



TTI
SUCCESS
INSIGHTS®

TTI Talent Insights®

Management-Staff

AC

06.17.2020

Teams that Work Together to Get Things Done

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SKIBA
ASSOCIATES

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Introduction

Behaviors Section



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

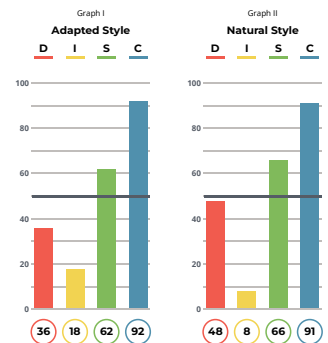
Behavioral Characteristics



Based on A'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 A's natural behavior.

A doesn't appreciate a dirty or messy work station, since she equates dirt and disorganization with lower quality work. She likes to work behind the scene and be seen as someone who is organized and has her life in order. Her aggressiveness is tempered by her sensitivity to quality work. This is a positive strength of A's, and others appreciate this tendency. She tends to be precise about her use of time and can become frustrated when others interrupt her when in the middle of a task. A can overanalyze a problem which tends to slow down the decision-making process. Following procedures is her way of ensuring quality and orderly work. A can be depended upon to follow set procedures of work activity. She resists change if she feels the change will lower the quality of her work. If change is inevitable, she may need reassurances that her standards will continue to be met. To some people, A may appear to be analytical. A is a real stickler for quality and systems. She wants the safety features on her equipment to be in good working order.

A, capable of routinely making daily decisions, usually becomes cautious about the bigger decisions; she wants to be absolutely certain her decision is correct. She is the type of person who will accept challenges and accept them seriously. She places an emphasis on the cognitive process and logic when making decisions. She likes to assemble facts and data before making decisions. This allows her time to review the facts and think about the decision to be made. A is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts." She has an acute awareness of social, economic and political implications of her decisions. She can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. She follows company policy, if aware of it.

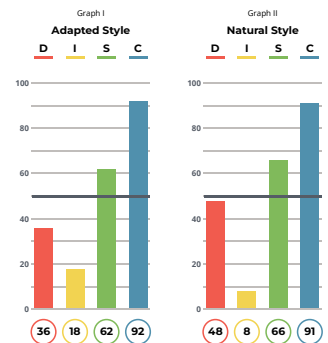


Behavioral Characteristics

Continued



A's logical, methodical way of gathering data is demonstrated by her ability to ask the right questions at the right time. She likes to know what is expected of her in a working relationship; they also like to know what the duties and responsibilities are for others who will be involved. Communication is accomplished best by well-defined avenues. She does not like to work for a manager who uses a confrontational management style. She tends to withdraw and not express herself and may become unproductive if she feels threatened. She is usually soft-spoken, but her demeanor may be deceptive to those who work with her. She may possess strong and unwavering convictions that are not always apparent to others. Because A wants to be certain she is performing her work assignments correctly, she enjoys working for a manager who explains what is expected of her. She can be outgoing at times. Basically introverted, she will engage in social conversation when the occasion warrants. She does not seek confrontation; but if she is confronted, she will present her case with enough supportive data that she will probably win. People who show up early or late for appointments may upset her, since her work plans are disrupted. A makes an agenda and prefers that others not change it.



Descriptors



Based on A'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.

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

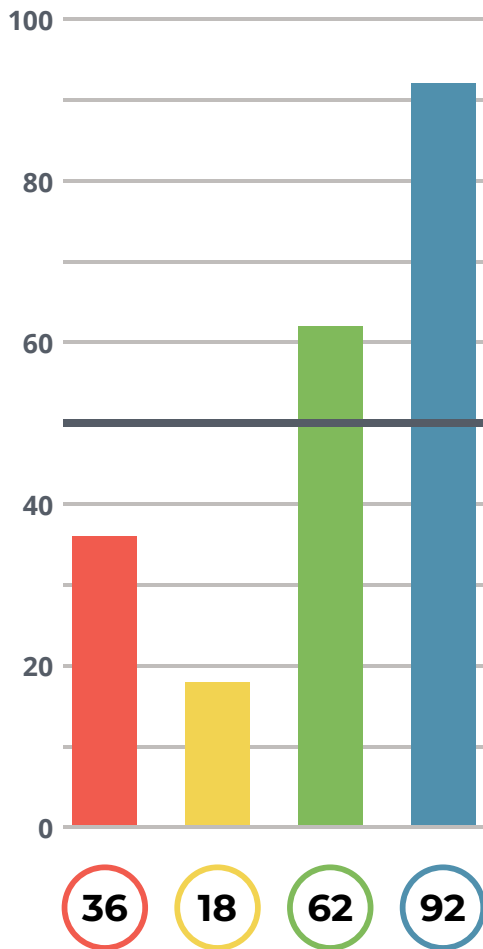
Style Insights® Graphs



Graph I

Adapted Style

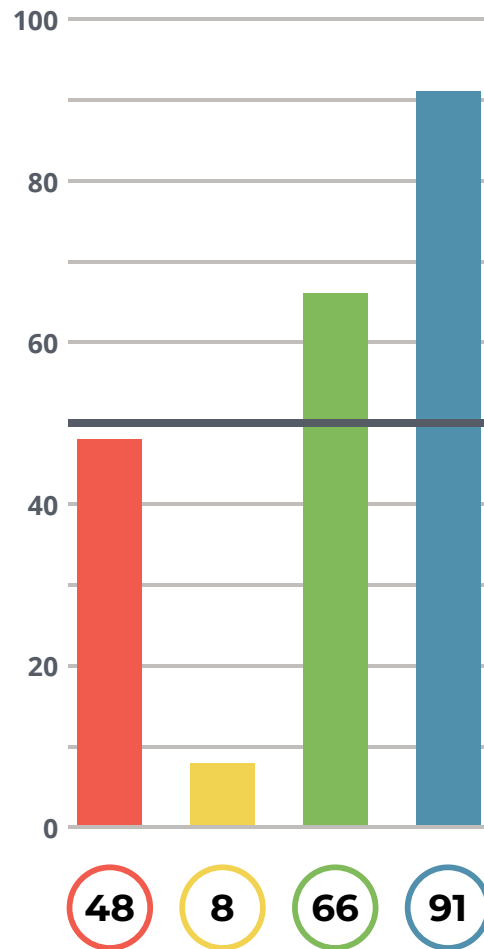
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



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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 A. 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 A most frequently.

Ways to Communicate

- ✓ Provide solid, tangible, practical evidence.
- ✓ Make an organized presentation of your position, if you disagree.
- ✓ Give her time to be thorough when appropriate.
- ✓ Follow through, if you agree.
- ✓ Keep at least three feet away from her.
- ✓ Use an unemotional approach.
- ✓ Use the proper buzz words that are appropriate to her expertise.
- ✓ Show her a sincere demeanor by careful attention to her point of view.
- ✓ Prepare your "case" in advance.
- ✓ Make an organized contribution to her efforts, present specifics and do what you say you can do.
- ✓ Give her time to analyze the data before making a decision.



Checklist for Communicating

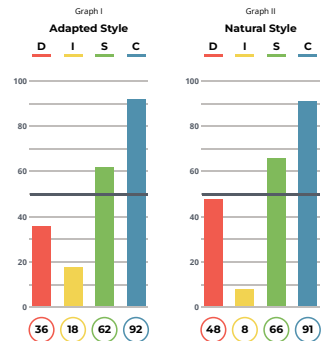
Continued



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

- ⊘ Touch her body when talking to her.
- ⊘ Make statements you cannot prove.
- ⊘ Stand too close—give them two to three feet of space.
- ⊘ Overuse emotion.
- ⊘ Use high speed, intense inputs.
- ⊘ Push too hard, or be unrealistic with deadlines.
- ⊘ Use gimmicks or clever, quick manipulations.
- ⊘ Pretend to be an expert if you are not.
- ⊘ Say "trust me"—you must prove it.
- ⊘ Be superficial.
- ⊘ Rush the decision-making process.



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

0 10 20 30 40 50 60 70 80 90 100



100 Natural

51*

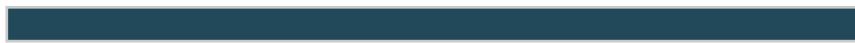


100 Adapted

57*

2. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



100 Natural

53*



100 Adapted

59*

3. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



88 Natural

61*



90 Adapted

64*

4. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



83 Natural

61*



87 Adapted

64*

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

Behavioral Hierarchy

Continued



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

0 10 20 30 40 50 60 70 80 90 100



82 Natural

60*



85 Adapted

63*

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

0 10 20 30 40 50 60 70 80 90 100



50 Natural

49*



40 Adapted

47*

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

0 10 20 30 40 50 60 70 80 90 100



42 Natural

64*



48 Adapted

62*

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

0 10 20 30 40 50 60 70 80 90 100



40 Natural

65*



40 Adapted

62*

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

Behavioral Hierarchy

Continued



9. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



37 Natural



34 Adapted

43*

43*

10. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



28 Natural



25 Adapted

52*

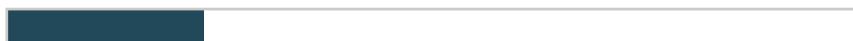
50*

11. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



20 Natural



23 Adapted

54*

52*

12. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



10 Natural



15 Adapted

60*

55*

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

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.

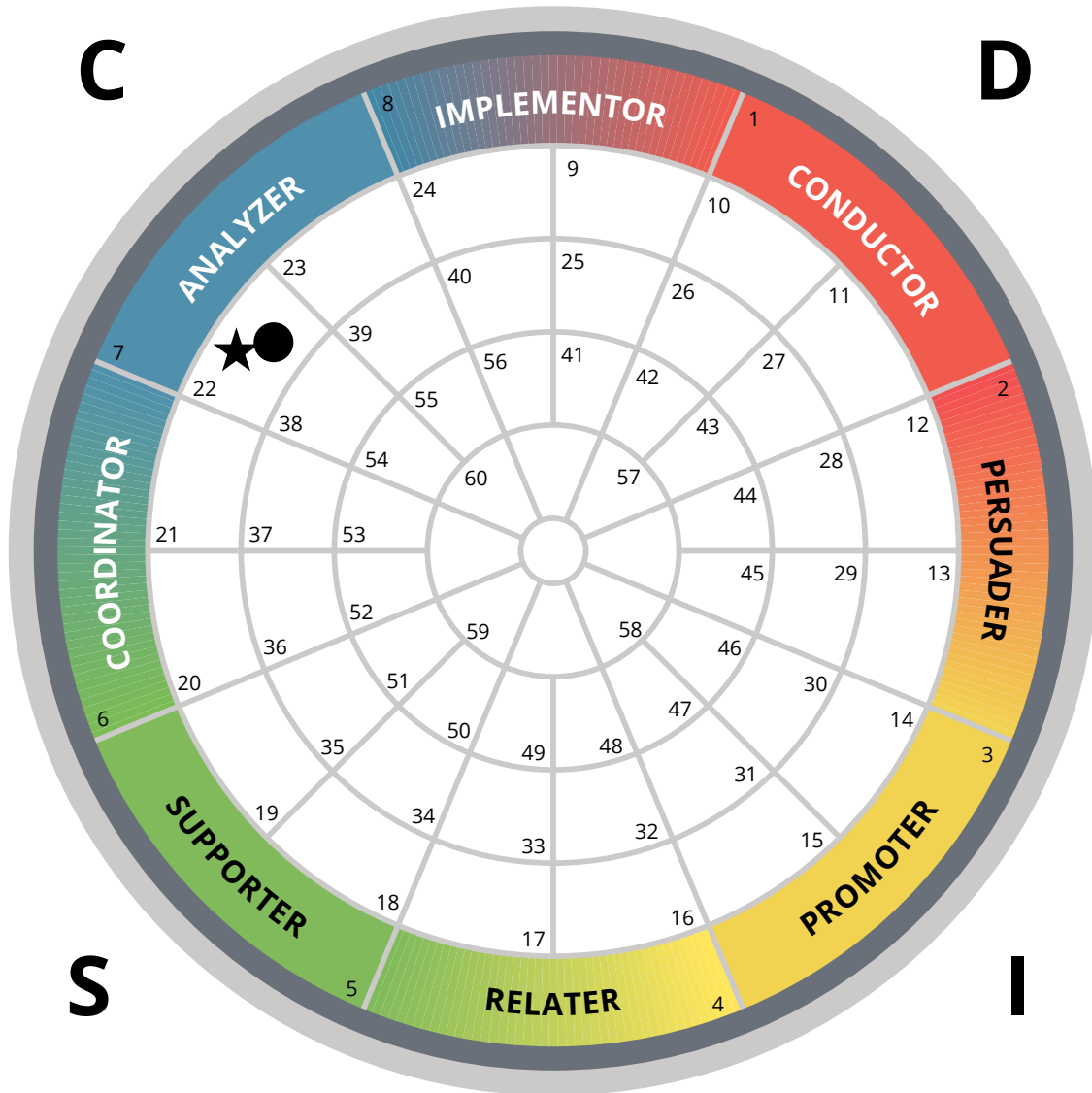
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



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Adapted: ★ (22) COORDINATING ANALYZER
 Natural: ● (22) COORDINATING ANALYZER
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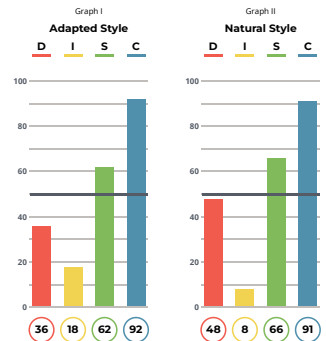
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Value to the Organization



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

- ✓ Accurate and intuitive.
- ✓ Objective—"The anchor of reality."
- ✓ Always concerned about quality work.
- ✓ Suspicious of people with shallow ideas.
- ✓ Proficient and skilled in her technical specialty.
- ✓ Conscientious and steady.
- ✓ Maintains standards.
- ✓ Objective and realistic.
- ✓ Presents the facts without emotion.



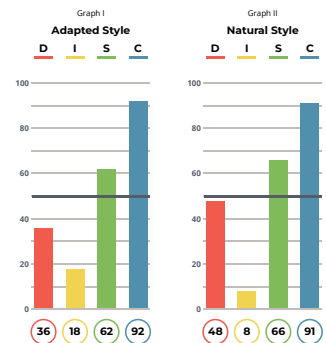
Areas for Improvement



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

A has a tendency to:

- ✓ Prefer things to people—things don't show emotion or need restraint.
- ✓ Hesitate to act without precedent.
- ✓ Be overly intense for the situation.
- ✓ Be self-deprecating—doesn't project self-confidence.
- ✓ Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.
- ✓ Prefer not to verbalize feelings unless in a cooperative and noncompetitive environment.
- ✓ Be defensive when threatened and use the errors and mistakes of others to defend her position.
- ✓ Be critical of any approach that is not regarded as purely logical or factual (to her standards).



Understanding Your Driving Forces



Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces® came to life. The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces® frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have a strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication

Driving Characteristics



Based on your responses, the report has generated statements to provide a broad understanding of WHY YOU DO WHAT YOU DO. These statements identify the motivation that you bring to the job. However, you could have a potential Me-Me conflict when two driving forces seem to conflict with each other. Use the general characteristics to gain a better understanding of your driving forces.

A sees herself as an intellectual and will seek opportunities to bring new information to the organization. She has a keen interest in formulating theories and asking questions to assist in problem solving. Adding to the body of knowledge is more important than the application of knowledge. She sees the world as a toolset to accomplish her goals. A can buffer the feelings of others to drive business. She feels things must be earned, not given, because she believes all are capable of hard work and persistence. She may choose to see the world in pieces, not as a whole. She will focus on the objective of a situation more than the harmony of a situation. A evaluates situations and looks for the potential return on investment. She tends to be creative when working with limited resources. She may evaluate others based on how and if they follow systems and rules. She may seek situations that allow her the freedom to partner with others.

A sees value in consuming current information from many sources. She will continue researching until all information is discovered. She believes it's important to keep emotions out of business decisions. She follows a philosophy of "it's not personal, it's just business." A tends to focus on the task at hand regardless of her surroundings. She is able to isolate personal issues and focus on professional productivity. She may be driven to maximize opportunities in order to create financial flexibility. A's enterprising tendencies may cause her to be sensitive to wasting time, resources and/or opportunities. Following proven procedures may be more important than quick fixes. At times A sees the importance of following a system and how she can apply it to a specific situation. She may strive to maintain collaboration in group settings. She may focus on the greater good more than personal advancement.

Driving Characteristics



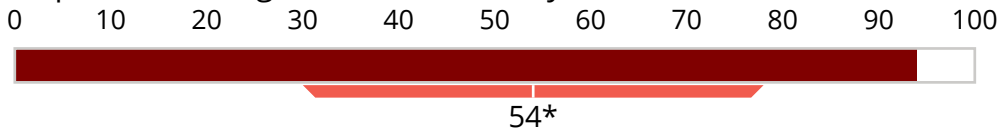
A will evaluate each situation and determine how much collaboration is needed. She may pick and choose the traditions and beliefs to which she will adhere. She may focus on efficiency to minimize the squandering of resources. She tends to compartmentalize issues to keep the momentum moving forward. A views people as a resource to achieve results. She will help develop an individual if she sees opportunities for future return. She will be a great resource to help with identifying valuable and informational resources. She will be energized in any position in which advancement is based on continuous learning.

Primary Driving Forces Cluster



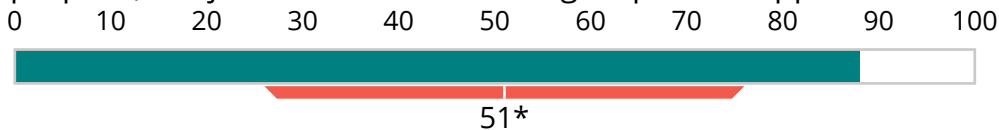
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

1. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



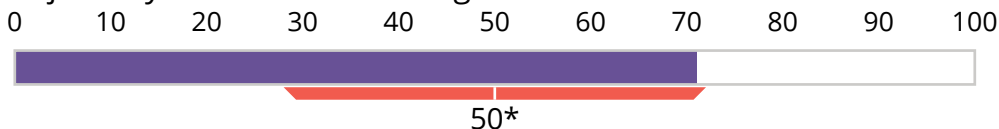
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2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



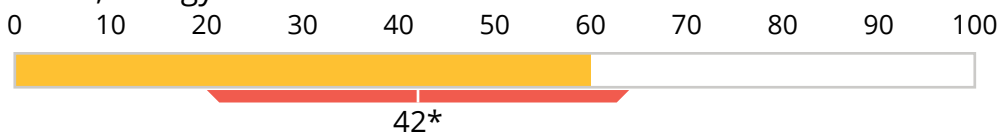
88

3. Objective - People who are driven by the functionality and objectivity of their surroundings.



71

4. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



60

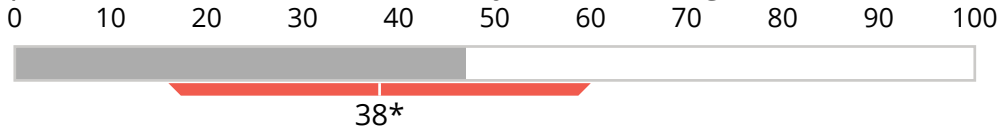
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Situational Driving Forces Cluster



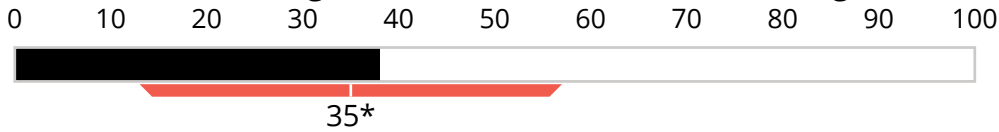
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

5. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



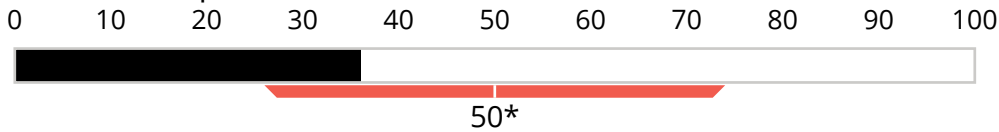
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6. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



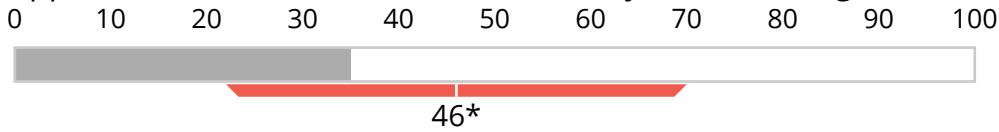
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7. Commanding - People who are driven by status, recognition and control over personal freedom.



36

8. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



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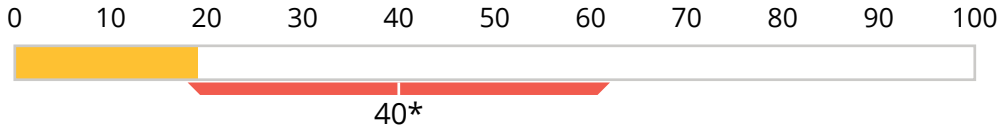
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Indifferent Driving Forces Cluster

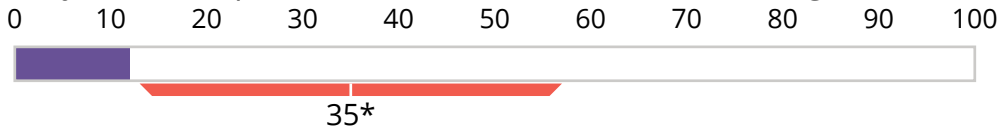


You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

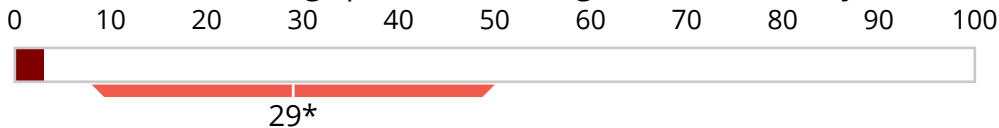
9. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



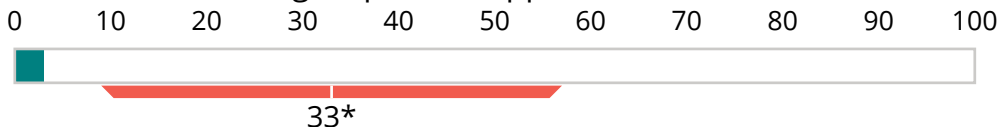
10. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



11. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



12. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



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