



# TTI SUCCESS INSIGHTS™

Management-Staff Version

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

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2-20-2006



## INTRODUCTION

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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 Jason'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 Jason's natural behavior.*

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Jason likes freedom from many controls. He influences most people with his warmth. He prefers working for a participative manager. He does his best work in this kind of environment. He wants to be seen as his own person, but usually projects it in friendly terms. Jason is gregarious and sociable. He will be seen as a good mixer both on or off the job. He likes to develop people and build organizations. He is good at creating enthusiasm in others. He is approachable, affectionate and understanding. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He likes feedback from his manager on how he is doing.

Jason may leap to a favorable conclusion without considering all the facts. He will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He likes working for managers who make quick decisions.



## GENERAL CHARACTERISTICS

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Jason can get emotional about any subject in which he believes. Communication can extend from friendly to argumentative discourse. He is people-oriented and verbally fluent. He will optimistically interact with people in an assured, diplomatic and poised manner. Jason 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. It is important for Jason to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He is both a good talker and a good listener. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person.



## VALUE TO THE ORGANIZATION

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

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- Big thinker.
- Creative problem solving.
- Team player.
- Verbalizes his feelings.
- Pioneering.
- People-oriented.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.



## 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 Jason. 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 Jason most frequently.*

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Do:

- Appeal to the benefits he will receive.
- Expect him to return to fight another day when he has received a "no" answer.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Clarify any parameters in writing.
- Read the body language for approval or disapproval.
- Use a balanced, objective and emotional approach.
- Flatter his ego.
- Define the problem in writing.
- Provide a warm and friendly environment.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Provide solutions--not opinions.
- Provide "yes" or "no" answers--not maybe.
- Look for his oversights.



## DON'TS ON COMMUNICATING

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

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### Don't:

- Give him your opinion unless asked.
- Legislate or muffle--don't overcontrol the conversation.
- Ramble.
- Let him overpower you with verbiage.
- Be paternalistic.
- Be curt, cold or tight-lipped.
- Talk down to him.
- "Dream" with him or you'll lose time.
- Be dictatorial.
- Leave decisions hanging in the air.
- Drive on to facts, figures, alternatives or abstractions.



## COMMUNICATION TIPS

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

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>■ Prepare your "case" in advance.</li> <li>■ Stick to business.</li> <li>■ Be accurate and realistic.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being giddy, casual, informal, loud.</li> <li>■ Pushing too hard or being unrealistic with deadlines.</li> <li>■ Being disorganized or messy.</li> </ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>■ Be clear, specific, brief and to the point.</li> <li>■ Stick to business.</li> <li>■ Be prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Talking about things that are not relevant to the issue.</li> <li>■ Leaving loopholes or cloudy issues.</li> <li>■ Appearing disorganized.</li> </ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>■ Begin with a personal comment--break the ice.</li> <li>■ Present your case softly, nonthreateningly.</li> <li>■ Ask "how?" questions to draw their opinions.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Rushing headlong into business.</li> <li>■ Being domineering or demanding.</li> <li>■ Forcing them to respond quickly to your objectives.</li> </ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>■ Provide a warm and friendly environment.</li> <li>■ Don't deal with a lot of details (put them in writing).</li> <li>■ Ask "feeling" questions to draw their opinions or comments.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>■ Being curt, cold or tight-lipped.</li> <li>■ Controlling the conversation.</li> <li>■ Driving on facts and figures, alternatives, abstractions.</li> </ul>



## IDEAL ENVIRONMENT

*This section identifies the ideal work environment based on Jason'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 Jason enjoys and also those that create frustration.*

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- Forum for his ideas to be heard.
- Freedom from control and detail.
- Assignments with a high degree of people contacts.
- Work with a results-oriented team.
- Democratic supervisor with whom he can associate.
- Needs difficult assignments.



## PERCEPTIONS

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

### "See Yourself As Others See You"

#### SELF-PERCEPTION

Jason usually sees himself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

#### OTHERS' PERCEPTION

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

Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter



## DESCRIPTORS

Based on Jason'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 Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive <b>Decisive</b> <b>Venturesome</b> <b>Inquisitive</b> <b>Responsible</b>	<b>Effusive</b> <b>Inspiring</b> <b>Magnetic</b> <b>Political</b> <b>Enthusiastic</b> <b>Demonstrative</b> <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b> <b>Trusting</b> <b>Sociable</b>	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent <b>Deliberate</b> <b>Steady</b> <b>Stable</b>	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 Mild Agreeable Modest Peaceful Unobtrusive	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	<b>Firm</b> <b>Independent</b> <b>Self-Willed</b> <b>Stubborn</b> <b>Obstinate</b> <b>Opinionated</b> <b>Unsystematic</b> <b>Self-Righteous</b> <b>Uninhibited</b> <b>Arbitrary</b> <b>Unbending</b> Careless with Details



## NATURAL AND ADAPTED STYLE

*Jason'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>Jason 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. Jason is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.</p>	<p>Jason sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Jason'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.</p>	<p>Jason projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.</p>	



## NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Jason is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.</p>	<p>Jason 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.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Jason 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.</p>	<p>Jason shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Jason sees little or no need to change his response to the environment.</p>	



## ADAPTED STYLE

*Jason 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.*

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



## KEYS TO MOTIVATING

*This section of the report was produced by analyzing Jason'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 Jason and highlight those that are present "wants."*

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Jason wants:

- A manager who practices participative management.
- Work assignments that provide opportunity for recognition.
- Participation in meetings on future planning.
- Exposure to those who appreciate his results.
- The chance to have fun (play hard--work hard).
- Independence.
- To be trusted.
- A friendly work environment.
- Excitement.
- Freedom from many rules and regulations.
- A support system to do the detail work.
- A forum to ventilate his emotions.
- Freedom to talk and participate on the team.



## KEYS TO MANAGING

*In this section are some needs which must be met in order for Jason 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 Jason and identify 3 or 4 statements that are most important to him. This allows Jason to participate in forming his own personal management plan.*

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Jason needs:

- Authority equal to responsibility.
- Help on controlling time and setting priorities.
- More control of body language.
- A tolerant boss.
- A rational approach to decision making--analyze the facts.
- Restraints, or program to calculate the risk involved by his decisions.
- To focus conversations on work activities--less socializing.
- Participatory management.
- To handle routine paperwork only once.
- To relax and pace himself.
- Objectivity when dealing with people because of his high trust level.



## AREAS FOR IMPROVEMENT

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

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Jason has a tendency to:

- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Take information at face value without validation or substantial investigation.
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Overuse praise in motivating others.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.



## ACTION PLAN

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The following are examples of areas in which Jason 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.

- |  |  |
|--|--|
| <input type="checkbox"/> Communicating (Listening) | <input type="checkbox"/> Time Management   |
| <input type="checkbox"/> Delegating                | <input type="checkbox"/> Career Goals      |
| <input type="checkbox"/> Decision Making           | <input type="checkbox"/> Personal Goals    |
| <input type="checkbox"/> Disciplining              | <input type="checkbox"/> Motivating Others |
| <input type="checkbox"/> Evaluating Performance    | <input type="checkbox"/> Developing People |
| <input type="checkbox"/> Education                 | <input type="checkbox"/> Family            |

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

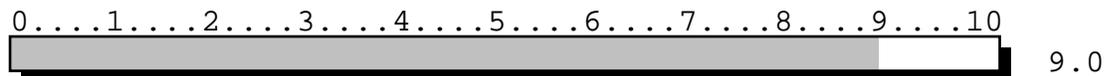
Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_



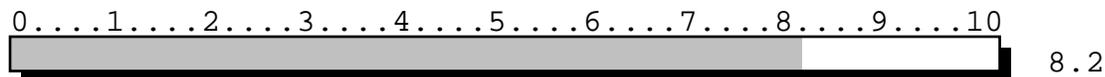
## BEHAVIORAL HIERARCHY

*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.*

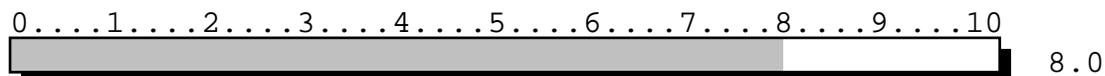
### 1. FREQUENT INTERACTION WITH OTHERS



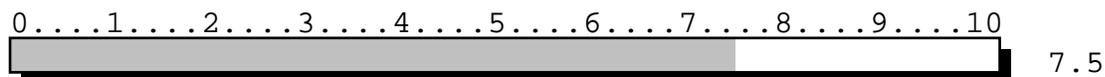
### 2. FREQUENT CHANGE



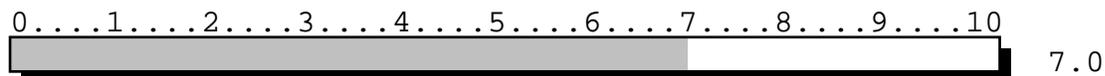
### 3. CUSTOMER ORIENTED



### 4. VERSATILITY



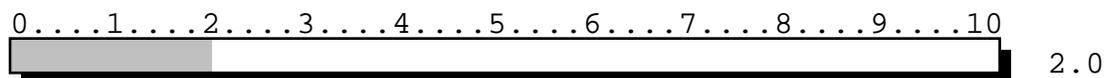
### 5. COMPETITIVENESS



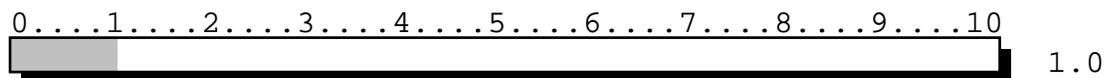
### 6. URGENCY



### 7. ANALYSIS OF DATA



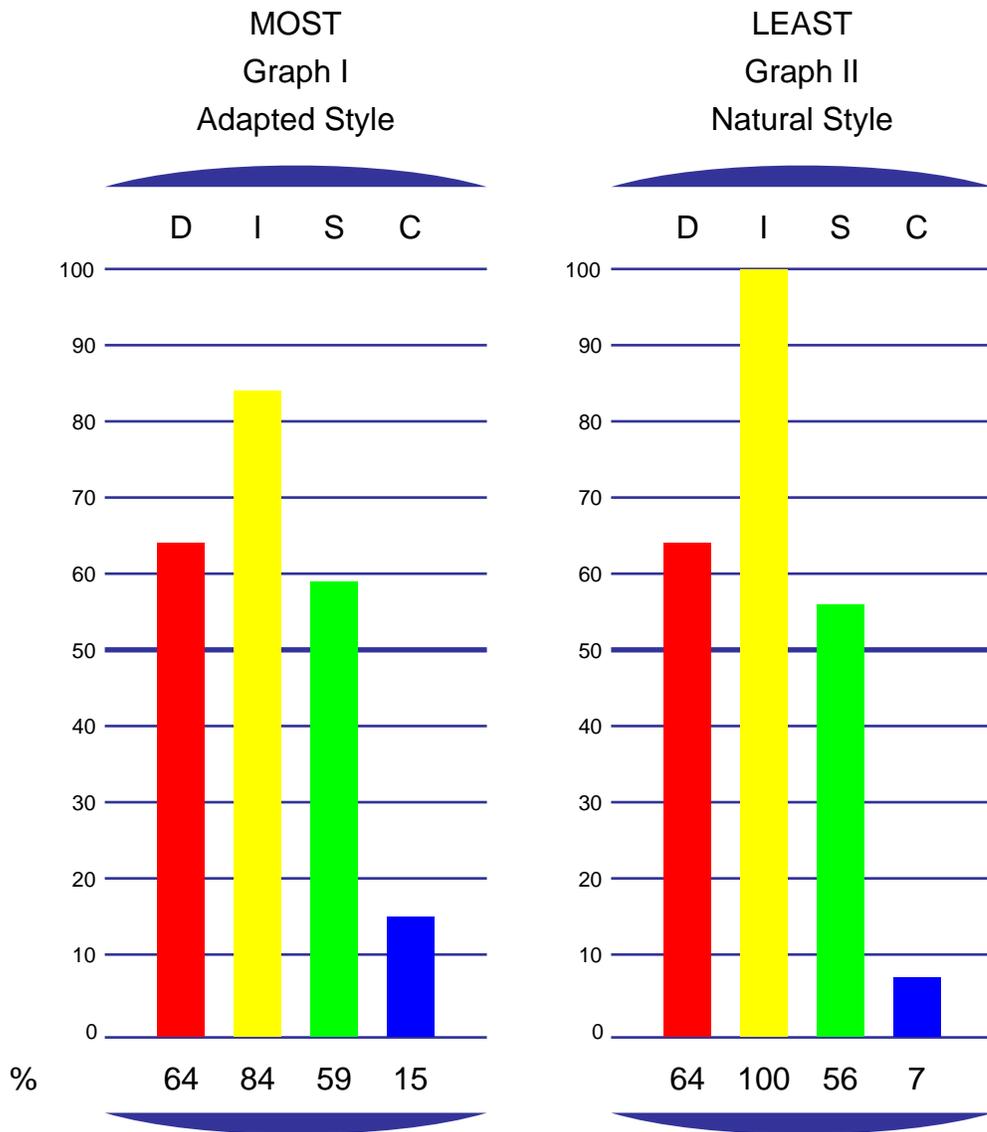
### 8. ORGANIZED WORKPLACE





# STYLE INSIGHTS™ GRAPHS

2-20-2006



Norm 2003



## THE SUCCESS INSIGHTS® WHEEL

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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.

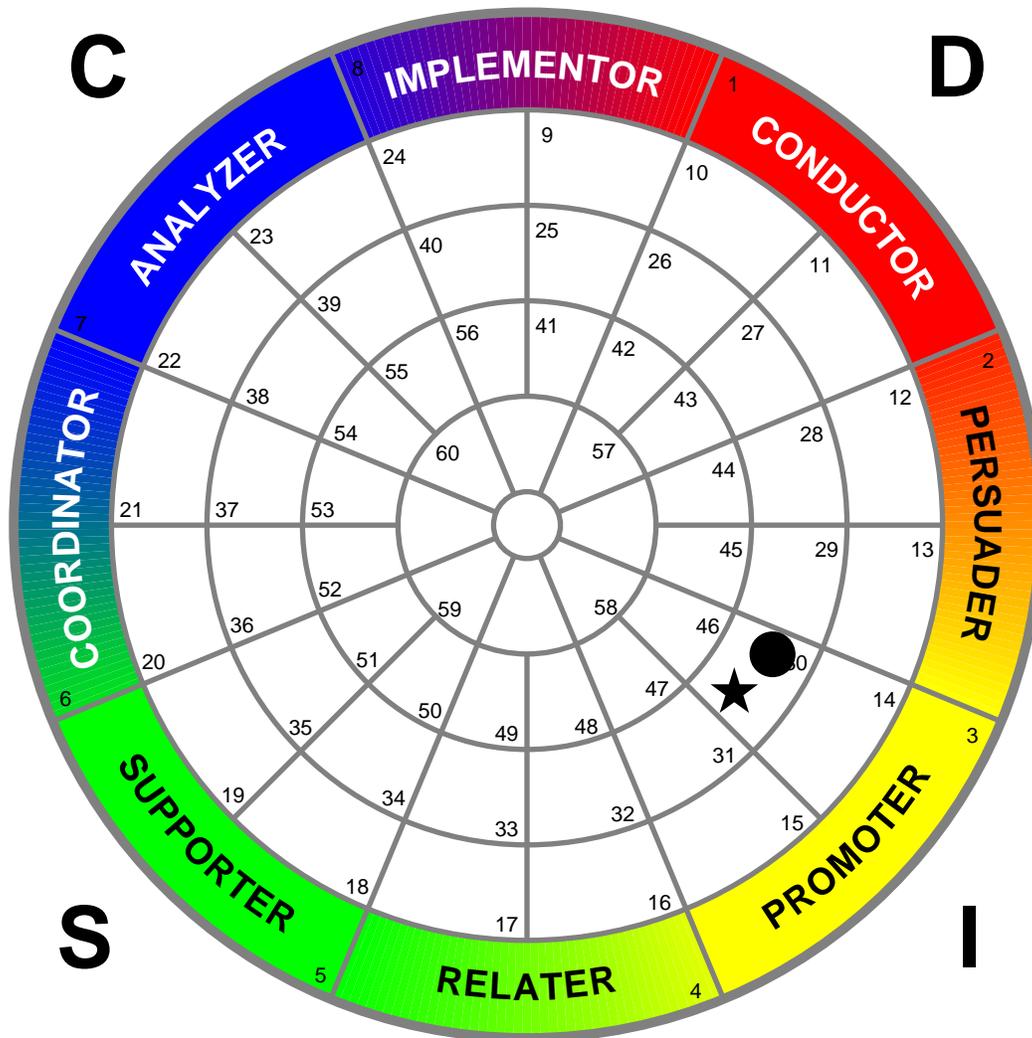
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



# THE SUCCESS INSIGHTS® WHEEL

2-20-2006



Adapted: ★ (30) PERSUADING PROMOTER (FLEXIBLE)  
Natural: ● (30) PERSUADING PROMOTER (FLEXIBLE)  
Norm 2003