



TTI SUCCESS INSIGHTS™

Team Building Version

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

Jane Doe

Promotions Development Team

ABC Company

3-12-2004

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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*



BASIC CHARACTERISTICS

Based on Jane's responses, the report has generated general behavioral statements to provide information on her natural behavior. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Jane's natural behavior.

Jane does not like close supervision. She likes to develop people and build organizations. She is most likely to be at her best in situations where important things, such as values, judgments, feelings and emotions are involved. She prides herself on her "intuition." She seeks popularity and social recognition. She likes to deal with people in a favorable social environment. Jane likes freedom from many controls. She prefers working for a participative manager. She does her best work in this kind of environment. She is usually filled with good intentions, but often lacks the time to fulfill them. She places her focus on people. To her, strangers are just friends she hasn't met! Jane, an outgoing person, feels at home with strangers. She has an extremely high trust level and is optimistic. Flattery will always generate a positive reaction from her.

Jane makes quick decisions. She believes rules exist to serve rather than to be followed by her. She likes to be involved in the decision-making process. She tends to make snap judgments or impulsive decisions. Jane tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity.



BASIC CHARACTERISTICS

Jane may have a tendency to oversell certain styles. She is people-oriented and verbally fluent. She is highly excited by what influences her. She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. It is important for Jane to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. She will optimistically interact with people in an assured, diplomatic and poised manner. She can be intense and may not always fit the intensity to the situation.



WORK CHARACTERISTICS

Jane 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.

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- A competitive environment, combined with a high degree of people skills.
- Persistence in job completion.
- Obtaining results through people.
- A good support team to handle paperwork.
- Positive, outgoing, friendly behavior.
- Making tactful decisions.
- Motivating people to take action by using persuasive skills.
- Dealing with a wide variety of work activities.
- Skillful use of vocabulary for persuasive situations.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Contacting people using a variety of modes.



VALUE TO THE TEAM

This section of the report identifies Jane's value to the team. Discuss this list and identify those values most important to the team.

- Team player.
- Positive sense of humor.
- Big thinker.
- Verbalizes her feelings.
- Motivates others towards goals.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.



VALUE TO THE ORGANIZATION

This section identifies the behavior Jane brings to the organization. Use these statements to capitalize on Jane's value to the team and organization.

- Will join organizations to represent the company.
- Optimistic and enthusiastic.
- Builds confidence in others.
- Forward-looking and future-oriented.
- Tenacious.
- Usually makes decisions with the bottom line in mind.
- Team player.



EFFECTIVE COMMUNICATION

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 Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.

Do:

- Define the problem in writing.
- Be brief--be bright--be gone.
- Use a balanced, objective and emotional approach.
- Provide testimonials from people she sees as important.
- Ask for her opinions/ideas regarding people.
- Provide a warm and friendly environment.
- Confront when in disagreement.
- Deal with details in writing, have her commit to modes of action.
- Provide "yes" or "no" answers--not maybe.
- Speak at a rapid pace.
- Plan interaction that supports her dreams and intentions.
- Offer special, immediate and continuing incentives for her willingness to take risks.



DON'TS ON COMMUNICATING

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

Don't:

- Leave decisions hanging in the air.
- Give her your opinion unless asked.
- Hesitate when confronted.
- Talk down to her.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Drive on to facts, figures, alternatives or abstractions.
- Legislate or muffle--don't overcontrol the conversation.
- Be dictatorial.
- Be paternalistic.
- Let her overpower you with verbiage.
- Be curt, cold or tight-lipped.
- Ramble.
- "Dream" with her or you'll lose time.



COMMUNICATION TIPS

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

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



TEAM EFFECTIVENESS FACTORS

Jane's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows her strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Problem solver. POTENTIAL WEAKNESS - Act impulsively and make decisions based on a surface analysis.
- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.
- STRENGTH - Good sense of urgency. POTENTIAL WEAKNESS - May not pay attention to all the details or be sloppy and disorganized.
- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.
- STRENGTH - Good communicator and good at meeting new people. POTENTIAL WEAKNESS - May oversell herself and turn others off.
- STRENGTH - Optimistic communications style. POTENTIAL WEAKNESS - May be talking when she should be listening.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Jane usually sees herself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter



DESCRIPTORS

Based on Jane'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.

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric 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
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



ACTION PLAN

The following are examples of areas in which Jane may want to improve. Circle 1 to 3 areas and develop an 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"/> Team Goals | <input type="checkbox"/> Career Goals |
| <input type="checkbox"/> Setting Priorities | <input type="checkbox"/> Personal Goals |
| <input type="checkbox"/> Understanding Team Members | <input type="checkbox"/> Skill Development |

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____



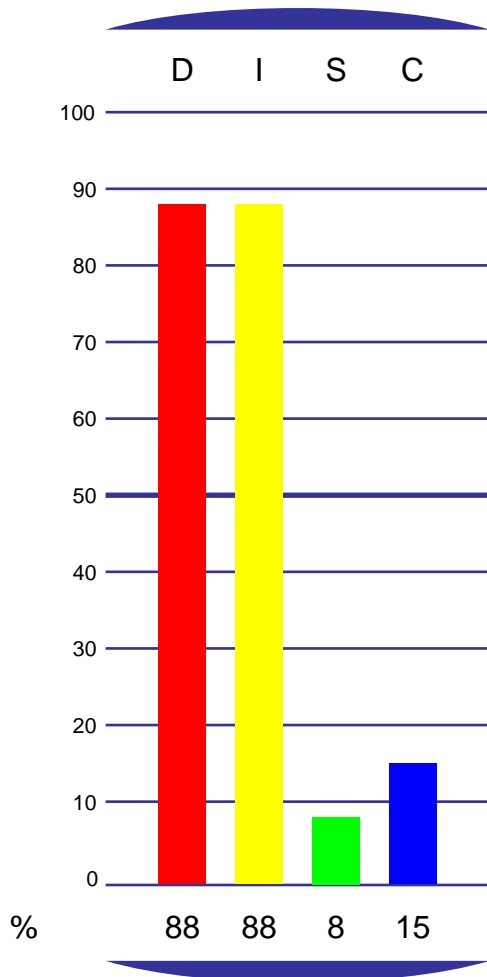
STYLE INSIGHTS™ GRAPHS

Jane Doe

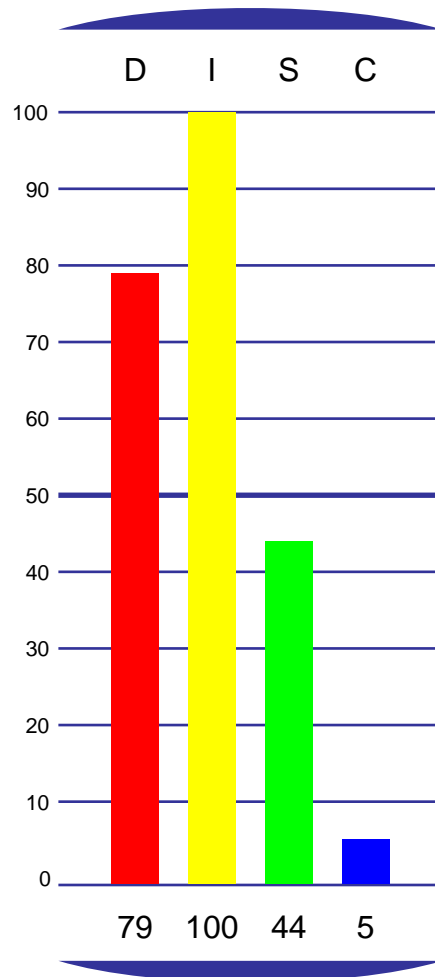
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2003



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.

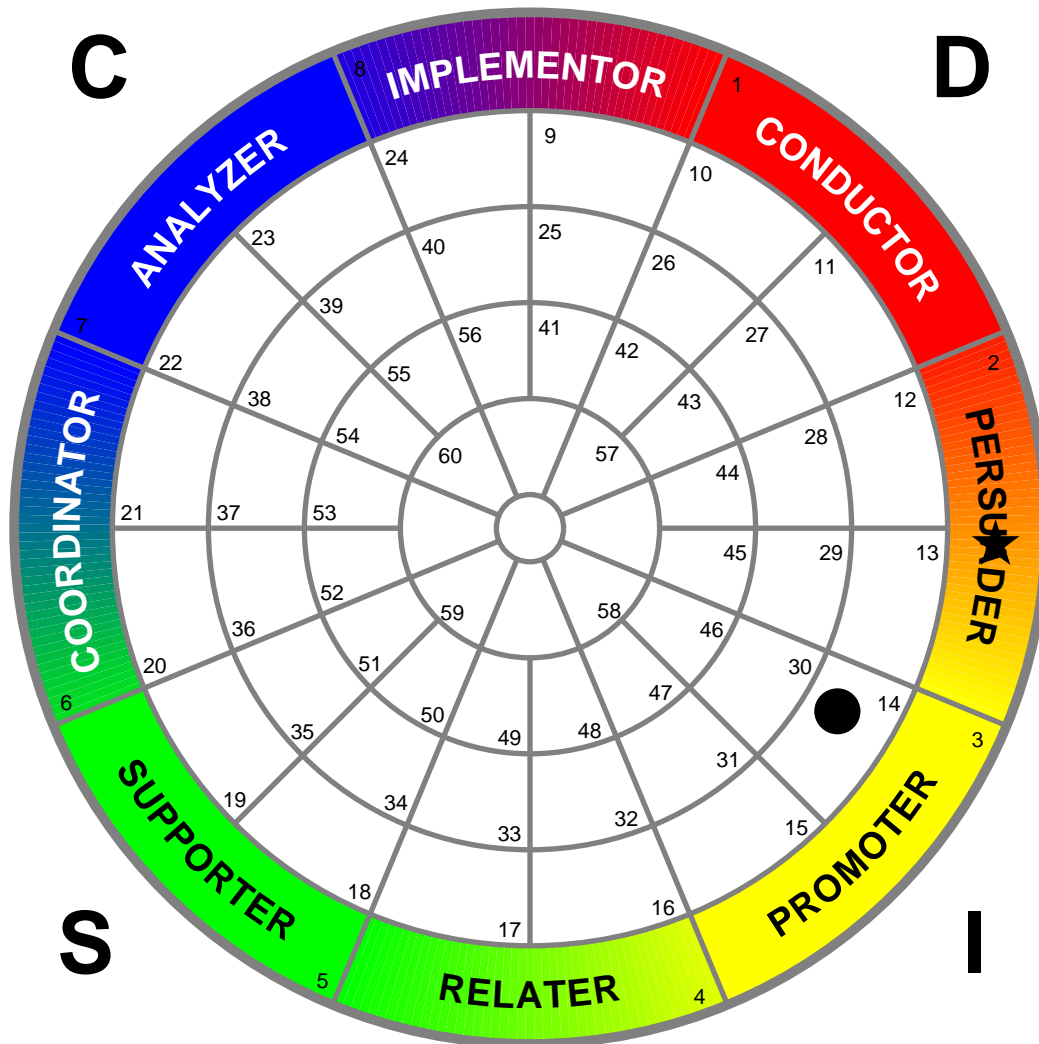
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

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3-12-2004



Adapted: ★ (2) PERSUADER
Natural: ● (14) PERSUADING PROMOTER

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