TTI SUCCESS INSIGHTS™

Executive Version

"He who knows others is learned.
He who knows himself is wise."
–Lao Tse

John Doe

VP Business Development

ABC Company

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Enlightened Leadership Solutions, Inc.
303-729-0540(ph) 303-689-7666(fax)
www.enleadership.com
www.leadershipmadesimple.com
contactus@enleadership.com

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INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

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

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GENERAL CHARACTERISTICS

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 likes to get results through others. He is at his best when he has people working with him. He likes to develop people and build organizations. He wants to be seen not only as a team player, but also as a leader of the team. He tends to trust people and may be taken advantage of because of his high trust level. John believes in getting results through other people. He prefers the "team approach." He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. He projects a self-assured and self-confident image. He has a strong ego and usually projects this ego in friendly terms. John does not like other managers looking over his shoulder. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment.

John likes to be involved in the decision-making process. He is good at solving problems that deal with people. He tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. He may be inconsistent in disciplining others. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He can make decisions even though some of the facts to support the decision may be missing. He tends to make snap judgments or impulsive decisions. He will not be overlooked nor uninvolved. He will consistently try to inspire

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GENERAL CHARACTERISTICS

people to his point of view.

John is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, John will attempt to put them at ease. He usually uses many gestures when talking. He is highly excited by what influences him. He judges others by their verbal skills and warmth. Some see him as too talkative and emotional. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He may have a tendency to oversell certain styles. He 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 his decisions and actions.

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VALUE TO THE ORGANIZATION

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.

- Change agent--looks for faster and better ways.
- Usually makes decisions with the bottom line in mind.
- Optimistic and enthusiastic.
- Positive sense of humor.
- Innovative.
- Challenge-oriented.
- Thinks big.

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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 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:

- Provide questions, alternatives and choices for making his own decisions.
- Motivate and persuade by referring to objectives and results.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide testimonials from people he sees as important.
- Stick to business--let him decide if he wants to talk socially.
- Provide a warm and friendly environment.
- Provide ideas for implementing action.
- Read the body language for approval or disapproval.
- Leave time for relating, socializing.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Present the facts logically; plan your presentation efficiently.
- Talk about him, his goals and the opinions he finds stimulating.

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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:

- Ask rhetorical questions, or useless ones.
- Let disagreement reflect on him personally.
- "Dream" with him or you'll lose time.
- Legislate or muffle--don't overcontrol the conversation.
- Try to convince by "personal" means.
- Ramble on, or waste his time.
- Be redundant.
- Be curt, cold or tight-lipped.
- Take credit for his ideas.
- Leave decisions hanging in the air.
- Drive on to facts, figures, alternatives or abstractions.

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COMMUNICATION TIPS

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

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.

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PERCEPTIONS

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:

Enthusiastic	Outgoing
Charming	Inspiring
Persuasive	Optimistic

OTHERS' PERCEPTION

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

Self-Promoting	Glib
Overly Optimistic	Unrealistic

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

Overly Confident	Talkative
Poor Listener	Self-Promoter

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DESCRIPTORS

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

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

Natural	PEOPLE - CONTACTS	Adapted
John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.		John feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

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NATURAL AND ADAPTED STYLE

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 seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for him.

Natural	PROCEDURES - CONSTRAINTS	Adapted
John does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.		John shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and John sees little or no need to change his response to the environment.

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ADAPTED STYLE

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.

- Exhibiting an active and creative sense of humor.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- A competitive environment, combined with a high degree of people skills.
- Persistence in job completion.
- Acting without precedent, and able to respond to change in daily work.
- Meeting deadlines.
- Moving quickly from one activity to another.
- Dealing with a wide variety of work activities.
- Handling a variety of activities.
- Skillful use of vocabulary for persuasive situations.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Working without close supervision.

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AREAS FOR IMPROVEMENT

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:

- Be optimistic regarding possible results of his projects or the potential of his people.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Overuse praise in motivating others.
- Have difficulty planning and controlling time expenditure.
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Trust people indiscriminately if positively reinforced by those people.
- Be too verbal in expressing criticism.

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John Doe

ACTION PLAN

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: _____

1.

2.

3.

Area: _____

1.

2.

3.

Area: _____

1.

2.

3.

Date to Begin: _____ Date to Review: _____

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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
0....1....2....3....4....5....6....7....8....9....10
10.0

2. FREQUENT INTERACTION WITH OTHERS
0....1....2....3....4....5....6....7....8....9....10
9.0

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

4. CUSTOMER ORIENTED
0....1....2....3....4....5....6....7....8....9....10
8.0

5. URGENCY
0....1....2....3....4....5....6....7....8....9....10
7.5

6. VERSATILITY
0....1....2....3....4....5....6....7....8....9....10
7.5

7. ANALYSIS OF DATA
0....1....2....3....4....5....6....7....8....9....10
2.0

8. ORGANIZED WORKPLACE
0....1....2....3....4....5....6....7....8....9....10
1.0

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STYLE INSIGHTS™ GRAPHS

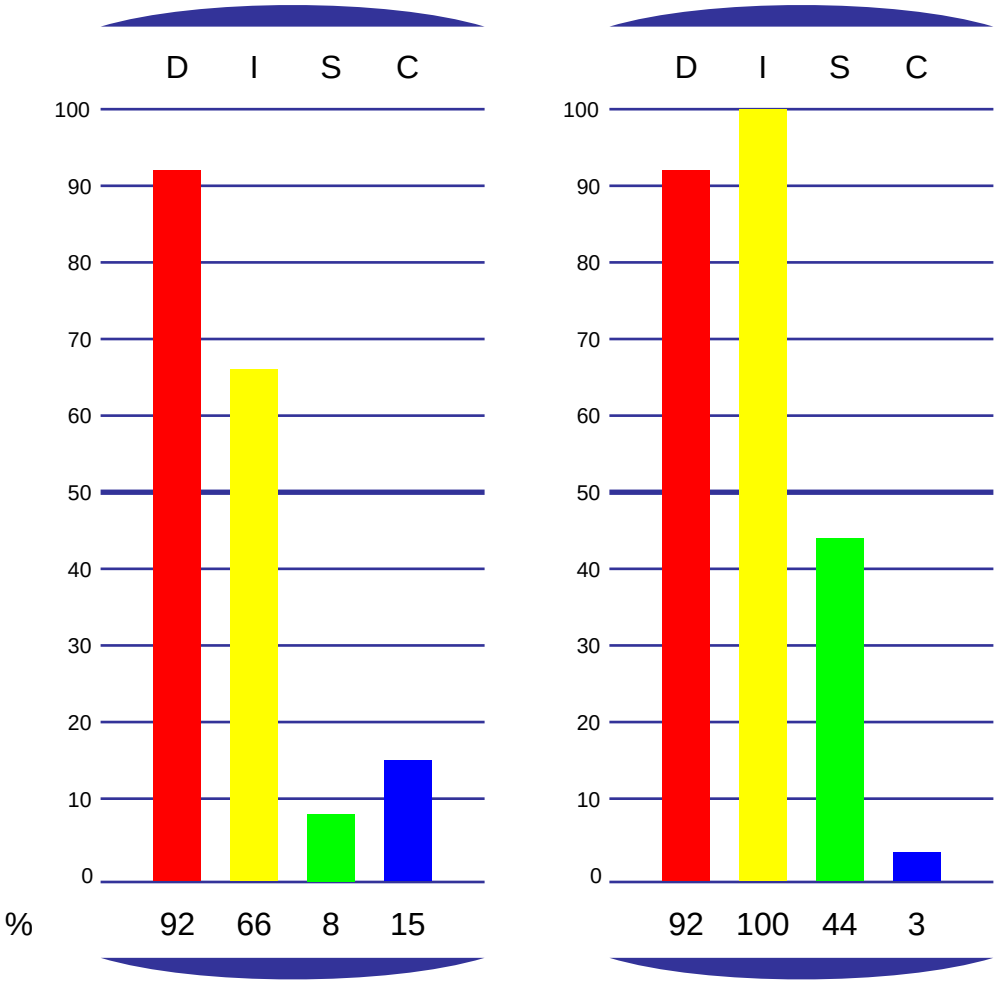
John Doe

ABC Company

3-11-2004

MOST
Graph I
Adapted Style

LEAST
Graph II
Natural Style



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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.

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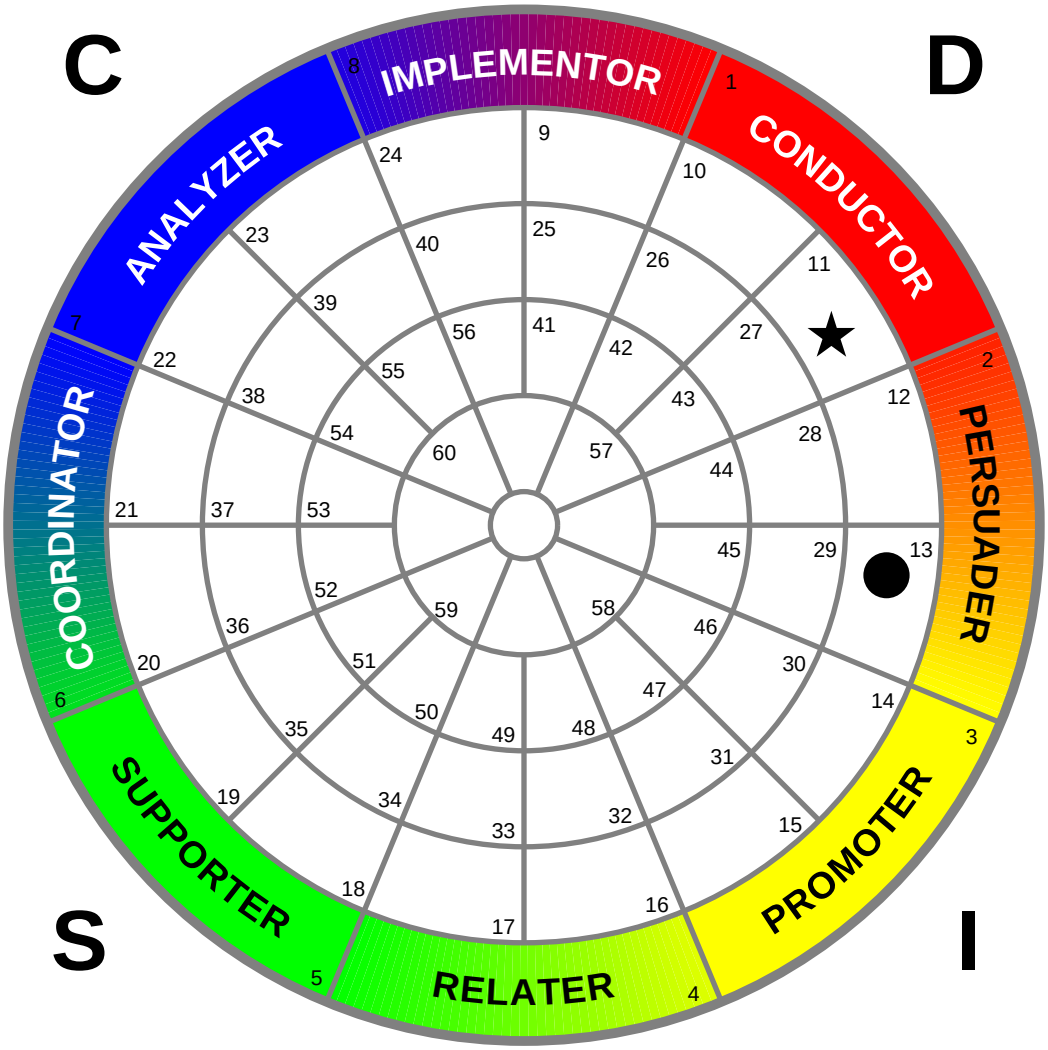
THE SUCCESS INSIGHTS® WHEEL

John Doe
ABC Company
3-11-2004



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (13) PROMOTING PERSUADER

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