

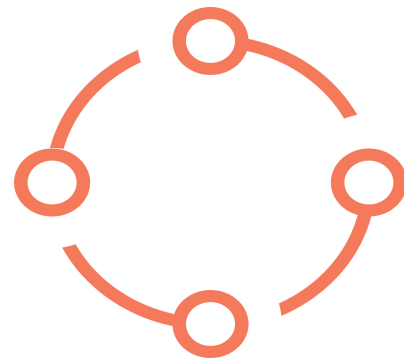


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Management-Staff

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4-22-2019

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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*



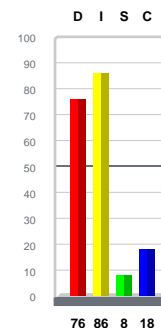
General Characteristics

Based on John'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 John's natural behavior.

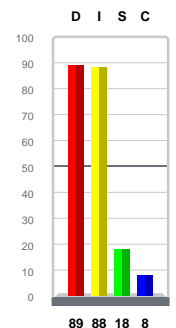
John is extremely results-oriented, with a sense of urgency to complete projects quickly. Many people see him as a self-starter dedicated to achieving results. He is often frustrated when working with others who do not share the same sense of urgency. He is deadline conscious and becomes irritated if deadlines are delayed or missed. John likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He embraces visions not always seen by others. John's creative mind allows him to see the "big picture." He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." John displays a high energy factor and is optimistic about the results he can achieve. The word "can't" is not in his vocabulary. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project.

John has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. When faced with a tough decision, he will try to sell you on his ideas. He will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome.

Adapted Style



Natural Style



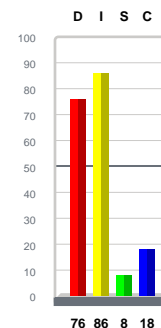


General Characteristics Continued

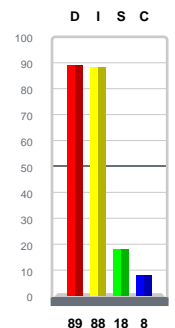
John likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may sometimes mask his feelings in friendly terms. If pressured, John's true feelings may emerge. John tends to be intolerant of people who seem ambiguous or think too slowly. He may lack the patience to listen and communicate with slower acting people. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He 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.



Adapted Style



Natural Style





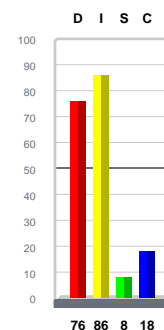
Value to the Organization

This section of the report identifies the specific talents and behavior John 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 and make him an integral part of the team.

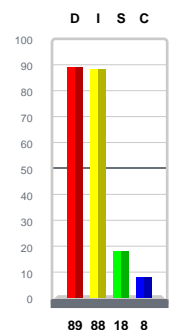
- Challenges the status quo.
- Has the confidence to do the difficult assignments.
- Forward-looking and future-oriented.
- Innovative.
- Usually makes decisions with the bottom line in mind.
- Competitive.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Self-starter.



Adapted Style



Natural Style





Checklist for Communicating

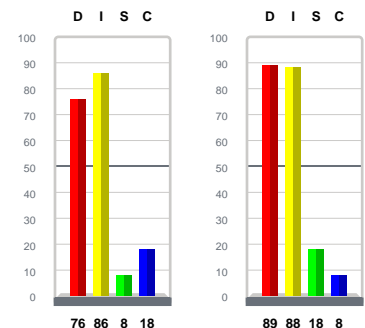
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each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

Ways to Communicate

- Clarify any parameters in writing.
- Support the results, not the person, if you agree.
- Present the facts logically; plan your presentation efficiently.
- Understand his defiant nature.
- Provide questions, alternatives and choices for making his own decisions.
- Use a motivating approach, when appropriate.
- Speak at a rapid pace.
- Confront when in disagreement.
- Be clear, specific, brief and to the point.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Look for his oversights.
- Expect him to return to fight another day when he has received a "no" answer.
- Stick to business--let him decide if he wants to talk socially.

Adapted Style

Natural Style





Checklist for Communicating Continued

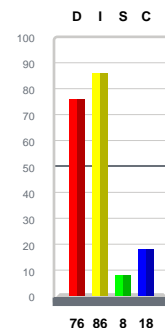
This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Ways NOT to Communicate

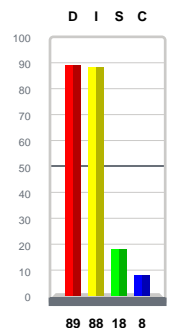
- Muffle or overcontrol.
- Try to convince by "personal" means.
- Come with a ready-made decision, or make it for him.
- Take credit for his accomplishments.
- Direct or order.
- Ramble on, or waste his time.
- Hesitate when confronted.
- Reinforce agreement with "I'm with you."
- Forget or lose things,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



Adapted Style



Natural Style





Communication Tips

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



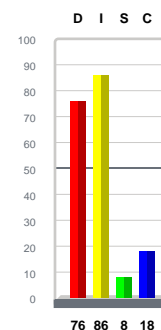
Ideal Environment

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

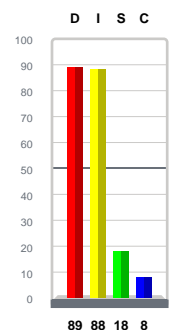
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.
- Needs difficult assignments.
- Work with a results-oriented team.
- Nonroutine work with challenge and opportunity.
- Freedom to try new approaches.
- Freedom from controls, supervision and details.
- An innovative and futuristic-oriented environment.
- Position with a tolerant manager.



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

Self-Perception

John usually sees himself as being:

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

Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

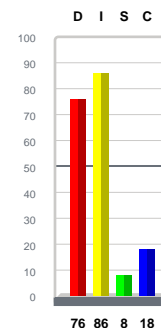
Others' Perception - Extreme

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

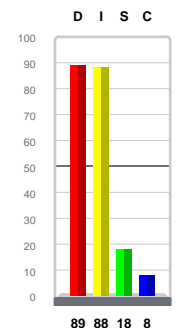
- Abrasive
- Controlling
- Arbitrary
- Opinionated



Adapted Style



Natural Style





Descriptors

Based on John'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



Natural and Adapted Style

John'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.

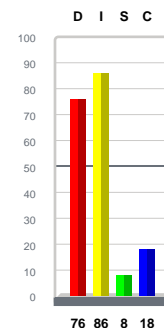
Problems - Challenges

Natural	Adapted
John tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. John will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.	John's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to win against all obstacles.

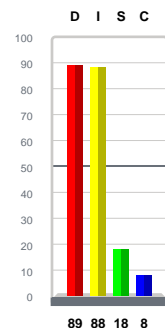
People - Contacts

Natural	Adapted
John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.	John 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.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

John 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

John sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

Procedures - Constraints

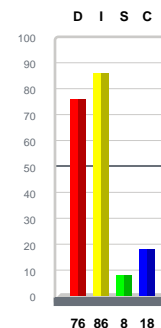
Natural

John does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

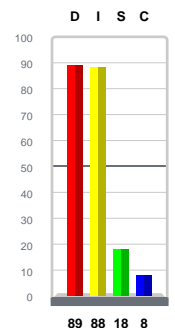
Adapted

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

Adapted Style



Natural Style



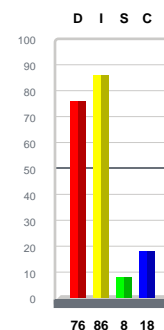


Adapted Style

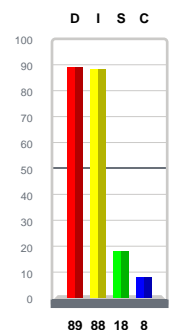
John sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Optimistic, future-oriented outlook.
- Coping with rapid changes in the work arena.
- Working without close supervision.
- Flexibility.
- Positive, outgoing, friendly behavior.
- Making tactful decisions.
- Meeting deadlines.
- Motivating people to take action by using persuasive skills.
- Participative decision making.
- Contacting people using a variety of modes.
- Moving quickly from one activity to another.

Adapted Style



Natural Style





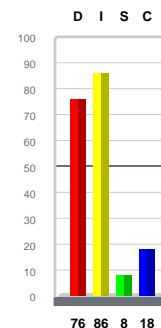
Keys to Motivating

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

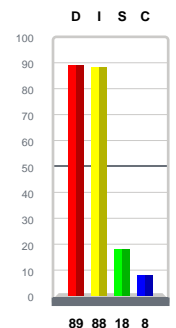
John wants:

- Flattery, praise, popularity and strokes.
- Outside activities so there is never a dull moment.
- Rewards to support his dreams.
- Changing environments in which to work/play.
- A support system to do the detail work.
- To be trusted.
- Big picture approaches.
- Freedom from control and detail.
- Support system to help with details and follow through.
- Freedom from routine work.
- Working conditions with freedom to move and to talk to people.
- Work assignments that provide opportunity for recognition.

Adapted Style



Natural Style





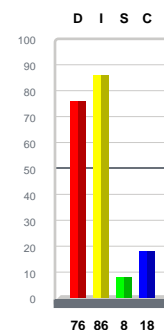
Keys to Managing

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

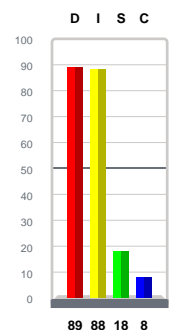
John needs:

- Restraints, or program to calculate the risk involved by his decisions.
- To negotiate commitment face-to-face.
- Recognition that limits and rules do exist, and why.
- Authority equal to responsibility.
- To evaluate his drive to be seen as his "own person" and how it affects his role on the team.
- Documentation of expected results.
- Support in doing excessive detail work.
- To adjust his intensity to match the situation.
- To understand his role on the team--either a team player or the leader.
- To be confronted when in disagreement, or when he breaks the rules.
- To display empathy for people who approach life differently than he does.
- A tolerant boss.

Adapted Style



Natural Style





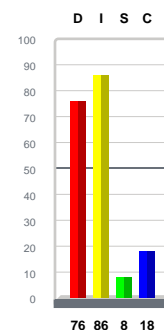
Areas for Improvement

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

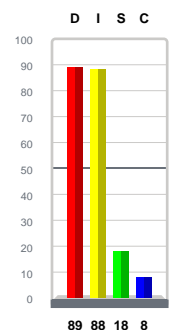
John has a tendency to:

- Be explosive by nature and lack the patience to negotiate.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Make "off the cuff" remarks that are often seen as personal prods.
- Have trouble delegating--can't wait, so does it himself.
- Be impulsive and seek change for change's sake. May change priorities daily.

Adapted Style



Natural Style





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:

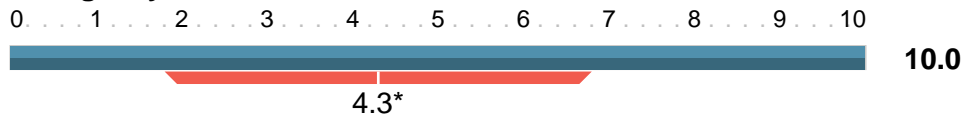
4. I will make the following changes to my behavior, and I will implement them by _____:



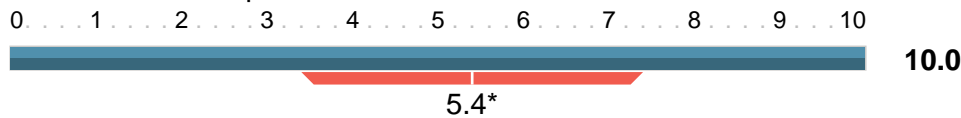
Behavioral Hierarchy

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.

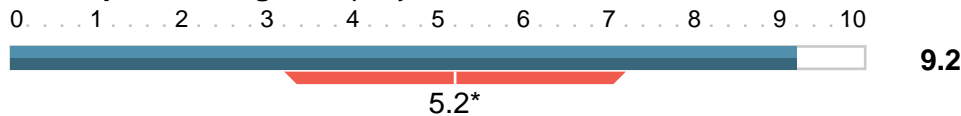
1. Urgency - Take immediate action.



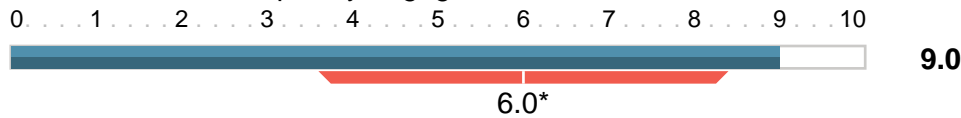
2. Versatile - Adapt to various situations with ease.



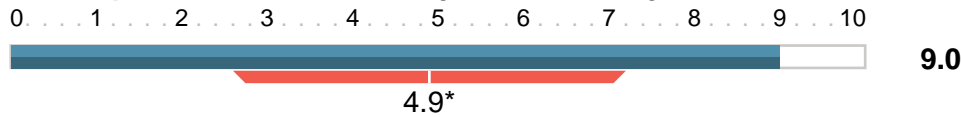
3. Frequent Change - Rapidly shift between tasks.



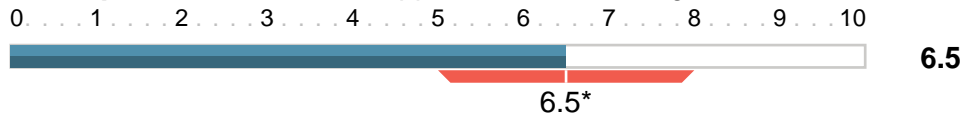
4. Interaction - Frequently engage and communicate with others.



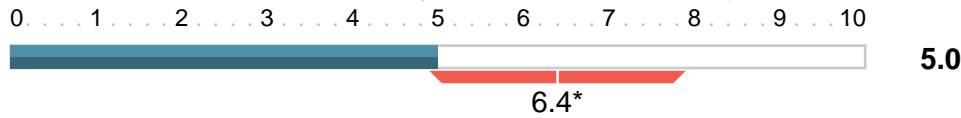
5. Competitive - Want to win or gain an advantage.



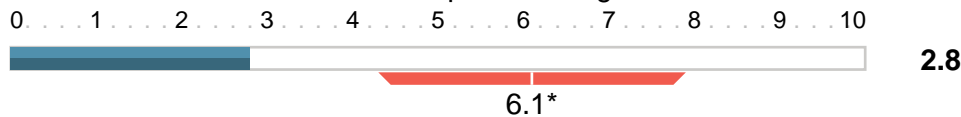
6. People-Oriented - Build rapport with a wide range of individuals.



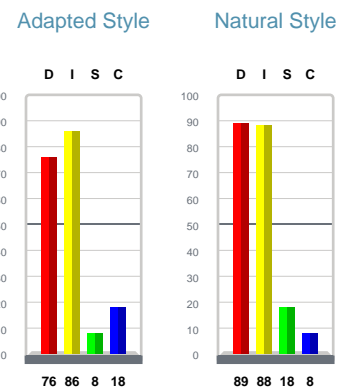
7. Customer-Oriented - Identify and fulfill customer expectations.



8. Persistence - Finish tasks despite challenges or resistance.



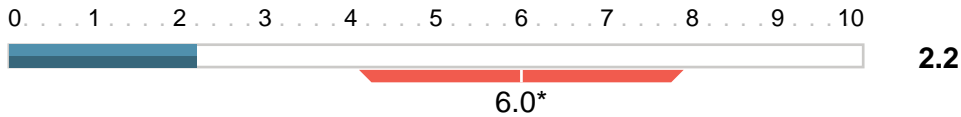
* 68% of the population falls within the shaded area.



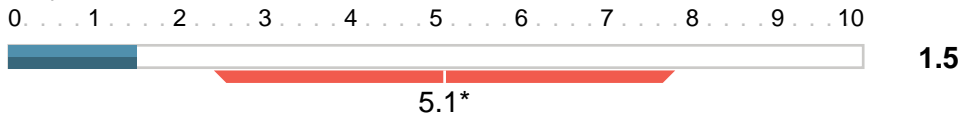


Behavioral Hierarchy

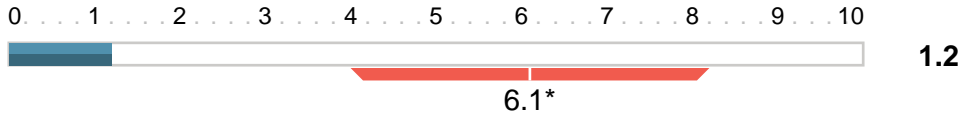
9. Following Policy - Adhere to rules, regulations, or existing methods.



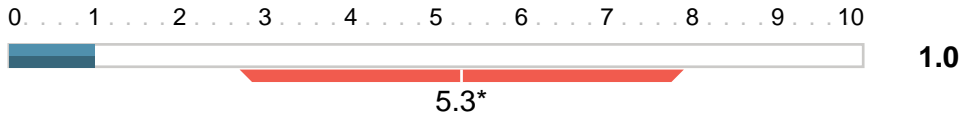
10. Organized Workplace - Establish and maintain specific order in daily activities.



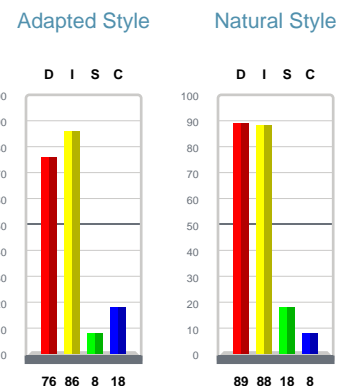
11. Consistent - Perform predictably in repetitive situations.



12. Analysis - Compile, confirm and organize information.



SIA: 76-86-08-18 (13) SIN: 89-88-18-08 (12)
* 68% of the population falls within the shaded area.



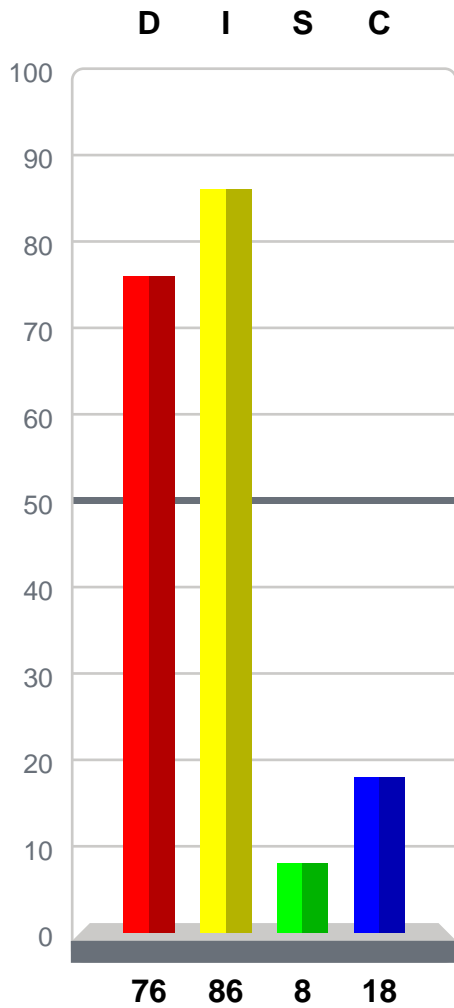


Style Insights® Graphs

4-22-2019

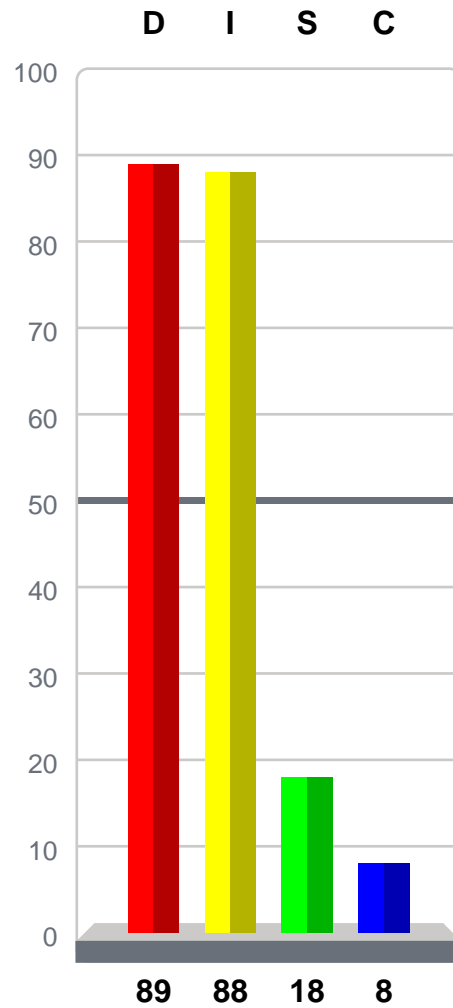
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4



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.

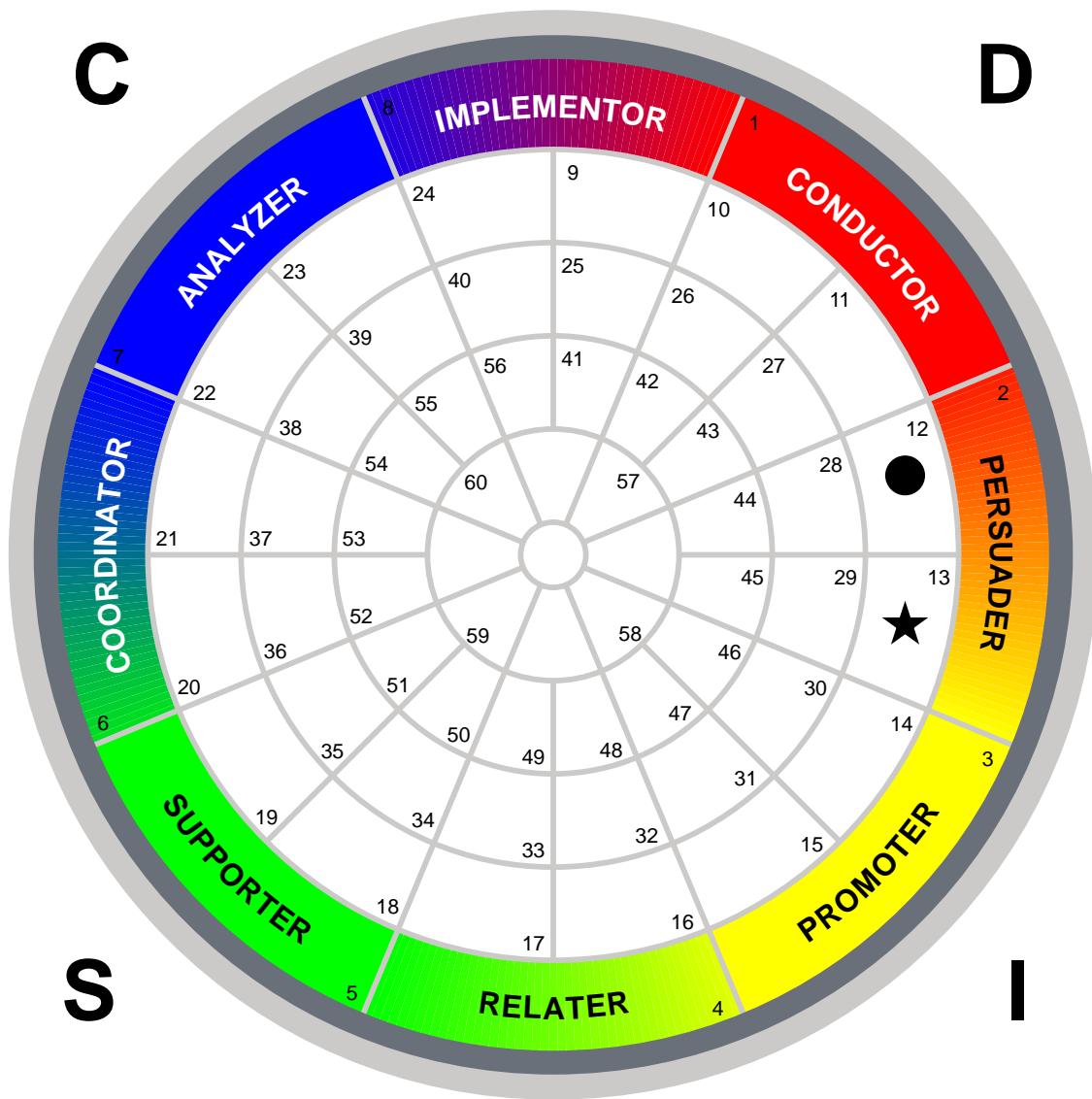
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

4-22-2019



Adapted: ★ (13) PROMOTING PERSUADER
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2017 R4

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