



TTI  
SUCCESS  
INSIGHTS®

## Executive

Rene Sample

EVP

Apex Corporation

6-30-2017



## 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 Rene'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 Rene's natural behavior.*

Rene will work hard at achieving her goals. She loves to win and hates to lose. She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project. She embraces visions not always seen by others. Rene's creative mind allows her to see the "big picture." She likes people, but can be seen occasionally as cold and blunt. She may have her mind on project results, and sometimes may not take the time to be empathetic toward others. Rene can be successful at many things, not because of versatility but rather because of her determination to win. She is an aggressive individual who wins through hard work and persistence; that is, she will come up with a good idea and follow through. She can be analytical, calm, steady and persevering. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people she manages. Rene has high ego strengths and may be viewed by some as egotistical. Some may view her as being stubborn and opinionated. She views it as the price you must pay for success. She may try to "explain" her stubbornness in positive terms.

Rene is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Logic and people who have the facts and data to support this logic influence her. She admires the patience required to gather facts and data. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She refrains from getting emotionally involved in decision making. This allows her to make objective decisions. Rene should realize that at times she needs to think a project through, beginning to end, before starting the project. She is logical, incisive and critical in her problem-solving activities. She can be direct in her approach to discovering the facts and data. She maintains her focus on results. She has the ability to make high-risk decisions, but sometimes should seek counsel before acting.



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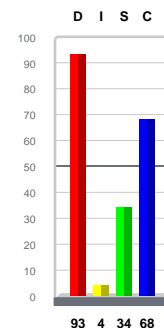
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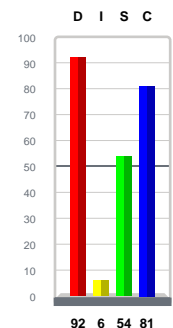
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Adapted Style



Natural Style





## General Characteristics Continued

Rene 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 is influenced by people who communicate with a logical presentation of the facts, impressed by the apparent efficiency involved. She likes subordinates who communicate with her in a clear, precise and brief conversation. She may display a lack of empathy for others who cannot achieve her standards. Rene may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. She tries to remain emotionally uninvolved in what the other person is saying. She could improve her communication skills by being patient, listening and displaying genuine care for the people with whom she comes in contact. When communicating with others, Rene must carefully avoid being excessively critical or pushy. She tries to get on with the subject, while others may be trying to work through the details.

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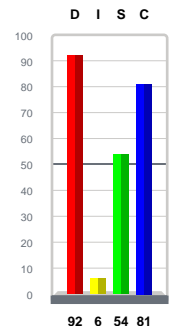
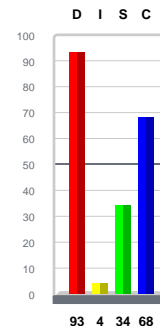
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Adapted Style

Natural Style





# Value to the Organization

This section of the report identifies the specific talents and behavior Rene 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.

- Presents the facts without emotion.
- Innovative.
- Always looking for logical solutions.
- Thinks big.
- Will join organizations to represent the company.
- Objective and realistic.
- Tenacious.
- Competitive.
- Tough-minded.

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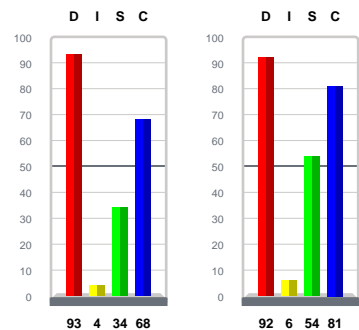
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Adapted Style      Natural Style





# 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 Rene. 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 Rene most frequently.*

## Ways to Communicate:

- Support and maintain an environment where she can be efficient.
- Read the body language--look for impatience or disapproval.
- Respect her quiet demeanor.
- Be patient and persistent.
- Give pros and cons on ideas.
- Stick to business--let her decide if she wants to talk socially.
- Use the proper buzz words that are appropriate to her expertise.
- Be prepared with the facts and figures.
- Motivate and persuade by referring to objectives and results.
- Show her a sincere demeanor by careful attention to her point of view.
- Listen to her.
- Use expert testimonials.
- Be clear, specific, brief and to the point.

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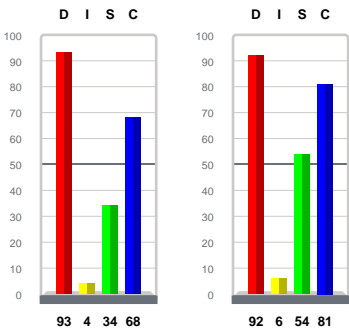
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Adapted Style

Natural Style



Rene Sample



## Checklist for Communicating Continued

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

- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Use high speed, intense inputs.
- Let disagreement reflect on her personally.
- Use inappropriate buzz words.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Make statements you cannot prove.
- Ramble on, or waste her time.
- Come with a ready-made decision, or make it for her.
- Pretend to be an expert, if you are not.
- Be superficial.
- Direct or order.
- Touch her body when talking to her.




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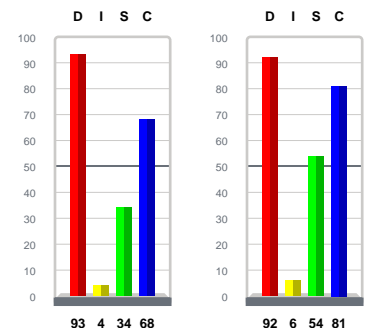
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Adapted Style      Natural Style





# Communication Tips

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

## **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.

### **Factors that will create tension or dissatisfaction:**

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

## **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."

### **Factors that will create tension or dissatisfaction:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

## **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, nonthreateningly.
- Ask "how?" questions to draw their opinions.

### **Factors that will create tension or dissatisfaction:**

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

## **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.

### **Factors that will create tension or dissatisfaction:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.





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




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### Self-Perception

Rene usually sees herself as being:

- Pioneering
- Competitive
- Positive
- Assertive
- Confident
- Winner

### Others' Perception - Moderate

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

- Demanding
- Egotistical
- Nervy
- Aggressive

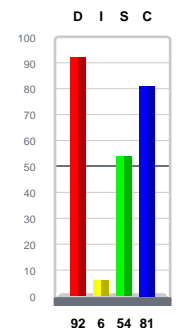
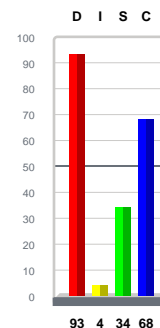
### Others' Perception - Extreme

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style

Natural Style





# Descriptors

Based on Rene'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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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



# Natural and Adapted Style

*Rene'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.*

## Problems - Challenges

### Natural

Rene tends to deal with problems and challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and actively seeks goals. Rene will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.

### Adapted

Rene sees no need to change her approach to solving problems or dealing with challenges in her present environment.



## People - Contacts

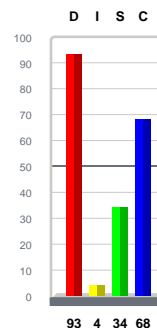
### Natural

Rene 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.

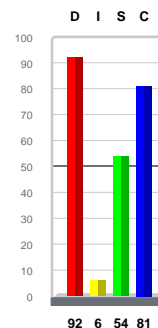
### Adapted

Rene 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.

Adapted Style



Natural Style





# Natural and Adapted Style Continued

## Pace - Consistency

### Natural

Rene is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.

### Adapted

Rene feels the need for mobility and the absence of routine. She feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

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## Procedures - Constraints

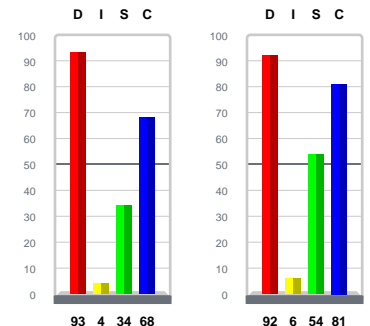
### Natural

Rene naturally is cautious and concerned for quality. She likes to be on a team that takes responsibility for the final product. She enjoys knowing the rules and can become upset when others fail to comply with the rules.

### Adapted

Rene shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Rene sees little or no need to change her response to the environment.

Adapted Style      Natural Style



# Adapted Style

Rene 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.

- Quickly responding to crisis and change, with a strong desire for immediate results.
- Acting without precedent, and able to respond to change in daily work.
- Dealing with a wide variety of work activities.
- Being precise in the collection of data.
- Accomplishing tasks without many people contacts.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Persistence in job completion.
- Projecting a limited display of emotion.
- Anticipating and solving problems.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.




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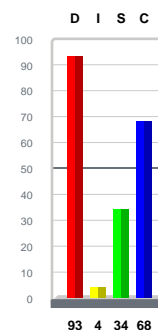
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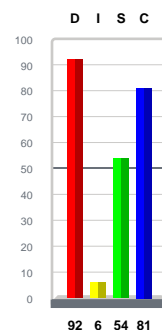
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Adapted Style



Natural Style





# Areas for Improvement

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

## Rene has a tendency to:

- Make "off the cuff" remarks that are often seen as personal prods.
- Lack tact and diplomacy as long as she gets the results she wants.
- Overuse fear as a motivator by being overly demanding.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that she has.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Dislike routine work or routine people--unless she sees the need to further her goals.
- Blame, deny and defend her position--even if it is not needed.

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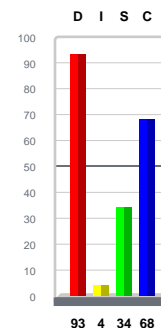
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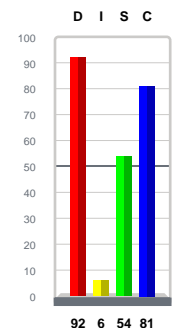
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Adapted Style



Natural Style





# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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

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# 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)

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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

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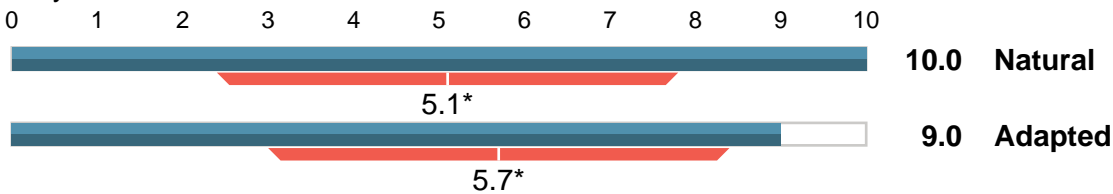




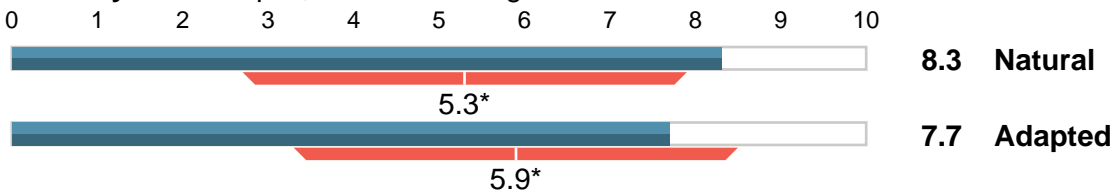
# Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

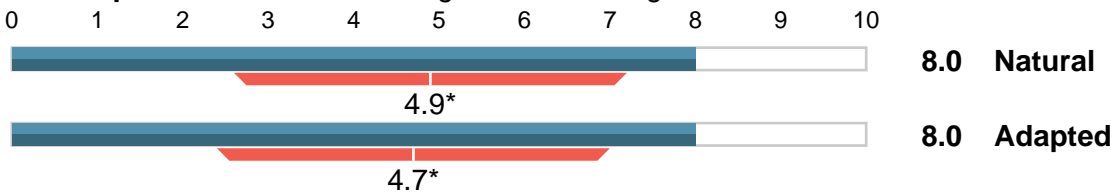
## 1. Organized Workplace - Establish and maintain specific order in daily activities.



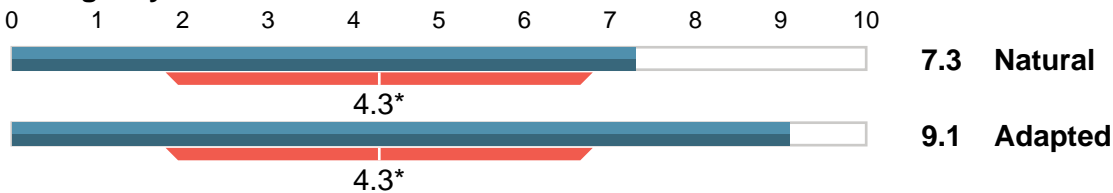
## 2. Analysis - Compile, confirm and organize information.



## 3. Competitive - Want to win or gain an advantage.



## 4. Urgency - Take immediate action.



\* 68% of the population falls within the shaded area.



## Behavioral Hierarchy Continued

### 5. Consistent - Perform predictably in repetitive situations.

0 1 2 3 4 5 6 7 8 9 10



6.1\*

7.0 Natural

5.8 Adapted

6.4\*

### 6. Persistence - Finish tasks despite challenges or resistance.

0 1 2 3 4 5 6 7 8 9 10



6.1\*

7.0 Natural

6.2 Adapted

6.4\*

### 7. Following Policy - Adhere to rules, regulations, or existing methods.

0 1 2 3 4 5 6 7 8 9 10



6.0\*

7.0 Natural

6.2 Adapted

6.3\*

### 8. Frequent Change - Rapidly shift between tasks.

0 1 2 3 4 5 6 7 8 9 10



5.2\*

4.5 Natural

5.5 Adapted

5.0\*

\* 68% of the population falls within the shaded area.



## Behavioral Hierarchy Continued

### 9. People-Oriented - Build rapport with a wide range of individuals.

0 1 2 3 4 5 6 7 8 9 10



3.0 Natural

6.5\*



3.0 Adapted

6.2\*

### 10. Customer-Oriented - Identify and fulfill customer expectations.

0 1 2 3 4 5 6 7 8 9 10



2.8 Natural

6.4\*



3.0 Adapted

6.2\*

### 11. Versatile - Adapt to various situations with ease.

0 1 2 3 4 5 6 7 8 9 10



2.7 Natural

5.4\*



4.0 Adapted

5.2\*

### 12. Interaction - Frequently engage and communicate with others.

0 1 2 3 4 5 6 7 8 9 10



1.5 Natural

6.0\*



2.5 Adapted

5.5\*

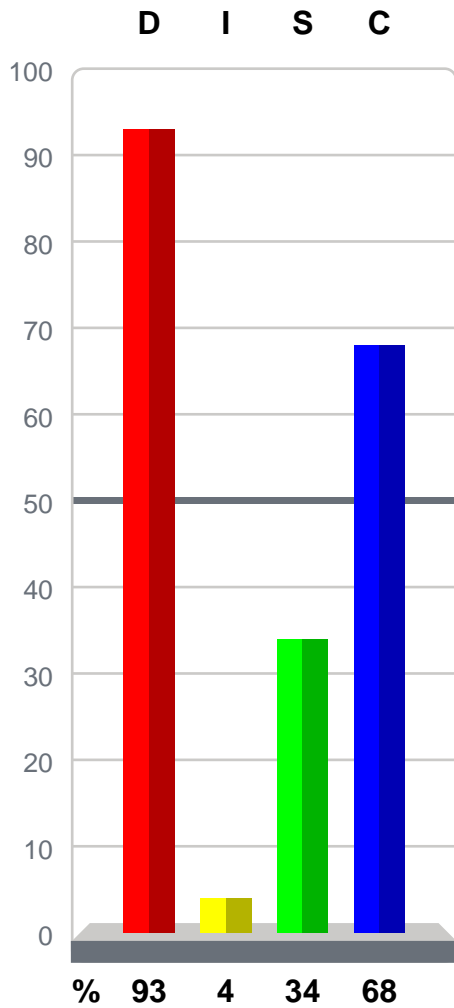


# Style Insights® Graphs

6-30-2017

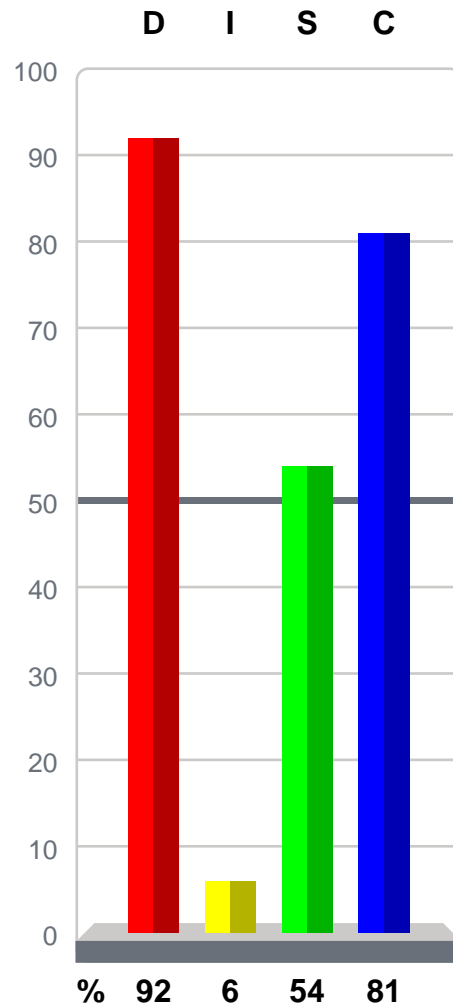
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4



## 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.

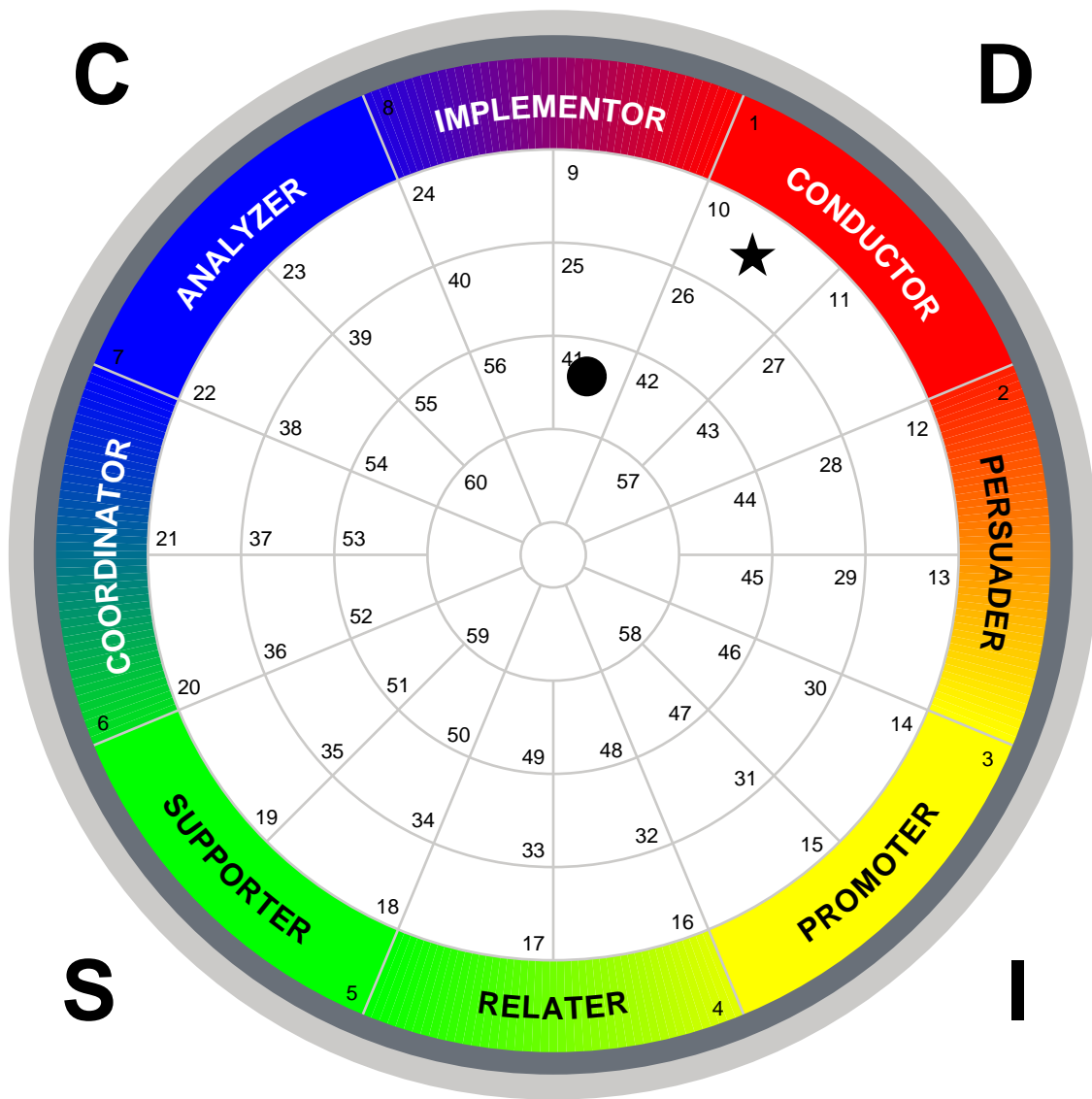
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

6-30-2017



Adapted: ★ (10) IMPLEMENTING CONDUCTOR  
 Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)

Norm 2017 R4