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INSIGHTS®

Management-Staff

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Introduction

Behavioural 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 behaviour is a necessary and integral part of who they are. In other words, much of our behaviour comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behaviour.

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



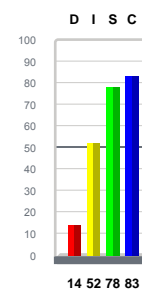
General Characteristics

Based on S^c^}'s responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behaviour 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 S^c^}'s natural behaviour.

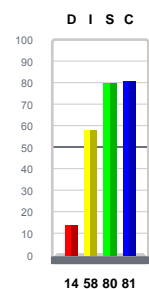
S^c^} resists change if he feels the change will lower the quality of his work. If change is inevitable, he may need reassurances that his standards will continue to be met. Safety and security are important to him. S^c^} prefers to work in an environment that is both economically and physically sound. He can be sensitive about any comments regarding the quality of his work. He strives forward constantly to improvement in everything he does. He wants to be seen as a responsible person and will avoid behaviour that could be seen by others as irresponsible. S^c^} may be overly sensitive to criticism of his work. If you do comment on his work you had better be right, since he may not take criticism lightly. He has a need to achieve in an environment in which the quality is controlled. He can become frustrated when put in a situation that is nothing more than a rambling discussion. He wants to know the company rules so he can follow them, and he may become upset when others continually break the rules. He tends to be his own worst critic constantly reminding himself that he could have done better if given more time. His motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to him. If forced to choose between producing quality work or quantities of work, quality will be the winner. He can be a real "stickler" for quality systems and orderly procedures.

S^c^} tends to make his decisions after deliberation and gives weight to all the pros and cons. He follows company policy, if aware of it. He, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; he wants to be absolutely certain his decision is correct. He gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. S^c^} tends to base decisions on the quality of work--not on efficiency. He is good at analysing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He has an acute awareness of social, economic and political implications of his decisions. He usually judges others by the quality of their work. He may find it difficult to recognise others' strengths, if their work does not meet his high standards.

Adapted Style



Natural Style

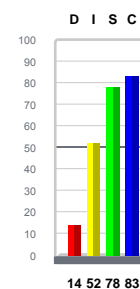




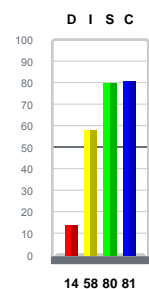
General Characteristics Continued

S&C work represents his true self and he will take issue when people attack the quality of his work. He can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants. He does not seek confrontation, but if he is confronted, he will present his case with enough supportive data that he will probably win. He enjoys analysing the motives of others. This allows him to develop his intuitive skills. S&C is usually soft-spoken, but his demeanour may be deceptive to those who work with him. He may possess strong and unwavering convictions that are not always apparent to others. He likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making. Because S&C wants to be certain he is performing his work assignments correctly, he enjoys working for a manager who explains what is expected of him. He wants to establish good will with others and to influence them in a friendly and sociable manner.

Adapted Style



Natural Style



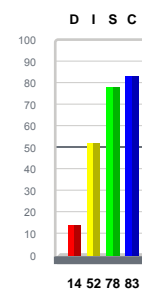


Value to the Organisation

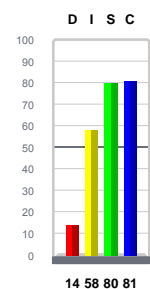
This section of the report identifies the specific talents and behaviour Sc^} brings to the job. By looking at these statements, one can identify his role in the organisation. The organisation can then develop a system to capitalise on his particular value and make him an integral part of the team.

- Cooperative member of the team.
- Respect for authority and organisational structure.
- Turns confrontation into positives.
- Always concerned about quality work.
- Adaptable.
- Defines, clarifies, gets information, criticises and tests.
- Conscientious and steady.
- Maintains standards.

Adapted Style



Natural Style





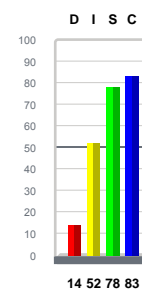
Checklist for Communicating

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 Sc^ç^}. 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 Sc^ç^} most frequently.

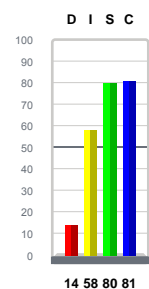
Ways to Communicate

- Make an organised presentation of your position, if you disagree.
- Take time to be sure that he is in agreement and understands what you said.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there will not be surprises.
- Make an organised contribution to his efforts, present specifics and do what you say you can do.
- Be sincere and use a tone of voice that shows sincerity.
- Provide solid, tangible, practical evidence.
- Support your communications with correct facts and data.
- Give him time to verify reliability of your comments--be accurate and realistic.
- Support his principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Give him time to be thorough, when appropriate.
- Give him time to ask questions.
- Follow through, if you agree.

Adapted Style



Natural Style





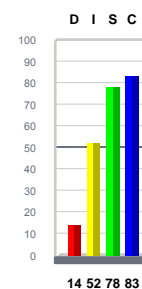
Ineffective Communication

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

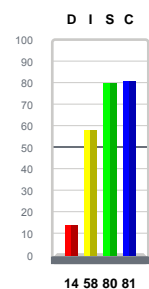
Ways NOT to Communicate

- Use testimonies of unreliable sources; do not be haphazard.
- Be vague about what is expected of either of you; do not fail to follow through.
- Make promises you cannot deliver.
- Threaten, cajole, wheedle, coax or whimper.
- Leave things to chance or luck.
- Make statements about the quality of his work unless you can prove it.
- Push too hard, or be unrealistic with deadlines.
- Use gimmicks or clever, quick manipulations.
- Talk to him when you are extremely angry.
- Rush the decision-making process.
- Say "trust me"--you must prove it.
- Give your presentation in random order.
- Make conflicting statements.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Scç^} © 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, Scç^} 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 disorganised 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-organised "package."

Factors that will create tension or dissatisfaction:

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

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.
- Do not 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.

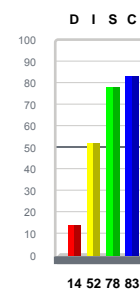


Ideal Environment

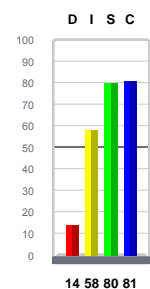
This section identifies the ideal work environment based on S&C's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behaviour and can be comfortable in many environments.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

- Assignments that can be completed one at a time.
- Jobs for which standards and methods are established.
- Familiar work environment with a predictable pattern.
- Practical work procedures.
- Assignments that can be followed through to completion.
- An environment where he can use his intuitive thinking skills.
- Prefers technical work, specialising in one area.
- Work place where people seldom get mad.

Adapted Style



Natural Style





Perceptions

See Yourself as Others See You

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

Self-Perception

Sc^c^ usually sees himself as being:

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

Others' Perception - Moderate

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

- Pessimistic
- Picky
- Worrisome
- Fussy

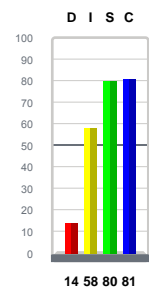
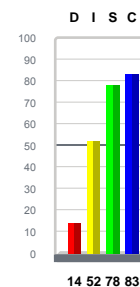
Others' Perception - Extreme

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

- Perfectionistic
- Hard-to-Please
- Strict
- Defensive

Adapted Style

Natural Style





Descriptors

Based on Sc@^} © responses, the report has marked those words that describe his personal behaviour. 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	Sceptical	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

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

Problems - Challenges

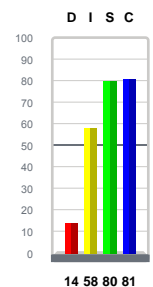
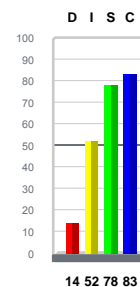
Natural	Adapted
<p>Scott uses a laid-back and peaceful approach to problem solving. He tends to solve problems in a reactive and team-oriented manner. Scott tends to be unobtrusive and avoids confrontation so he can be seen as a true team player.</p>	<p>Scott sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>

People - Contacts

Natural	Adapted
<p>Scott is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.</p>	<p>Scott sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.</p>

Adapted Style

Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Sc^c^} is comfortable in an environment in which there is a relaxed demeanour, or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.

Adapted

Sc^c^} 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.

Procedures - Constraints

Natural

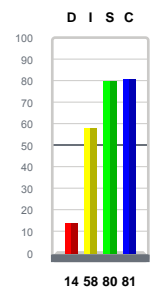
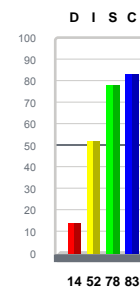
Sc^c^} naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

Adapted

Sc^c^} shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Sc^c^} sees little or no need to change his response to the environment.

Adapted Style

Natural Style



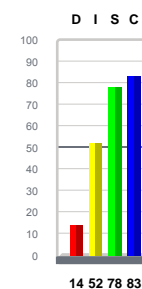


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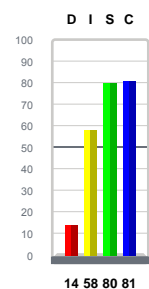
Scott sees his present work environment requiring him to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behaviour.

- Undemanding of others' time and attention.
- Calculation of risks before taking action.
- Presenting a practical, proven approach to decision making.
- Sensitivity to existing rules and regulations.
- Precedence of quality over efficiency.
- Using restraint when confrontation occurs.
- Being a good "team player."
- Being cordial and helpful when dealing with new clients or customers.
- Precise, analytical approach to work tasks.
- Being cooperative and supportive.
- Being conservative, not competitive, in nature.

Adapted Style



Natural Style





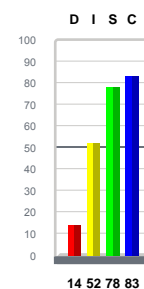
Keys to Motivating

This section of the report was produced by analysing Sc^c^} G 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 Sc^c^} and highlight those that are present "wants."

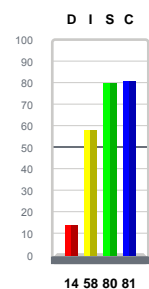
Sc^c^} wants:

- To work with people who he can trust.
- To be recognised for his continuance of quality work.
- Peace and harmony.
- Safety procedures.
- Time to adjust to change.
- To be accepted as a member of the team.
- Limited exposure to new procedures.
- Operating procedures in writing.
- A leader to follow and one who sets good examples.
- A predictable environment.
- Freedom from conflict and confrontation.
- Instructions so he can do the job right the first time.
- To be part of a quality-oriented work group.

Adapted Style



Natural Style





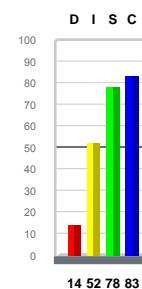
Keys to Managing

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

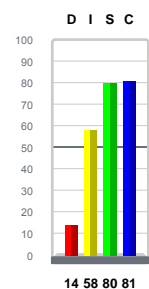
Sc^c^} needs:

- To be more direct and less subjective.
- Time to see and test if the plan will work.
- Support in making high-risk decisions.
- To be encouraged to be more independent.
- Rewards in terms of fine things--not just shallow words.
- A way to say "no" when he feels "no."
- Appreciation from the boss for the "price" paid to perform.
- An exact job description and expectations in writing.
- A work environment without much conflict.
- Equipment that will allow him to perform up to his high standards.
- Performance appraisals on a regular basis.

Adapted Style



Natural Style





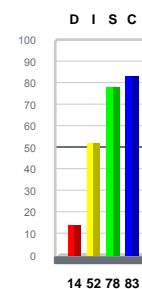
Areas for Improvement

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

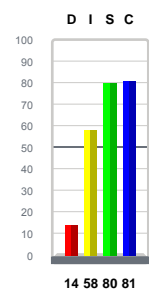
Scott has a tendency to:

- Be self-deprecating--does not project self-confidence.
- Want full explanation before changes are made to ensure his understanding.
- Fail to tell others where he stands on an issue.
- Get bogged down in details and use details to protect his position.
- Be defensive when threatened and use the errors and mistakes of others to defend his position.
- Have difficulty making decisions because he is mostly concerned about the "right" decision. If precedent does not give direction, his tendency is to wait for directions.
- Select people much like himself.
- Be bound by procedures and methods--especially if he has been rewarded for following these procedures.
- Lean on supervisors if information and direction is not clear.

Adapted Style



Natural Style





Action Plan

The following are examples of areas in which $S_{c\wedge}$ may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

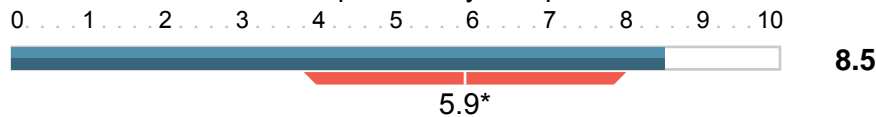
Date to Begin: _____ Date to Review: _____



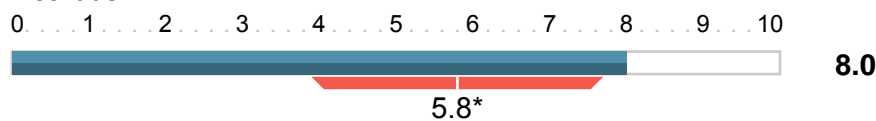
Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural 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.

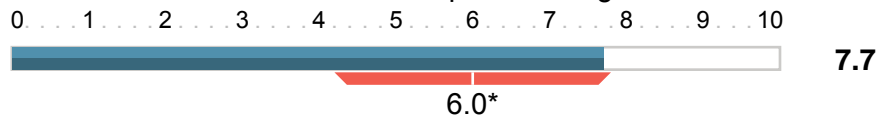
1. Consistent - Perform predictably in repetitive situations.



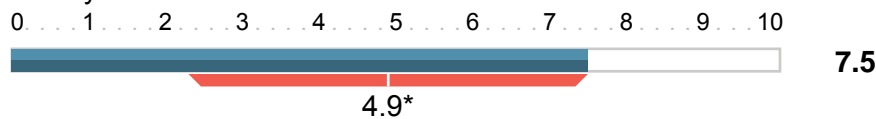
2. Following Policy - Adhere to rules, regulations, or existing methods.



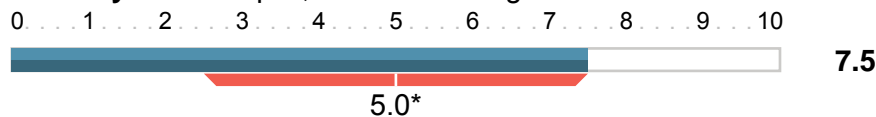
3. Persistence - Finish tasks despite challenges or resistance.



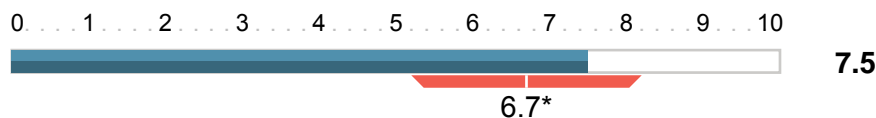
4. Organised Workplace - Establish and maintain specific order in daily activities.



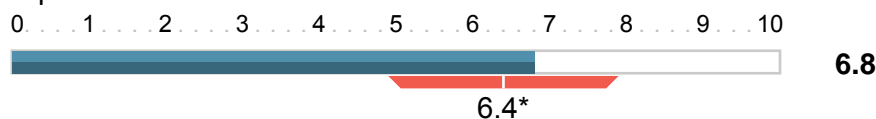
5. Analysis - Compile, confirm and organise information.



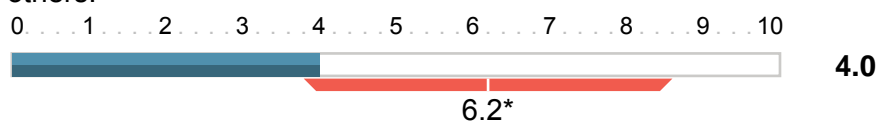
6. People-Oriented - Build rapport with a wide range of individuals.



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

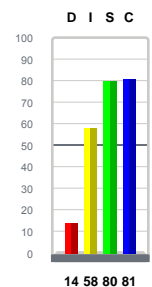
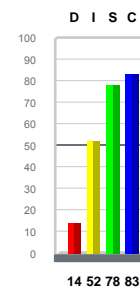


8. Interaction - Frequently engage and communicate with others.



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

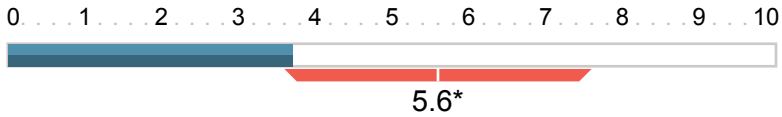
Adapted Style Natural Style



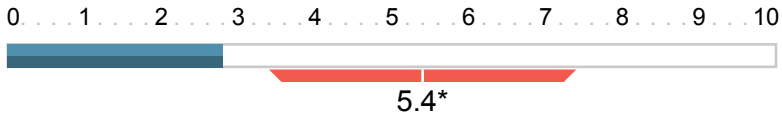


Behavioural Hierarchy

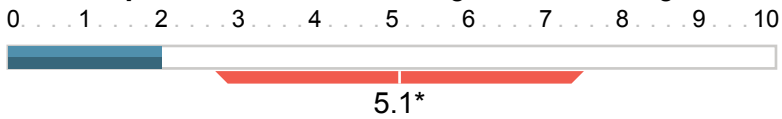
9. Versatile - Adapt to various situations with ease.



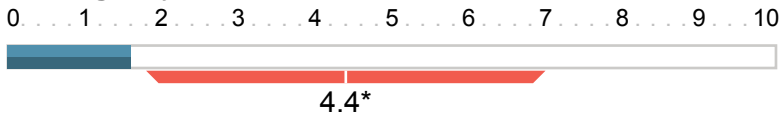
10. Frequent Change - Rapidly shift between tasks.



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

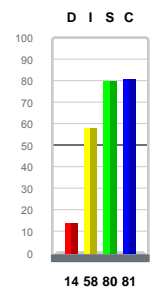
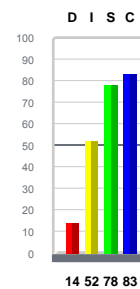


12. Urgency - Take immediate action.



Adapted Style

Natural Style



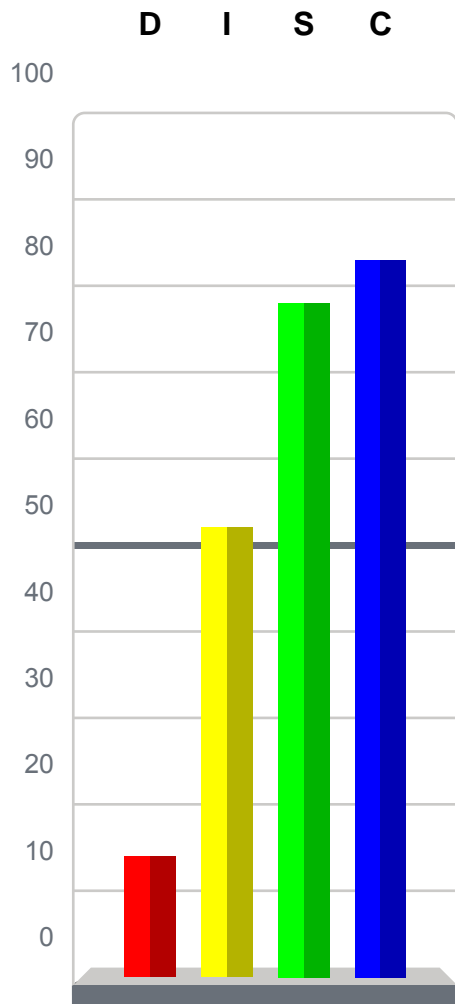
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* 68% of the population falls within the shaded area.



Style Insights® Graphs

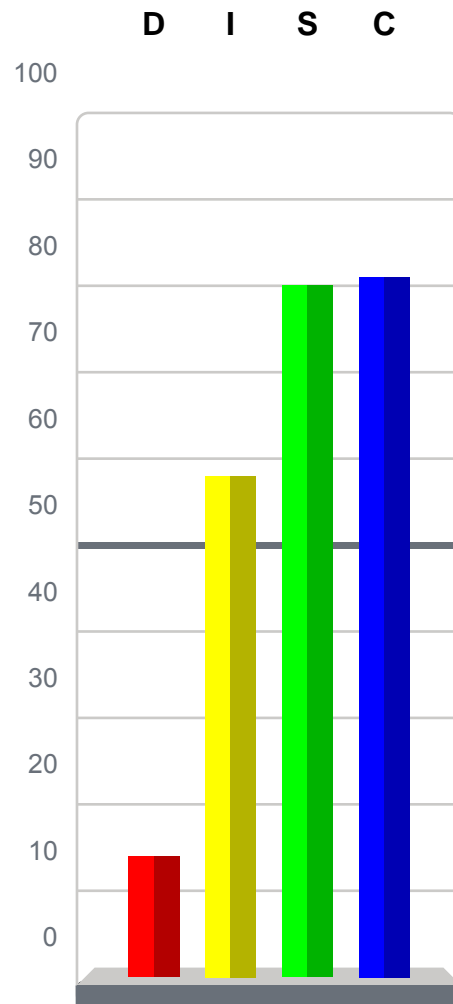
Adapted Style

Graph I



Natural Style

Graph II



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The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularised in Europe. In addition to the text you have received about your behavioural style, the Wheel adds a visual representation that allows you to:

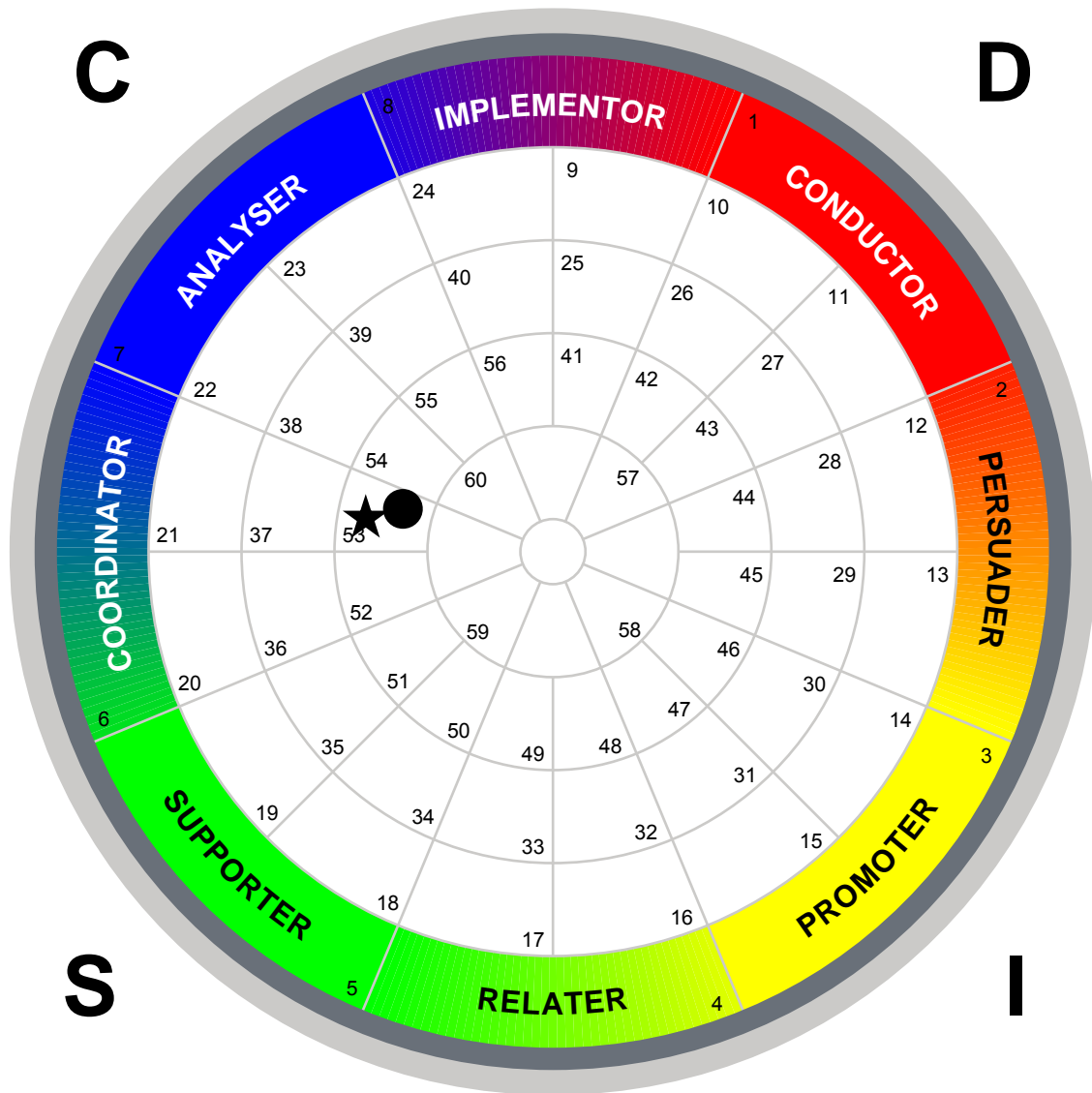
- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour to your job.

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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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



Adapted: ★ (53) ANALYSING COORDINATOR (ACROSS)
Natural: ● (53) ANALYSING COORDINATOR (ACROSS)

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