



TTI SUCCESS INSIGHTS™

Management-Staff™ Version

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

John Doe

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Target Training International
135 Broadmeadow Cove, Roswell, GA 30075
(770)993-9259 (800)466-2468 Fax#(770)587-0126
Email: office@tatialanta.com



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*



GENERAL CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of John's natural behavior.

John can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He is driven toward goals completion and wants to be in a position to set policy that will allow him to meet those goals. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He embraces visions not always seen by others. John's creative mind allows him to see the "big picture." John enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. John has high ego strengths and may be viewed by some as egotistical. He wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things.

John finds it easy to share his opinions on solving work-related problems. Sometimes he becomes emotionally involved in the decision-making process. He prefers authority



GENERAL CHARACTERISTICS

equal to his responsibility. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. When faced with a tough decision, he will try to sell you on his ideas. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows.

John should exhibit more patience and ask questions to make sure that others have understood what he has said. He tends to be intolerant of people who seem ambiguous or think too slowly. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. 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 by some people. John challenges people who volunteer their opinions. He may lack the patience to listen and communicate with slower acting people. He may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. He tends to influence people by being direct, friendly and results-oriented.



VALUE TO THE ORGANIZATION

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

- Challenge-oriented.
- Self-starter.
- Creative in his approach to solving problems.
- Tenacious.
- Thinks big.
- Ability to change gears fast and often.
- Accomplishes goals through people.
- Forward-looking and future-oriented.



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 John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.

Do:

- Provide questions, alternatives and choices for making his own decisions.
- Understand his sporadic listening skills.
- Use his jargon.
- Be clear, specific, brief and to the point.
- Read the body language--look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide systems to follow.
- Put projects in writing, with deadlines.
- Support the results, not the person, if you agree.
- Expect acceptance without a lot of questions.
- Motivate and persuade by referring to objectives and results.
- Be open, honest and informal.
- Give strokes for his involvement.



DON'TS ON COMMUNICATING

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

- Come with a ready-made decision, or make it for him.
- Use paternalistic approach.
- Dictate to him.
- Be put off by his "cockiness."
- Let disagreement reflect on him personally.
- Ramble on, or waste his time.
- Forget to follow-up.
- Ask rhetorical questions, or useless ones.
- Try to convince by "personal" means.
- Reinforce agreement with "I'm with you."
- Let him change the topic until you are finished.
- Try to build personal relationships.
- Assume he heard what you said.



COMMUNICATION TIPS

This section provides suggestions on methods which will improve John's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. 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.



IDEAL ENVIRONMENT

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

- Nonroutine work with challenge and opportunity.
- Evaluation based on results, not the process.
- Work for a manager who makes quick decisions.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- New products and new ideas to work on.
- Activities, and more activities.
- Freedom from long, detailed reports.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

John usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated



DESCRIPTORS

Based on John'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.

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



NATURAL AND ADAPTED STYLE

John'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>John tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.</p>	<p>John's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to win against all obstacles.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>John is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. John is trusting and also wants to be trusted.</p>	<p>John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.</p>	



NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>John is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>John is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.</p>	<p>John sees the environment with few constraints. He feels the necessity to rebel at too many constraints and may even flaunt this independence.</p>	



ADAPTED STYLE

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

- Meeting deadlines.
- Skillful use of vocabulary for persuasive situations.
- Persistence in job completion.
- Anticipating and solving problems.
- Handling a variety of activities.
- Acting without precedent, and able to respond to change in daily work.
- Moving quickly from one activity to another.
- A good support team to handle paperwork.
- Working without close supervision.
- Exhibiting an active and creative sense of humor.
- Questioning the status quo, and seeking more effective ways of accomplishment.



KEYS TO MOTIVATING

This section of the report was produced by analyzing John'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 John and highlight those that are present "wants."

John wants:

- Freedom from routine work.
- Power and authority to take the risks to achieve results.
- Changing environments in which to work/play.
- Outside activities so there is never a dull moment.
- More time in the day.
- New challenges and problems to solve.
- To be seen as a leader.
- A wide scope of activities.
- Support system to help with details and follow through.
- Prestige, position and titles so he can control the destiny of others.
- Travel or changing work stations.



KEYS TO MANAGING

In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, 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 John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

John needs:

- Appreciation of slower-moving people.
- Budgets to help prioritize his purchases.
- To pace himself.
- Consistency.
- An awareness of the parameters or rules in writing.
- To display empathy for people who approach life differently than he does.
- To understand his role on the team--either a team player or the leader.
- To negotiate commitment face-to-face.
- Vacations or periods of reduced activity level.
- A program for pacing work and relaxing.
- To be confronted when in disagreement, or when he breaks the rules.
- Systems to follow.



AREAS FOR IMPROVEMENT

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

John has a tendency to:

- Be disruptive because of his innate restlessness and disdain for sameness.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Be a one-way communicator--doesn't listen to the total story before introducing his opinion.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Resist participation as part of the team, unless seen as a leader.
- Fail to complete what he starts because of adding more and more projects.
- Have no concept of the problems that slower-moving people may have with his style.



ACTION PLAN

The following are examples of areas in which John 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.

- | | |
|--|--|
| <input type="checkbox"/> Communicating (Listening) | <input type="checkbox"/> Time Management |
| <input type="checkbox"/> Delegating | <input type="checkbox"/> Career Goals |
| <input type="checkbox"/> Decision Making | <input type="checkbox"/> Personal Goals |
| <input type="checkbox"/> Disciplining | <input type="checkbox"/> Motivating Others |
| <input type="checkbox"/> Evaluating Performance | <input type="checkbox"/> Developing People |
| <input type="checkbox"/> Education | <input type="checkbox"/> Family |

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

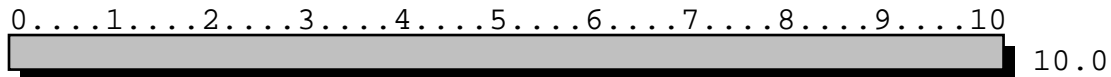
Date to Begin: _____ Date to Review: _____



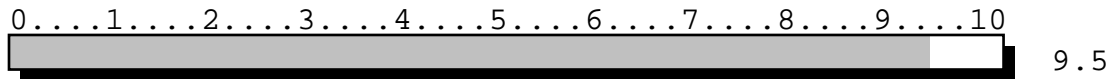
BEHAVIORAL HIERARCHY

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.

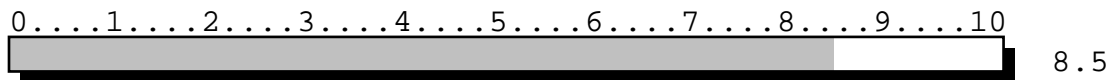
1. COMPETITIVENESS



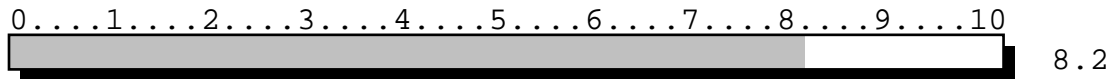
2. URGENCY



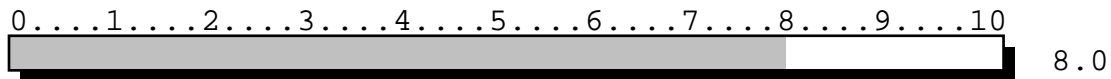
3. VERSATILITY



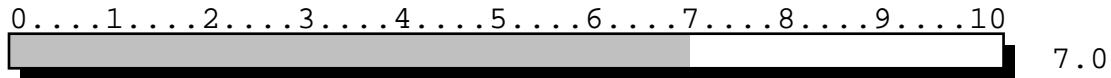
4. FREQUENT CHANGE



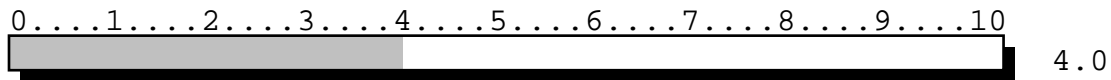
5. FREQUENT INTERACTION WITH OTHERS



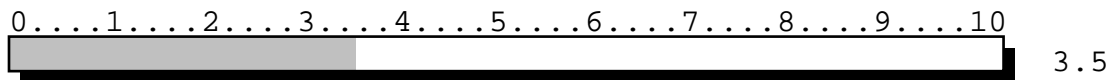
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE



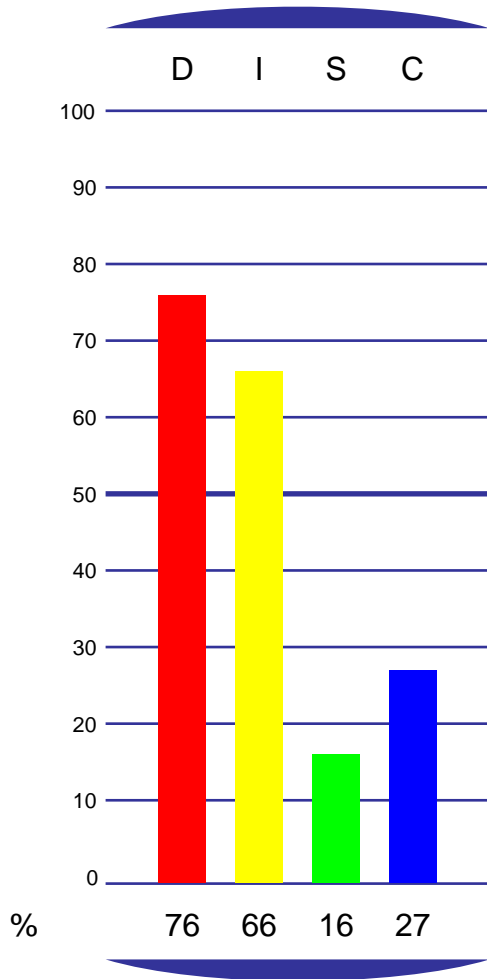


STYLE INSIGHTS™ GRAPHS

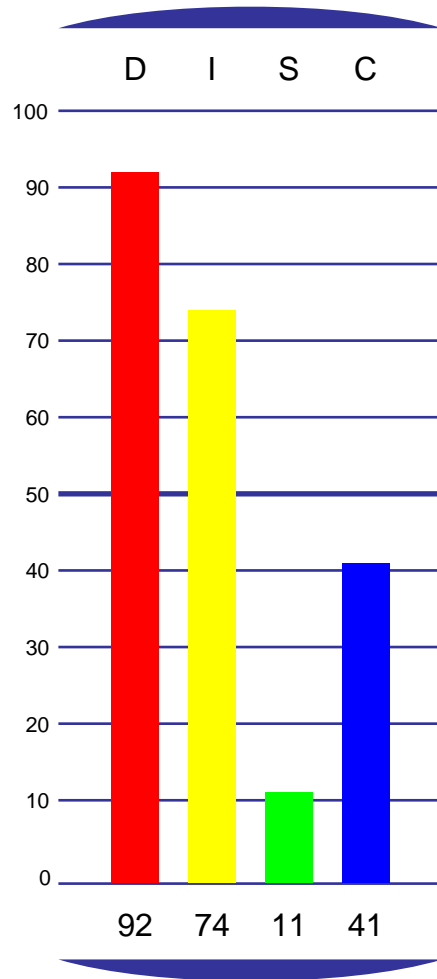
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2003



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.

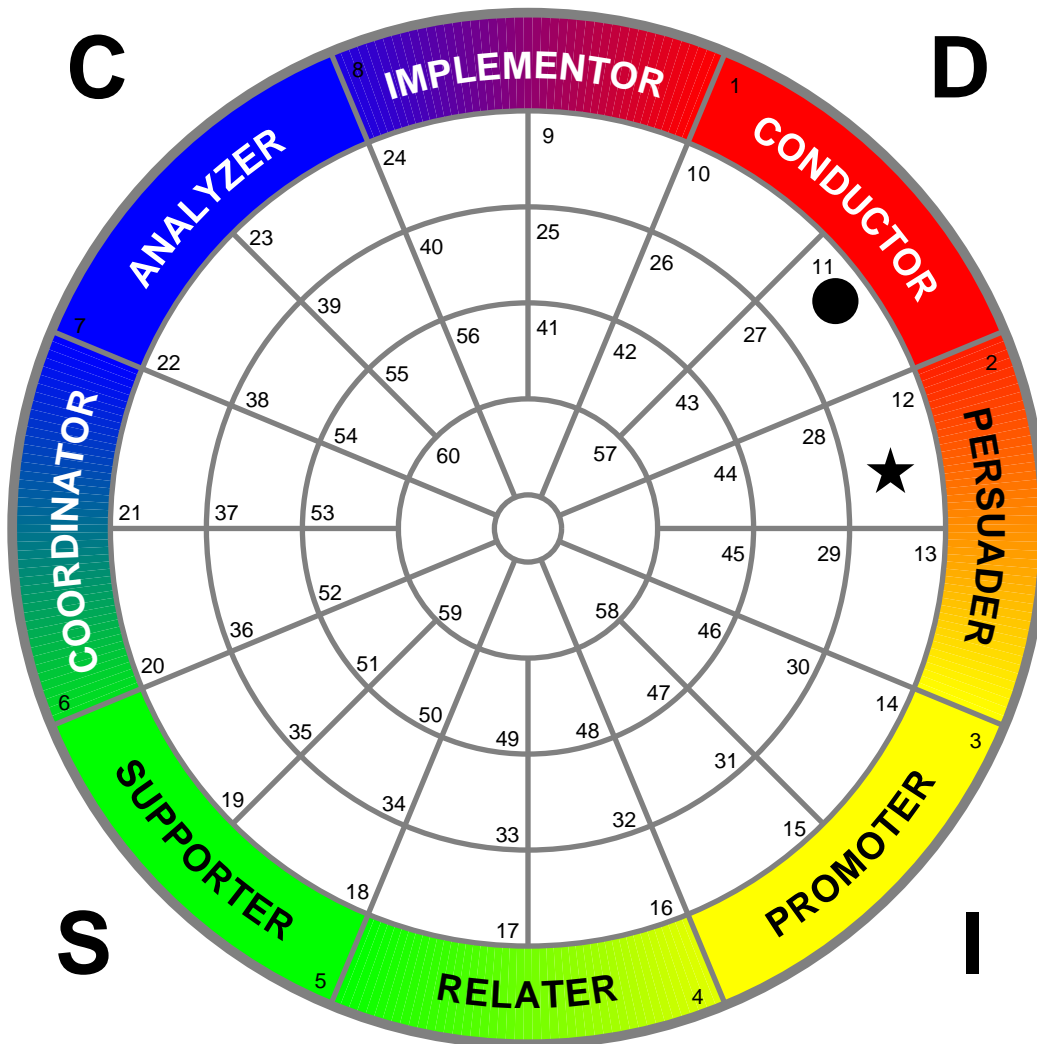
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

John Doe
1-16-2007



Adapted: ★ (12) CONDUCTING PERSUADER
Natural: ● (11) PERSUADING CONDUCTOR

Norm 2003