TTI SUCCESS INSIGHTS®

Executive

Eric Engineer
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1-27-2019

Maximizing Individual and Corporate Potential
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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*

General Characteristics

Based on Eric'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 Eric's natural behavior.

Eric tries to influence others through a personal relationship and many times will perform services to develop this relationship. He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He is enthusiastic and usually slow to anger. Eric is gregarious and sociable. He will be seen as a good mixer both on or off the job. He is optimistic and usually has a positive sense of humor. He can be seen as a person of good will. He is good at creating enthusiasm in others. Eric likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being.

Eric is good at solving problems that deal with people. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He likes to participate in decision making. Eric prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He likes working with others who make quick decisions.

Adapted Style

D I S C

43	76	26	64

Natural Style

D I S C

35	82	56	38

Eric Engineer

2
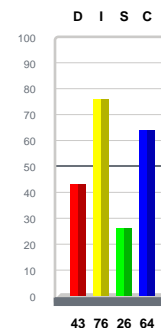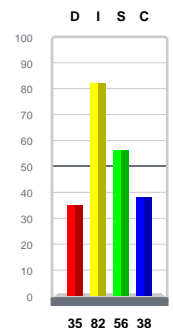
General Characteristics

Eric may use his time imprecisely because he likes to talk to people. He is people-oriented and verbally fluent. He has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. It is important for Eric to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He is good at negotiating conflict between others. Eric feels that "if everyone would just talk it out, everything would be okay!" He judges others by their verbal skills and warmth.

Adapted Style   Natural Style

D I S C   D I S C

| Adapted Style	Natural Style
43 76 26 64	35 82 56 38
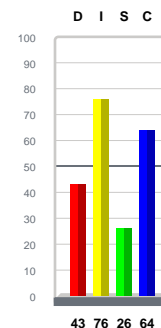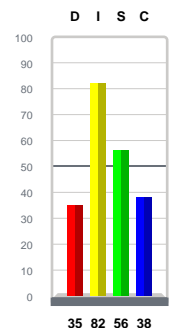
Value to the Organization

This section of the report identifies the specific talents and behavior Eric 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.
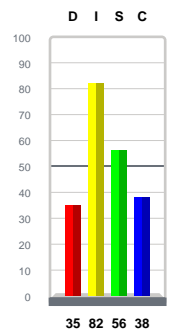
- Optimistic and enthusiastic.

- Negotiates conflicts.

- Accomplishes goals through people.

- Respect for authority and organizational structure.

- Adaptable.

- Builds confidence in others.

- Turns confrontation into positives.

Adapted Style   Natural Style

D I S C   D I S C

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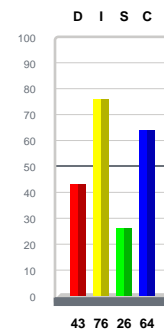
Checklist for Communicating

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 Eric. 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 Eric most frequently.

Ways to Communicate:

☐ Talk about him, his goals and the opinions he finds stimulating.

☐ Leave time for relating, socializing.

☐ Provide testimonials from people he sees as important.

☐ Use enough time to be stimulating, fun-loving, fast-moving.

☐ Provide a warm and friendly environment.

☐ Take time to be sure that he is in agreement and understands what you said.

☐ Offer special, immediate and continuing incentives for his willingness to take risks.

☐ Provide ideas for implementing action.

☐ Give him time to ask questions.

☐ Read the body language for approval or disapproval.

☐ Take your time and be persistent.

☐ Be prepared.

Adapted Style

Natural Style

D I S C

D I S C

43 76 26 64

35 82 56 38
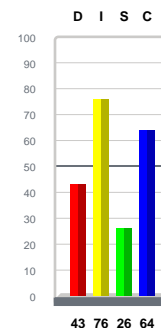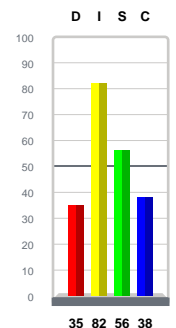
Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Eric. Review each statement with Eric 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 down to him.

☐ Be dictatorial.

☐ Don't be haphazard.

☐ Make promises you cannot deliver.

☐ Talk to him when you're extremely angry.

☐ Legislate or muffle--don't overcontrol the conversation.

☐ Take credit for his ideas.

☐ Leave decisions hanging in the air.

☐ Drive on to facts, figures, alternatives or abstractions.

☐ "Dream" with him or you'll lose time.

☐ Be curt, cold or tight-lipped.

Adapted Style   Natural Style

D I S C   D I S C

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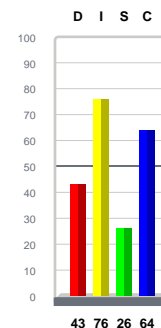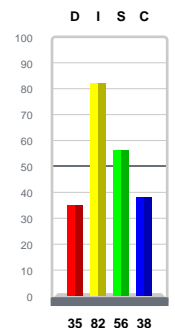
Communication Tips

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

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

Self-Perception

Eric usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
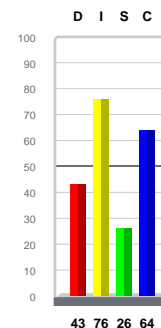- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

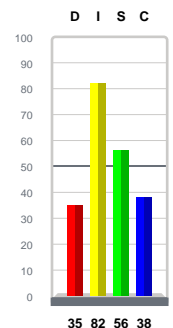*Under extreme pressure, stress or fatigue, others may see him as being:*

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter

Adapted Style	Natural Style
D I S C	D I S C
43 76 26 64	35 82 56 38

Descriptors

Based on Eric'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
Dominance	**Influencing**	**Steadiness**	**Compliance**
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

Eric'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

Eric is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Eric will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.

Adapted

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

People - Contacts

Natural

Eric 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. Eric is trusting and also wants to be trusted.
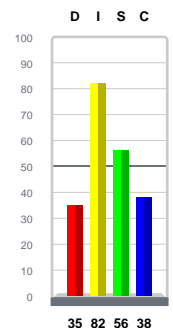
Adapted

Eric 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.

Adapted Style   Natural Style

D I S C   D I S C

43 76 26 64   35 82 56 38
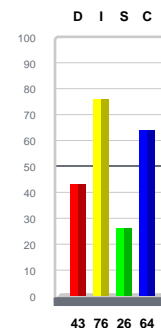
Natural and Adapted Style Continued

Pace - Consistency

Natural

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

Adapted

Eric 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.

Procedures - Constraints

Natural

Eric 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.
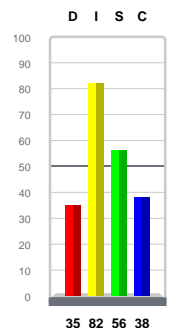
Adapted

Eric sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.

Adapted Style   Natural Style

D I S C   D I S C

43 76 26 64   35 82 56 38

Eric Engineer
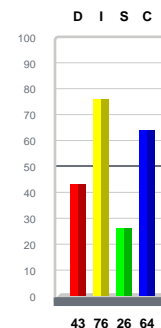
Adapted Style

Eric 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.

- Working without close supervision.

- Flexibility.

- Motivating people to take action by using persuasive skills.

- Preferring people involvement over task focus.

- Positive, outgoing, friendly behavior.

- Contacting people using a variety of modes.

- Participative management.

- Possessing a strong sense of urgency toward results.

- Obtaining results through people.

- Making tactful decisions.

- Handling a variety of activities.

- Exhibiting an active and creative sense of humor.

- Meeting deadlines.

Adapted Style   Natural Style

D I S C   D I S C

43 76 26 64   35 82 56 38

Eric Engineer
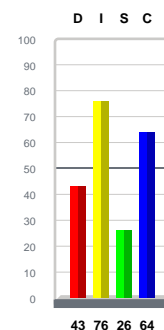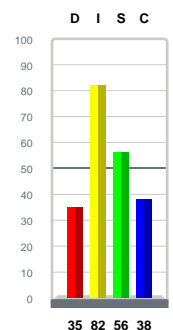
Areas for Improvement

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

Eric has a tendency to:

- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."

- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.

- Overestimate his ability to motivate people or change others' behavior.

- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.

- Be too verbal in expressing criticism.

- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.

- Be optimistic regarding possible results of his projects or the potential of his people.

- Overuse praise in motivating others.

Adapted Style

D I S C

43 76 26 64

Natural Style

D I S C

35 82 56 38
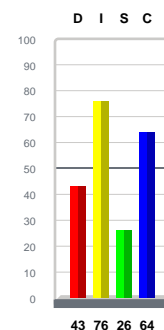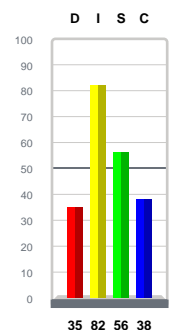
Action Plan

Professional Development

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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)

    _____

    _____

    _____

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

    _____

    _____

    _____

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

    _____

    _____

    _____

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

    _____

    _____

    _____

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. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10   **9.0**

6.2*

2. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

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6.8*
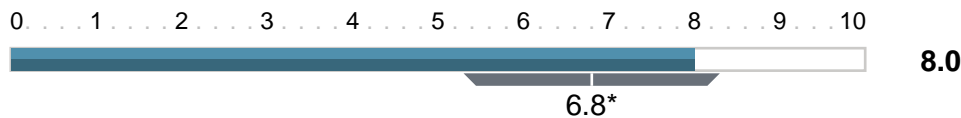
3. Customer Relations - A desire to convey your sincere interest in them.

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6.6*
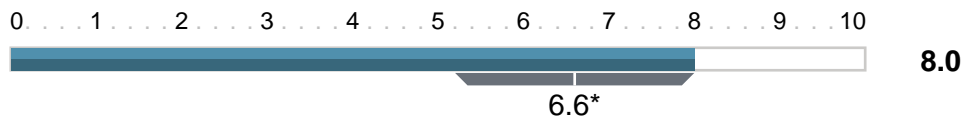
4. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

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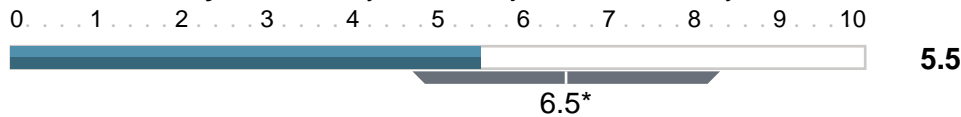
5.3*
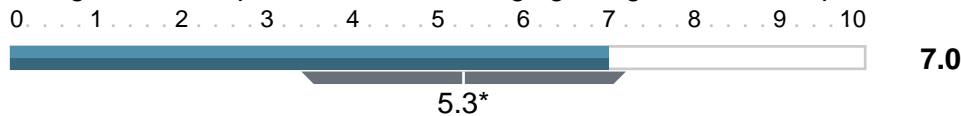
5. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.
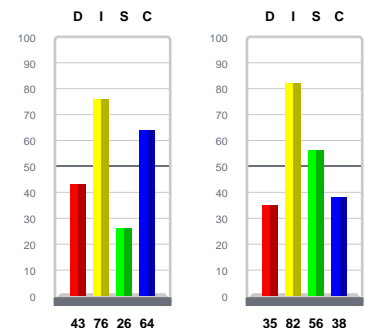
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5.2*
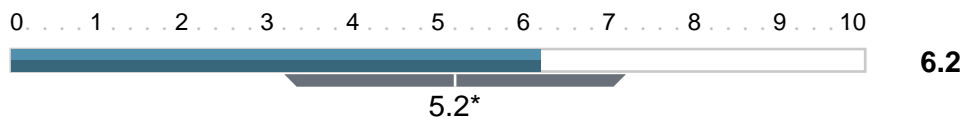
6. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

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6.9*
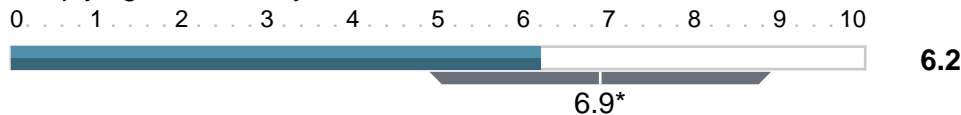
7. Consistency - The ability to do the job the same way.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10   **5.5**

6.5*

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

Adapted Style   Natural Style

D I S C   D I S C

43 76 26 64   35 82 56 38

Behavioral Hierarchy

8. Follow Up and Follow Through - A need to be thorough.

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4.7

6.3*
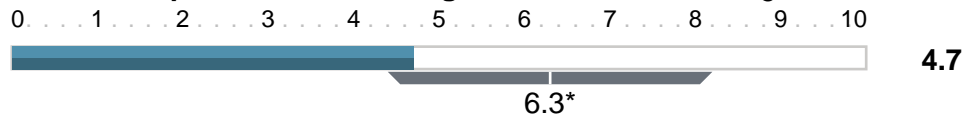
9. Urgency - Decisiveness, quick response and fast action.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

4.5

4.3*

10. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

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4.0

4.7*
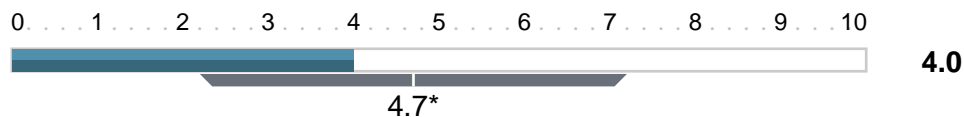
11. Organized Workplace - Systems and procedures followed for success.

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2.5

5.2*
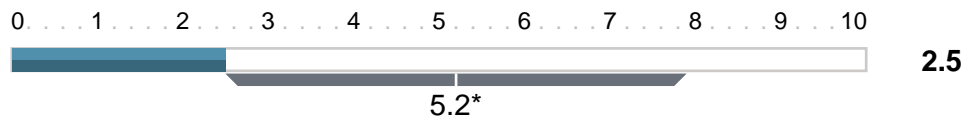
12. Analysis of Data - Information is maintained accurately for repeated examination as required.

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2.5

5.5*

Adapted Style   Natural Style
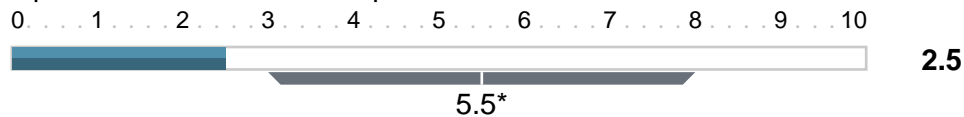
SIA: 43-76-26-64 (58)   SIN: 35-82-56-38 (15)
* 68% of the population falls within the shaded area.
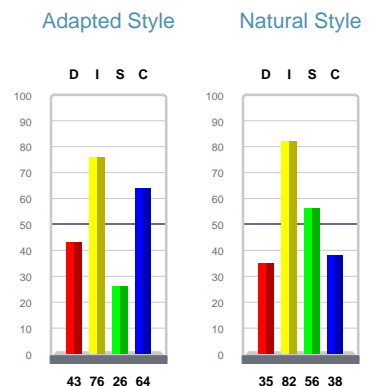
Style Insights® Graphs
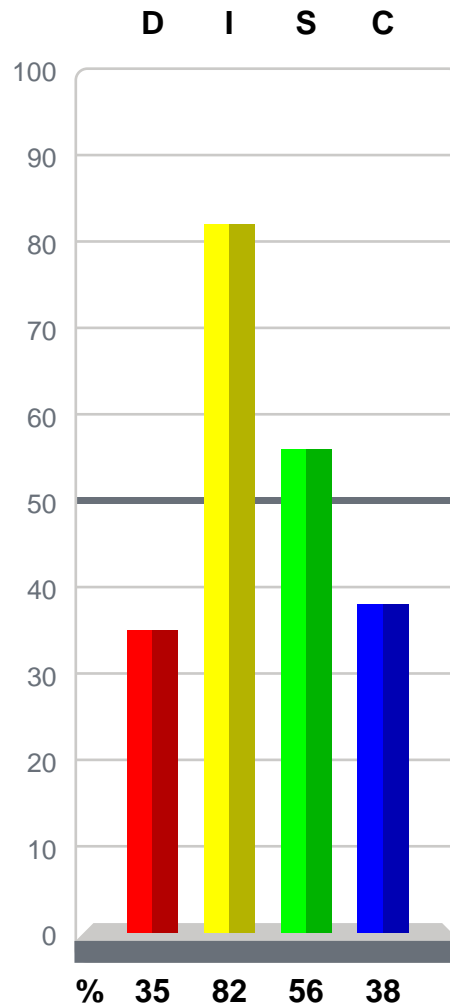## 10-27-2015

Adapted Style

Graph I

	D	I	S	C

| % | 43 | 76 | 26 | 64 |
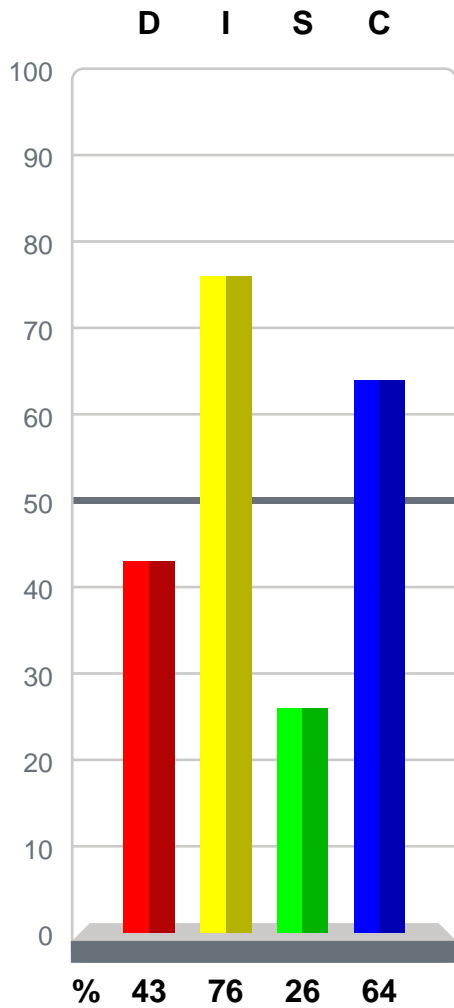
Natural Style

Graph II

	D	I	S	C

| % | 35 | 82 | 56 | 38 |

Norm 2015 R4

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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.
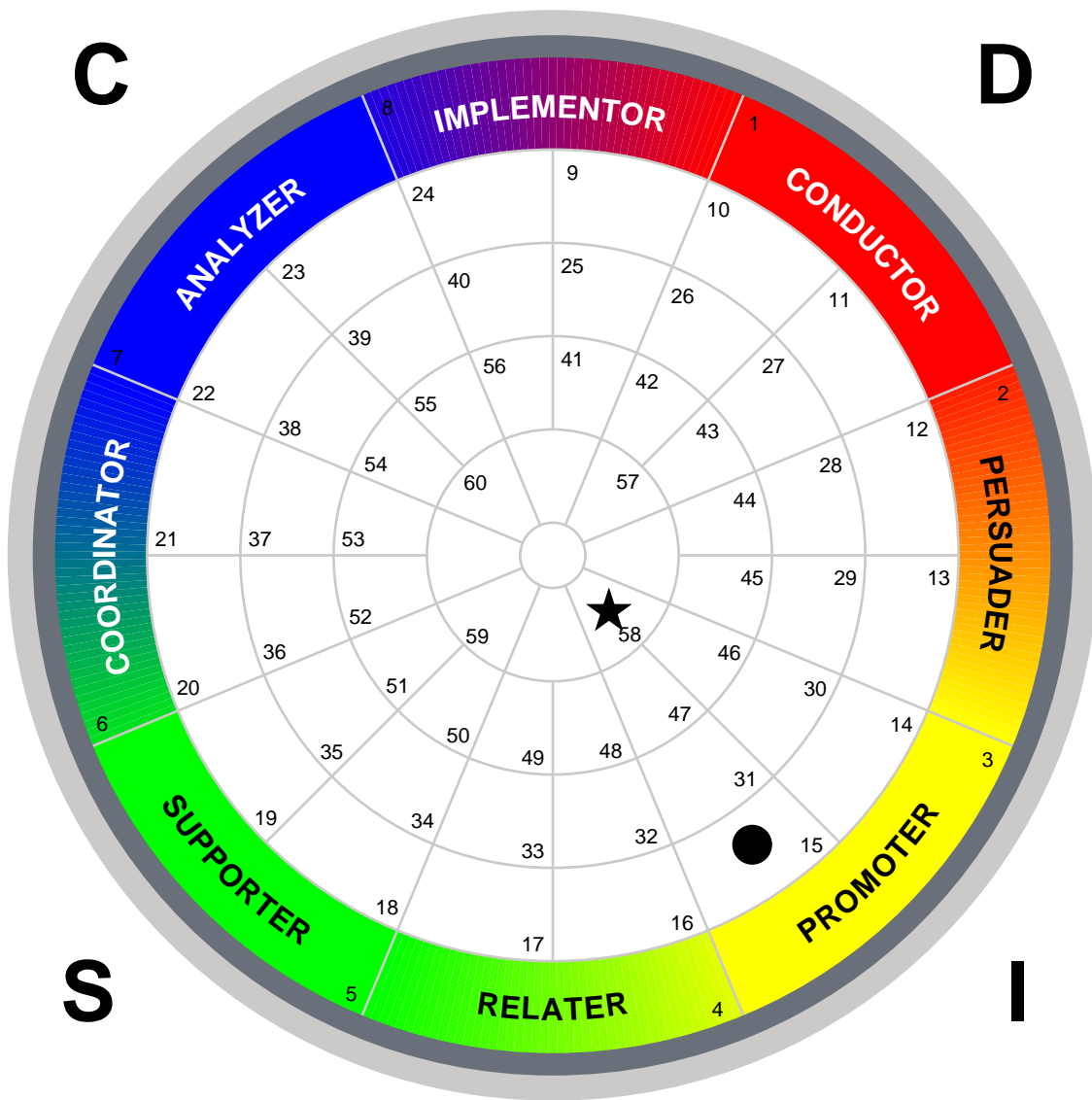
Adapted: ★ (58) ANALYZING PROMOTER (ACROSS)

Natural: ● (15) RELATING PROMOTER

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