



TTI Success Insights®

Management-Staff™ Version

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

Dan Demo

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9-30-2008



Achieve Your Vision

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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 Dan'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 Dan's natural behavior.

Dan has high ego strengths and may be viewed by some as egotistical. He is aggressive and confident. Some would see Dan as an initiator. He is a dominant, forceful and direct person who wants to be seen as an individualist. He prefers an environment with variety and change. He is at his best when many projects are underway at once. Dan is driven toward goals completion and wants to be in a position to set policy that will allow him to meet those goals. He is often frustrated when working with others who do not share the same sense of urgency. He is the type of individual who, under pressure, has a tremendous sense of urgency and need to get things done. He enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. Dan wants to be viewed as self-reliant and willing to pay the price for success. Many people see him as a self-starter dedicated to achieving results.

Dan finds it easy to share his opinions on solving work-related problems. He prefers authority equal to his responsibility. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He likes to make decisions quickly. Dan has the unique ability of tackling tough problems and following them through to a



GENERAL CHARACTERISTICS

satisfactory conclusion. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he becomes emotionally involved in the decision-making process.

Dan likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He tends to be intolerant of people who seem ambiguous or think too slowly. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may lack the patience to listen and communicate with slower acting people. Dan tends to influence people by being direct, friendly and results-oriented. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He challenges people who volunteer their opinions.



VALUE TO THE ORGANIZATION

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

- Optimistic and enthusiastic.
- Self-starter.
- Challenges the status quo.
- Forward-looking and future-oriented.
- Motivates others towards goals.
- Negotiates conflicts.
- Innovative.



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 Dan. 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 Dan most frequently.

Do:

- Provide questions, alternatives and choices for making his own decisions.
- Talk about him, his goals and the opinions he finds stimulating.
- Leave time for relating, socializing.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Deal with details in writing, have him commit to modes of action.
- Be clear, specific, brief and to the point.
- Provide a warm and friendly environment.
- Support and maintain an environment where he can be efficient.
- Provide ideas for implementing action.
- Ask for his opinions/ideas regarding people.
- Read the body language--look for impatience or disapproval.
- Present the facts logically; plan your presentation efficiently.
- Plan interaction that supports his dreams and intentions.



DON'TS ON COMMUNICATING

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

Don't:

- Legislate or muffle--don't overcontrol the conversation.
- Try to build personal relationships.
- Drive on to facts, figures, alternatives or abstractions.
- Let disagreement reflect on him personally.
- Reinforce agreement with "I'm with you."
- Ask rhetorical questions, or useless ones.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Be redundant.
- Be dictatorial.
- Be curt, cold or tight-lipped.
- Try to convince by "personal" means.
- Ramble on, or waste his time.
- Leave decisions hanging in the air.



COMMUNICATION TIPS

This section provides suggestions on methods which will improve Dan'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, Dan will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ■ Prepare your "case" in advance. ■ Stick to business. ■ Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ Being giddy, casual, informal, loud. ■ Pushing too hard or being unrealistic with deadlines. ■ Being disorganized or messy. 	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ■ Be clear, specific, brief and to the point. ■ Stick to business. ■ Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ Talking about things that are not relevant to the issue. ■ Leaving loopholes or cloudy issues. ■ Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ■ Begin with a personal comment--break the ice. ■ Present your case softly, nonthreateningly. ■ Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ Rushing headlong into business. ■ Being domineering or demanding. ■ Forcing them to respond quickly to your objectives. 	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ■ 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. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ■ 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 Dan'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 Dan enjoys and also those that create frustration.

- Freedom of movement.
- An innovative and futuristic-oriented environment.
- Work tasks that change from time to time.
- Tasks involving motivated groups and establishing a network of contacts.
- Forum to express ideas and viewpoints.
- Nonroutine work with challenge and opportunity.
- Freedom from controls, supervision and details.
- Evaluation based on results, not the process.
- Democratic supervisor with whom he can associate.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Dan usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated



DESCRIPTORS

Based on Dan's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending
		Hypertense	Careless with Details



NATURAL AND ADAPTED STYLE

Dan's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Dan tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Dan will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.</p>		<p>Dan sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>

Natural	PEOPLE - CONTACTS	Adapted
<p>Dan's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.</p>		<p>Dan projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.</p>



NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Dan is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>Dan sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Dan does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.</p>	<p>Dan shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Dan sees little or no need to change his response to the environment.</p>	



ADAPTED STYLE

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

- Firm commitment to accomplishments.
- Skillful use of vocabulary for persuasive situations.
- Flaunting independence.
- A competitive environment, combined with a high degree of people skills.
- Anticipating and solving problems.
- Being creative and unconventional in making a point.
- A good support team to handle paperwork.
- Using a direct, forthright and honest approach in his communications.
- Acting without precedent, and able to respond to change in daily work.
- Dedicated to "going it alone" when necessary.
- Being independent and innovative.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.



KEYS TO MOTIVATING

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

Dan wants:

- Excitement.
- Independence.
- Opportunity for rapid advancement.
- Unusual, new or difficult assignments.
- To be seen as a leader.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Control of his own destiny.
- A forum to ventilate his emotions.
- Power and authority to take the risks to achieve results.
- Prestige, position and titles so he can control the destiny of others.
- The chance to have fun (play hard--work hard).
- No close supervision.
- Exposure to those who appreciate his results.



KEYS TO MANAGING

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

Dan needs:

- To know results expected and to be evaluated on the results.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- People to work and associate with.
- A rational approach to decision making--analyze the facts.
- To display empathy for people who approach life differently than he does.
- To understand his role on the team--either a team player or the leader.
- To focus conversations on work activities--less socializing.
- To handle routine paperwork only once.
- Better organization of record keeping.
- Help on controlling time and setting priorities.
- More control of body language.



AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Dan and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Dan has a tendency to:

- Be inconsistent because of many stops, starts and ever-changing direction.
- Fail to complete what he starts because of adding more and more projects.
- Take on too much, too soon, too fast.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Be so concerned with big picture; he forgets to see the little pieces.
- Make "off the cuff" remarks that are often seen as personal prods.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Be disruptive because of his innate restlessness and disdain for sameness.



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:

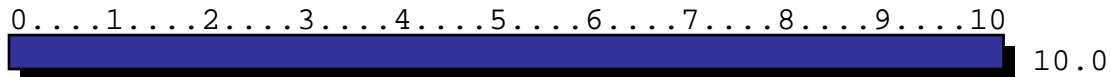
4. I will make the following changes to my behavior, and I will implement them by _____:



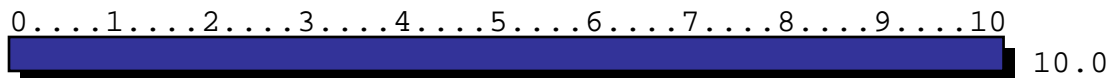
BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

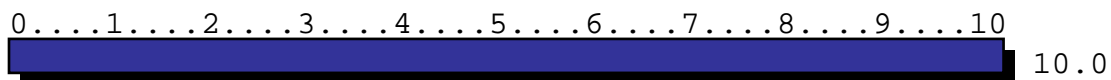
1. URGENCY



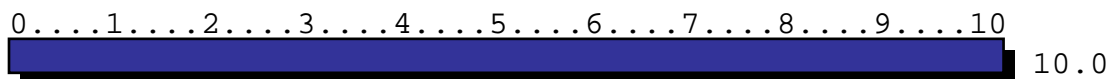
2. COMPETITIVENESS



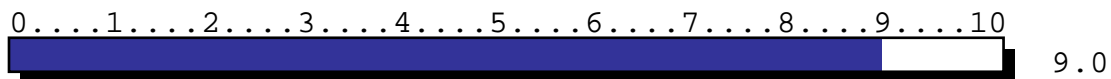
3. VERSATILITY



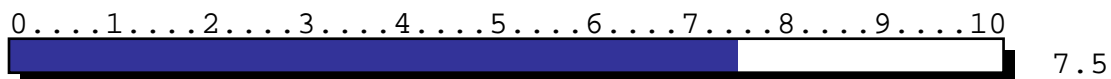
4. FREQUENT CHANGE



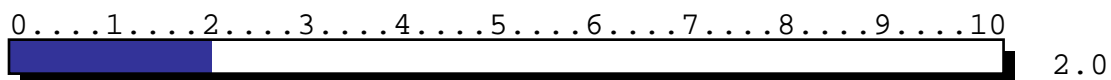
5. FREQUENT INTERACTION WITH OTHERS



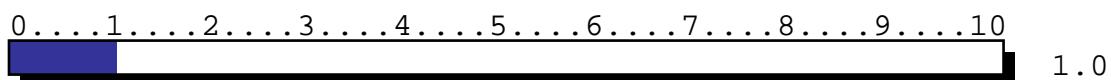
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE



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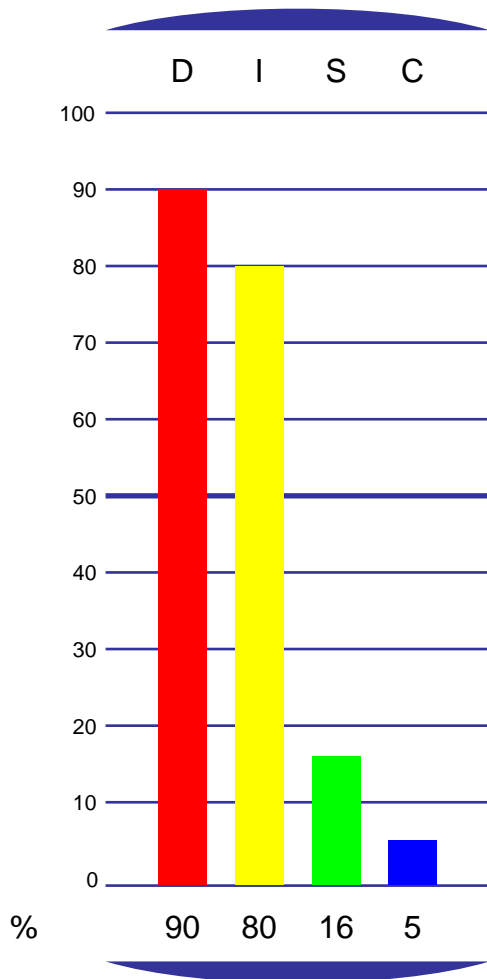
STYLE INSIGHTS® GRAPHS

Dan Demo

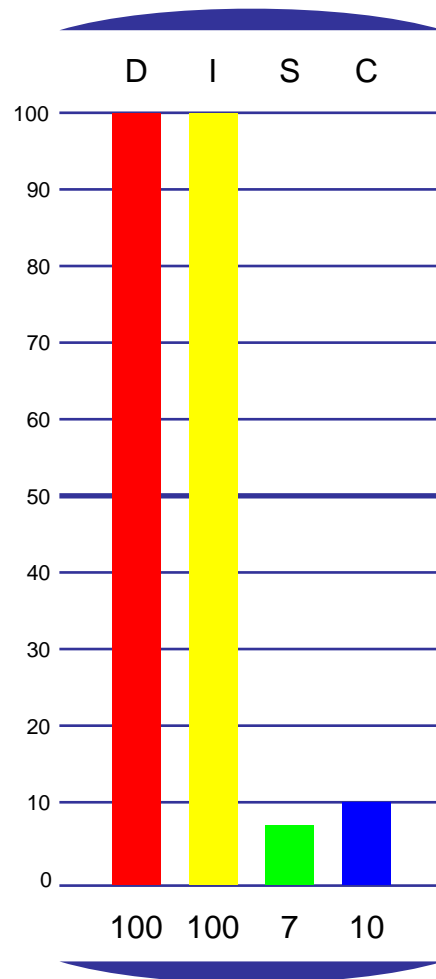
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2003



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.

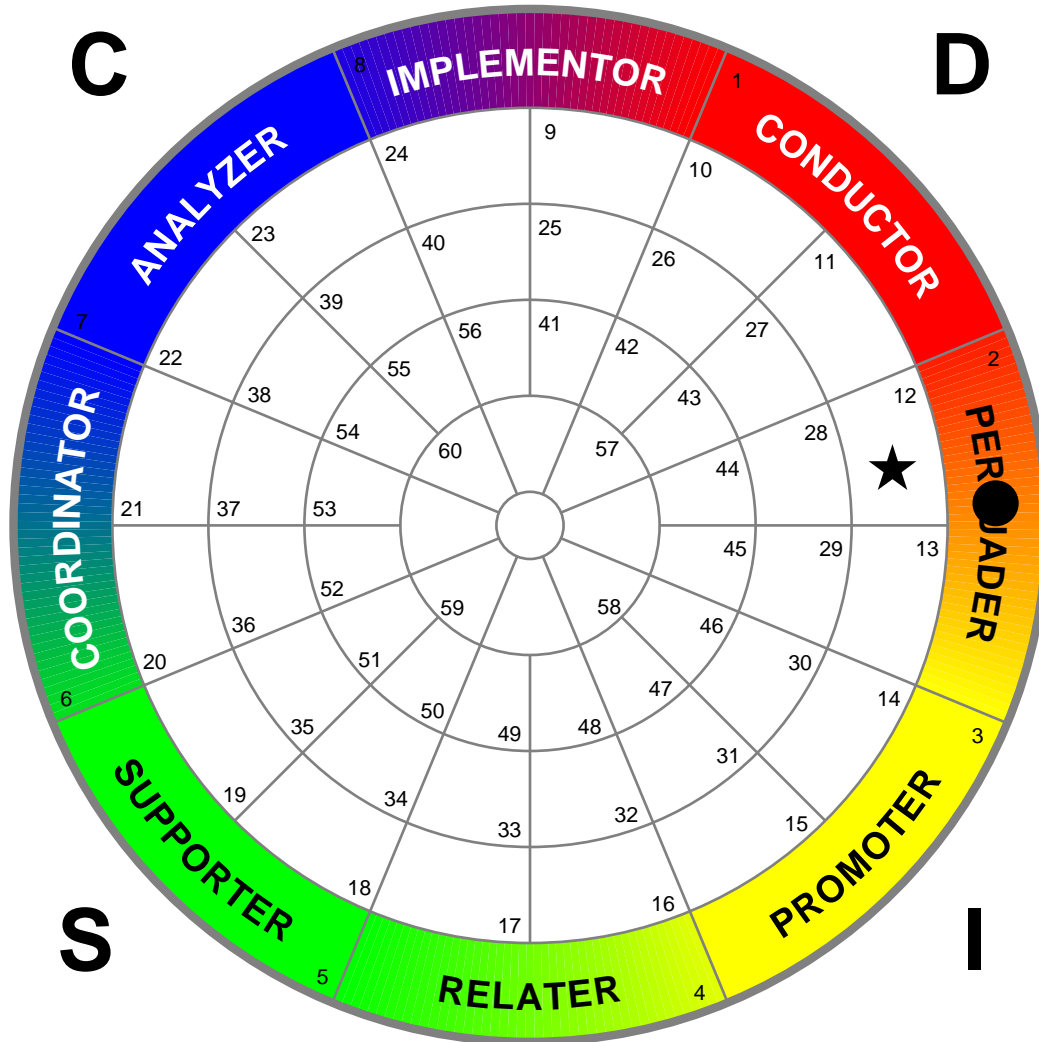
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

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Adapted: ★ (12) CONDUCTING PERSUADER
Natural: ● (2) PERSUADER
Norm 2003

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