



TTI  
SUCCESS  
INSIGHTS®

## **Talent Insights®** Management-Staff

**Zbig Skiba**  
Business coach  
Skiba Associates  
10-23-2018

**Teams that Work Together to Get Things Done**  
Skiba Associates  
[teams@skiba-associates.com](mailto:teams@skiba-associates.com)

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



**SKIBA**  
ASSOCIATES



## Introduction Where Opportunity Meets Talent

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

**The following is an in-depth look at your personal talents in the three main sections:**

### Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

### Driving Forces

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

### Integrating Behaviors And Driving Forces

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.



## 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*



# General Characteristics

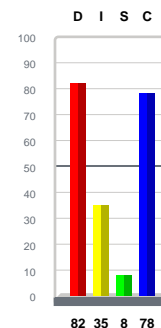
*Based on Zbig's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the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

Zbig likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He is often frustrated when working with others who do not share the same sense of urgency. Zbig is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He embraces visions not always seen by others. Zbig's creative mind allows him to see the "big picture." He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. Many people see him as a self-starter dedicated to achieving results. Zbig is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He prefers an environment with variety and change. He is at his best when many projects are underway at once.

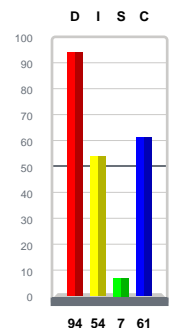
Zbig should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he becomes emotionally involved in the decision-making process. When faced with a tough decision, he will try to sell you on his ideas. He finds it easy to share his opinions on solving work-related problems. Zbig will work long hours until a tough problem is solved. After it is solved, Zbig may become bored with any routine work that follows. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.



Adapted Style



Natural Style



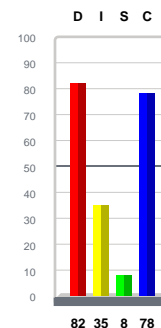


## General Characteristics Continued

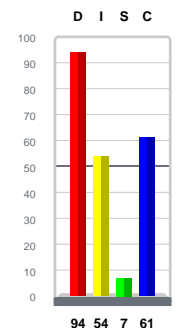
Zbig should exhibit more patience and ask questions to make sure that others have understood what he has said. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He challenges people who volunteer their opinions. He tends to be intolerant of people who seem ambiguous or think too slowly. Zbig tends to influence people by being direct, friendly and results-oriented. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He may lack the patience to listen and communicate with slower acting people.



Adapted Style



Natural Style





# Checklist for Communicating

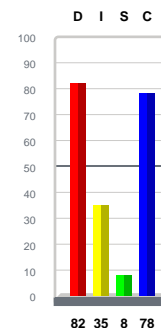
*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Zbig. Read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

## Ways to Communicate

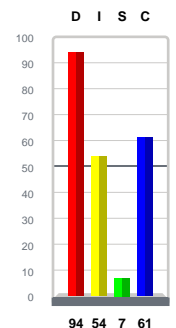
- Be specific and leave nothing to chance.
- Support and maintain an environment where he can be efficient.
- Understand his sporadic listening skills.
- Stick to business--let him decide if he wants to talk socially.
- Motivate and persuade by referring to objectives and results.
- Be clear, specific, brief and to the point.
- Verify that the message was heard.
- Give strokes for his involvement.
- Be open, honest and informal.
- Provide systems to follow.
- Be isolated from interruptions.
- Put projects in writing, with deadlines.
- Provide time for fun and relaxing.



Adapted Style



Natural Style





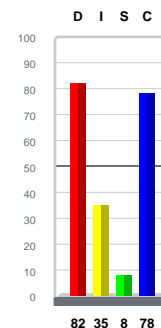
# Checklist for Communicating Continued

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

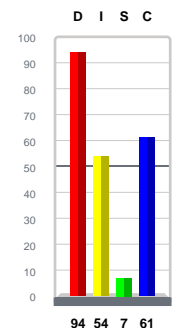
## Ways NOT to Communicate

- Be redundant.
- Reinforce agreement with "I'm with you."
- Let disagreement reflect on him personally.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Talk too slowly, or dwell on details to excess.
- Ramble on, or waste his time.
- Try to build personal relationships.
- Ask rhetorical questions, or useless ones.
- Use paternalistic approach.
- Direct or order.
- Try to convince by "personal" means.
- Let him change the topic until you are finished.

Adapted Style



Natural Style





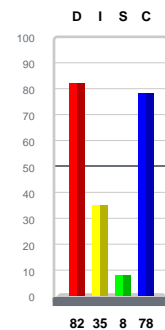
# Value to the Organization

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

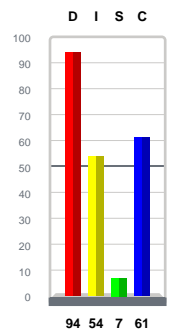
- Creative in his approach to solving problems.
- Change agent--looks for faster and better ways.
- Ability to handle many activities.
- Innovative.
- Self-starter.
- Good mixer.
- Sense of urgency.



Adapted Style



Natural Style







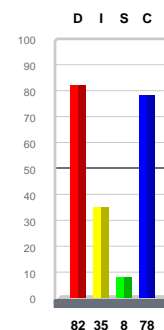
## Areas for Improvement

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

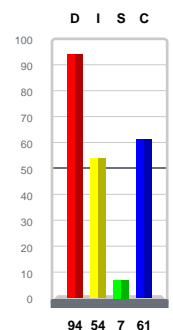
### Zbig has a tendency to:

- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Be explosive by nature and lack the patience to negotiate.
- Take on too much, too soon, too fast.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Have difficulty finding balance between family and work.
- Be a one-way communicator--doesn't listen to the total story before introducing his opinion.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Make "off the cuff" remarks that are often seen as personal prods.

Adapted Style



Natural Style





# Descriptors

Based on Zbig'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.

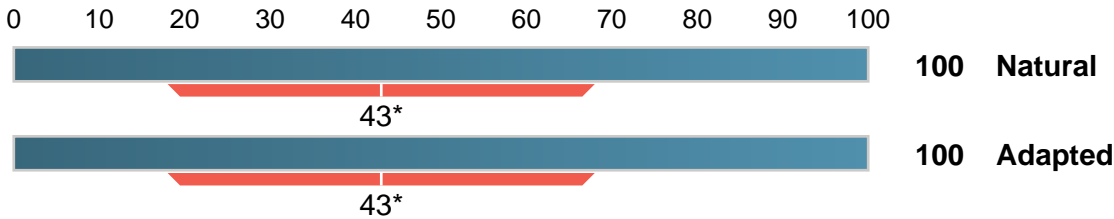
Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting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



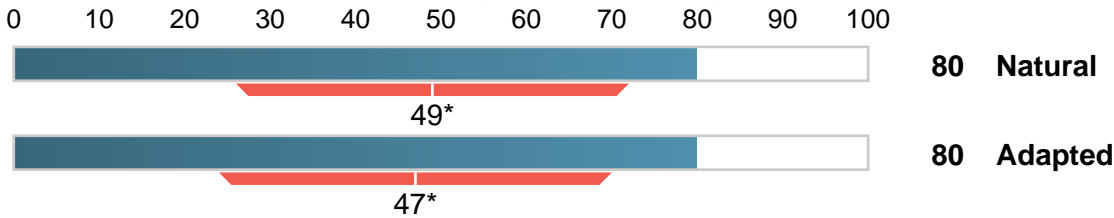
# Behavioral Hierarchy

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.

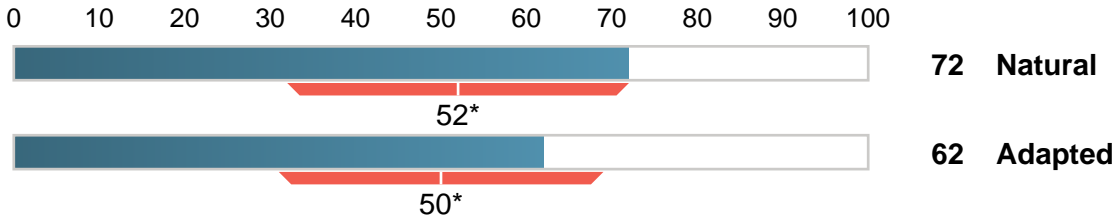
## 1. Urgency - Take immediate action.



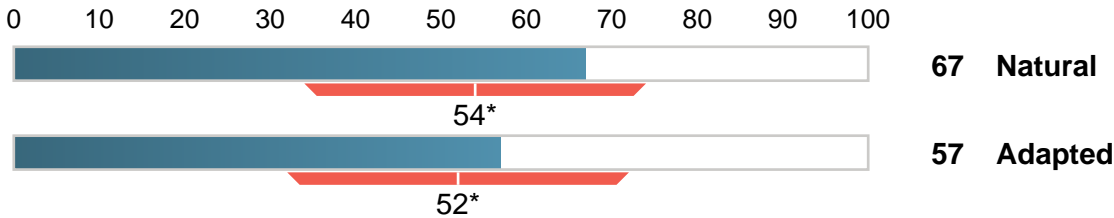
## 2. Competitive - Want to win or gain an advantage.



## 3. Frequent Change - Rapidly shift between tasks.



## 4. Versatile - Adapt to various situations with ease.



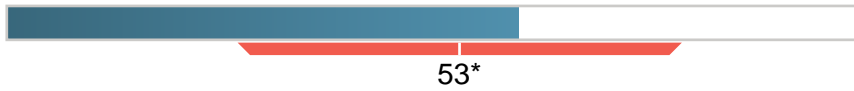
\* 68% of the population falls within the shaded area.



## Behavioral Hierarchy Continued

### 5. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



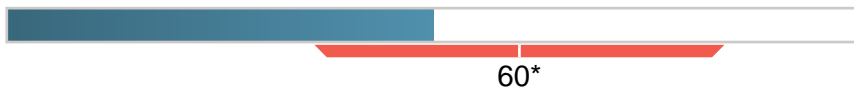
**60 Natural**



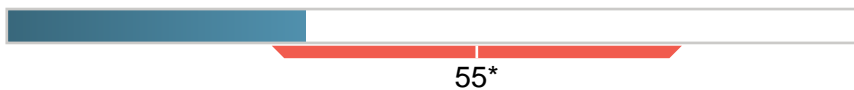
**77 Adapted**

### 6. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



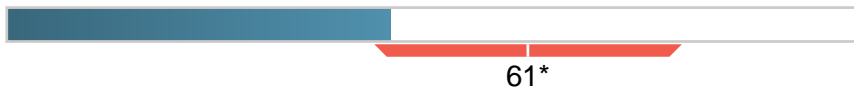
**50 Natural**



**35 Adapted**

### 7. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



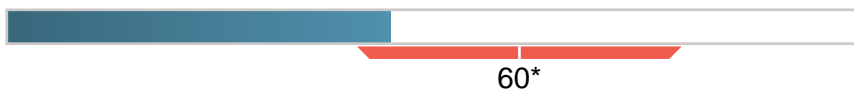
**45 Natural**



**60 Adapted**

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

0 10 20 30 40 50 60 70 80 90 100



**45 Natural**



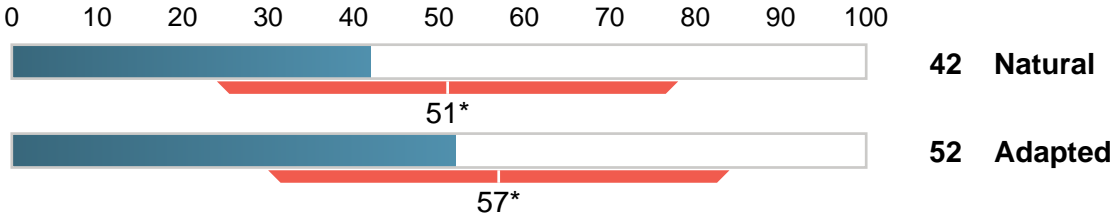
**58 Adapted**

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

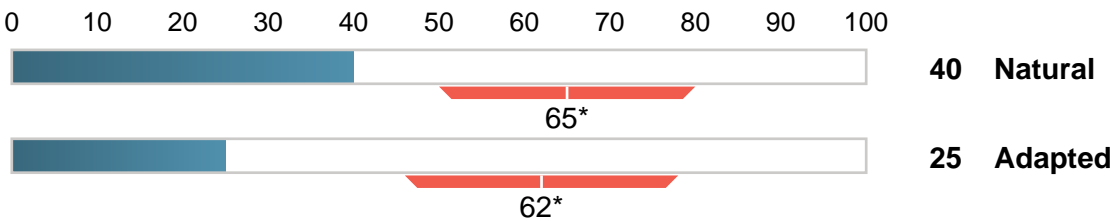


## Behavioral Hierarchy Continued

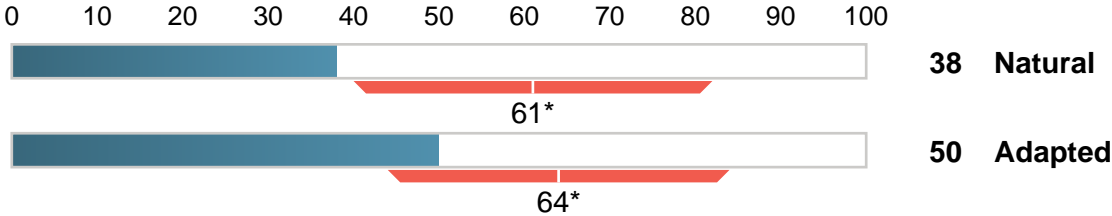
### 9. Organized Workplace - Establish and maintain specific order in daily activities.



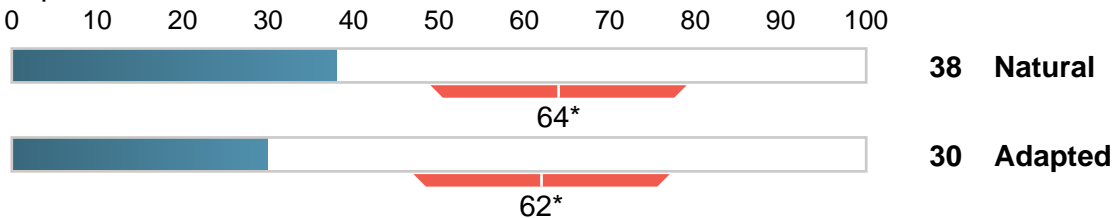
### 10. People-Oriented - Build rapport with a wide range of individuals.



### 11. Consistent - Perform predictably in repetitive situations.



### 12. Customer-Oriented - Identify and fulfill customer expectations.



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

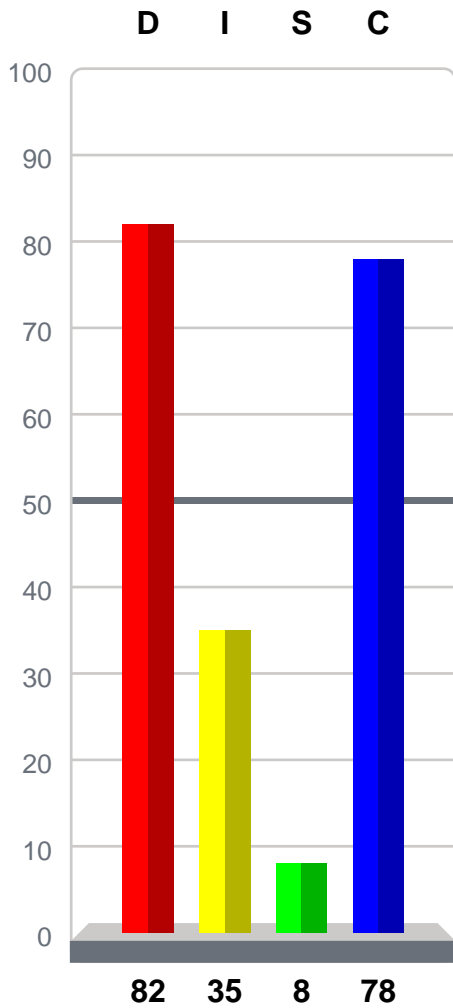


# Style Insights® Graphs

10-23-2018

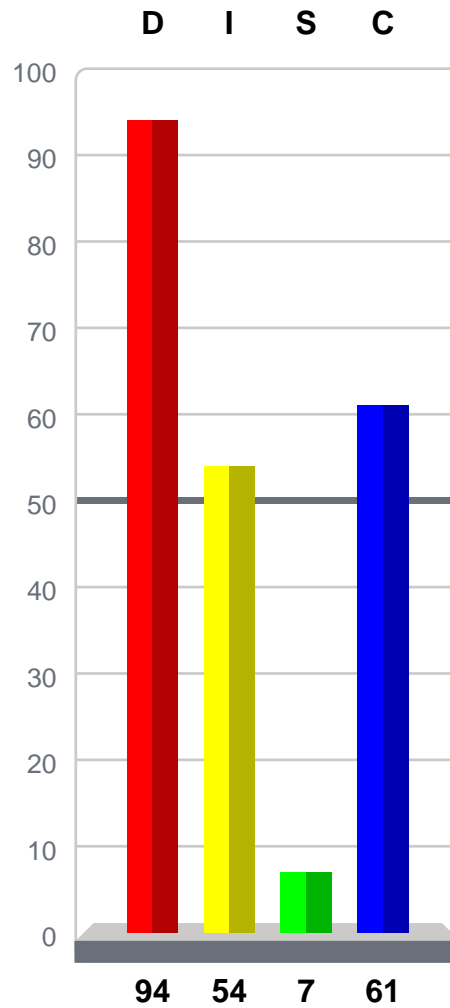
Adapted Style

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.

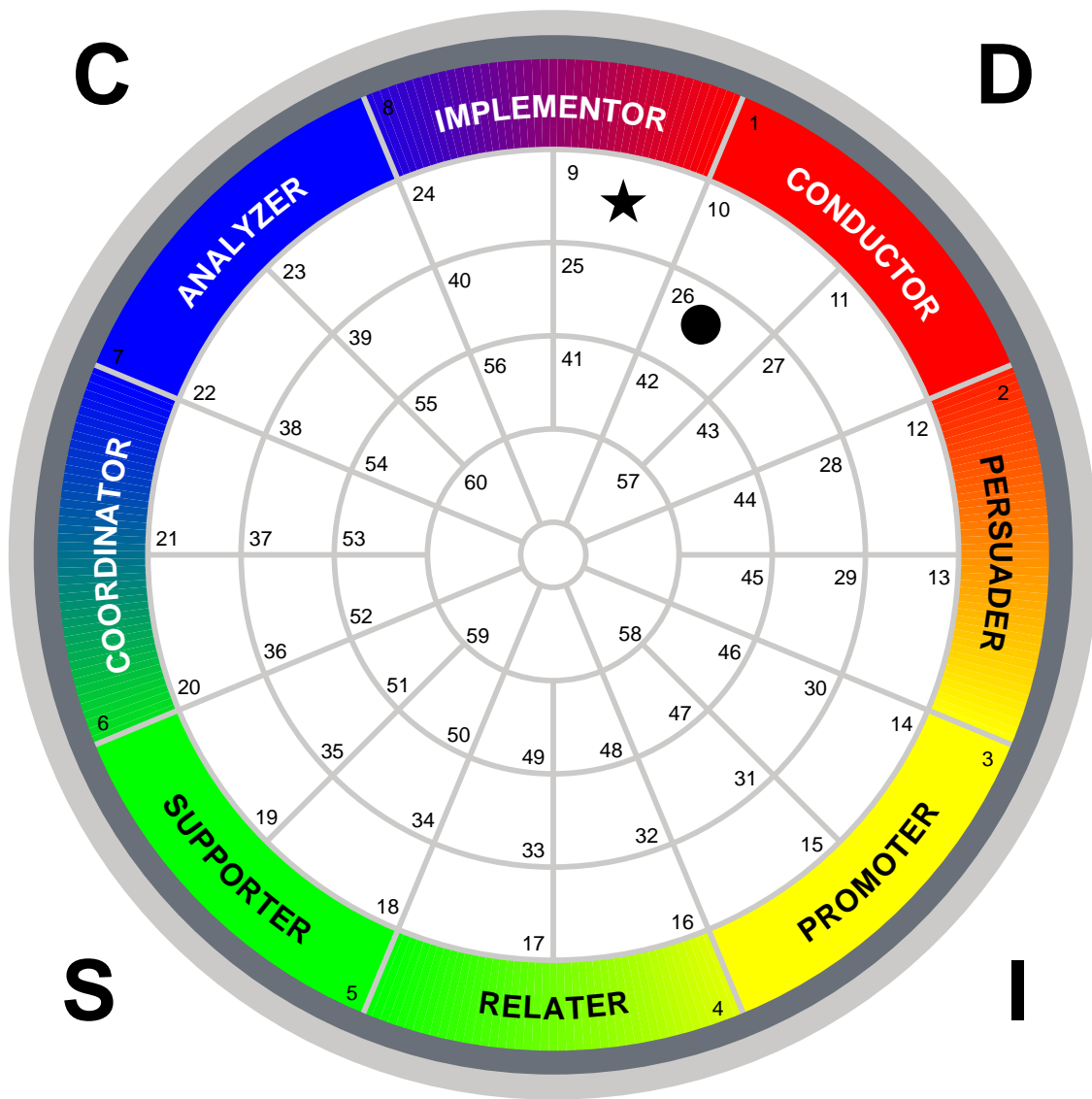
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

10-23-2018



Adapted: ★ (9) CONDUCTING IMPLEMENTOR  
 Natural: ● (26) IMPLEMENTING CONDUCTOR (FLEXIBLE)

Norm 2017 R4

T: 10:19





# 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 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



## General 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.*

Zbig likes to set his own plan to guide and direct his actions. He will challenge the status quo to keep momentum moving. He is looking for new methods and ways to expand his future opportunities. He is driven to maximize opportunities in order to create financial flexibility. Zbig is motivated by increasing productivity and efficiency. He is energized by building a framework that maximizes his time and talent invested in a project. He looks for ways to help people have positive experiences. He has the desire to be empathetic toward those in need. Zbig tends to have an objective view of the task at hand. He is able to isolate personal issues and focus on professional productivity. When Zbig has a special interest he will be good at integrating past experience with new knowledge. If Zbig does not have strong feelings about a situation he does not see the need to exert control.

Zbig lives in the moment with the goal of finding new methods for existing activities. Given the choice, Zbig would choose to experience new opportunities. He will create opportunities for others if he sees a greater return in the future. He will focus on creating processes to ensure efficiency going forward. Zbig will look for faults in a process before blaming an individual. He is inclined to help other people in the organization, even if it's not in his best interest. He is capable of functioning in an environment filled with chaos. He will focus on the objective of a situation more than the harmony of a situation. Zbig will seek knowledge based on his situational needs. He may be willing to start a project before gathering all the necessary information. He will evaluate each situation to determine how much control to apply. He may aspire to create something that leaves a lasting impact.



## General Characteristics

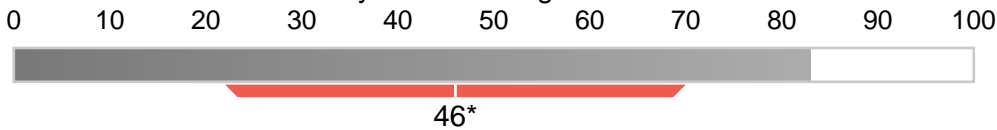
Zbig may seek to achieve leadership roles. He will incorporate experiences as well as knowledge when making decisions. He tends to focus on the task at hand regardless of his surroundings. If he thinks it will harm the relationship, Zbig will avoid confrontation. Zbig is driven to be very diligent and resourceful. He is driven by a long list of wants and will work hard to achieve them. He can be an out-of-the-box thinker. He is always looking for new ways to accomplish routine tasks.



# Primary Driving Forces Cluster

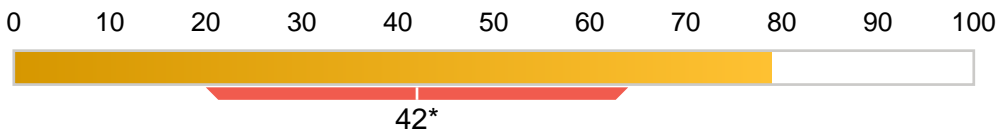
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Receptive** - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



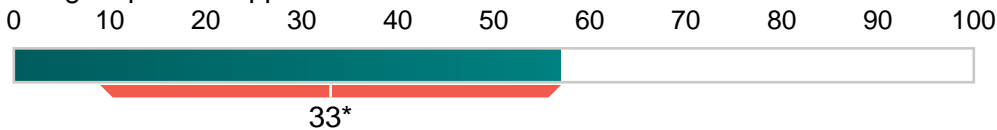
83

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



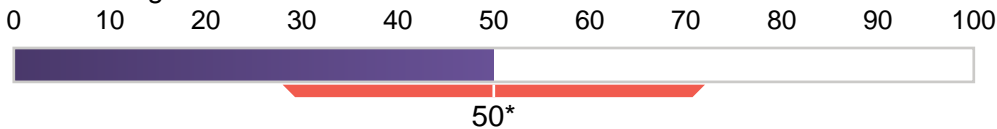
79

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



57

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



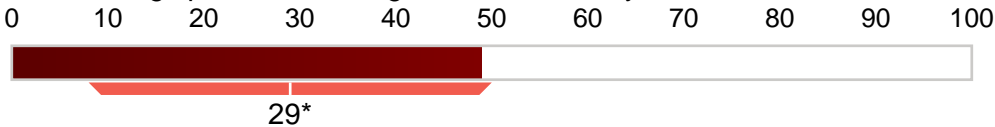
50



# Situational Driving Forces Cluster

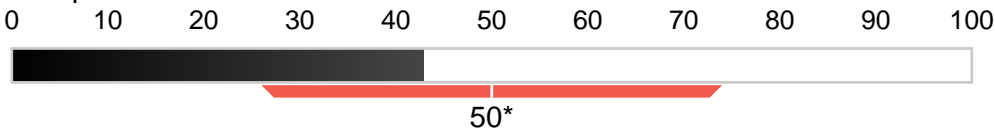
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



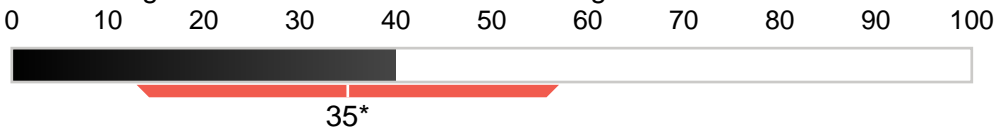
49

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



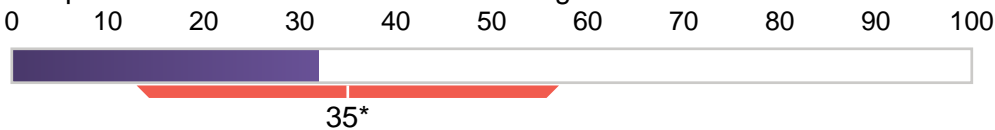
43

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



40

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



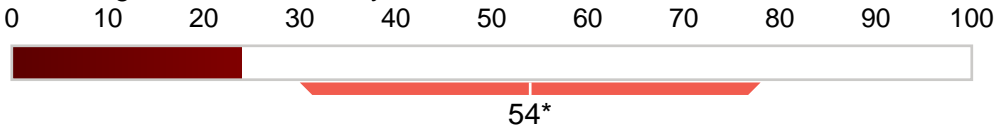
32



# Indifferent Driving Forces Cluster

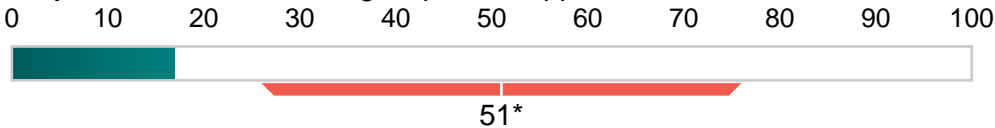
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



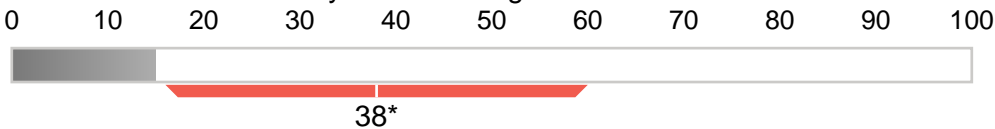
24

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



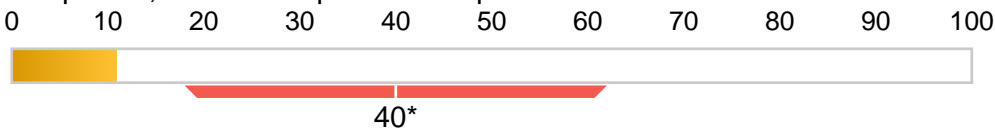
17

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



15

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



11

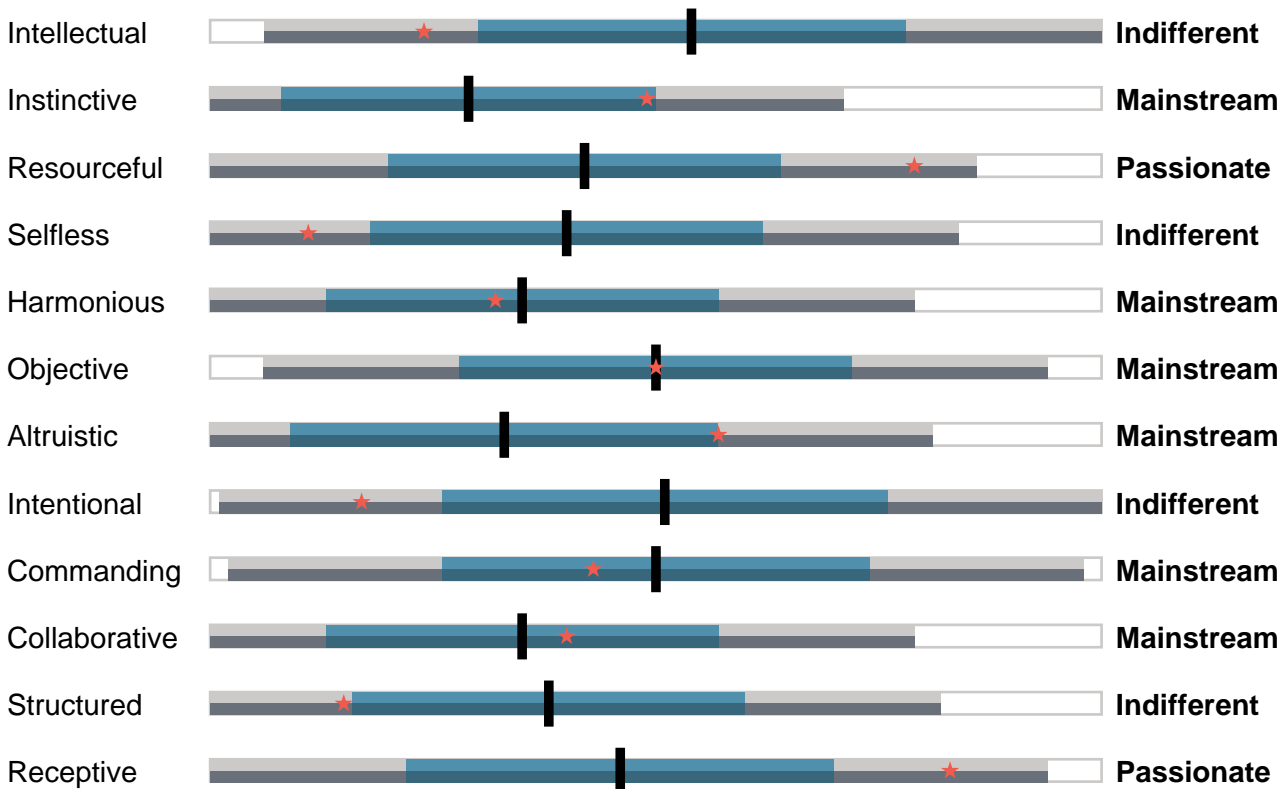


# Areas for Awareness

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

## Norms & Comparisons Table - Norm 2017

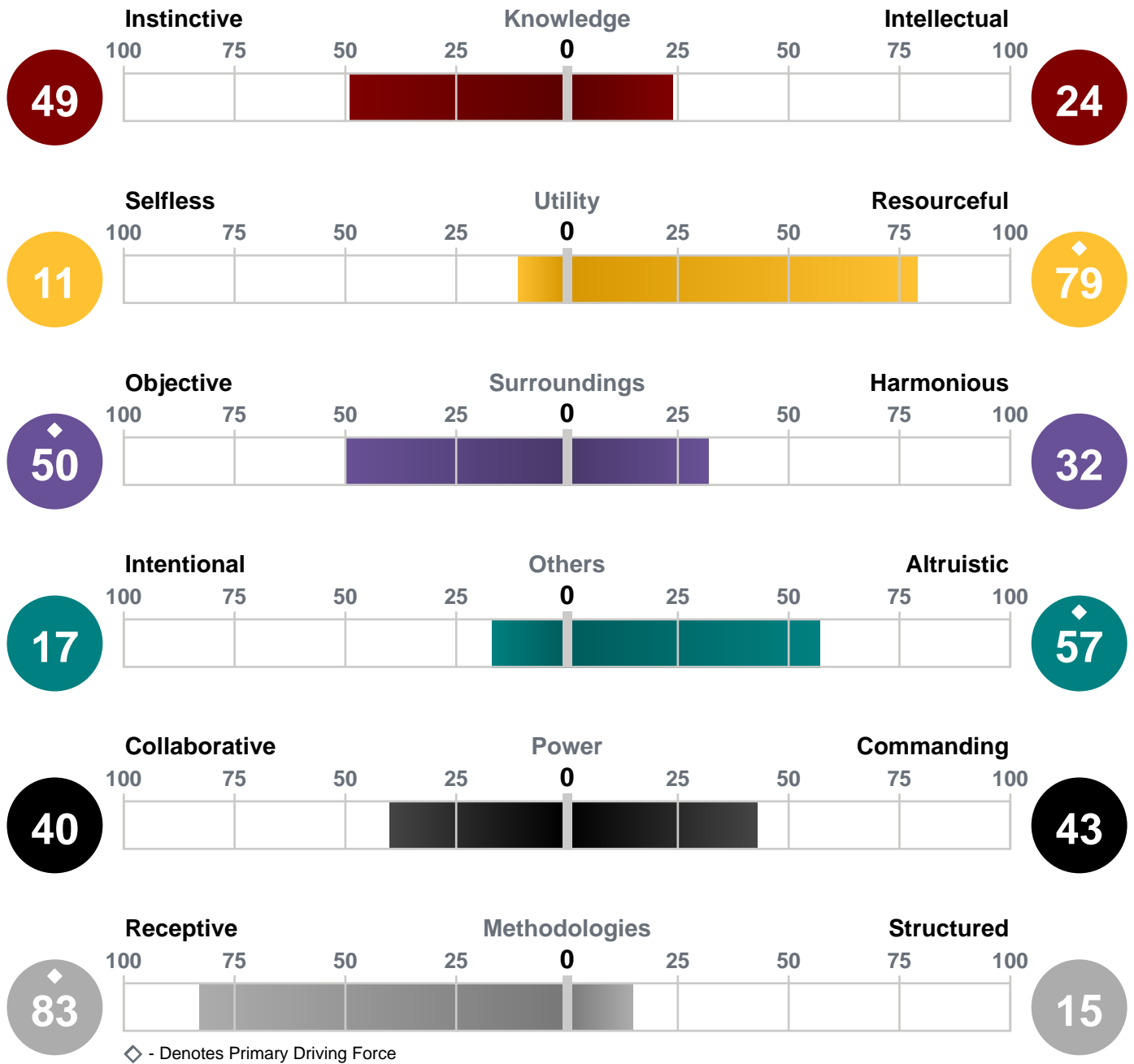


■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
 ■ - 2nd Standard Deviation  
 □ - 3rd Standard Deviation

**Mainstream** - one standard deviation of the national mean  
**Passionate** - two standard deviations above the national mean  
**Indifferent** - two standard deviations below the national mean  
**Extreme** - three standard deviations from the national mean



# Driving Forces Graph

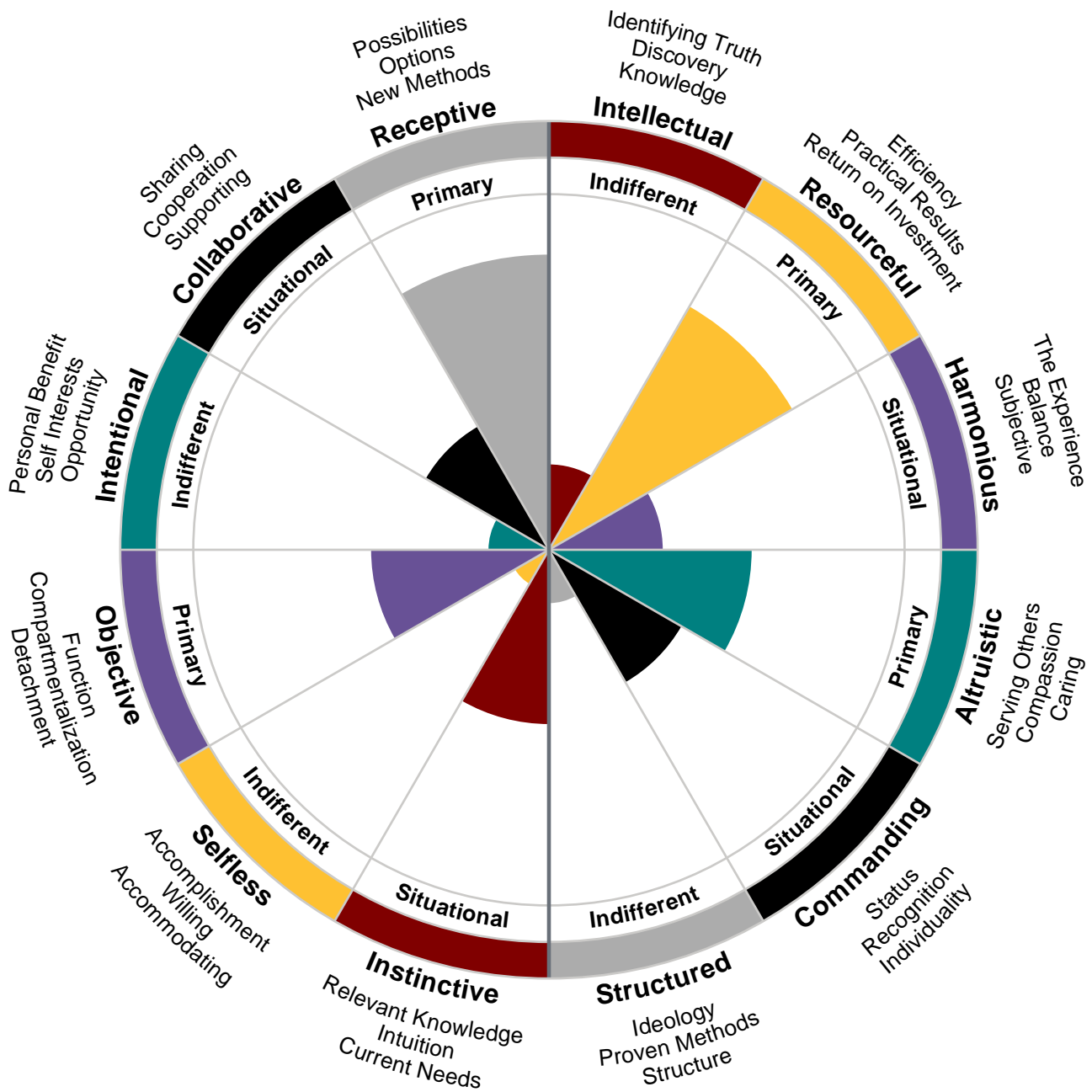


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# Descriptors Wheel



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## Ideal Environment

*People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Zbig's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Zbig enjoys.*

- Forum to champion new ways in which to improve existing methods.
- An environment that promotes creative ideas for solving problems and making decisions.
- Ability to achieve results by challenging the status quo.
- An environment where direct, bottom-line efforts are appreciated.
- Rewards based-on challenging the status quo resulting in a return to the organization including personal gain.
- Having economic, competitive and challenging incentives.
- A results-driven environment where people are respected and appreciated.
- Ability to utilize own strengths to help others achieve results.
- The opportunity to drive others to reach their potential.
- An environment where keeping the momentum moving is critical and rewarded.
- Fast-paced chaotic activity based situations.
- The ability to compartmentalize when facing challenges and in achieving results.



# Keys to Motivating

*All people are different and motivated in various ways. This section of the report was produced by analyzing Zbig's driving forces. Review each statement produced in this section with Zbig and highlight those that are present "wants."*

## Zbig wants:

- A manager and a team that appreciates that every system should be challenged.
- The opportunity to expand his way of thinking.
- Goals and results that stem from a creative and open approach.
- Focus on results and rewards, not the process or journey.
- Opportunities for achieving things faster and of more value.
- Freedom to get desired results and improve efficiency.
- Recognition for helping others and being the catalyst for changing the world for the better.
- To get results through his ability to help others and champion causes.
- To be in charge of corporate social responsibility programs.
- The freedom to compartmentalize issues when solving problems.
- The understanding from management that working and focusing on tangible results is the desired outcome.
- To be seen as someone who is passionate about results even within a chaotic environment.



## Keys to Managing

*This section discusses the needs which must be met in order for Zbig 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 Zbig and identify 3 or 4 statements that are most important to him. This allows Zbig to participate in forming his own personal management plan.*

### Zbig needs:

- Support in properly displaying his passion for the way things could be.
- Support to achieve results through his constantly evolving system for living.
- To understand that there is a time and a place for arguing his point of view.
- To understand that not all people are driven by return and challenges.
- The opportunity to receive rewards based on results achieved.
- To understand that people who do not move at his pace may still offer value and a return on investment.
- Help to understand how managing his intensity can help benefit others.
- To set realistic expectations for others' desire to win or achieve.
- Needs people-oriented challenges.
- To understand the optimal pace of each team member in order to help maintain momentum.
- To compartmentalize activities in order to accomplish the objectives.
- Assistance in understanding how his emotional intensity affects the performance of the team.