Management-Staff

Jane Doe
Manager
ABC Company
6-26-2023

Leadership Resources and Consulting
Podcast: Help for Leaders
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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 Jane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jane's natural behavior.

Jane likes feedback from her manager on how she is doing. She likes to get results through others. She is at her best when she has people working with her. She is driven by status and power. She is most likely to be at her best in situations where important things, such as values, judgments, feelings, and emotions are involved. She prides herself on her "intuition." Jane is optimistic about her ability to do any job. She believes in getting results through other people. She prefers the "team approach." She is good at fostering enthusiasm in others. She tries to influence others through a personal relationship and many times will perform services to develop this relationship. Jane likes freedom from many controls. She projects a self-assured and self-confident image.

Jane usually makes decisions after gathering some facts and supporting data. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. Sometimes she will seek a quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. She may leap to a favorable conclusion without considering all the facts. Jane can make decisions despite some relevant facts being missing. She is good at solving problems that deal with people. She makes quick decisions. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner.

Graph I

Adapted Style

D	I	S	C
72	68	22	42

Graph II

Natural Style

D	I	S	C
73	75	22	36

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Jane Doe

Behavioral Characteristics
Continued

Jane is people-oriented and verbally fluent. She will often verbalize her need to be her own person. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! Jane may have a tendency to oversell certain styles. She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. Sometimes she can get caught short of the facts and figures needed to support her ideas. She is good at negotiating conflict between others. Jane feels that "if everyone would just talk it out, everything would be okay!"

Graph I

Adapted Style

D	I	S	C

100
80
60
40
20
0

| 72 | 68 | 22 | 42 |

Graph II

Natural Style

D	I	S	C

100
80
60
40
20
0

| 73 | 75 | 22 | 36 |

Value to the Organization

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

✔ Team player.

✔ Ability to change gears fast and often.

✔ Positive sense of humor.

✔ Builds confidence in others.

✔ Deadline conscious.

✔ Negotiates conflicts.

✔ Few dull moments.

✔ Good mixer.

✔ Motivates others towards goals.

Graph I
Adapted Style

D	I	S	C

100

80

60

40

20

0

72	68	22	42

Graph II
Natural Style

D	I	S	C

100

80

60

40

20

0

73	75	22	36

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 Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.

Ways to Communicate

✔ Plan interaction that supports her dreams and intentions.

✔ Provide systems to follow.

✔ Deal with details in writing, have her commit to modes of action.

✔ Use her jargon.

✔ Provide ideas for implementing action.

✔ Offer special, immediate, and continuing incentives for her willingness to take risks.

✔ Understand her sporadic listening skills.

✔ Use enough time to be stimulating, fun-loving, and fast-moving.

✔ Talk about her, her goals and the opinions she finds stimulating.

✔ Give strokes for her involvement.

✔ Ask for her opinions/ideas regarding people.

✔ Put projects in writing with deadlines.

Graph I
Adapted Style

D	I	S	C
72	68	22	42

Graph II
Natural Style

D	I	S	C
73	75	22	36

Jane Doe
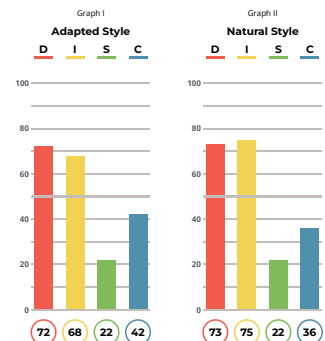
Checklist for Communicating
Continued

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

🚫 Be dictatorial.

🚫 Talk down to her.

🚫 Use a paternalistic approach.

🚫 Let her change the topic until you are finished.

🚫 Be put off by her "cockiness."

🚫 Be curt, cold, or tight-lipped.

🚫 Forget to follow-up.

🚫 Take credit for her ideas.

🚫 Drive on to facts, figures, alternatives, or abstractions.

🚫 Leave decisions hanging in the air.

🚫 Assume she heard what you said.

🚫 Dream with her or you'll lose time.

🚫 Legislate or muffle—don't overcontrol the conversation.

Graph I
Adapted Style

D	I	S	C

100
80
60
40
20
0

| 72 | 68 | 22 | 42 |

Graph II
Natural Style

D	I	S	C

100
80
60
40
20
0

| 73 | 75 | 22 | 36 |

Communication Tips

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

Ⓒ 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 Jane'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 Jane enjoys and also those that create frustration.

✔ Support team with a sense of urgency.

✔ New products and new ideas to work on.

✔ Tasks involving motivated groups and establishing a network of contacts.

✔ Freedom from control and detail.

✔ Activities and more activities.

✔ Freedom from long, detailed reports.

✔ Assignments with a high degree of people contacts.

✔ Democratic supervisor with whom she can associate.

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Adapted Style

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Graph II

Natural Style

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0

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

Jane usually sees herself as being:

- ✔ Enthusiastic
- ✔ Outgoing
- ✔ Charming
- ✔ Inspiring
- ✔ Persuasive
- ✔ Optimistic

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

- ✔ Self-Promoting
- ✔ Glib
- ✔ Overly Optimistic
- ✔ Unrealistic

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

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

Descriptors

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

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

Jane'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

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

Adapted

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

People & Contacts

Natural

Jane is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Jane is trusting and also wants to be trusted.

Adapted

Jane sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Natural & Adapted Style

S Pace & Consistency

Natural

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

Adapted

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

C Procedures & Constraints

Natural

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

Adapted

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

Adapted Style

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

✔ Anticipating and solving problems.

✔ Exhibiting an active and creative sense of humor.

✔ Moving quickly from one activity to another.

✔ Questioning the status quo and seeking more effective ways of accomplishment.

✔ A competitive environment combined with a high degree of people skills.

✔ Persistence in job completion.

✔ Skillful use of vocabulary for persuasive situations.

✔ Acting without precedent and able to respond to change in daily work.

✔ Meeting deadlines.

✔ Handling a variety of activities.

✔ Quickly responding to crisis and change with a strong desire for immediate results.

✔ Working without close supervision.

✔ Having the ability to see the "big picture" as well as the small pieces of the puzzle.

Graph I
Adapted Style

D	I	S	C

100
80
60
40
20
0

| 72 | 68 | 22 | 42 |

Graph II
Natural Style

D	I	S	C

100
80
60
40
20
0

| 73 | 75 | 22 | 36 |
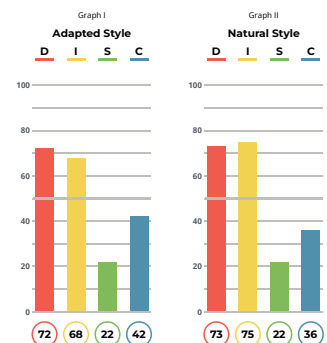
Keys to Motivating

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

Jane wants:

✔ Big picture approaches.

✔ Travel or changing work stations.

✔ Power and authority to take the risks to achieve results.

✔ To be seen as a leader.

✔ Prestige, position, and titles so she can control the destiny of others.

✔ New challenges and problems to solve.

✔ A variety of work activities.

✔ Control of her own destiny.

✔ Outside activities so there is never a dull moment.

✔ Opportunity to verbalize her ideas and demonstrate her skills.

✔ Changing environments in which to work and play.

✔ More time in the day.

✔ Support system to help with details and follow through.

Graph I
Adapted Style

D	I	S	C

100
80
60
40
20
0

72 | 68 | 22 | 42

Graph II
Natural Style

D	I	S	C

100
80
60
40
20
0

73 | 75 | 22 | 36

Jane Doe

Keys to Managing

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

Jane needs:

✔ Consistency.

✔ Vacations or periods of reduced activity level.

✔ Budgets to help prioritize her purchases.

✔ More control of body language.

✔ Objectivity when dealing with people because of her high trust level.

✔ More logical presentations—less emotional.

✔ Participatory management.

✔ Deadlines for completion of work.

✔ Systems to follow.

✔ To handle routine paperwork only once.

✔ Appreciation of slower-moving people.

✔ To focus conversations on work activities—less socializing.

✔ People to work and associate with.

Graph I
Adapted Style

D	I	S	C
72	68	22	42

Graph II
Natural Style

D	I	S	C
73	75	22	36

Jane Doe

Areas for Improvement

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

Jane has a tendency to:

- ✔ Be inattentive to details—only attentive to results and not the means.

- ✔ Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.

- ✔ Take information at face value without validation or substantial investigation.

- ✔ Trust people indiscriminately if positively reinforced by those people.

- ✔ Overuse praise in motivating others.

- ✔ Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.

- ✔ Have difficulty planning and controlling time expenditure.

Graph I
Adapted Style
| D | I | S | C |

Graph II
Natural Style
| D | I | S | C |

Adapted Style: 72 68 22 42

Natural Style: 73 75 22 36

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Jane Doe

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.

0   10   20   30   40   50   60   70   80   90   100

84

43*
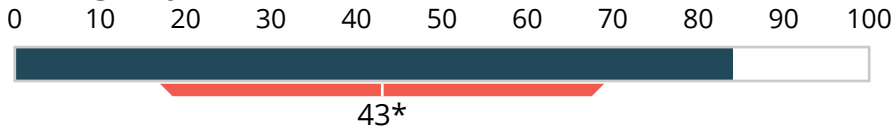
2. Interaction - Frequently engage and communicate with others.

0   10   20   30   40   50   60   70   80   90   100

80

58*
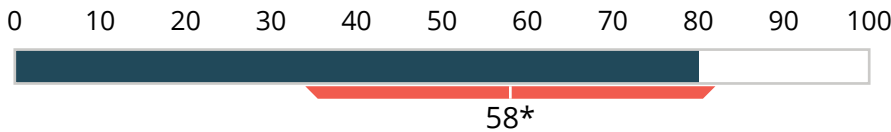
3. Versatile - Adapt to various situations with ease.

0   10   20   30   40   50   60   70   80   90   100

80

54*
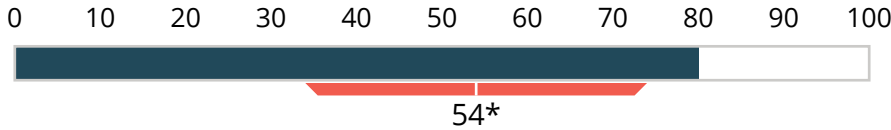
4. Frequent Change - Rapidly shift between tasks.

0   10   20   30   40   50   60   70   80   90   100

78

52*
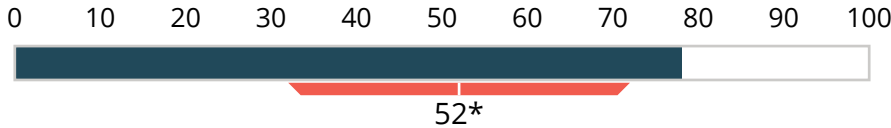
5. Competitive - Want to win or gain an advantage.

0   10   20   30   40   50   60   70   80   90   100

75

49*
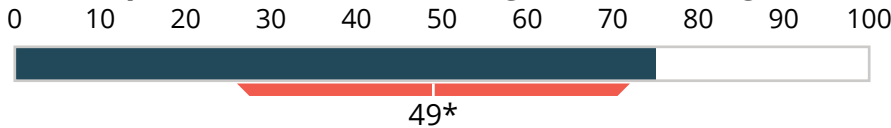
6. People-Oriented - Build rapport with a wide range of individuals.

0   10   20   30   40   50   60   70   80   90   100

65

64*
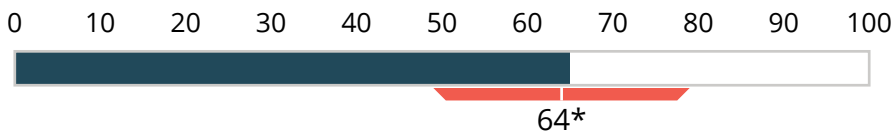
7. Customer-Oriented - Identify and fulfill customer expectations.

0   10   20   30   40   50   60   70   80   90   100

50

63*

Graph I
Adapted Style
D   I   S   C

Graph II
Natural Style
D   I   S   C

72   68   22   42

73   75   22   36
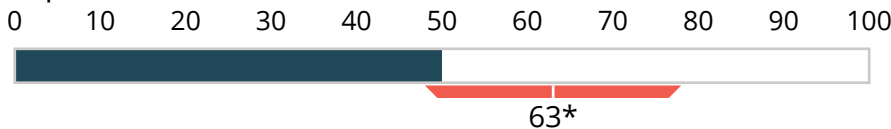
* 68% of the population falls within the shaded area.
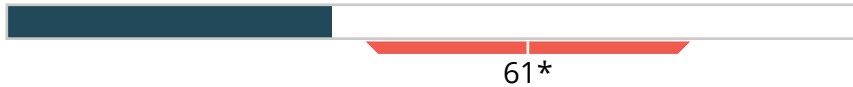
Behavioral Hierarchy

8. Persistence - Finish tasks despite challenges or resistance.
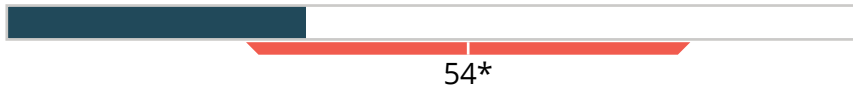
0 10 20 30 40 50 60 70 80 90 100

62*

40

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

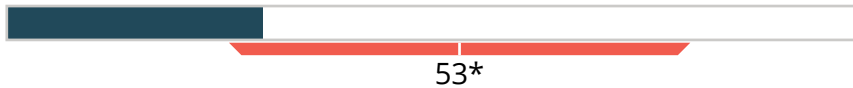0 10 20 30 40 50 60 70 80 90 100

61*

38

10. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100

54*

35

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

0 10 20 30 40 50 60 70 80 90 100

53*

30

12. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100

62*

30

Graph I
Adapted Style
D I S C
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72 68 22 42

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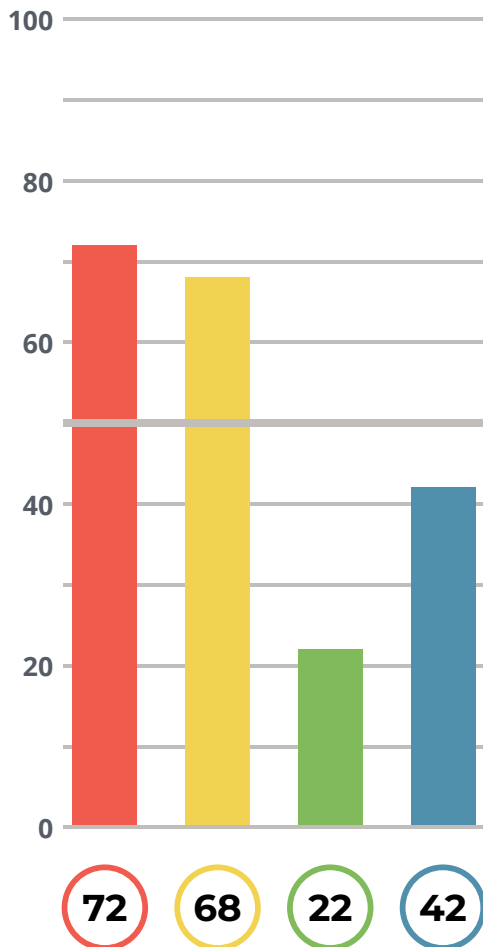* 68% of the population falls within the shaded area.
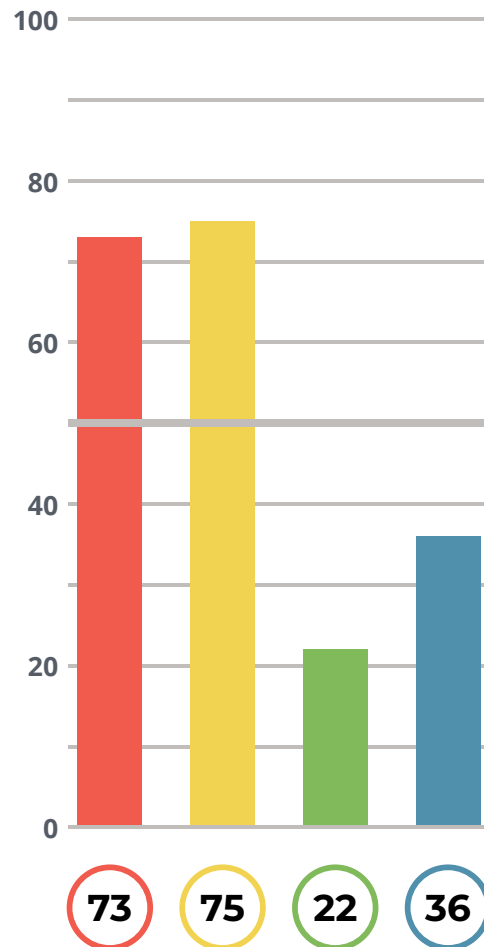
Style Insights® Graphs

Graph I

Adapted Style

D I S C

72	68	22	42

Graph II

Natural Style

D I S C

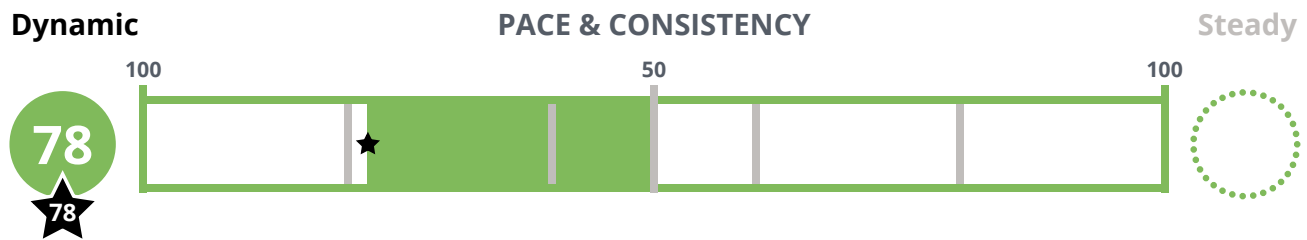|			
73	75	22	36

Jane Doe
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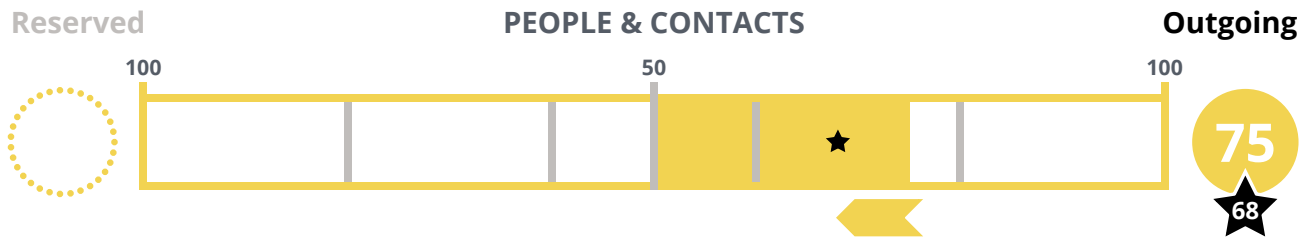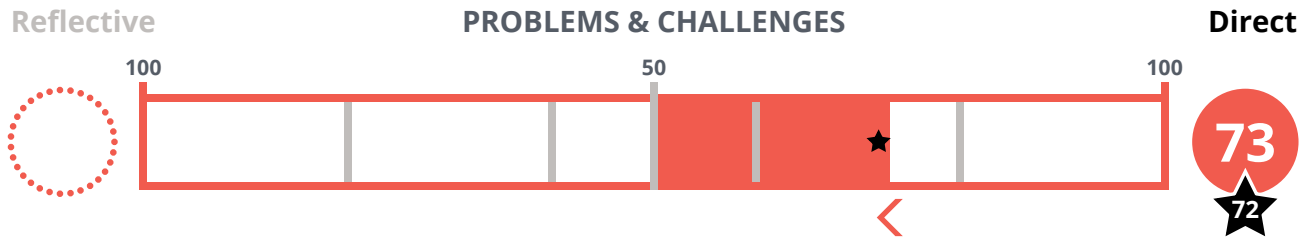
Behavioral Continuum

Everyone has a varying level of the four main behavioral factors that create their own personal style. Each side of those factors lives on a continuum, and the combination influences individuals' levels of engagement in different situations. The graph below is a visual representation of where Jane falls within each continuum.

PROBLEMS & CHALLENGES

Reflective | 100 | 50 | 100 | Direct

73
72

PEOPLE & CONTACTS

Reserved | 100 | 50 | 100 | Outgoing

75
68

PACE & CONSISTENCY

Dynamic | 100 | 50 | 100 | Steady

78
78

PROCEDURES & CONSTRAINTS

Pioneering | 100 | 50 | 100 | Precise

64
58
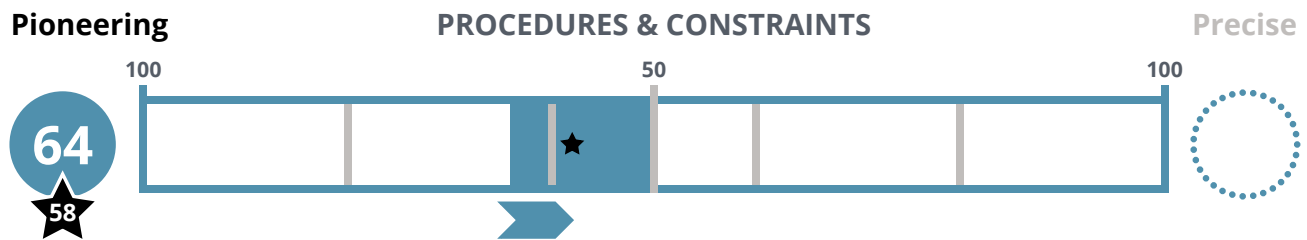
★ Adapted Position
◄ Adapted Movement

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Jane Doe

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

Jane Doe
ABC Company
6-26-2023
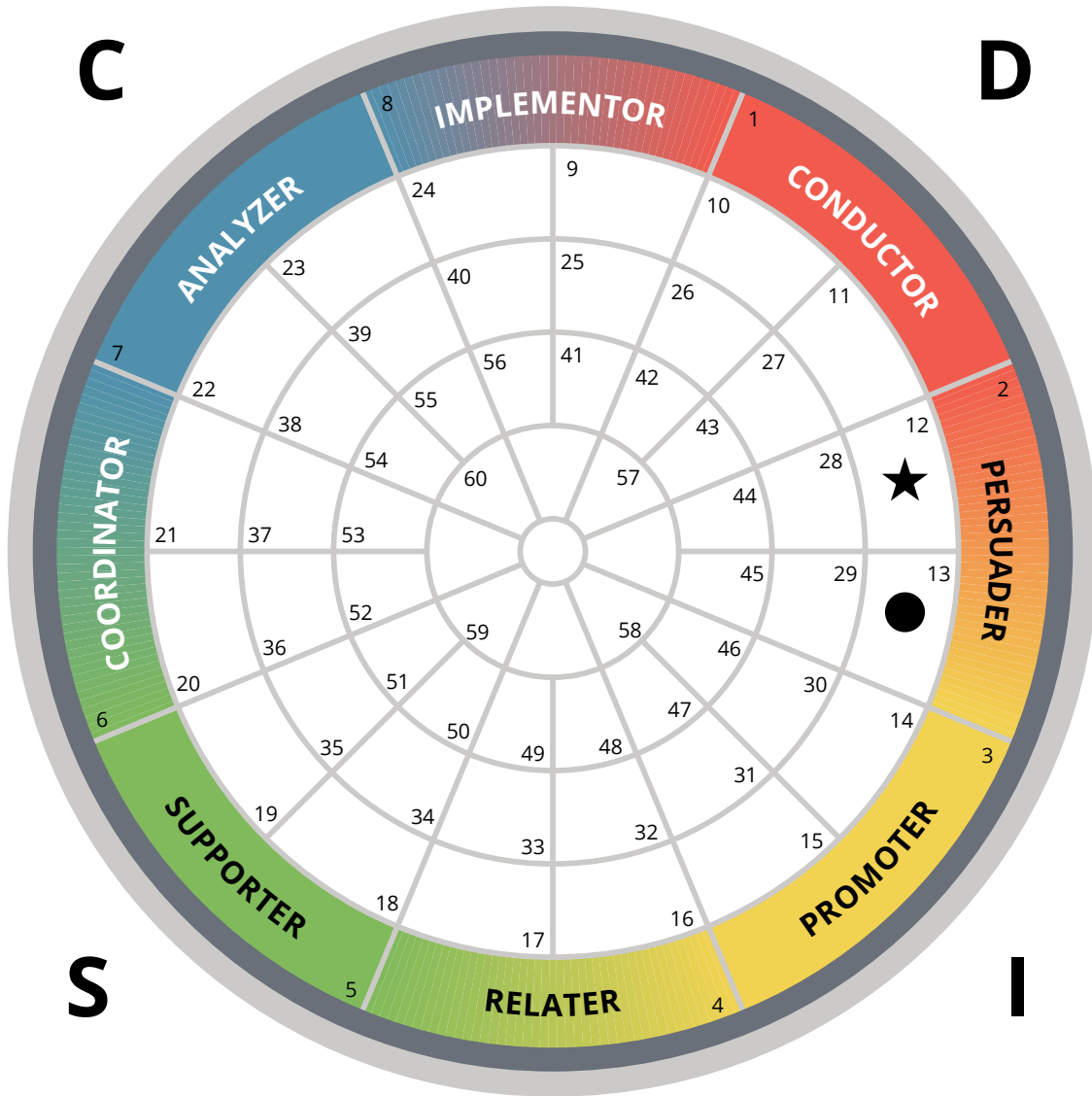
Adapted: ★ (12) CONDUCTING PERSUADER
Natural: ● (13) PROMOTING PERSUADER
Norm 2021 R4

Jane Doe