



TTI Success Insights®
Team Building Version



Mary Martin
Customer Service
Company Inc.
5-4-2010



Bringing Awareness
ABC Co. Ltd.
789 Street
Springfield, USA
800-555-5555



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*

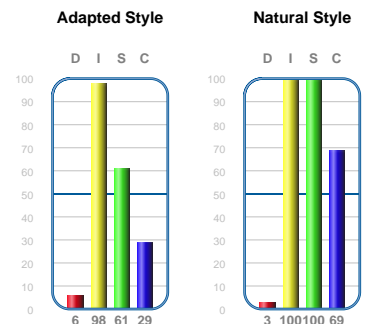


Based on Mary's responses, the report has generated general behavioral statements to provide information on her natural behavior. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Mary's natural behavior.

Mary can be flexible and diplomatic when the situation calls for it. She is a team player and desires acceptance as a member of the team. She is enthusiastic and usually slow to anger. She likes feedback from her manager on how she is doing. Mary tries to influence others through a personal relationship and many times will perform services to develop this relationship. She believes in getting results through other people. She prefers the "team approach." She may tend to agree to avoid confrontation. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. Mary is optimistic and usually has a positive sense of humor. She likes to develop people and build organizations.

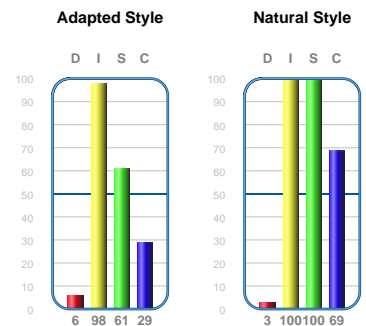
Mary likes working for managers who make quick decisions. Decisions are made after gathering facts and supportive data. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. She likes to participate in decision making. Mary will not be overlooked nor uninvolved. She will consistently try to inspire people to her point of view. 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.

Mary is people-oriented and verbally fluent. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She is both a good talker and a





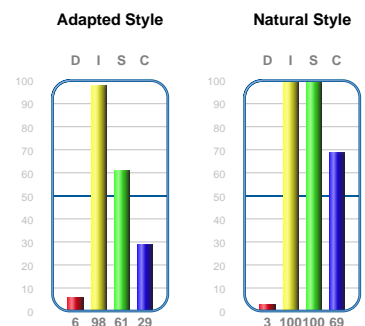
good listener. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length. Mary is highly excited by what influences her. She can get emotional about any subject in which she believes. She will optimistically interact with people in an assured, diplomatic and poised manner.





Mary 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.

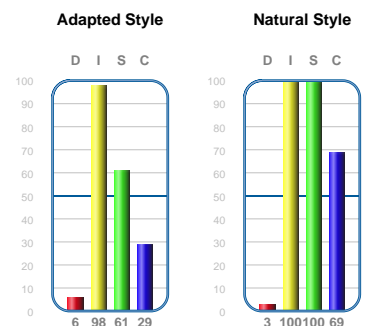
- Undemanding of others' time and attention.
- Motivating people to take action by using persuasive skills.
- Obtaining results through people.
- Contacting people using a variety of modes.
- Participative decision making.
- Being a good "team player."
- Presenting a practical, proven approach to decision making.
- Being cordial and helpful when dealing with new clients or customers.
- Flexibility.
- Being cooperative and supportive.
- Making tactful decisions.





This section of the report identifies Mary's value to the team. Discuss this list and identify those values most important to the team.

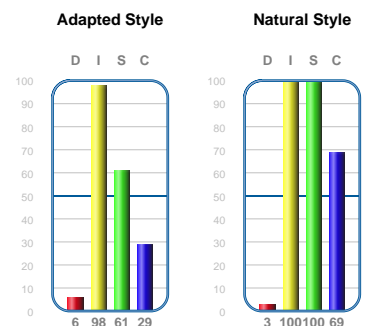
- Verbalizes her feelings.
- Turns confrontation into positives.
- Will gather data for decision making.
- Builds confidence in others.
- Team player.
- Creative problem solving.





This section identifies the behavior Mary brings to the organization. Use these statements to capitalize on Mary's value to the team and organization.

- Turns confrontation into positives.
- Flexible.
- Builds confidence in others.
- Accomplishes goals through people.
- Negotiates conflicts.
- People-oriented.

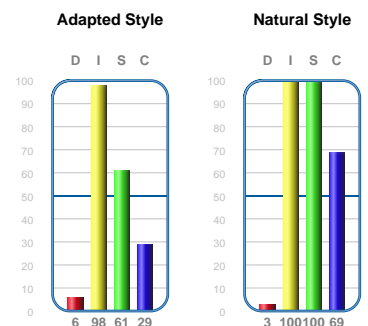




Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mary. Read each 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 Mary most frequently.

Do:

- Provide ideas for implementing action.
- Support your communications with correct facts and data.
- Use scheduled timetable when implementing new action.
- Be sincere and use a tone of voice that shows sincerity.
- Provide testimonials from people she sees as important.
- Take time to be sure that she is in agreement and understands what you said.
- Be prepared.
- Read the body language for approval or disapproval.
- Leave time for relating, socializing.
- Provide a warm and friendly environment.
- Provide solid, tangible, practical evidence.



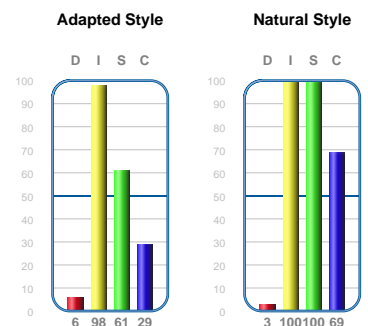


DON'TS ON COMMUNICATING

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

- Leave decisions hanging in the air.
- Drive on to facts, figures, alternatives or abstractions.
- Use testimonies from unreliable sources.
- Don't be haphazard.
- Rush her in the decision-making process.
- Talk in a loud voice or use confrontation.
- Kid around too much, or "stick to the agenda" too much.
- Talk down to her.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- Talk to her when you're extremely angry.
- Give your presentation in random order.





This section provides suggestions on methods which will improve Mary'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, Mary 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.

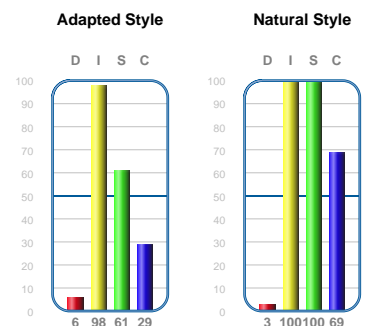
<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: 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.



TEAM EFFECTIVENESS FACTORS

Mary's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows her strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.
- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.





A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Mary's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Mary to project the image that will allow her to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

Mary usually sees herself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

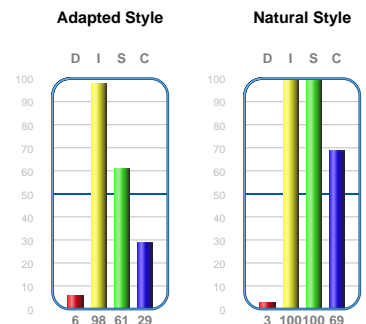
Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter





Based on Mary'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.

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



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MOST

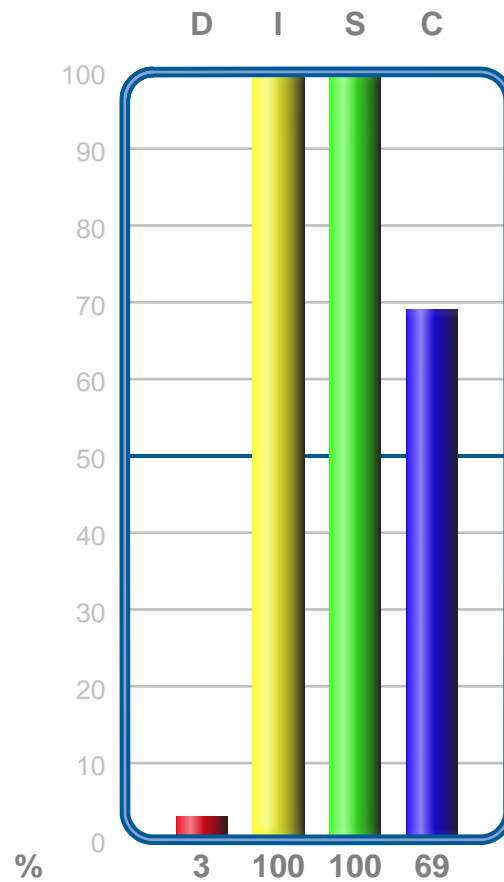
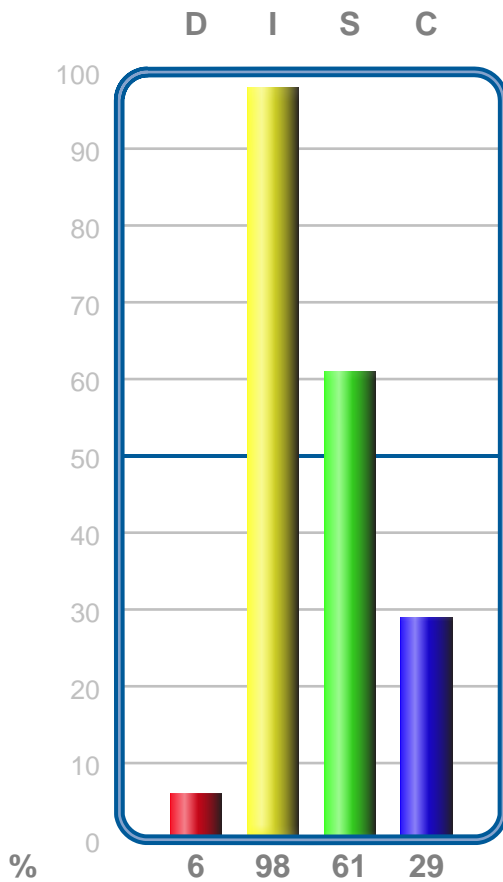
Graph I

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.

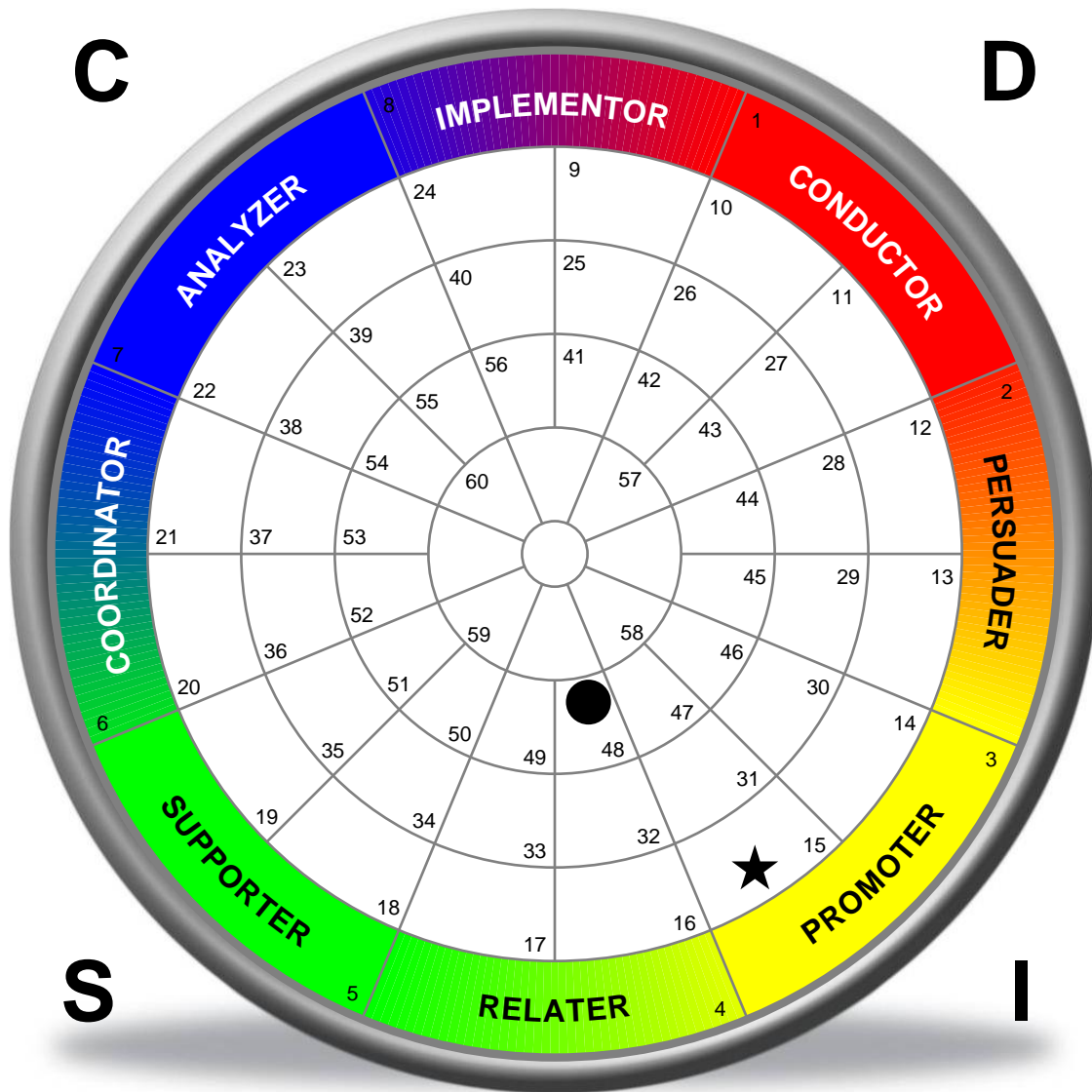
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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



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Adapted: ★ (15) RELATING PROMOTER
 Natural: ● (48) PROMOTING RELATER (ACROSS)

Norm 2009

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