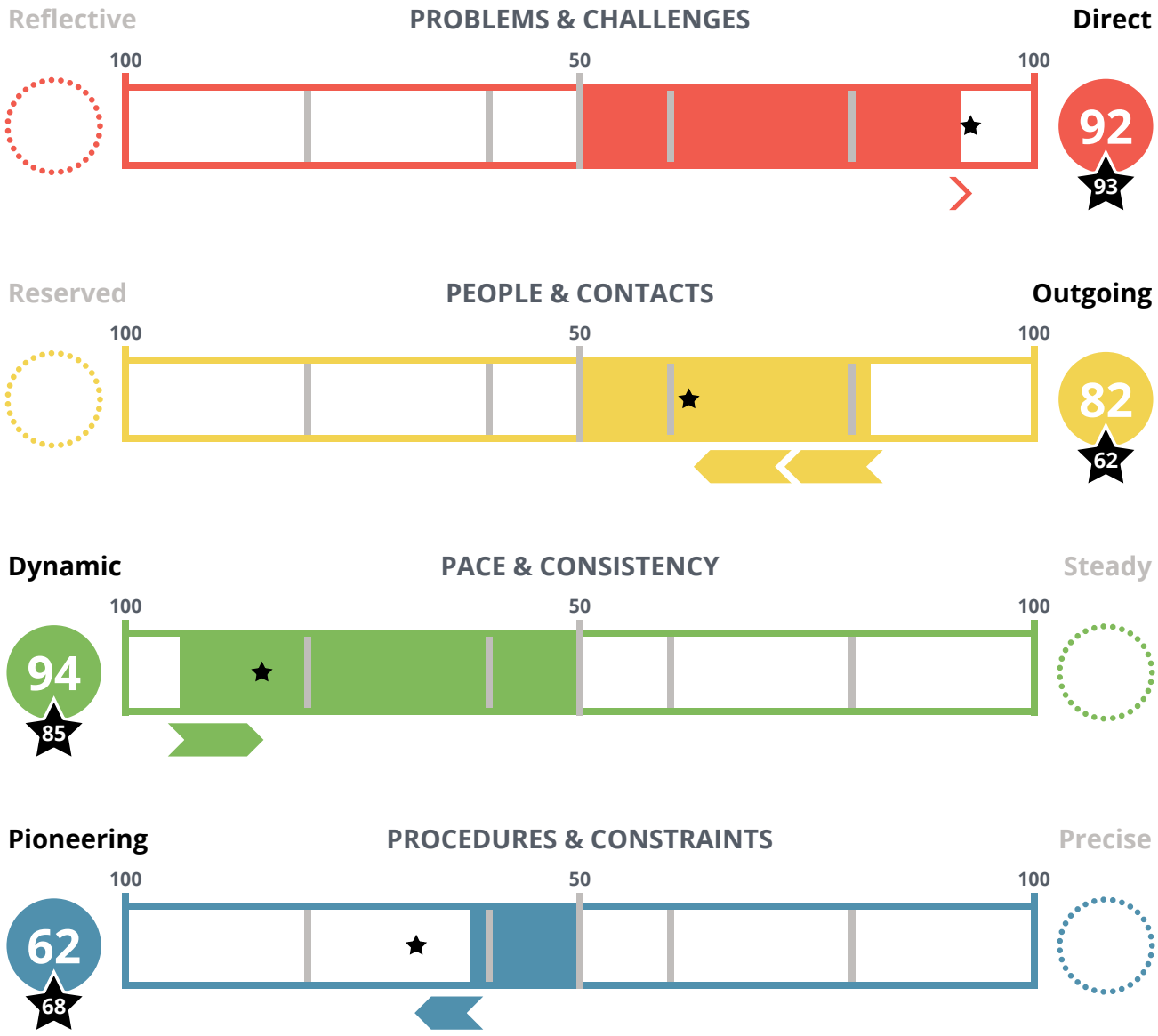
Behavioral Continuum

Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Samuel falls within each continuum.



★ **Adapted Position**
Adapted Movement

Norm 2017 R4
5-4-2021
T: 7:12

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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.

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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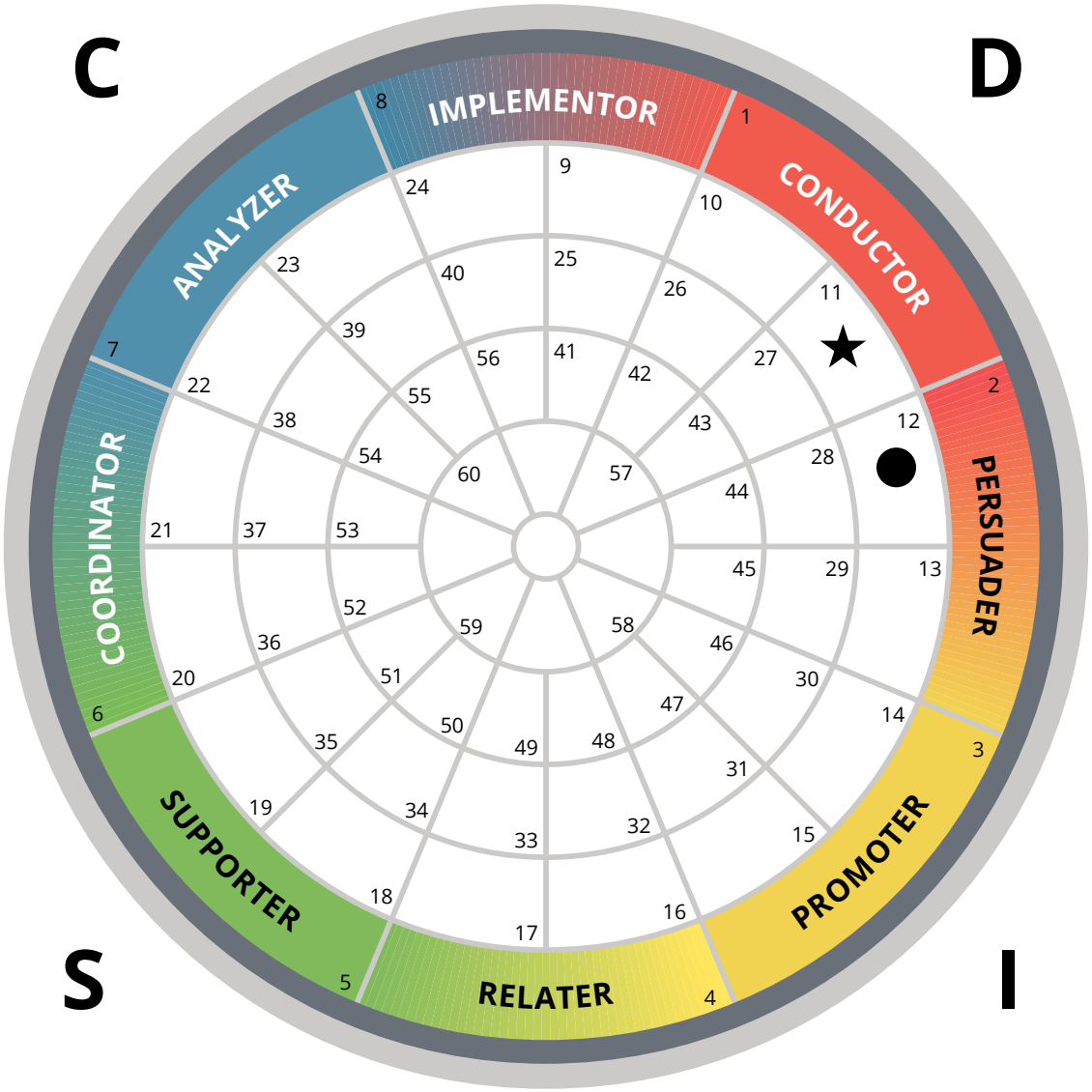
The Success Insights® Wheel

Samuel Sample
TTI
5-4-2021



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (12) CONDUCTING PERSUADER
Norm 2017 R4

T: 7:12

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