TTI SUCCESS INSIGHTS®

Team Building

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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

Basic Characteristics

Based on Susan'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 Susan's natural behavior.

Susan tends to build a close relationship with a relatively small group of associates. Susan's flexibility will allow her to fit into almost any environment. She requires many good reasons, as well as the benefits involved, before agreeing to making changes. She is often seen as practical and objective. Susan prefers to help and support others rather than compete against them. She wins through hard work and persistence. She likes to focus on one task until it is completed. Susan's relationships with others are warm, personal, and lasting. When people are involved, she may not always be precise about the use of her time. Susan likes harmony and cooperation. Most of the time, she appears as cool, calm, and controlled. She can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when she is in her comfort zone.

Susan prefers to plan her work and work her plan. Others may find it refreshing to have her on their team. Occasionally she will underplay bad news if telling it as it is will offend someone. She may fear it would disturb the relationship. She is persistent and persevering in her approach to achieving goals. Making plans and following those plans is important to her. Susan may tend to fight for her beliefs or those things she feels passionate about. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result.

Susan is quick to pick up on group dynamics and skilled in fitting in with a group. She brings both speaking and listening skills to the group. She likes to know what is expected of her in a working relationship and to have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. She likes a friendly, open style of communication. She usually is considerate, compassionate and accepting of others; however, on some occasions she can become stubborn. Stubbornness surfaces when her ideals and beliefs are

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
43 52 52 68	41 55 56 53

Susan Smith

Basic Characteristics

Continued

confronted. Susan is not easily triggered or explosive, but she may conceal some grievances because she doesn't always state her feelings. She does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She will be open with those she trusts; however, reaching the required level of trust may take time.

Graph I

Adapted Style

D	I	S	C
43	52	52	68

Graph II

Natural Style

D	I	S	C
41	55	56	53

Susan Smith

Work Characteristics

Susan 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.

1. Precise, analytical approach to work tasks.

2. Calculation of risks before taking action.

3. Undemanding of others' time and attention.

4. Being conservative, not competitive, in nature.

5. Being cordial and helpful when dealing with new clients or customers.

6. Using restraint when confrontation occurs.

7. Precedence of quality over efficiency.

8. Being cooperative and supportive.

9. Careful, thoughtful approach to decision making.

10. Compliance to high standards.

11. Presenting a practical, proven approach to decision making.

12. Critical appraisal of data.

Graph I
Adapted Style

D	I	S	C
43	52	52	68

Graph II
Natural Style

D	I	S	C
41	55	56	53

Susan Smith

Value To The Team

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

✔ People-oriented.

✔ Patient and empathetic.

✔ Will gather data for decision making.

✔ Service-oriented.

✔ Good at reconciling factions—is calming and adds stability.

✔ Flexible.

✔ Builds good relationships.

Graph I
Adapted Style

D	I	S	C

100
80
60
40
20
0

| 43 | 52 | 52 | 68 |

Graph II
Natural Style

D	I	S	C

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80
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Susan Smith
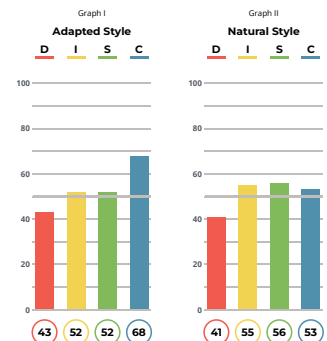Copyright © 1984-2024. TTI Success Insights LTD.

Value To The Organization

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

   ✔   1. Will gather data for decision making.

   ✔   2. Has respect for authority and organizational structure.

   ✔   3. Defines, clarifies, gets information, criticizes, and tests.

   ✔   4. Turns confrontation into positives.

   ✔   5. Accurate and intuitive.

   ✔   6. Comprehensive in problem solving.

   ✔   7. Always concerned about quality work.

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Adapted Style

D	I	S	C

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Natural Style

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Susan Smith

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 Susan. 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 providing a list to those who communicate with Susan most frequently.

Ways to Communicate

✓ 1. Take time to be sure that she is in agreement and understands what you said.

✓ 2. Support your communications with the correct facts and data.

✓ 3. Look for hurt feelings or personal reasons if you disagree.

✓ 4. Clearly define (preferably in writing) individual contributions.

✓ 5. Take your time and be persistent.

✓ 6. Provide personal assurances and clear, specific solutions with maximum guarantees.

✓ 7. Keep conversation at discussion level.

✓ 8. Show sincere interest in her as a person. Find areas of common involvement and be candid and open.

✓ 9. Patiently draw out personal goals and work with her to help her achieve those goals; listen and be responsive.

✓ 10. Be sincere and use a tone of voice that shows sincerity.

✓ 11. Provide tangible and practical evidence.

✓ 12. Give her time to ask questions.

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Susan Smith

Checklist For Communicating

Continued

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

🚫 1. Keep deciding for her, less she'll lose initiative. Don't leave her without backup support.

🚫 2. Rush her in the decision-making process.

🚫 3. Offer assurance and guarantees you can't fulfill.

🚫 4. Be domineering or demanding; don't threaten with a position of power.

🚫 5. Debate about facts and figures.

🚫 6. Give your presentation in a random order.

🚫 7. Talk to her when you're extremely angry.

🚫 8. Be abrupt and rapid.

🚫 9. Push too hard or be unrealistic with deadlines.

🚫 10. Talk in a loud voice or use confrontation.

🚫 11. Force her to respond quickly to your objectives. Don't say, "Here's how I see it."

🚫 12. Use testimonies from unreliable sources.

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Communication Tips

This section provides suggestions for methods which will improve Susan'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, Susan 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.

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, or 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 or alternatives and abstractions.

Team Effectiveness Factors

Susan'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 - Predictable and reliable. POTENTIAL WEAKNESS - May be inflexible and resist change.

- STRENGTH - Good listener. POTENTIAL WEAKNESS - May be possessive of information.

- STRENGTH - Task-oriented. POTENTIAL WEAKNESS - May bury herself in the task and fail to deal with people problems in a timely fashion.

- STRENGTH - Stable and persistent. POTENTIAL WEAKNESS - Be relaxed and content with things the way they are.

- STRENGTH - Will work for a cause and a leader. POTENTIAL WEAKNESS - May procrastinate on decisions when in the leadership role.

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Adapted Style

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Graph II

Natural Style

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Susan Smith

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

Susan usually sees herself as being:

- ✔ Considerate
- ✔ Thoughtful
- ✔ Good-natured
- ✔ Dependable
- ✔ Team Player
- ✔ Good Listener

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

- ✔ Nondemonstrative
- ✔ Hesitant
- ✔ Unconcerned
- ✔ Inflexible

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

- ✔ Possessive
- ✔ Stubborn
- ✔ Detached
- ✔ Insensitive

Descriptors

Based on Susan'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.

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

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 _____:

   _____

   _____

   _____

Susan Smith

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:

   _____

   _____

   _____

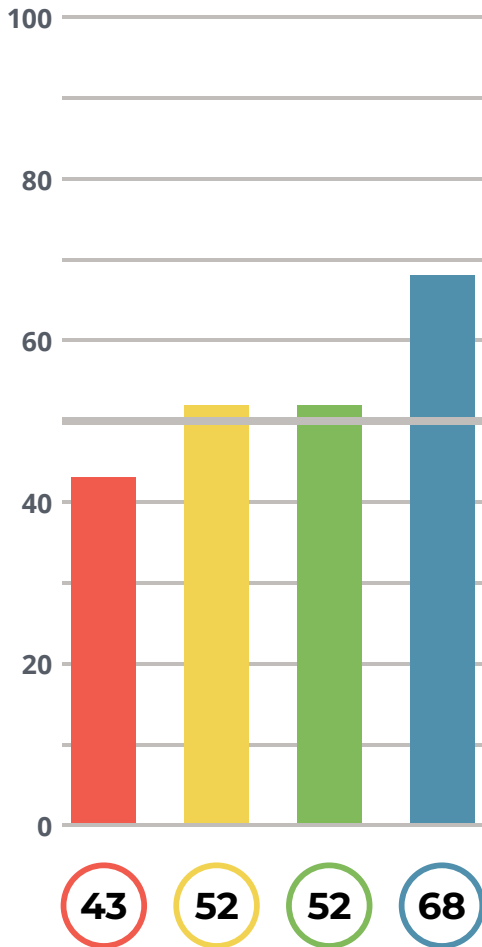4. I will make the following changes to my behavior, and I will implement them by _____:

   _____

   _____

   _____

Susan Smith

Style Insights® Graphs

Graph I

Adapted Style

D	I	S	C

100

80

60

40

20

0

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Graph II

Natural Style

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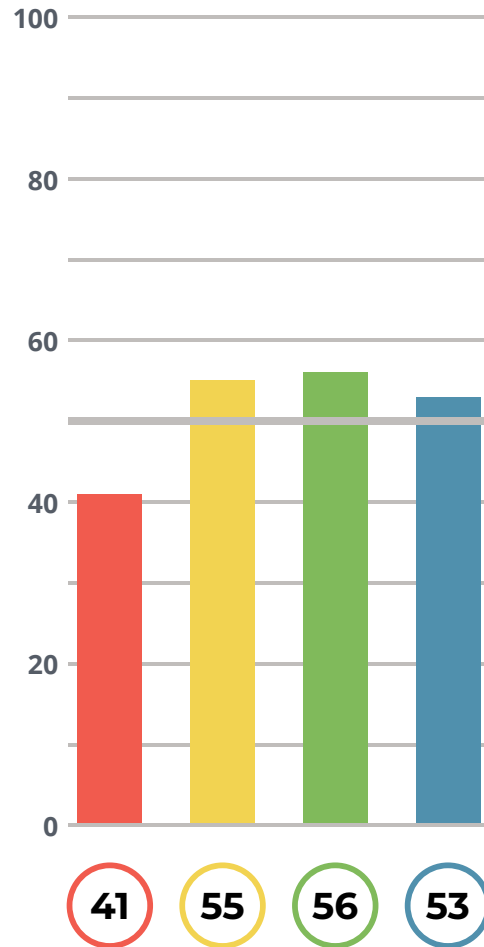
The TTI Success Insights® Wheel

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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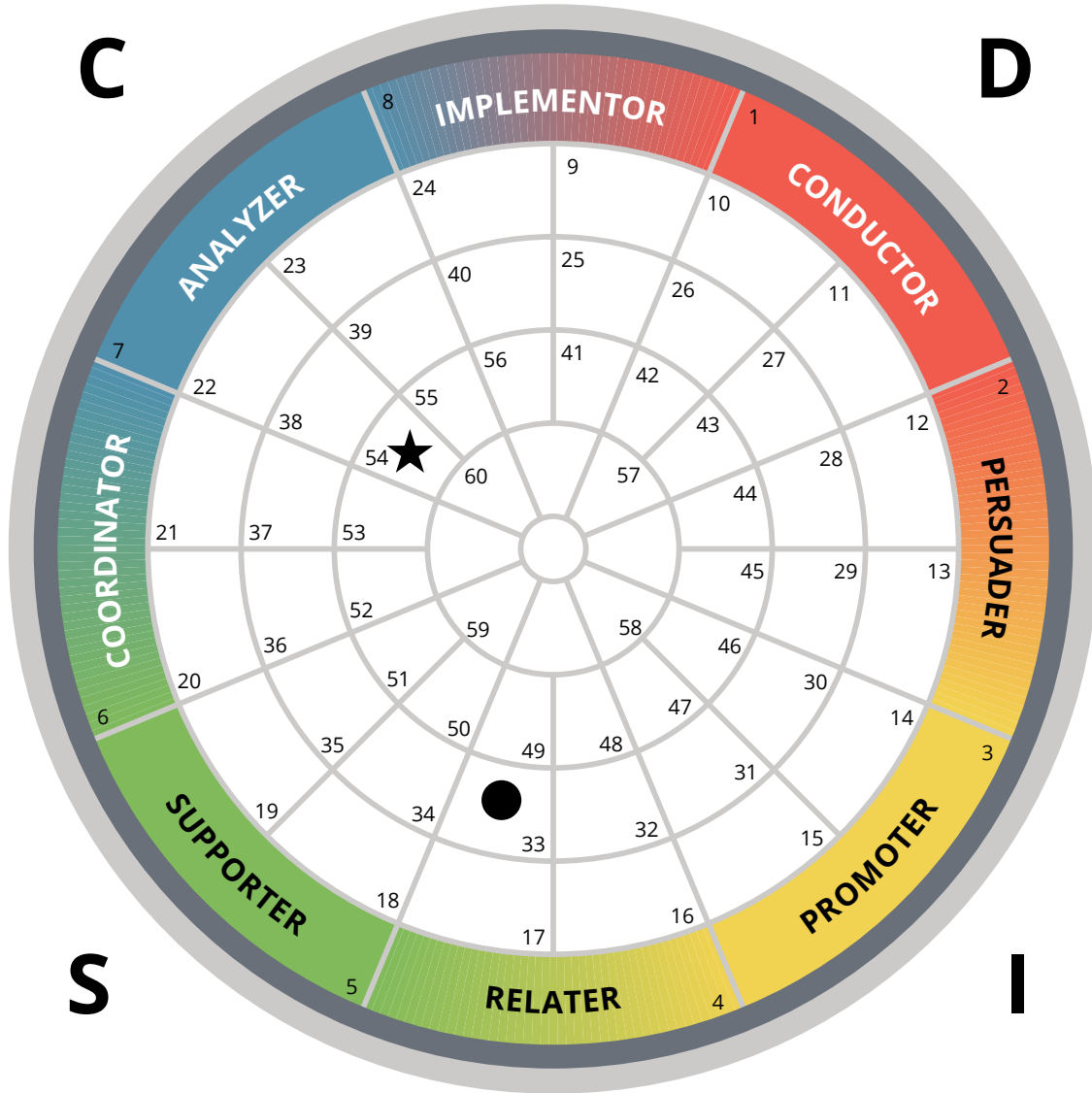
Adapted: ★ (54) COORDINATING ANALYZER (ACROSS)
Natural: ● (33) SUPPORTING RELATER (FLEXIBLE)
Norm 2011 R4

T: 9:03

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