



TTI
SUCCESS
INSIGHTS®

Team Building

Russell

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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

Basic Characteristics



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

Russell is a creative person and uses this creativity to solve problems. His sensitivity to errors and mistakes sometimes tempers his aggressiveness. He may be accused of being "work compulsive" because of these tendencies. He is often frustrated when working with others who do not share the same sense of urgency. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Russell may not trust others enough to delegate projects, especially if they have displayed an inability to perform to his standards. At times, he may be reluctant to delegate certain tasks. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He has the ability to come up with a new idea and follow it through to completion. He can be blunt and critical of people who do not meet his standards. Russell is extremely results-oriented, with a sense of urgency to complete projects quickly. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities.

Russell likes the freedom to explore and the authority to re-examine and retest his findings. He finds it easy to share his opinions on solving work-related problems. He will work long hours until a tough problem is solved. After it is solved, Russell may become bored with any routine work that follows. He usually takes time when confronted with a major decision; that is, he takes an unemotional approach to analyzing the data and facts. Others may see this as vacillating; however, he is just thinking through all the ramifications of his decision. Russell sometimes requires assistance in bringing major projects to completion. He may have so many projects underway that he needs help from others. He can be direct in his approach to discovering the facts and data. He maintains his focus on results. He likes the new and the unusual. He prefers to discover his own solutions to problems.



Basic Characteristics

Continued



Russell tends to be intolerant of people who seem ambiguous or think too slowly. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. He usually communicates in a cool and direct manner. Some may see him as being aloof and blunt. He doesn't seek out conflict; however, he will confront those who stand between him and success. When appropriate, he could be more effective by showing warmth, cooperation and more tact at the appropriate time. He has a tendency to tell and not sell. He is not influenced by people who are overly enthusiastic. They rarely get his attention. He is skilled at asking informed questions and extracting information, but for some people he may need to phrase his questions more tactfully.

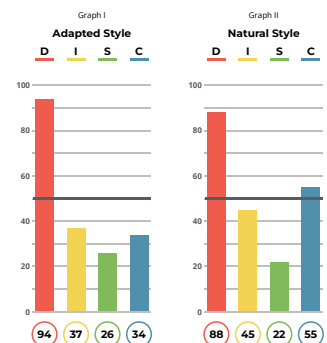


Work Characteristics



Russell 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.

- ✓ Dealing with a wide variety of work activities.
- ✓ A good support team to handle paperwork.
- ✓ Acting without precedent and able to respond to change in daily work.
- ✓ Questioning the status quo and seeking more effective ways of accomplishment.
- ✓ Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ Using a flexibility of style, especially with those of different work styles.
- ✓ Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ Moving quickly from one activity to another.
- ✓ Anticipating and solving problems.
- ✓ Meeting deadlines.
- ✓ Persistence in job completion.
- ✓ Working without close supervision.



Value To The Team



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

- ✓ Challenge-oriented.
- ✓ Challenges the status quo.
- ✓ Will join organizations to represent the company.
- ✓ Deadline conscious.
- ✓ Forward-looking and future-oriented.
- ✓ Sense of urgency.



Value To The Organization



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

- ✓ Creative in his approach to solving problems.
- ✓ Initiates activity.
- ✓ Forward-looking and future-oriented.
- ✓ Competitive.
- ✓ Challenges the status quo.
- ✓ Usually makes decisions with the bottom line in mind.



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 Russell. 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 Russell most frequently.

Ways to Communicate

- ✓ Understand his sporadic listening skills.
- ✓ Stick to business—let him decide if he wants to talk socially.
- ✓ Put projects in writing with deadlines.
- ✓ Take issue with facts, not the person, if you disagree.
- ✓ Be clear, specific, brief and to the point.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✓ Be specific and leave nothing to chance.
- ✓ Read the body language—look for impatience or disapproval.
- ✓ Provide systems to follow.
- ✓ Support and maintain an environment where he can be efficient.
- ✓ Be isolated from interruptions.



Checklist For Communicating

Continued



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

- ❌ Speculate wildly or offer guarantees and assurances where there is a risk in meeting them.
- ❌ Let disagreement reflect on him personally.
- ❌ Ramble on, or waste his time.
- ❌ Talk too slowly or dwell on details to excess.
- ❌ Come with a ready-made decision or make it for him.
- ❌ Direct or order.
- ❌ Forget to follow-up.
- ❌ Use a paternalistic approach.
- ❌ Ask rhetorical questions or useless ones.
- ❌ Leave loopholes or cloudy issues if you don't want to be zapped.
- ❌ Let him change the topic until you are finished.
- ❌ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.



Communication Tips



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

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:

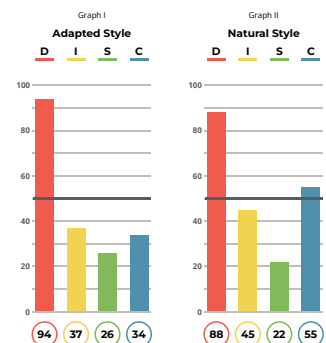
- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

Team Effectiveness Factors



Russell'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 his 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 - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.
- STRENGTH - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.
- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - Some may see this as manipulation.
- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.



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



Russell usually sees himself as being:

- ✓ Pioneering
- ✓ Assertive
- ✓ Competitive
- ✓ Confident
- ✓ Positive
- ✓ Winner



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

Descriptors



Based on Russell'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	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

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 _____:

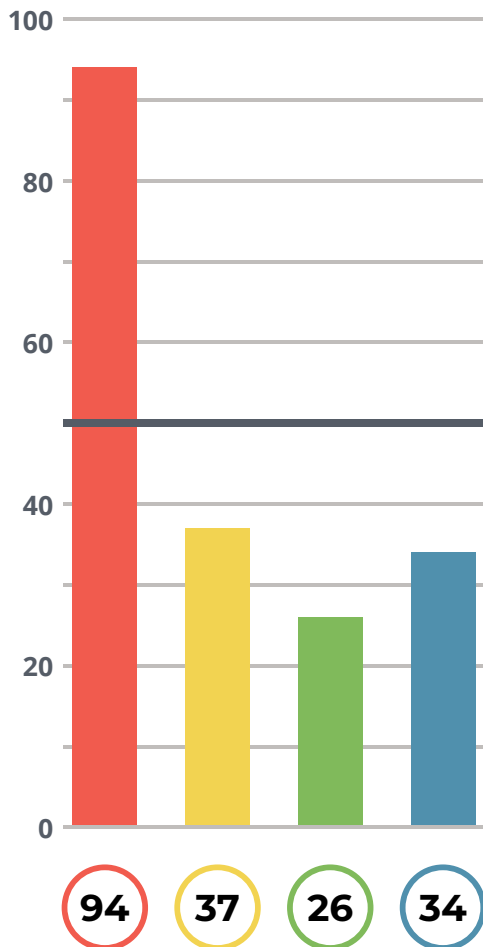
Style Insights® Graphs



Graph I

Adapted Style

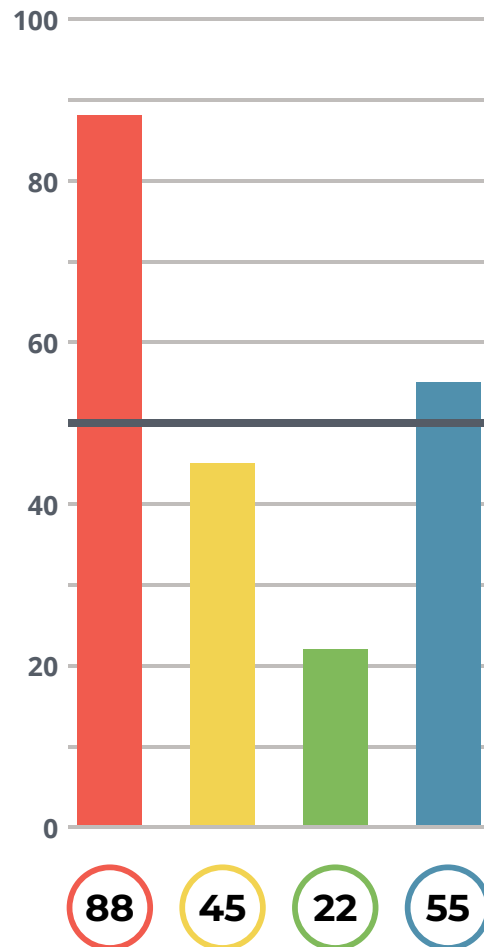
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Graph II

Natural Style

D **I** **S** **C**

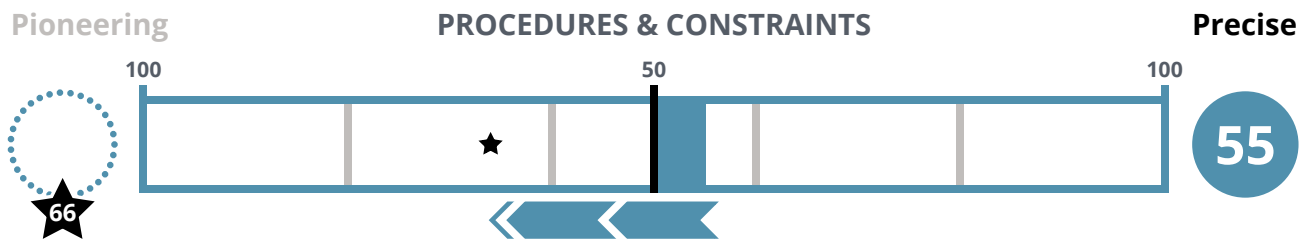
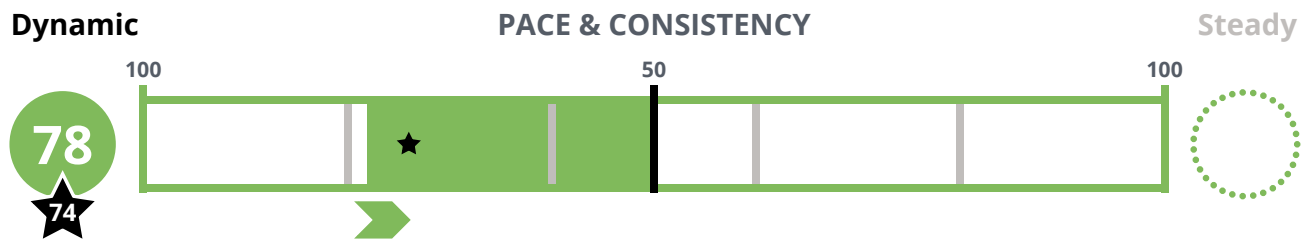
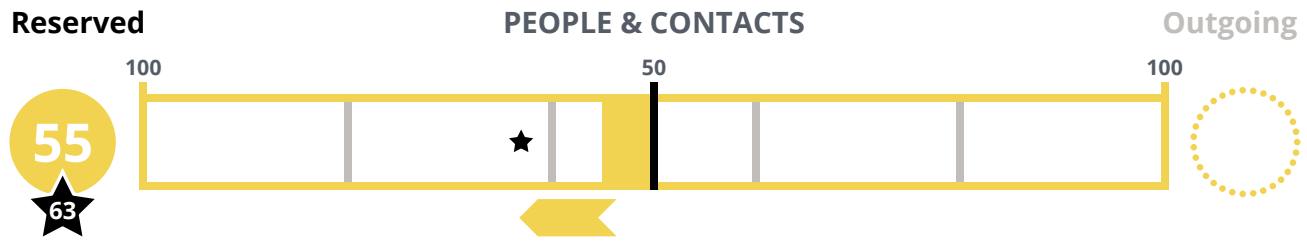
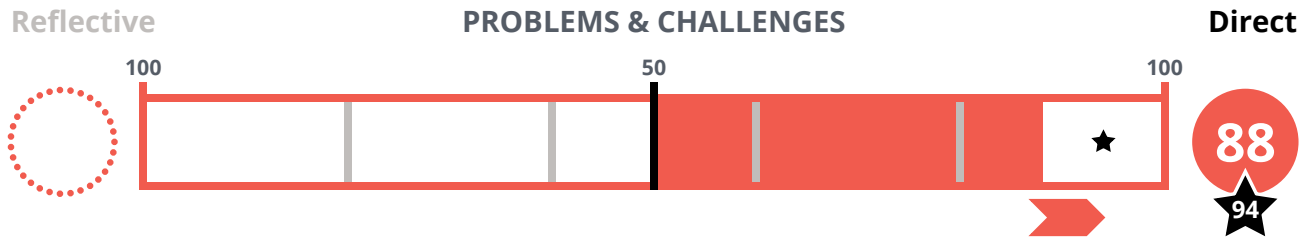


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Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Russell falls within each continuum.



- ★ Adapted Position
- ◀ Adapted Movement

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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.

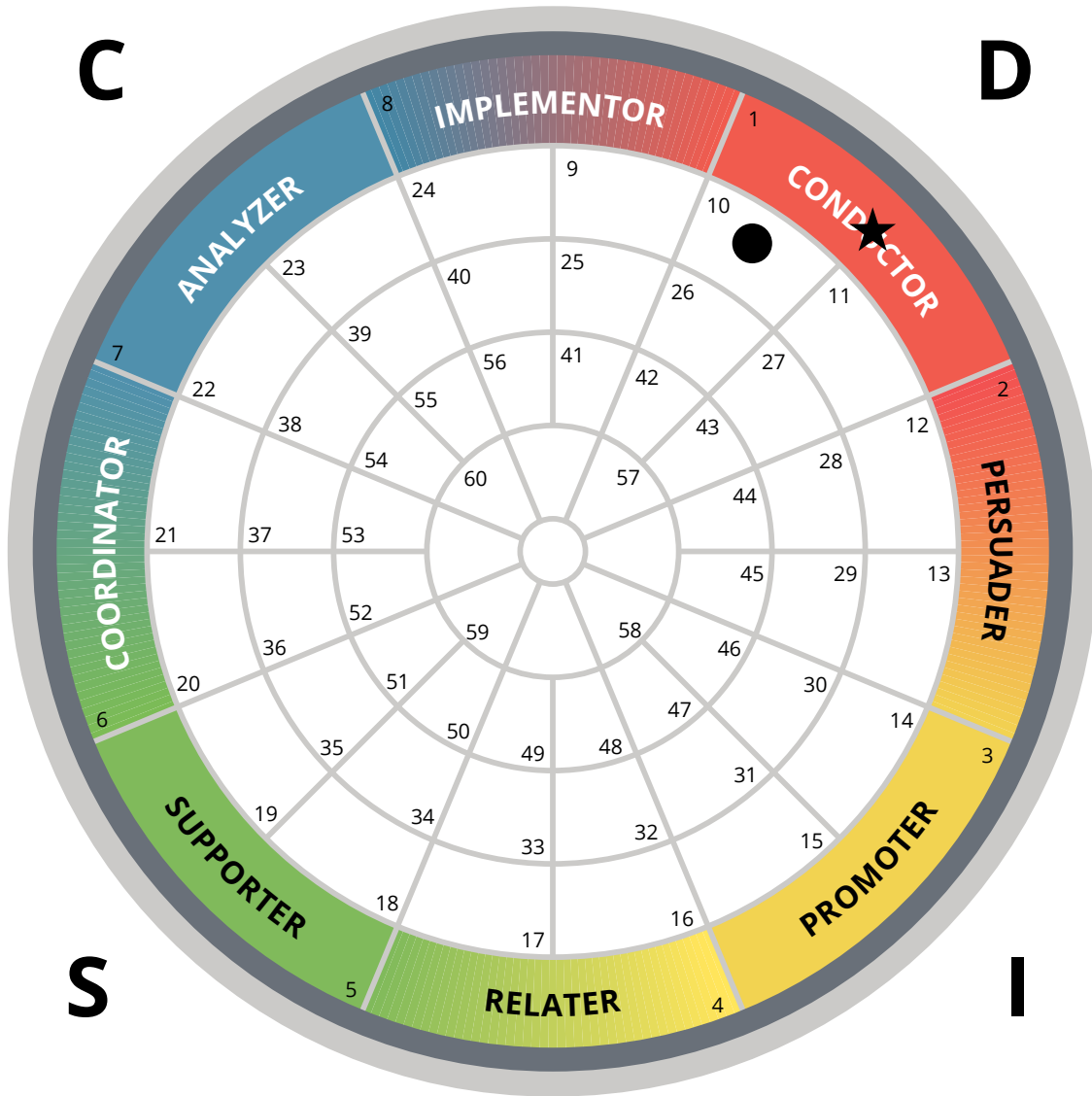
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



Russell



Adapted: ★ (1) CONDUCTOR

Natural: ● (10) IMPLEMENTING CONDUCTOR
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