



TTI Success Insights[®]

Executive Version



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Company 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*

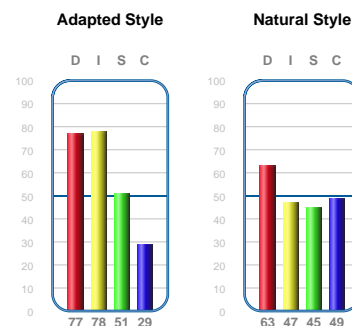


GENERAL CHARACTERISTICS

Based on Sally'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 Sally's natural behavior.

Sally prefers being a team player, and wants each player to contribute along with her. She establishes many standards for herself and others. Her high ego strength demands that her standards will be met. She wants to be viewed as self-reliant and willing to pay the price for success. She needs to learn to relax and pace herself. She may expend too much energy trying to control herself and others. Sally is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. She is forward-looking, aggressive and competitive. Her vision for results is one of her positive strengths. She prefers an environment with variety and change. She is at her best when many projects are underway at once. She has high ego strengths and may be viewed by some as egotistical. Sally may be so self-confident that others see her as arrogant. This confidence may be something others wish they had. She embraces visions not always seen by others. Sally's creative mind allows her to see the "big picture."

Sally has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems. She is logical, incisive and critical in her problem-solving activities. She refrains from getting emotionally involved in decision making. This allows her to make objective decisions. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She will work long hours until a tough problem is solved. After it is solved, Sally may

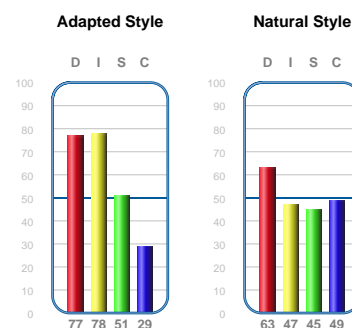




GENERAL CHARACTERISTICS

become bored with any routine work that follows. She likes to make decisions quickly. She should realize that at times she needs to think a project through, beginning to end, before starting the project.

Sally challenges people who volunteer their opinions. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. Sally likes subordinates who communicate with her in a clear, precise and brief conversation. She is not influenced by people who are overly enthusiastic. They rarely get her attention. When communicating with others, Sally must carefully avoid being excessively critical or pushy. She tries to get on with the subject, while others may be trying to work through the details. She could improve her communication with others by being more flexible and showing a sincere interest in what they are saying.

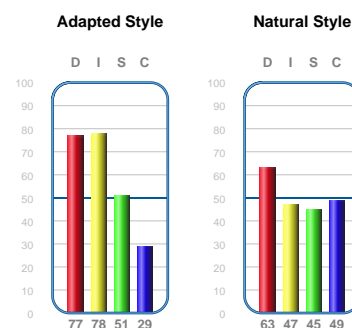




VALUE TO THE ORGANIZATION

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

- Challenge-oriented.
- Competitive.
- Tenacious.
- Forward-looking and future-oriented.
- Innovative.
- Spontaneity.
- Sense of urgency.
- Initiates activity.



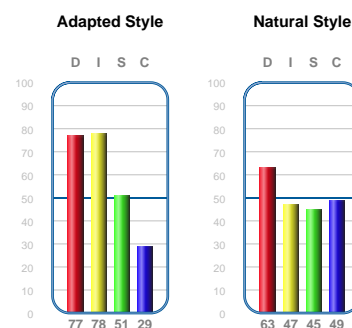


CHECKLIST FOR COMMUNICATING

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 Sally. 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 Sally most frequently.

Do:

- Use her jargon.
- Understand her sporadic listening skills.
- Read the body language--look for impatience or disapproval.
- Support and maintain an environment where she can be efficient.
- Provide questions, alternatives and choices for making her own decisions.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide systems to follow.
- Verify that the message was heard.
- Put projects in writing, with deadlines.
- Expect acceptance without a lot of questions.
- Take issue with facts, not the person, if you disagree.



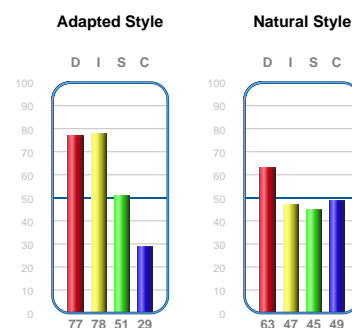


DON'TS ON COMMUNICATING

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

- Let disagreement reflect on her personally.
- Direct or order.
- Assume she heard what you said.
- Be put off by her "cockiness."
- Dictate to her.
- Ask rhetorical questions, or useless ones.
- Ramble on, or waste her time.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Come with a ready-made decision, or make it for her.
- Forget to follow-up.
- Be redundant.
- Let her change the topic until you are finished.
- Use paternalistic approach.





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



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

"See Yourself As Others See You"

SELF-PERCEPTION

Sally usually sees herself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

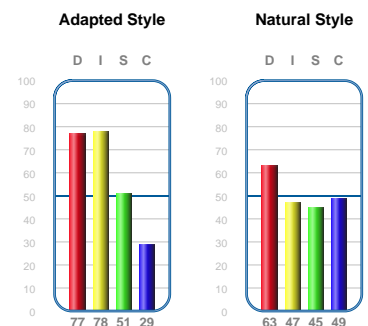
Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated





Based on Sally'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	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			

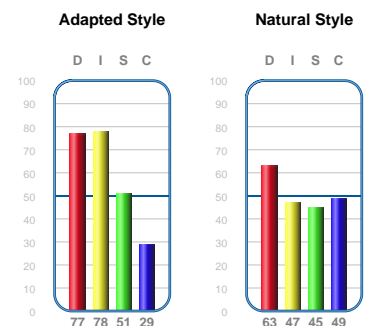


NATURAL AND ADAPTED STYLE

Sally'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
<p>Sally 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. Sally is not necessarily confrontational by nature, but if a problem does exist she will not turn down the opportunity for confrontation.</p>	<p>Sally's response to the environment is to be strong-willed and ambitious in her problem-solving approach. She seeks to win against all obstacles.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Sally is factual and logical in her attempt to persuade others. She looks at things in a rather direct and straightforward manner. Her approach can be analytical and objective when attempting to influence others.</p>	<p>Sally projects a positive and enthusiastic attitude toward influencing others. She sees the need to be trusting and wants to be trusted.</p>	

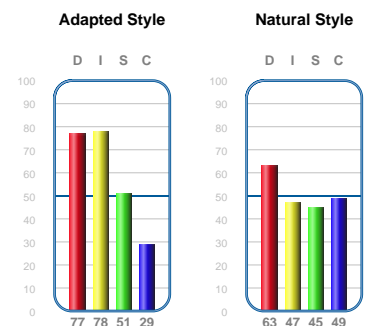




NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Sally 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.	Sally 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.	

Natural	PROCEDURES - CONSTRAINTS	Adapted
Sally 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.	Sally sees the environment with few constraints. She feels the necessity to rebel at too many constraints and may even flaunt this independence.	

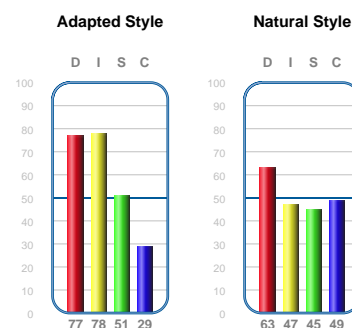




ADAPTED STYLE

Sally 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.

- Being independent and innovative.
- Flexibility.
- Motivating people to take action by using persuasive skills.
- Firm commitment to accomplishments.
- Dedicated to "going it alone" when necessary.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Using a creative approach in decision making.
- Willing to take risks when others may be hesitant.
- Acting independently and without precedent.
- Making tactful decisions.
- Contacting people using a variety of modes.
- Participative management.
- Being creative and unconventional in making a point.



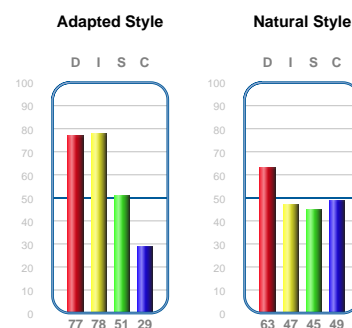


AREAS FOR IMPROVEMENT

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

Sally has a tendency to:

- Be crisis-oriented.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Have no concept of the problems that slower-moving people may have with her style.
- Overstep authority and prerogatives--will override others.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that she has.
- Lack tact and diplomacy as long as she gets the results she wants.
- Take on too much, too soon, too fast.
- Keep too many balls in the air, and if her support is weak she will have a tendency to drop some of those balls.





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



2. FREQUENT CHANGE



3. URGENCY



4. ORGANIZED WORKPLACE



5. CUSTOMER ORIENTED



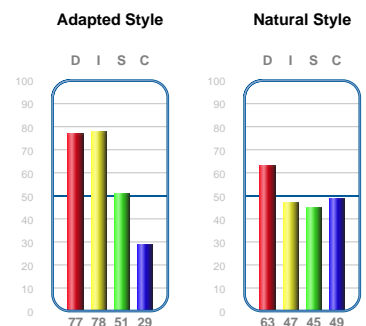
6. FREQUENT INTERACTION WITH OTHERS



7. ANALYSIS OF DATA



8. VERSATILITY





Sally Sanders

Company Inc.

MOST

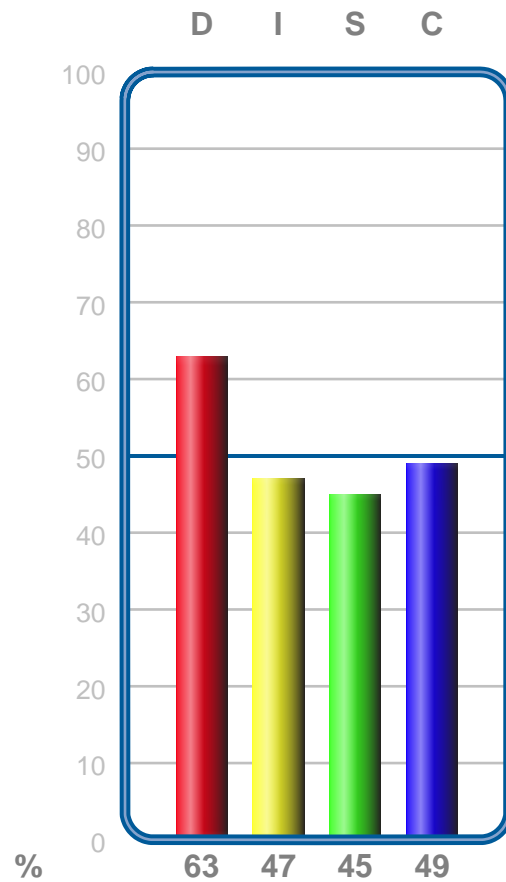
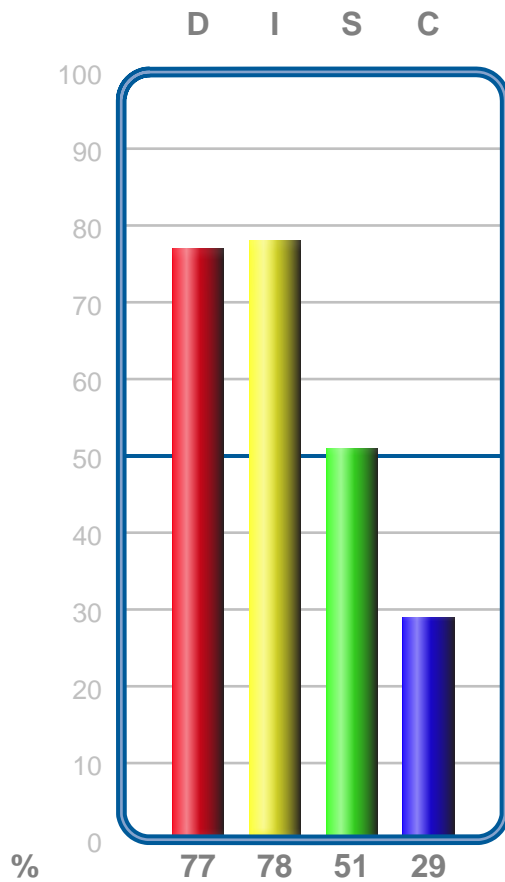
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2009



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.

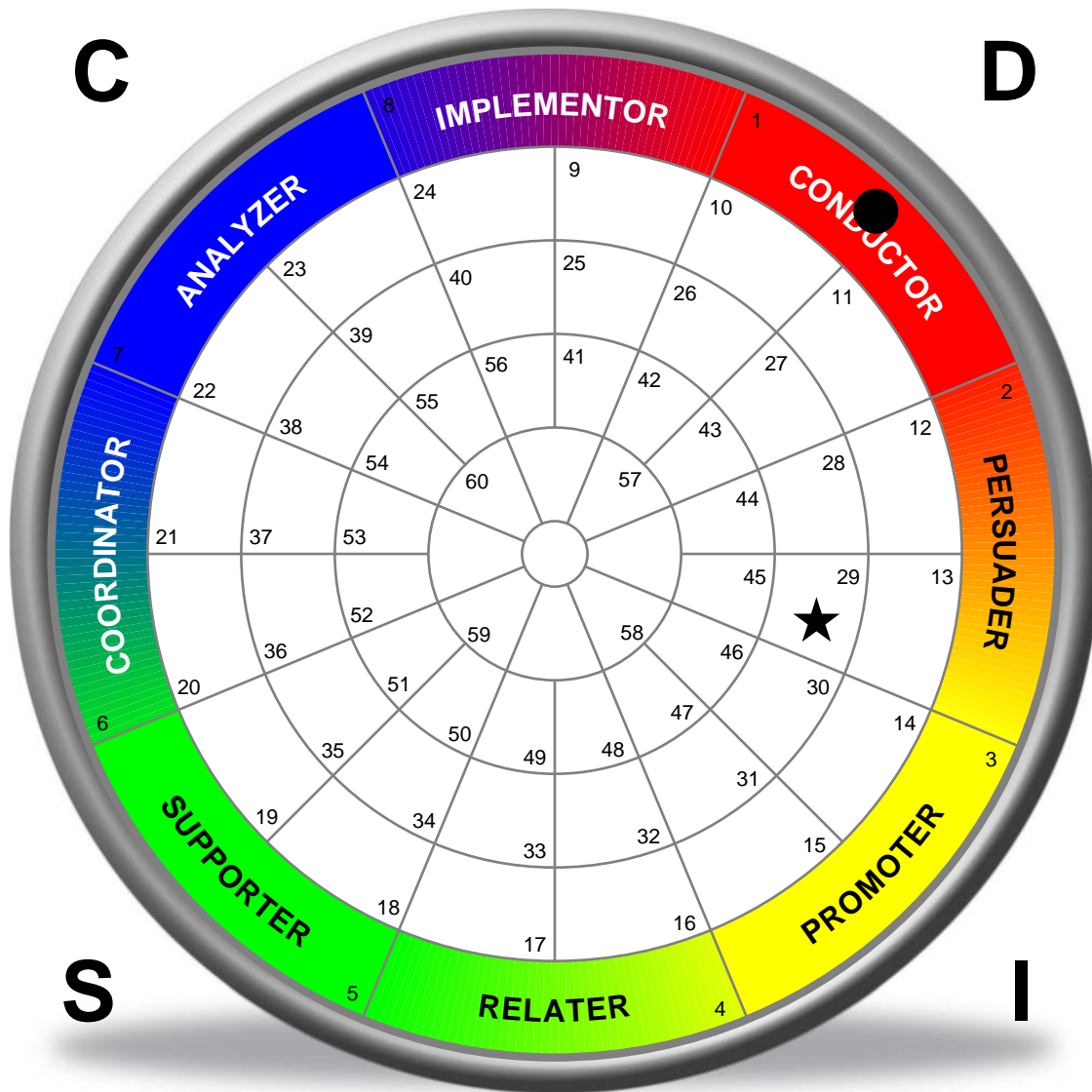
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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



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5-4-2010



Adapted: ★ (29) PROMOTING PERSUADER (FLEXIBLE)

Natural: ● (1) CONDUCTOR

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