



TTI
SUCCESS
INSIGHTS®

Management-Staff

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Understand | Communicate | Grow

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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*

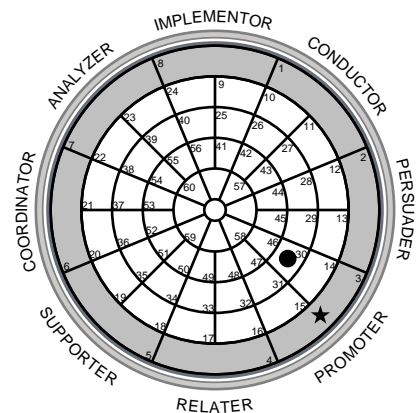
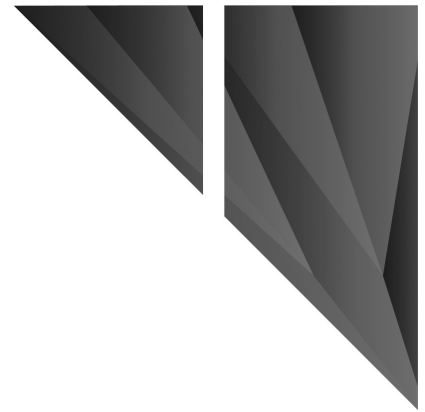


General Characteristics

Based on Joe'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 Joe's natural behavior.

Joe likes to develop people and build organizations. He is approachable, affectionate and understanding. He is good at creating enthusiasm in others. He believes in getting results through other people. He prefers the "team approach." Joe tends to trust people and may be taken advantage of because of his high trust level. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He wants to be seen not only as a team player, but also as a leader of the team. He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. Joe prefers working for a participative manager. He does his best work in this kind of environment. He likes to get results through others. He is at his best when he has people working with him.

Joe is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. 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. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people. Joe may leap to a favorable conclusion without considering all the facts. He likes working for managers who make quick decisions.

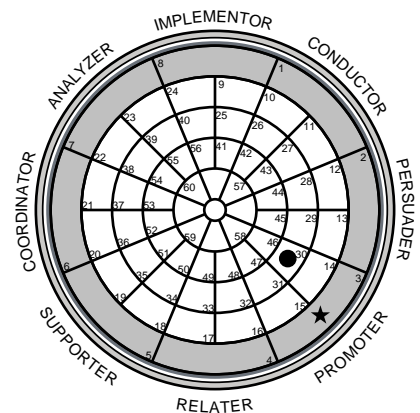
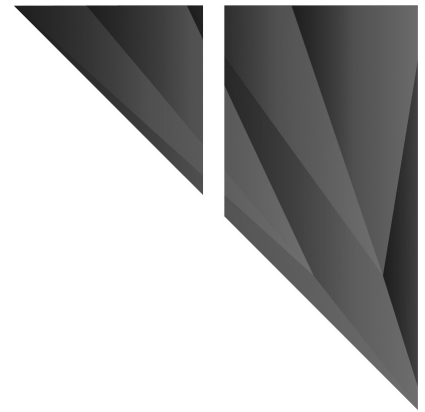


Joe Sample



General Characteristics Continued

Joe judges others by their verbal skills and warmth. He is people-oriented and verbally fluent. He usually uses many gestures when talking. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Joe will attempt to put them at ease. Joe will optimistically interact with people in an assured, diplomatic and poised manner. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He is both a good talker and a good listener. Communication can extend from friendly to argumentative discourse.



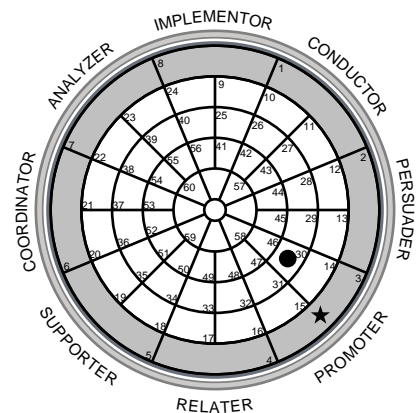
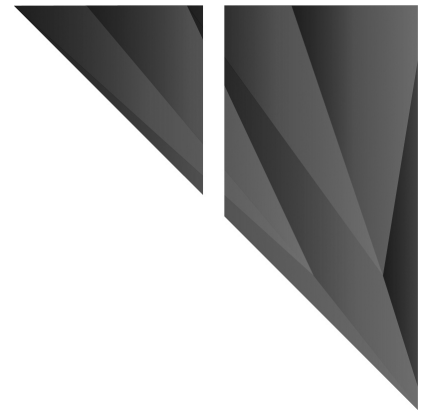
Joe Sample



Value to the Organization

This section of the report identifies the specific talents and behavior Joe 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.

- Has the confidence to do the difficult assignments.
- Pioneering.
- Bottom line-oriented.
- Team player.
- Can support or oppose strongly.
- Big thinker.
- Negotiates conflicts.
- Dedicated to his own ideas.
- Positive sense of humor.



Joe Sample

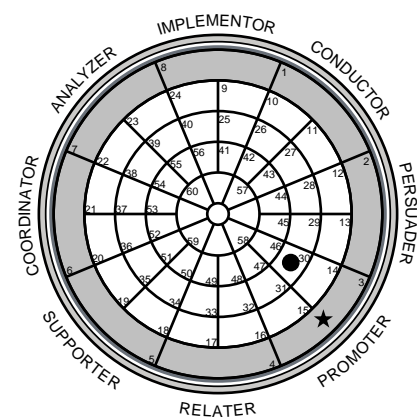
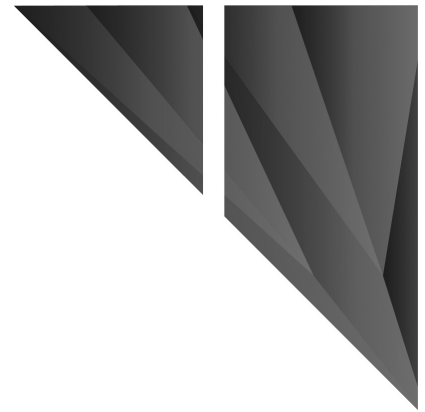


Checklist for Communicating

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 Joe. 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 Joe most frequently.

Ways to Communicate

- Provide testimonials from people he sees as important.
- Provide ideas for implementing action.
- Understand his defiant nature.
- Provide solutions--not opinions.
- Look for his oversights.
- Appeal to the benefits he will receive.
- Provide a warm and friendly environment.
- Expect him to return to fight another day when he has received a "no" answer.
- Clarify any parameters in writing.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Read the body language for approval or disapproval.



Joe Sample

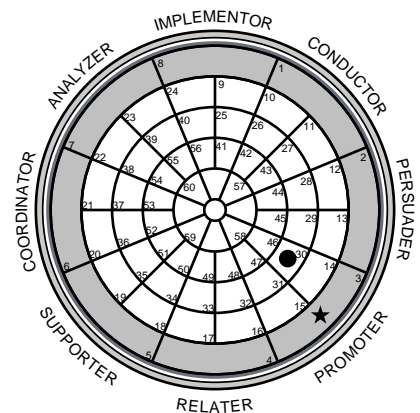
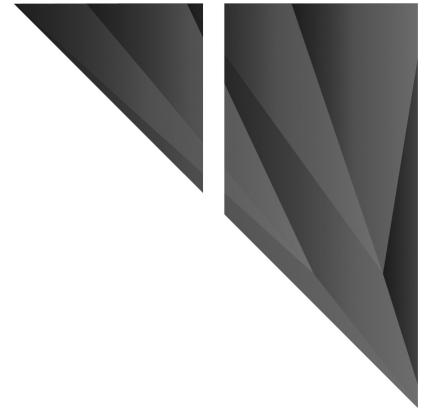


Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Joe. Review each statement with Joe 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.
- Leave decisions hanging in the air.
- Give him your opinion unless asked.
- Let him overpower you with verbiage.
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to him.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- "Dream" with him or you'll lose time.
- Ramble.
- Be paternalistic.





Communication Tips

This section provides suggestions on methods which will improve Joe'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, Joe 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:

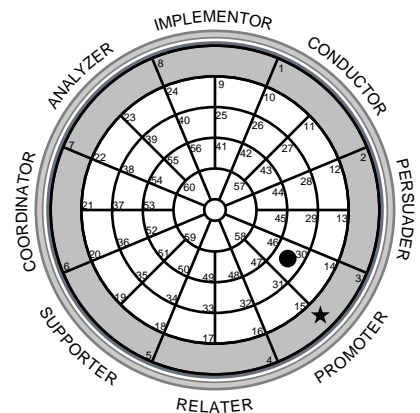
- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



Ideal Environment

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

- Assignments with a high degree of people contacts.
- Democratic supervisor with whom he can associate.
- Work with a results-oriented team.
- Forum for his ideas to be heard.
- Freedom from control and detail.
- Needs difficult assignments.



Joe Sample



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

Self-Perception

Joe usually sees himself as being:

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

Others' Perception - Moderate

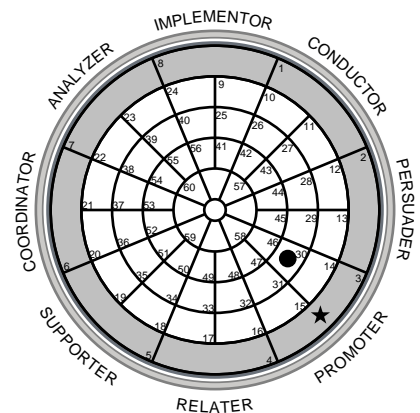
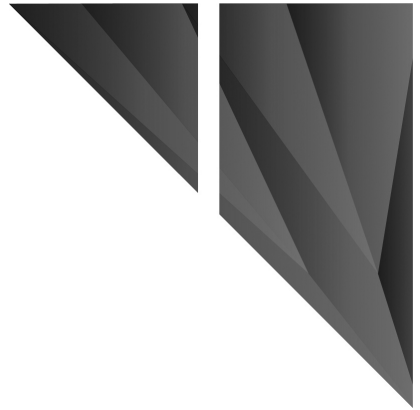
Under moderate pressure, tension, stress or fatigue, others may see him as being:

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

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

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





Descriptors

Based on Joe'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

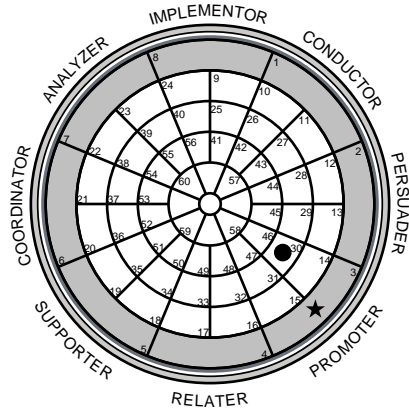


Natural and Adapted Style

Joe'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.

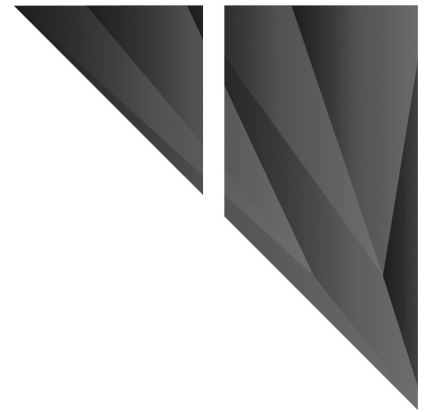
Problems - Challenges	
<p>Natural</p> <p>Joe is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Joe is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.</p>	<p>Adapted</p> <p>Joe sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.</p>

People - Contacts	
<p>Natural</p> <p>Joe'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.</p>	<p>Adapted</p> <p>Joe 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.</p>



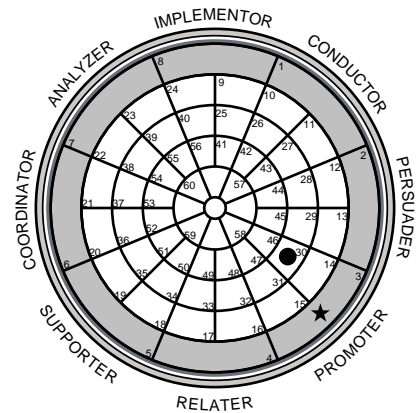


Natural and Adapted Style Continued



Pace - Consistency	
<p>Natural</p> <p>Joe is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.</p>	<p>Adapted</p> <p>Joe feels the need for mobility and the absence of routine. He feels comfortable juggling several projects at one time and can move from one project to another fairly easily.</p>

Procedures - Constraints	
<p>Natural</p> <p>Joe 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.</p>	<p>Adapted</p> <p>Joe shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Joe sees little or no need to change his response to the environment.</p>

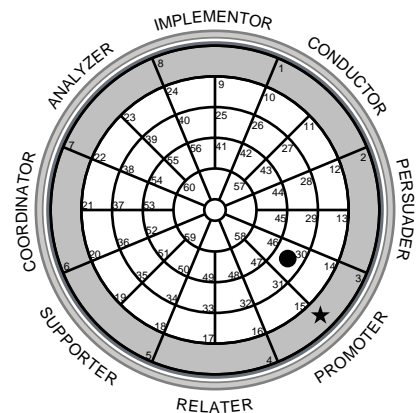




Adapted Style

Joe 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.

- Motivating people to take action by using persuasive skills.
- Participative decision making.
- Flaunting independence.
- Making tactful decisions.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Contacting people using a variety of modes.
- Using a creative approach in decision making.
- Maintaining an ever-changing, friendly, work environment.
- Obtaining results through people.
- Being independent and innovative.
- Dedicated to "going it alone" when necessary.



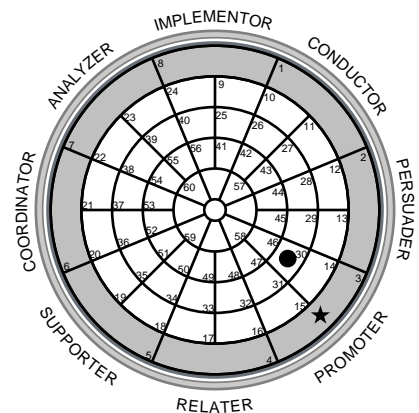
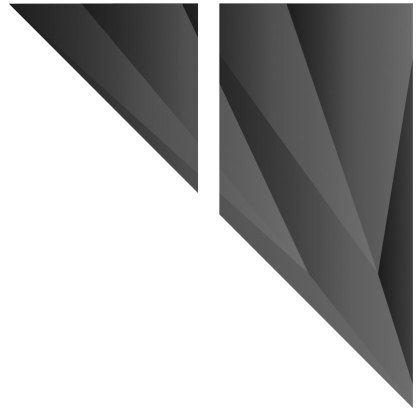


Keys to Motivating

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

Joe wants:

- Work assignments that provide opportunity for recognition.
- A manager who practices participative management.
- A support system to do the detail work.
- Freedom to talk and participate on the team.
- Flattery, praise, popularity and strokes.
- Rewards to support his dreams.
- No restrictions to hamper results.
- Freedom from many rules and regulations.
- Group activities outside the job.
- A forum to ventilate his emotions.
- To be measured by results.



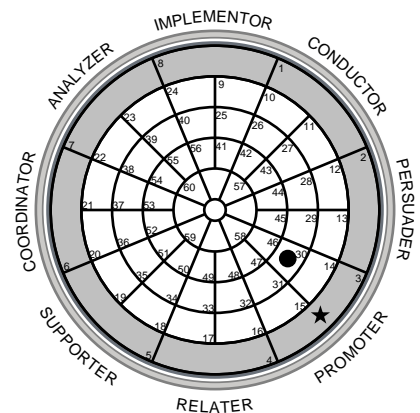
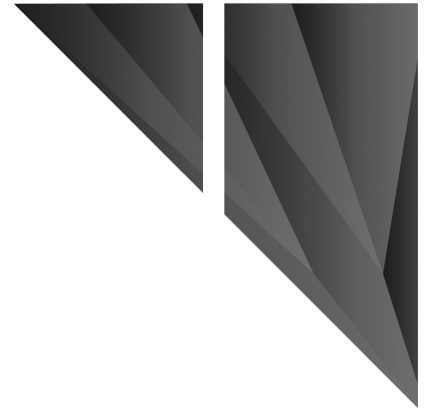


Keys to Managing

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

Joe needs:

- Authority equal to responsibility.
- Objectivity when dealing with people because of his high trust level.
- To focus conversations on work activities--less socializing.
- More control of body language.
- Participatory management.
- To handle routine paperwork only once.
- Recognition that limits and rules do exist, and why.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- A rational approach to decision making--analyze the facts.
- Bottom-line measurement.
- People to work and associate with.
- Better organization of record keeping.



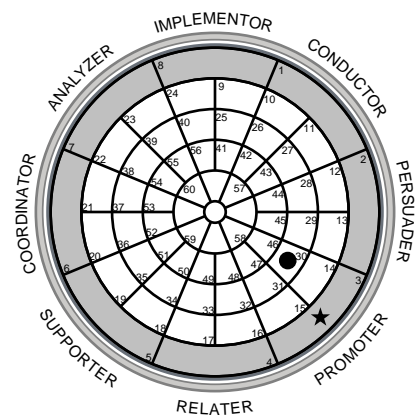
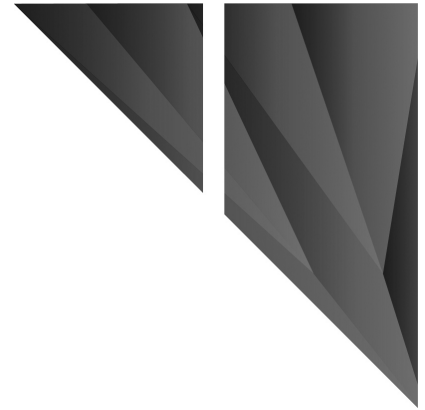


Areas for Improvement

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

Joe has a tendency to:

- Be optimistic regarding possible results of his projects or the potential of his people.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be so enthusiastic that he can be seen as superficial.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Overuse praise in motivating others.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Take information at face value without validation or substantial investigation.





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:

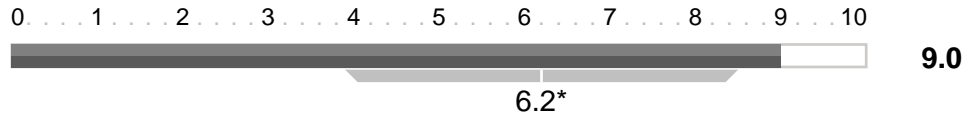
4. I will make the following changes to my behavior, and I will implement them by _____:



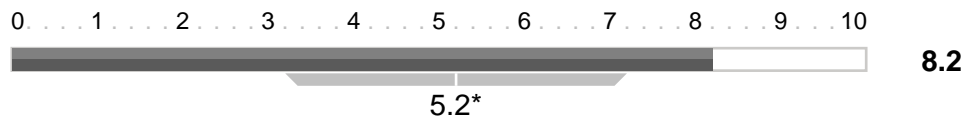
Behavioral Hierarchy

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.

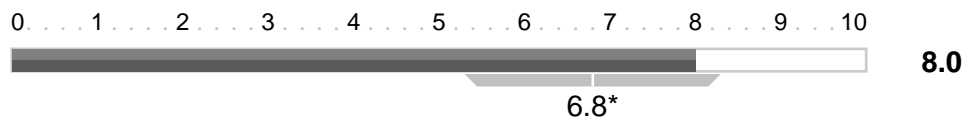
1. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



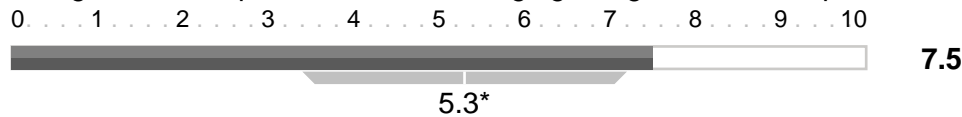
2. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



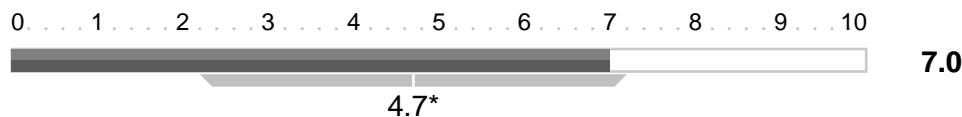
3. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



4. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



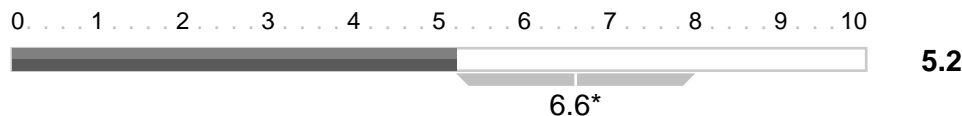
5. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



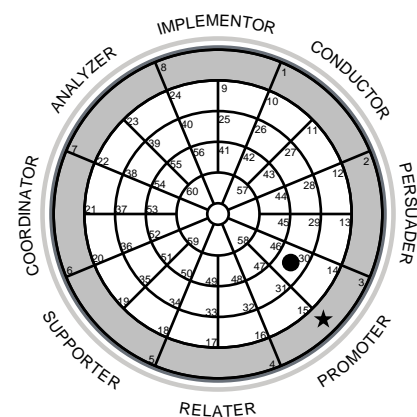
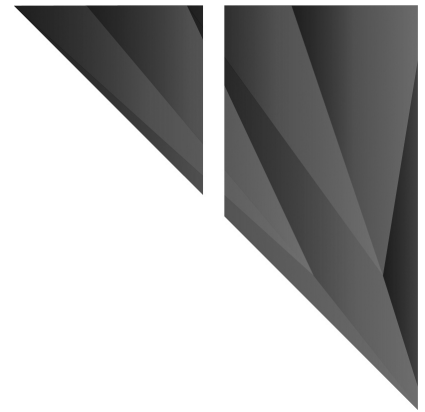
6. Urgency - Decisiveness, quick response and fast action.



7. Customer Relations - A desire to convey your sincere interest in them.



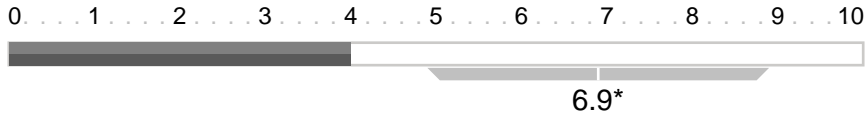
* 68% of the population falls within the shaded area.





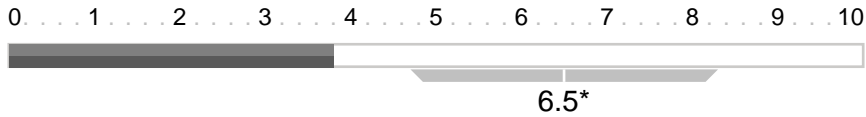
Behavioral Hierarchy

8. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



4.0

9. Consistency - The ability to do the job the same way.



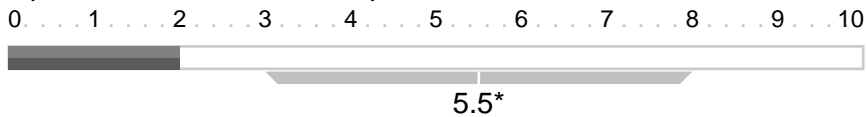
3.8

10. Follow Up and Follow Through - A need to be thorough.



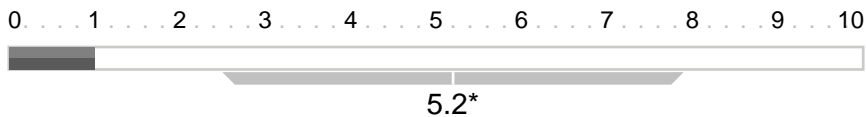
3.3

11. Analysis of Data - Information is maintained accurately for repeated examination as required.



2.0

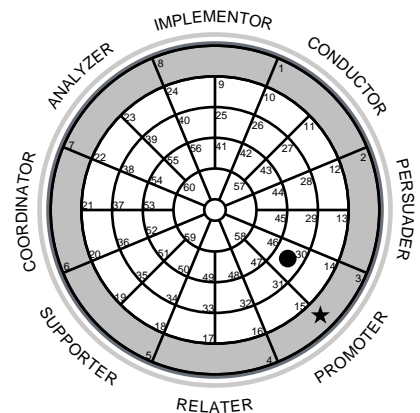
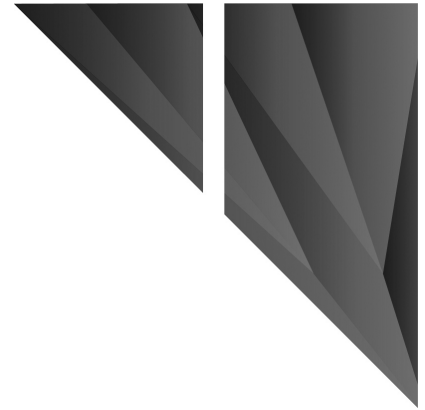
12. Organized Workplace - Systems and procedures followed for success.



1.0

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



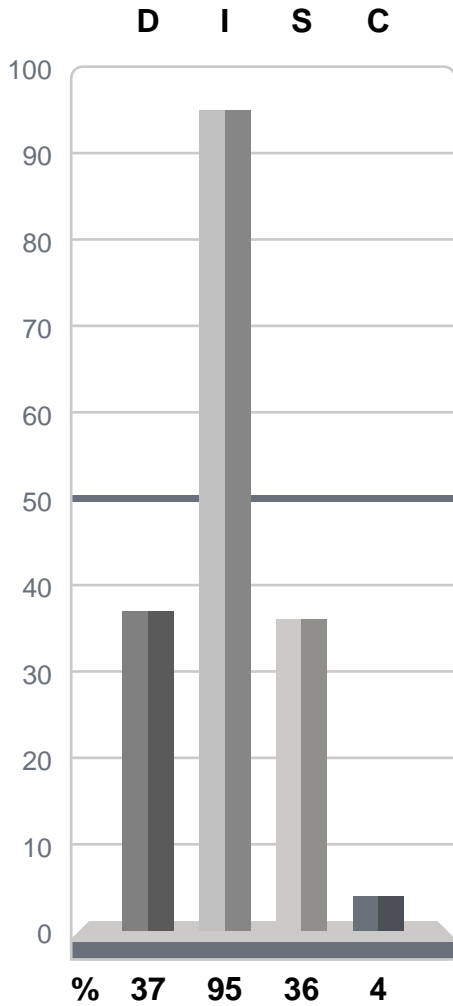
Joe Sample



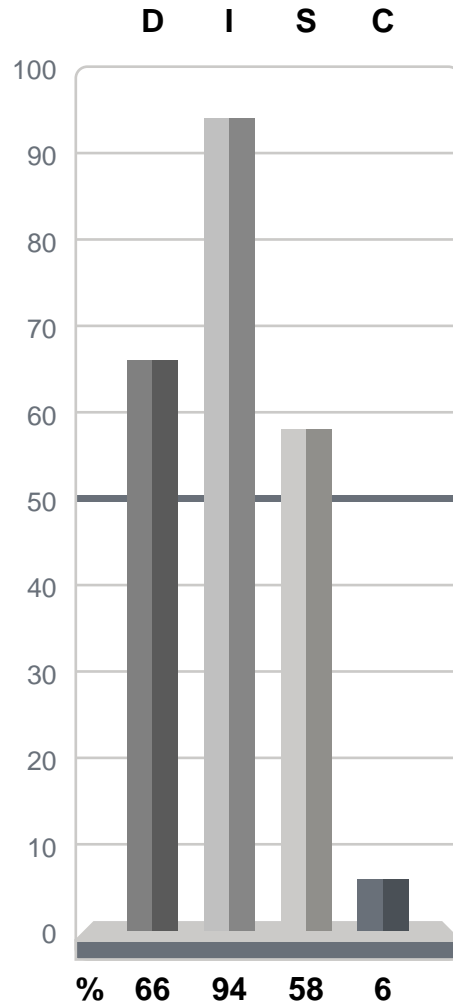
Style Insights® Graphs

7-24-2016

Adapted Style
Graph I



Natural Style
Graph II



Norm 2015 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.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

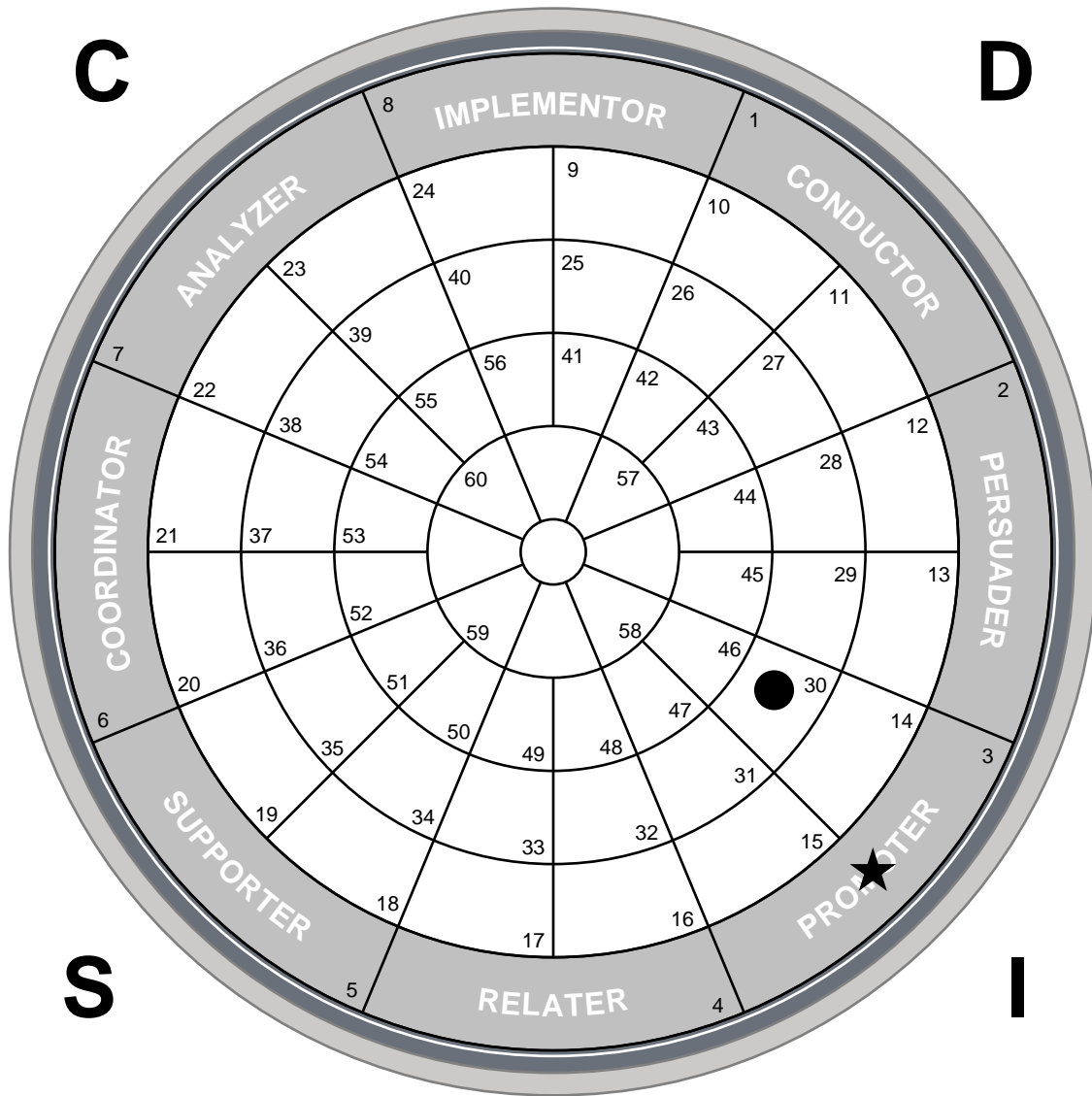
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-24-2016



Adapted: ★ (3) PROMOTER
 Natural: ● (30) PERSUADING PROMOTER (FLEXIBLE)

Norm 2015 R4

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