



TTI  
SUCCESS  
INSIGHTS®

## Team Building

Sally Sampleton  
6-29-2015

**"Be Daring, Be First, Be Different."**

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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*



# Basic Characteristics

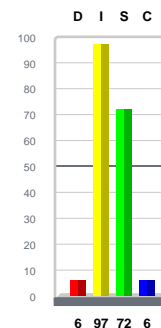
*Based on Sally's responses, the report has generated general behavioral statements to provide information on her natural behavior. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Sally's natural behavior.*

Sally can be friendly with others in many situations, but primarily with groups of established friends and associates. She is sociable and enjoys the uniqueness of each human being. She is good at creating enthusiasm in others. She influences most people with her warmth. She is usually filled with good intentions, but often lacks the time to fulfill them. Sally is enthusiastic and usually slow to anger. She tries to influence others through a personal relationship and many times will perform services to develop this relationship. She prefers working for a participative manager. She does her best work in this kind of environment. She, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. Sally wants to be liked by everyone and to be recognized for her willingness to help others in time of need. She can combine and balance enthusiasm and patience.

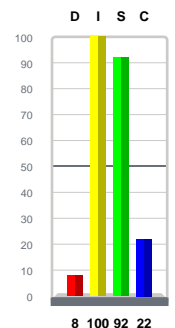
Sally will not be overlooked nor uninvolved. She will consistently try to inspire people to her point of view. She is good at solving problems that deal with people. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. She likes working for managers who make quick decisions. 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 likes to participate in decision making. Because of her trust and willing acceptance of people, she may misjudge the abilities of others.



Adapted Style



Natural Style



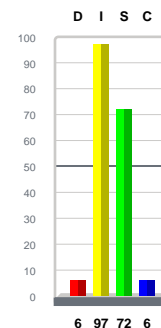


## Basic Characteristics Continued

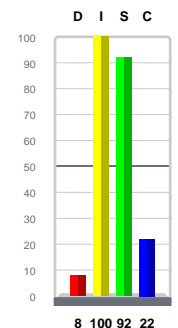
Sally is both a good talker and a good listener. She may use her time imprecisely because she likes to talk to people. She has a tendency, which she regards as an ability, to talk smoothly, readily and at length. She is good at negotiating conflict between others. Sally feels that "if everyone would just talk it out, everything would be okay!" Sally is highly excited by what influences her. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person.



Adapted Style



Natural Style



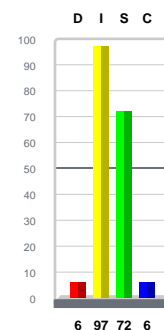


# Work Characteristics

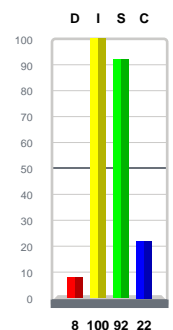
Sally sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Flaunting independence.
- Obtaining results through people.
- Firm commitment to accomplishments.
- Willing to take risks when others may be hesitant.
- Using a direct, forthright and honest approach in her communications.
- Positive, outgoing, friendly behavior.
- Being creative and unconventional in making a point.
- Using a creative approach in decision making.
- Being independent and innovative.
- Dedicated to "going it alone" when necessary.
- Optimistic, future-oriented outlook.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Participative decision making.

Adapted Style



Natural Style





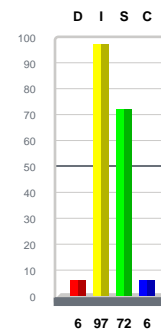
# Value to the Team

*This section of the report identifies Sally's value to the team. Discuss this list and identify those values most important to the team.*

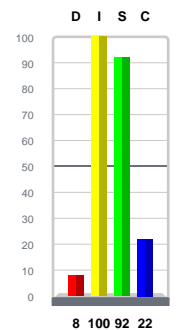
- Positive sense of humor.
- Creative problem solving.
- Accomplishes goals through people.
- Optimistic and enthusiastic.
- Dependable team player.
- Service-oriented.
- Patient and empathetic.
- People-oriented.



Adapted Style



Natural Style





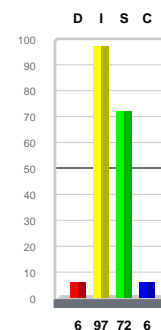
# Value to the Organization

*This section identifies the behavior Sally brings to the organization. Use these statements to capitalize on Sally's value to the team and organization.*

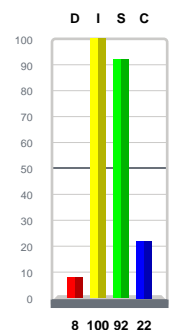
- Builds confidence in others.
- Creative problem solving.
- Self-reliant.
- Accomplishes goals through people.
- Team player.
- Dedicated to her own ideas.
- Negotiates conflicts.



Adapted Style



Natural Style





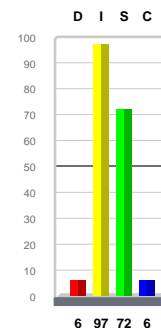
# Checklist for Communicating

*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 Sally. 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 Sally most frequently.*

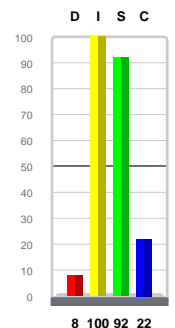
## Ways to Communicate

- Start, however briefly, with a personal comment. Break the ice.
- Talk about her, her goals and the opinions she finds stimulating.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Read the body language for approval or disapproval.
- Leave time for relating, socializing.
- Provide ideas for implementing action.
- Define clearly (preferably in writing) individual contributions.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Provide testimonials from people she sees as important.

Adapted Style



Natural Style







## Checklist for Communicating Continued

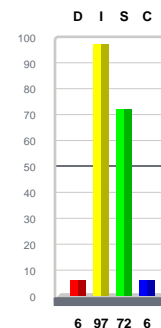
*This section of the report is a list of things NOT to do while communicating with Sally. Review each statement with Sally and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

### Ways NOT to Communicate

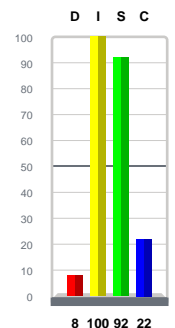
- Be domineering or demanding; don't threaten with position power.
- Be curt, cold or tight-lipped.
- Force her to respond quickly to your objectives. Don't say "Here's how I see it."
- Patronize or demean her by using subtlety or incentive.
- Drive on to facts, figures, alternatives or abstractions.
- Leave decisions hanging in the air.
- Be abrupt and rapid.
- Talk down to her.
- Legislate or muffle--don't overcontrol the conversation.
- Offer assurance and guarantees you can't fulfill.
- "Dream" with her or you'll lose time.
- Take credit for her ideas.



Adapted Style



Natural Style





# Communication Tips

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



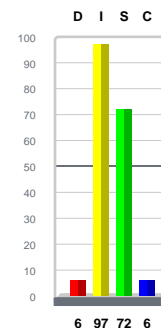
# Team Effectiveness Factors

Sally's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows her strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

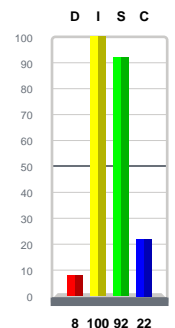
- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.
- STRENGTH - Good communicator and good at meeting new people. POTENTIAL WEAKNESS - May oversell herself and turn others off.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.
- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.



Adapted Style



Natural Style





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

### Self-Perception

Sally usually sees herself as being:

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

### Others' Perception - Moderate

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

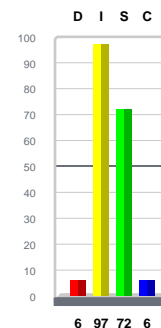
- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

### Others' Perception - Extreme

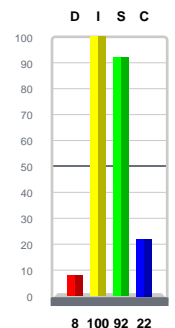
Under extreme pressure, stress or fatigue, others may see her as being:

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

Adapted Style



Natural Style





# Descriptors

Based on Sally'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         |



# Action Plan

## Professional Development

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

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

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

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

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# Action Plan

## Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

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

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---

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

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

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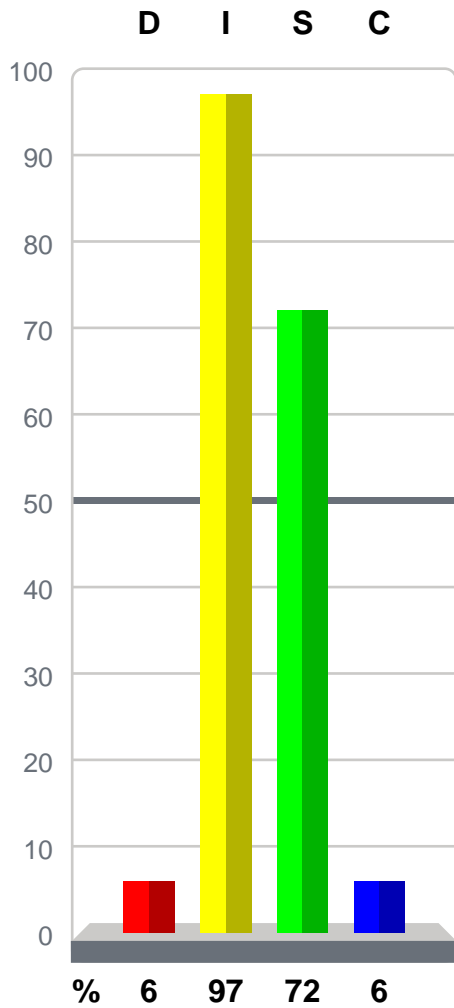


# Style Insights® Graphs

6-29-2015

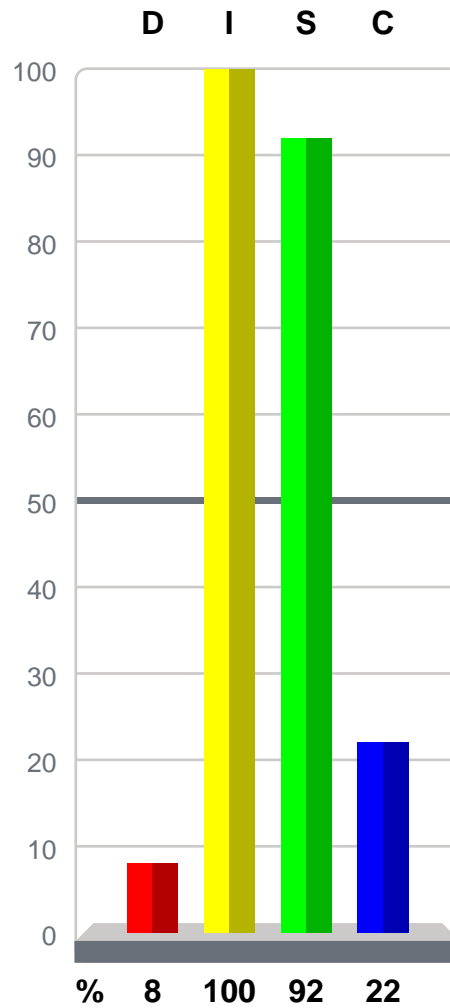
Adapted Style

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.

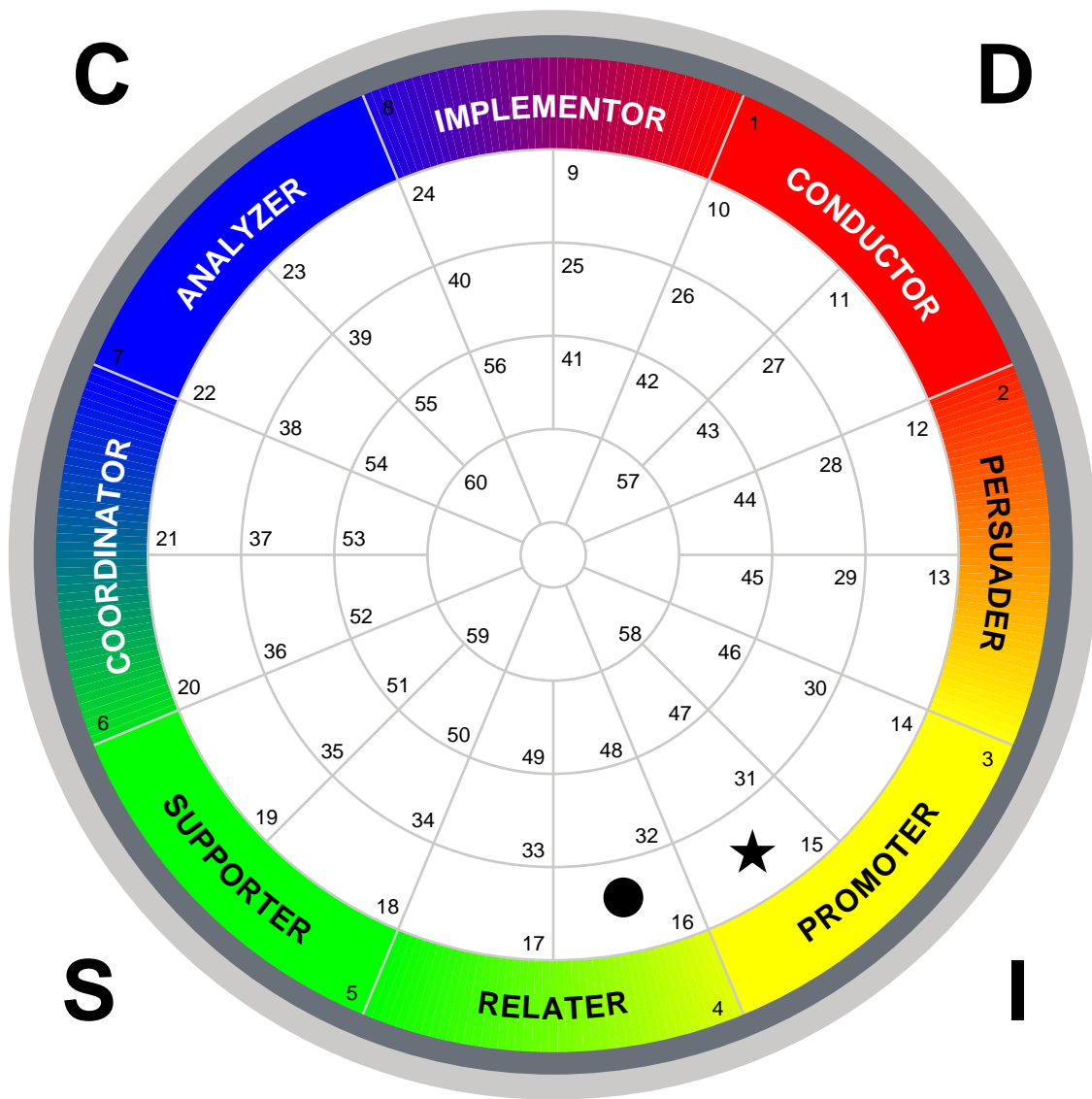
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

6-29-2015



Adapted: ★ (15) RELATING PROMOTER  
 Natural: ● (16) PROMOTING RELATER

Norm 2015 R4

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