



**TTI Success Insights®**

Executive Version



**Erin Executive**  
**Senior VP**  
Company Inc  
1-22-2010



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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.

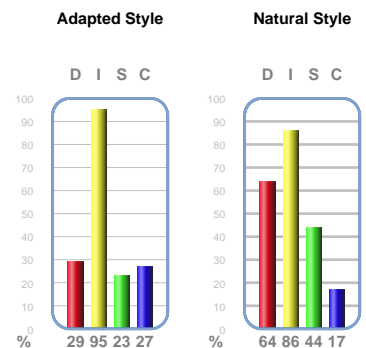
*"All people exhibit all four behavioral factors in varying degrees of intensity."  
–W.M. Marston*



*Based on Erin'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 Erin's natural behavior.*

Erin wants to be liked by everyone and to be recognized for her willingness to help others in time of need. She likes quality social relationships. She often will become friends with her customers or clients. She wants to be seen as her own person, but usually projects it in friendly terms. She may be careless with details. Erin has a strong ego and usually projects this ego in friendly terms. She places her focus on people. To her, strangers are just friends she hasn't met! She likes to get results through others. She is at her best when she has people working with her. She believes in getting results through other people. She prefers the "team approach." Erin is optimistic about her ability to manage people. She is most likely to be at her best in situations where important things, such as values, judgments, feelings and emotions are involved. She prides herself on her "intuition."

Erin tends to make snap judgments or impulsive decisions. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. 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 can make decisions even though some of the facts to support the decision may be missing. Erin may leap to a favorable conclusion without considering all the facts. She makes quick decisions. She believes rules exist to serve rather than to be followed

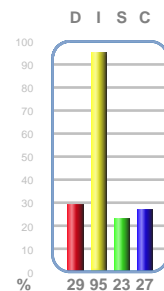




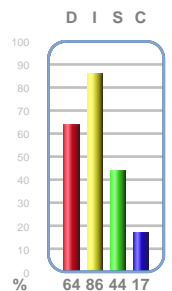
by her. She is good at solving problems that deal with people.

Erin is people-oriented and verbally fluent. She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She will often verbalize her need to be her own person. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! Erin is optimistic about her ability to influence people to her way of thinking. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. Communication can extend from friendly to argumentative discourse. Sometimes she can get caught short on the facts and figures needed to support her ideas.

Adapted Style



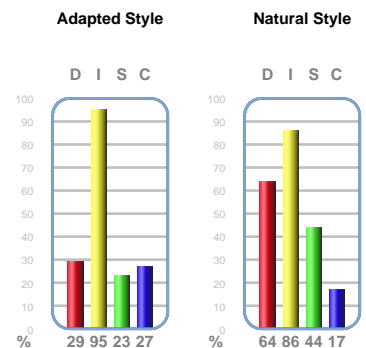
Natural Style





*This section of the report identifies the specific talents and behavior Erin 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.*

- Team player.
- People-oriented.
- Has the confidence to do the difficult assignments.
- Optimistic and enthusiastic.
- Can support or oppose strongly.
- Dedicated to her own ideas.
- Negotiates conflicts.
- Creative problem solving.
- Accomplishes goals through people.





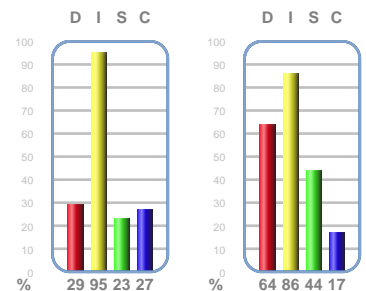
*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Erin. Read 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 Erin most frequently.*

Do:

- Expect her to return to fight another day when she has received a "no" answer.
- Deal with details in writing, have her commit to modes of action.
- Flatter her ego.
- Confront when in disagreement.
- Define the problem in writing.
- Provide a warm and friendly environment.
- Speak at a rapid pace.
- Use a motivating approach, when appropriate.
- Provide testimonials from people she sees as important.
- Provide ideas for implementing action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Leave time for relating, socializing.
- Clarify any parameters in writing.

Adapted Style

Natural Style





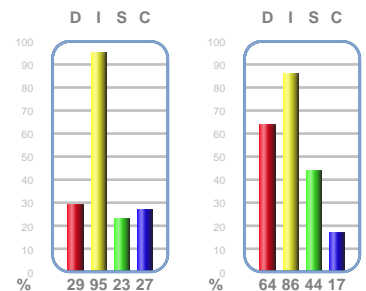
*This section of the report is a list of things NOT to do while communicating with Erin. Review each statement with Erin and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Don't:

- Be curt, cold or tight-lipped.
- Hesitate when confronted.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Be paternalistic.
- Be dictatorial.
- Legislate or muffle--don't overcontrol the conversation.
- Ramble.
- Talk down to her.
- Give her your opinion unless asked.
- Let her overpower you with verbiage.
- Leave decisions hanging in the air.

Adapted Style

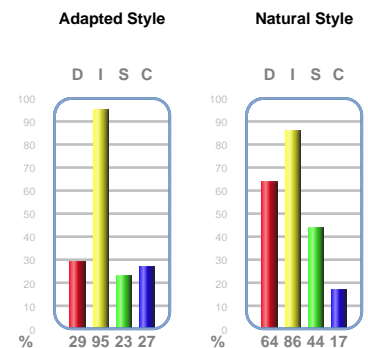
Natural Style





*This section provides suggestions on methods which will improve Erin's communications with others. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Erin 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.*

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>● Prepare your "case" in advance.</li> <li>● Stick to business.</li> <li>● Be accurate and realistic.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Being giddy, casual, informal, loud.</li> <li>● Pushing too hard or being unrealistic with deadlines.</li> <li>● Being disorganized or messy.</li> </ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>● Be clear, specific, brief and to the point.</li> <li>● Stick to business.</li> <li>● Be prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Talking about things that are not relevant to the issue.</li> <li>● Leaving loopholes or cloudy issues.</li> <li>● Appearing disorganized.</li> </ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>● Begin with a personal comment--break the ice.</li> <li>● Present your case softly, nonthreateningly.</li> <li>● Ask "how?" questions to draw their opinions.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Rushing headlong into business.</li> <li>● Being domineering or demanding.</li> <li>● Forcing them to respond quickly to your objectives.</li> </ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>● Provide a warm and friendly environment.</li> <li>● Don't deal with a lot of details (put them in writing).</li> <li>● Ask "feeling" questions to draw their opinions or comments.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Being curt, cold or tight-lipped.</li> <li>● Controlling the conversation.</li> <li>● Driving on facts and figures, alternatives, abstractions.</li> </ul>





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

**"See Yourself As Others See You"**

**SELF-PERCEPTION**

Erin usually sees herself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

**OTHERS' PERCEPTION**

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

Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

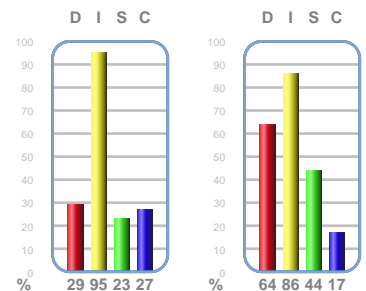
And, under extreme pressure, stress or fatigue, others may see her as being:

Overly Confident  
Poor Listener

Talkative  
Self-Promoter

**Adapted Style**

**Natural Style**





Based on Erin'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.

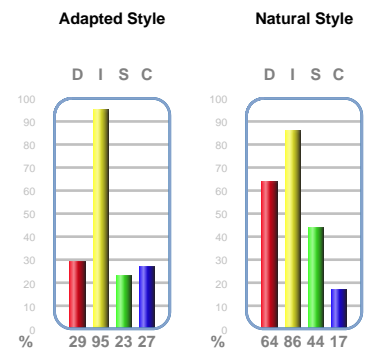
Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	<b>Magnetic</b>	Resistant to Change	Careful
Ambitious	<b>Political</b>	Nondemonstrative	Dependent
Pioneering	<b>Enthusiastic</b>	Passive	Cautious
Strong-Willed	<b>Demonstrative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



Erin'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
Erin is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. She is results-oriented and likes to be innovative in her approach to problem solving. Erin is not necessarily confrontational by nature, but if a problem does exist she will not turn down the opportunity for confrontation.		Erin seeks a cautious approach to solving problems. She wants to solve problems within the framework of a team environment. Seldom will she force her opinion as she prefers a compromise as opposed to a win-lose situation.

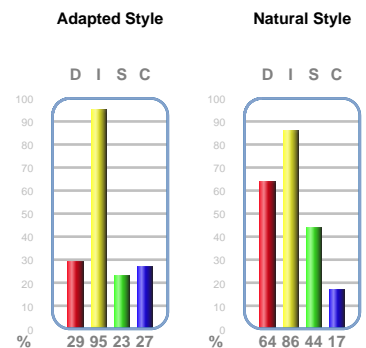
Natural	PEOPLE - CONTACTS	Adapted
Erin's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.		Erin sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.





Natural	PACE - CONSISTENCY	Adapted
Erin likes mobility and the absence of routine does not traumatize her. She feels comfortable juggling different projects and is able to move from one project to another fairly easily.		Erin wants an environment that is variety-oriented. She feels a great sense of urgency to get things completed quickly. She is eager to accept change and work on many activities.

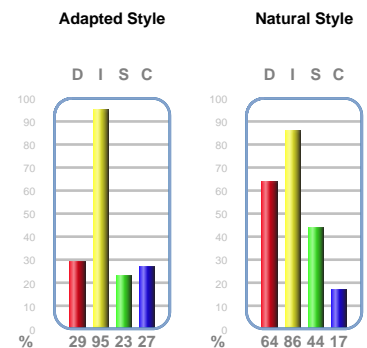
Natural	PROCEDURES - CONSTRAINTS	Adapted
Erin is independent by nature and feels comfortable in situations where the constraints are few and far between. She will follow rules as long as she feels that the rules are hers. She has a tendency to rebel from rules set by others and wants input into any constraints.		Erin shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Erin sees little or no need to change her response to the environment.





Erin 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.

- Exhibiting an active and creative sense of humor.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Possessing a strong sense of urgency toward results.
- Flexibility.
- Contacting people using a variety of modes.
- Making tactful decisions.
- Optimistic, future-oriented outlook.
- Coping with rapid changes in the work arena.
- Meeting deadlines.
- Obtaining results through people.
- Motivating people to take action by using persuasive skills.
- Preferring people involvement over task focus.
- Positive, outgoing, friendly behavior.

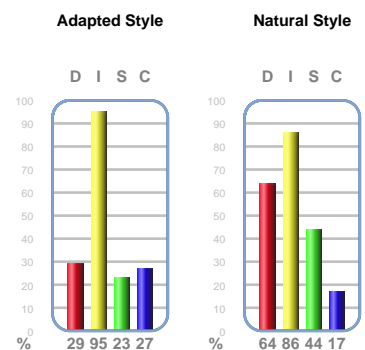




*In this area is a listing of possible limitations without regard to a specific job. Review with Erin and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

Erin has a tendency to:

- Be unrealistic in appraising people--especially if the person is a "friend."
- Be too verbal in expressing criticism.
- Have difficulty planning and controlling time expenditure.
- Be so enthusiastic that she can be seen as superficial.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Be a situational listener if not given an opportunity to tell her ideas.
- Overuse praise in motivating others.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."









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. FREQUENT INTERACTION WITH OTHERS



## 2. CUSTOMER ORIENTED



## 3. FREQUENT CHANGE



## 4. COMPETITIVENESS



## 5. VERSATILITY



## 6. URGENCY



## 7. ANALYSIS OF DATA

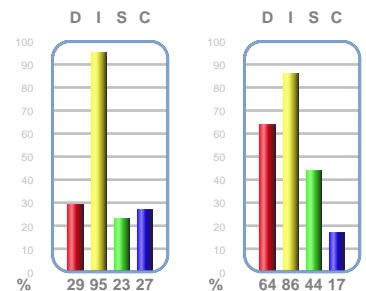


## 8. ORGANIZED WORKPLACE



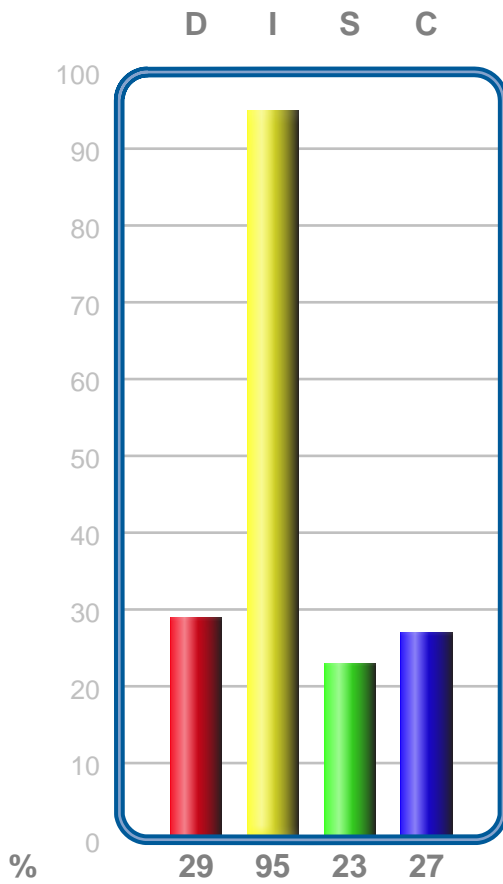
Adapted Style

Natural Style

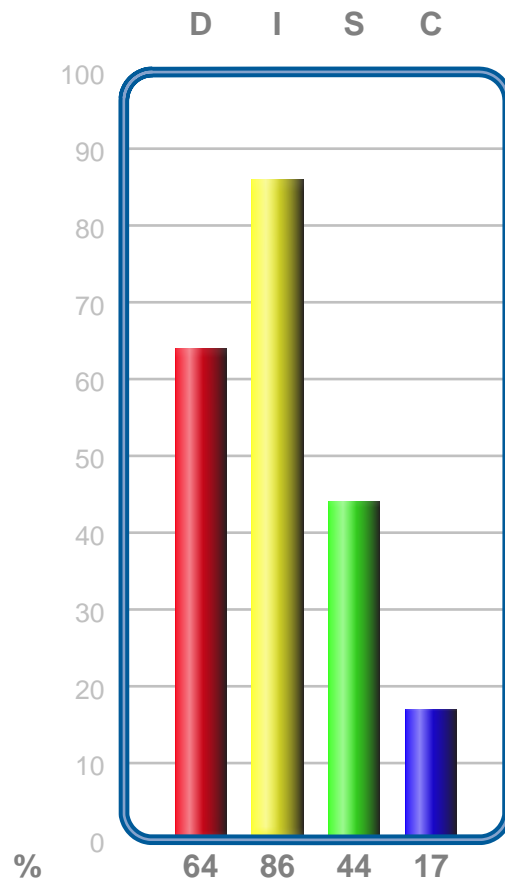




**MOST**  
Graph I  
**Adapted Style**



**LEAST**  
Graph II  
**Natural Style**



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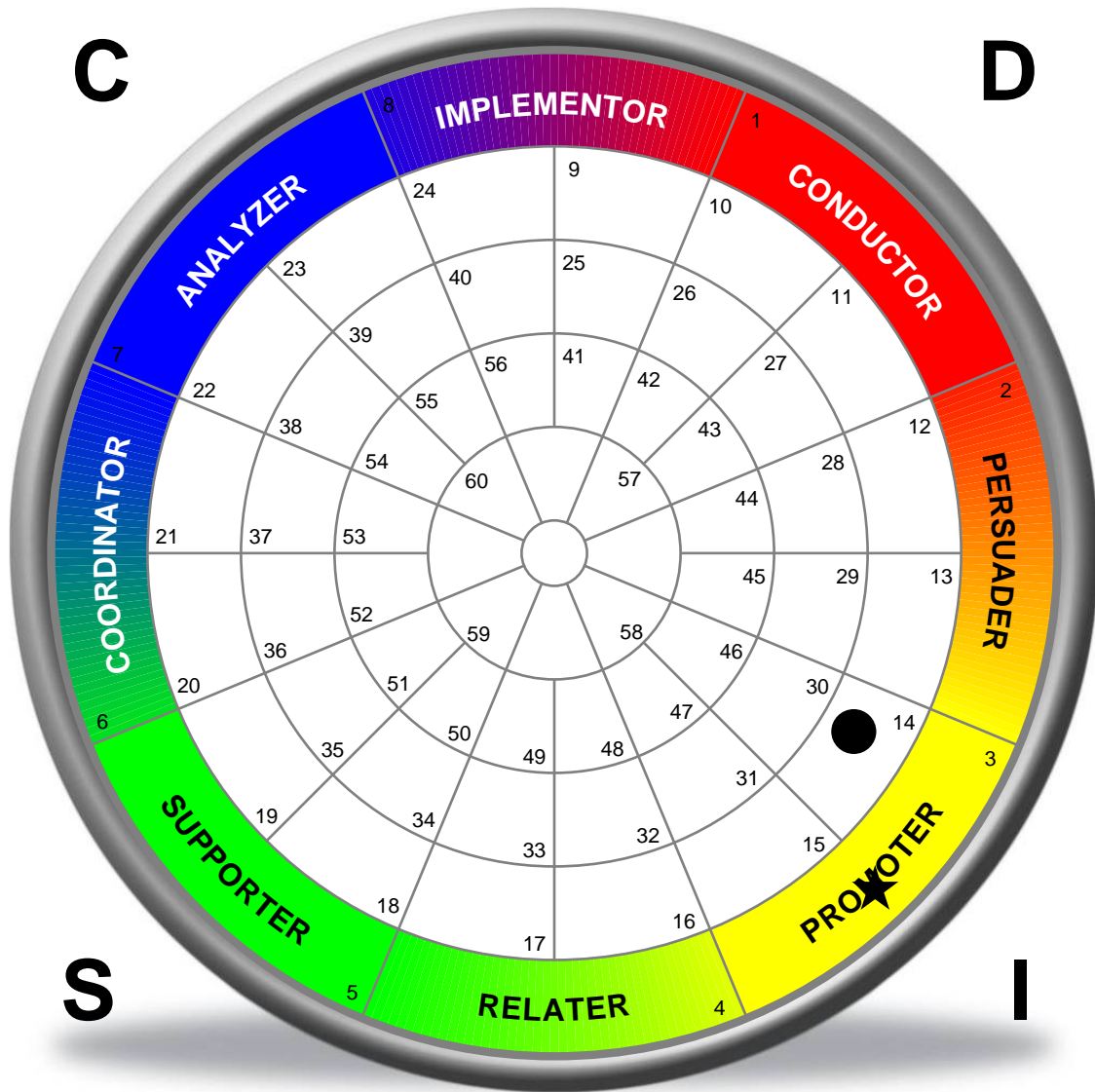


The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- 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.



Adapted: ★ (3) PROMOTER  
 Natural: ● (14) PERSUADING PROMOTER

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