



TTI  
SUCCESS  
INSIGHTS®

## Management-Staff

Eva Pillossof  
Assessment Director  
AKNS  
2-4-2020



# Table of Contents

Introduction .....	3
General Characteristics .....	4
Value to the Organization .....	6
Checklist for Communicating .....	7
Checklist for Communicating - <i>Continued</i> .....	8
Communication Tips .....	9
Ideal Environment .....	10
Perceptions - <i>See Yourself as Others See You</i> .....	11
Descriptors .....	12
Natural and Adapted Style .....	13
Adapted Style .....	15
Keys to Motivating .....	16
Keys to Managing .....	17
Areas for Improvement .....	18
Action Plan .....	19
Behavioral Hierarchy .....	21
Style Insights® Graphs .....	23
The Success Insights® Wheel .....	24



## 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

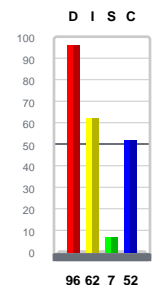
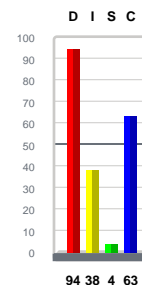
*Based on Eva's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Eva's natural behavior.*

Eva is comfortable in an environment that may be characterized by high pressure and is variety-oriented. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people with whom she works. She tends to have a "short fuse" and can display anger or displeasure when she feels that people are taking advantage of her. She is driven toward goals completion and wants to be in a position to set policy that will allow her to meet those goals. Eva is often frustrated when working with others who do not share the same sense of urgency. She can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of her great strengths. She is goal-oriented and driven by results. She is the team member who will try to keep the others on task. She wants to be seen as an individual who is totally keyed to results. She wants to get things done in a manner that is consistent with her perception of the "right way" of doing things. Eva is deadline conscious and becomes irritated if deadlines are delayed or missed. She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project.

Eva has the ability to make high-risk decisions, but sometimes should seek counsel before acting. She should realize that at times she needs to think a project through, beginning to end, before starting the project. When faced with a tough decision, she will try to sell you on her ideas. She finds it easy to share her opinions on solving work-related problems. Eva will work long hours until a tough problem is solved. After it is solved, Eva may become bored with any routine work that follows. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes she becomes emotionally involved in the decision-making process.

Adapted Style

Natural Style

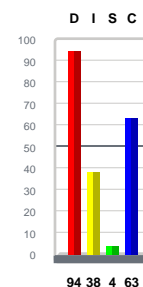




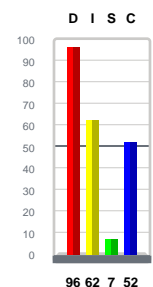
## General Characteristics Continued

Eva tends to be intolerant of people who seem ambiguous or think too slowly. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She challenges people who volunteer their opinions. She tends to influence people by being direct, friendly and results-oriented. Eva should exhibit more patience and ask questions to make sure that others have understood what she has said. She may sometimes mask her feelings in friendly terms. If pressured, Eva's true feelings may emerge. She likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead.

Adapted Style



Natural Style



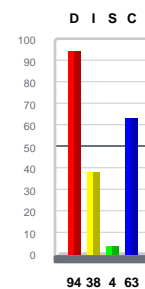


## Value to the Organization

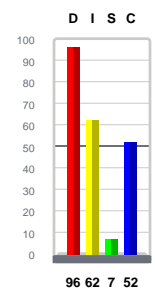
*This section of the report identifies the specific talents and behavior Eva brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.*

- Accomplishes goals through people.
- Challenge-oriented.
- Initiates activity.
- Thinks big.
- Challenges the status quo.
- Creative in her approach to solving problems.
- Deadline conscious.
- Will join organizations to represent the company.

Adapted Style



Natural Style





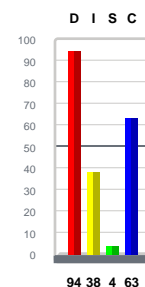
# Checklist for Communicating

*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 Eva. 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 Eva most frequently.*

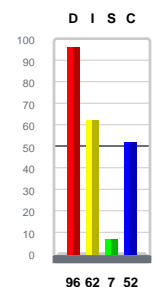
## Ways to Communicate

- Give strokes for her involvement.
- Motivate and persuade by referring to objectives and results.
- Understand her sporadic listening skills.
- Use her jargon.
- Provide systems to follow.
- Put projects in writing, with deadlines.
- Be open, honest and informal.
- Support the results, not the person, if you agree.
- Stick to business--let her decide if she wants to talk socially.
- Read the body language--look for impatience or disapproval.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Verify that the message was heard.
- Be specific and leave nothing to chance.

Adapted Style



Natural Style





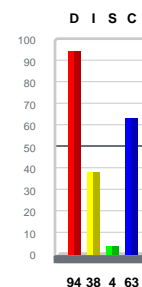
## Checklist for Communicating Continued

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

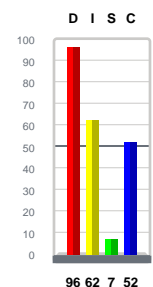
### Ways **NOT** to Communicate

- Leave loopholes or cloudy issues if you don't want to be zapped.
- Direct or order.
- Be redundant.
- Let disagreement reflect on her personally.
- Let her change the topic until you are finished.
- Come with a ready-made decision, or make it for her.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Try to convince by "personal" means.
- Ramble on, or waste her time.
- Try to build personal relationships.
- Use paternalistic approach.
- Talk too slowly, or dwell on details to excess.
- Reinforce agreement with "I'm with you."

Adapted Style



Natural Style







# Communication Tips

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

## **When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:**

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

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

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

## **When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:**

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

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

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

## **When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:**

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

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

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

## **When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:**

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

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

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

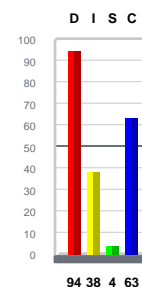


## Ideal Environment

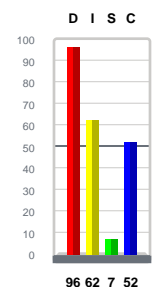
*This section identifies the ideal work environment based on Eva's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Eva enjoys and also those that create frustration.*

- Support team with sense of urgency.
- An innovative and futuristic-oriented environment.
- Forum to express ideas and viewpoints.
- Work for a manager who makes quick decisions.
- New products and new ideas to work on.
- Freedom from long, detailed reports.
- Evaluation based on results, not the process.
- Nonroutine work with challenge and opportunity.

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

### Self-Perception

Eva usually sees herself as being:

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

### Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

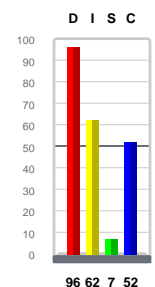
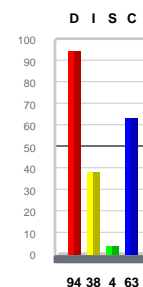
### Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style

Natural Style





# Descriptors

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

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



# Natural and Adapted Style

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

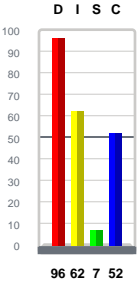
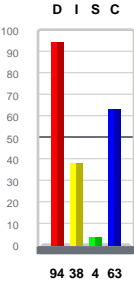
Problems - Challenges	
<p><b>Natural</b></p> <p>Eva tends to deal with problems and challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and actively seeks goals. Eva will attack problems and likes a position with authority and work that will constantly challenge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

People - Contacts	
<p><b>Natural</b></p> <p>Eva is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.</p>	<p><b>Adapted</b></p> <p>Eva sees a need to be factual and logical while attempting to influence others. She feels a direct and straightforward approach is really what others want before they can be influenced.</p>



Adapted Style

Natural Style





# Natural and Adapted Style Continued



## Pace - Consistency

### Natural

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

### Adapted

Eva 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

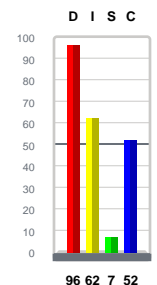
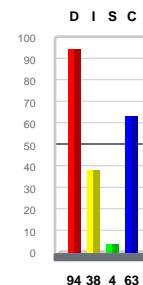
Eva is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.

### Adapted

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

Adapted Style

Natural Style



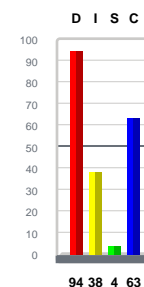


## Adapted Style

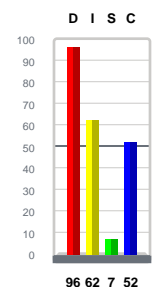
*Eva sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

- Handling a variety of activities.
- Moving quickly from one activity to another.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Dealing with a wide variety of work activities.
- Meeting deadlines.
- Anticipating and solving problems.
- Persistence in job completion.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Acting without precedent, and able to respond to change in daily work.
- Working without close supervision.
- Using a flexibility of style, especially with those of different work styles.

Adapted Style



Natural Style





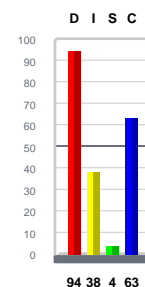
# Keys to Motivating

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

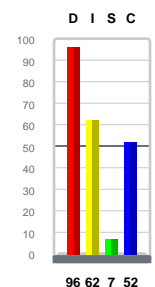
## Eva wants:

- Opportunity to verbalize her ideas and demonstrate her skills.
- Sincere appreciation for achievements--may interpret as manipulation if overdone.
- Support staff to do detail work.
- Evaluation on not only the results achieved, but the quality of the work and the price she paid for performance.
- To know the agenda for the meeting.
- Freedom from restrictive controls.
- Assistance when confronted with excessive and boring routine work.
- New challenges and problems to solve.
- Awards and rewards.
- Opportunity to discuss progress on major or new projects.
- To be seen as a leader.
- A wide scope of activities.

Adapted Style



Natural Style







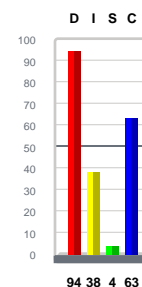
# Keys to Managing

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

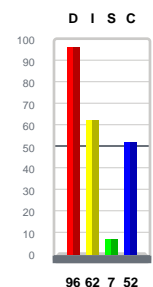
## Eva needs:

- To display empathy for people who approach life differently than she does.
- A work environment with many activities.
- Appreciation of slower-moving people.
- To adjust her intensity to match the situation.
- A program for pacing work and relaxing.
- An awareness of the parameters or rules in writing.
- Vacations or periods of reduced activity level.
- Deadlines for completion of work.
- To understand her role on the team--either a team player or the leader.
- To know results expected and to be evaluated on the results.
- To negotiate commitment face-to-face.

Adapted Style



Natural Style





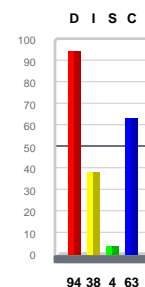
## Areas for Improvement

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

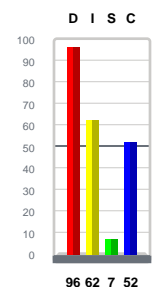
### Eva has a tendency to:

- Be impulsive and seek change for change's sake. May change priorities daily.
- Have difficulty finding balance between family and work.
- Dislike routine work or routine people--unless she sees the need to further her goals.
- Be a one-way communicator--doesn't listen to the total story before introducing her opinion.
- Take on too much, too soon, too fast.
- Make "off the cuff" remarks that are often seen as personal prods.
- Blame, deny and defend her position--even if it is not needed.

Adapted Style



Natural Style





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

---

---

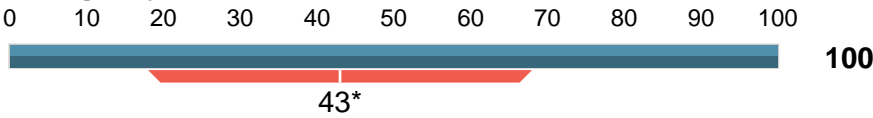
---



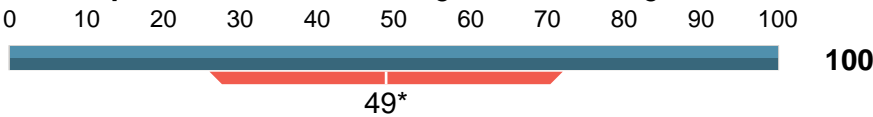
# Behavioral Hierarchy

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.

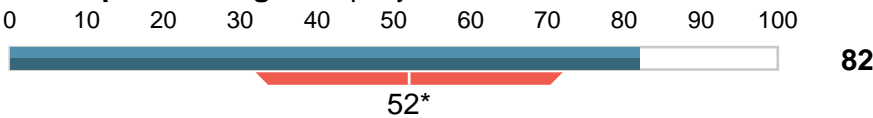
**1. Urgency** - Take immediate action.



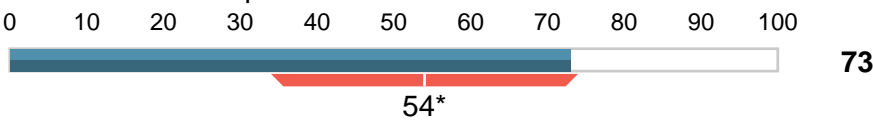
**2. Competitive** - Want to win or gain an advantage.



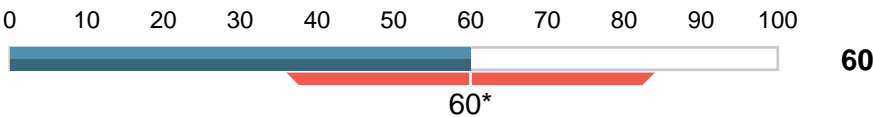
**3. Frequent Change** - Rapidly shift between tasks.



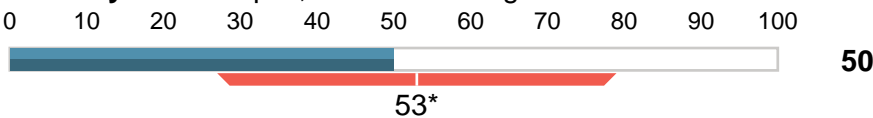
**4. Versatile** - Adapt to various situations with ease.



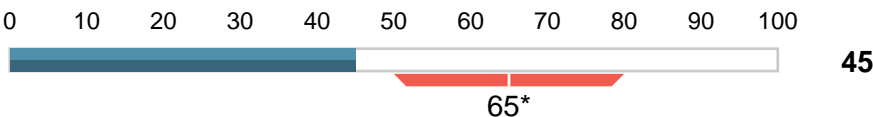
**5. Interaction** - Frequently engage and communicate with others.



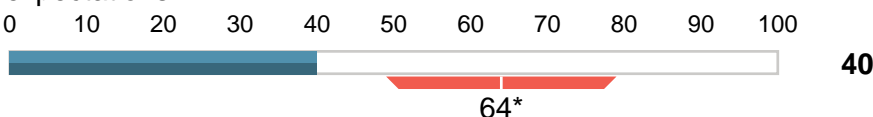
**6. Analysis** - Compile, confirm and organize information.



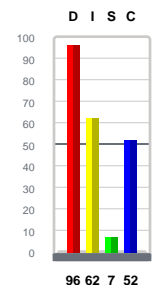
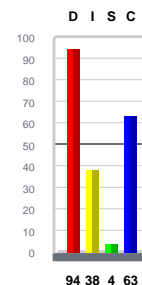
**7. People-Oriented** - Build rapport with a wide range of individuals.



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



Adapted Style      Natural Style

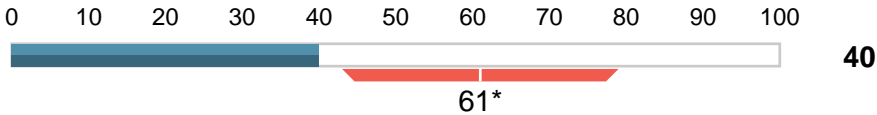


\* 68% of the population falls within the shaded area.

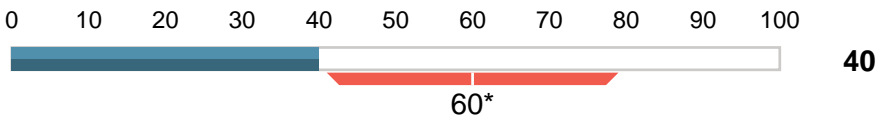


# Behavioral Hierarchy

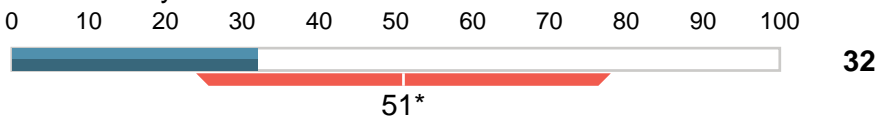
**9. Persistence** - Finish tasks despite challenges or resistance.



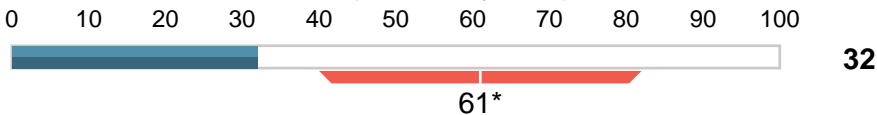
**10. Following Policy** - Adhere to rules, regulations, or existing methods.



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

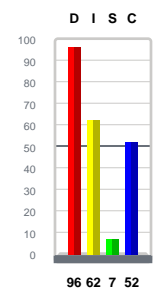
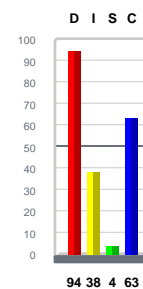


**12. Consistent** - Perform predictably in repetitive situations.



Adapted Style

Natural Style



SIA: 94-38-04-63 (10) SIN: 96-62-07-52 (27)  
\* 68% of the population falls within the shaded area.

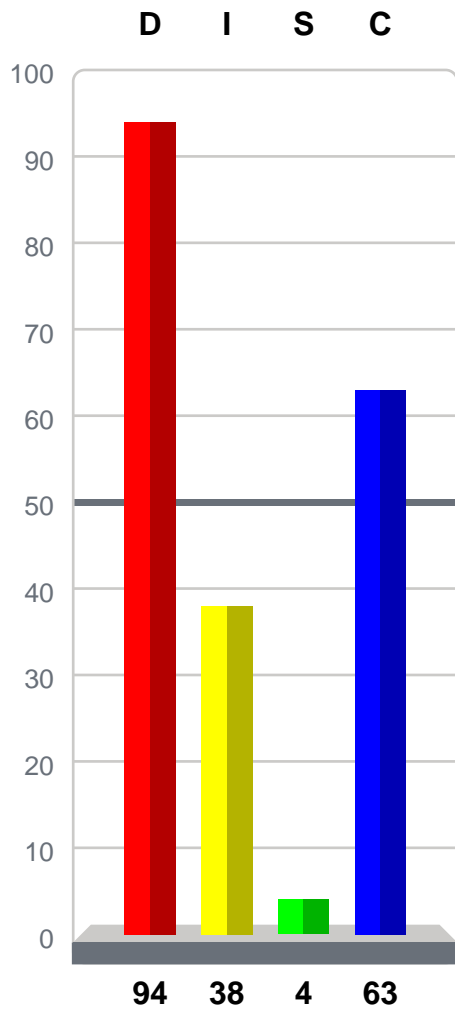


# Style Insights® Graphs

2-4-2020

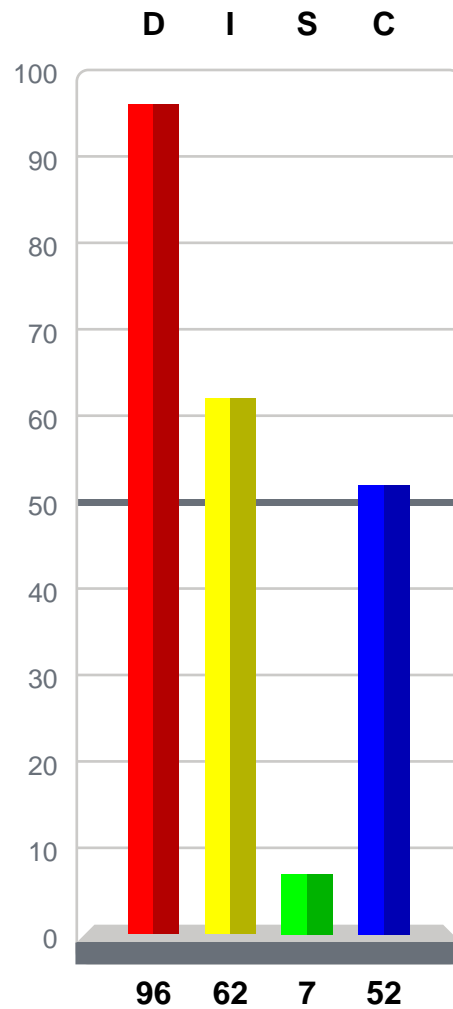
## Adapted Style

### Graph I



## Natural Style

### Graph II



Norm 2017 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.

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.

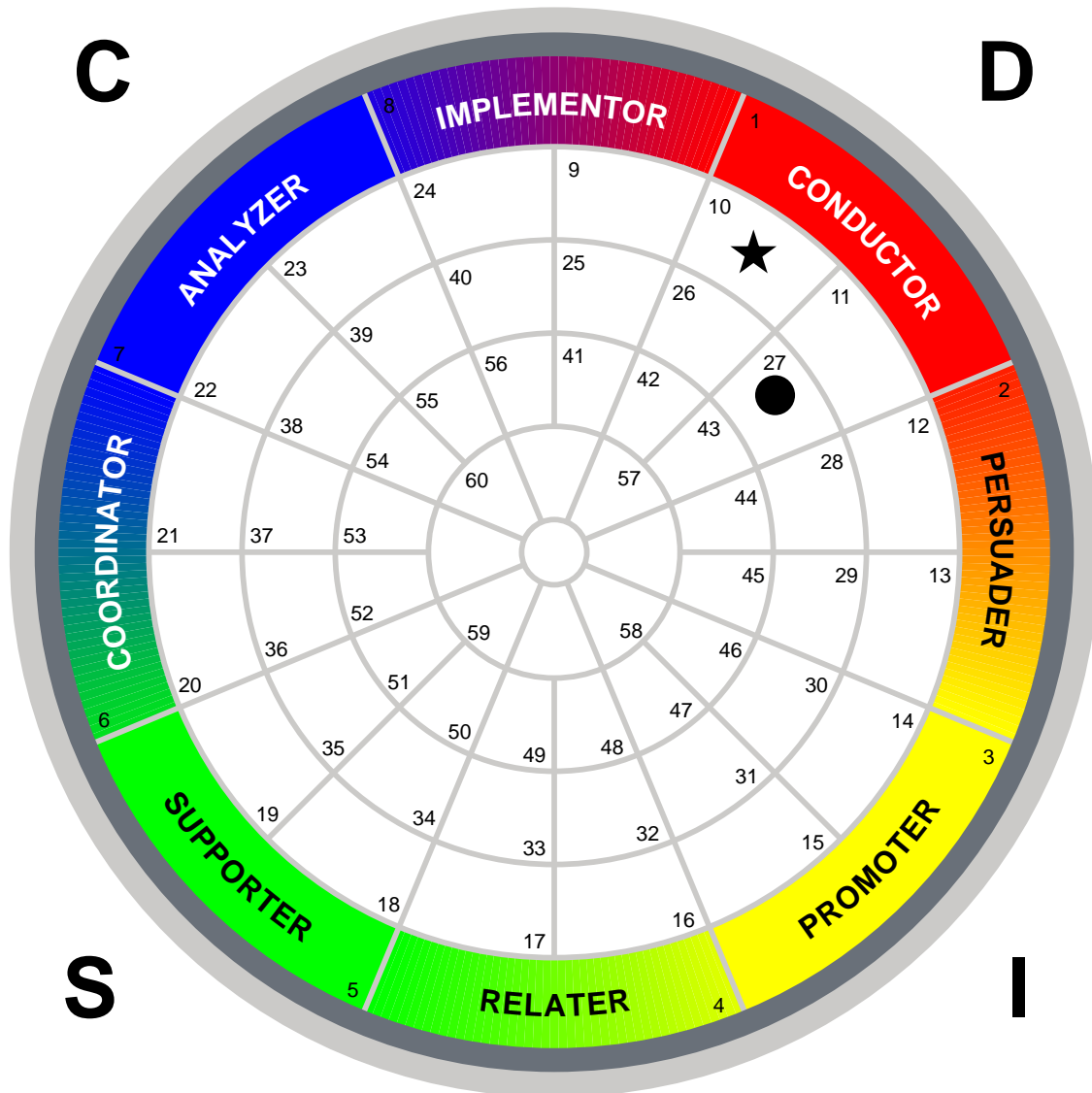
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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





# The Success Insights® Wheel

2-4-2020



Adapted: ★ (10) IMPLEMENTING CONDUCTOR  
Natural: ● (27) PERSUADING CONDUCTOR (FLEXIBLE)

Norm 2017 R4