



TTI Success Insights®
Management-Staff™ Version



John Sample
SVP
Data Dome, Inc.
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Data Dome, Inc.
www.datadome.com
404 814-0739
Maximizing Individual and Corporate Potential



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.

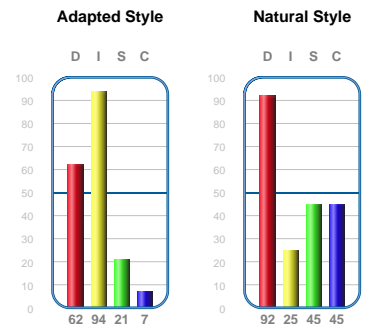
*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



Based on 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 prefers an environment with variety and change. He is at his best when many projects are underway at once. He is extremely results-oriented, with a sense of urgency to complete projects quickly. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He wants to be viewed as self-reliant and willing to pay the price for success. John likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results, and sometimes may not take the time to be empathetic toward others. 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. He establishes many standards for himself and others. His high ego strength demands that his standards will be met. He prefers being a team player, and wants each player to contribute along with him. John is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had.

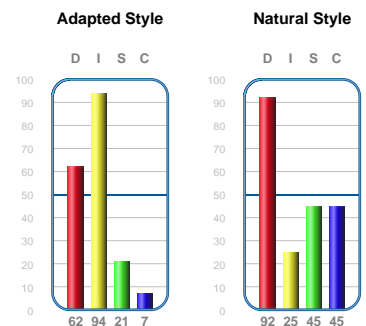
John likes to make decisions quickly. He prefers authority equal to his responsibility. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. John finds it easy to share his opinions on solving work-related problems. He should realize that at times he needs to think a project through, beginning to





end, before starting the project. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits.

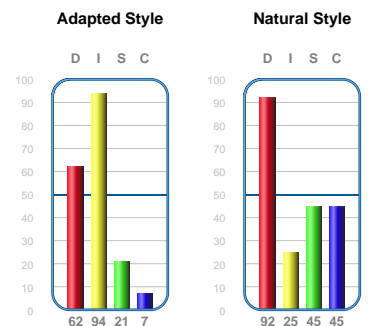
John may display a lack of empathy for others who cannot achieve his standards. When communicating with others, John must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. He likes people who communicate with him in a clear, precise and brief conversation. He challenges people who volunteer their opinions. John is not influenced by people who are overly enthusiastic. They rarely get his attention. 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. He should exhibit more patience and ask questions to make sure that others have understood what he has said.





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.

- Objective and realistic.
- Usually makes decisions with the bottom line in mind.
- Innovative.
- Creative in his approach to solving problems.
- Competitive.
- Self-starter.
- Suspicious of people with shallow ideas.



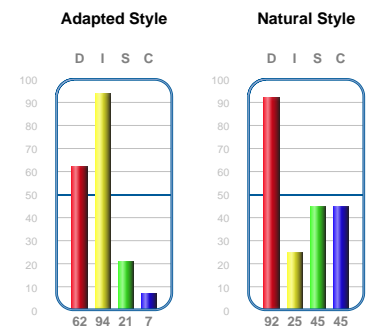


CHECKLIST FOR COMMUNICATING

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:

- Read the body language--look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Stick to business--let him decide if he wants to talk socially.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Be prepared with the facts and figures.
- Provide details in writing.
- Respect his quiet demeanor.
- Present the facts logically; plan your presentation efficiently.
- Give pros and cons on ideas.
- Use expert testimonials.
- Be clear, specific, brief and to the point.
- Support and maintain an environment where he can be efficient.



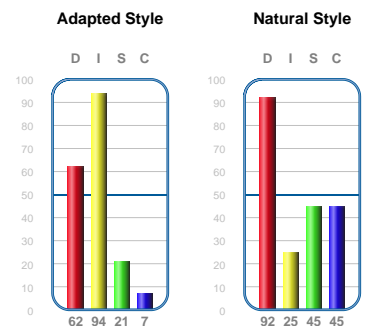


DON'TS ON COMMUNICATING

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:

- Pretend to be an expert, if you are not.
- Let disagreement reflect on him personally.
- Use inappropriate buzz words.
- Direct or order.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Ramble on, or waste his time.
- Be superficial.
- Leave things open to interpretation.
- Ask rhetorical questions, or useless ones.
- Make statements you cannot prove.
- Come with a ready-made decision, or make it for him.





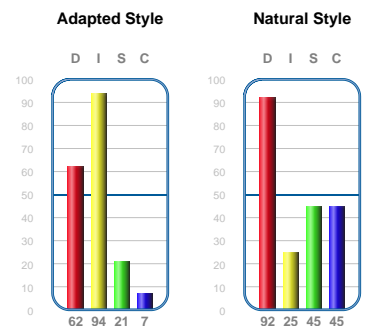
This section provides suggestions on methods which will improve John's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with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



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.

- Forum to express ideas and viewpoints.
- Environment where he can be a part of the team, but removed from office politics.
- An innovative and futuristic-oriented environment.
- Nonroutine work with challenge and opportunity.
- Projects that produce tangible results.
- Evaluation based on results, not the process.
- Private office or work area.
- Data to analyze.





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:

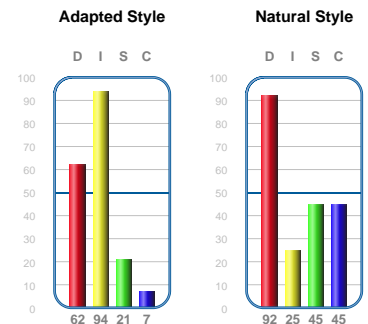
Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated





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

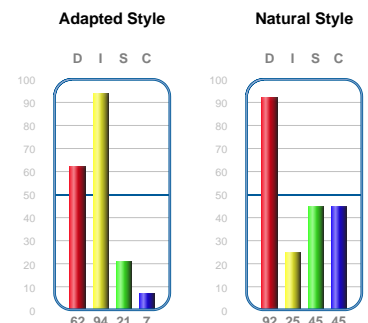


NATURAL AND ADAPTED STYLE

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
	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.	John sees the need to be competitive, results-oriented and a little innovative in his approach to problem solving. He has a tendency to evaluate the risk before rushing into solving a problem.

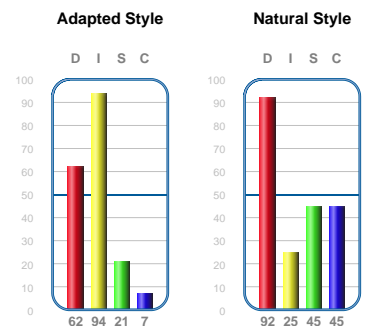
Natural	PEOPLE - CONTACTS	Adapted
	John is undemonstrative in his approach to influencing others and likes to let facts and figures stand for themselves. He feels persuasion needs to be objective and straightforward. His trust level is based on each interaction--the past is the past. He presents facts without embellishments.	John seems to be animated and emotional in persuading others. He feels the environment calls for a positive approach to convincing others about his ideas, products or services.





Natural	PACE - CONSISTENCY	Adapted
John 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.		John wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

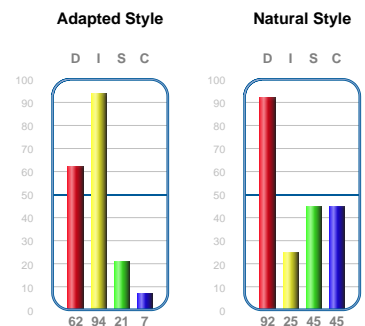
Natural	PROCEDURES - CONSTRAINTS	Adapted
John is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.		John seeks adventure and excitement. He wants to be seen as his own person and will break rules to display this desire for independence. He wants to be judged by the bottom-line results--not how those results were achieved.





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.

- Positive, outgoing, friendly behavior.
- Using a creative approach in decision making.
- Flaunting independence.
- Obtaining results through people.
- Contacting people using a variety of modes.
- Using a direct, forthright and honest approach in his communications.
- Making tactful decisions.
- Being independent and innovative.
- Motivating people to take action by using persuasive skills.
- Dedicated to "going it alone" when necessary.
- Flexibility.

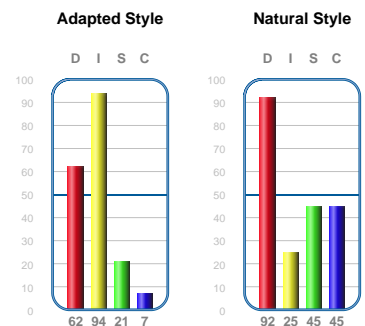




This section of the report was produced by analyzing John's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with John and highlight those that are present "wants."

John wants:

- The chance to have fun (play hard--work hard).
- Group activities outside the job.
- Excitement.
- Working conditions with freedom to move and to talk to people.
- Exposure to those who appreciate his results.
- A support system to do the detail work.
- Rewards to support his dreams.
- A manager who practices participative management.
- Unusual, new or difficult assignments.
- No restrictions to hamper results.
- Public recognition of his ideas and results.
- No close supervision.
- Freedom from control and detail.

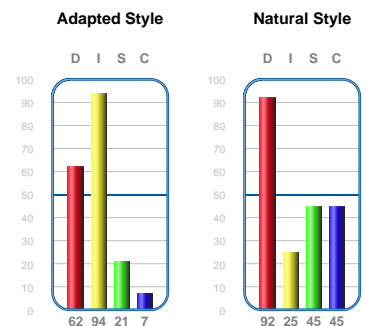




In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

- Logical answers in logical order.
- Time to warm up to people.
- To display empathy for people who approach life differently than he does.
- A work environment with many activities.
- Appreciation of the feelings of others.
- Skills to come across warm and close, when appropriate.
- To soften the edge and not be so blunt.
- To sell his ideas--not just tell them.
- An awareness of the parameters or rules in writing.
- To be confronted when in disagreement, or when he breaks the rules.
- A program for pacing work and relaxing.
- To understand his impact on other people.

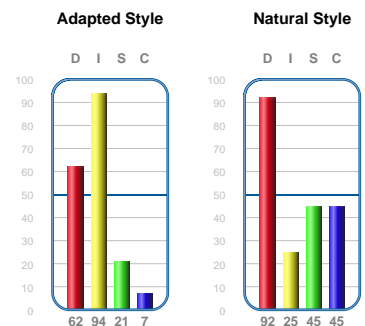




In this area is a listing of possible limitations without regard to a specific job. Review with John and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

John has a tendency to:

- Set standards for himself and others so high that impossibility of the situation is common place.
- Lack tact and diplomacy as long as he gets the results he wants.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Be crisis-oriented.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Overuse fear as a motivator by being overly demanding.
- Have no concept of the problems that slower-moving people may have with his style.





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. ORGANIZED WORKPLACE



4. ANALYSIS OF DATA



5. FREQUENT CHANGE



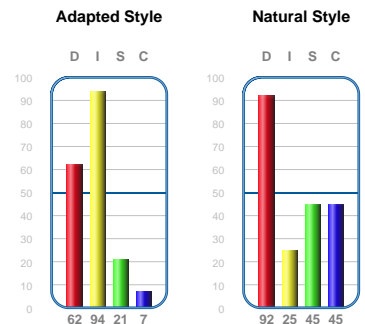
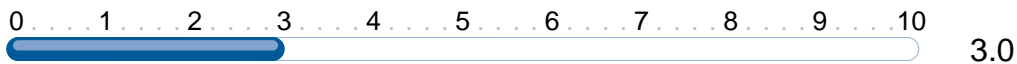
6. VERSATILITY



7. CUSTOMER ORIENTED



8. FREQUENT INTERACTION WITH OTHERS





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MOST

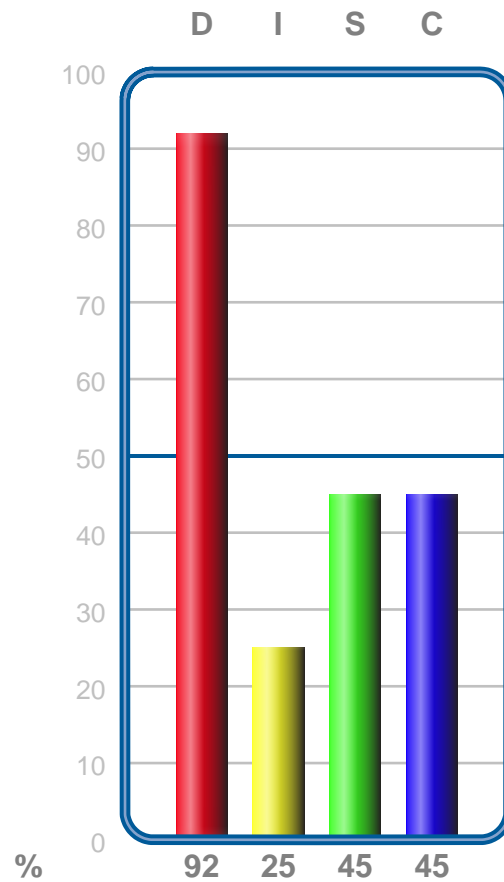
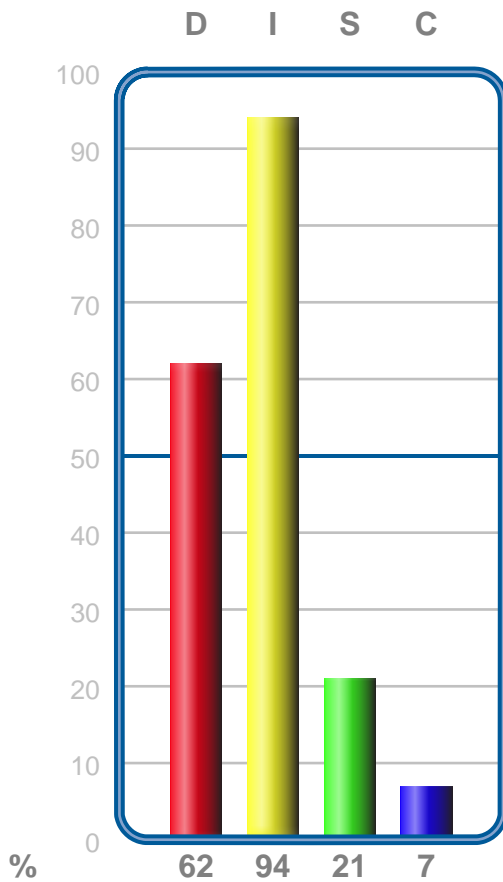
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2009



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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

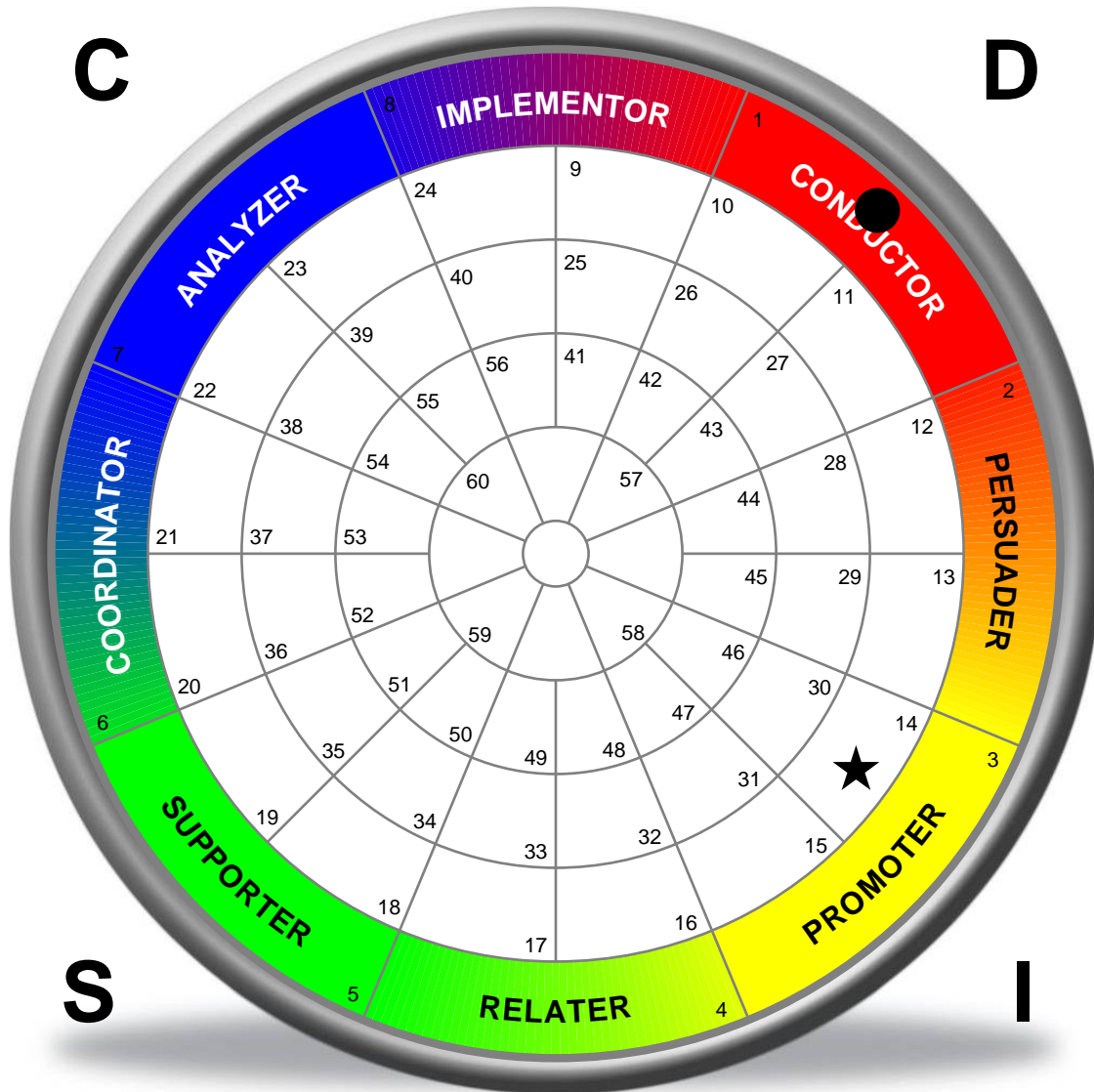
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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



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Adapted: ★ (14) PERSUADING PROMOTER

Natural: ● (1) CONDUCTOR

Norm 2009

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