



TTI
SUCCESS
INSIGHTS®

Management-Staff

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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 Lois' 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 Lois' natural behavior.

Lois is optimistic and usually has a positive sense of humor. She wants to be liked by everyone and to be recognized for her willingness to help others in time of need. She believes in getting results through other people. She prefers the "team approach." She likes quality social relationships. She often will become friends with her customers or clients. Lois projects a self-assured and self-confident image. She may be careless with details. She does not like close supervision. She seeks popularity and social recognition. She likes to deal with people in a favorable social environment. Lois tries to influence others through a personal relationship and many times will perform services to develop this relationship. She likes to develop people and build organizations.

Lois believes rules exist to serve rather than to be followed by her. She tends to make snap judgments or impulsive decisions. She is good at solving problems that deal with people. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. Lois may leap to a favorable conclusion without considering all the facts. She tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. 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. She makes quick decisions.



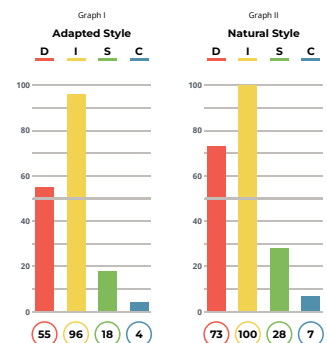
Behavioral Characteristics

Continued



Lois is optimistic about her ability to influence people to her way of thinking. She is people-oriented and verbally fluent. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length. It is important for Lois 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. Lois can get emotional about any subject in which she believes. She may have a tendency to oversell certain styles. 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.

Sample



Value to the Organization



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

- ✓ Team player.
- ✓ Pioneering.
- ✓ Positive sense of humor.
- ✓ Optimistic and enthusiastic.
- ✓ Builds confidence in others.
- ✓ Dedicated to her own ideas.
- ✓ Self-reliant.
- ✓ People-oriented.
- ✓ Negotiates conflicts.

Sample



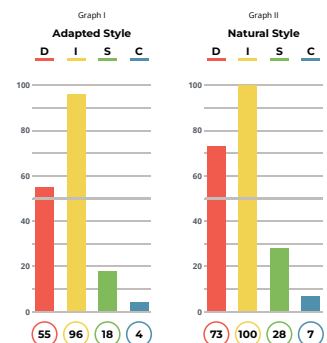
Checklist for Communicating



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 Lois. 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 Lois most frequently.

Ways to Communicate

- ✓ Look for her oversights.
- ✓ Use a balanced, objective and emotional approach.
- ✓ Appeal to the benefits she will receive.
- ✓ Confront when in disagreement.
- ✓ Provide solutions—not opinions.
- ✓ Talk about her, her goals and the opinions she finds stimulating.
- ✓ Offer special, immediate and continuing incentives for her willingness to take risks.
- ✓ Expect her to return to fight another day when she has received a "no" answer.
- ✓ Clarify any parameters in writing.
- ✓ Deal with details in writing, have her commit to modes of action.
- ✓ Ask for her opinions/ideas regarding people.
- ✓ Provide a warm and friendly environment.



Checklist for Communicating

Continued



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

- ❌ "Dream" with her or you'll lose time.
- ❌ Waste time trying to be impersonal, judgmental or too task-oriented.
- ❌ Talk down to her.
- ❌ Hesitate when confronted.
- ❌ Ramble.
- ❌ Let her overpower you with verbiage.
- ❌ Leave decisions hanging in the air.
- ❌ Be dictatorial.
- ❌ Give her your opinion unless asked.
- ❌ Legislate or muffle—don't overcontrol the conversation.
- ❌ Drive on to facts, figures, alternatives or abstractions.
- ❌ Be curt, cold or tight-lipped.
- ❌ Be paternalistic.



Communication Tips



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

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.

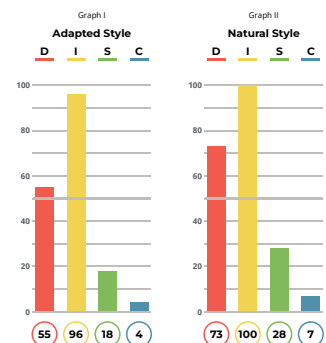
Ideal Environment



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

- ✓ Assignments with a high degree of people contacts.
- ✓ Tasks involving motivated groups and establishing a network of contacts.
- ✓ Forum for her ideas to be heard.
- ✓ Position with a tolerant manager.
- ✓ Freedom to try new approaches.
- ✓ Freedom of movement.
- ✓ Freedom from control and detail.

Sample



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



Lois usually sees herself as being:

- ✓ Enthusiastic
- ✓ Inspiring
- ✓ Outgoing
- ✓ Persuasive
- ✓ Charming
- ✓ Optimistic



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

- ✓ Self-Promoting
- ✓ Overly Optimistic
- ✓ Glib
- ✓ Unrealistic



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

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

Descriptors



Based on Lois' 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
Dominance	Influence	Steadiness	Compliance
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



Lois' 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

Lois is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Lois has a tendency to make decisions with little or no hesitation.

Adapted

Lois sees the need to be competitive, results-oriented and a little innovative in her approach to problem solving. She has a tendency to evaluate the risk before rushing into solving a problem.

People & Contacts

Natural

Lois' natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.

Adapted

Lois sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Natural & Adapted Style



Pace & Consistency

Natural

Lois is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.

Adapted

Lois 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

Lois does not like constraints; at times she can be somewhat defiant and rebellious. She has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. She seeks adventure and excitement and wants to be seen as her own person.

Adapted

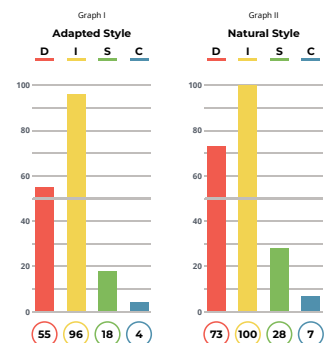
Lois shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant, and Lois sees little or no need to change her response to the environment.

Adapted Style



Lois 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.

- ✓ Flaunting independence.
- ✓ Being independent and innovative.
- ✓ Optimistic, future-oriented outlook.
- ✓ Firm commitment to accomplishments.
- ✓ Being creative and unconventional in making a point.
- ✓ Willing to take risks when others may be hesitant.
- ✓ Using a creative approach in decision making.
- ✓ Positive, outgoing, friendly behavior.
- ✓ Maintaining an ever-changing, friendly, work environment.
- ✓ Preferring people involvement over task focus.
- ✓ Participative decision making.
- ✓ Contacting people using a variety of modes.
- ✓ Obtaining results through people.



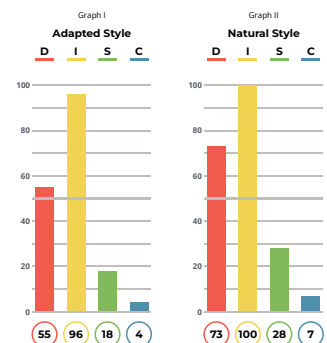
Keys to Motivating



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

Lois wants:

- ✓ Freedom from many rules and regulations.
- ✓ A manager who practices participative management.
- ✓ Public recognition of her ideas and results.
- ✓ The chance to have fun (play hard—work hard).
- ✓ Group activities outside the job.
- ✓ Rewards to support her dreams.
- ✓ Independence.
- ✓ To be measured by results.
- ✓ Participation in meetings on future planning.
- ✓ Working conditions with freedom to move and to talk to people.
- ✓ A friendly work environment.
- ✓ A support system to do the detail work.
- ✓ No close supervision.



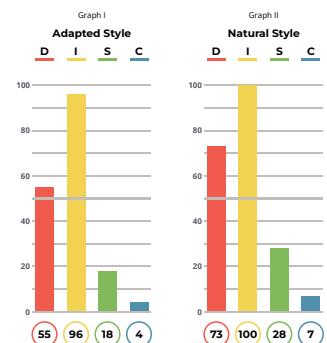
Keys to Managing



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

Lois needs:

- ✓ Restraints or programs to calculate the risk involved by her decisions.
- ✓ Support in doing excessive detail work.
- ✓ Better organization of record keeping.
- ✓ Opportunity to try the untried.
- ✓ Recognition that limits and rules do exist, and why.
- ✓ To handle routine paperwork only once.
- ✓ To mask emotions when appropriate.
- ✓ To be informed of things which affect her.
- ✓ More control of body language.
- ✓ To focus conversations on work activities—less socializing.
- ✓ Participatory management.





Areas for Improvement

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

Lois has a tendency to:

- ✓ Be optimistic regarding possible results of her projects or the potential of her people.
- ✓ Be inattentive to details—only attentive to results: "Don't ask how I did it, just if I succeeded."
- ✓ Trust people indiscriminately if positively reinforced by those people.
- ✓ Take information at face value without validation or substantial investigation.
- ✓ Make decisions based on surface analysis.
- ✓ Have difficulty planning and controlling time expenditure.
- ✓ Act impulsively—heart over mind, especially if her security is not perceived to be threatened.
- ✓ Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- ✓ Overuse praise in motivating others.



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 _____:

Sample

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 _____:

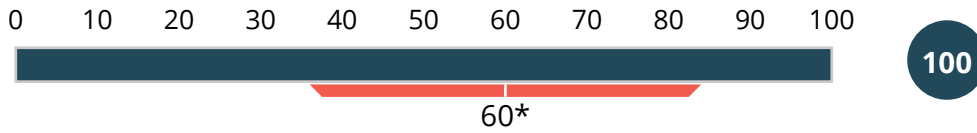
Sample

Behavioral Hierarchy

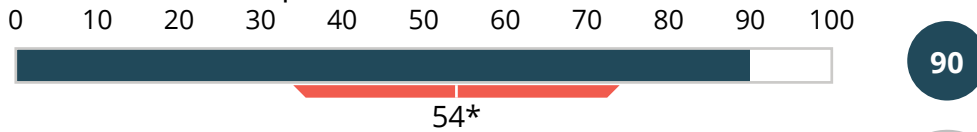


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

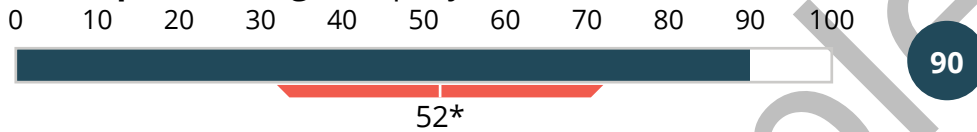
1. Interaction - Frequently engage and communicate with others.



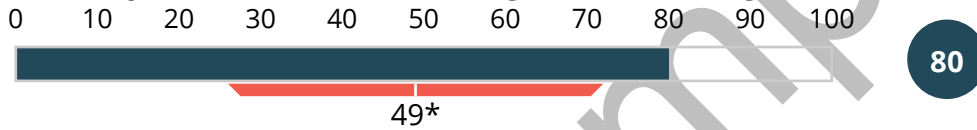
2. Versatile - Adapt to various situations with ease.



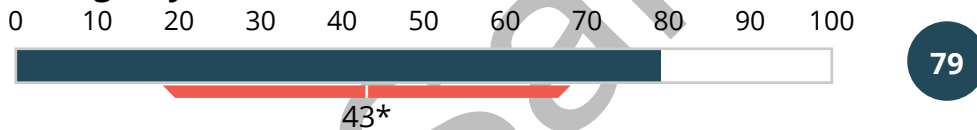
3. Frequent Change - Rapidly shift between tasks.



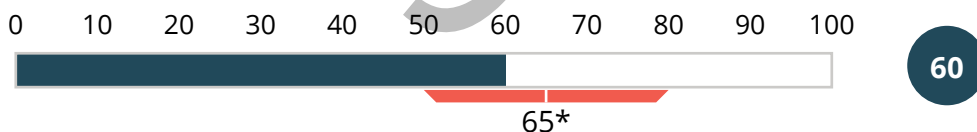
4. Competitive - Want to win or gain an advantage.



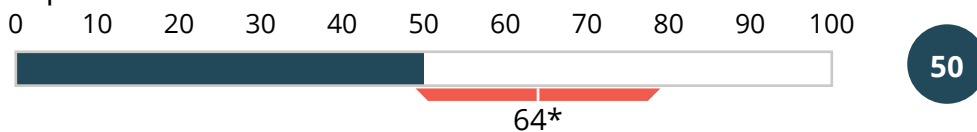
5. Urgency - Take immediate action.



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



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

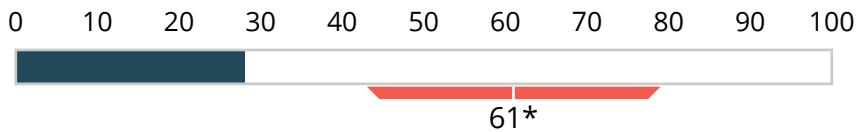


* 68% of the population falls within the shaded area.

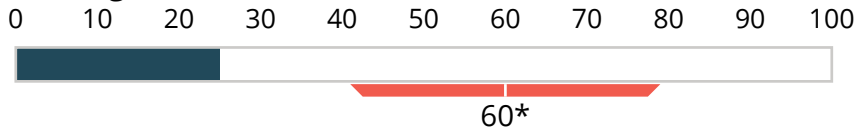
Behavioral Hierarchy



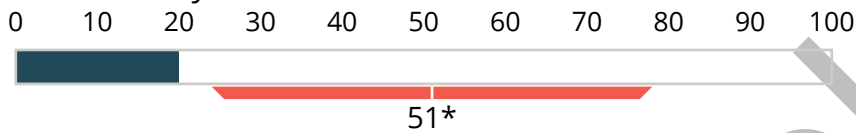
8. Persistence - Finish tasks despite challenges or resistance.



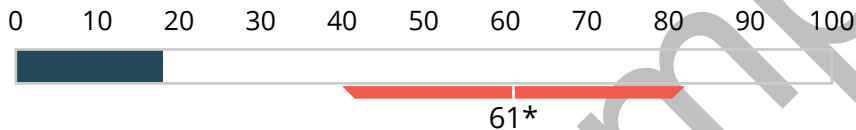
9. Following Policy - Adhere to rules, regulations, or existing methods.



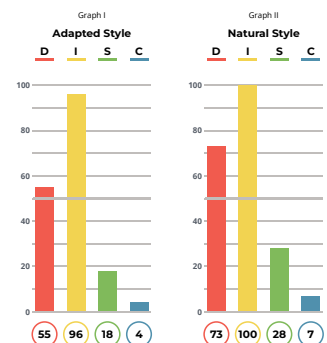
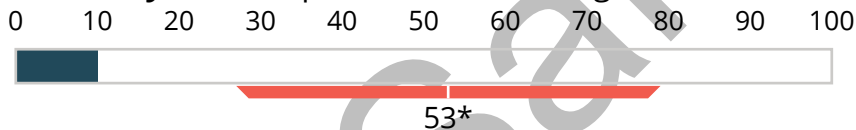
10. Organized Workplace - Establish and maintain specific order in daily activities.



11. Consistent - Perform predictably in repetitive situations.



12. Analysis - Compile, confirm and organize information.



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

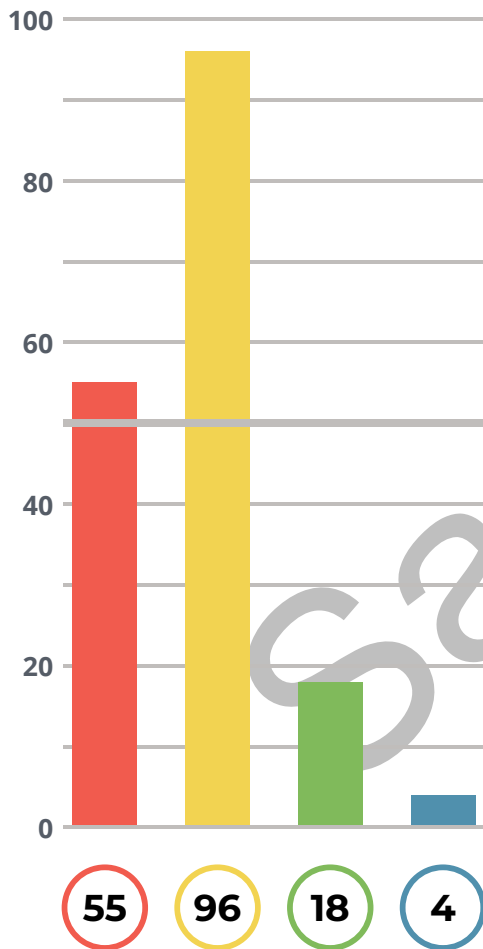
Style Insights® Graphs



Graph I

Adapted Style

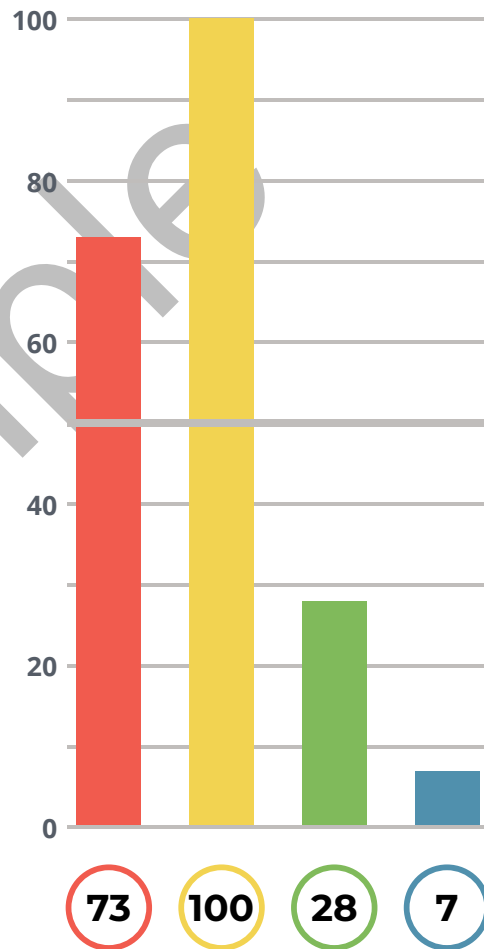
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**

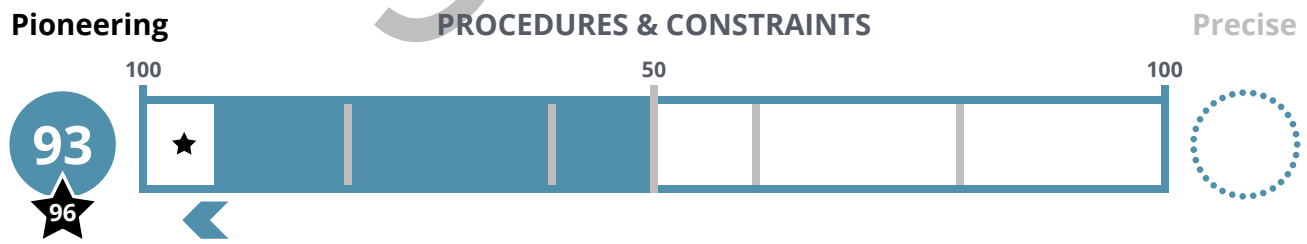
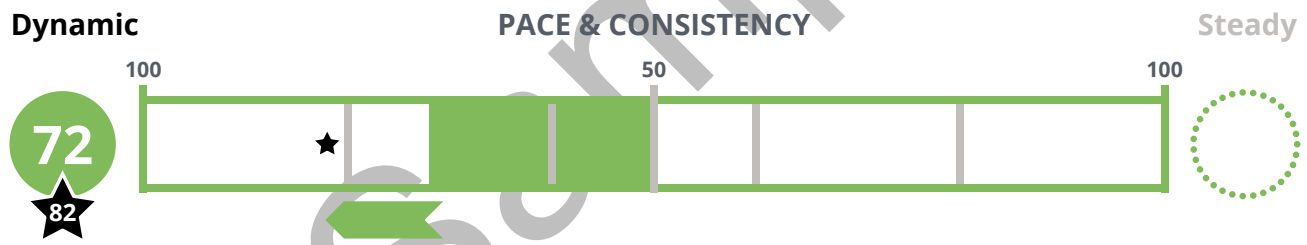
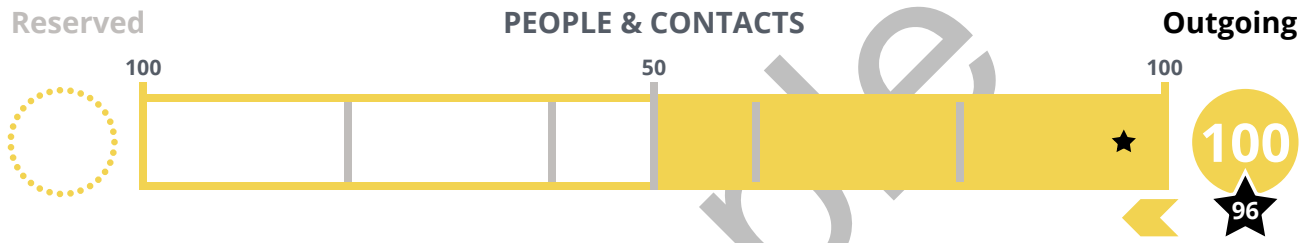
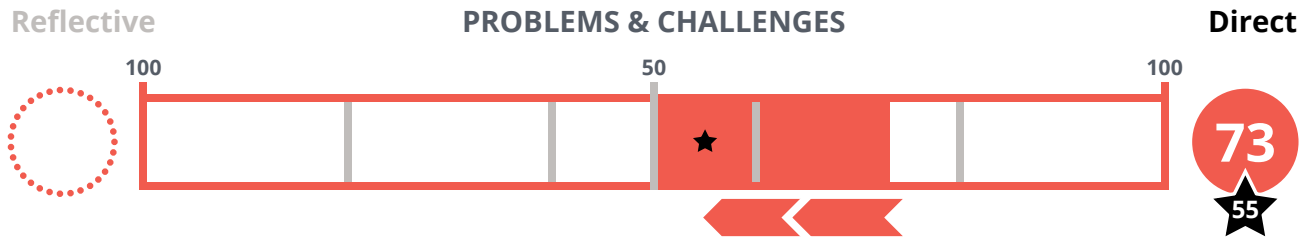


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Behavioral Continuum



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 Lois falls within each continuum.



★ Adapted Position
 ◀ Adapted Movement

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The TTI Success Insights® Wheel



The TTI 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.

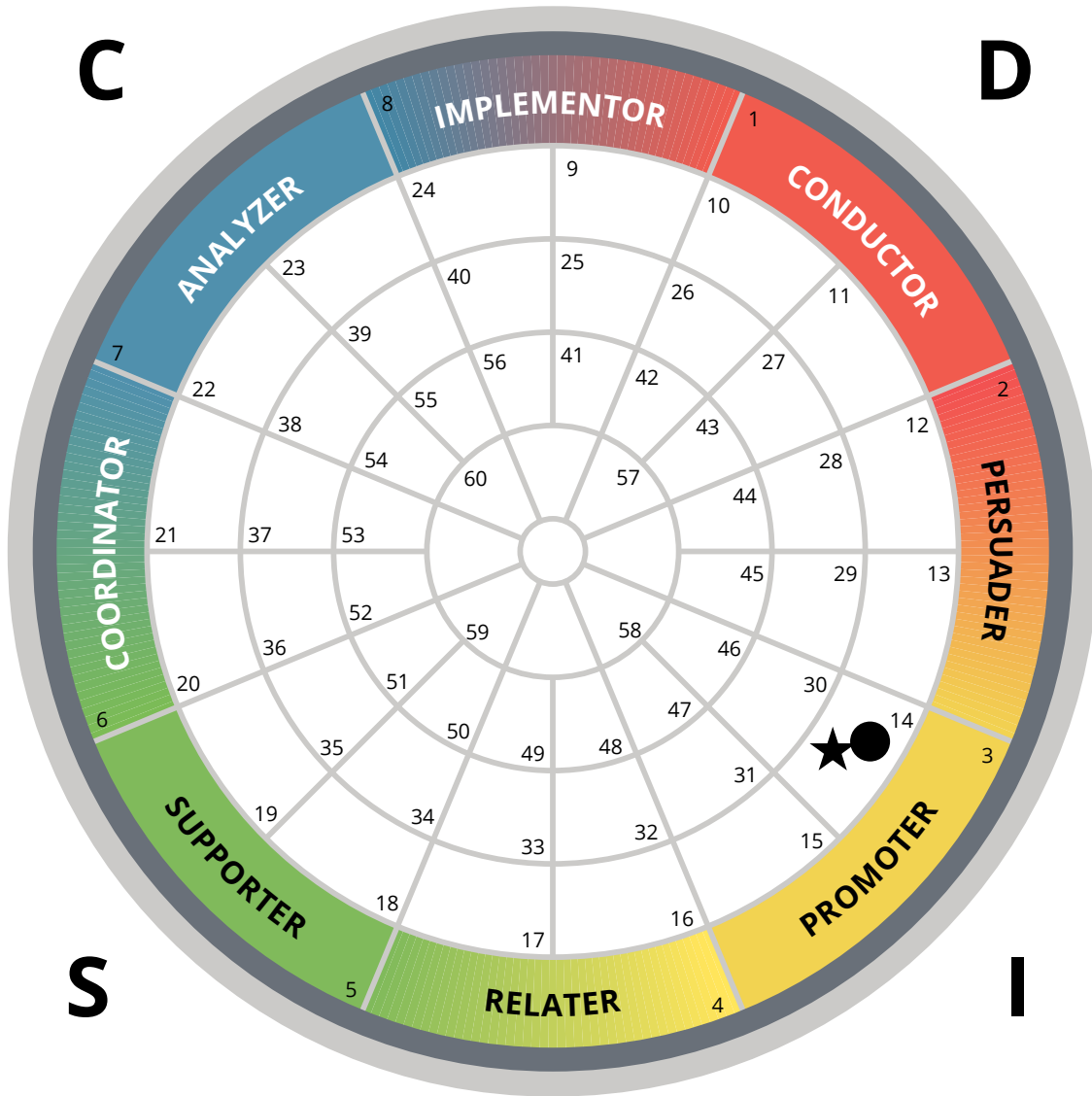
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

Sample

The TTI Success Insights® Wheel



Lois Elrich
3-30-2020



Adapted: ★ (14) PERSUADING PROMOTER
 Natural: ● (14) PERSUADING PROMOTER
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