



TTI
SUCCESS
INSIGHTS®

Management-Staff

Sam Sample

Manager

ABC Company

4-3-2026

Leadership Resources and Consulting

www.disc-report.com

800-746-1656

info@disc-report.com



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Introduction



Behavioral research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioral factors to varying degrees of intensity.

–W.M. Marston

Behavioral Characteristics

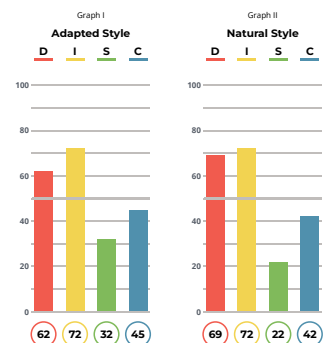


Based on Sam's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Sam likes feedback from his manager on how he is doing. He wants to be seen not only as a team player, but also as a leader of the team. He, an outgoing person, feels at home with strangers. He is optimistic and usually has a positive sense of humor. Sam wants to be seen as his own person, but usually projects it in friendly terms. He likes freedom from many controls. He may be careless with details. He believes in getting results through other people. He prefers the "team approach." Sam likes quality social relationships. He often will become friends with his customers or clients. He is most likely to be at his best in situations where important things, such as values, judgments, feelings, and emotions are involved. He prides himself on his "intuition."

Sam may be inconsistent in disciplining others. He likes to be involved in the decision-making process. He makes quick decisions. He can make decisions despite some relevant facts being missing. Sam likes working for managers who make quick decisions. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He is good at solving problems that deal with people. He tends to break the rules and then attempts to sell you on the fact that it was the proper thing to do.

Sam may have a tendency to oversell certain styles. Communication can extend from friendly to argumentative discourse with Sam. He can be intense and may not always fit this intensity to what the situation calls for. Sometimes he can get caught short of the facts and figures needed to support his ideas. Sam will optimistically interact with people in an assured, diplomatic, and poised manner. He is good at negotiating conflict between others. Sam feels that "if everyone would just talk it out, everything would be okay!" It is important for Sam to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He will know many people. He has a tendency to be a name dropper. He may do this without thinking, trying to establish rapport with people he may not



Behavioral Characteristics

Continued



know well.



Value to the Organization



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

- ✓ 1. Ability to handle many activities.
- ✓ 2. Negotiates conflicts.
- ✓ 3. Few dull moments.
- ✓ 4. Accomplishes goals through people.
- ✓ 5. Deadline conscious.
- ✓ 6. Sense of urgency.
- ✓ 7. Verbalizes his feelings.
- ✓ 8. Team player.
- ✓ 9. Builds confidence in others.



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 Sam. 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 Sam most frequently.

Ways to Communicate

- ✓ 1. Understand his sporadic listening skills.
- ✓ 2. Provide a warm and friendly environment.
- ✓ 3. Talk about him, his goals and the opinions he finds stimulating.
- ✓ 4. Verify that the message was heard.
- ✓ 5. Use enough time to be stimulating, fun-loving, and fast-moving.
- ✓ 6. Ask for his opinions/ideas regarding people.
- ✓ 7. Be open, honest, and informal.
- ✓ 8. Deal with details in writing, have him commit to modes of action.
- ✓ 9. Read the body language for approval or disapproval.
- ✓ 10. Plan interaction that supports his dreams and intentions.
- ✓ 11. Provide testimonials from people he sees as important.



Checklist for Communicating

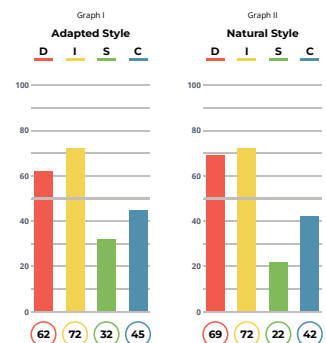
Continued



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

1. Let him change the topic until you are finished.
2. Waste time trying to be impersonal, judgmental, or too task-oriented.
3. Talk down to him.
4. Be dictatorial.
5. Dream with him or you'll lose time.
6. Be put off by his "cockiness."
7. Forget to follow-up.
8. Dictate to him.
9. Legislate or muffle—don't overcontrol the conversation.
10. Take credit for his ideas.
11. Use a paternalistic approach.
12. Leave decisions hanging in the air.



Communication Tips



This section provides suggestions for methods which will improve Sam'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, Sam 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.

Compliance

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

Dominance

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

- ✓ Be clear, specific, brief, and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

Steadiness

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, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

Influence

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

- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold, or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures or alternatives and abstractions.

Ideal Environment



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

- ✓ 1. Freedom from long, detailed reports.
- ✓ 2. Personable supervisor with whom he can associate.
- ✓ 3. Working for a manager who makes quick decisions.
- ✓ 4. New products and new ideas to work on.
- ✓ 5. Assignments with a high degree of people contacts.
- ✓ 6. Freedom from control and detail.
- ✓ 7. Activities and more activities.
- ✓ 8. Work tasks that change from time to time.



Perceptions



See Yourself As Others See You

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



Sam usually sees himself as being:

- ✓ Enthusiastic
- ✓ Inspiring
- ✓ Outgoing
- ✓ Persuasive
- ✓ Charming
- ✓ Optimistic



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

- ✓ Self-Promoting
- ✓ Overly Optimistic
- ✓ Glib
- ✓ Unrealistic



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

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

Descriptors



Based on Sam'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.

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	Influence	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural & Adapted Style



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

Problems & Challenges

Natural

Sam is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Sam has a tendency to make decisions with little or no hesitation.

Adapted

Sam sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People & Contacts

Natural

Sam is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Sam is trusting and also wants to be trusted.

Adapted

Sam 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.

Natural & Adapted Style



Pace & Consistency

Natural

Sam is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.

Adapted

Sam sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency.



Procedures & Constraints

Natural

Sam is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

Adapted

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

Adapted Style



Sam 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.

- ✓ 1. Maintaining an ever-changing, friendly work environment.
- ✓ 2. Working without close supervision.
- ✓ 3. Making tactful decisions.
- ✓ 4. Possessing a strong sense of urgency toward results.
- ✓ 5. Meeting deadlines.
- ✓ 6. Positive, outgoing, and friendly behavior.
- ✓ 7. Questioning the status quo and seeking more effective ways of accomplishment.
- ✓ 8. Optimistic, future-oriented outlook.
- ✓ 9. Handling a variety of activities.
- ✓ 10. Contacting people using a variety of modes.
- ✓ 11. Preferring people involvement over task focus.
- ✓ 12. Participative decision making.
- ✓ 13. Coping with rapid changes in the work arena.



Keys to Motivating



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

Sam wants:

- ✓ 1. Changing environments in which to work and play.
- ✓ 2. Freedom from routine work.
- ✓ 3. To be trusted.
- ✓ 4. Flattery, praise, popularity, and strokes.
- ✓ 5. Group activities outside of the job.
- ✓ 6. Support system to help with details and follow through.
- ✓ 7. Participation in meetings on future planning.
- ✓ 8. Working conditions with freedom to move and to talk to people.
- ✓ 9. Outside activities so there is never a dull moment.
- ✓ 10. Rewards to support his dreams.
- ✓ 11. A support system to do the detail work.
- ✓ 12. Big picture approaches.



Keys to Managing



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

Sam needs:

- ✓ 1. Systems to follow.
- ✓ 2. People to work and associate with.
- ✓ 3. A rational approach to decision making—analyze the facts.
- ✓ 4. Better organization of record keeping.
- ✓ 5. To maintain focus on results and not sacrifice productivity just to make everyone happy.
- ✓ 6. To handle routine paperwork only once.
- ✓ 7. To pace himself.
- ✓ 8. Vacations or periods of reduced activity level.
- ✓ 9. Consistency.
- ✓ 10. Participatory management.
- ✓ 11. To be informed of things which affect him.
- ✓ 12. Appreciation of slower-moving people.



Areas for Improvement



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

Sam has a tendency to:

- ✓ 1. Trust people indiscriminately if positively reinforced by those people.
- ✓ 2. Be too verbal in expressing criticism.
- ✓ 3. Take information at face value without validation or substantial investigation.
- ✓ 4. Make decisions based on surface analysis.
- ✓ 5. Overuse praise in motivating others.
- ✓ 6. Be so enthusiastic that he can be seen as superficial.
- ✓ 7. Underinstruct and overdelegate—will rely on personality as opposed to a disciplined approach to follow-up.
- ✓ 8. Be a situational listener if not given an opportunity to tell his ideas.



Action Plan

Professional Development



1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:

Action Plan

Personal Development



1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

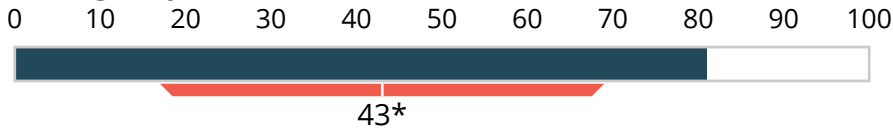
4. I will make the following changes to my behavior, and I will implement them by _____:

Behavioral Hierarchy

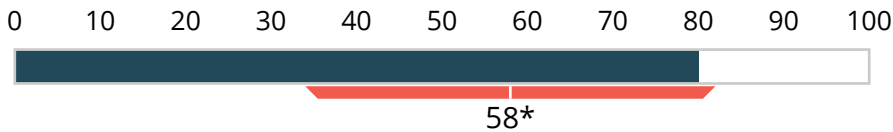


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

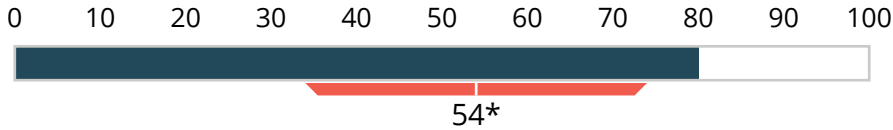
1. Urgency - Take immediate action.



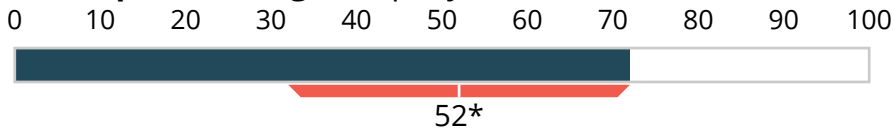
2. Interaction - Frequently engage and communicate with others.



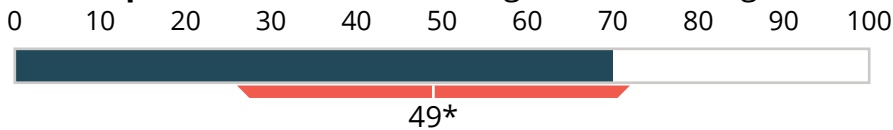
3. Versatile - Adapt to various situations with ease.



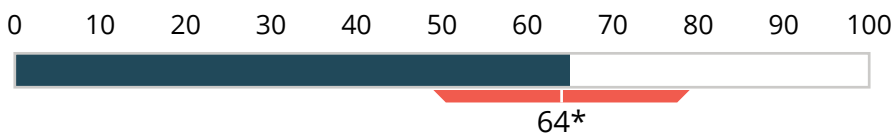
4. Frequent Change - Rapidly shift between tasks.



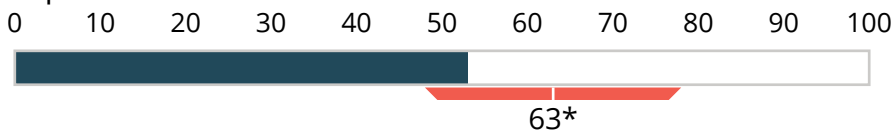
5. Competitive - Want to win or gain an advantage.



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



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



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

Behavioral Hierarchy



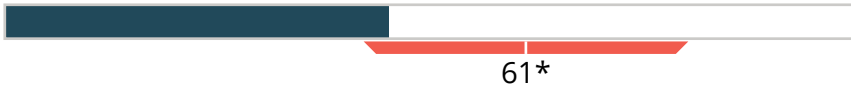
8. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



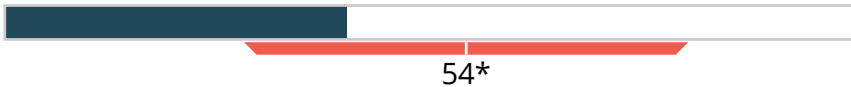
9. Following Policy - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



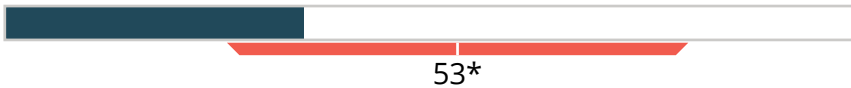
10. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



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

0 10 20 30 40 50 60 70 80 90 100



12. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



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

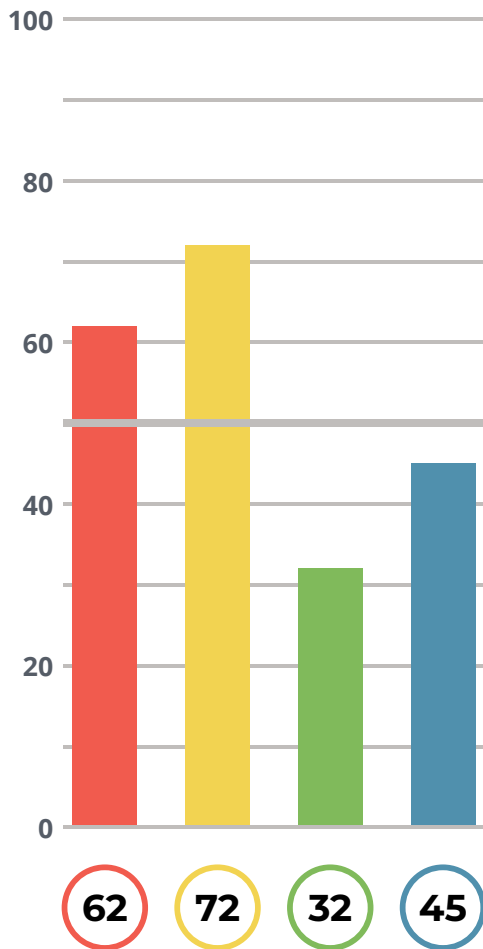
Style Insights® Graphs



Graph I

Adapted Style

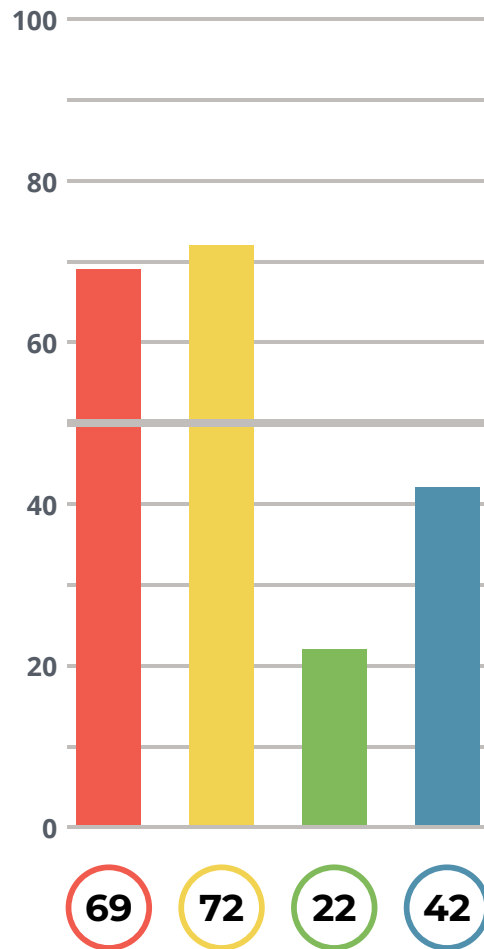
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



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The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first 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 to which you are adapting your behavior.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

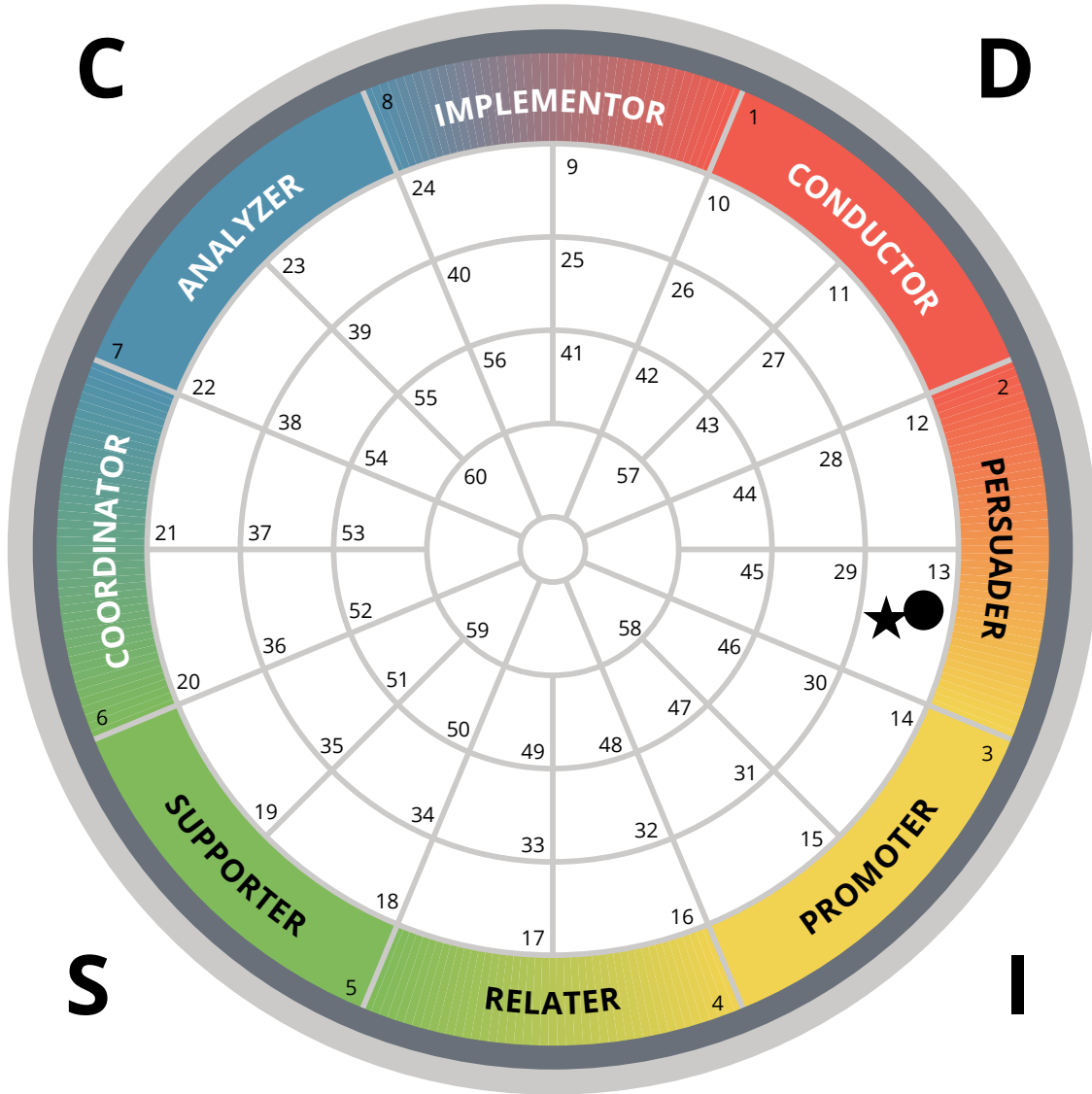
The TTI Success Insights® Wheel



Sam Sample

ABC Company

4-3-2026



Adapted: ★ (13) PROMOTING PERSUADER

Natural: ● (13) PROMOTING PERSUADER

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