TTI SUCCESS INSIGHTS®

Time P.L.U.S.™

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Pm
ABC Corp.
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Advancing People in Business ℠

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Introduction

Behavioral research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioral factors to varying degrees of intensity.
–W.M. Marston

Behavioral Characteristics

Based on your responses, the report has selected general statements to provide a broad understanding of your work style. These statements identify the basic natural behavior that you bring to the job. That is, if left on your own, HOW YOU WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of your natural behavior.

Dan wants to be viewed as self-reliant and willing to pay the price for success. He 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. He is extremely results-oriented, feeling a sense of urgency to complete projects quickly. Dan is forward-looking, aggressive, and competitive. His vision for results is one of his positive strengths. He seeks his own solutions to problems. In this way, his independent nature comes into play. He is a goal-oriented individual who believes in harnessing people to achieve goals. He needs people with other strengths on his team. He has high ego strengths and may be viewed by some as egotistical. Many people see him as a self-starter dedicated to achieving results. He embraces visions not always seen by others. Dan's creative mind allows him to see the "big picture."

Dan finds it easy to share his opinions on solving work-related problems. When faced with a tough decision, he will try to sell you on his ideas. He prefers authority equal to his responsibility. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Dan will work long hours until a tough problem is solved. After it is solved, Dan 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 likes to make decisions quickly. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.

Dan challenges people who volunteer their opinions. He may lose interest in what others are saying if they ramble and fail to speak to the point. His active mind is already moving ahead. He should exhibit more patience and ask questions to make sure that others have understood what he has said. 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

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
85 62 12 52	94 62 12 36

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Behavioral Characteristics

Continued

by some people. Dan 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 tends to influence people by being direct, friendly, and results-oriented. He tends to be intolerant of people who seem ambiguous or think too slowly. He may sometimes mask his feelings in friendly terms. If pressured, Dan's true feelings may emerge.

Graph I
Adapted Style

D	I	S	C

100

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85	62	12	52

Graph II
Natural Style

D	I	S	C

100

80

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94	62	12	36

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Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Firefighting

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate, or solve minor problem-related issues. These issues usually "flare up" quickly and are "put out" quickly.

Possible Causes:

1. Desire to solve problems quickly and sometimes without adequate information
2. Lack of delegation
3. Lack of standard operating procedures
4. Poor or the wrong priorities
5. Failure to align intensity with the situation

Possible Solutions:

1. Establish a plan
2. Create operational procedures for tasks and known problems
3. Establish a "management by objectives" approach

Poor Delegation

Poor delegation usually means the inability to discriminate between tasks needing your time and attention and those others are capable of accomplishing.

Possible Causes:

1. Do not want to give up control
2. Do not trust the abilities of others
3. Do not understand the abilities of others
4. Fear the talents of others
5. Do not want to overload others

Graph I
Adapted Style

D	I	S	C
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Graph II
Natural Style

D	I	S	C
94	62	12	36

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Possible Solutions:

1. Train and mentor others
2. Develop a support team
3. Give people the opportunity to help
4. Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Crisis Management

Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

Possible Causes:

1. Lack planning
2. Place unrealistic time requirements on people and tasks
3. Always looking for problems to solve

Possible Solutions:

1. Have a well defined operational plan
2. Target key individuals to handle specific problems
3. Ask for recommendations from key people
4. Delegate authority and responsibility when possible

Lack Of A Written Plan

A plan in this context may be an overall business plan including the mission, goals, objectives, task requirements, and the utilization of resources. It may also simply mean written priorities and a written daily plan of action.

Possible Causes:

1. Action oriented, want to get things done now
2. Priorities keep changing (self- or other-imposed)
3. Have been successful without a plan in the past

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
85 62 12 52	94 62 12 36

Continued

4. Want to "go with the flow" and not be stifled by a written daily agenda

Possible Solutions:

1. Write down personal and job-related values and prioritize them
2. Write out a long-term plan that will support those values
3. Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

Snap Decisions

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

Possible Causes:

1. Impatience overrides need to wait for more information
2. Try to do too much
3. Failure to plan in advance
4. Lack specific goals

Possible Solutions:

1. Ask for recommendations
2. Establish process for decisions prior to situation occurring
3. Establish standard operating procedures and alternative procedures for possible problems

Graph I
Adapted Style

D	I	S	C
85	62	12	52

Graph II
Natural Style

D	I	S	C
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Checklist For Communicating

This section of the report is a lists of things to DO when communicating with you. Read each statement and then identify 3 or 4 that are most important to your optimal use of time. By sharing this information with others, the better they can plan meetings, presentations, and informal discussions. This will result in more efficient and time saving the communications.

Ways to Communicate

✓ 1. Provide time for fun and relaxing.

✓ 2. Provide systems to follow.

✓ 3. Use his jargon.

✓ 4. Provide questions, alternatives, and choices for making his own decisions.

✓ 5. Put projects in writing with deadlines.

✓ 6. Stick to business—let him decide if he wants to talk socially.

✓ 7. Provide facts and figures about probability of success or effectiveness of options.

✓ 8. Present the facts logically; plan your presentation efficiently.

✓ 9. Motivate and persuade by referring to objectives and results.

✓ 10. Be specific and leave nothing to chance.

✓ 11. Support the results, not the person, if you agree.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C

Graph I values: 85 62 12 52
Graph II values: 94 62 12 36

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Checklist For Communicating
Continued

This section of the report is a list of things NOT to do while communicating with you. Read each statement and identify those that cause the most frustration. By sharing this information, both parties can avoid time wasting interactions and achieve more effective communication.

Ways <u>NOT</u> to Communicate

🚫 1. Come with a ready-made decision or make it for him.

🚫 2. Reinforce agreement with "I'm with you."

🚫 3. Forget to follow-up.

🚫 4. Assume he heard what you said.

🚫 5. Let disagreement reflect on him personally.

🚫 6. Be put off by his "cockiness."

🚫 7. Let him change the topic until you are finished.

🚫 8. Direct or order.

🚫 9. Use a paternalistic approach.

🚫 10. Forget or lose things, be disorganized or messy, confuse or distract his mind from business.

🚫 11. Try to convince by "personal" means.

Graph I

Adapted Style

D	I	S	C

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80
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85 | 62 | 12 | 52

Graph II

Natural Style

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0

94 | 62 | 12 | 36

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

Dan 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 Dan'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
Dominance	**Influence**	**Steadiness**	**Compliance**
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

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Interactive Flexibility

Each person is different and each has needs they want met. This section will help you identify four basic behavioral styles of others. It will provide you with valuable information for meeting their needs. As you develop strategies for meeting their needs, you will gain their commitment and cooperation. You will be able to understand how interacting with different styles impacts your use of TIME.

Improving Your Interactive Flexibility

When interacting with an individual who has the following characteristics:

- Fast-paced speech
- Strong personality
- Impatience
- Directness
- Tries to control the situation

Factors that will improve Interaction with this Style:

- Minimize features - maximize benefits
- Help them with details
- Listen
- Ask specific questions
- Keep the pace fast enough so they don't become bored

Factors that will create tension or dissatisfaction with this Style:

- Over controlling the situation
- Telling them what to do

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Adapted Style
D I S C
85 62 12 52

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Interactive Flexibility

Improving Your Interactive Flexibility

When interacting with an individual who has the following characteristics:
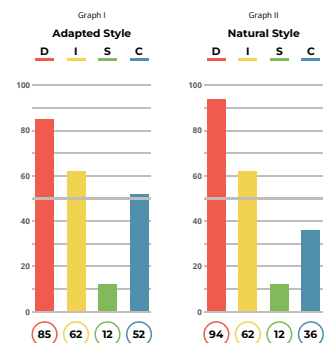
- Warm and friendly
- Impulsive
- Uses many hand gestures while speaking
- Talkative
- Imprecise about the use of time

Factors that will improve Interaction with this Style:

- Be friendly, not dominating
- Ask for their ideas and opinions
- Use testimonials
- Describe how others will benefit
- Control your impatience

Factors that will create tension or dissatisfaction with this Style:

- Over controlling
- Displaying your impatience

Graph I

Adapted Style

D	I	S	C

100
80
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0

85 62 12 52

Graph II

Natural Style

D	I	S	C

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40
20
0

94 62 12 36

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Interactive Flexibility

Improving Your Interactive Flexibility

When interacting with an individual who has the following characteristics:

- Patient
- Easy going
- Uses few gestures
- Unemotional voice
- Reserved

Factors that will improve Interaction with this Style:

- Listen patiently
- Take time to explain
- Develop more empathy and patience
- Take a personal interest in them
- Exhibit friendly attitudes
- Slow down
- Give more attention to details
- Control body language
- Speak with a sincere tone of voice

Factors that will create tension or dissatisfaction with this Style:

- Overselling or stressing new products
- Dominate with active body language

Graph I

Adapted Style

D	I	S	C

| 85 | 62 | 12 | 52 |

Graph II

Natural Style

D	I	S	C

| 94 | 62 | 12 | 36 |

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Interactive Flexibility

Improving Your Interactive Flexibility

When interacting with an individual who has the following characteristics:

- Speaks slowly
- Asks many questions about facts and data
- Is deliberate
- Uses few gestures
- Unemotional

Factors that will improve Interaction with this Style:

- Slow down and LISTEN
- Explain details
- Be sincere - lower your tone of voice
- Be conservative in assertions
- Answer questions precisely
- Minimize risks

Factors that will create tension or dissatisfaction with this Style:

- Being too blunt and direct
- Forcing them to take risks

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Adapted Style

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Natural Style

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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:

   _____

   _____

   _____

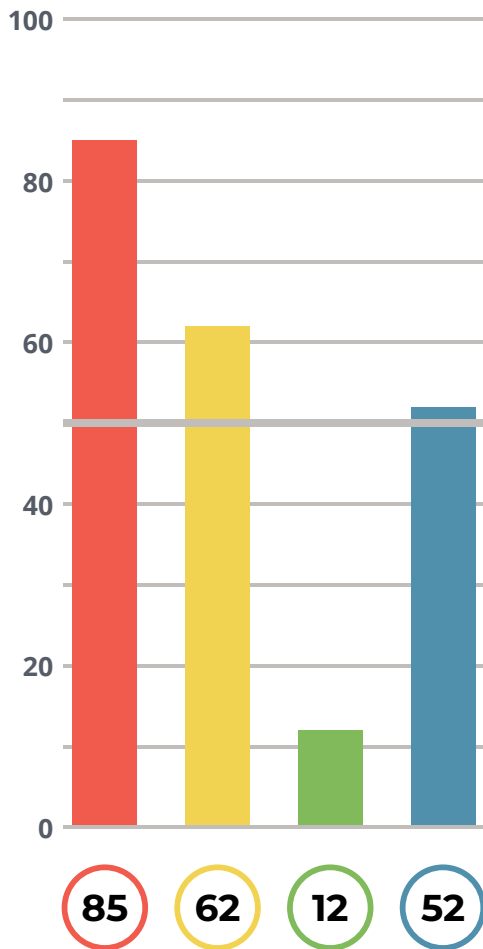4. I will make the following changes to my behavior, and I will implement them by _____:

   _____

   _____

   _____

Style Insights® Graphs

Graph I

Adapted Style

D   I   S   C

	D	I	S	C
Score	85	62	12	52

Graph II

Natural Style

D   I   S   C

	D	I	S	C
Score	94	62	12	36
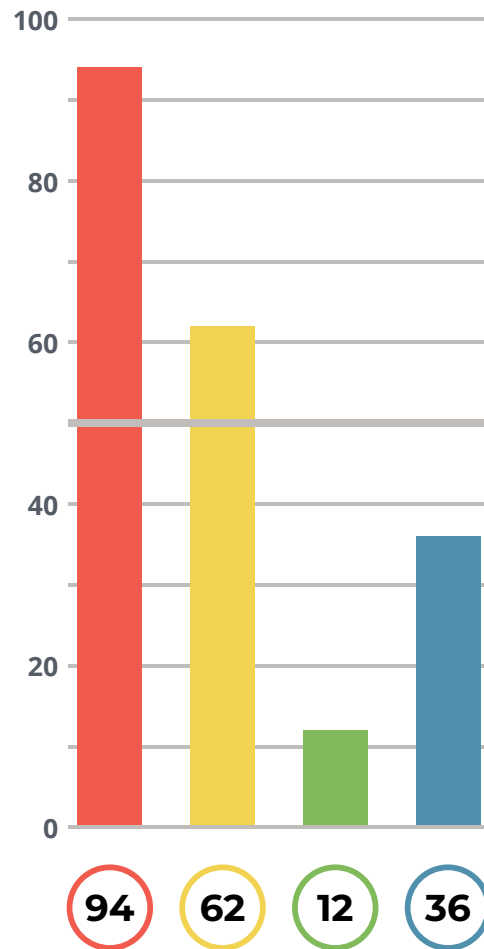
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The TTI Success Insights® Wheel

The TTI Success Insights® Wheel is a powerful tool first 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 to which 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.
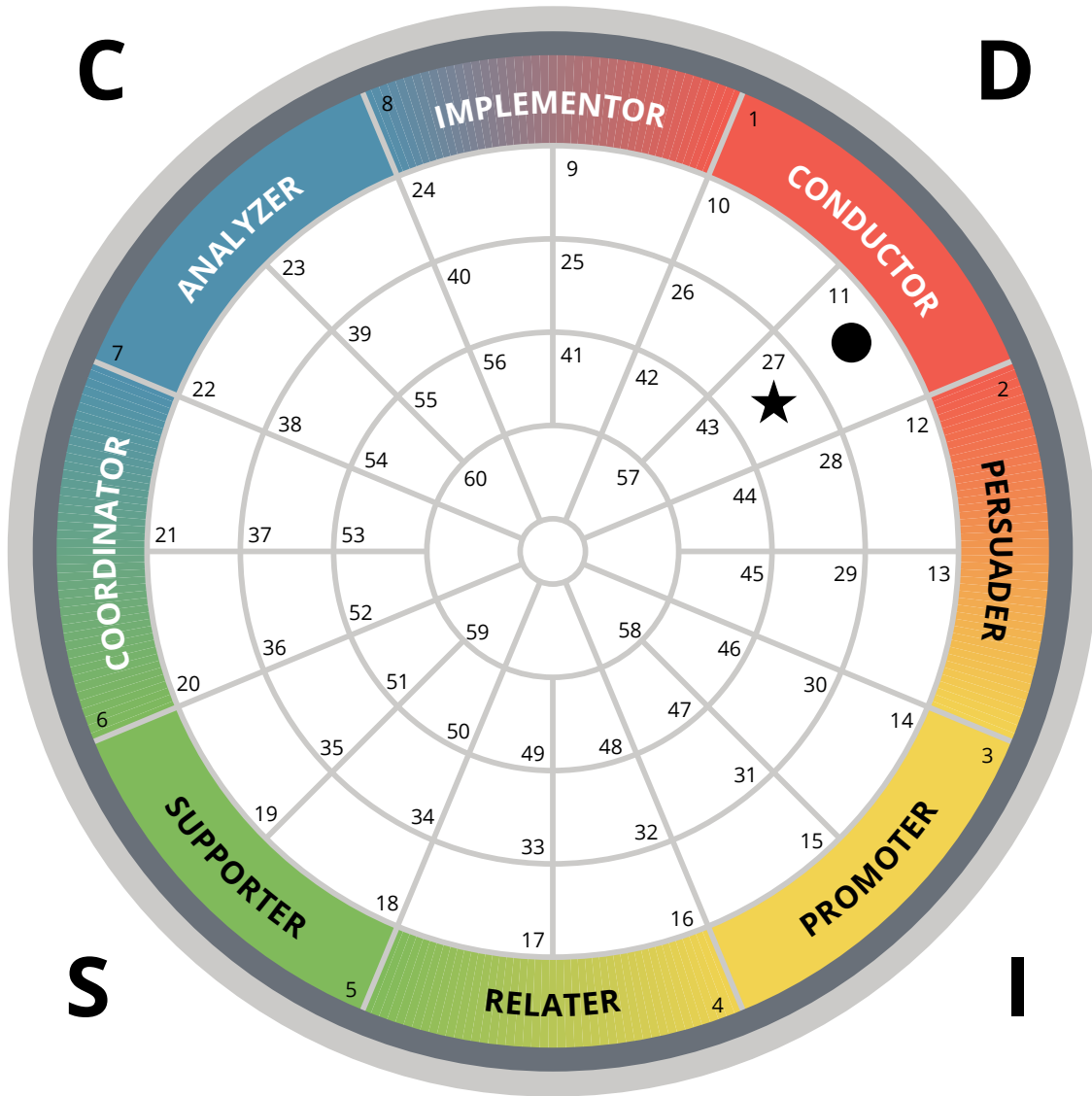
The TTI Success Insights® Wheel

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8-14-2018

Adapted: ★ (27)   PERSUADING CONDUCTOR (FLEXIBLE)
Natural: ● (11)   PERSUADING CONDUCTOR
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