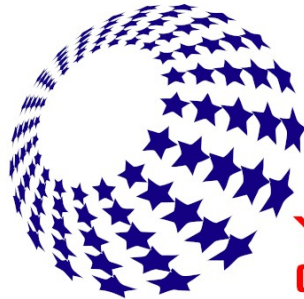




**TTI Success Insights®**  
Management-Staff™ Version



**Sara Sample**  
Company Inc  
4-2-2010



**YOUR  
COMPANY**

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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*

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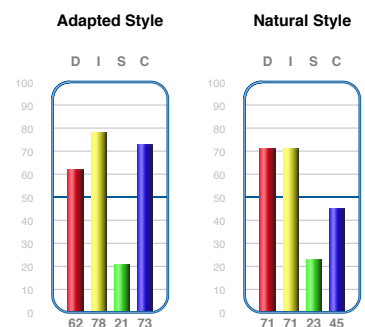


## GENERAL CHARACTERISTICS

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

Sara may lose interest in a project once the challenge ceases. She may then be ready for another challenging project. She is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. Most people see her as a high risk-taker. Her view is, "nothing ventured, nothing gained." She is forward-looking, aggressive and competitive. Her vision for results is one of her positive strengths. Many people see her as a self-starter dedicated to achieving results. She is often frustrated when working with others who do not share the same sense of urgency. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people with whom she works. She has high ego strengths and may be viewed by some as egotistical. Sara is deadline conscious and becomes irritated if deadlines are delayed or missed. She wants to be viewed as self-reliant and willing to pay the price for success.

Sara will work long hours until a tough problem is solved. After it is solved, Sara may become bored with any routine work that follows. She prefers authority equal to her responsibility. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems. When faced with a tough decision, she will try to sell you on her ideas. Sara has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She finds it easy to share her opinions on solving work-related problems. Many people see her decisions as high-risk decisions. However, after the

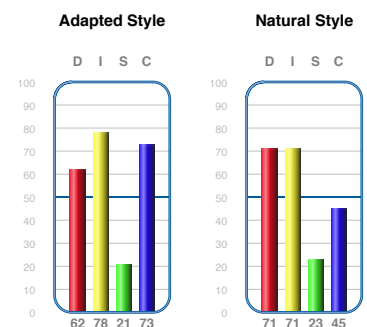


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decision is made, she tends to work hard for a successful outcome. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process.

Sara may lack the patience to listen and communicate with slower acting people. She may sometimes mask her feelings in friendly terms. If pressured, Sara's true feelings may emerge. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She challenges people who volunteer their opinions. Sara likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She should exhibit more patience and ask questions to make sure that others have understood what she has said. She tends to be intolerant of people who seem ambiguous or think too slowly.



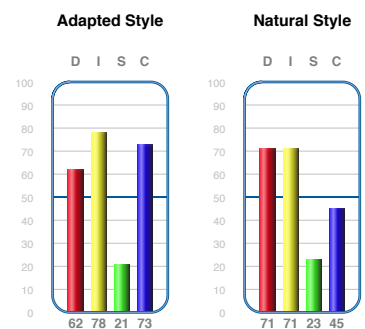
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## VALUE TO THE ORGANIZATION

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

- Initiates activity.
- Usually makes decisions with the bottom line in mind.
- Creative in her approach to solving problems.
- Optimistic and enthusiastic.
- Verbalizes her feelings.
- Tenacious.
- Positive sense of humor.



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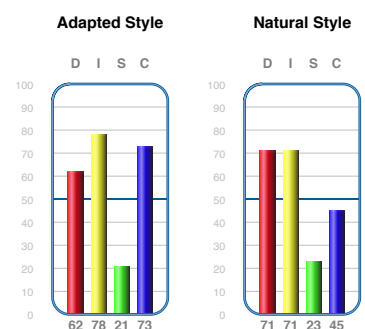


## CHECKLIST FOR COMMUNICATING

*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 Sara. 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 Sara most frequently.*

Do:

- Deal with details in writing, have her commit to modes of action.
- Present the facts logically; plan your presentation efficiently.
- Plan interaction that supports her dreams and intentions.
- Provide a warm and friendly environment.
- Motivate and persuade by referring to objectives and results.
- Leave time for relating, socializing.
- Stick to business--let her decide if she wants to talk socially.
- Ask specific (preferably "what?") questions.
- Ask for her opinions/ideas regarding people.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Provide ideas for implementing action.
- Use enough time to be stimulating, fun-loving, fast-moving.



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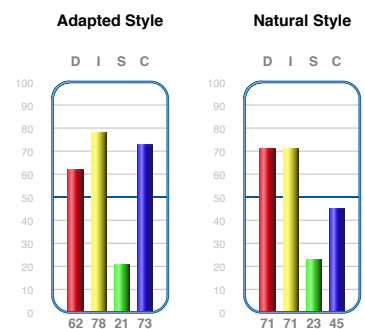


## DON'TS ON COMMUNICATING

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

Don't:

- Be dictatorial.
- Ramble on, or waste her time.
- Be curt, cold or tight-lipped.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Try to build personal relationships.
- Legislate or muffle--don't overcontrol the conversation.
- Leave decisions hanging in the air.
- "Dream" with her or you'll lose time.
- Take credit for her ideas.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Come with a ready-made decision, or make it for her.



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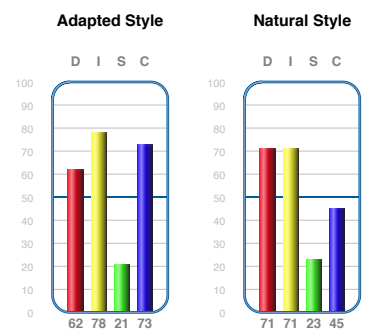
*This section provides suggestions on methods which will improve Sara's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Sara will become more effective in her communications 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>



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

- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoints.
- Freedom of movement.
- Democratic supervisor with whom she can associate.
- Freedom from controls, supervision and details.
- Tasks involving motivated groups and establishing a network of contacts.
- An innovative and futuristic-oriented environment.
- Assignments with a high degree of people contacts.
- Work tasks that change from time to time.



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

## "See Yourself As Others See You"

### SELF-PERCEPTION

Sara usually sees herself as being:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

### OTHERS' PERCEPTION

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

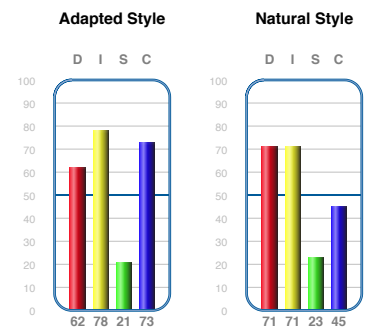
Demanding  
Egotistical

Nervy  
Aggressive

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

Abrasive  
Arbitrary

Controlling  
Opinionated



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

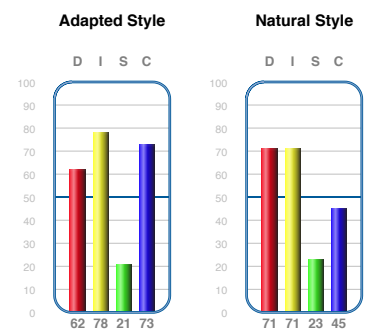


# NATURAL AND ADAPTED STYLE

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

Natural	PEOPLE - CONTACTS	Adapted
	Sara is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Sara is trusting and also wants to be trusted.	Sara 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.



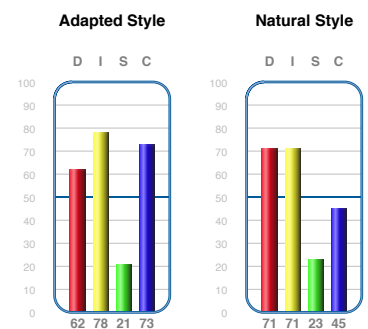
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# NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Sara is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.</p>		<p>Sara sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.</p>

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Sara is independent by nature and somewhat self-willed. She is open to new suggestions and can, at times, be seen as somewhat freewheeling. She is most comfortable in an environment where the constraints can be "loosened" for certain situations.</p>		<p>Sara is displaying a natural concern for quality and procedures that acquire quality. She wants to know the rules so she can abide by them.</p>

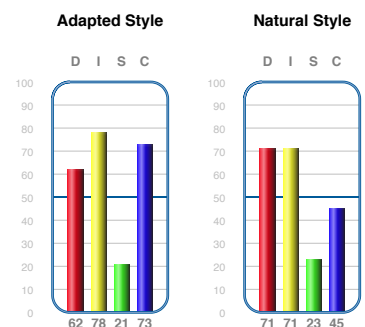


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Sara sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Preferring people involvement over task focus.
- Flexibility.
- Exhibiting an active and creative sense of humor.
- Contacting people using a variety of modes.
- Meeting deadlines.
- Moving quickly from one activity to another.
- Coping with rapid changes in the work arena.
- Making tactful decisions.
- Participative decision making.
- Handling a variety of activities.
- Obtaining results through people.
- Motivating people to take action by using persuasive skills.
- Positive, outgoing, friendly behavior.



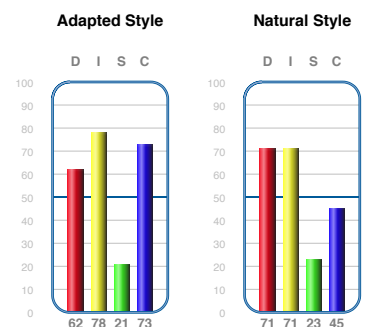
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*This section of the report was produced by analyzing Sara's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Sara and highlight those that are present "wants."*

Sara wants:

- Work assignments that provide opportunity for recognition.
- Outside activities so there is never a dull moment.
- A manager who practices participative management.
- A wide scope of activities.
- More time in the day.
- A friendly work environment.
- Flattery, praise, popularity and strokes.
- Participation in meetings on future planning.
- Group activities outside the job.
- Freedom from control and detail.
- Freedom to talk and participate on the team.
- To be trusted.
- Rewards to support her dreams.



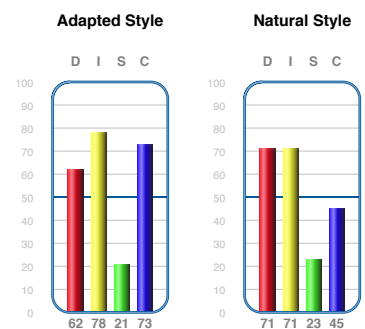
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*In this section are some needs which must be met in order for Sara to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Sara and identify 3 or 4 statements that are most important to her. This allows Sara to participate in forming her own personal management plan.*

Sara needs:

- Participatory management.
- To handle routine paperwork only once.
- Better organization of record keeping.
- To adjust her intensity to match the situation.
- To be informed of things which affect her.
- To be confronted when in disagreement, or when she breaks the rules.
- To focus conversations on work activities--less socializing.
- More logical presentations--less emotional.
- An awareness of the parameters or rules in writing.
- To negotiate commitment face-to-face.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.



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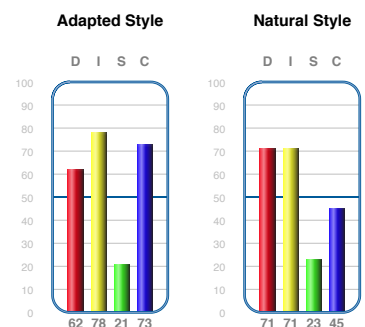


## AREAS FOR IMPROVEMENT

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

Sara has a tendency to:

- Be so concerned with big picture; she forgets to see the little pieces.
- Be a one-way communicator--doesn't listen to the total story before introducing her opinion.
- Set standards for herself and others so high that impossibility of the situation is common place.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Keep too many balls in the air, and if her support is weak she will have a tendency to drop some of those balls.
- Take on too much, too soon, too fast.



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The following are examples of areas in which Sara 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.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

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

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# 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. URGENCY



## 2. FREQUENT INTERACTION WITH OTHERS



## 3. COMPETITIVENESS



## 4. VERSATILITY



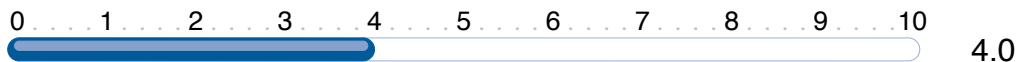
## 5. FREQUENT CHANGE



## 6. CUSTOMER ORIENTED



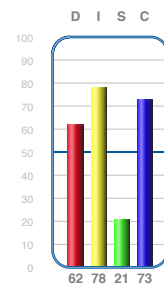
## 7. ANALYSIS OF DATA



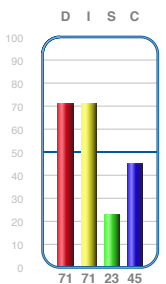
## 8. ORGANIZED WORKPLACE



Adapted Style



Natural Style



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**MOST**

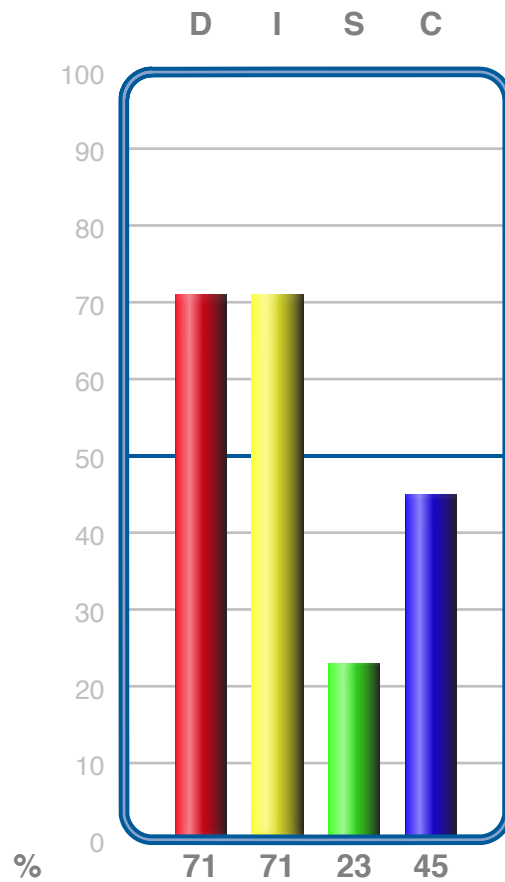
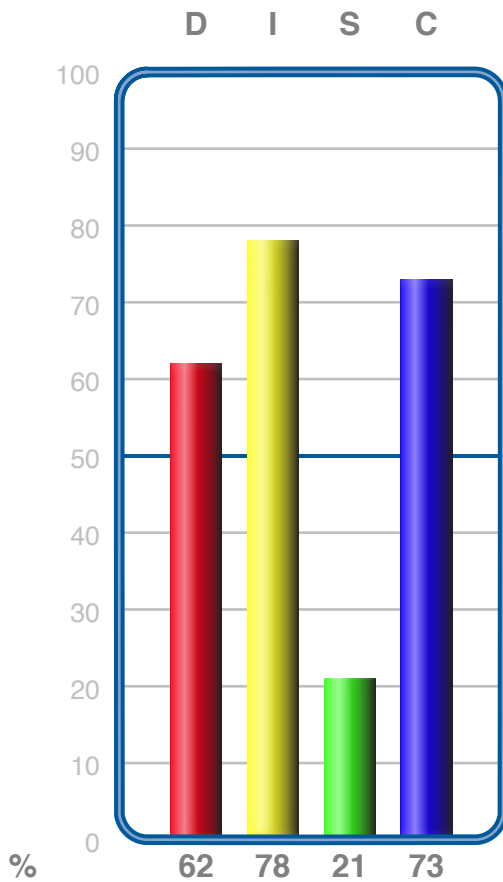
Graph I

**Adapted Style**

**LEAST**

Graph II

**Natural Style**



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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.

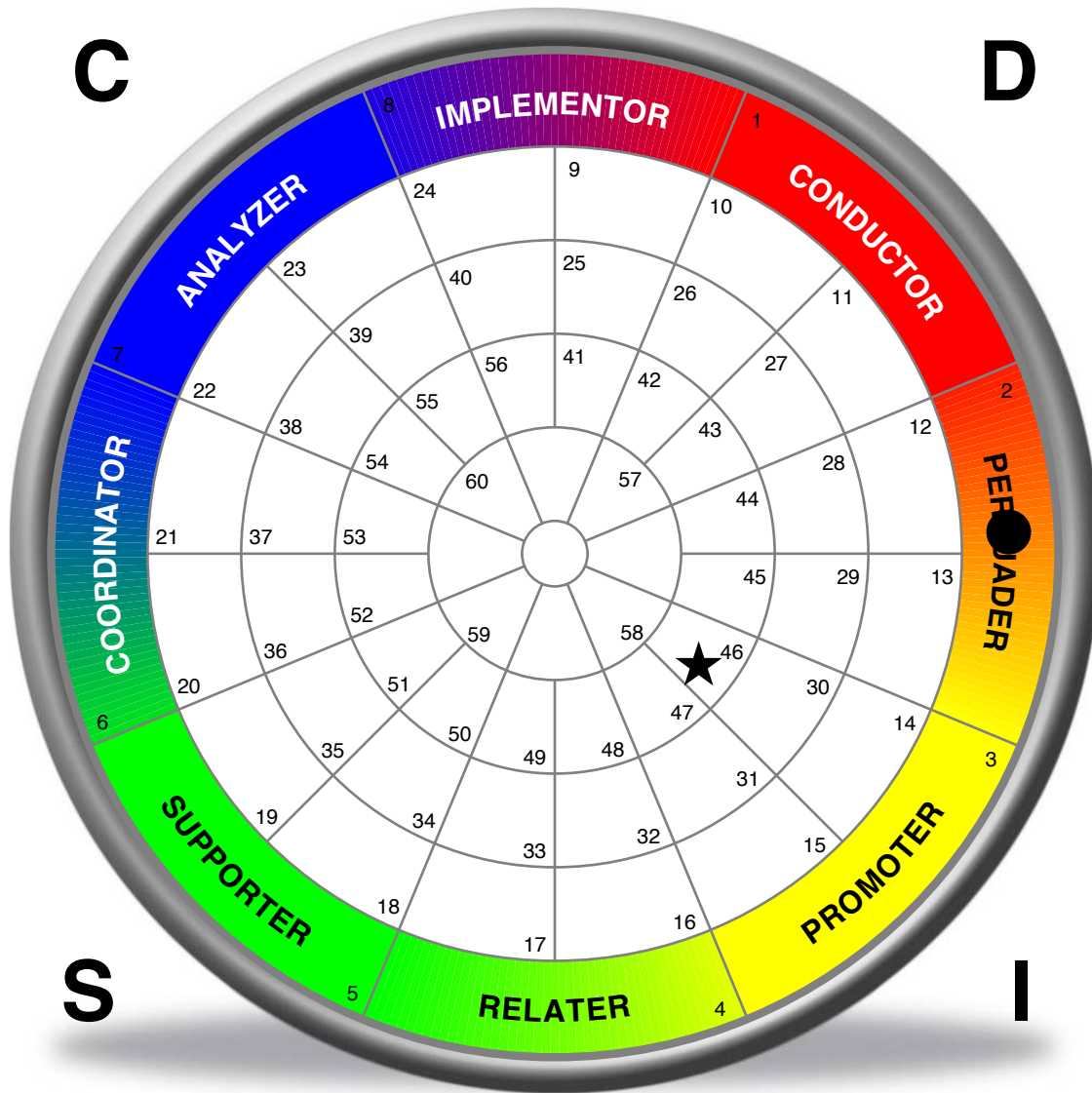
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



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Adapted: ★ (46) PERSUADING PROMOTER (ACROSS)

Natural: ● (2) PERSUADER

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