



TTI
SUCCESS
INSIGHTS®

Management-Staff

John Waldo
Owner / Consultant
Next Step Initiatives
9-24-2016

...from where you are to where you need to be...

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



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 John'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 John's natural behavior.

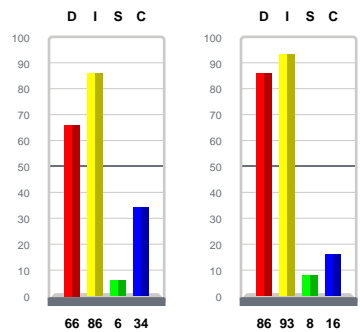
John, an outgoing person, feels at home with strangers. He likes quality social relationships. He often will become friends with his customers or clients. He has a good sense of urgency. He likes to get results through others. He is at his best when he has people working with him. John likes feedback from his manager on how he is doing. He believes in getting results through other people. He prefers the "team approach." He has a strong ego and usually projects this ego in friendly terms. He may be careless with details. John is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He places his focus on people. To him, strangers are just friends he hasn't met!

John can make decisions even though some of the facts to support the decision may be missing. 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. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He tends to make snap judgments or impulsive decisions. John is good at solving problems that deal with people. He believes rules exist to serve rather than to be followed by him. He likes to be involved in the decision-making process. He makes quick decisions.



Adapted Style

Natural Style



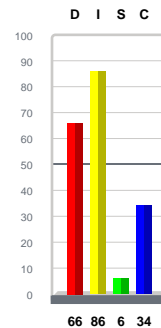


General Characteristics Continued

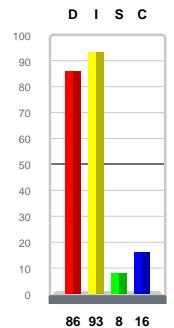
John tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. Sometimes he can get caught short on the facts and figures needed to support his ideas. He judges others by their verbal skills and warmth. He will often verbalize his need to be his own person. Some see him as too talkative and emotional. He 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. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not know well. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does!



Adapted Style



Natural Style



John Waldo



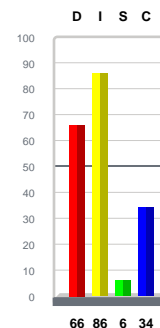
Value to the Organization

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

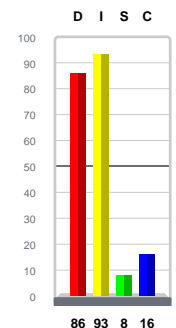
- Positive sense of humor.
- Verbalizes his feelings.
- Ability to change gears fast and often.
- Accomplishes goals through people.
- Team player.
- Sense of urgency.
- Optimistic and enthusiastic.
- Negotiates conflicts.



Adapted Style



Natural Style



John Waldo



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 John. 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 John most frequently.

Ways to Communicate

- Understand his sporadic listening skills.
- Provide ideas for implementing action.
- Put projects in writing, with deadlines.
- Deal with details in writing, have him commit to modes of action.
- Leave time for relating, socializing.
- Talk about him, his goals and the opinions he finds stimulating.
- Provide systems to follow.
- Read the body language for approval or disapproval.
- Be specific and leave nothing to chance.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Use his jargon.





John Waldo



Checklist for Communicating Continued

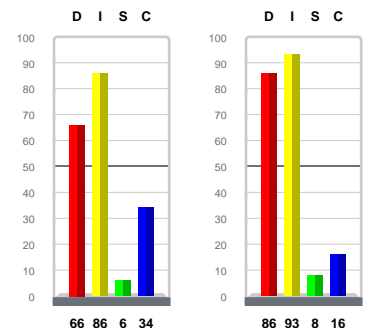
This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate

- Talk down to him.
- Be dictatorial.
- Legislate or muffle--don't overcontrol the conversation.
- Let him change the topic until you are finished.
- Drive on to facts, figures, alternatives or abstractions.
- Dictate to him.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Be put off by his "cockiness."
- Use paternalistic approach.
- Be curt, cold or tight-lipped.
- Forget to follow-up.
- Assume he heard what you said.



Adapted Style Natural Style



John Waldo



Communication Tips

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

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.



Descriptors

Based on John'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
Dominance	Influencing	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



Keys to Managing

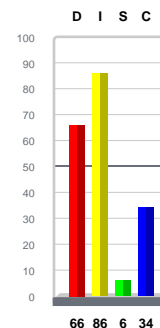
In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

John needs:

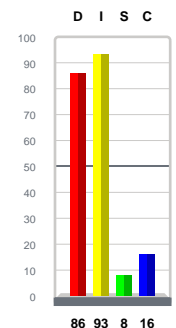
- Vacations or periods of reduced activity level.
- Systems to follow.
- Better organization of record keeping.
- A rational approach to decision making--analyze the facts.
- To handle routine paperwork only once.
- Participatory management.
- Budgets to help prioritize his purchases.
- Appreciation of slower-moving people.
- To pace himself.
- People to work and associate with.
- Deadlines for completion of work.



Adapted Style



Natural Style



John Waldo



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:

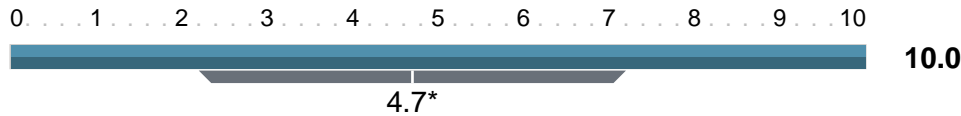
4. I will make the following changes to my behavior, and I will implement them by _____:



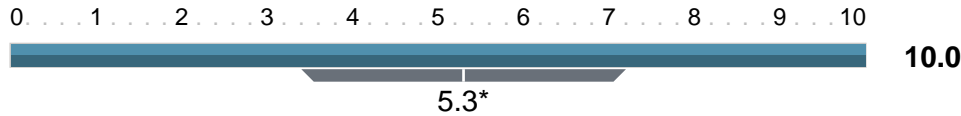
Behavioral Hierarchy

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.

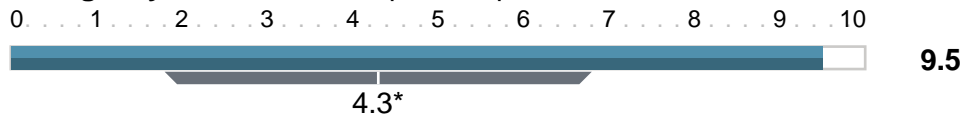
1. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



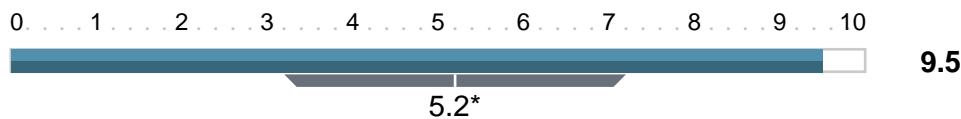
2. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



3. Urgency - Decisiveness, quick response and fast action.



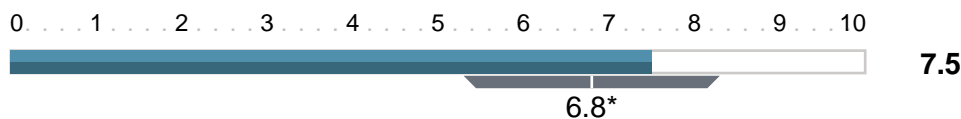
4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



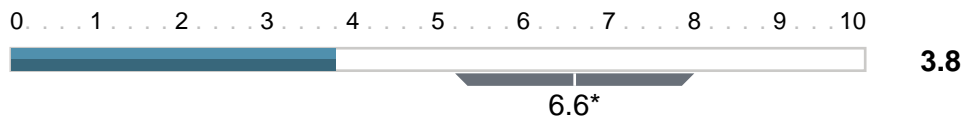
5. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



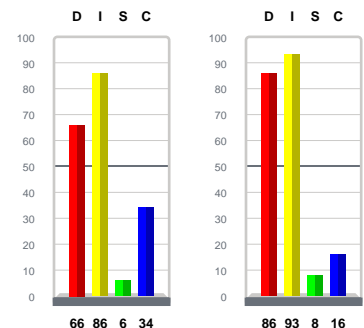
7. Customer Relations - A desire to convey your sincere interest in them.



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



Adapted Style Natural Style



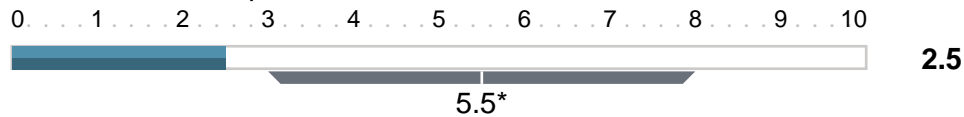


Behavioral Hierarchy

8. Consistency - The ability to do the job the same way.



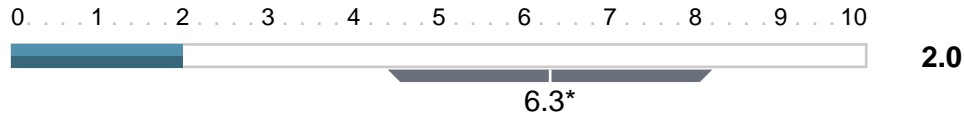
9. Analysis of Data - Information is maintained accurately for repeated examination as required.



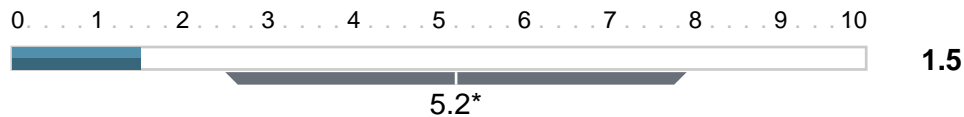
10. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



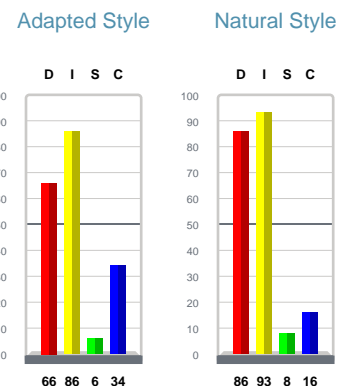
11. Follow Up and Follow Through - A need to be thorough.



12. Organized Workplace - Systems and procedures followed for success.



SIA: 66-86-06-34 (14) SIN: 86-93-08-16 (13)
* 68% of the population falls within the shaded area.



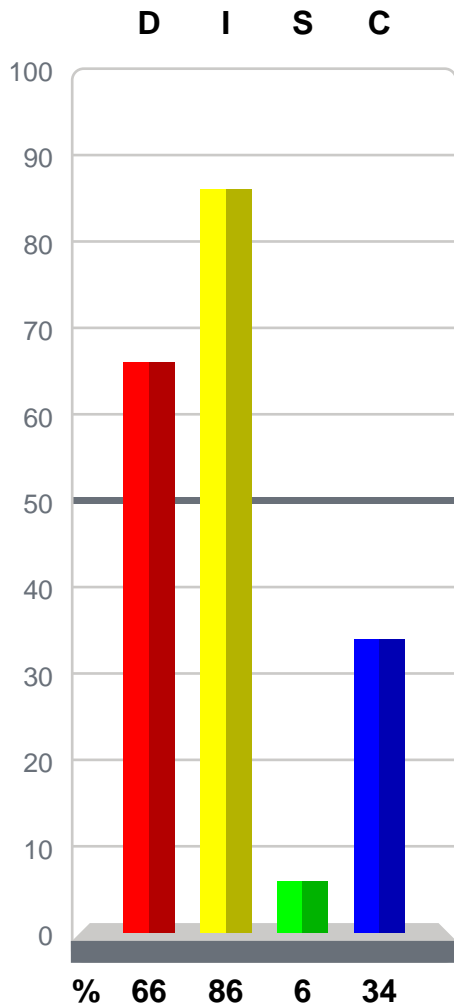


Style Insights® Graphs

9-24-2016

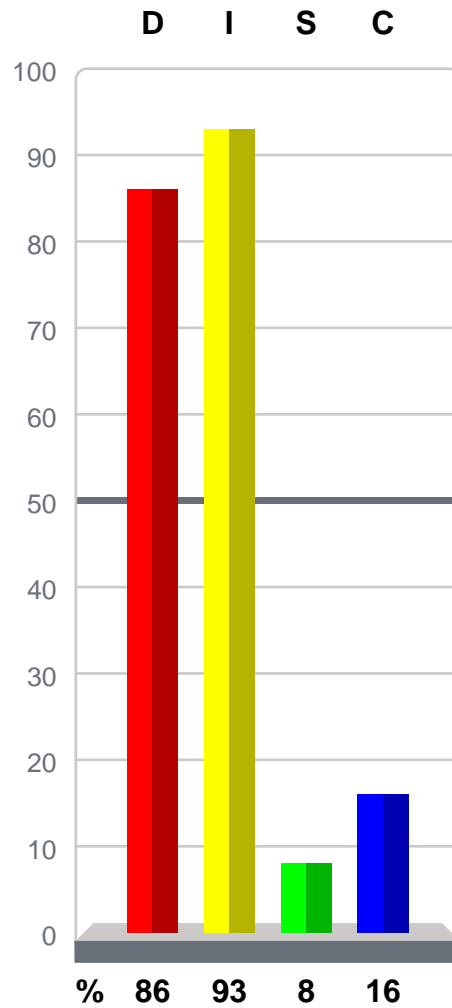
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



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.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

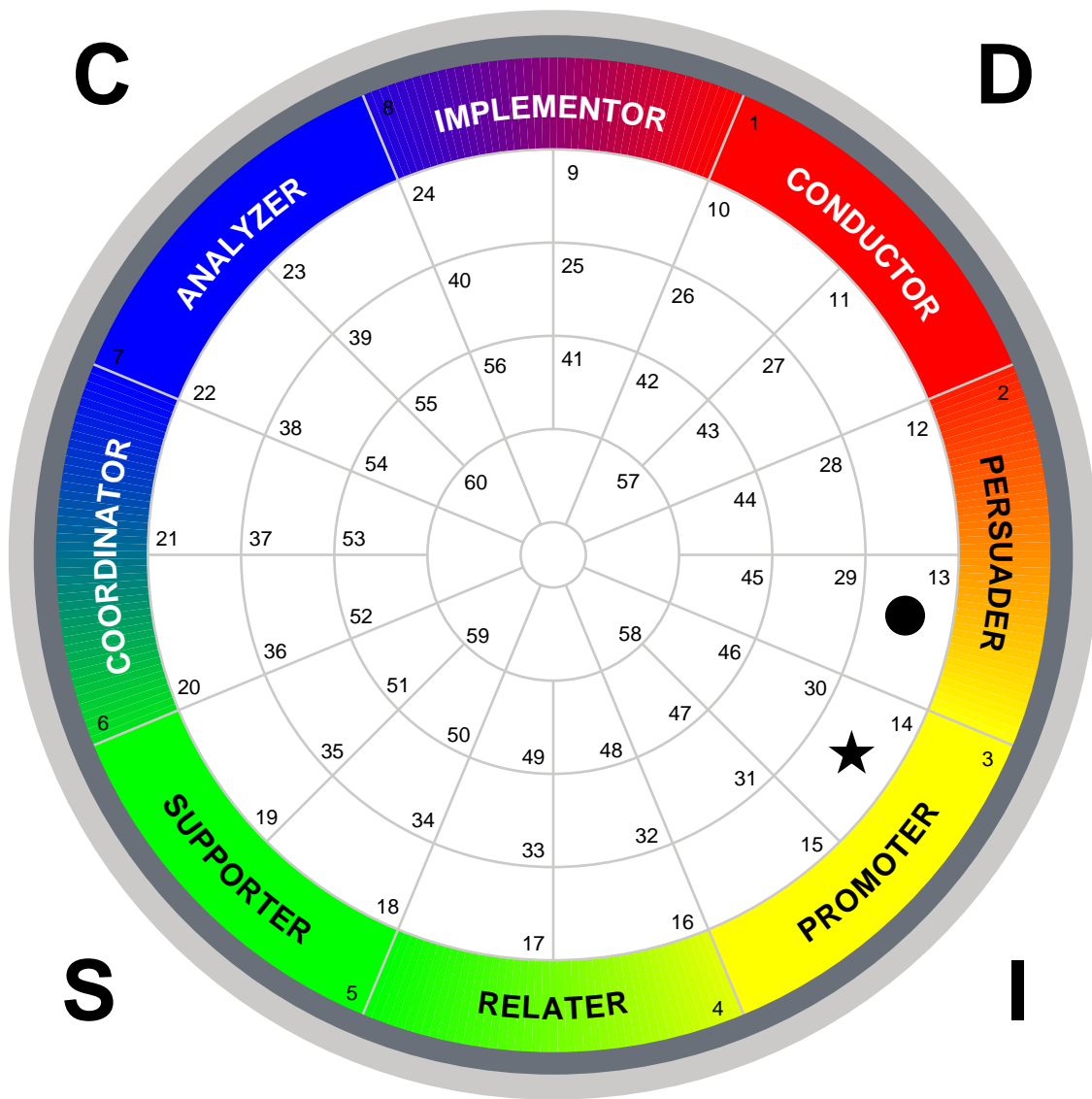
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

9-24-2016



Adapted: ★ (14) PERSUADING PROMOTER
 Natural: ● (13) PROMOTING PERSUADER

Norm 2015 R4

T: 8:40

John Waldo