



TTI Success Insights®

Team Building Version



Tammy GUa d`Y

For more information:
Select, Assess & Train
Tel: 919-787-8395
Email: info@selectassesstrain.com



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.

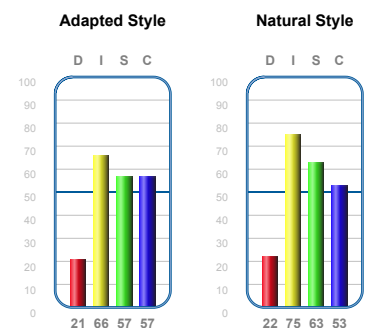
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



Based on Tammy'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 Tammy's natural behavior.

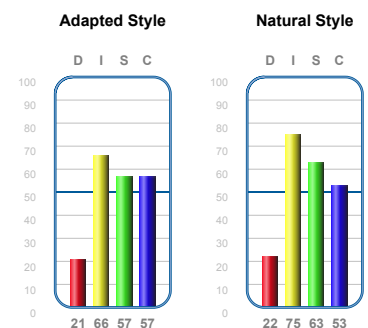
Tammy can be friendly with others in many situations, but primarily with groups of established friends and associates. She is sociable and enjoys the uniqueness of each human being. She can combine and balance enthusiasm and patience. She likes feedback from her manager on how she is doing. She prefers working for a participative manager. She does her best work in this kind of environment. Tammy influences most people with her warmth. She can be seen as a person of good will. She is approachable, affectionate and understanding. She is optimistic and usually has a positive sense of humor. Tammy 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 wants to know what others think of her. She wants and tries to please.

Tammy prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. Decisions are made after gathering facts and supportive data. She is good at solving problems that deal with people. 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. Tammy likes working for managers who make quick decisions. She likes to participate in decision making. Because of her trust and willing acceptance of people, she may misjudge the abilities of others.





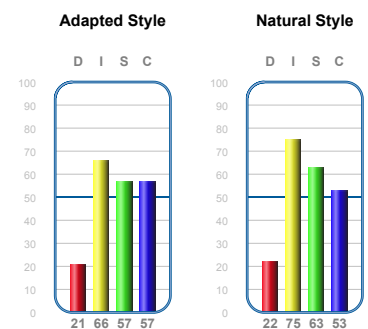
Tammy is always concerned with other people's feelings and thoughts. She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Tammy will attempt to put them at ease. She usually uses many gestures when talking. She often makes suggestions to others, but rarely attempts to force her ideas on them. It is important for Tammy to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. 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.





Tammy 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.

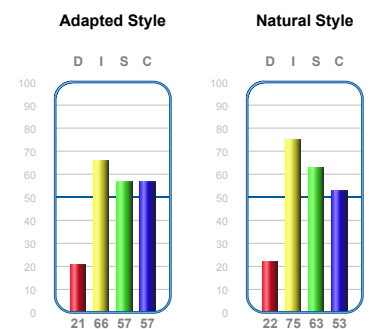
- Flexibility.
- Motivating people to take action by using persuasive skills.
- Obtaining results through people.
- Being cordial and helpful when dealing with new clients or customers.
- Contacting people using a variety of modes.
- Being a good "team player."
- Undemanding of others' time and attention.
- Positive, outgoing, friendly behavior.
- Being cooperative and supportive.
- Being conservative, not competitive, in nature.
- Making tactful decisions.





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

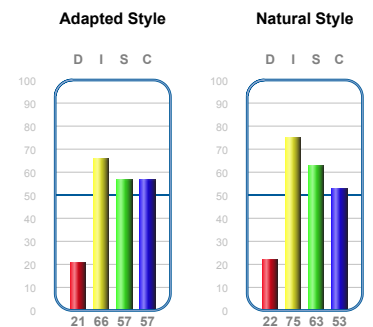
- People-oriented.
- Creative problem solving.
- Will gather data for decision making.
- Flexible.
- Concerned about quality.
- Positive sense of humor.
- Accomplishes goals through people.





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

- Verbalizes her feelings.
- Will gather data for decision making.
- Flexible.
- Builds confidence in others.
- Concerned about quality.
- Creative problem solving.
- Respect for authority and organizational structure.
- Team player.

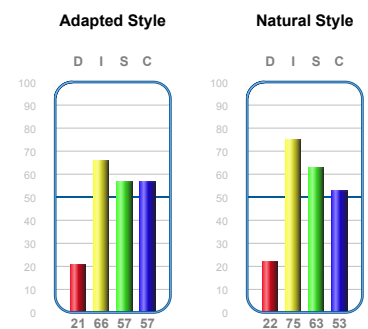




Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Tammy. Read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

Do:

- Leave time for relating, socializing.
- Give her time to ask questions.
- Support your communications with correct facts and data.
- Provide testimonials from people she sees as important.
- Take your time and be persistent.
- Be prepared.
- Read the body language for approval or disapproval.
- Be sincere and use a tone of voice that shows sincerity.
- Provide solid, tangible, practical evidence.
- Talk about her, her goals and the opinions she finds stimulating.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Provide ideas for implementing action.
- Provide a warm and friendly environment.



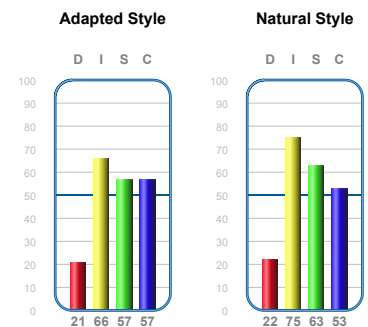


DON'TS ON COMMUNICATING

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

- Be dictatorial.
- Legislate or muffle--don't overcontrol the conversation.
- Talk down to her.
- Talk to her when you're extremely angry.
- Give your presentation in random order.
- Kid around too much, or "stick to the agenda" too much.
- Talk in a loud voice or use confrontation.
- Don't be haphazard.
- Be curt, cold or tight-lipped.
- Push too hard, or be unrealistic with deadlines.
- Make promises you cannot deliver.





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

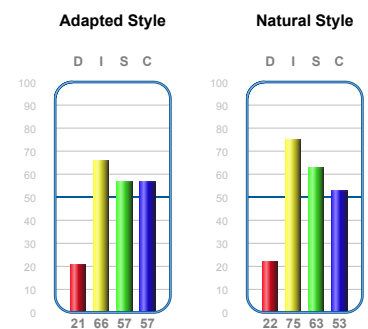
<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: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

Tammy'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 - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.





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

"See Yourself As Others See You"

SELF-PERCEPTION

Tammy usually sees herself as being:

- | | |
|--------------|------------|
| Enthusiastic | Outgoing |
| Charming | Inspiring |
| Persuasive | Optimistic |

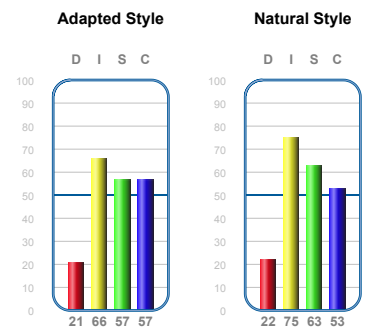
OTHERS' PERCEPTION

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

- | | |
|-------------------|-------------|
| Self-Promoting | Glib |
| Overly Optimistic | Unrealistic |

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

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





Based on Tammy'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	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
Mild Agreeable Modest Peaceful Unobtrusive			



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 _____:

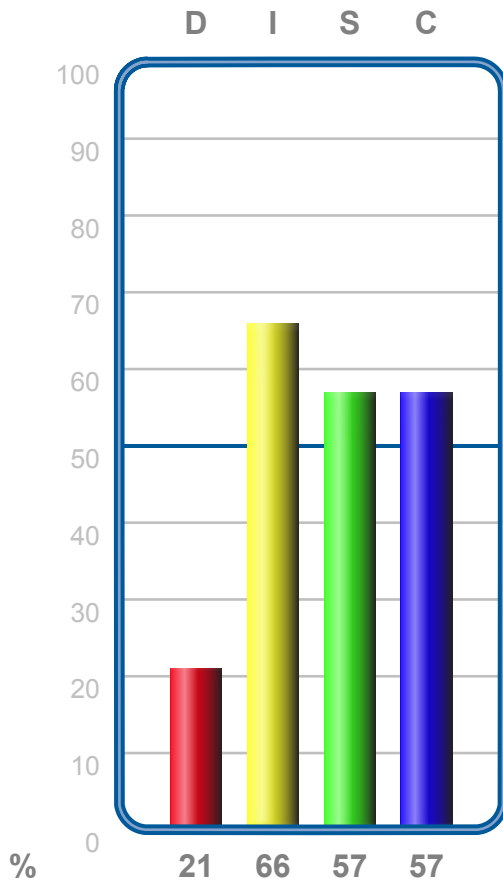


Tammy Sample

MOST

Graph I

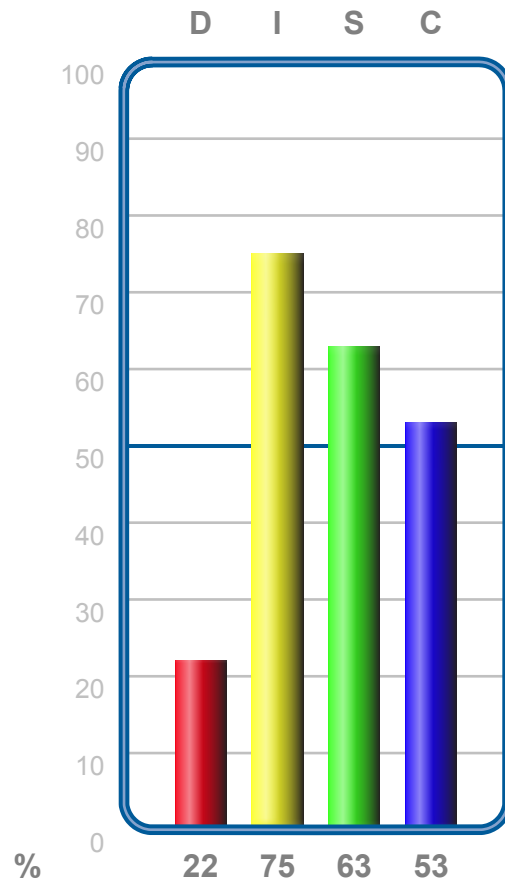
Adapted Style



LEAST

Graph II

Natural Style



Norm 2011 R4



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:

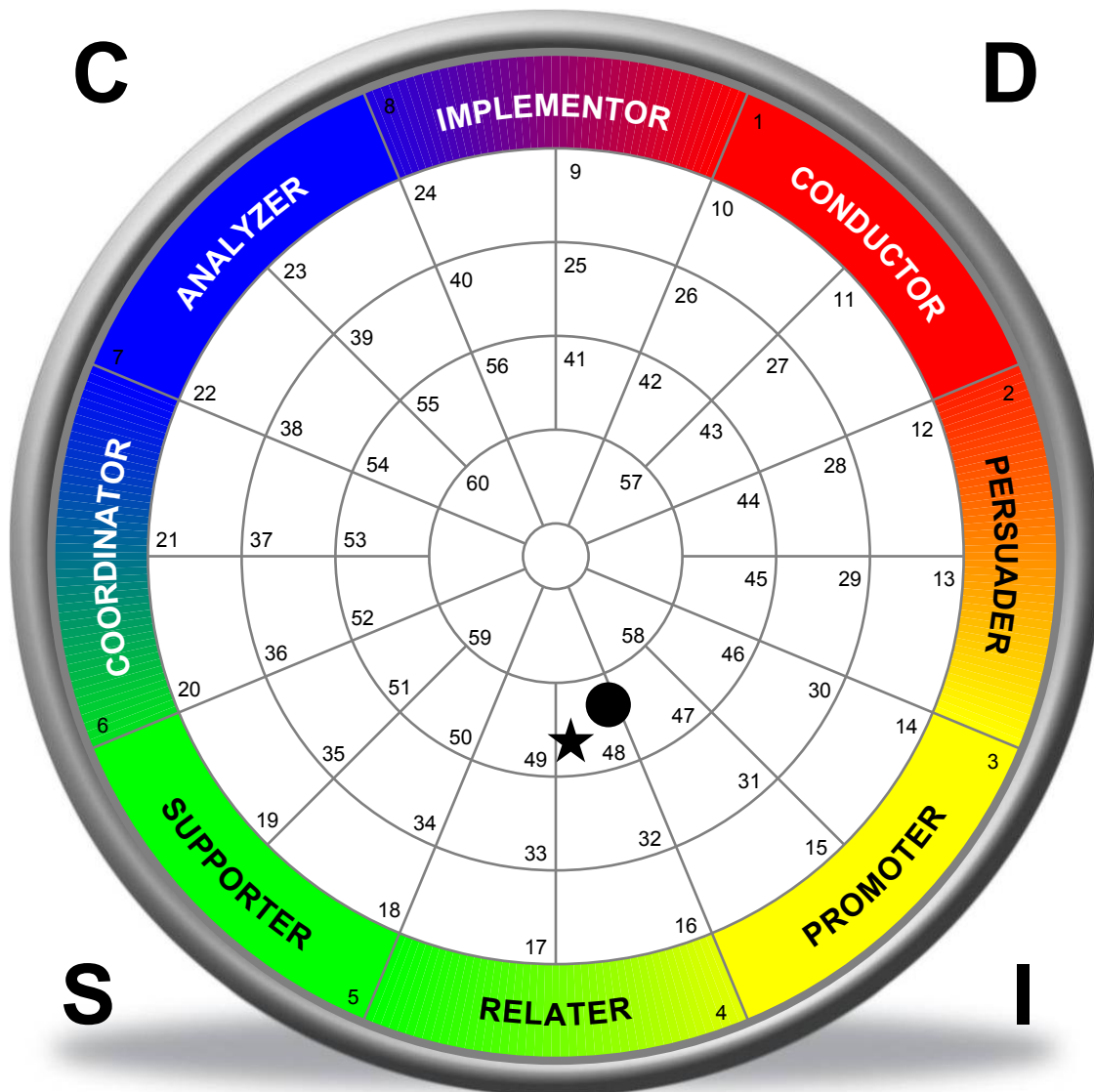
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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.



Tammy Sample



Adapted: ★ (48) PROMOTING RELATER (ACROSS)
 Natural: ● (48) PROMOTING RELATER (ACROSS)

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ABC Co. Ltd.
789 Street