



TTI  
SUCCESS  
INSIGHTS®

# Management-Staff

Devan

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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

# Behavioral Characteristics



*Based on Devan'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 Devan's natural behavior.*

Devan is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He is often frustrated when working with others who do not share the same sense of urgency. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. Devan needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He has high ego strengths and may be viewed by some as egotistical. He embraces visions not always seen by others. Devan's creative mind allows him to see the "big picture." Devan is extremely results-oriented, with a sense of urgency to complete projects quickly. He prefers an environment with variety and change. He is at his best when many projects are underway at once.

Devan finds it easy to share his opinions on solving work-related problems. When faced with a tough decision, he will try to sell you on his ideas. Sometimes he becomes emotionally involved in the decision-making process. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He will work long hours until a tough problem is solved. After it is solved, Devan may become bored with any routine work that follows.



# Behavioral Characteristics

## Continued



Devan likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. Devan tends to be intolerant of people who seem ambiguous or think too slowly. He may lack the patience to listen and communicate with slower acting people. He may sometimes mask his feelings in friendly terms. If pressured, Devan's true feelings may emerge. He tends to influence people by being direct, friendly and results-oriented.



# Value to the Organization



*This section of the report identifies the specific talents and behavior Devan 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.*

- ✓ Challenge-oriented.
- ✓ Ability to handle many activities.
- ✓ Deadline conscious.
- ✓ Few dull moments.
- ✓ Spontaneity.
- ✓ Innovative.
- ✓ Creative in his approach to solving problems.
- ✓ Change agent—looks for faster and better ways.
- ✓ Sense of urgency.



# 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 Devan. 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 Devan most frequently.

## Ways to Communicate

- ✓ Support and maintain an environment where he can be efficient.
- ✓ Read the body language—look for impatience or disapproval.
- ✓ Give strokes for his involvement.
- ✓ Provide time for fun and relaxing.
- ✓ Be open, honest and informal.
- ✓ Understand his sporadic listening skills.
- ✓ Use his jargon.
- ✓ Stick to business—let him decide if he wants to talk socially.
- ✓ Support the results, not the person, if you agree.
- ✓ Be specific and leave nothing to chance.
- ✓ Verify that the message was heard.



# Checklist for Communicating

## Continued



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

- ⊘ Try to convince by "personal" means.
- ⊘ Ramble on, or waste his time.
- ⊘ Speculate wildly or offer guarantees and assurances where there is a risk in meeting them.
- ⊘ Let disagreement reflect on him personally.
- ⊘ Talk too slowly or dwell on details to excess.
- ⊘ Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- ⊘ Ask rhetorical questions or useless ones.
- ⊘ Reinforce agreement with "I'm with you."
- ⊘ Let him change the topic until you are finished.
- ⊘ Use a paternalistic approach.
- ⊘ Try to build personal relationships.





# Communication Tips



This section provides suggestions for methods which will improve Devan'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, Devan 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.

# Ideal Environment



*This section identifies the ideal work environment based on Devan's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Devan enjoys and also those that create frustration.*

- ✓ Forum to express ideas and viewpoints.
- ✓ Evaluation based on results, not the process.
- ✓ New products and new ideas to work on.
- ✓ An innovative and futuristic-oriented environment.
- ✓ Work for a manager who makes quick decisions.
- ✓ Freedom from long, detailed reports.
- ✓ Support team with a sense of urgency.
- ✓ Nonroutine work with challenge and opportunity.



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



### Devan 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 Devan'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
<b>Dominance</b>	<b>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>
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

# Natural & Adapted Style



*Devan'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.*

## Problems & Challenges

### Natural

Devan is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Devan is not necessarily confrontational by nature; but if a problem does exist, he will not turn down the opportunity for confrontation.

### Adapted

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

## People & Contacts

### Natural

Devan is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.

### Adapted

Devan sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

# Natural & Adapted Style



## Pace & Consistency

### Natural

Devan 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.

### Adapted

Devan sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.



## Procedures & Constraints

### Natural

Devan is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.

### Adapted

Devan shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant, and Devan sees little or no need to change his response to the environment.

# Adapted Style



Devan 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.

- ✓ Handling a variety of activities.
- ✓ Anticipating and solving problems.
- ✓ A competitive environment combined with a high degree of people skills.
- ✓ Persistence in job completion.
- ✓ Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ Moving quickly from one activity to another.
- ✓ Being sensitive to, but not necessarily controlled by, rules and procedures.
- ✓ Dealing with a wide variety of work activities.
- ✓ Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ Meeting deadlines.
- ✓ Skillful use of vocabulary for persuasive situations.



# Keys to Motivating



*This section of the report was produced by analyzing Devan's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Devan and highlight those that are present "wants."*

## Devan wants:

- ✓ Control of his own destiny.
- ✓ Opportunity to verbalize his ideas and demonstrate his skills.
- ✓ New challenges and problems to solve.
- ✓ A wide scope of activities.
- ✓ Outside activities so there is never a dull moment.
- ✓ To be seen as a leader.
- ✓ More time in the day.
- ✓ Prestige, position and titles so he can control the destiny of others.





# Keys to Managing



*In this section are some needs which must be met in order for Devan to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Devan and identify 3 or 4 statements that are most important to him. This allows Devan to participate in forming his own personal management plan.*

## Devan needs:

- ✓ Deadlines for completion of work.
- ✓ To adjust his intensity to match the situation.
- ✓ Vacations or periods of reduced activity level.
- ✓ To negotiate commitment face-to-face.
- ✓ A program for pacing work and relaxing.
- ✓ To display empathy for people who approach life differently than he does.
- ✓ To know results expected and to be evaluated on the results.
- ✓ An awareness of the parameters or rules in writing.
- ✓ A work environment with many activities.
- ✓ To understand his role on the team—either a team player or the leader.
- ✓ Appreciation of slower-moving people.



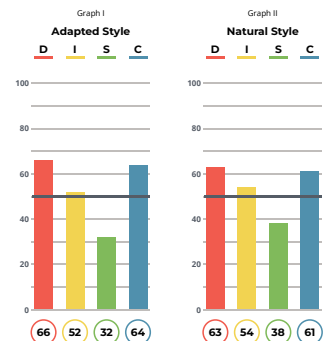
# Areas for Improvement



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

## Devan has a tendency to:

- ✓ Resist participation as part of the team, unless seen as a leader.
- ✓ Be disruptive because of his innate restlessness and disdain for sameness.
- ✓ Make "off the cuff" remarks that are often seen as personal prods.
- ✓ Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.
- ✓ Take on too much, too soon, too fast.
- ✓ Have trouble delegating—can't wait, so does it himself.
- ✓ Blame, deny and defend his position—even if it is not needed.
- ✓ Be inconsistent because of many stops, starts and ever-changing direction.
- ✓ Be a one-way communicator—doesn't listen to the total story before introducing his opinion.



# Action Plan

## Professional Development



1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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---

---

4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# 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)

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---

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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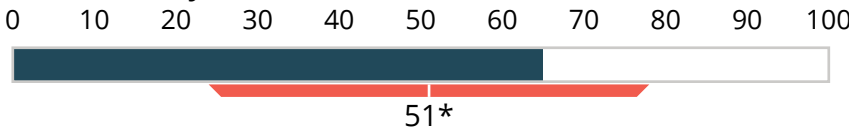
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# Behavioral Hierarchy



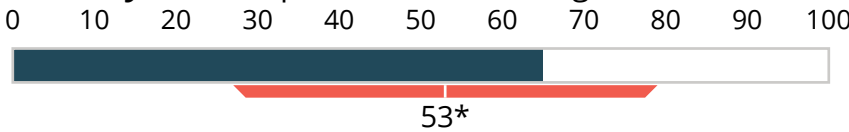
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

**1. Organized Workplace** - Establish and maintain specific order in daily activities.



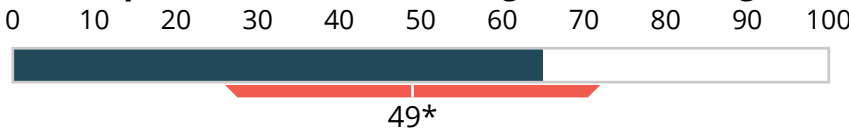
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**2. Analysis** - Compile, confirm and organize information.



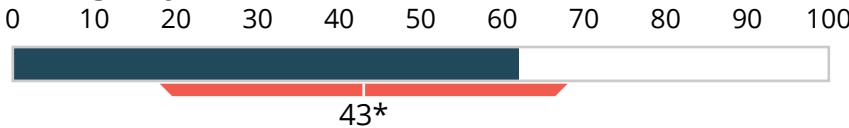
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**3. Competitive** - Want to win or gain an advantage.



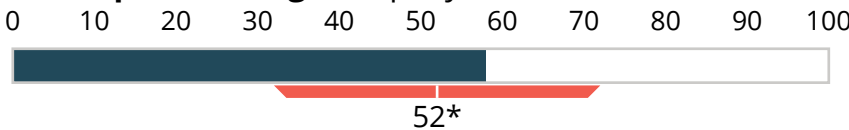
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**4. Urgency** - Take immediate action.



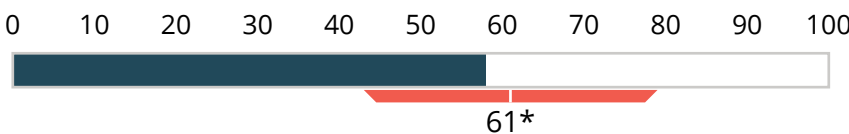
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**5. Frequent Change** - Rapidly shift between tasks.



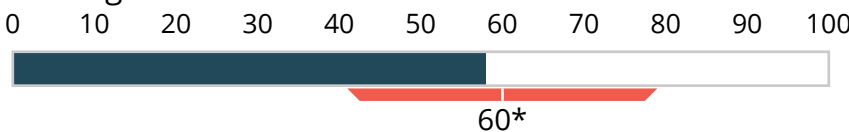
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**6. Persistence** - Finish tasks despite challenges or resistance.

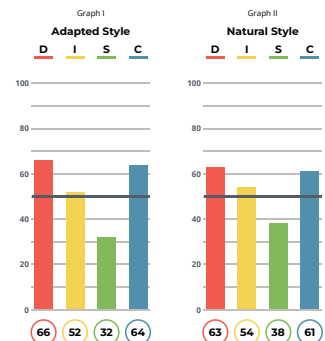


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**7. Following Policy** - Adhere to rules, regulations, or existing methods.



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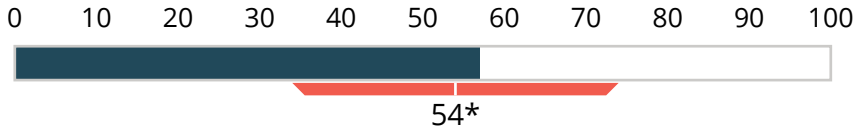


\* 68% of the population falls within the shaded area.

# Behavioral Hierarchy

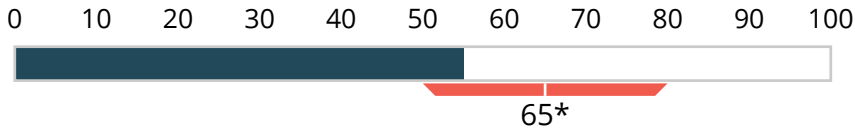


**8. Versatile** - Adapt to various situations with ease.



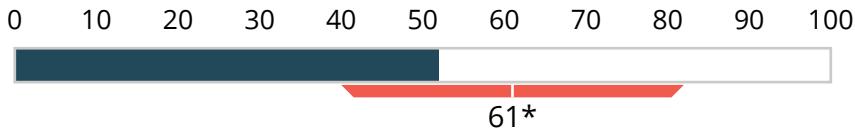
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**9. People-Oriented** - Build rapport with a wide range of individuals.



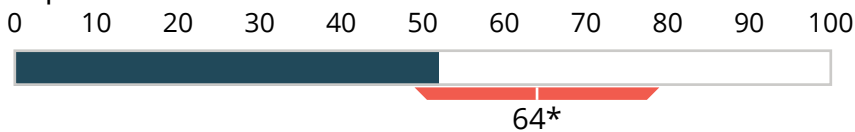
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**10. Consistent** - Perform predictably in repetitive situations.



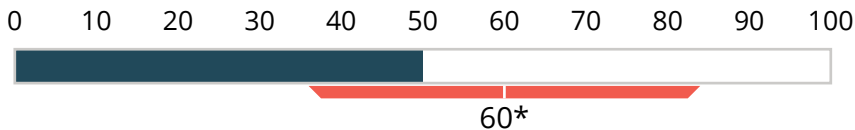
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**11. Customer-Oriented** - Identify and fulfill customer expectations.



52

**12. Interaction** - Frequently engage and communicate with others.



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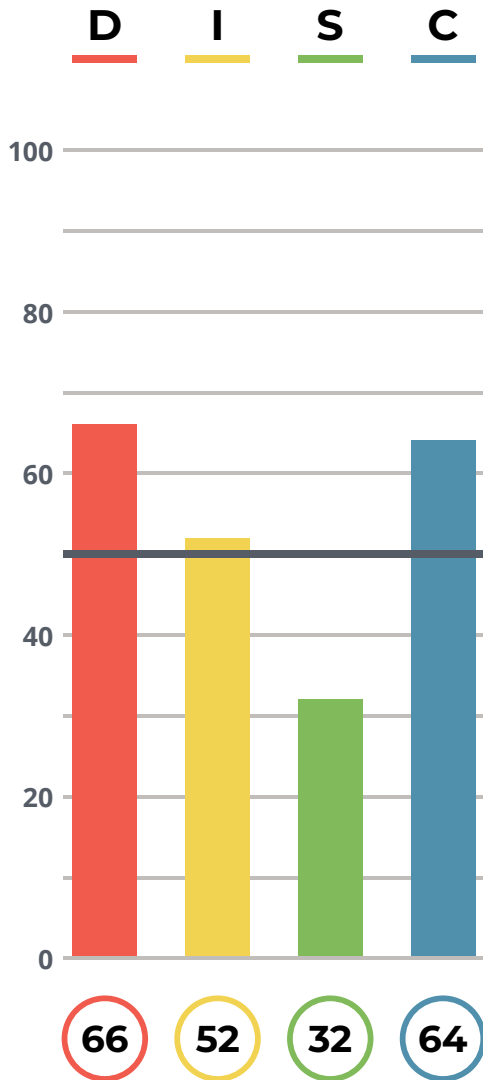
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# Style Insights® Graphs



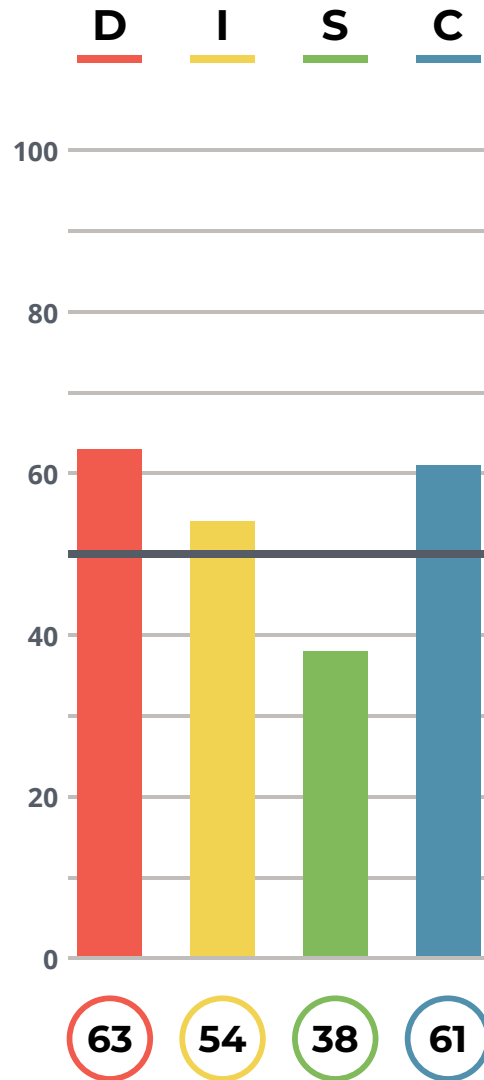
Graph I

## Adapted Style



Graph II

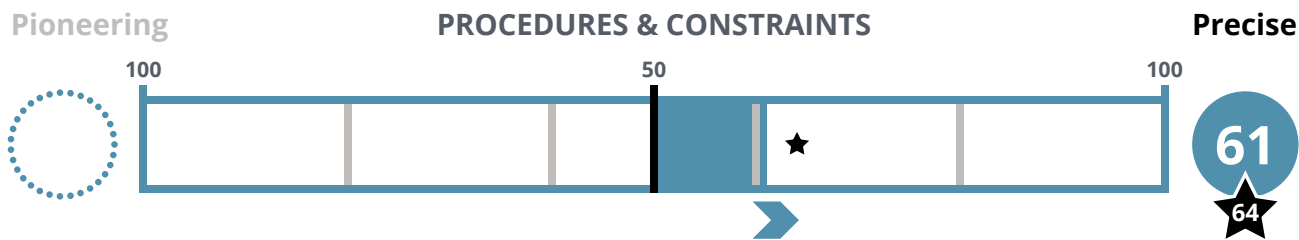
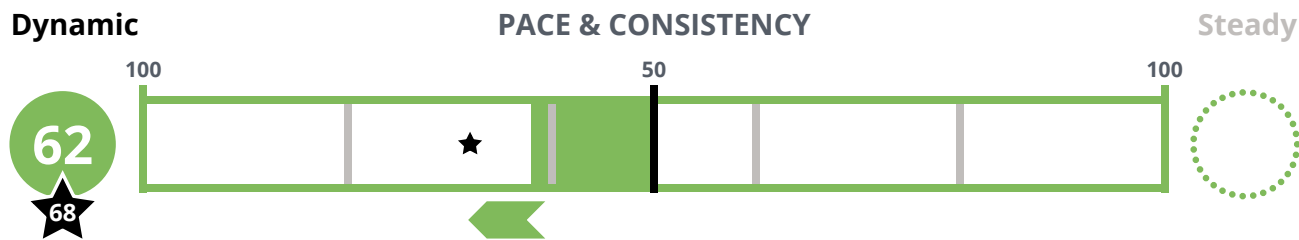
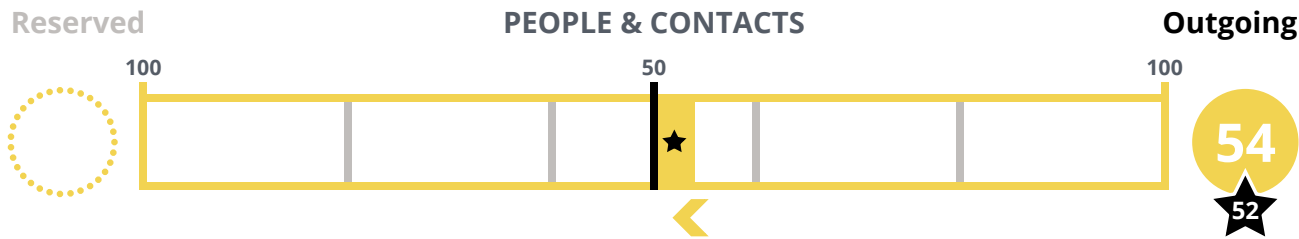
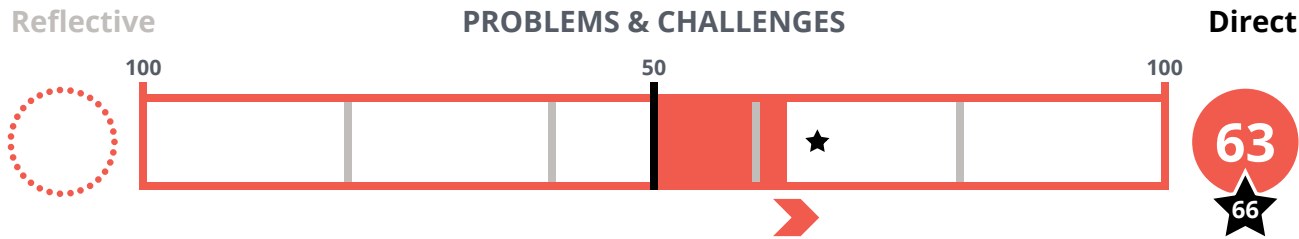
## Natural Style



# 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 Devan 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.

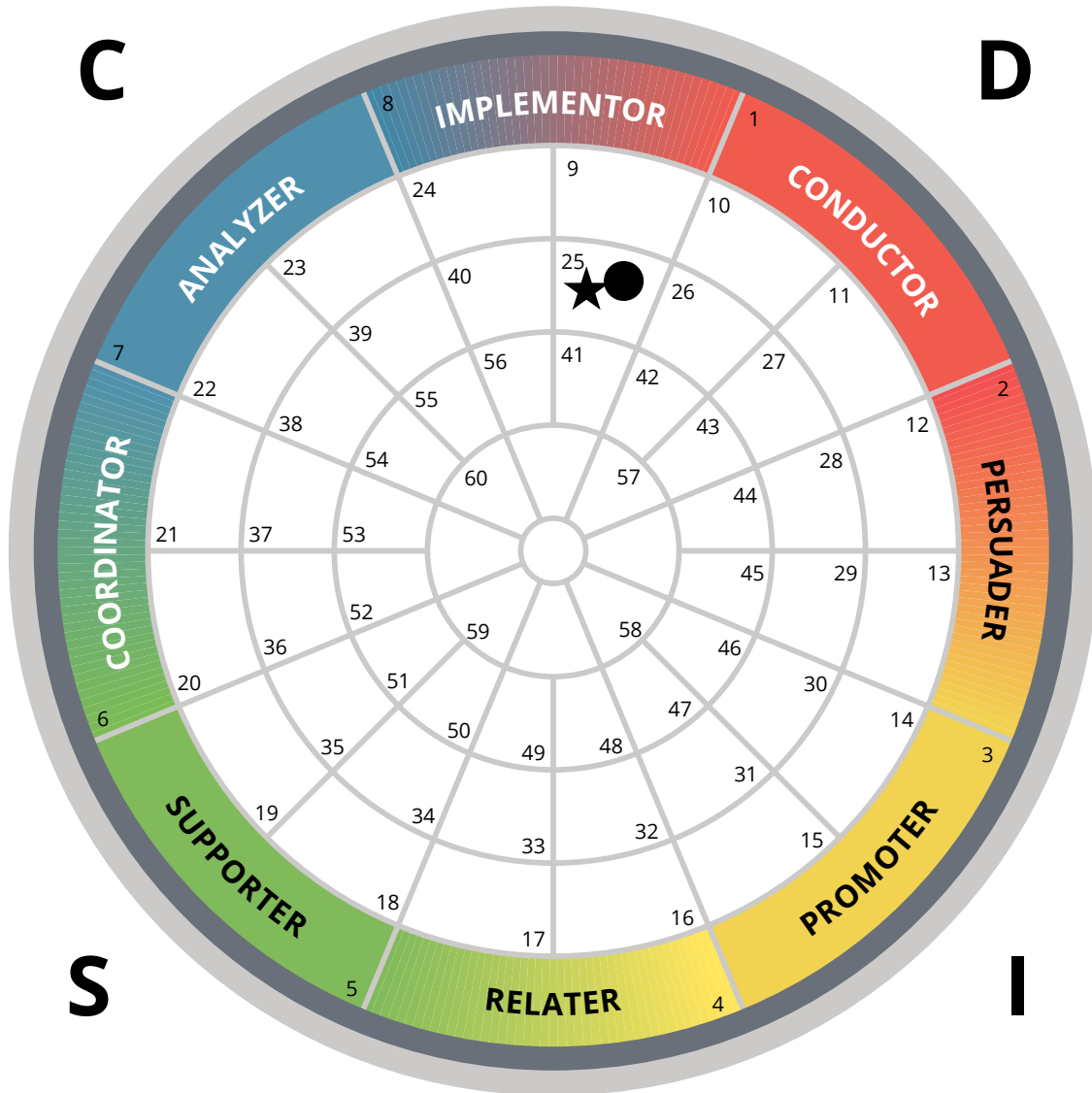
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



Devan



Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)  
 Natural: ● (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)  
 Norm 2017 R4

T: 11:37

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