



TTI
SUCCESS
INSIGHTS®

Management-Staff

J S
10-29-2018

Teams that Work Together to Get Things Done

Skiba Associates

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**COMPLIMENTARY REPORT
NOT FOR SALE OR SEMINAR USE**



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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*



General Characteristics

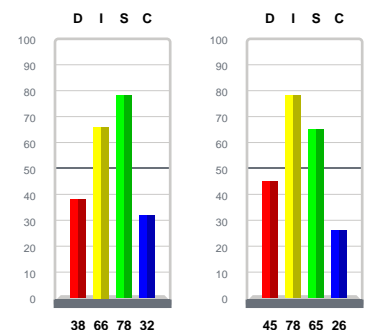
Based on J's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of J's natural behavior.

J is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. He tends to trust people and may be taken advantage of because of his high trust level. He places his focus on people. To him, strangers are just friends he hasn't met! J tries to influence others through a personal relationship and many times will perform services to develop this relationship. He is good at creating enthusiasm in others. He likes feedback from his manager on how he is doing. He can be obliging and accommodating; that is, he likes to work with people and help them. J is approachable, affectionate and understanding. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment.

J likes working for managers who make quick decisions. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. He likes to participate in decision making. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He is good at solving problems that deal with people. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful.



Adapted Style Natural Style



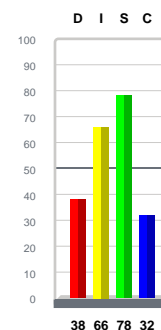


General Characteristics Continued

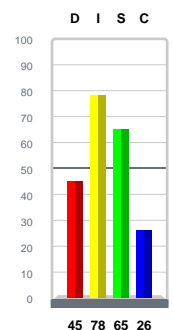
J has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. He has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, J will attempt to put them at ease. It is important for J to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. J is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He is good at negotiating conflict between others. J feels that "if everyone would just talk it out, everything would be okay!" He will optimistically interact with people in an assured, diplomatic and poised manner. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person.



Adapted Style



Natural Style





Checklist for Communicating

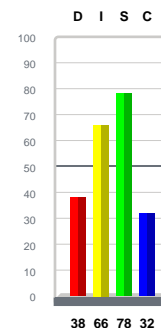
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with J. Read each 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 J most frequently.

Ways to Communicate

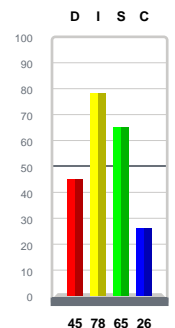
- Leave time for relating, socializing.
- Talk about him, his goals and the opinions he finds stimulating.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Provide solutions--not opinions.
- Provide ideas for implementing action.
- Provide a warm and friendly environment.
- Clarify any parameters in writing.
- Provide testimonials from people he sees as important.
- Use a balanced, objective and emotional approach.
- Read the body language for approval or disapproval.
- Use a motivating approach, when appropriate.



Adapted Style



Natural Style





Checklist for Communicating Continued

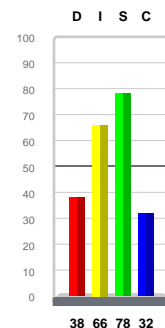
This section of the report is a list of things NOT to do while communicating with J. Review each statement with J and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate

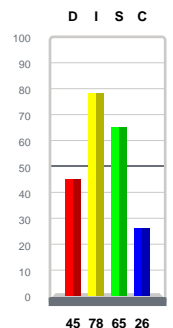
- Leave decisions hanging in the air.
- Let him overpower you with verbiage.
- Drive on to facts, figures, alternatives or abstractions.
- Ramble.
- Legislate or muffle--don't overcontrol the conversation.
- "Dream" with him or you'll lose time.
- Be curt, cold or tight-lipped.
- Talk down to him.
- Be dictatorial.



Adapted Style



Natural Style





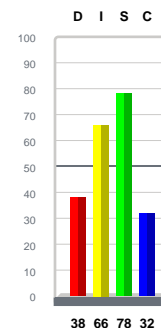
Ideal Environment

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

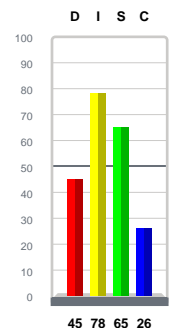
- Forum for his ideas to be heard.
- Democratic supervisor with whom he can associate.
- Assignments with a high degree of people contacts.
- Freedom from control and detail.
- Work with a results-oriented team.



Adapted Style



Natural Style



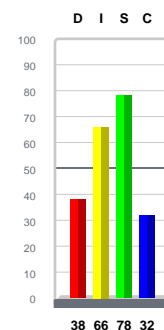


Value to the Organization

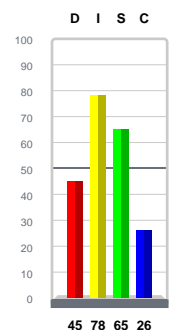
This section of the report identifies the specific talents and behavior J brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Builds confidence in others.
- Positive sense of humor.
- Bottom line-oriented.
- Optimistic and enthusiastic.
- Big thinker.
- Negotiates conflicts.
- Dedicated to his own ideas.
- Verbalizes his feelings.
- Self-reliant.

Adapted Style



Natural Style





Keys to Motivating

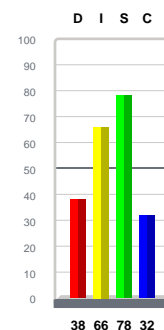
This section of the report was produced by analyzing J's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with J and highlight those that are present "wants."

J wants:

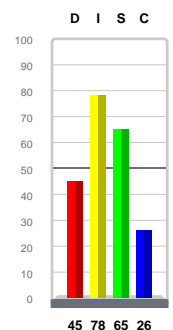
- The chance to have fun (play hard--work hard).
- No close supervision.
- Exposure to those who appreciate his results.
- Identification with fellow workers.
- Constant appreciation, and a feeling of security on the team.
- A forum to ventilate his emotions.
- No restrictions to hamper results.
- A predictable work environment.
- Freedom from many rules and regulations.
- Recognition for loyalty and long service.
- Safety and security of the situation.
- Independence.



Adapted Style



Natural Style





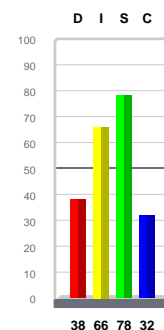
Keys to Managing

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

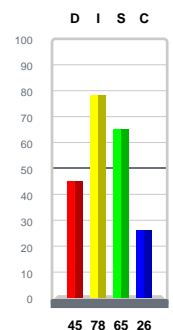
J needs:

- To handle routine paperwork only once.
- People to work and associate with.
- Better organization of record keeping.
- More control of body language.
- A tolerant boss.
- Support in doing excessive detail work.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To be informed of things which affect him.
- Participatory management.
- To focus conversations on work activities--less socializing.
- Help on controlling time and setting priorities.
- A rational approach to decision making--analyze the facts.

Adapted Style



Natural Style





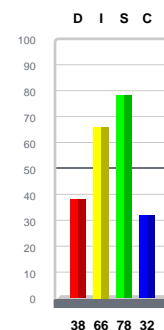
Areas for Improvement

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

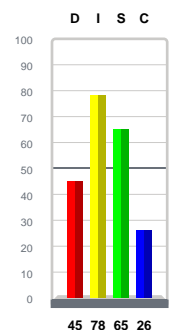
J has a tendency to:

- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Overestimate his ability to motivate people or change others' behavior.
- Be too verbal in expressing criticism.
- Be optimistic regarding possible results of his projects or the potential of his people.
- Overuse praise in motivating others.

Adapted Style



Natural Style





Descriptors

Based on J'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.

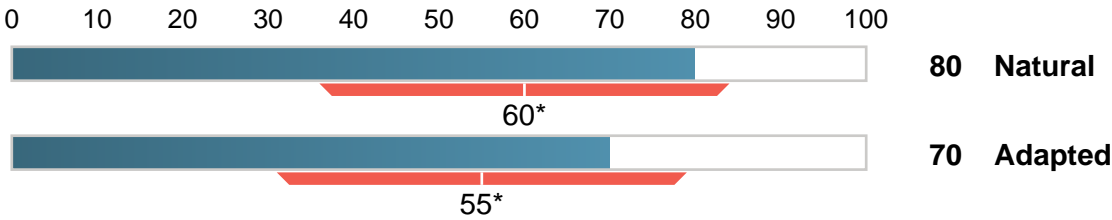
Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	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



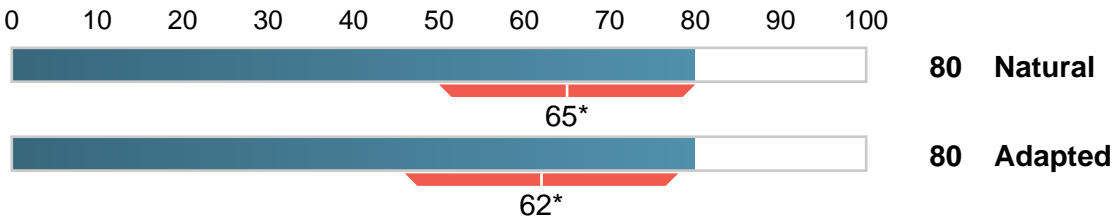
Behavioral Hierarchy

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.

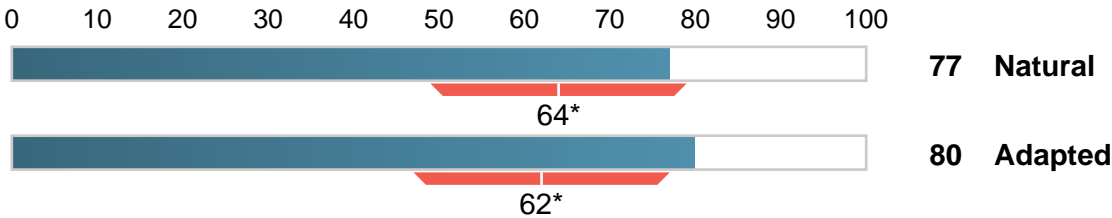
1. Interaction - Frequently engage and communicate with others.



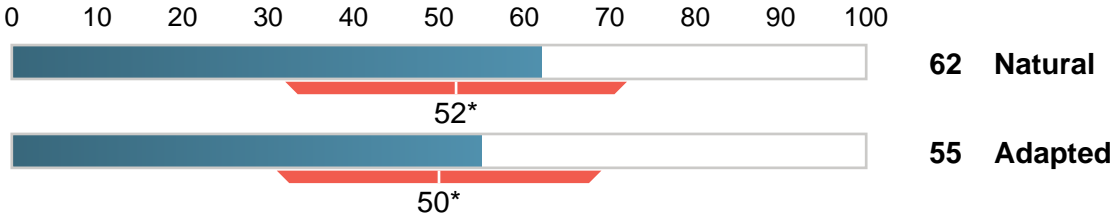
2. People-Oriented - Build rapport with a wide range of individuals.



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



4. Frequent Change - Rapidly shift between tasks.

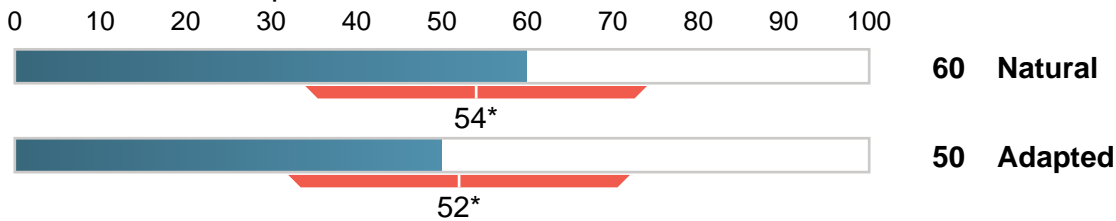


* 68% of the population falls within the shaded area.

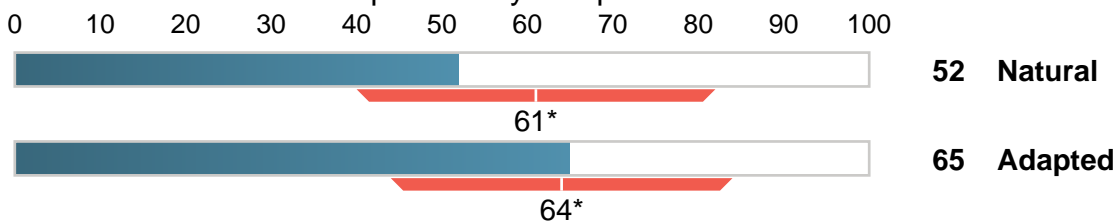


Behavioral Hierarchy Continued

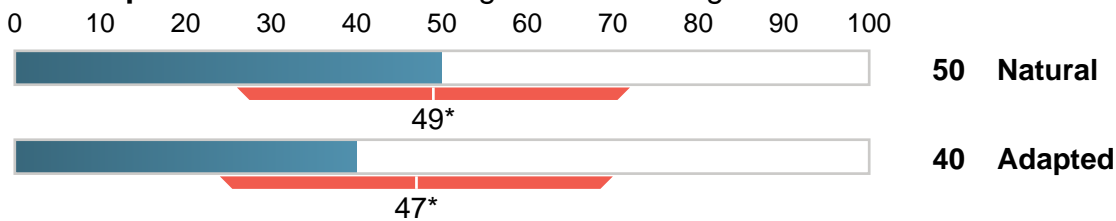
5. Versatile - Adapt to various situations with ease.



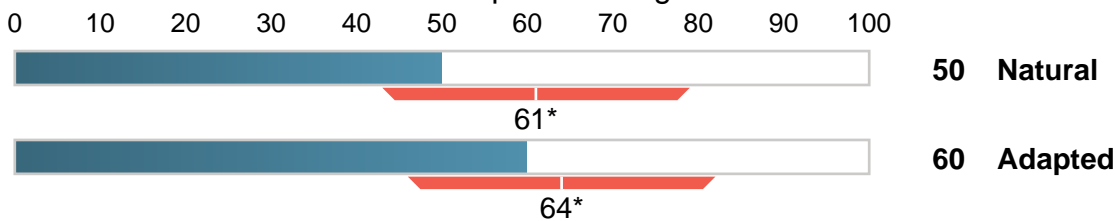
6. Consistent - Perform predictably in repetitive situations.



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



8. Persistence - Finish tasks despite challenges or resistance.



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



Behavioral Hierarchy Continued

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

0 10 20 30 40 50 60 70 80 90 100



48 Natural



55 Adapted

60*

63*

10. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



36 Natural



28 Adapted

43*

43*

11. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



30 Natural



40 Adapted

53*

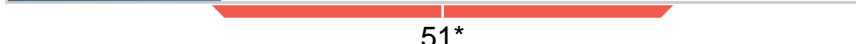
59*

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

0 10 20 30 40 50 60 70 80 90 100



25 Natural



35 Adapted

51*

57*

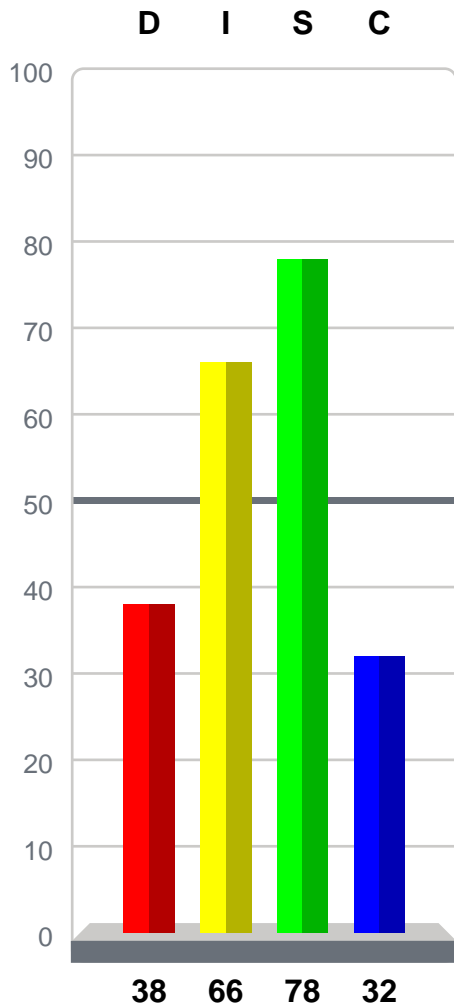


Style Insights® Graphs

10-29-2018

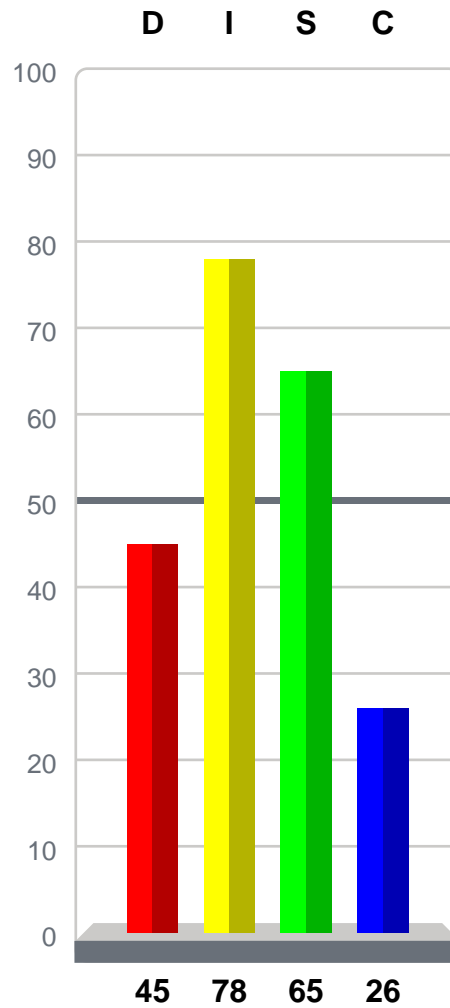
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 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.

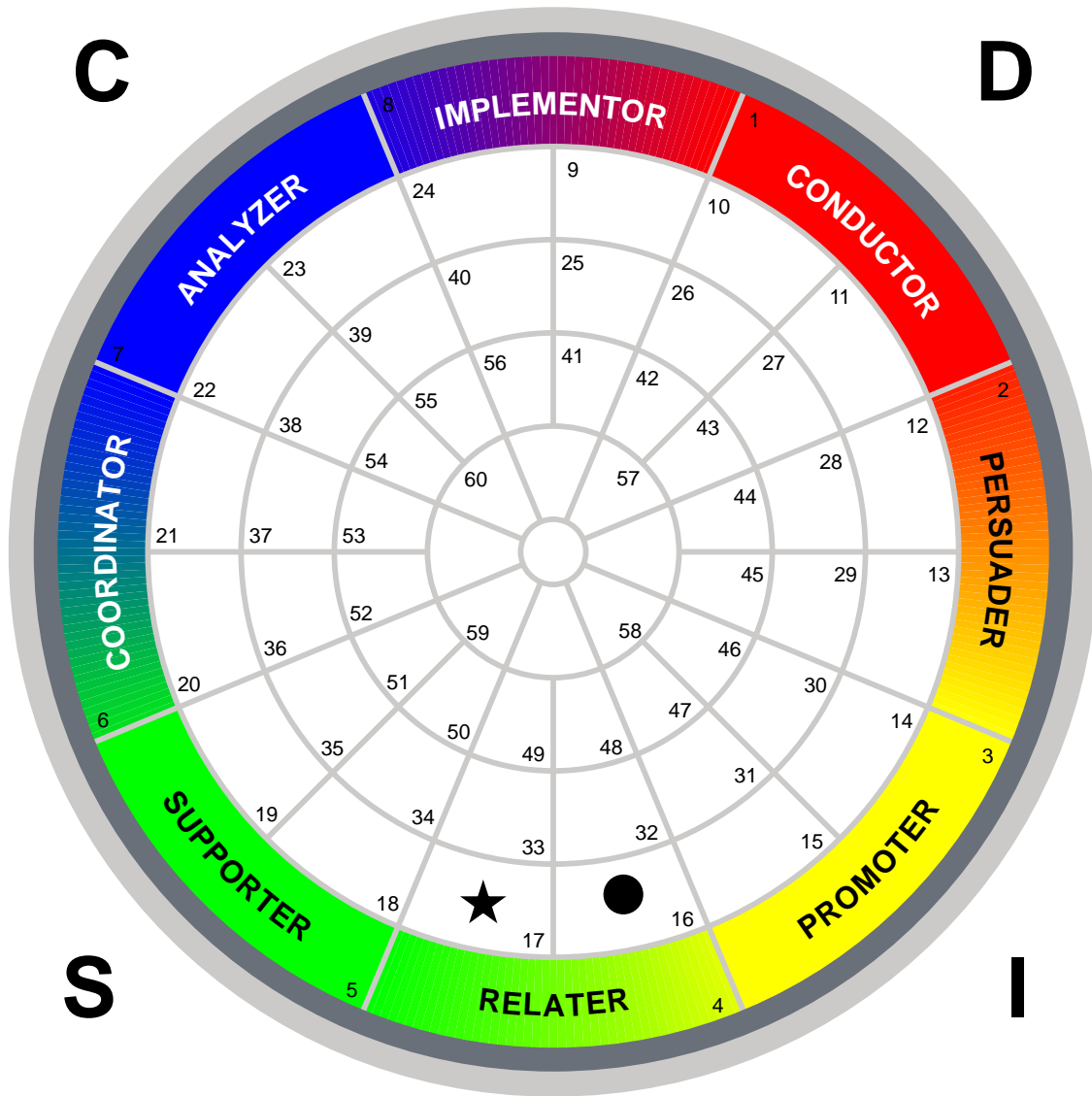
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

10-29-2018



Adapted: ★ (17) SUPPORTING RELATER
 Natural: ● (16) PROMOTING RELATER

Norm 2017 R4

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