



TTI Success Insights®

Team Building Version



Tom Teamplayer
Team Lead
Company Inc
3-29-2010



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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.

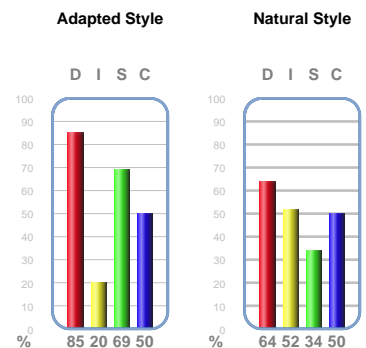
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



Based on Tom's responses, the report has generated general behavioral statements to provide information on his natural behavior. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Tom's natural behavior.

Tom may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He embraces visions not always seen by others. Tom's creative mind allows him to see the "big picture." He prefers being a team player, and wants each player to contribute along with him. He prefers an environment with variety and change. He is at his best when many projects are underway at once. Tom needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He is extremely results-oriented, with a sense of urgency to complete projects quickly. He is often frustrated when working with others who do not share the same sense of urgency. Many people see him as a self-starter dedicated to achieving results. Tom is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works.

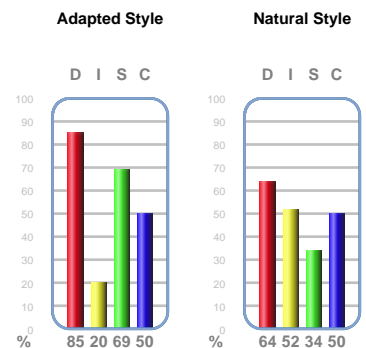
Tom will work long hours until a tough problem is solved. After it is solved, Tom may become bored with any routine work that follows. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes he becomes emotionally





involved in the decision-making process. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. When faced with a tough decision, he will try to sell you on his ideas.

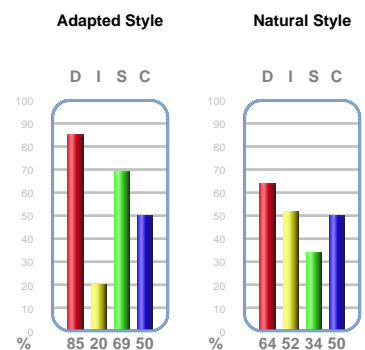
Tom may sometimes mask his feelings in friendly terms. If pressured, Tom's true feelings may emerge. He challenges people who volunteer their opinions. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He tends to influence people by being direct, friendly and results-oriented. Tom may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may lack the patience to listen and communicate with slower acting people.





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

- Projecting a limited display of emotion.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Anticipating and solving problems.
- Working in a systematic, nondemonstrative manner.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Being attentive and dependable with detailed work activities.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Persistence in job completion.
- Accomplishing tasks without many people contacts.
- Being precise in the collection of data.

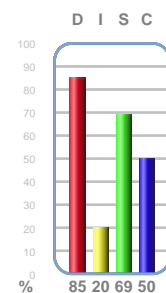




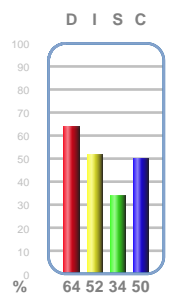
This section of the report identifies Tom's value to the team. Discuss this list and identify those values most important to the team.

- Innovative.
- Creative in his approach to solving problems.
- Challenges the status quo.
- Self-starter.
- Tenacious.
- Usually makes decisions with the bottom line in mind.
- Thinks big.

Adapted Style



Natural Style

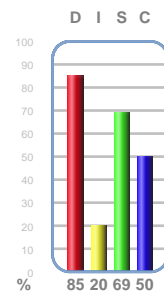




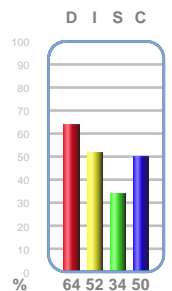
This section identifies the behavior Tom brings to the organization. Use these statements to capitalize on Tom's value to the team and organization.

- Tenacious.
- Forward-looking and future-oriented.
- Competitive.
- Always looking for logical solutions.
- Presents the facts without emotion.
- Self-starter.

Adapted Style



Natural Style

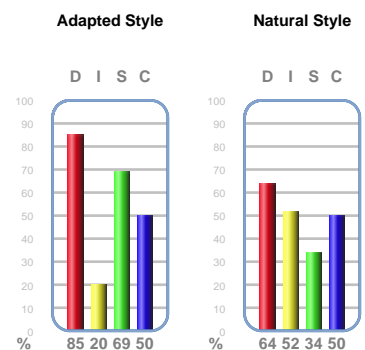




Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Tom. Read each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

Do:

- Understand his sporadic listening skills.
- Use his jargon.
- Verify that the message was heard.
- Support the results, not the person, if you agree.
- Read the body language--look for impatience or disapproval.
- Be specific and leave nothing to chance.
- Support and maintain an environment where he can be efficient.
- Be clear, specific, brief and to the point.
- Give strokes for his involvement.
- Be isolated from interruptions.
- Put projects in writing, with deadlines.

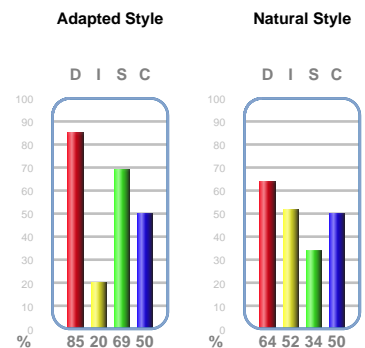




This section of the report is a list of things NOT to do while communicating with Tom. Review each statement with Tom and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually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

Don't:

- Forget to follow-up.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Use paternalistic approach.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Direct or order.
- Reinforce agreement with "I'm with you."
- Try to build personal relationships.
- Try to convince by "personal" means.
- Let him change the topic until you are finished.
- Ramble on, or waste his time.
- Let disagreement reflect on him personally.
- Ask rhetorical questions, or useless ones.





This section provides suggestions on methods which will improve Tom's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Tom will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

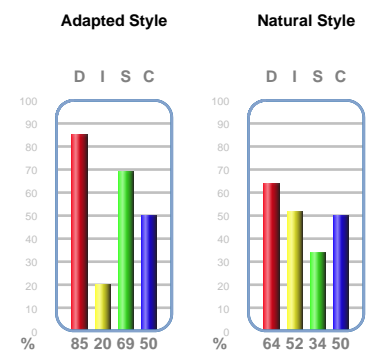
<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: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





Tom's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - None.
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.
- STRENGTH - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.
- STRENGTH - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.
- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.





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

"See Yourself As Others See You"

SELF-PERCEPTION

Tom usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

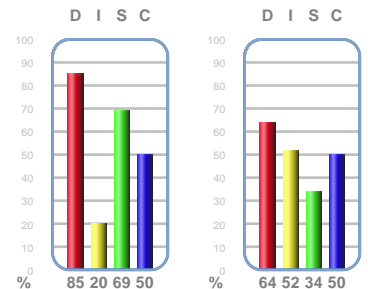
And, under extreme pressure, stress or fatigue, others may see him as being:

Abrasive
Arbitrary

Controlling
Opinionated

Adapted Style

Natural Style



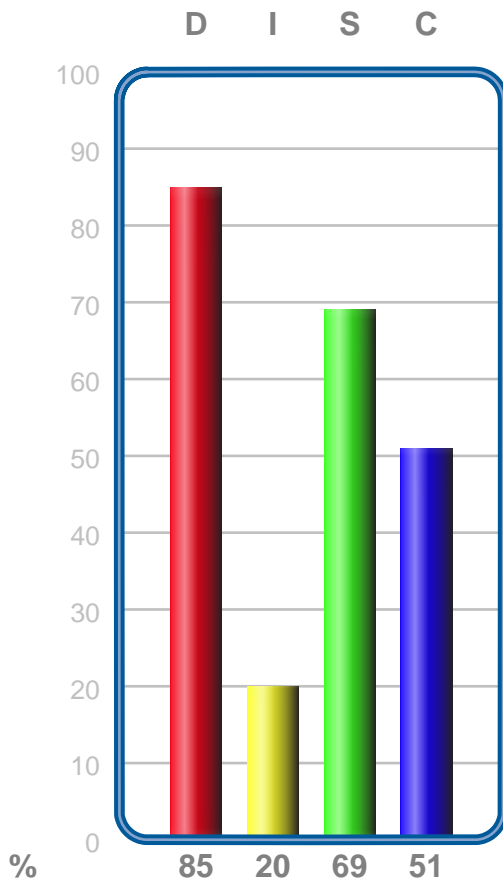


Based on Tom's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

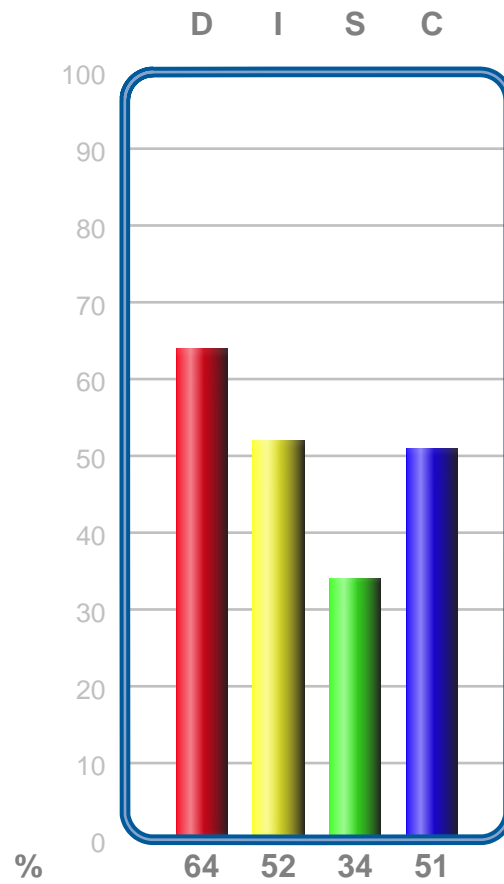
Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Political	Nondemonstrative	Dependent
Pioneering	Enthusiastic	Passive	Cautious
Strong-Willed	Demonstrative	Patient	Conventional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



MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



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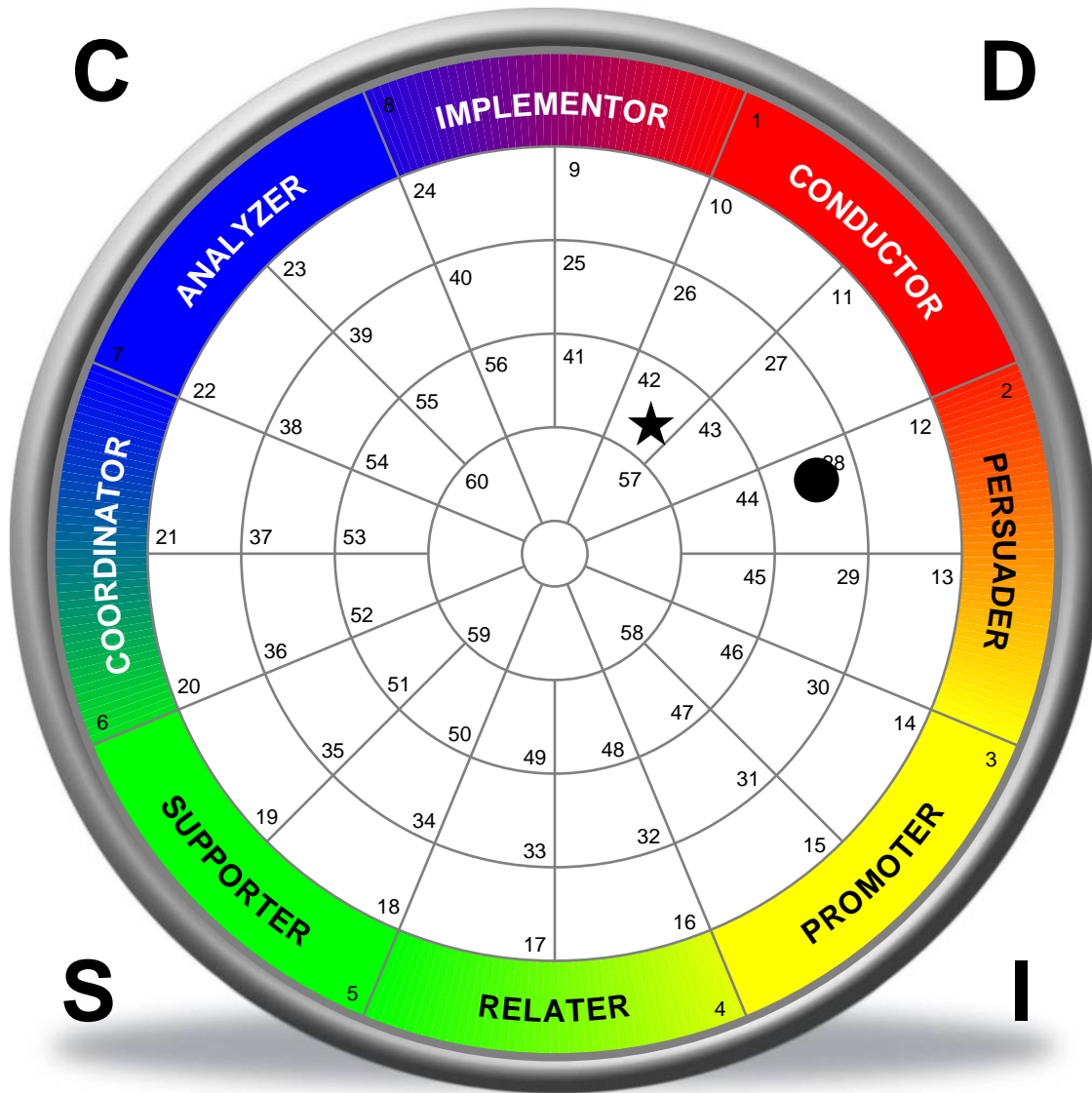


The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- 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: ★ (42) IMPLEMENTING CONDUCTOR (ACROSS)

Natural: ● (28) CONDUCTING PERSUADER (FLEXIBLE)

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