



TTI  
SUCCESS  
INSIGHTS®

# Management-Staff

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**05.26.2020**

**Executive Coaching & Consulting Services to maximize potential for individuals and com**

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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

# Behavioral Characteristics



*Based on Sam'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 Sam's natural behavior.*

Sam 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 is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He is often frustrated when working with others who do not share the same sense of urgency. Sam is deadline conscious and becomes irritated if deadlines are delayed or missed. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He seeks his own solutions to problems. In this way, his independent nature comes into play. Sam prefers an environment with variety and change. He is at his best when many projects are underway at once. He establishes many standards for himself and others. His high ego strength demands that his standards will be met.

Sam is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He prefers authority equal to his responsibility. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He will work long hours until a tough problem is solved. After it is solved, Sam may become bored with any routine work that follows. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He is logical, incisive and critical in his problem-solving activities. He should realize that at times he needs to think a project through, beginning to end, before starting the project.



# Behavioral Characteristics

## Continued



Sam may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He likes people who communicate with him in a clear, precise and brief conversation. He tends to be intolerant of people who seem ambiguous or think too slowly. 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! When communicating with others, Sam must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. He may display a lack of empathy for others who cannot achieve his standards. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. He may lack the patience to listen and communicate with slower acting people.



# Value to the Organization



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

- ✓ Challenges the status quo.
- ✓ Forward-looking and future-oriented.
- ✓ Presents the facts without emotion.
- ✓ Places high value on time.
- ✓ Always looking for logical solutions.
- ✓ Tough-minded.
- ✓ Self-starter.



# 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 Sam. 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 Sam most frequently.

## Ways to Communicate

- ✓ Respect his quiet demeanor.
- ✓ Be prepared with the facts and figures.
- ✓ Show him a sincere demeanor by careful attention to his point of view.
- ✓ Stick to business—let him decide if he wants to talk socially.
- ✓ Support and maintain an environment where he can be efficient.
- ✓ Use the proper buzz words that are appropriate to his expertise.
- ✓ Use expert testimonials.
- ✓ Listen to him.
- ✓ Provide facts and figures about probability of success or effectiveness of options.
- ✓ Ask specific (preferably "what?") questions.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✓ Present the facts logically; plan your presentation efficiently.



# Checklist for Communicating

## Continued



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

- ⊘ Ramble on, or waste his time.
- ⊘ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- ⊘ Make statements you cannot prove.
- ⊘ Pretend to be an expert if you are not.
- ⊘ Let disagreement reflect on him personally.
- ⊘ Use inappropriate buzz words.
- ⊘ Direct or order.
- ⊘ Come with a ready-made decision or make it for him.
- ⊘ Ask rhetorical questions or useless ones.
- ⊘ Leave things open to interpretation.
- ⊘ Be superficial.



# Communication Tips



This section provides suggestions for methods which will improve Sam's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Sam will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

## Compliance

*When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:*

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

## Dominance

*When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:*

- ✓ Be clear, specific, brief and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

## Steadiness

*When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:*

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

## Influence

*When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:*

- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

# Ideal Environment



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

- ✓ Private office or work area.
- ✓ Forum to express ideas and viewpoints.
- ✓ Nonroutine work with challenge and opportunity.
- ✓ Freedom from controls, supervision and details.
- ✓ Evaluation based on results, not the process.
- ✓ Environment where he can be a part of the team, but removed from office politics.
- ✓ Data to analyze.



# Perceptions



## See Yourself As Others See You

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



### Sam usually sees himself as being:

- ✓ Pioneering
- ✓ Assertive
- ✓ Competitive
- ✓ Confident
- ✓ Positive
- ✓ Winner



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



### Under extreme pressure, stress or fatigue, others may see him as being:

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

# Descriptors



Based on Sam'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>Influence</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

# Natural & Adapted Style



Sam'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.

## Problems & Challenges

### Natural

Sam tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Sam will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

### Adapted

Sam's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to win against all obstacles.

## People & Contacts

### Natural

Sam is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

### Adapted

Sam sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

# Natural & Adapted Style



## Pace & Consistency

### Natural

Sam likes mobility, and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

### Adapted

Sam sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.



## Procedures & Constraints

### Natural

Sam is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

### Adapted

Sam sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.

# Adapted Style



Sam sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- ✓ Persistence in job completion.
- ✓ Dealing with a wide variety of work activities.
- ✓ Being sensitive to, but not necessarily controlled by, rules and procedures.
- ✓ Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ Projecting a limited display of emotion.
- ✓ Anticipating and solving problems.
- ✓ Acting without precedent and able to respond to change in daily work.
- ✓ Being precise in the collection of data.
- ✓ Accomplishing tasks without many people contacts.



# Keys to Motivating



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

## Sam wants:

- ✓ Facts and data for making decisions.
- ✓ Evaluation on not only the results achieved, but the quality of the work and the price he paid for performance.
- ✓ Straight talk supported with facts.
- ✓ Evaluation based on the bottom line.
- ✓ Limited socializing.
- ✓ Opportunity to discuss progress on major or new projects.
- ✓ Puzzles to solve.
- ✓ Opportunity to verbalize his ideas and demonstrate his skills.
- ✓ Sincere appreciation for achievements—may interpret as manipulation if overdone.
- ✓ Objectivity.
- ✓ Freedom from controls that restrict his creativity.
- ✓ To know the agenda for the meeting.
- ✓ Control of his own destiny.



# Keys to Managing



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

## Sam needs:

- ✓ To know results expected and to be evaluated on the results.
- ✓ Skills to come across warm and close, when appropriate.
- ✓ The opportunity to ask questions to clarify or determine why.
- ✓ To adjust his intensity to match the situation.
- ✓ A work environment with many activities.
- ✓ Time to warm up to people.
- ✓ To soften the edge and not be so blunt.
- ✓ Sincerity from people with whom he works.
- ✓ To sell his ideas—not just tell them.
- ✓ A program for pacing work and relaxing.
- ✓ To be confronted when in disagreement, or when he breaks the rules.



# Areas for Improvement



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

## Sam has a tendency to:

- ✓ Dislike routine work or routine people—unless he sees the need to further his goals.
- ✓ Have difficulty finding balance between family and work.
- ✓ Have trouble delegating—can't wait, so does it himself.
- ✓ Be argumentative—creates the devil's advocate position to its highest form—or wears down opposition.
- ✓ Make "off the cuff" remarks that are often seen as personal prods.
- ✓ Be crisis-oriented.
- ✓ Be disruptive because of his innate restlessness and disdain for sameness.



# Action Plan

## Professional Development



1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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---

3. When I make changes to these behaviors, they will have the following impact on my career:

---

---

---

4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

---

---

---

# Action Plan

## Personal Development



1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

---

---

---

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

---

---

---

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

---

---

---

4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

---

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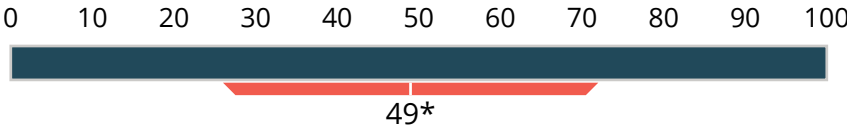
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# Behavioral Hierarchy



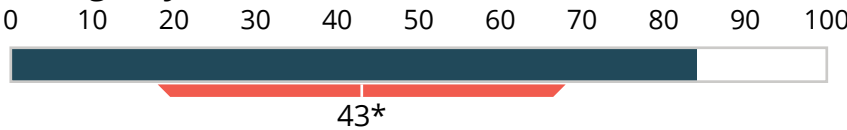
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

**1. Competitive** - Want to win or gain an advantage.



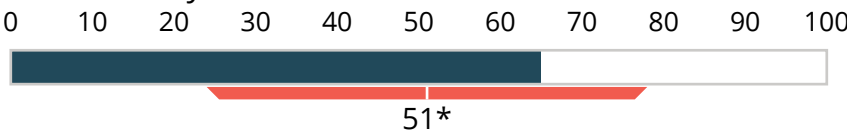
100

**2. Urgency** - Take immediate action.



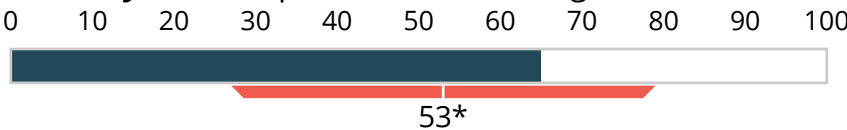
84

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



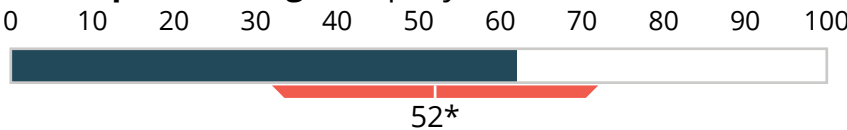
65

**4. Analysis** - Compile, confirm and organize information.



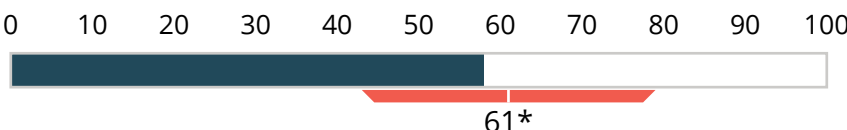
65

**5. Frequent Change** - Rapidly shift between tasks.



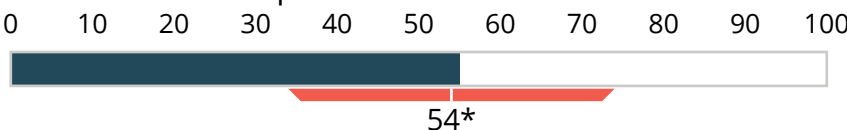
62

**6. Persistence** - Finish tasks despite challenges or resistance.



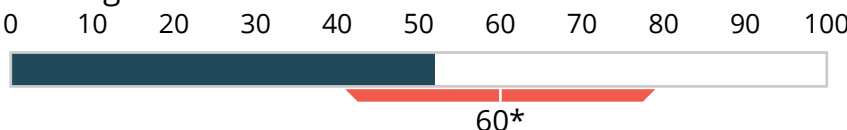
58

**7. Versatile** - Adapt to various situations with ease.



55

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



52

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



# Behavioral Hierarchy



**9. Consistent** - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



50

61\*

**10. Interaction** - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



40

60\*

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

0 10 20 30 40 50 60 70 80 90 100



40

65\*

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

0 10 20 30 40 50 60 70 80 90 100



37

64\*

SIA: 74-35-42-62 (09) SIN: 89-34-38-45 (01)

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



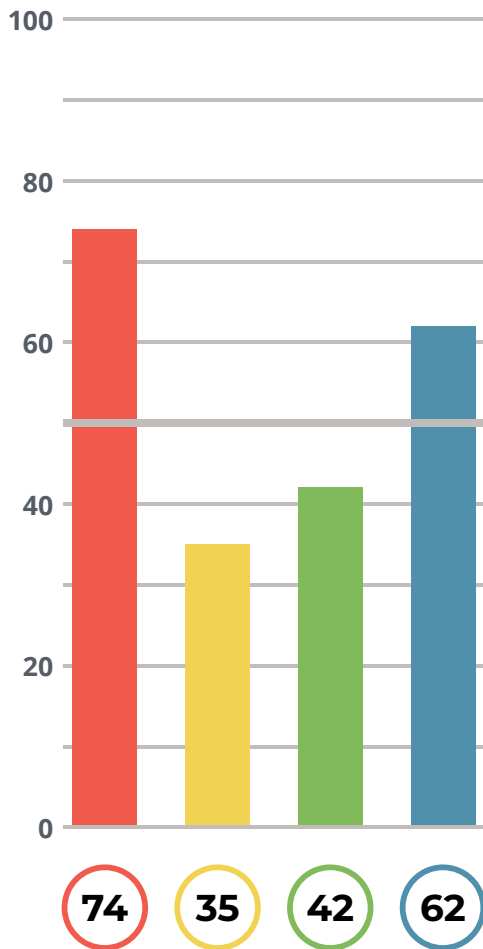
# Style Insights® Graphs



Graph I

## Adapted Style

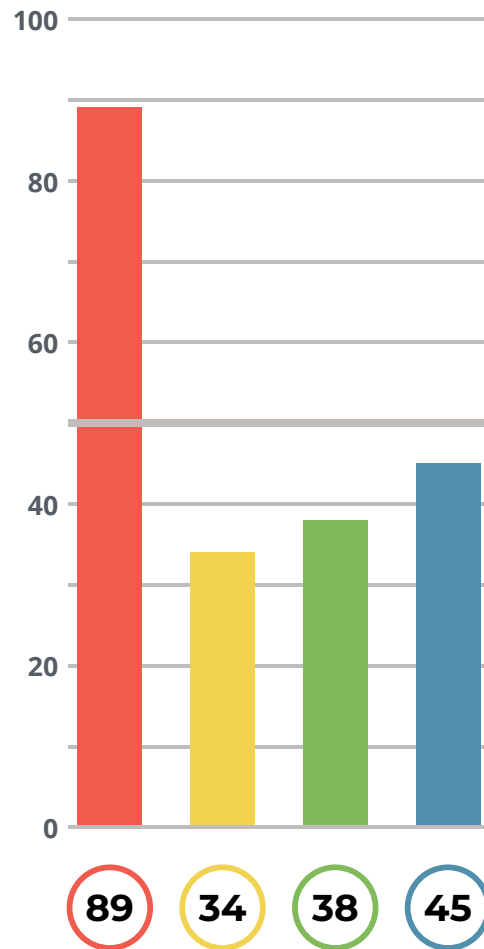
**D**   **I**   **S**   **C**



Graph II

## Natural Style

**D**   **I**   **S**   **C**



# The TTI Success Insights® Wheel



The TTI 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.

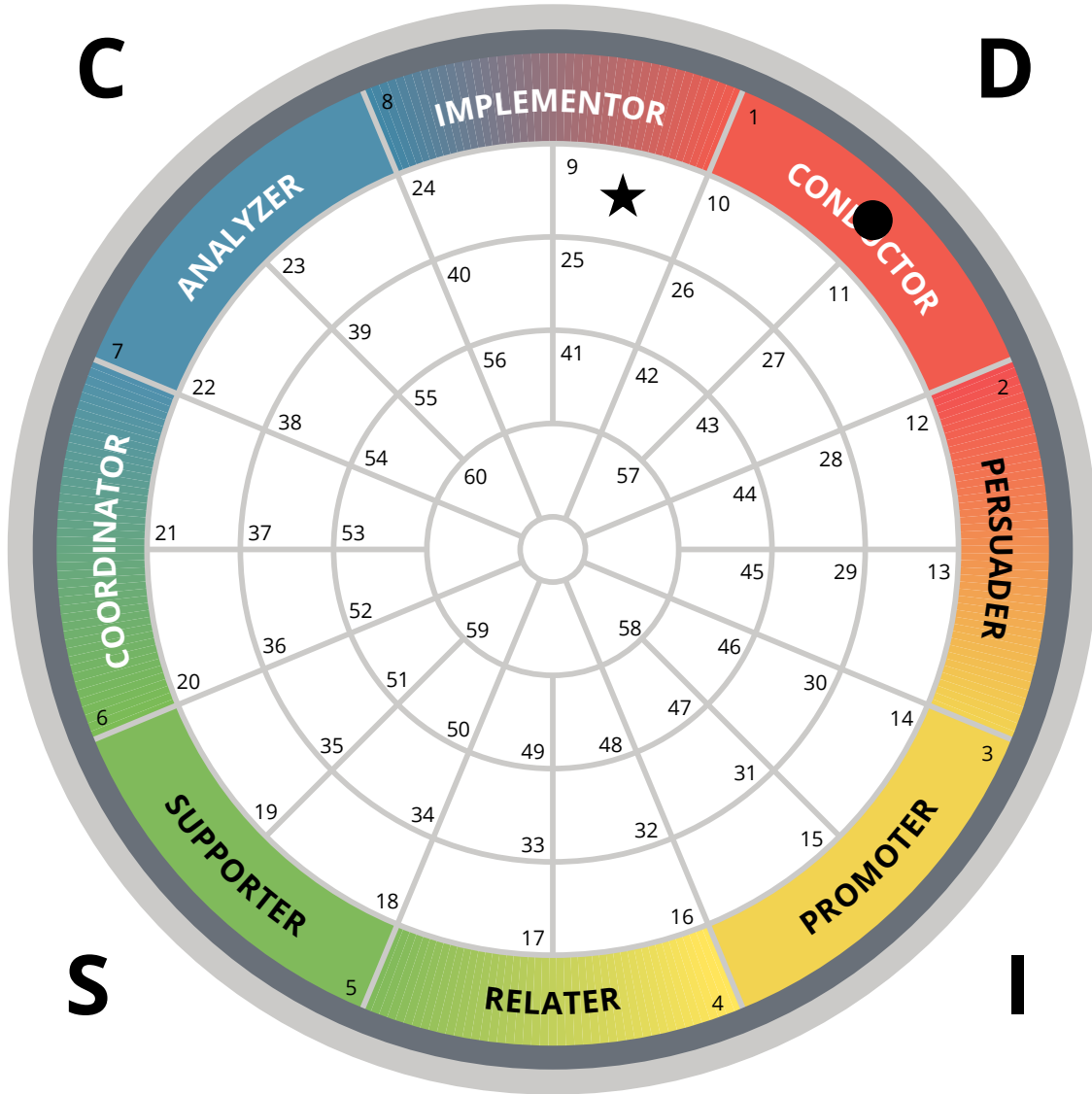
# The TTI Success Insights® Wheel



**Sam Sample**

ABC Company

5-26-2020



Adapted: ★ (9) CONDUCTING IMPLEMENTOR

Natural: ● (1) CONDUCTOR  
Norm 2017 R4

T: 8:46

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