



TTI Success Insights[®]
Management-Staff™ Version



Sara Sample
Manager
Company Inc
4-19-2010



Leadership Resources & Consulting
PO BOX 2025
Palestine TX 75802-2025
1-800-746-1656
info@disc-report.com



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.

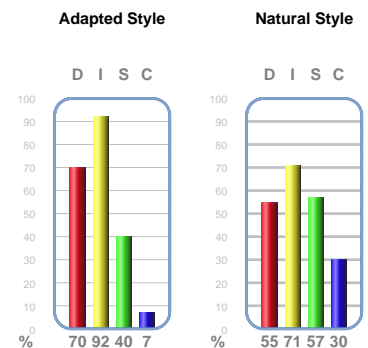
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



Based on Sara'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 Sara's natural behavior.

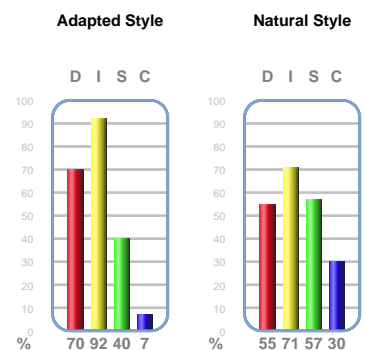
Sara is approachable, affectionate and understanding. She influences most people with her warmth. She likes freedom from many controls. She wants to be seen not only as a team player, but also as a leader of the team. Sara is gregarious and sociable. She will be seen as a good mixer both on or off the job. She seeks popularity and social recognition. She likes to deal with people in a favorable social environment. She likes quality social relationships. She often will become friends with her customers or clients. She is driven by status and power. Sara, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. She is optimistic and usually has a positive sense of humor.

Sara may leap to a favorable conclusion without considering all the facts. She likes working for managers who make quick decisions. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. 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. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She is good at solving problems that deal with people.





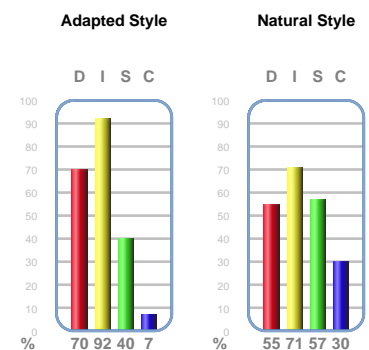
Sara is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. She is both a good talker and a good listener. She is people-oriented and verbally fluent. Sara 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 is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Sara will attempt to put them at ease. She usually uses many gestures when talking. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person.





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

- Optimistic and enthusiastic.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Can support or oppose strongly.
- Pioneering.
- Has the confidence to do the difficult assignments.
- Creative problem solving.
- Negotiates conflicts.
- Big thinker.

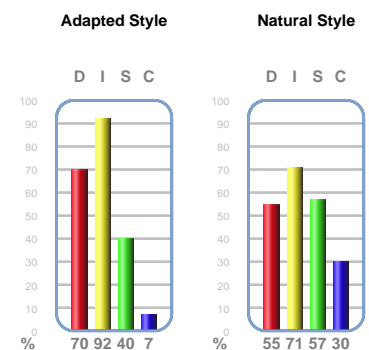




Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sara. Read each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

Do:

- Clarify any parameters in writing.
- Use a motivating approach, when appropriate.
- Use a balanced, objective and emotional approach.
- Provide solutions--not opinions.
- Read the body language for approval or disapproval.
- Look for her oversights.
- Appeal to the benefits she will receive.
- Define the problem in writing.
- Ask for her opinions/ideas regarding people.
- Provide a warm and friendly environment.
- Talk about her, her goals and the opinions she finds stimulating.
- Leave time for relating, socializing.

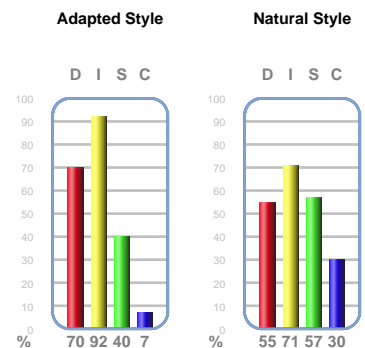




This section of the report is a list of things NOT to do while communicating with Sara. Review each statement with Sara and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Don't:

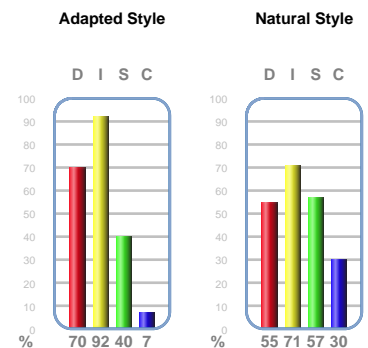
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to her.
- Be curt, cold or tight-lipped.
- Give her your opinion unless asked.
- Legislate or muffle--don't overcontrol the conversation.
- "Dream" with her or you'll lose time.
- Be paternalistic.
- Be dictatorial.
- Ramble.
- Leave decisions hanging in the air.
- Let her overpower you with verbiage.





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

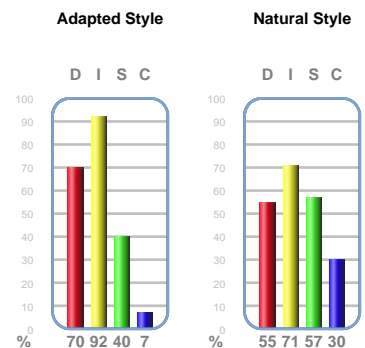
<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: 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.





This section identifies the ideal work environment based on Sara'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 Sara enjoys and also those that create frustration.

- Work with a results-oriented team.
- Freedom from control and detail.
- Democratic supervisor with whom she can associate.
- Forum for her ideas to be heard.
- Needs difficult assignments.
- Assignments with a high degree of people contacts.





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

"See Yourself As Others See You"

SELF-PERCEPTION

Sara usually sees herself as being:

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

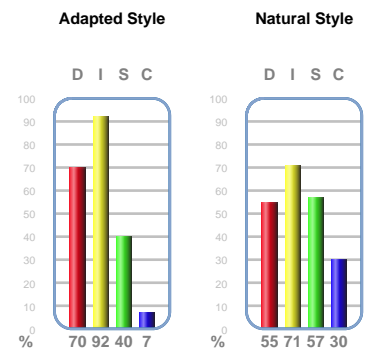
OTHERS' PERCEPTION

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

- | | |
|-------------------|-------------|
| Self-Promoting | Glib |
| Overly Optimistic | Unrealistic |

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

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





Based on Sara'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.

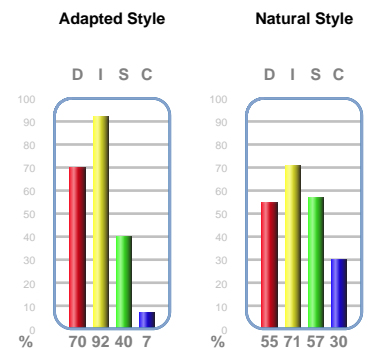
Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic	Phlegmatic 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
Inquisitive Responsible	Trusting Sociable		Firm Independent Self-Willed Stubborn Obstinate
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 Hypertense	Careless with Details



Sara'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
	Sara 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. Sara is not necessarily confrontational by nature, but if a problem does exist she will not turn down the opportunity for confrontation.	Sara's response to the environment is to be strong-willed and ambitious in her problem-solving approach. She seeks to win against all obstacles.

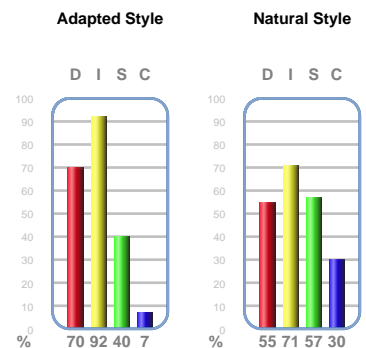
Natural	PEOPLE - CONTACTS	Adapted
	Sara is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Sara is trusting and also wants to be trusted.	Sara seems to be animated and emotional in persuading others. She feels the environment calls for a positive approach to convincing others about her ideas, products or services.





Natural	PACE - CONSISTENCY	Adapted
	<p>Sara is deliberate and steady. She is willing to change, if the new direction is meaningful and consistent with the past. She will resist change for change's sake.</p>	<p>Sara feels the need for mobility and the absence of routine. She feels comfortable juggling several projects at one time and can move from one project to another fairly easily.</p>

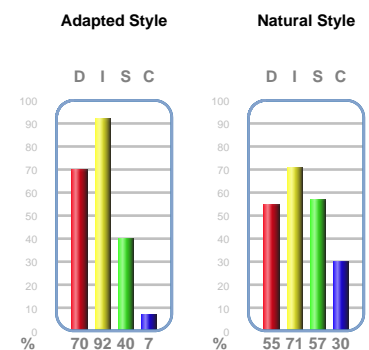
Natural	PROCEDURES - CONSTRAINTS	Adapted
	<p>Sara is independent by nature and feels comfortable in situations where the constraints are few and far between. She will follow rules as long as she feels that the rules are hers. She has a tendency to rebel from rules set by others and wants input into any constraints.</p>	<p>Sara seeks adventure and excitement. She wants to be seen as her own person and will break rules to display this desire for independence. She wants to be judged by the bottom-line results--not how those results were achieved.</p>





Sara 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.

- Optimistic, future-oriented outlook.
- Acting independently and without precedent.
- Using a creative approach in decision making.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Preferring people involvement over task focus.
- Maintaining an ever-changing, friendly, work environment.
- Dedicated to "going it alone" when necessary.
- Making tactful decisions.
- Flexibility.
- Using a direct, forthright and honest approach in her communications.
- Contacting people using a variety of modes.
- Being independent and innovative.

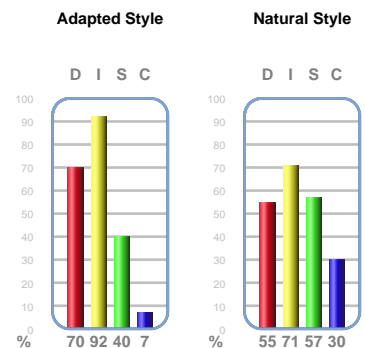




This section of the report was produced by analyzing Sara's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Sara and highlight those that are present "wants."

Sara wants:

- Rewards to support her dreams.
- Freedom from many rules and regulations.
- Participation in meetings on future planning.
- Independence.
- No restrictions to hamper results.
- A support system to do the detail work.
- Freedom to talk and participate on the team.
- Public recognition of her ideas and results.
- To be measured by results.
- A forum to ventilate her emotions.
- A manager who practices participative management.

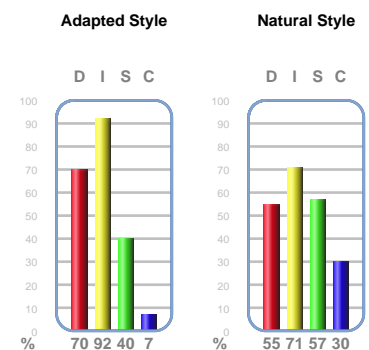




In this section are some needs which must be met in order for Sara to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Sara and identify 3 or 4 statements that are most important to her. This allows Sara to participate in forming her own personal management plan.

Sara needs:

- To handle routine paperwork only once.
- A tolerant boss.
- A rational approach to decision making--analyze the facts.
- Participatory management.
- Recognition that limits and rules do exist, and why.
- Documentation of expected results.
- Support in doing excessive detail work.
- Help on controlling time and setting priorities.
- Bottom-line measurement.
- To mask emotions when appropriate.
- To be informed of things which affect her.
- Better organization of record keeping.

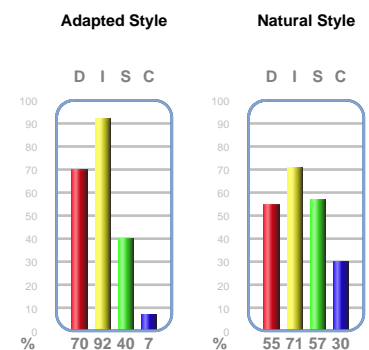




In this area is a listing of possible limitations without regard to a specific job. Review with Sara and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Sara has a tendency to:

- Be optimistic regarding possible results of her projects or the potential of her people.
- Trust people indiscriminately if positively reinforced by those people.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Act impulsively--heart over mind, especially if her security is not perceived to be threatened.
- Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.
- Be so enthusiastic that she can be seen as superficial.
- Be too verbal in expressing criticism.
- Overuse praise in motivating others.





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. VERSATILITY



4. FREQUENT CHANGE



5. URGENCY



6. COMPETITIVENESS



7. ANALYSIS OF DATA

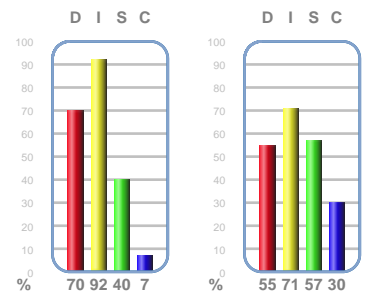


8. ORGANIZED WORKPLACE



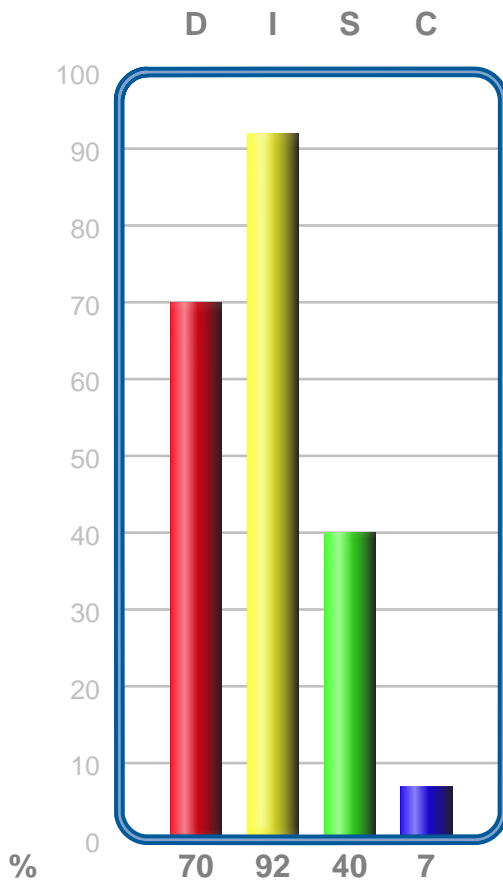
Adapted Style

Natural Style

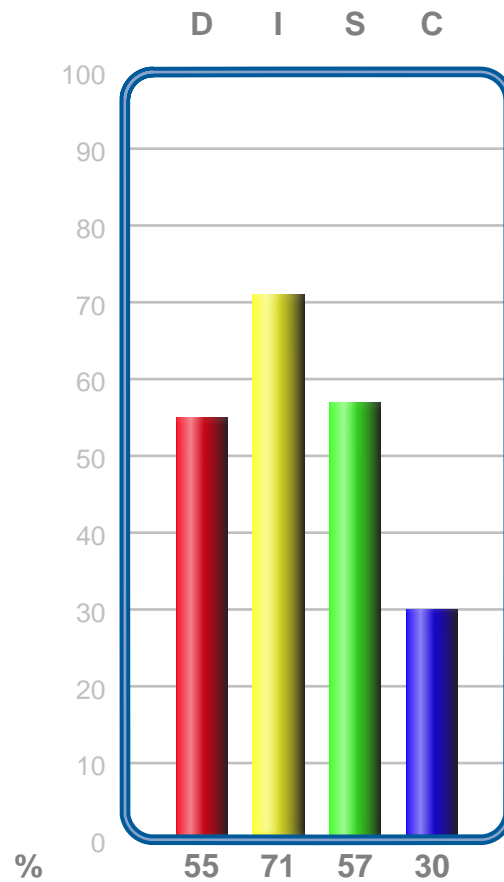




MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2009

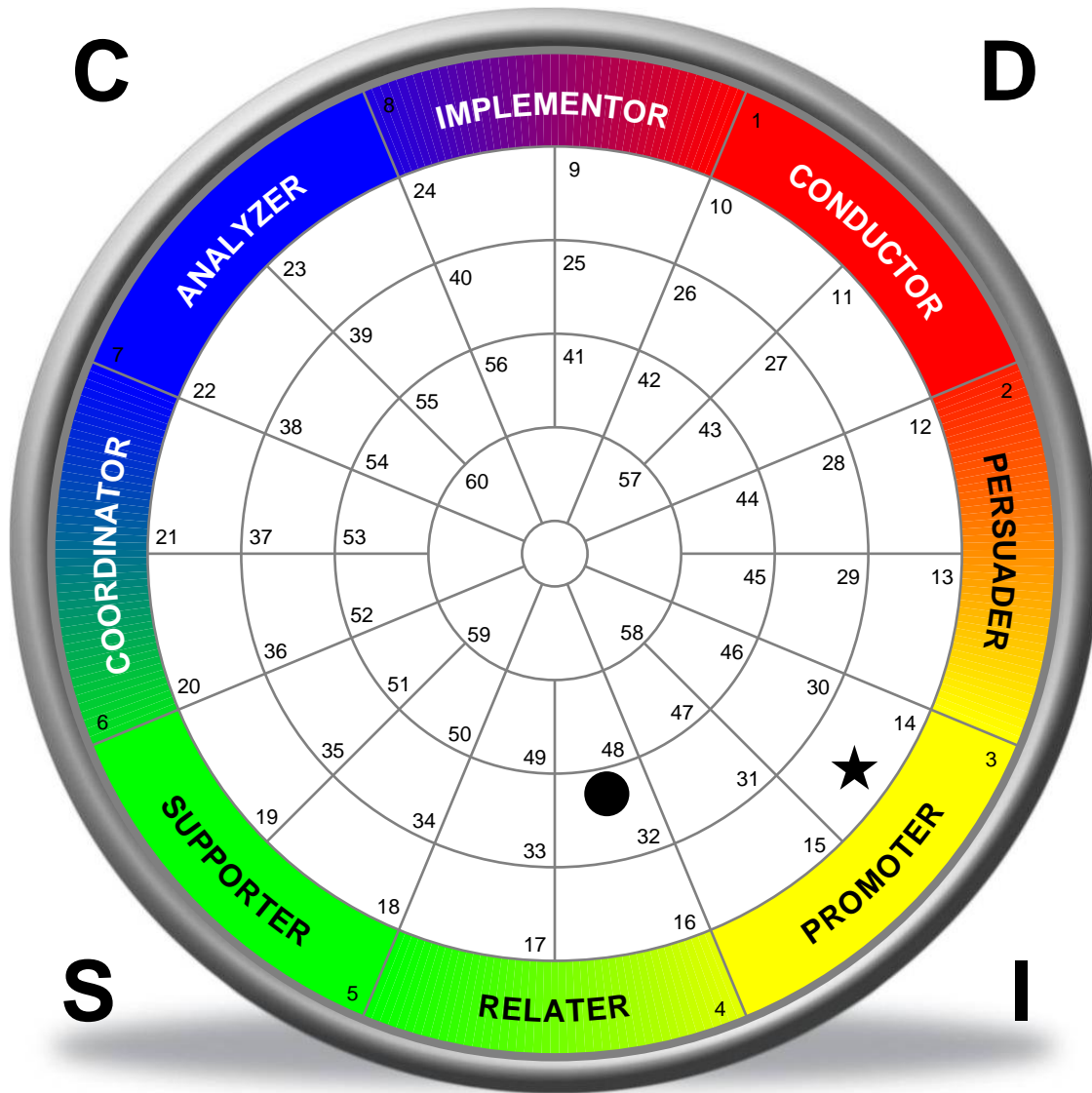


The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- 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: ★ (14) PERSUADING PROMOTER
 Natural: ● (32) PROMOTING RELATER (FLEXIBLE)

Norm 2009

Leadership Resources & Consulting
 1-800-746-1656
 info@disc-report.com