



TTI  
SUCCESS  
INSIGHTS®

## Management-Staff

Samantha Sample

VP of Samples

TTI

11-12-2019

**COMPLIMENTARY TRIAL REPORT  
NOT FOR SALE OR SEMINAR USE**

### **Self-Awareness Improves Team Performance**

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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 Samantha'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 Samantha's natural behavior.*

Samantha embraces visions not always seen by others. Samantha's creative mind allows her to see the "big picture." She is goal-oriented and driven by results. She is the team member who will try to keep the others on task. Most people see her as a high risk-taker. Her view is, "nothing ventured, nothing gained." She prefers an environment with variety and change. She is at her best when many projects are underway at once. Samantha is extremely results-oriented, with a sense of urgency to complete projects quickly. She is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see her as a self-starter dedicated to achieving results. She needs to learn to relax and pace herself. She may expend too much energy trying to control herself and others. Samantha seeks her own solutions to problems. In this way, her independent nature comes into play. She is a goal-oriented individual who believes in harnessing people to help her achieve her goals. She needs people with other strengths on her team.

Samantha will work long hours until a tough problem is solved. After it is solved, Samantha may become bored with any routine work that follows. She likes to make decisions quickly. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems. She prefers authority equal to her responsibility. Samantha is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. She should realize that at times she needs to think a project through, beginning to end, before starting the project. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.



## General Characteristics Continued

Samantha tends to be intolerant of people who seem ambiguous or think too slowly. She challenges people who volunteer their opinions. 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. She may sometimes mask her feelings in friendly terms. If pressured, Samantha's true feelings may emerge. Samantha may lack the patience to listen and communicate with slower acting people. She should exhibit more patience and ask questions to make sure that others have understood what she has said. 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. She 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 Samantha 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.*

- Thinks big.
- Self-starter.
- Forward-looking and future-oriented.
- Ability to change gears fast and often.
- Accomplishes goals through people.
- Usually makes decisions with the bottom line in mind.
- Will join organizations to represent the company.
- 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 Samantha. 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 Samantha most frequently.*

## Ways to Communicate

- Give strokes for her involvement.
- Understand her sporadic listening skills.
- Put projects in writing, with deadlines.
- Support the results, not the person, if you agree.
- Support and maintain an environment where she can be efficient.
- Present the facts logically; plan your presentation efficiently.
- Be specific and leave nothing to chance.
- Read the body language--look for impatience or disapproval.
- Verify that the message was heard.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide time for fun and relaxing.
- Ask specific (preferably "what?") questions.



## Checklist for Communicating Continued

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

- Ramble on, or waste her time.
- Assume she heard what you said.
- Ask rhetorical questions, or useless ones.
- Try to build personal relationships.
- Come with a ready-made decision, or make it for her.
- Let her change the topic until you are finished.
- Reinforce agreement with "I'm with you."
- Forget to follow-up.
- Use paternalistic approach.
- Try to convince by "personal" means.
- Be redundant.
- Let disagreement reflect on her personally.





# Communication Tips

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

## **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.

### **Factors that will create tension or dissatisfaction:**

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

## **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."

### **Factors that will create tension or dissatisfaction:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

## **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, nonthreateningly.
- Ask "how?" questions to draw their opinions.

### **Factors that will create tension or dissatisfaction:**

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

## **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.

### **Factors that will create tension or dissatisfaction:**

- 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 Samantha'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 Samantha enjoys and also those that create frustration.*

- Work for a manager who makes quick decisions.
- Freedom from long, detailed reports.
- Evaluation based on results, not the process.
- Support team with sense of urgency.
- Freedom from controls, supervision and details.
- Activities, and more activities.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.



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

### Self-Perception

*Samantha usually sees herself as being:*

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

### Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

### Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated



# Descriptors

Based on Samantha'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.

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>Influencing</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 and Adapted Style

*Samantha'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

Samantha tends to deal with problems and challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and actively seeks goals. Samantha will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.

#### Adapted

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

### People - Contacts

#### Natural

Samantha is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Samantha is trusting and also wants to be trusted.

#### Adapted

Samantha feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to relate.



## Natural and Adapted Style Continued

### Pace - Consistency

#### Natural

Samantha is comfortable in an environment that is constantly changing. She seeks a wide scope of tasks and duties. Even when the environment is frantic, she can still maintain a sense of equilibrium. She is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

#### Adapted

Samantha 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.

### Procedures - Constraints

#### Natural

Samantha 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.

#### Adapted

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



## Adapted Style

*Samantha 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.*

- Questioning the status quo, and seeking more effective ways of accomplishment.
- A competitive environment, combined with a high degree of people skills.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Exhibiting an active and creative sense of humor.
- Moving quickly from one activity to another.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- A good support team to handle paperwork.
- Dealing with a wide variety of work activities.
- Skillful use of vocabulary for persuasive situations.
- Working without close supervision.
- Handling a variety of activities.



## Keys to Motivating

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

### Samantha wants:

- More time in the day.
- Changing environments in which to work/play.
- Travel or changing work stations.
- Big picture approaches.
- A wide scope of activities.
- Opportunity for rapid advancement.
- Prestige, position and titles so she can control the destiny of others.
- Opportunity to verbalize her ideas and demonstrate her skills.
- New challenges and problems to solve.
- Outside activities so there is never a dull moment.
- Support system to help with details and follow through.
- A variety of work activities.
- To be seen as a leader.





## Keys to Managing

*In this section are some needs which must be met in order for Samantha to perform at an optimum level. Some needs can be met by herself, 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 Samantha and identify 3 or 4 statements that are most important to her. This allows Samantha to participate in forming her own personal management plan.*

### Samantha needs:

- To display empathy for people who approach life differently than she does.
- An awareness of the parameters or rules in writing.
- Budgets to help prioritize her purchases.
- A work environment with many activities.
- Systems to follow.
- To adjust her intensity to match the situation.
- Appreciation of slower-moving people.
- Consistency.
- Vacations or periods of reduced activity level.
- Deadlines for completion of work.
- To pace herself.



## Areas for Improvement

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

### Samantha has a tendency to:

- Dislike routine work or routine people--unless she sees the need to further her goals.
- Keep too many balls in the air, and if her support is weak she will have a tendency to drop some of those balls.
- Have no concept of the problems that slower-moving people may have with her style.
- Have trouble delegating--can't wait, so does it herself.
- Be so concerned with big picture; she forgets to see the little pieces.
- Blame, deny and defend her position--even if it is not needed.
- Resist participation as part of the team, unless seen as a leader.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be disruptive because of her innate restlessness and disdain for sameness.



# 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 \_\_\_\_\_:

---

---

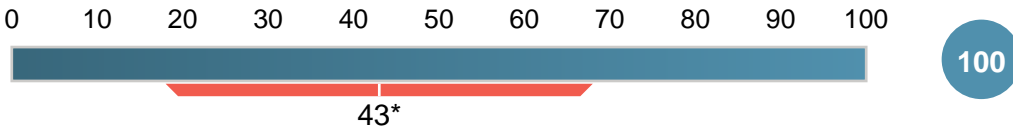
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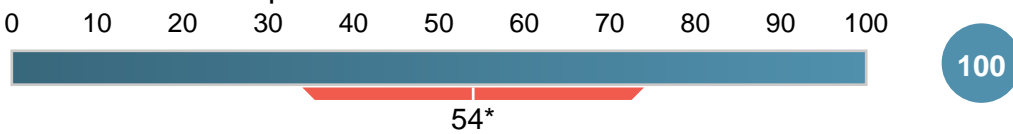
# Behavioral Hierarchy

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.

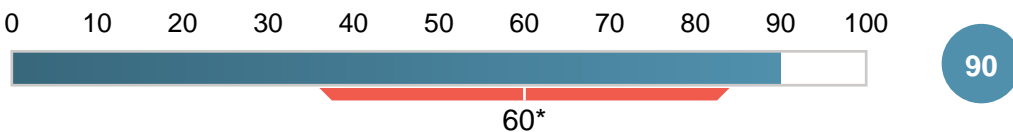
**1. Urgency** - Take immediate action.



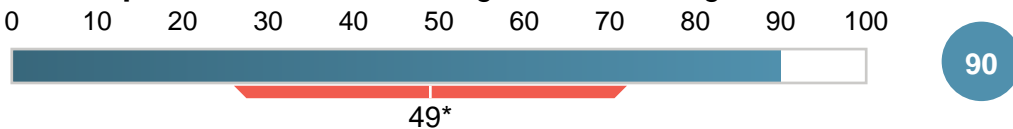
**2. Versatile** - Adapt to various situations with ease.



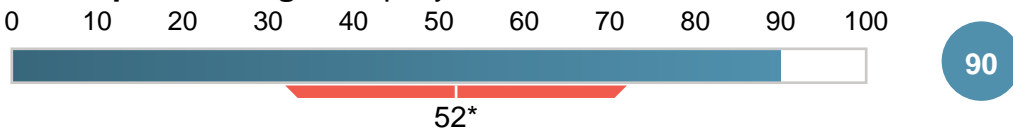
**3. Interaction** - Frequently engage and communicate with others.



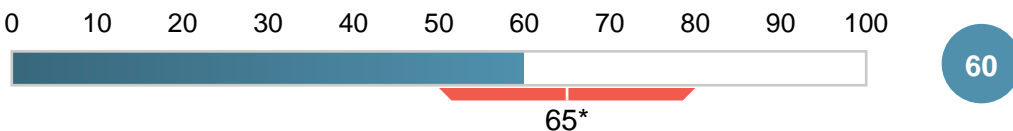
**4. Competitive** - Want to win or gain an advantage.



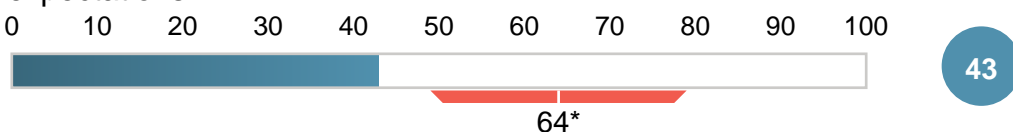
**5. Frequent Change** - Rapidly shift between tasks.



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



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

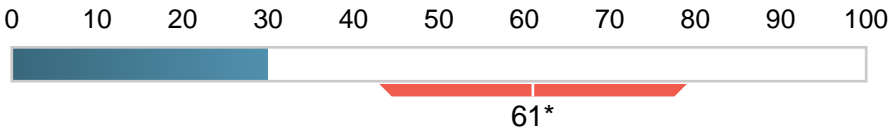


\* 68% of the population falls within the shaded area.



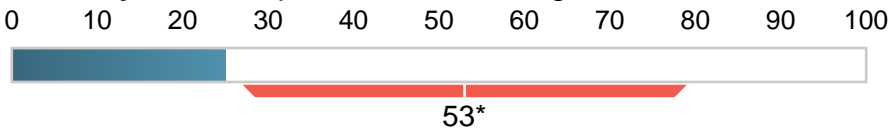
# Behavioral Hierarchy

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



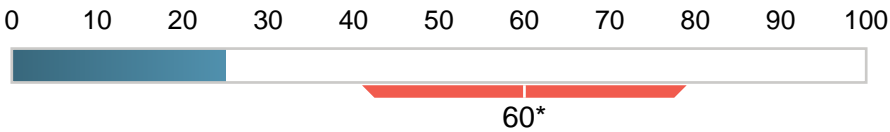
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**9. Analysis** - Compile, confirm and organize information.



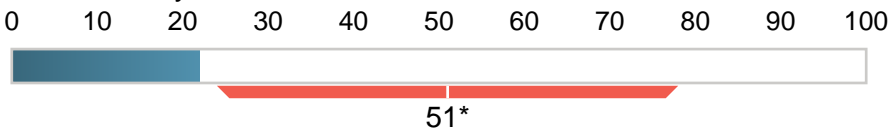
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**10. Following Policy** - Adhere to rules, regulations, or existing methods.



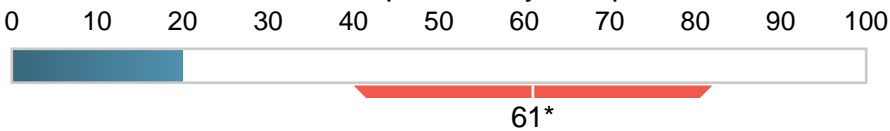
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**11. Organized Workplace** - Establish and maintain specific order in daily activities.



22

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



20

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

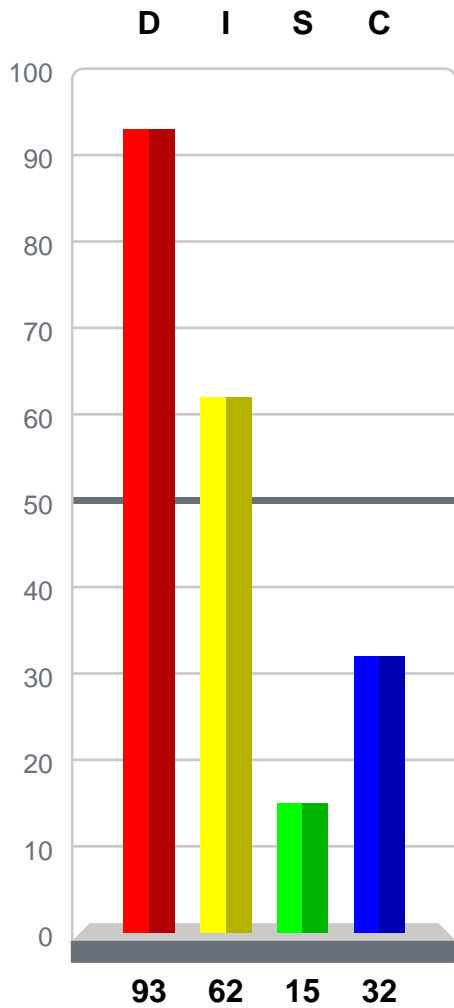


# Style Insights® Graphs

11-12-2019

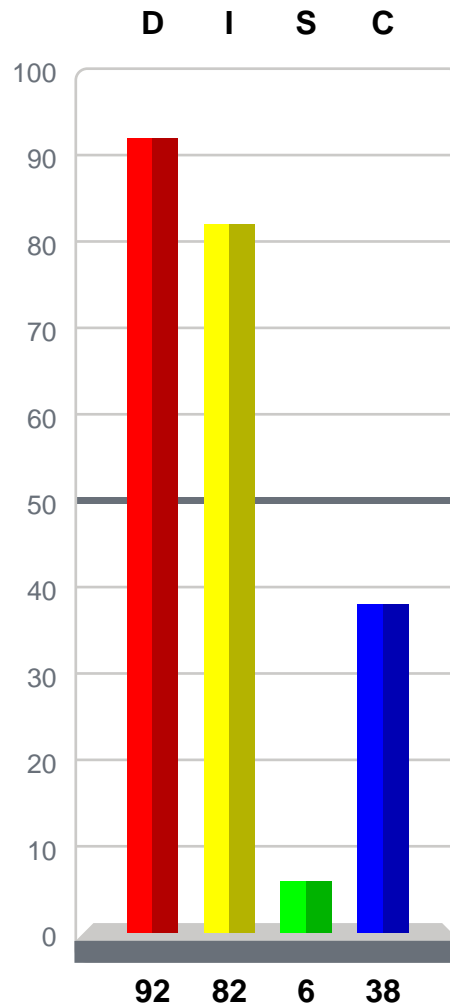
## Adapted Style

### Graph I



## Natural Style

### Graph II





## 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.

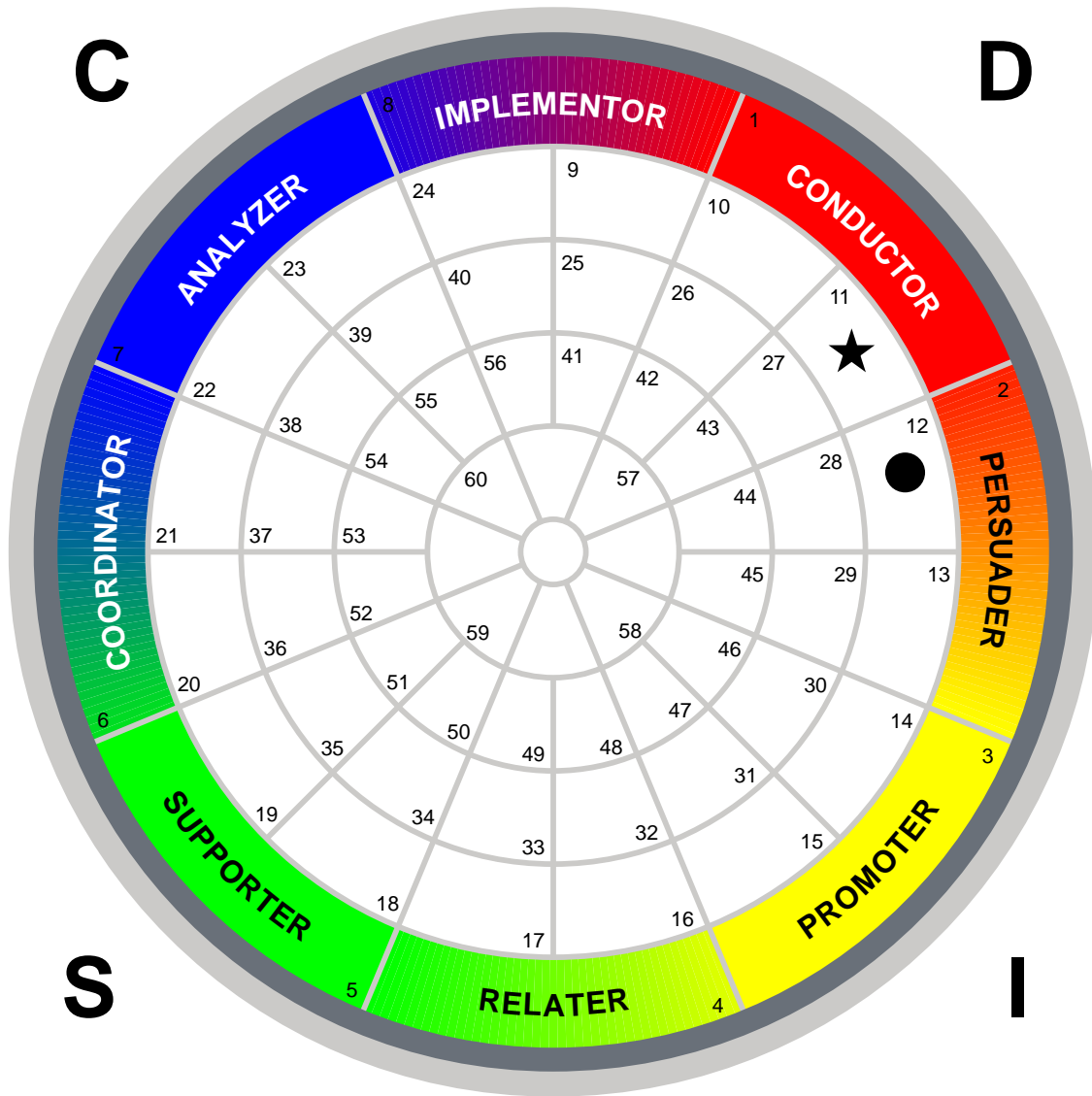
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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





# The Success Insights® Wheel

11-12-2019



Adapted: ★ (11) PERSUADING CONDUCTOR  
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2017 R4

T: 7:12

Samantha Sample

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