



TTI  
SUCCESS  
INSIGHTS®

## Management-Staff

Mary Management  
Manager  
Sample Company  
7-11-2014



## 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 Continued

Mary tends to influence people by being direct, friendly and results-oriented. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. She may lack the patience to listen and communicate with slower acting people. She should exhibit more patience and ask questions to make sure that others have understood what she has said. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She tends to be intolerant of people who seem ambiguous or think too slowly.



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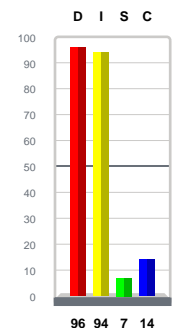
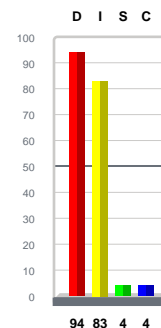
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Adapted Style

Natural Style



# Value to the Organization

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

- Positive sense of humor.
- Competitive.
- Optimistic and enthusiastic.
- Thinks big.
- Usually makes decisions with the bottom line in mind.
- Challenge-oriented.
- Creative in her approach to solving problems.




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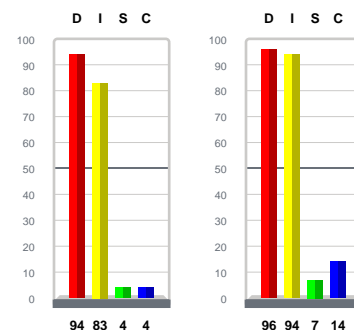
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Adapted Style      Natural Style





# 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 Mary. 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 Mary most frequently.

## Ways to Communicate

- Provide ideas for implementing action.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide a warm and friendly environment.
- Ask specific (preferably "what?") questions.
- Ask for her opinions/ideas regarding people.
- Stick to business--let her decide if she wants to talk socially.
- Support the results, not the person, if you agree.
- Support and maintain an environment where she can be efficient.
- Read the body language for approval or disapproval.
- Talk about her, her goals and the opinions she finds stimulating.
- Read the body language--look for impatience or disapproval.




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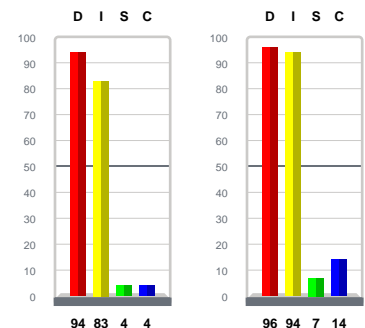
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Adapted Style      Natural Style





# Checklist for Communicating Continued

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

- Legislate or muffle--don't overcontrol the conversation.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Reinforce agreement with "I'm with you."
- Try to convince by "personal" means.
- "Dream" with her or you'll lose time.
- Try to build personal relationships.
- Ramble on, or waste her time.
- Drive on to facts, figures, alternatives or abstractions.
- Come with a ready-made decision, or make it for her.
- Be redundant.
- Be dictatorial.
- Talk down to her.




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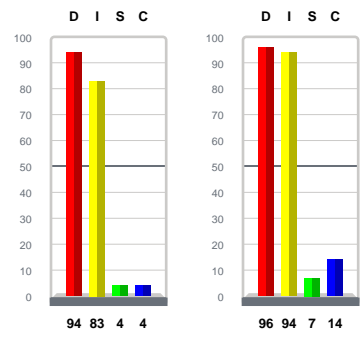
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Adapted Style      Natural Style





# Communication Tips

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

















# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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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)

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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

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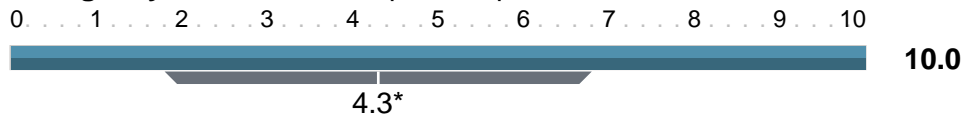
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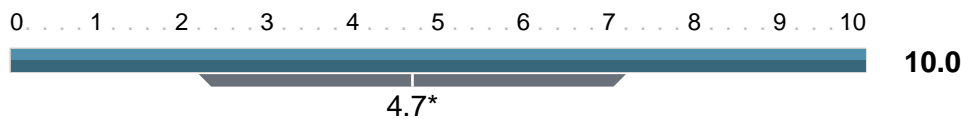
# Behavioral Hierarchy

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.

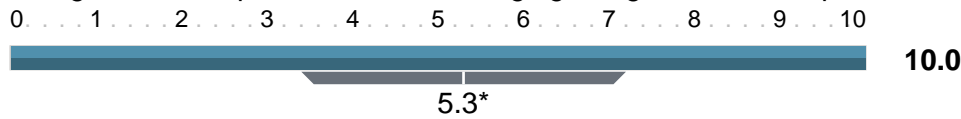
**1. Urgency** - Decisiveness, quick response and fast action.



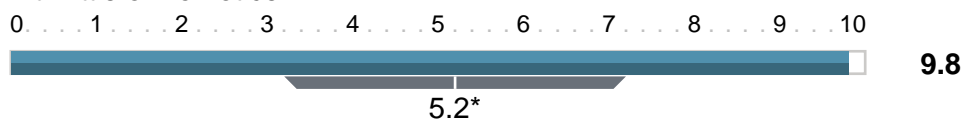
**2. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



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



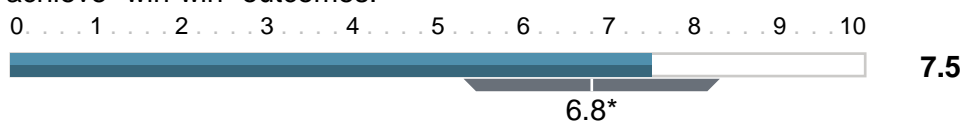
**4. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



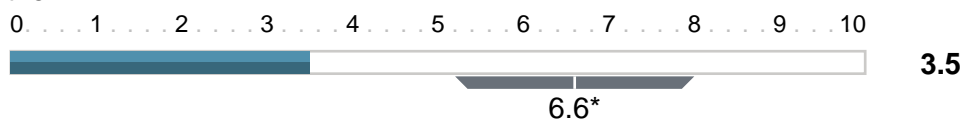
**5. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



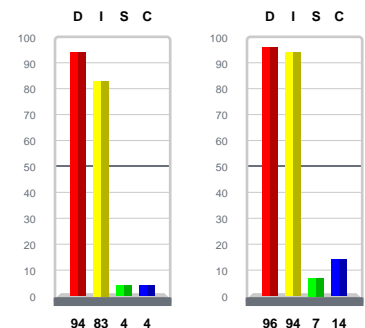
**6. People Oriented** - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



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



Adapted Style      Natural Style



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

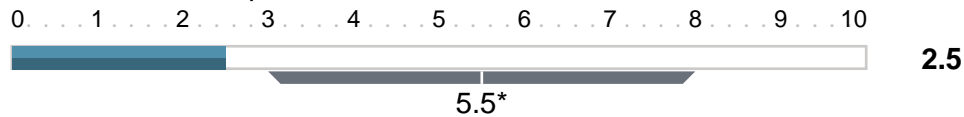


# Behavioral Hierarchy

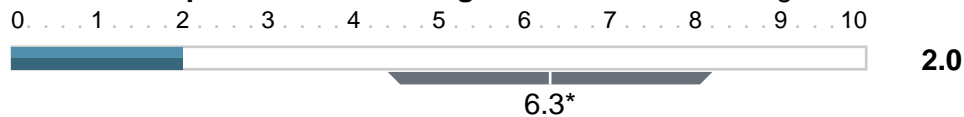
**8. Consistency** - The ability to do the job the same way.



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



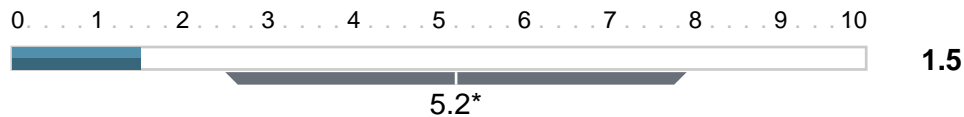
**10. Follow Up and Follow Through** - A need to be thorough.



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

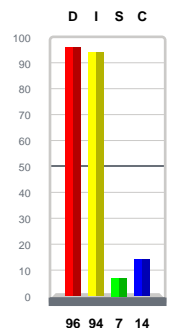
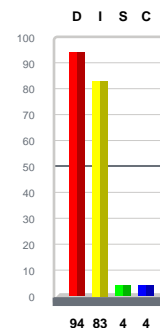


**12. Organized Workplace** - Systems and procedures followed for success.



Adapted Style

Natural Style



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

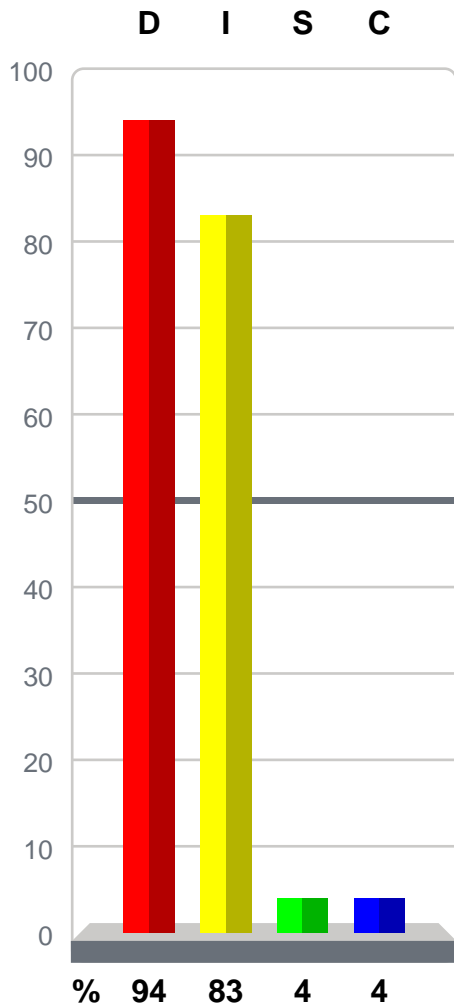


# Style Insights® Graphs

7-11-2014

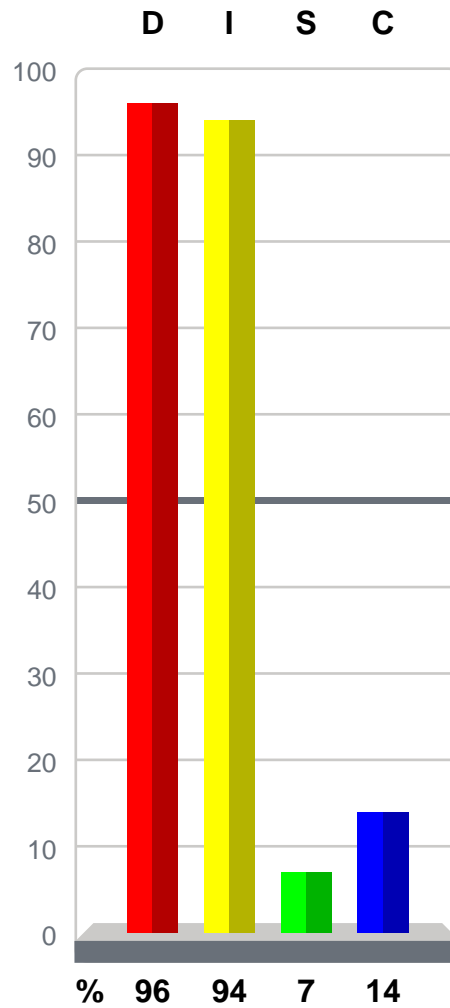
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 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.

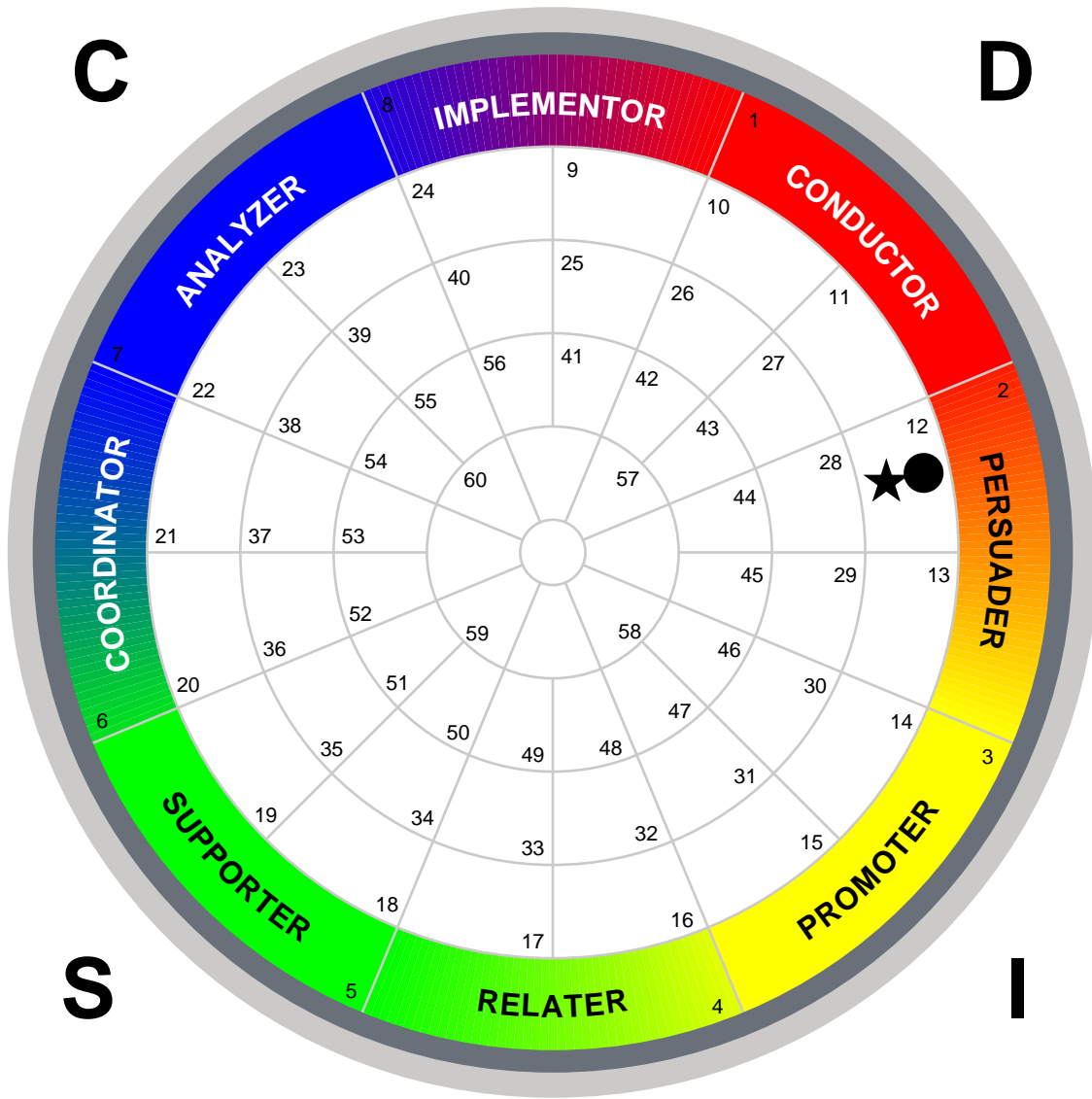
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-11-2014



Adapted: ★ (12) CONDUCTING PERSUADER  
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2014 R4