



# TTI SUCCESS INSIGHTS™

Management-Staff Version

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*"He who knows others is learned.  
He who knows himself is wise."  
—Lao Tse*

**Joan Doe**

Software Development Team

ABC Company

11-17-2003

 The Steering Group Inc. Maximize Human Capital

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# INTRODUCTION

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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 Joan'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 Joan's natural behavior.*

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Joan shows that she can be quite versatile and at the same time quite adaptable to the situation. She can be competitive and tenacious when under pressure. She is a seemingly inexhaustible investigator of facts, and will pursue all possible avenues for a solution to a problem. Becoming acquainted with her can be difficult since she tends to withhold her emotions. She may appear to be cool and distant. Joan has a need to achieve in an environment in which the quality is controlled. She can become frustrated when put in a situation that is nothing more than a rambling discussion. She wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. She keeps her equipment in good working order and likes others who also use the equipment to share the same concern. Once Joan has started a project, she dislikes interruptions. Joan is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work. She may have a low trust level of others.

Joan is the type of person who will accept challenges, and accept them seriously. She usually judges others by the quality of their work. She may find it difficult to recognize others' strengths, if their work does not meet her high standards. She tends to become bogged down in details. She may accumulate so much data that the details overwhelm her. She places an emphasis on the cognitive process and logic when making decisions.

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## GENERAL CHARACTERISTICS

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Joan is a critical and systematic thinker, and this strength may not be easily recognized by others. She takes pride in her competence or her ability to understand all the facts of a situation. She is good at concentrating on data while looking for the best method of solving the problem. 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. She can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront.

Joan enjoys analyzing the motives of others. This allows her to develop her intuitive skills. She can be outgoing at times. Basically introverted, she will engage in social conversation when the occasion warrants. She is intuitive and is able to ask good questions in order to get the critical, complete information she seeks. People who show up early or late for appointments may upset her, since her work plans are disrupted. Joan makes an agenda and prefers that others not change it. Joan likes to ask questions to clarify the communications. She gathers data in order to be certain she is correct in her work, communications or decision making. She prefers meetings that start and finish on time. She may get upset with people who do not adhere to rules and how things "should be done." She has a low trust level with strangers. This becomes apparent when she asks specific and perhaps blunt questions. Joan's work represents her true self and she will take issue when people attack the quality of her work.



## VALUE TO THE ORGANIZATION

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

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- Proficient and skilled in her technical specialty.
- Comprehensive in problem solving.
- Tough-minded.
- Presents the facts without emotion.
- Suspicious of people with shallow ideas.
- Maintains standards.
- Accurate and intuitive.
- Excellent troubleshooter.



## 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 Joan. 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 Joan most frequently.*

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Do:

- Listen to her.
- Have the facts in logical order.
- Follow through, if you agree.
- Be prepared with the facts and figures.
- Give her time to be thorough, when appropriate.
- Provide details in writing.
- Keep at least three feet away from her.
- Use the proper buzz words that are appropriate to her expertise.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Prepare your "case" in advance.
- Make an organized presentation of your position, if you disagree.



## DON'TS ON COMMUNICATING

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

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### Don't:

- Leave things to chance or luck.
- Use high speed, intense inputs.
- Be superficial.
- Use gimmicks or clever, quick manipulations.
- Make statements about the quality of her work unless you can prove it.
- Leave things open to interpretation.
- Threaten, cajole, wheedle, coax or whimper.
- Pretend to be an expert, if you are not.
- Make conflicting statements.
- Say "trust me"--you must prove it.
- Be vague about what's expected of either of you; don't fail to follow through.
- Use testimonies of unreliable sources; don't be haphazard.



## COMMUNICATION TIPS

*This section provides suggestions on methods which will improve Joan'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, Joan 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.*

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>■ Prepare your "case" in advance.</li> <li>■ Stick to business.</li> <li>■ Be accurate and realistic.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being giddy, casual, informal, loud.</li> <li>■ Pushing too hard or being unrealistic with deadlines.</li> <li>■ Being disorganized or messy.</li> </ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>■ Be clear, specific, brief and to the point.</li> <li>■ Stick to business.</li> <li>■ Be prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Talking about things that are not relevant to the issue.</li> <li>■ Leaving loopholes or cloudy issues.</li> <li>■ Appearing disorganized.</li> </ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>■ Begin with a personal comment--break the ice.</li> <li>■ Present your case softly, nonthreateningly.</li> <li>■ Ask "how?" questions to draw their opinions.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Rushing headlong into business.</li> <li>■ Being domineering or demanding.</li> <li>■ Forcing them to respond quickly to your objectives.</li> </ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>■ Provide a warm and friendly environment.</li> <li>■ Don't deal with a lot of details (put them in writing).</li> <li>■ Ask "feeling" questions to draw their opinions or comments.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being curt, cold or tight-lipped.</li> <li>■ Controlling the conversation.</li> <li>■ Driving on facts and figures, alternatives, abstractions.</li> </ul>



## IDEAL ENVIRONMENT

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

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- Projects that produce tangible results.
- Environment where she can be a part of the team, but removed from office politics.
- Close relationship with a small group of associates.
- Private office or work area.
- Prefers technical work, specializing in one area.
- Assignments that can be followed through to completion.
- Data to analyze.
- An environment dictated by logic rather than emotion.



# PERCEPTIONS

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

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## "See Yourself As Others See You"

### SELF-PERCEPTION

Joan usually sees herself as being:

Precise  
Moderate  
Knowledgeable

Thorough  
Diplomatic  
Analytical

### OTHERS' PERCEPTION

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

Pessimistic  
Worrisome

Picky  
Fussy

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

Perfectionistic  
Strict

Hard-to-Please  
Defensive



## DESCRIPTORS

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



## NATURAL AND ADAPTED STYLE

*Joan'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
<p>Joan is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Joan has a tendency to make decisions with little or no hesitation.</p>	<p>Joan sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Joan feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. She rarely displays emotion when attempting to influence others.</p>	<p>Joan 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.</p>	



## NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Joan is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.</p>	<p>Joan feels the need for mobility and the absence of routine. She feels comfortable juggling several projects at one time and can move from one project to another fairly easily.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Joan is concerned with doing things right. She can be quite worrisome and possibly fearful that mistakes will crop into the procedure. She will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.</p>	<p>Joan shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Joan sees little or no need to change her response to the environment.</p>	



## ADAPTED STYLE

*Joan 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.*

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- Critical appraisal of data.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Persistence in job completion.
- Dealing with a wide variety of work activities.
- Calculation of risks before taking action.
- Acting without precedent, and able to respond to change in daily work.
- Careful, thoughtful approach to decision making.
- Limited contact with people.
- Sensitivity to existing rules and regulations.
- Accurate adherence to high quality standards.
- Maintaining a clean and organized work station.



## KEYS TO MOTIVATING

*This section of the report was produced by analyzing Joan'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 Joan and highlight those that are present "wants."*

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Joan wants:

- Opportunity to verbalize her ideas and demonstrate her skills.
- Limited exposure to new procedures.
- To be seen as a leader.
- Freedom from controls that restrict her creativity.
- Time to perform up to her high standards.
- Awards and rewards.
- To know the agenda for the meeting.
- To be part of a quality-oriented work group.
- Meetings that stay on the agenda, or reasons for changing the agenda.
- Control of her own destiny.
- New challenges and problems to solve.
- Logical arguments.
- Assistance when confronted with excessive and boring routine work.



## KEYS TO MANAGING

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

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Joan needs:

- Skills to come across warm and close, when appropriate.
- Time to warm up to people.
- Rewards in terms of fine things--not just shallow words.
- To soften the edge and not be so blunt.
- Time to see and test if the plan will work.
- The opportunity to ask questions to clarify or determine why.
- To sell her ideas--not just tell them.
- A manager who prefers quality over quantity.
- Recognition for what she accomplished.
- Sincerity from people with whom she works.
- Time to gather the facts and data.



## AREAS FOR IMPROVEMENT

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

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Joan has a tendency to:

- Lean on supervisors if information and direction is not clear.
  - Appear somewhat aloof and cool to the emotional appeal of others.
  - Select people much like herself.
  - Tell ideas as opposed to sell ideas.
  - Be overly intense for the situation.
  - Be defensive when threatened and use the errors and mistakes of others to defend her position.
  - Failure to tell others where she stands on an issue.
  - Hesitate to act without precedent.
  - Prefer things to people--things don't show emotion or need restraint.
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# ACTION PLAN

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The following are examples of areas in which Joan may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- |  |  |
|--|--|
| <input type="checkbox"/> Communicating (Listening) | <input type="checkbox"/> Time Management   |
| <input type="checkbox"/> Delegating                | <input type="checkbox"/> Career Goals      |
| <input type="checkbox"/> Decision Making           | <input type="checkbox"/> Personal Goals    |
| <input type="checkbox"/> Disciplining              | <input type="checkbox"/> Motivating Others |
| <input type="checkbox"/> Evaluating Performance    | <input type="checkbox"/> Developing People |
| <input type="checkbox"/> Education                 | <input type="checkbox"/> Family            |

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

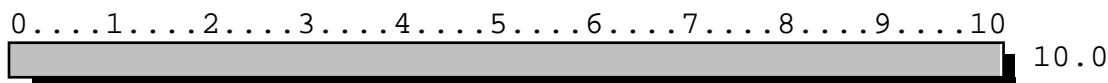
Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_



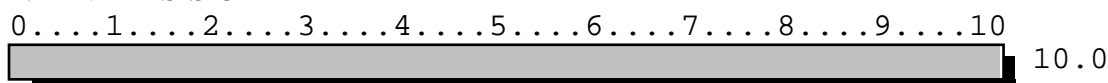
# BEHAVIORAL HIERARCHY

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. ORGANIZED WORKPLACE



2. ANALYSIS OF DATA



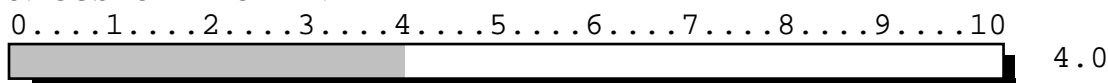
3. COMPETITIVENESS



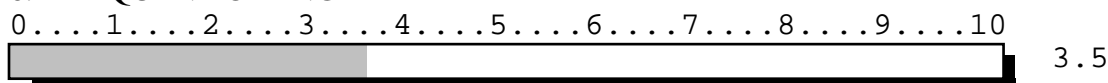
4. URGENCY



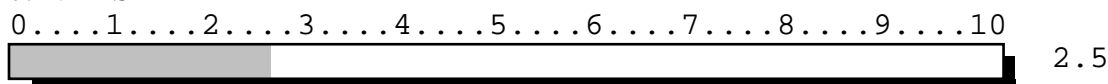
5. CUSTOMER ORIENTED



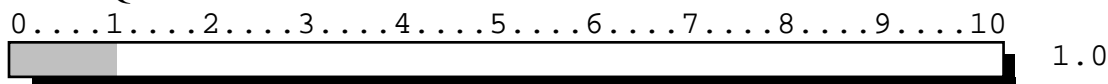
6. FREQUENT CHANGE



7. VERSATILITY



8. FREQUENT INTERACTION WITH OTHERS





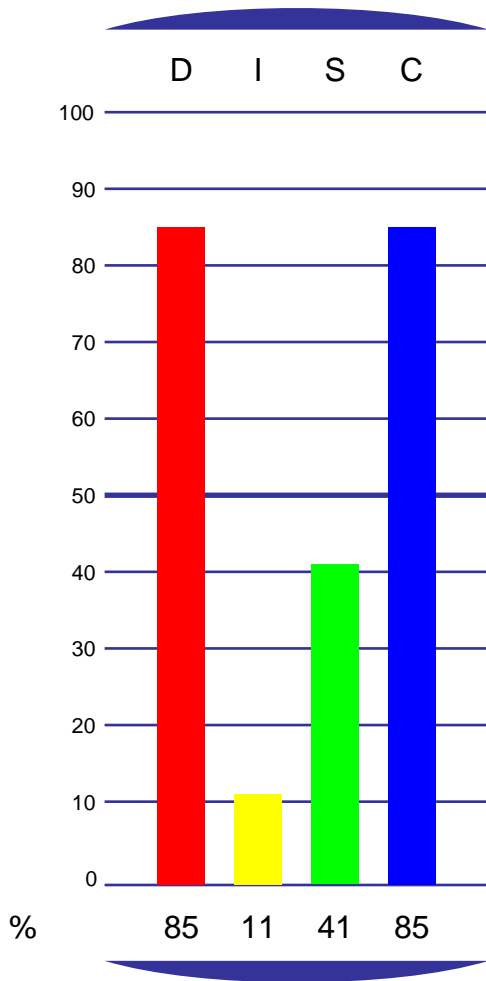
# STYLE INSIGHTS™ GRAPHS

**Joan Doe**

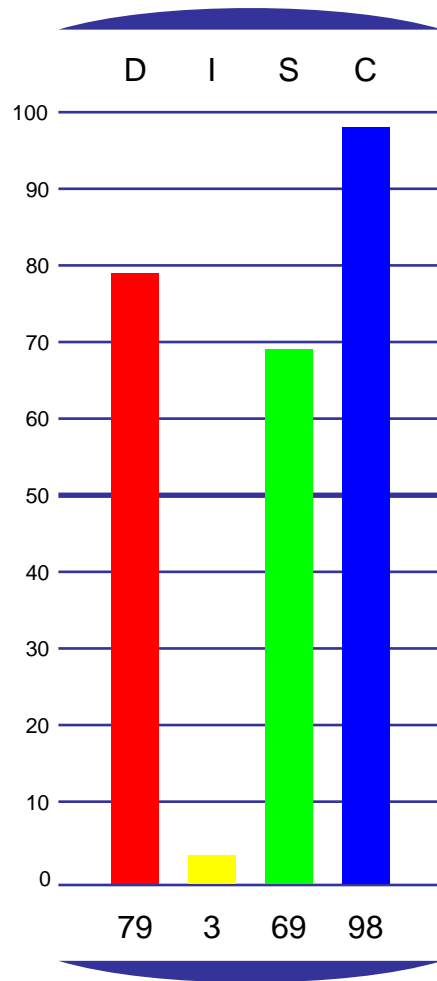
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11-17-2003

**MOST**  
Graph I  
Adapted Style



**LEAST**  
Graph II  
Natural Style



Norm 2003



## THE SUCCESS INSIGHTS® WHEEL

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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.

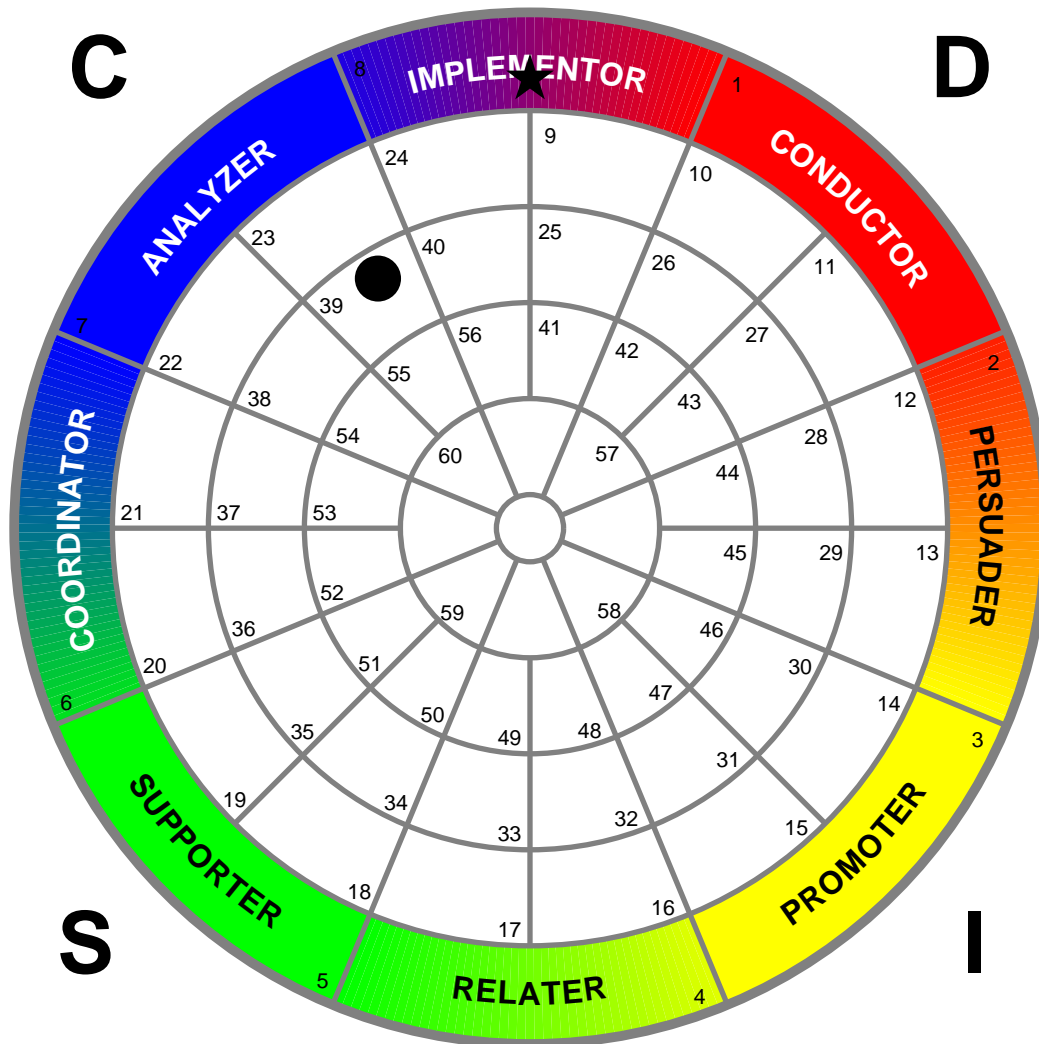
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

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Adapted: ★ (8) IMPLEMENTOR  
Natural: ● (39) IMPLEMENTING ANALYZER (FLEXIBLE)