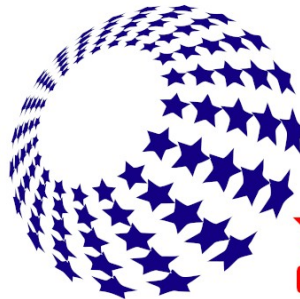




TTI Success Insights®
Management-Staff™ Version



Sara Sample
Manager
Company Inc.
4-19-2010



**YOUR
COMPANY**

"Bringing Awareness"
ABC Co. Ltd.
789 Street
Springfield, USA
800-555-5555



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.

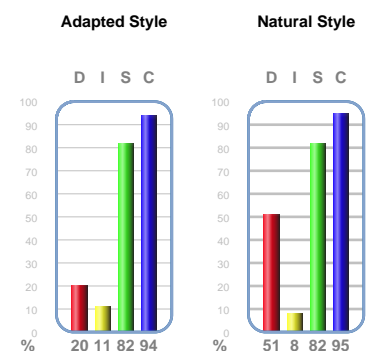
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



Based on 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 has a need to achieve in an environment in which the quality is controlled. She can become frustrated when put in a situation that is nothing more than a rambling discussion. She doesn't appreciate a dirty or messy work station, since she equates dirt and disorganization with lower quality work. She is a seemingly inexhaustible investigator of facts, and will pursue all possible avenues for a solution to a problem. At times Sara can be seen as a perfectionist. Sara may have a low trust level of others. She can be sensitive about any comments regarding the quality of her work. She strives forward constantly to improvement in everything she does. She likes to work behind the scene and be seen as someone who is organized and has her life in order. She keeps her equipment in good working order and likes others who also use the equipment to share the same concern. Precision and accuracy are important to her. She tends to be precise about her use of time and can become frustrated when others interrupt her when in the middle of a task.

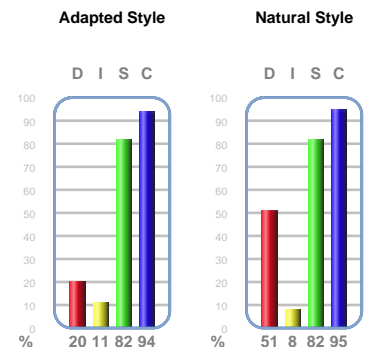
Sara can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. She is the type of person who will accept challenges, and accept them seriously. She is skilled at observing and collecting data on different subjects. If she has a real passion for a given subject, she will read and listen to all the available information on the subject. She has an acute awareness of social, economic and political implications of her decisions. Sara gets





frustrated when well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. She takes pride in her competence or her ability to understand all the facts of a situation. She is good at concentrating on data while looking for the best method of solving the problem. She prefers to study and analyze a problem before responding. She wants to feel that her response is the correct one. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts."

Sara prefers meetings that start and finish on time. She may get upset with people who do not adhere to rules and how things "should be done." She has a low trust level with strangers. This becomes apparent when she asks specific and perhaps blunt questions. She is intuitive and is able to ask good questions in order to get the critical, complete information she seeks. When Sara is deeply involved in thinking through a project, she may appear to be cool and distant. Because Sara wants to be certain she is performing her work assignments correctly, she enjoys working for a manager who explains what is expected of her. She likes to know what is expected of her in a working relationship, and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. She can be outgoing at times. Basically introverted, she will engage in social conversation when the occasion warrants. People may often see Sara as formal and reserved. She may be assessing the situation before "letting her guard down" and may do so only when she feels comfortable with the circumstances.

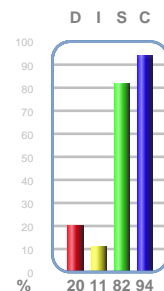




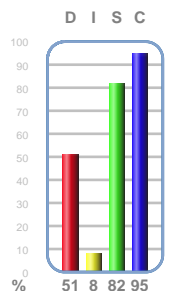
This section of the report identifies the specific talents and behavior Sara brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Excellent troubleshooter.
- Comprehensive in problem solving.
- Suspicious of people with shallow ideas.
- Presents the facts without emotion.
- Maintains standards.
- Always looking for logical solutions.
- Objective--"The anchor of reality."

Adapted Style



Natural Style

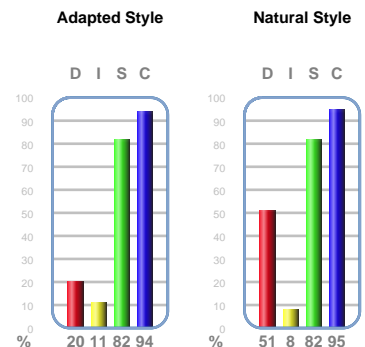




Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sara. Read each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

- Give her time to be thorough, when appropriate.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- Show her a sincere demeanor by careful attention to her point of view.
- Provide solid, tangible, practical evidence.
- Have the facts in logical order.
- Make an organized presentation of your position, if you disagree.
- Listen to her.
- Be prepared with the facts and figures.
- Respect her quiet demeanor.
- Provide details in writing.
- Use the proper buzz words that are appropriate to her expertise.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.

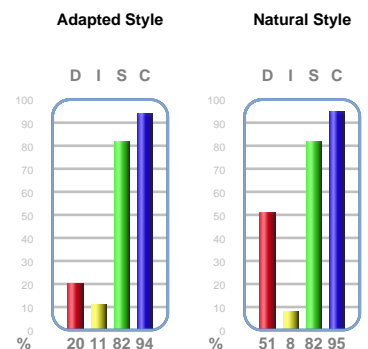




This section of the report is a list of things NOT to do while communicating with Sara. Review each statement with Sara and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

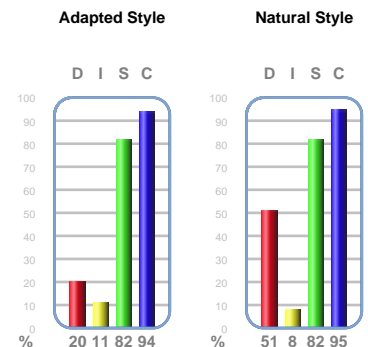
- Say "trust me"--you must prove it.
- Make conflicting statements.
- Touch her body when talking to her.
- Dillydally, or waste time.
- Be vague about what's expected of either of you; don't fail to follow through.
- Use testimonies of unreliable sources; don't be haphazard.
- Pretend to be an expert, if you are not.
- Provide special, personal incentives.
- Threaten, cajole, wheedle, coax or whimper.
- Be redundant.
- Use inappropriate buzz words.





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"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being giddy, casual, informal, loud. ● Pushing too hard or being unrealistic with deadlines. ● Being disorganized or messy. 	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ● Be clear, specific, brief and to the point. ● Stick to business. ● Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Talking about things that are not relevant to the issue. ● Leaving loopholes or cloudy issues. ● Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ● Begin with a personal comment--break the ice. ● Present your case softly, nonthreateningly. ● Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Rushing headlong into business. ● Being domineering or demanding. ● Forcing them to respond quickly to your objectives. 	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ● 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. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being curt, cold or tight-lipped. ● Controlling the conversation. ● Driving on facts and figures, alternatives, abstractions.

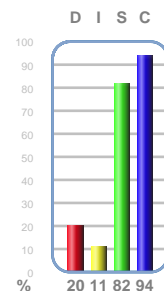




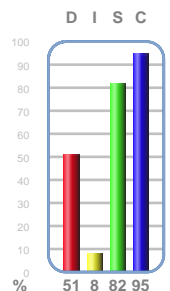
This section identifies the ideal work environment based on Sara's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Sara enjoys and also those that create frustration.

- Assignments that can be followed through to completion.
- Prefers technical work, specializing in one area.
- Projects that produce tangible results.
- Private office or work area.
- An environment where she can use her intuitive thinking skills.
- An environment dictated by logic rather than emotion.
- Close relationship with a small group of associates.
- Data to analyze.
- Environment where she can be a part of the team, but removed from office politics.

Adapted Style



Natural Style





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:

Precise
Moderate
Knowledgeable

Thorough
Diplomatic
Analytical

OTHERS' PERCEPTION

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

Pessimistic
Worrisome

Picky
Fussy

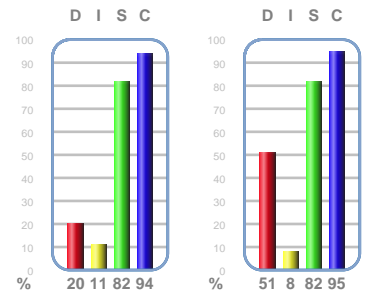
And, under extreme pressure, stress or fatigue, others may see her as being:

Perfectionistic
Strict

Hard-to-Please
Defensive

Adapted Style

Natural Style





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.

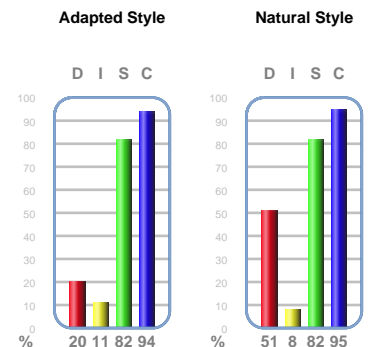
Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Political	Nondemonstrative	Dependent
Pioneering	Enthusiastic	Passive	Cautious
Strong-Willed	Demonstrative	Patient	Conventional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



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
<p>Sara is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. She is results-oriented and likes to be innovative in her approach to problem solving. Sara is not necessarily confrontational by nature, but if a problem does exist she will not turn down the opportunity for confrontation.</p>	<p>Sara seeks a cautious approach to solving problems. She wants to solve problems within the framework of a team environment. Seldom will she force her opinion as she prefers a compromise as opposed to a win-lose situation.</p>	

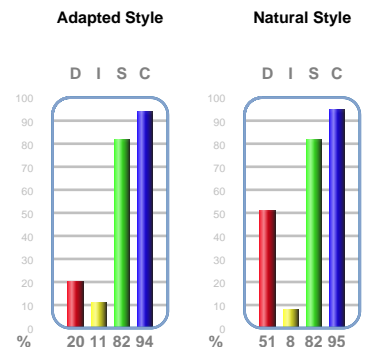
Natural	PEOPLE - CONTACTS	Adapted
<p>Sara feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. She rarely displays emotion when attempting to influence others.</p>	<p>Sara sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.</p>	





Natural	PACE - CONSISTENCY	Adapted
Sara is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.	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.	

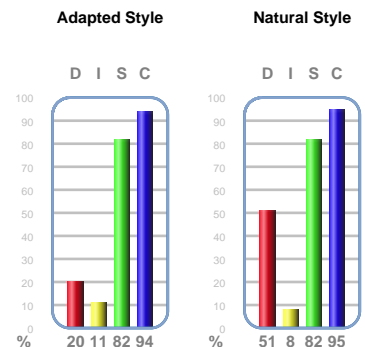
Natural	PROCEDURES - CONSTRAINTS	Adapted
Sara is concerned with doing things right. She can be quite worrisome and possibly fearful that mistakes will crop into the procedure. She will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.	Sara shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Sara sees little or no need to change her response to the environment.	





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.

- Calculation of risks before taking action.
- Limited or prepared changes in routine.
- Exhibiting patience and good listening skills.
- Freedom from confrontation.
- Precedence of quality over efficiency.
- Maintaining a clean and organized work station.
- Careful, thoughtful approach to decision making.
- Critical appraisal of data.
- Adherence to established guidelines and procedures.
- Limited contact with people.
- Disciplined, meticulous attention to order.
- Task focus over people focus.



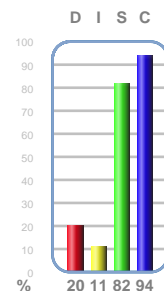


This section of the report was produced by analyzing Sara's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Sara and highlight those that are present "wants."

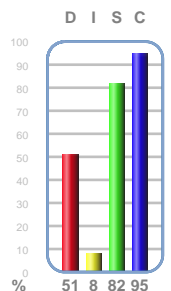
Sara wants:

- Advancement when she is ready.
- Limited exposure to new procedures.
- To be recognized for her continuance of quality work.
- Logical reasons for change.
- Time to adjust to change.
- Activities she can start and finish.
- Activities that don't infringe on family life.
- Operating procedures in writing.
- Better planning and fewer changes in the organization.
- Reassurance she is doing the job right.
- To be part of a quality-oriented work group.
- Traditional products and procedures.
- To be a member of a small team.

Adapted Style



Natural Style

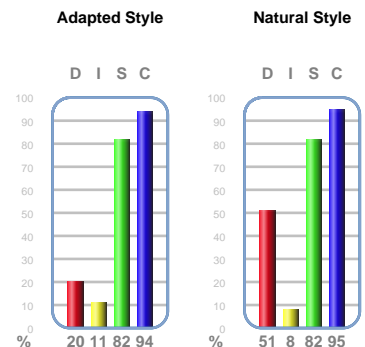




In this section are some needs which must be met in order for Sara to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. 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:

- Sincerity from people with whom she works.
- Rewards in terms of fine things--not just shallow words.
- Support in making high-risk decisions.
- Skills to come across warm and close, when appropriate.
- Time to see and test if the plan will work.
- The opportunity to ask questions to clarify or determine why.
- Equipment that will allow her to perform up to her high standards.
- Time to gather the facts and data.
- Recognition for what she accomplished.
- Time to warm up to people.
- Logical answers in logical order.
- To sell her ideas--not just tell them.



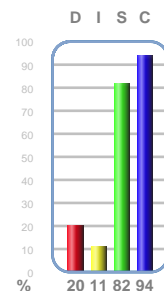


In this area is a listing of possible limitations without regard to a specific job. Review with Sara and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

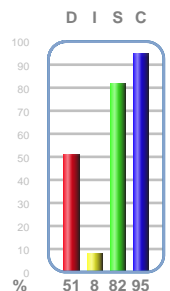
Sara has a tendency to:

- Be defensive when threatened and use the errors and mistakes of others to defend her position.
- Be overly intense for the situation.
- Be critical of any approach that is not regarded as purely logical or factual (to her standards).
- Hesitate to act without precedent.
- Fail to tell others where she stands on an issue.
- Prefer things to people--things don't show emotion or need restraint.
- Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.
- Want full explanation before changes are made to ensure her understanding.
- Tell ideas as opposed to sell ideas.

Adapted Style



Natural Style





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 _____:



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 _____:



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. ORGANIZED WORKPLACE



2. ANALYSIS OF DATA



3. CUSTOMER ORIENTED



4. COMPETITIVENESS



5. URGENCY



6. FREQUENT CHANGE



7. VERSATILITY

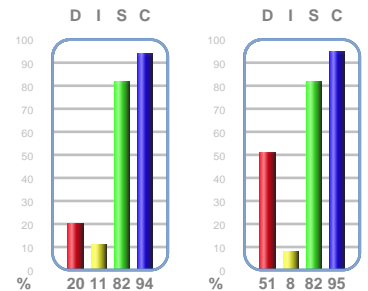


8. FREQUENT INTERACTION WITH OTHERS



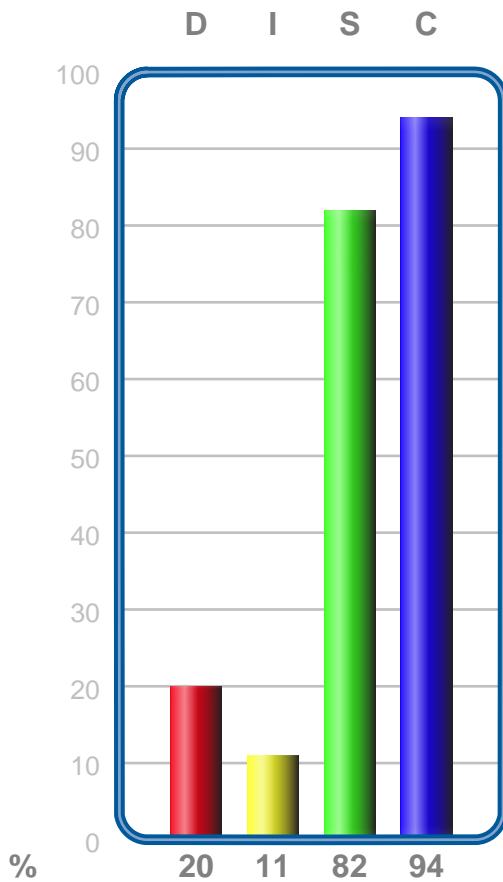
Adapted Style

Natural Style

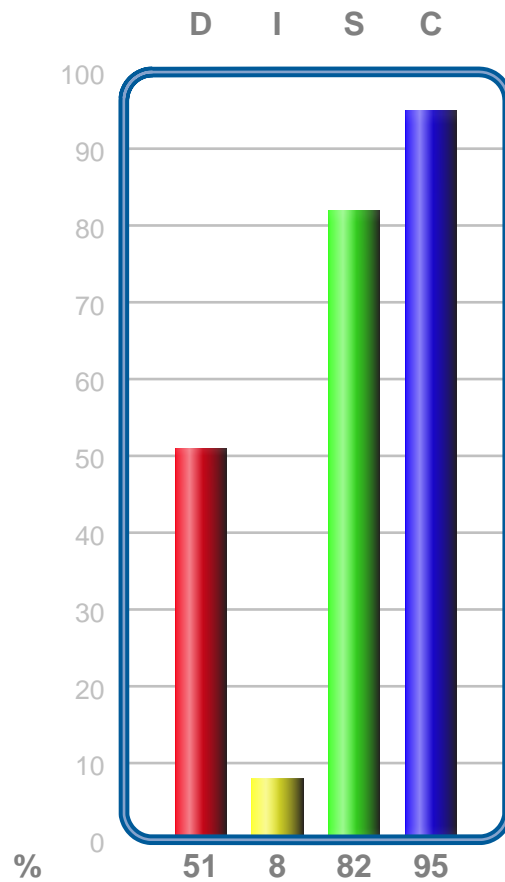




MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



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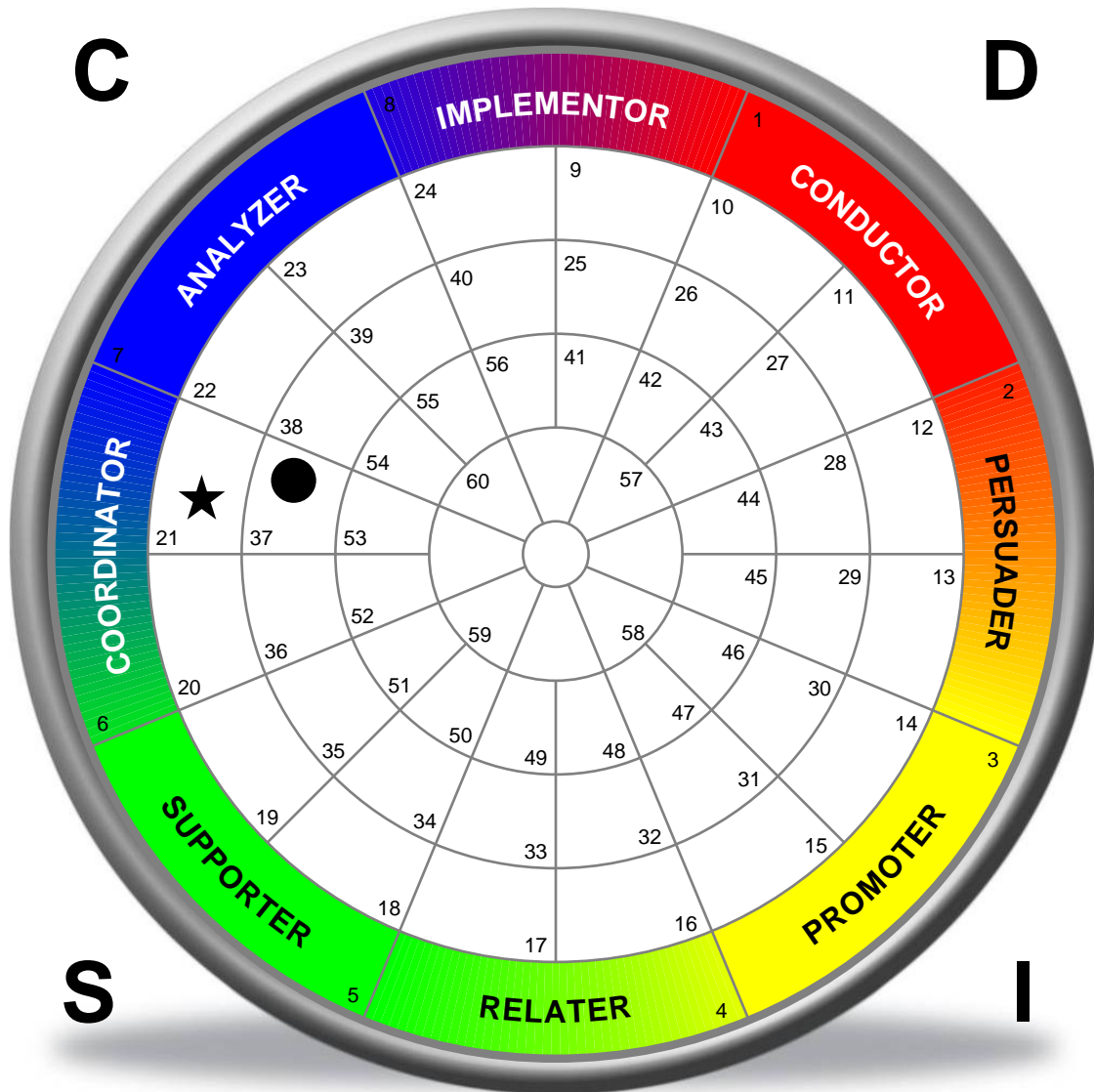


The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- 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.



Adapted: ★ (21) ANALYZING COORDINATOR
 Natural: ● (37) ANALYZING COORDINATOR (FLEXIBLE)

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