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SUCCESS
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Team Building

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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



Based on Julianne's responses, the report has generated general behavioral statements to provide information on her natural behavior. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Julianne's natural behavior.

Juliane likes to work behind the scene and be seen as someone who is organized and has her life in order. Rules and procedures provide security for her job performance. Juliane can devote all her energy to the job, and that offers security to her work situation. 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. She can overanalyze a problem which tends to slow down the decision-making process. When Juliane sees something that is wrong she wants to fix it. She is oriented toward achieving practical results. She tends to be her own worst critic constantly reminding herself that she could have done better if given more time. Because of high expectations of her own job performance, Juliane may sometimes feel that other workers cannot perform up to her standards. She wants to make certain that detailed reports are accurately completed. This tendency can be reassuring to Juliane's supervisors. Juliane wants the safety features on her equipment to be in good working order. She is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work.

Juliane gets frustrated when well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. 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 is skilled at observing and collecting data on different subjects. If she has a real passion for a given subject, she will read and listen to all the available information on the subject. She feels tension when forced to make major decisions quickly. Juliane is the type of person who will accept challenges, and accept them seriously. She has an acute awareness of social, economic and political implications of her decisions. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts."

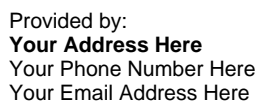


[illegible]



Juliane 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.

- [illegible]





This section of the report identifies Julianne's value to the team. Discuss this list and identify those values most important to the team.

- Flexible.
- Turns confrontation into positives.
- Proficient and skilled in her technical specialty.
- Comprehensive in problem solving.
- Will gather data for decision making.
- Always concerned about quality work.
- Defines, clarifies, gets information, criticizes and tests.
- Conscientious and steady.





This section identifies the behavior Julianne brings to the organization. Use these statements to capitalize on Julianne's value to the team and organization.

- [illegible]





Checklist for Communicating

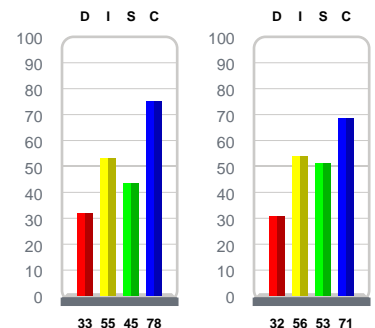
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Julianne. Read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

Ways to Communicate

- ☐ Be sincere and use a tone of voice that shows sincerity.
- ☐ Prepare your "case" in advance.
- ☐ Give her time to ask questions.
- ☐ Support your communications with correct facts and data.
- ☐ Make an organized presentation of your position, if you disagree.
- ☐ Give her time to verify reliability of your actions; be accurate, realistic.
- ☐ Give her time to verify reliability of your comments--be accurate and realistic.
- ☐ Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- ☐ Make an organized contribution to her efforts, present specifics and do what you say you can do.
- ☐ Support her principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- ☐ Follow through, if you agree.
- ☐ Give her time to be thorough, when appropriate.
- ☐ Provide solid, tangible, practical evidence.

Adapted Style

Natural Style





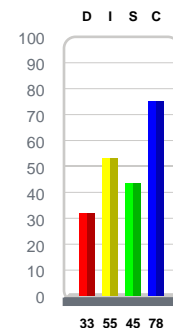
Checklist for Communicating Continued

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

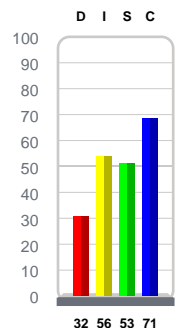
Ways NOT to Communicate

- ☐ Push too hard, or be unrealistic with deadlines.
- ☐ Threaten, cajole, wheedle, coax or whimper.
- ☐ Say "trust me"--you must prove it.
- ☐ Leave things to chance or luck.
- ☐ Use testimonies of unreliable sources; don't be haphazard.
- ☐ Talk to her when you're extremely angry.
- ☐ Don't be haphazard.
- ☐ Make promises you cannot deliver.
- ☐ Rush the decision-making process.
- ☐ Make conflicting statements.
- ☐ Be vague about what's expected of either of you; don't fail to follow through.
- ☐ Give your presentation in random order.
- ☐ Make statements about the quality of her work unless you can prove it.

Adapted Style



Natural Style





Communication Tips

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

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.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

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."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

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, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

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.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



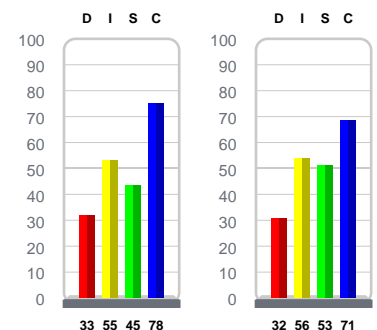
Team Effectiveness Factors

Juliane's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows her strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Places high value on details. POTENTIAL WEAKNESS - May get bogged down in details or use details to protect her position.
- STRENGTH - Very intuitive. POTENTIAL WEAKNESS - Fails to share ideas and feeling until after the fact.
- STRENGTH - Places high value on quality workmanship. POTENTIAL WEAKNESS - May be bound by her own set of procedures and methods that she fails to look for more efficient ones.
- STRENGTH - Will follow instructions. POTENTIAL WEAKNESS - May lean on supervisors for information and direction.
- STRENGTH - Uses facts and data to support decision making. POTENTIAL WEAKNESS - May collect so much data that it hinders the decision-making process.
- STRENGTH - Task-oriented and security driven. POTENTIAL WEAKNESS - May yield position to avoid controversy and insure security.
- STRENGTH - Good at calculating risk. POTENTIAL WEAKNESS - May resist changes because of the risk involved with changes.

Adapted Style

Natural Style





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 Juliane's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Juliane to project the image that will allow her to control the situation.

Self-Perception

Juliane usually sees herself as being:

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

Others' Perception - Moderate

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

- Pessimistic
- Picky
- Worrisome
- Fussy

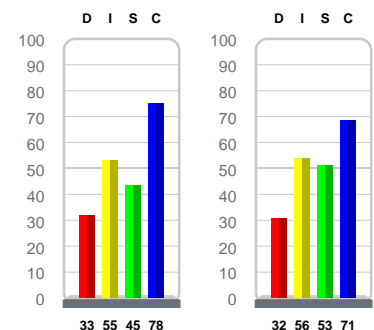
Others' Perception - Extreme

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

- Perfectionistic
- Hard-to-Please
- Strict
- Defensive

Adapted Style

Natural Style





Descriptors

Based on Juliane'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.

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



Action Plan

Professional Development

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

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

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:

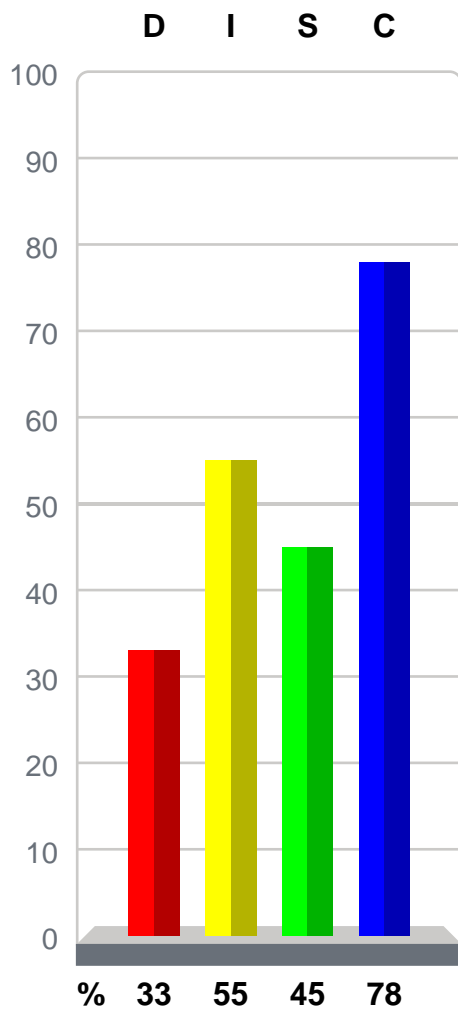
4. I will make the following changes to my behavior, and I will implement them by _____:



Style Insights® Graphs

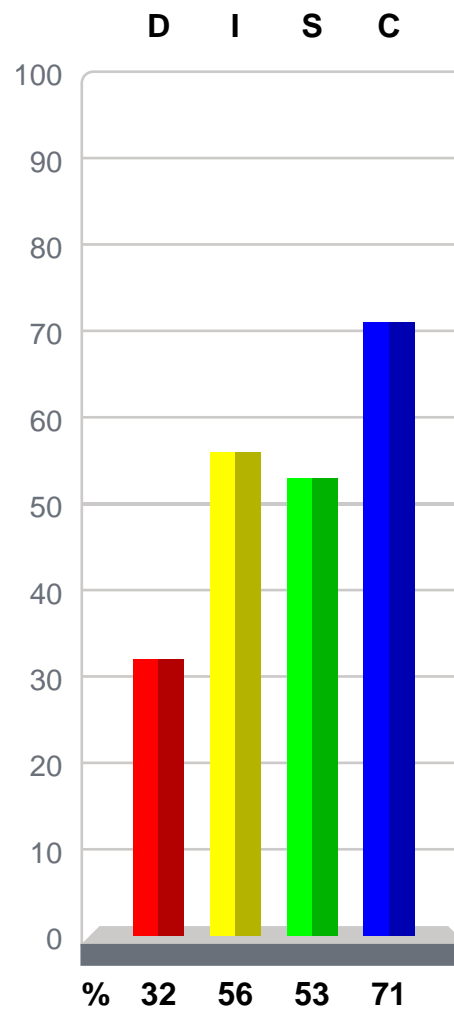
Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 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:

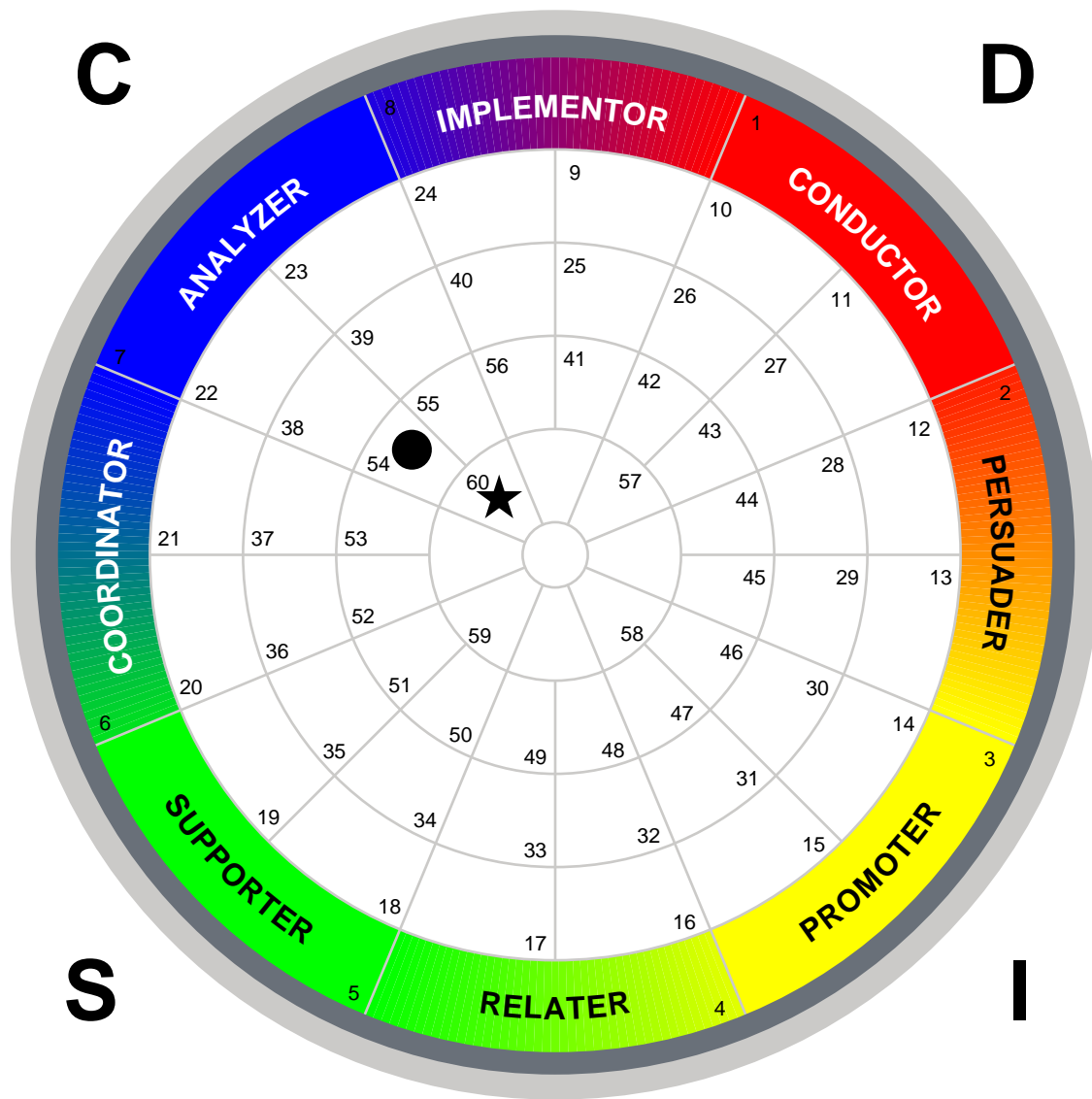
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)
Natural: ● (54) COORDINATING ANALYZER (ACROSS)

Norm 2011 R4