TTI Success Insights®
Management-Staff™ Version

Behavior
World View
Personal Skills (Competencies)
Experiences
Attitudes & Values
Intelligence
Emotional Intelligence

Mary Martin
Customer Service
Company Inc.
5-4-2010

YOURCOMPANY

Bringing Awareness
ABC Co. Ltd.
789 Street
Springfield, USA
800-555-5555

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."
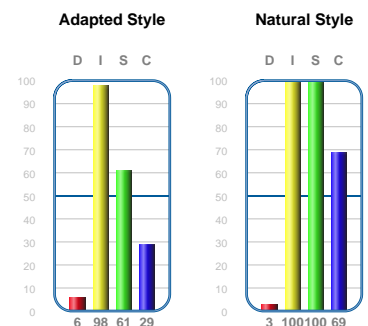*–W.M. Marston*

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Based on Mary'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 Mary's natural behavior.

Mary can be flexible and diplomatic when the situation calls for it. She is a team player and desires acceptance as a member of the team. She is enthusiastic and usually slow to anger. She likes feedback from her manager on how she is doing. Mary tries to influence others through a personal relationship and many times will perform services to develop this relationship. She believes in getting results through other people. She prefers the "team approach." She may tend to agree to avoid confrontation. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. Mary is optimistic and usually has a positive sense of humor. She likes to develop people and build organizations.
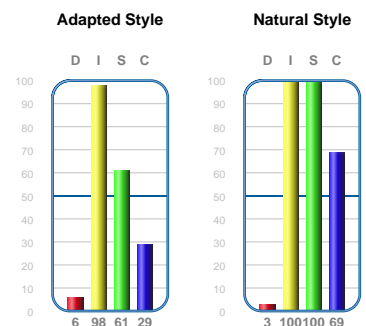
Mary likes working for managers who make quick decisions. Decisions are made after gathering facts and supportive data. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. She likes to participate in decision making. Mary will not be overlooked nor uninvolved. She will consistently try to inspire people to her point of view. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship.

Adapted Style

D I S C

Natural Style

D I S C

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Mary is people-oriented and verbally fluent. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She is both a good talker and a good listener. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length. Mary is highly excited by what influences her. She can get emotional about any subject in which she believes. She will optimistically interact with people in an assured, diplomatic and poised manner. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports.

Adapted Style

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Natural Style

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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.

- Flexible.

- Creative problem solving.

- Verbalizes her feelings.

- Optimistic and enthusiastic.

- Team player.

- Will gather data for decision making.

- Turns confrontation into positives.
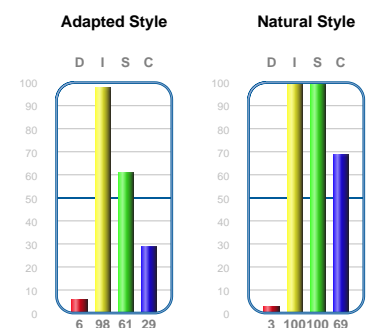
- Concerned about quality.

Adapted Style

D I S C

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Natural Style

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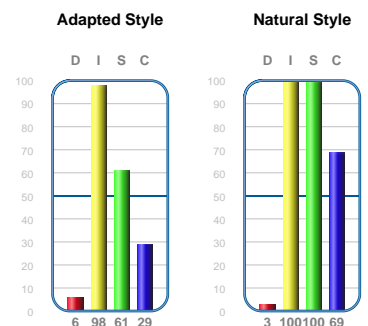
CHECKLIST FOR COMMUNICATING

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 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.

Do:

- Read the body language for approval or disapproval.

- Use scheduled timetable when implementing new action.

- Give her time to ask questions.

- Be sincere and use a tone of voice that shows sincerity.

- Provide testimonials from people she sees as important.

- Talk about her, her goals and the opinions she finds stimulating.

- Provide a warm and friendly environment.

- Keep conversation at discussion level.

- Give her time to verify reliability of your comments--be accurate and realistic.

- Provide solid, tangible, practical evidence.

- Support your communications with correct facts and data.

- Take time to be sure that she is in agreement and understands what you said.

Adapted Style

D I S C

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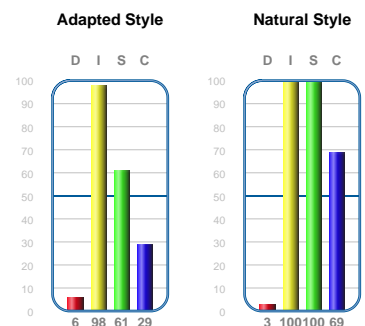789 Street

DON'TS ON COMMUNICATING

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.

Don't:

- Talk to her when you're extremely angry.

- Push too hard, or be unrealistic with deadlines.

- Rush her in the decision-making process.

- Make promises you cannot deliver.

- Talk down to her.

- Give your presentation in random order.

- Drive on to facts, figures, alternatives or abstractions.

- Don't be haphazard.

- Legislate or muffle--don't overcontrol the conversation.

- Be curt, cold or tight-lipped.

- Take credit for her ideas.

- Kid around too much, or "stick to the agenda" too much.

Adapted Style

D I S C

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Natural Style

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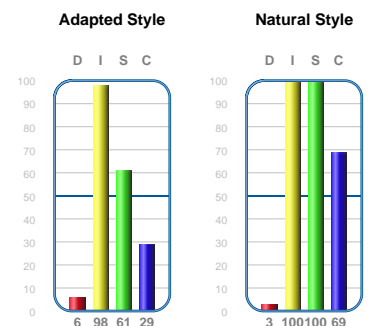789 Street

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.

IDEAL ENVIRONMENT

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

- Democratic supervisor with whom she can associate.

- Assignments with a high degree of people contacts.

- Assignments that can be completed one at a time.

- Practical work procedures.

- Jobs for which standards and methods are established.

- Work place where people seldom get mad.

Adapted Style

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PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Mary usually sees herself as being:

Enthusiastic	Outgoing
Charming	Inspiring
Persuasive	Optimistic

OTHERS' PERCEPTION

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

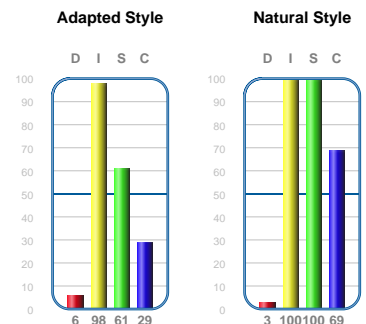|	
Self-Promoting	Glib
Overly Optimistic	Unrealistic

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

Overly Confident	Talkative
Poor Listener	Self-Promoter

Adapted Style

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Natural Style

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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.

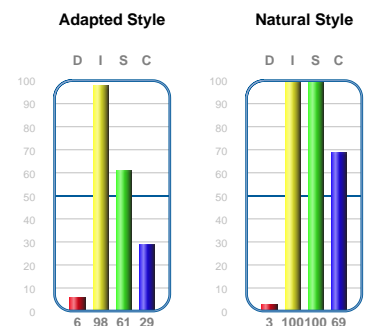| Dominance	Influencing	Steadiness	Compliance
Demanding	**Effusive**	**Phlegmatic**	Evasive
Egocentric	**Inspiring**	**Relaxed**	Worrisome
		Resistant to Change	Careful
Driving	**Magnetic**	**Nondemonstrative**	Dependent
Ambitious	**Political**		Cautious
Pioneering	**Enthusiastic**	**Passive**	Conventional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

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10

NATURAL AND ADAPTED STYLE

Mary'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
Mary uses a laid-back and peaceful approach to problem solving. She tends to solve problems in a reactive and team-oriented manner. Mary tends to be unobtrusive and avoids confrontation so she can be seen as a true team player.		Mary sees no need to change her approach to solving problems or dealing with challenges in her present environment.

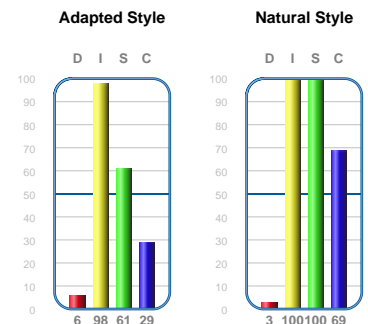| Natural	PEOPLE - CONTACTS	Adapted
Mary's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.		Mary 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

D I S C

6 98 61 29

Natural Style

D I S C

3 100 100 69

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NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Mary is comfortable in an environment in which there are few projects going on concurrently. She 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.		Mary sees a need to be deliberate and steady. She will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.

Natural	PROCEDURES - CONSTRAINTS	Adapted
Mary naturally is cautious and concerned for quality. She likes to be on a team that takes responsibility for the final product. She enjoys knowing the rules and can become upset when others fail to comply with the rules.		Mary sees the environment with few constraints. She feels the necessity to rebel at too many constraints and may even flaunt this independence.

Adapted Style

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Natural Style

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ADAPTED STYLE

Mary 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.

- Obtaining results through people.

- Presenting a practical, proven approach to decision making.

- Making tactful decisions.

- Undemanding of others' time and attention.

- Optimistic, future-oriented outlook.

- Being conservative, not competitive, in nature.

- Contacting people using a variety of modes.

- Motivating people to take action by using persuasive skills.

- Flexibility.

- Being cordial and helpful when dealing with new clients or customers.

- Participative decision making.

- Using restraint when confrontation occurs.

- Positive, outgoing, friendly behavior.

Adapted Style

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Natural Style

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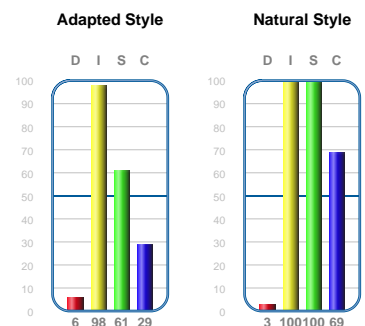789 Street

KEYS TO MOTIVATING
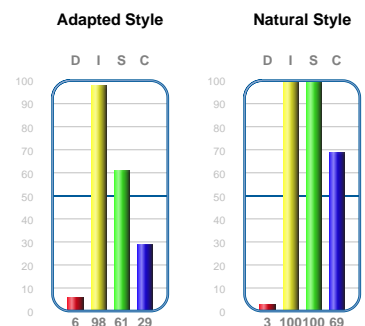
This section of the report was produced by analyzing Mary's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Mary and highlight those that are present "wants."

Mary wants:

- To be accepted as a member of the team.

- A leader to follow and one who sets good examples.

- Time to think and plan.

- A support system to do the detail work.

- A plan she understands.

- A manager who practices participative management.

- A secure future.

- To work with people with whom she can trust.

- Freedom to talk and participate on the team.

- Peace and harmony.

- A friendly work environment.

- To be persuaded by logic and emotion.

- Freedom from control and detail.

| Adapted Style	Natural Style
D I S C	D I S C
6 98 61 29	3 100 100 69

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KEYS TO MANAGING

In this section are some needs which must be met in order for Mary to perform at an optimum level. Some needs can be met by herself, 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 Mary and identify 3 or 4 statements that are most important to her. This allows Mary to participate in forming her own personal management plan.

Mary needs:

- To be more direct and less subjective.

- A participative climate (teams or committees).

- Better organization of record keeping.

- To maintain focus on results and not sacrifice productivity just to make everyone happy.

- To focus conversations on work activities--less socializing.

- To mask emotions when appropriate.

- Objectivity when dealing with people because of her high trust level.

- Methods to translate ideas into action.

- Assistance in new or difficult assignments.

- A way to say "no" when she feels "no."

- Clear assignments with detailed instructions.

- Appreciation from the boss for the "price" paid to perform.

Adapted Style

D I S C

6 98 61 29

Natural Style

D I S C

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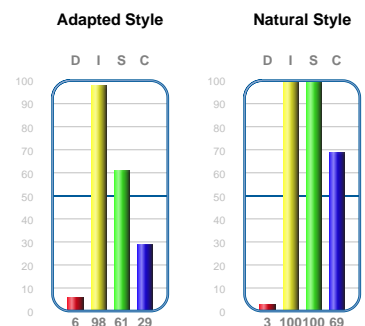
AREAS FOR IMPROVEMENT

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

Mary has a tendency to:

- Trust people indiscriminately if positively reinforced by those people.

- Be so enthusiastic that she can be seen as superficial.

- Be optimistic regarding possible results of her projects or the potential of her people.

- Be too verbal in expressing criticism.

- Be unrealistic in appraising people--especially if the person is a "friend."

- Overestimate her ability to motivate people or change others' behavior.

- Overuse praise in motivating others.

- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.

- Make decisions based on surface analysis.

Adapted Style

D I S C

6 98 61 29

Natural Style

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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 _____:

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 eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. CUSTOMER ORIENTED

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2. FREQUENT INTERACTION WITH OTHERS

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3. VERSATILITY

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4. ORGANIZED WORKPLACE

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5. ANALYSIS OF DATA

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6. FREQUENT CHANGE

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7. URGENCY

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8. COMPETITIVENESS

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Adapted Style	Natural Style
D I S C	D I S C
6 98 61 29	3 100 100 69

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STYLE INSIGHTS® GRAPHS

Mary Martin

Company Inc.

5-4-2010

MOST	**LEAST**
Graph I	Graph II
Adapted Style	**Natural Style**

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%	6	98	61	29

	D	I	S	C
%	3	100	100	69

Norm 2009

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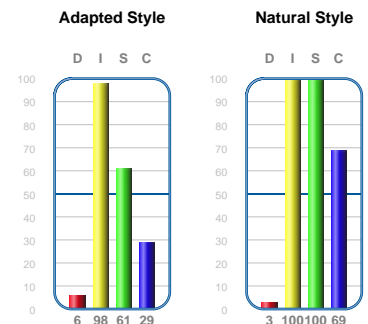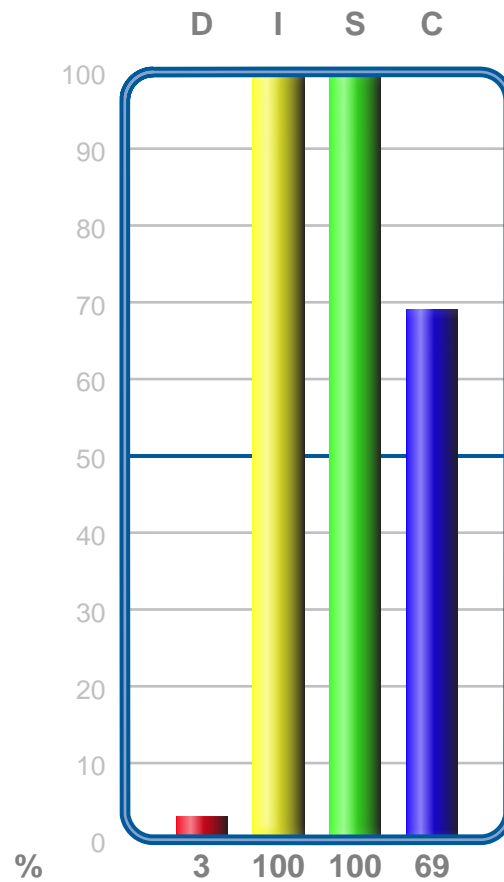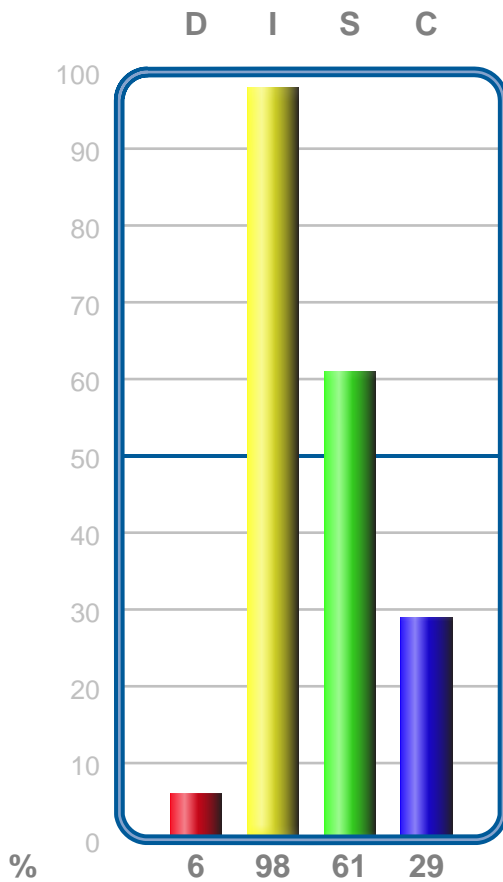
THE SUCCESS INSIGHTS® WHEEL

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.

- 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

Mary Martin
Company Inc.
5-4-2010
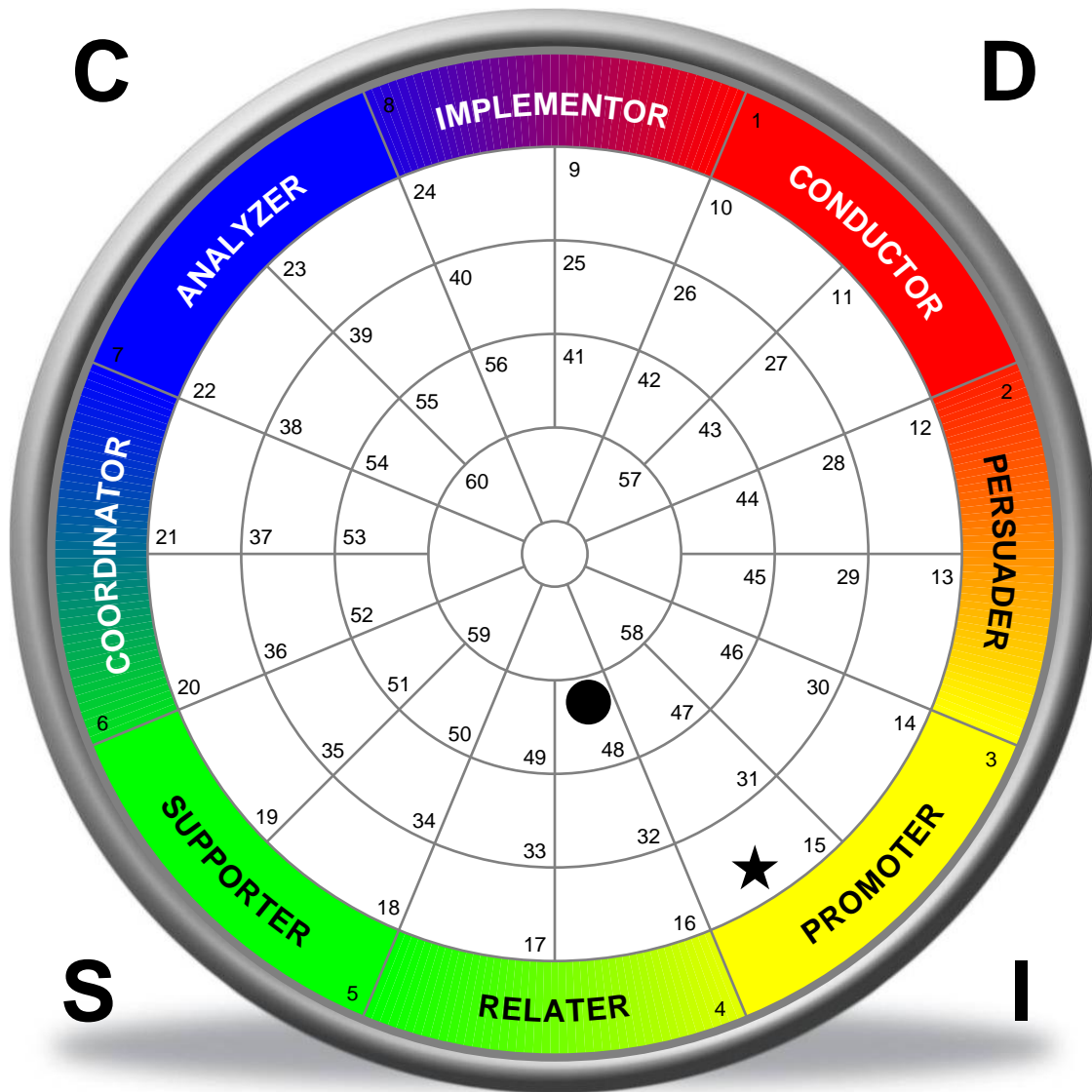
Adapted: ★ (15) RELATING PROMOTER
Natural: ● (48) PROMOTING RELATER (ACROSS)

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