TTI SUCCESS INSIGHTS®

Management-Staff

Susie Sample

04.08.2021

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DATA DOME INC.

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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 Susie'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 Susie's natural behavior.

Susie likes quality social relationships. She often will become friends with her customers or clients. She likes feedback from her manager on how she is doing. She places her focus on people. To her, strangers are just friends she hasn't met! She believes in getting results through other people. She prefers the "team approach." Susie wants to be seen as her own person, but usually projects it in friendly terms. She likes to develop people and build organizations. She is most likely to be at her best in situations where important things, such as values, judgments, feelings and emotions are involved. She prides herself on her "intuition." She does not like close supervision. Susie is optimistic and usually has a positive sense of humor. She, an outgoing person, feels at home with strangers.

Susie can make decisions even though some of the facts to support the decision may be missing. When she 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 her trust and willing acceptance of people, she may misjudge the abilities of others. She likes working for managers who make quick decisions. Susie tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. She tends to make snap judgments or impulsive decisions. She may be inconsistent in disciplining others. She believes rules exist to serve rather than to be followed by her.

Graph I

Adapted Style

D	I	S	C

| 52 | 66 | 42 | 55 |

Graph II

Natural Style

D	I	S	C

| 65 | 66 | 42 | 34 |

Susie Sample

Behavioral Characteristics

Continued

Susie is people-oriented and verbally fluent. Sometimes she can get caught short on the facts and figures needed to support her ideas. She judges others by their verbal skills and warmth. She will often verbalize her need to be her own person. Susie has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She will optimistically interact with people in an assured, diplomatic and poised manner. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. Some see her as too talkative and emotional.

Graph I

Adapted Style

D	I	S	C
52	66	42	55

Graph II

Natural Style

D	I	S	C
65	66	42	34

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Susie Sample

Value to the Organization

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

- ✔ Has the confidence to do the difficult assignments.

- ✔ Creative problem solving.

- ✔ Optimistic and enthusiastic.

- ✔ Accomplishes goals through people.

- ✔ Pioneering.

- ✔ Inner-directed rather than tradition-directed—brings fresh ideas for solving problems.

- ✔ Builds confidence in others.

- ✔ Team player.

- ✔ Dedicated to her own ideas.

Graph I

Adapted Style

D	I	S	C

100
80
60
40
20
0

52	66	42	55

Graph II

Natural Style

D	I	S	C

100
80
60
40
20
0

65	66	42	34

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 Susie. 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 Susie most frequently.

Ways to Communicate

✔ Provide "yes" or "no" answers—not maybe.

✔ Speak at a rapid pace.

✔ Talk about her, her goals and the opinions she finds stimulating.

✔ Provide testimonials from people she sees as important.

✔ Look for her oversights.

✔ Ask for her opinions/ideas regarding people.

✔ Deal with details in writing, have her commit to modes of action.

✔ Leave time for relating, socializing.

✔ Define the problem in writing.

✔ Confront when in disagreement.

✔ Clarify any parameters in writing.

✔ Provide ideas for implementing action.

✔ Offer special, immediate and continuing incentives for her willingness to take risks.

Graph I
Adapted Style
D   I   S   C
100
80
60
40
20
0
52   66   42   55

Graph II
Natural Style
D   I   S   C
100
80
60
40
20
0
65   66   42   34

Susie Sample

Checklist for Communicating
Continued

This section of the report is a list of things NOT to do while communicating with Susie. Review each statement with Susie 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 <u>NOT</u> to Communicate

🚫 Let her overpower you with verbiage.

🚫 Be curt, cold or tight-lipped.

🚫 Hesitate when confronted.

🚫 Legislate or muffle—don't overcontrol the conversation.

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

🚫 Be paternalistic.

🚫 Leave decisions hanging in the air.

🚫 Ramble.

🚫 Be dictatorial.

🚫 Talk down to her.

🚫 "Dream" with her or you'll lose time.

🚫 Waste time trying to be impersonal, judgmental or too task-oriented.

🚫 Give her your opinion unless asked.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
52 66 42 55	65 66 42 34

Susie Sample

Communication Tips

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

Ⓒ 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 Susie'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 Susie enjoys and also those that create frustration.

✓ Freedom from control and detail.

✓ Position with a tolerant manager.

✓ Work with a results-oriented team.

✓ Tasks involving motivated groups and establishing a network of contacts.

✓ Freedom to try new approaches.

✓ Work tasks that change from time to time.

✓ Assignments with a high degree of people contacts.

✓ Forum for her ideas to be heard.

✓ Needs difficult assignments.

Graph I

Adapted Style

D	I	S	C

100
80
60
40
20
0

| 52 | 66 | 42 | 55 |

Graph II

Natural Style

D	I	S	C

100
80
60
40
20
0

| 65 | 66 | 42 | 34 |

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

Susie usually sees herself as being:

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

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

- ✔ Self-Promoting
- ✔ Glib
- ✔ Overly Optimistic
- ✔ Unrealistic

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

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

Descriptors

Based on Susie'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
Dominance	**Influence**	**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

Susie Sample

Natural & Adapted Style

Susie'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

Susie is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. She is results-oriented and likes to be innovative in her approach to problem solving. Susie is not necessarily confrontational by nature; but if a problem does exist, she will not turn down the opportunity for confrontation.

Adapted

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

People & Contacts

Natural

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

Adapted

Susie 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.

Natural & Adapted Style

Pace & Consistency

Natural

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

Adapted

Susie sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

Procedures & Constraints

Natural

Susie is independent by nature and somewhat self-willed. She is open to new suggestions and can, at times, be seen as somewhat freewheeling. She is most comfortable in an environment where the constraints can be "loosened" for certain situations.

Adapted

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

Adapted Style

Susie 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.

✔ Contacting people using a variety of modes.

✔ Obtaining results through people.

✔ Participative decision making.

✔ Making tactful decisions.

✔ Working without close supervision.

✔ Motivating people to take action by using persuasive skills.

✔ Positive, outgoing, friendly behavior.

✔ Handling a variety of activities.

✔ Moving quickly from one activity to another.

✔ Exhibiting an active and creative sense of humor.

✔ Possessing a strong sense of urgency toward results.

✔ Coping with rapid changes in the work arena.

Graph I					Graph II			
Adapted Style					**Natural Style**			
D	I	S	C		D	I	S	C
52	66	42	55		65	66	42	34
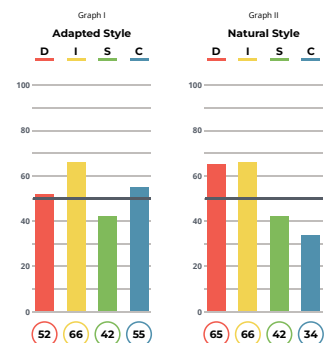
Keys to Motivating

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

Susie wants:

✔ To be trusted.

✔ Participation in meetings on future planning.

✔ Rewards to support her dreams.

✔ Freedom from control and detail.

✔ A friendly work environment.

✔ Public recognition of her ideas and results.

✔ A support system to do the detail work.

✔ A manager who practices participative management.

✔ Freedom to talk and participate on the team.

✔ A wide scope of activities.

✔ Work assignments that provide opportunity for recognition.

Graph I

Adapted Style

D	I	S	C

100
80
60
40
20
0

52	66	42	55

Graph II

Natural Style

D	I	S	C

100
80
60
40
20
0

65	66	42	34

Keys to Managing

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

Susie needs:

✔ To evaluate her drive to be seen as her "own person" and how it affects her role on the team.

✔ Authority equal to responsibility.

✔ Objectivity when dealing with people because of her high trust level.

✔ To focus conversations on work activities—less socializing.

✔ Bottom-line measurement.

✔ Recognition that limits and rules do exist, and why.

✔ People to work and associate with.

✔ Restraints or programs to calculate the risk involved by her decisions.

✔ To handle routine paperwork only once.

✔ Help on controlling time and setting priorities.

✔ More control of body language.

✔ A tolerant boss.

✔ Better organization of record keeping.

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C

52 66 42 55

65 66 42 34

Areas for Improvement

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

Susie has a tendency to:

✔ Be optimistic regarding possible results of her projects or the potential of her people.

✔ Act impulsively—heart over mind, especially if her security is not perceived to be threatened.

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

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

✔ Trust people indiscriminately if positively reinforced by those people.

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

✔ Make decisions based on surface analysis.

✔ Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.

Graph I	Graph II
Adapted Style	**Natural Style**
D I S C	D I S C
52 66 42 55	65 66 42 34

Susie Sample

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.

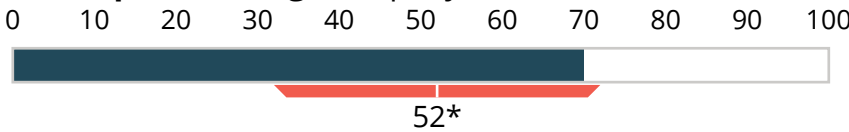**1. Interaction** - Frequently engage and communicate with others.

0	10	20	30	40	50	60	70	80	90	100

60*
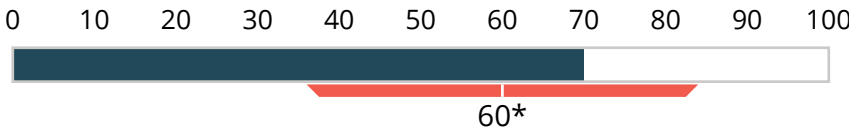
70

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

0	10	20	30	40	50	60	70	80	90	100

49*
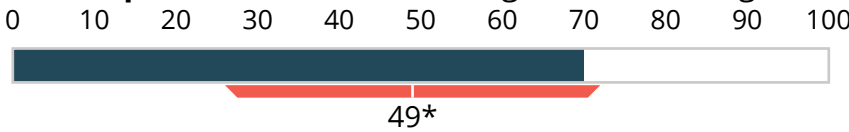
70

3. Frequent Change - Rapidly shift between tasks.

0	10	20	30	40	50	60	70	80	90	100

52*

70

4. Versatile - Adapt to various situations with ease.

0	10	20	30	40	50	60	70	80	90	100

54*
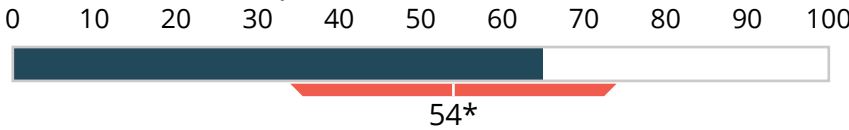
65

5. Urgency - Take immediate action.

0	10	20	30	40	50	60	70	80	90	100

43*
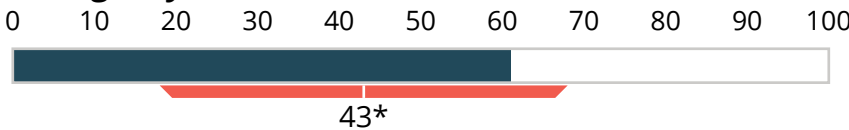
61

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

0	10	20	30	40	50	60	70	80	90	100

65*
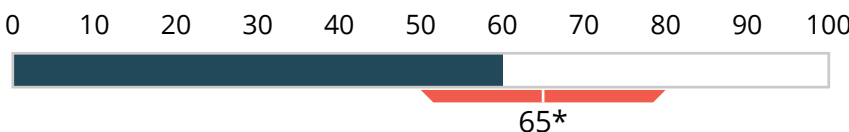
60

7. Customer-Oriented - Identify and fulfill customer expectations.

0	10	20	30	40	50	60	70	80	90	100

64*

57

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C

52 66 42 55

65 66 42 34

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

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Susie Sample
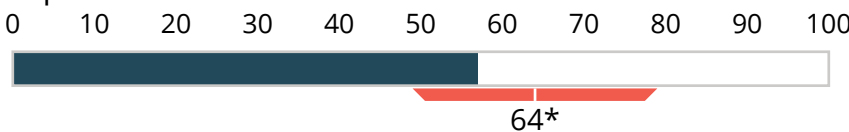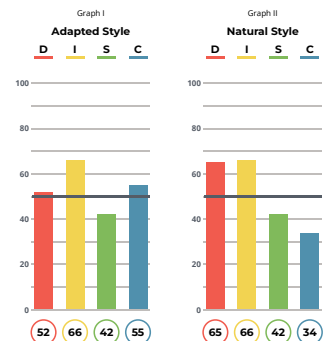
Behavioral Hierarchy

8. Persistence - Finish tasks despite challenges or resistance.

0   10   20   30   40   50   60   70   80   90   100

50

61*
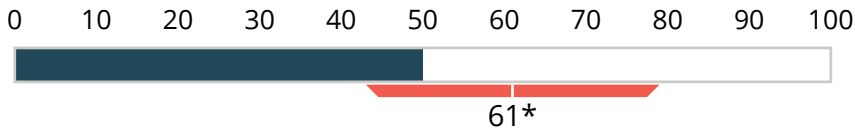
9. Consistent - Perform predictably in repetitive situations.

0   10   20   30   40   50   60   70   80   90   100

45

61*
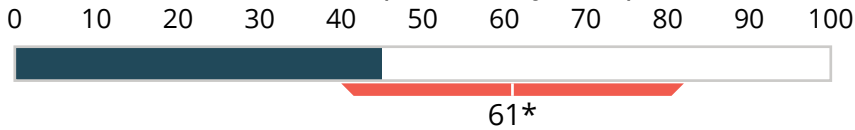
10. Following Policy - Adhere to rules, regulations, or existing methods.

0   10   20   30   40   50   60   70   80   90   100

45

60*
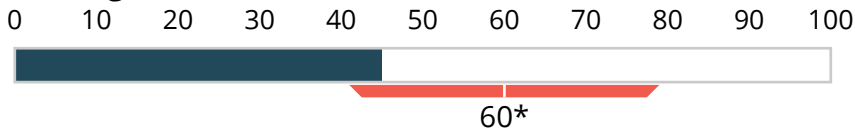
11. Analysis - Compile, confirm and organize information.

0   10   20   30   40   50   60   70   80   90   100

40

53*
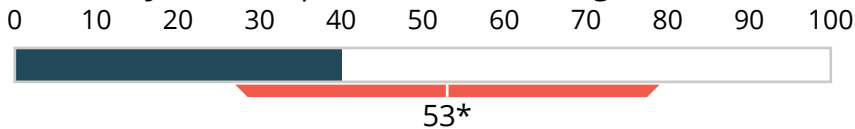
12. Organized Workplace - Establish and maintain specific order in daily activities.

0   10   20   30   40   50   60   70   80   90   100

35

51*

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C
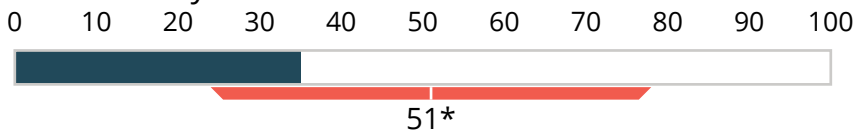
52   66   42   55

65   66   42   34

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

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Style Insights® Graphs

Graph I

Adapted Style

D   I   S   C

D	I	S	C
52	66	42	55

Graph II

Natural Style

D   I   S   C

D	I	S	C
65	66	42	34

23
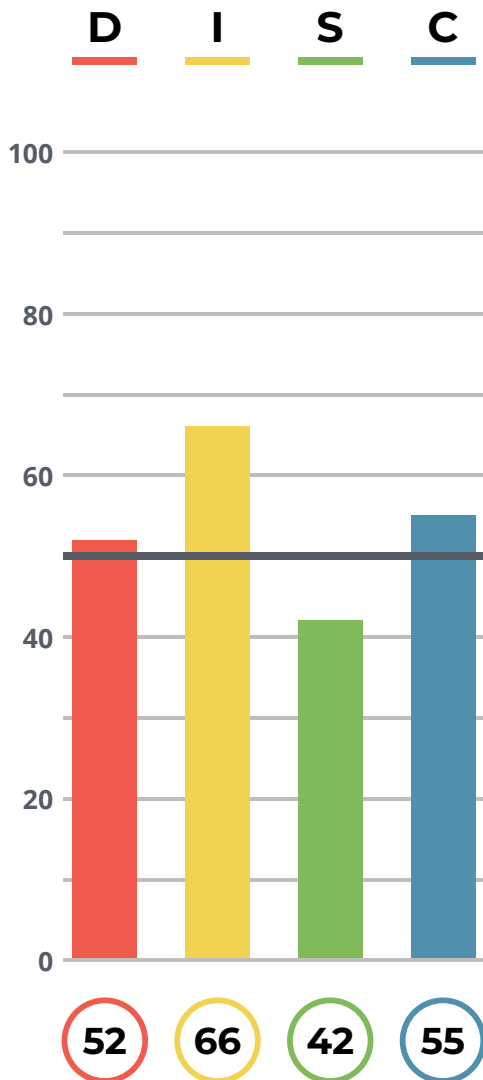
Susie Sample
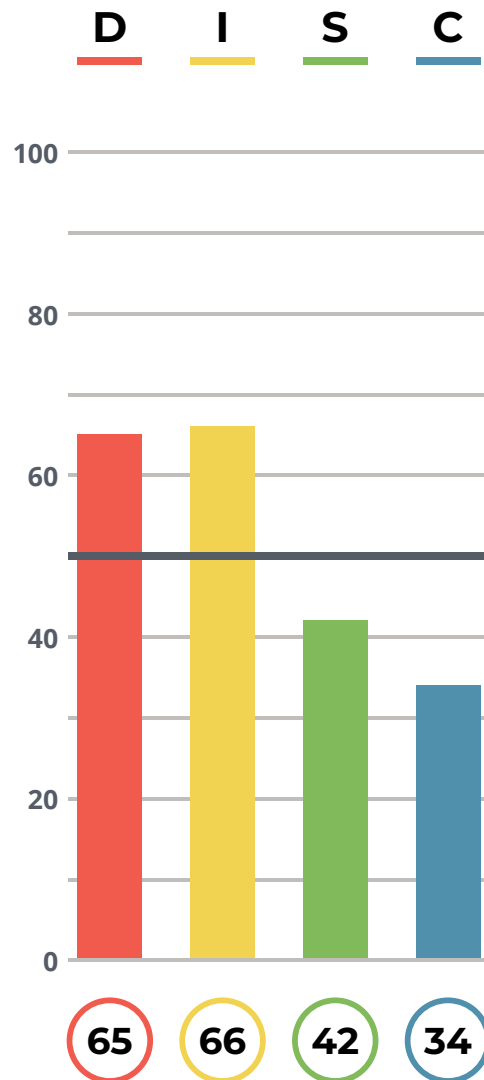
The Success Insights® Wheel

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.

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

Susie Sample
4-8-2021
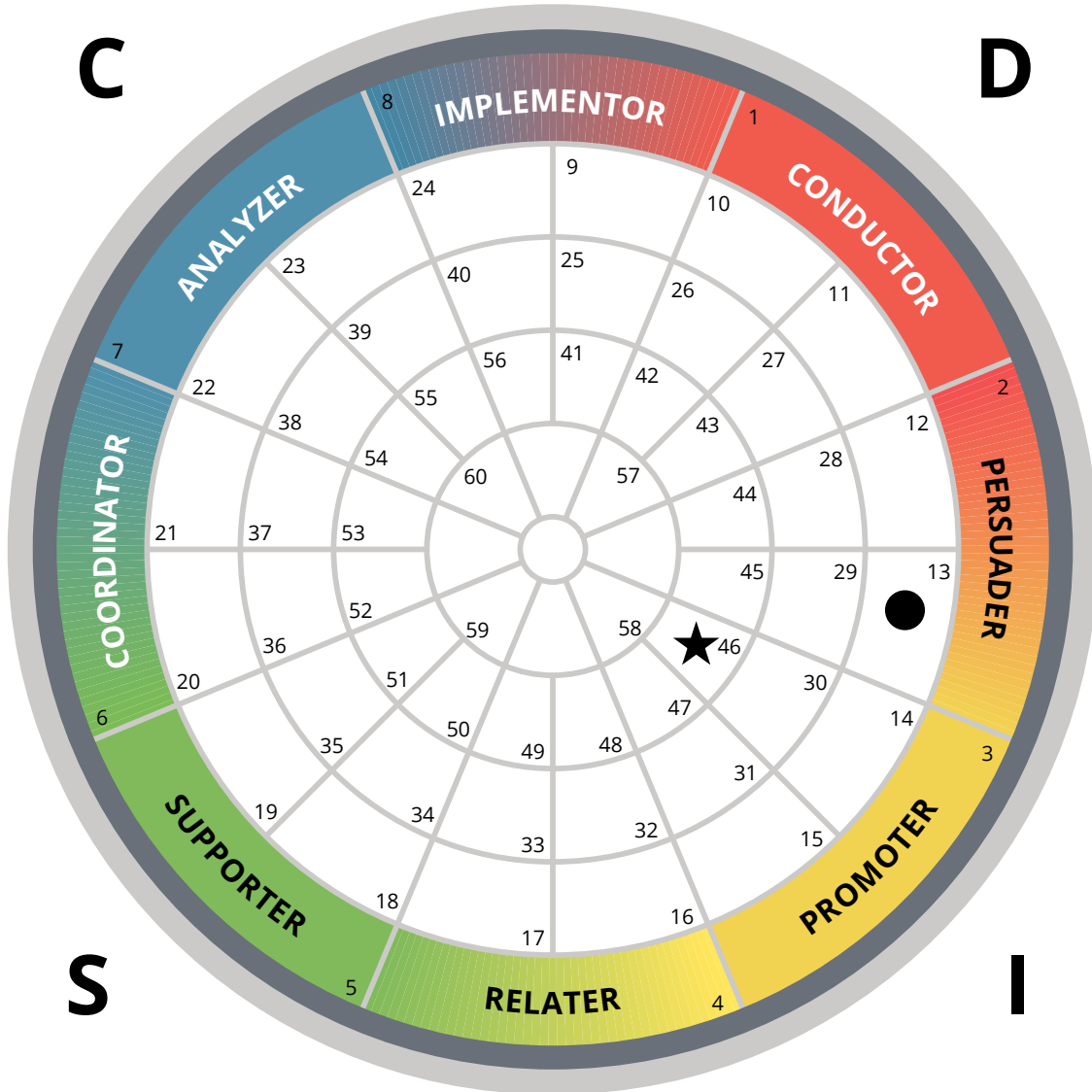
Adapted: ★ (46) PERSUADING PROMOTER (ACROSS)
Natural: ● (13) PROMOTING PERSUADER
Norm 2017 R4

T: 10:12

Susie Sample