



TTI
SUCCESS
INSIGHTS®

Team Building

David Doe

Director, HR Shared Services

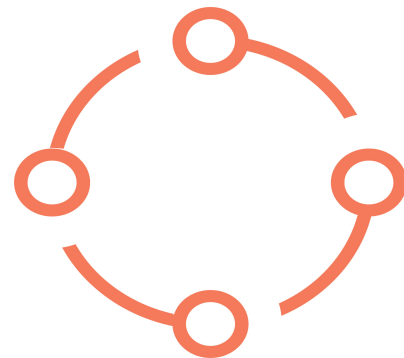
ABC Company

3-11-2019

Leadership Resources and Consulting

800-746-1656

info@disc-report.com





Introduction

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*



Basic Characteristics

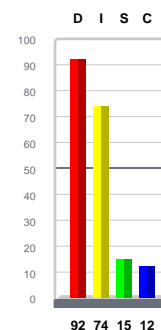
Based on David's responses, the report has generated general behavioral statements to provide information on his natural behavior. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of David's natural behavior.

David can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. He has high ego strengths and may be viewed by some as egotistical. He is often frustrated when working with others who do not share the same sense of urgency. David is extremely results-oriented, with a sense of urgency to complete projects quickly. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He prefers an environment with variety and change. He is at his best when many projects are underway at once. David may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. Many people see him as a self-starter dedicated to achieving results.

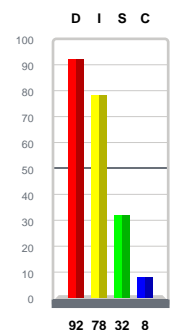
David should realize that at times he needs to think a project through, beginning to end, before starting the project. When faced with a tough decision, he will try to sell you on his ideas. Sometimes he becomes emotionally involved in the decision-making process. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. David has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He prefers authority equal to his responsibility.



Adapted Style



Natural Style



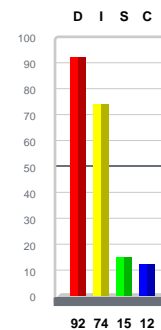


Basic Characteristics *Continued*

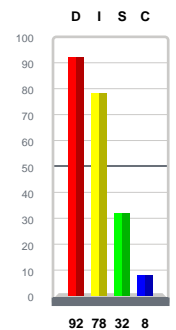
David may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He may lack the patience to listen and communicate with slower acting people. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He challenges people who volunteer their opinions. David 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. He may sometimes mask his feelings in friendly terms. If pressured, David's true feelings may emerge.



Adapted Style



Natural Style



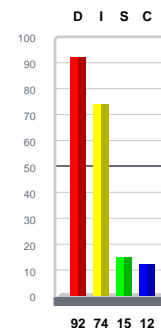


Work Characteristics

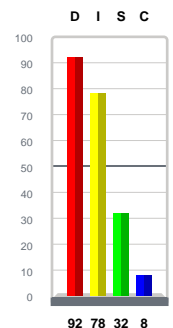
David sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- A competitive environment, combined with a high degree of people skills.
- Being independent and innovative.
- Using a direct, forthright and honest approach in his communications.
- Persistence in job completion.
- Being creative and unconventional in making a point.
- Firm commitment to accomplishments.
- Flaunting independence.
- Using a creative approach in decision making.
- A good support team to handle paperwork.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Anticipating and solving problems.

Adapted Style



Natural Style





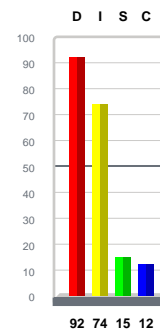
Value to the Team

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

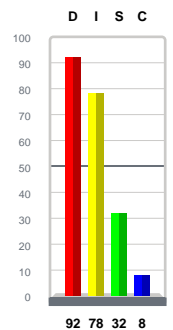
- Creative in his approach to solving problems.
- Has the confidence to do the difficult assignments.
- Change agent--looks for faster and better ways.
- Tenacious.
- Can support or oppose strongly.
- Accomplishes goals through people.
- Usually makes decisions with the bottom line in mind.



Adapted Style



Natural Style





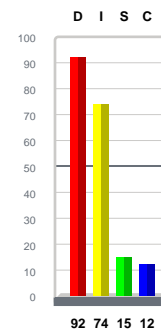
Value to the Organization

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

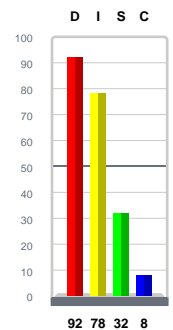
- Challenges the status quo.
- Has the confidence to do the difficult assignments.
- Competitive.
- Usually makes decisions with the bottom line in mind.
- Pioneering.
- Thinks big.



Adapted Style



Natural Style





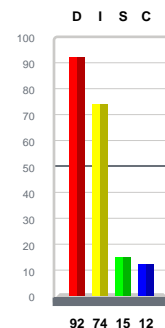
Checklist for Communicating

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 David. 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 David most frequently.

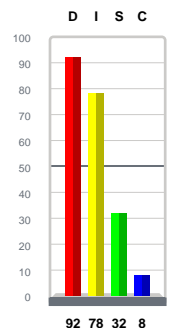
Ways to Communicate

- Expect him to return to fight another day when he has received a "no" answer.
- Be brief--be bright--be gone.
- Flatter his ego.
- Understand his defiant nature.
- Support and maintain an environment where he can be efficient.
- Support the results, not the person, if you agree.
- Ask specific (preferably "what?") questions.
- Clarify any parameters in writing.
- Provide "yes" or "no" answers--not maybe.
- Define the problem in writing.
- Present the facts logically; plan your presentation efficiently.

Adapted Style



Natural Style





Checklist for Communicating Continued

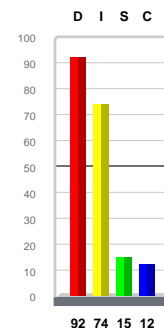
This section of the report is a list of things NOT to do while communicating with David. Review each statement with David and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate

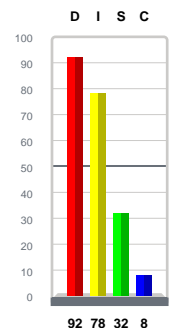
- Try to convince by "personal" means.
- Be paternalistic.
- Hesitate when confronted.
- Muffle or overcontrol.
- Reinforce agreement with "I'm with you."
- Ramble on, or waste his time.
- Take credit for his accomplishments.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Direct or order.
- Come with a ready-made decision, or make it for him.
- Let disagreement reflect on him personally.
- Let him overpower you with verbiage.
- Try to build personal relationships.



Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve David'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, David 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 disorganized 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-organized "package."

Factors that will create tension or dissatisfaction:

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

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.
- Don't 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.

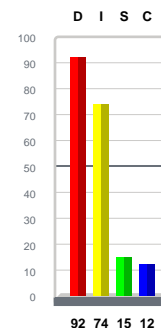


Team Effectiveness Factors

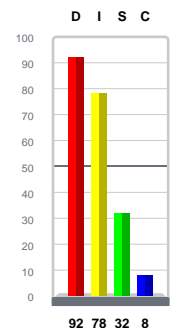
David's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength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

- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.
- STRENGTH - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.
- STRENGTH - Strong ego. POTENTIAL WEAKNESS - Possibility of offending others if "overdone."
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.
- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - None.
- STRENGTH - Seeks challenges and problems to solve. POTENTIAL WEAKNESS - Takes on too many and may forget priorities.
- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.

Adapted Style



Natural Style





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 David's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower David to project the image that will allow him to control the situation.

Self-Perception

David usually sees himself as being:

- Pioneering
- Competitive
- Positive
- Assertive
- Confident
- Winner

Others' Perception - Moderate

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

- Demanding
- Egotistical
- Nervy
- Aggressive

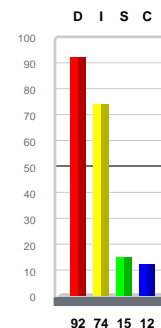
Others' Perception - Extreme

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

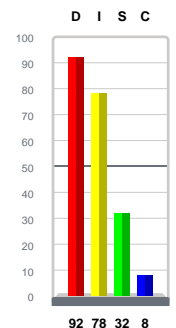
- Abrasive
- Arbitrary
- Controlling
- Opinionated



Adapted Style



Natural Style





Descriptors

Based on David'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	Influencing	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



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 _____:

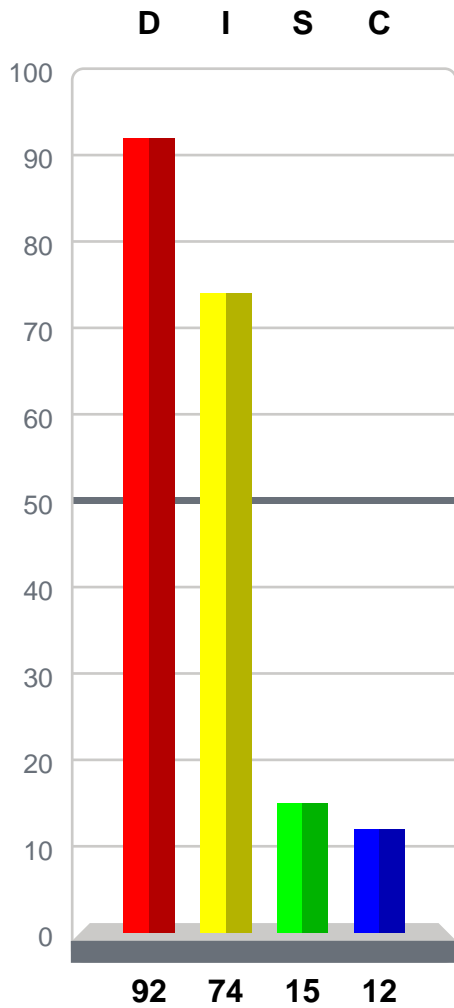


Style Insights® Graphs

3-11-2019

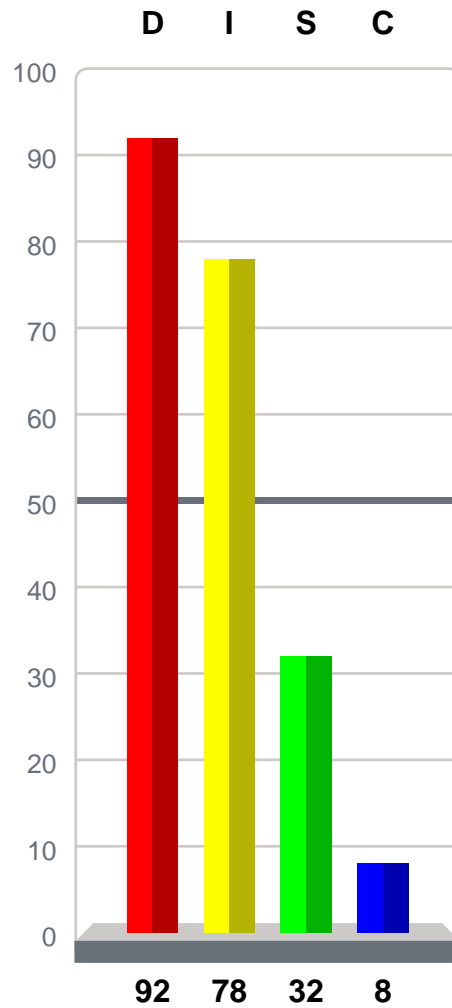
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4

T: N/A



The Success Insights® Wheel

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.

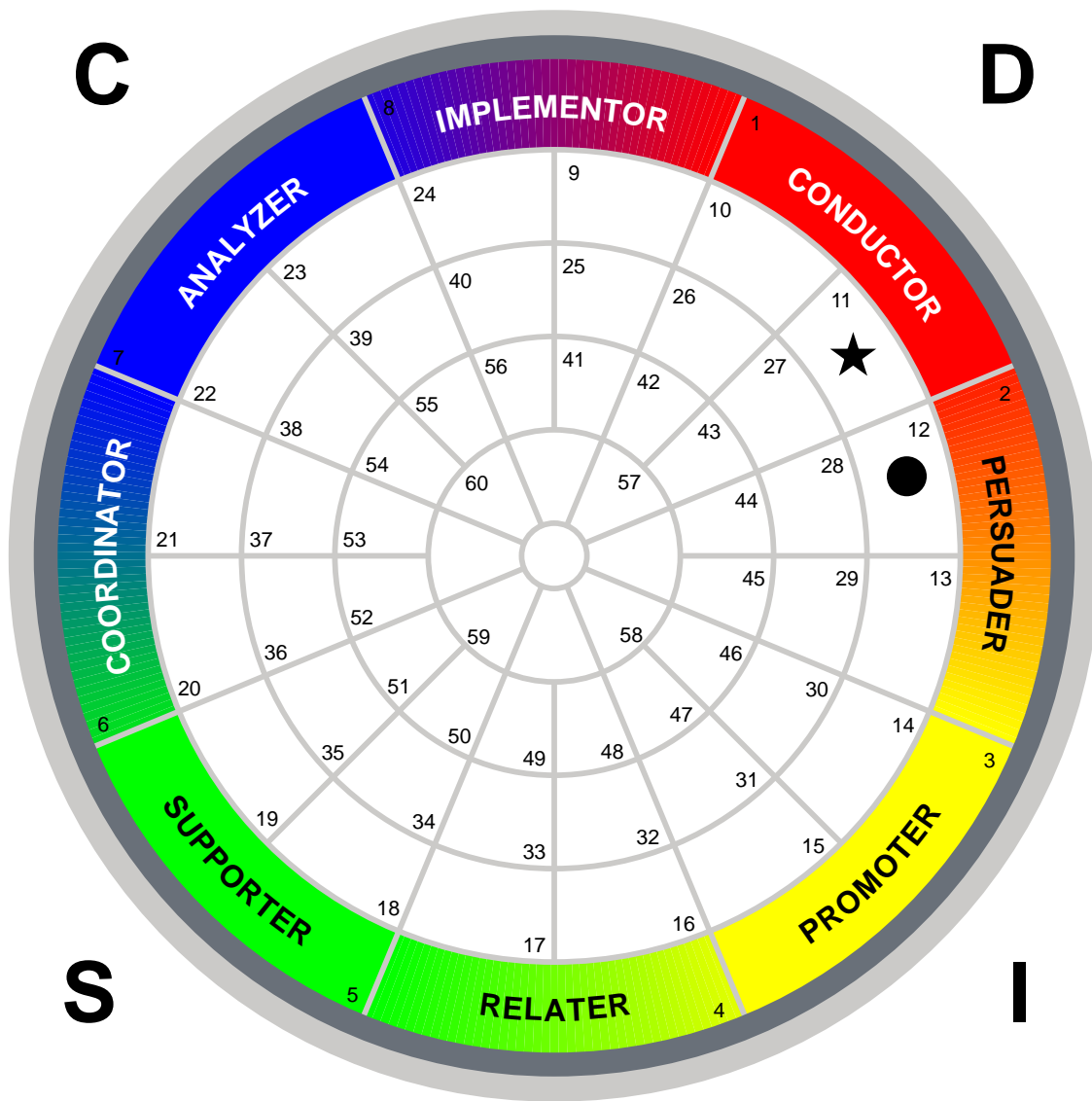
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



The Success Insights® Wheel

3-11-2019



Adapted: ★ (11) PERSUADING CONDUCTOR
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2017 R4

T: N/A