



TTI  
SUCCESS  
INSIGHTS®

# Management-Staff

**JP Dolezal**

Sales

ACME co.

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**Schulz Business**

greta@schulzbusiness.com

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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

# Behavioral Characteristics



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

JP prefers an environment with variety and change. He is at his best when many projects are underway at once. Many people see him as a self-starter dedicated to achieving results. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. JP is deadline conscious and becomes irritated if deadlines are delayed or missed. He is a goal-oriented individual who believes in harnessing people to achieve goals. He needs people with other strengths on his team. He is extremely results-oriented, with a sense of urgency to complete projects quickly. He embraces visions not always seen by others. JP's creative mind allows him to see the "big picture." JP is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He is often frustrated when working with others who do not share the same sense of urgency.

JP has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes he becomes emotionally involved in the decision-making process. When faced with a tough decision, he will try to sell you on his ideas. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. JP should realize that at times he needs to think a project through, beginning to end, before starting the project. He will work long hours until a tough problem is solved. After it is solved, JP may become bored with any routine work that follows. He finds it easy to share his opinions on solving work-related problems. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.

# Behavioral Characteristics

## Continued



JP likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. 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. He tends to influence people by being direct, friendly and results-oriented. He may sometimes mask his feelings in friendly terms. If pressured, JP's true feelings may emerge. JP likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! 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. He may lack the patience to listen and communicate with slower acting people. He tends to be intolerant of people who seem ambiguous or think too slowly.



# Value to the Organization

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

- ✓ Creative in his approach to solving problems.
- ✓ Tenacious.
- ✓ Few dull moments.
- ✓ Innovative.
- ✓ Self-starter.
- ✓ Sense of urgency.
- ✓ Accomplishes goals through people.
- ✓ Will join organizations to represent the company.

# 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 JP. 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 JP most frequently.*

## Ways to Communicate

- ✓ Stick to business—let him decide if he wants to talk socially.
- ✓ Motivate and persuade by referring to objectives and results.
- ✓ Support and maintain an environment where he can be efficient.
- ✓ Understand his sporadic listening skills.
- ✓ Provide systems to follow.
- ✓ Be open, honest and informal.
- ✓ Use his jargon.
- ✓ Provide time for fun and relaxing.
- ✓ Put projects in writing with deadlines.
- ✓ Support the results, not the person, if you agree.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✓ Read the body language—look for impatience or disapproval.

# Checklist for Communicating

## Continued



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

- ⊘ Talk too slowly or dwell on details to excess.
- ⊘ Let him change the topic until you are finished.
- ⊘ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- ⊘ Reinforce agreement with "I'm with you."
- ⊘ Try to convince by "personal" means.
- ⊘ Ask rhetorical questions or useless ones.
- ⊘ Ramble on, or waste his time.
- ⊘ Try to build personal relationships.
- ⊘ Let disagreement reflect on him personally.
- ⊘ Leave loopholes or cloudy issues if you don't want to be zapped.
- ⊘ Come with a ready-made decision or make it for him.
- ⊘ Be redundant.



# Communication Tips



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

## Compliance

*When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:*

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

## Dominance

*When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:*

- ✓ Be clear, specific, brief and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

## Steadiness

*When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:*

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

## Influence

*When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:*

- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

# Ideal Environment



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

- ✓ Forum to express ideas and viewpoints.
- ✓ Support team with a sense of urgency.
- ✓ An innovative and futuristic-oriented environment.
- ✓ Evaluation based on results, not the process.
- ✓ New products and new ideas to work on.
- ✓ Freedom from long, detailed reports.
- ✓ Nonroutine work with challenge and opportunity.

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



### JP usually sees himself as being:

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



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

# Descriptors



Based on JP'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.

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>Influence</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 & Adapted Style



*JP'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**

JP is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. JP has a tendency to make decisions with little or no hesitation.

### **Adapted**

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

## People & Contacts

### **Natural**

JP is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.

### **Adapted**

JP 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.

# Natural & Adapted Style



## Pace & Consistency

### Natural

JP likes mobility, and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

### Adapted

JP 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.



## Procedures & Constraints

### Natural

JP is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.

### Adapted

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

# Adapted Style



*JP 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.*

- ✓ A competitive environment combined with a high degree of people skills.
- ✓ Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ 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.
- ✓ Moving quickly from one activity to another.
- ✓ Meeting deadlines.
- ✓ Skillful use of vocabulary for persuasive situations.
- ✓ Anticipating and solving problems.
- ✓ Being sensitive to, but not necessarily controlled by, rules and procedures.
- ✓ Exhibiting an active and creative sense of humor.
- ✓ Working without close supervision.
- ✓ Handling a variety of activities.
- ✓ Persistence in job completion.

# Keys to Motivating



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

## JP wants:

- ✓ Prestige, position and titles so he can control the destiny of others.
- ✓ Control of his own destiny.
- ✓ A wide scope of activities.
- ✓ Opportunity to verbalize his ideas and demonstrate his skills.
- ✓ More time in the day.
- ✓ To be seen as a leader.
- ✓ New challenges and problems to solve.
- ✓ Outside activities so there is never a dull moment.



# Keys to Managing



*In this section are some needs which must be met in order for JP 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 JP and identify 3 or 4 statements that are most important to him. This allows JP to participate in forming his own personal management plan.*

## JP needs:

- ✓ Vacations or periods of reduced activity level.
- ✓ An awareness of the parameters or rules in writing.
- ✓ To display empathy for people who approach life differently than he does.
- ✓ To negotiate commitment face-to-face.
- ✓ To adjust his intensity to match the situation.
- ✓ A work environment with many activities.
- ✓ To understand his role on the team—either a team player or the leader.
- ✓ Deadlines for completion of work.
- ✓ A program for pacing work and relaxing.
- ✓ To know results expected and to be evaluated on the results.
- ✓ Appreciation of slower-moving people.



# Areas for Improvement

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

## JP has a tendency to:

- ✓ Have no concept of the problems that slower-moving people may have with his style.
- ✓ Take on too much, too soon, too fast.
- ✓ Be a one-way communicator—doesn't listen to the total story before introducing his opinion.
- ✓ Dislike routine work or routine people—unless he sees the need to further his goals.
- ✓ Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.
- ✓ Be disruptive because of his innate restlessness and disdain for sameness.
- ✓ Be explosive by nature and lack the patience to negotiate.
- ✓ Set standards for himself and others so high that impossibility of the situation is commonplace.
- ✓ Be inconsistent because of many stops, starts and ever-changing direction.

# 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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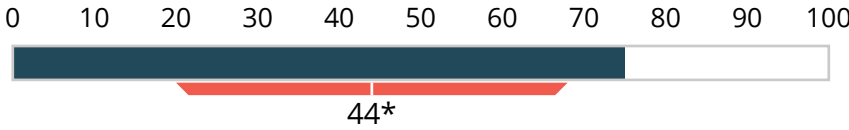
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# Behavioral Hierarchy



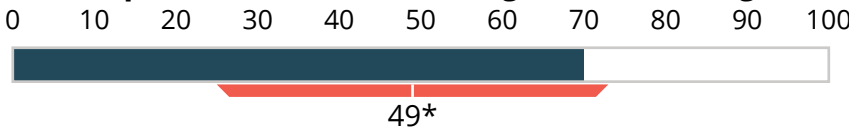
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

**1. Urgency** - Take immediate action.



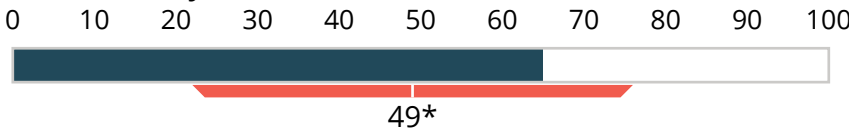
75

**2. Competitive** - Want to win or gain an advantage.



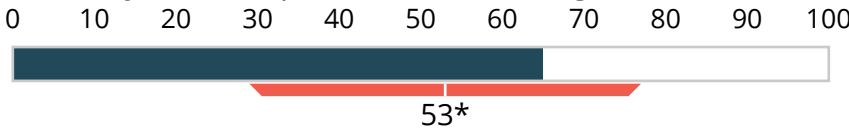
70

**3. Organized Workplace** - Establish and maintain specific order in daily activities.



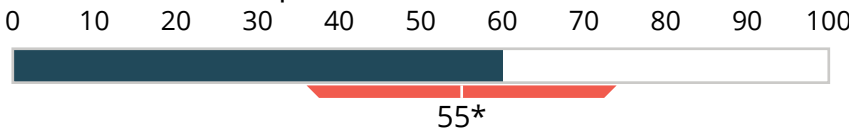
65

**4. Analysis** - Compile, confirm and organize information.



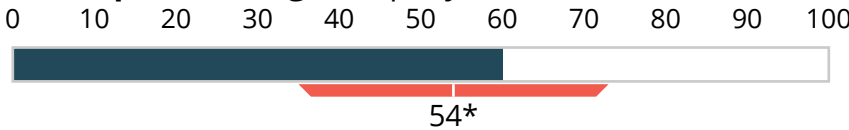
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**5. Versatile** - Adapt to various situations with ease.



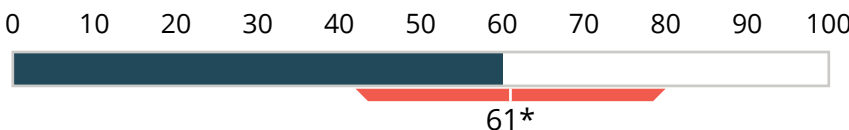
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**6. Frequent Change** - Rapidly shift between tasks.



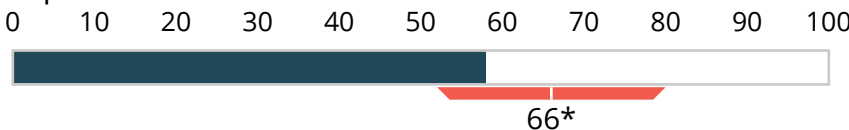
60

**7. Persistence** - Finish tasks despite challenges or resistance.



60

**8. Customer-Oriented** - Identify and fulfill customer expectations.



58

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

# Behavioral Hierarchy



**9. Following Policy** - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



58

**10. Consistent** - Perform predictably in repetitive situations.

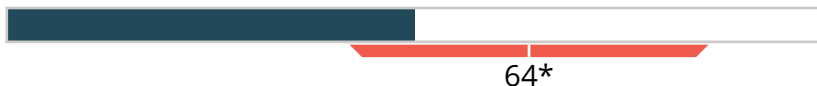
0 10 20 30 40 50 60 70 80 90 100



52

**11. Interaction** - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



50

**12. People-Oriented** - Build rapport with a wide range of individuals.

0 10 20 30 40 50 60 70 80 90 100



50

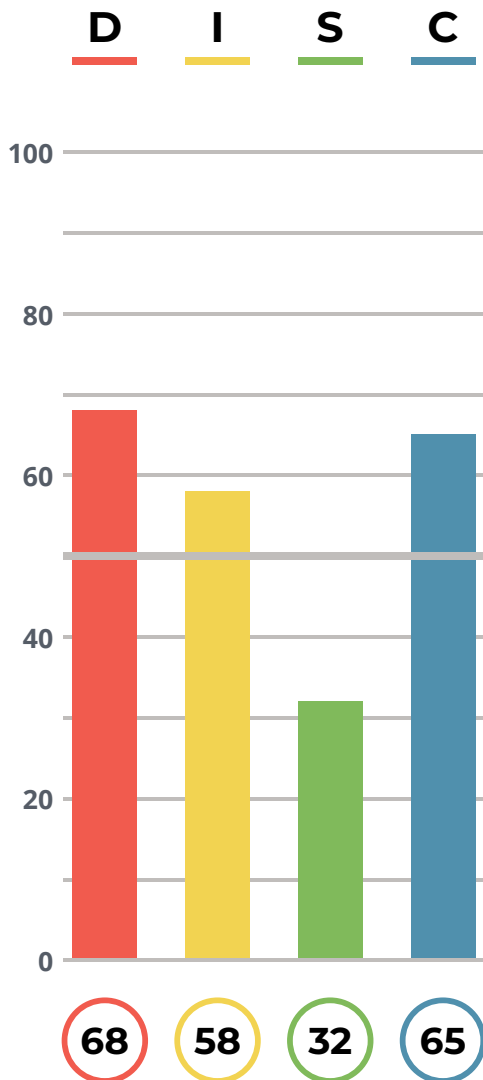
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\* 68% of the population falls within the shaded area.

# Style Insights® Graphs



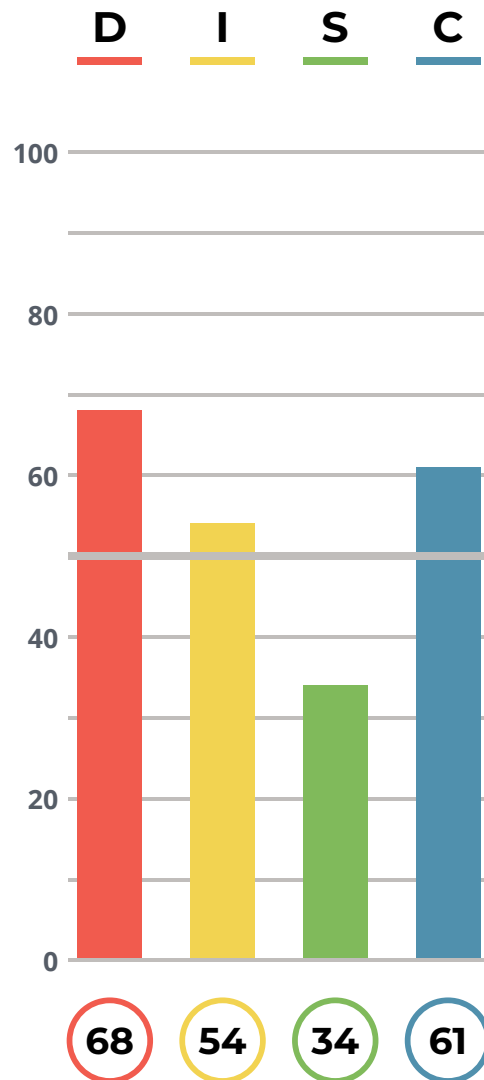
Graph I

## Adapted Style



Graph II

## Natural Style



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# The TTI Success Insights® Wheel



The TTI 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.

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

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

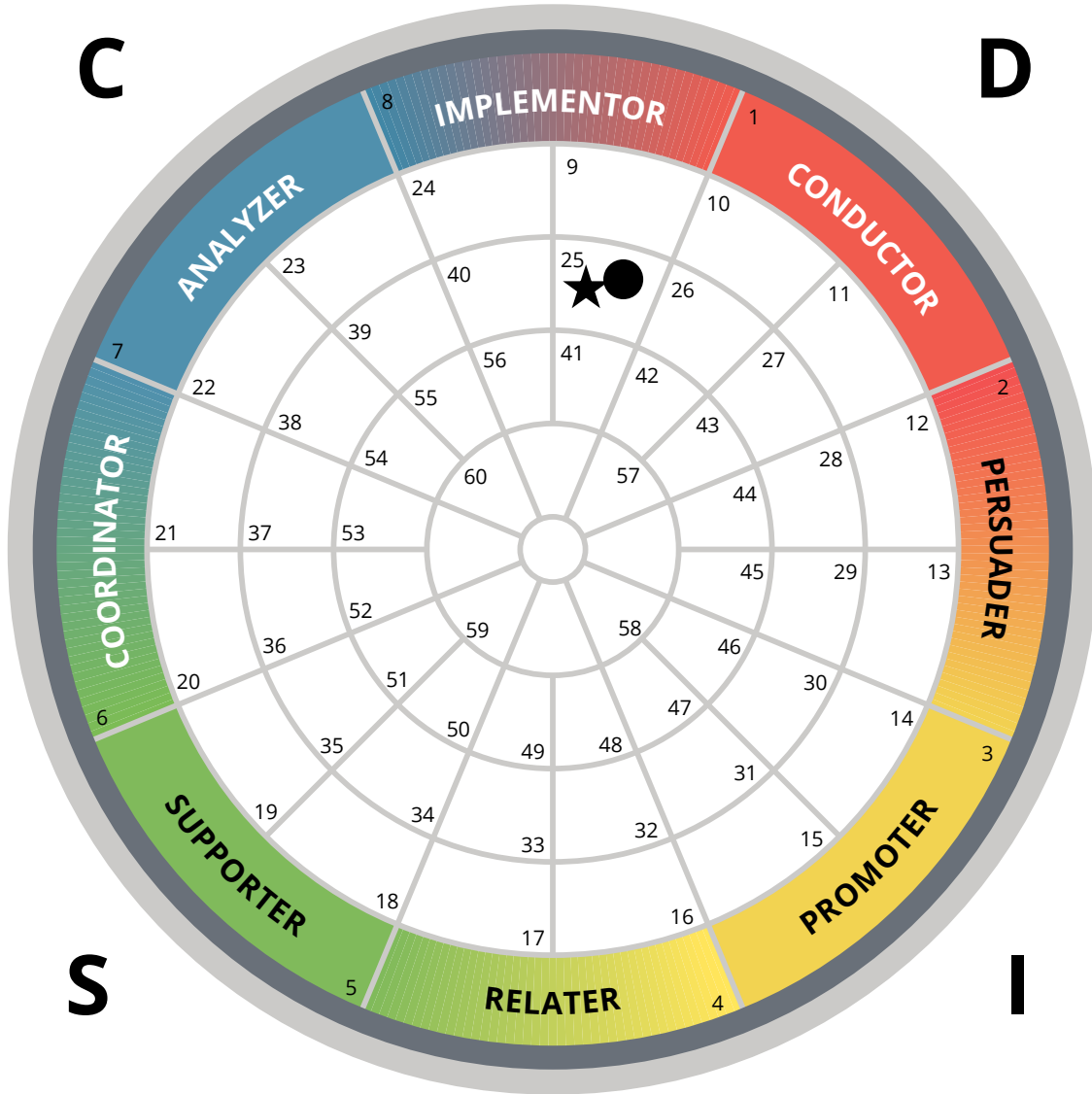


# The TTI Success Insights® Wheel



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Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)  
 Natural: ● (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)  
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