



TTI
SUCCESS
INSIGHTS®

Management-Staff

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Helping your emotions work for you not against you.

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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

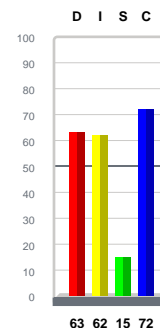
Based on Bob's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Bob is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He is extremely results-oriented, with a sense of urgency to complete projects quickly. Bob has high ego strengths and may be viewed by some as egotistical. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He is often frustrated when working with others who do not share the same sense of urgency. Many people see him as a self-starter dedicated to achieving results. Bob is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others.

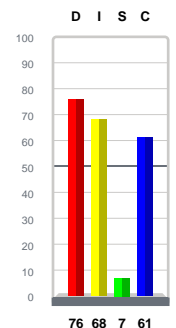
Bob finds it easy to share his opinions on solving work-related problems. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. When faced with a tough decision, he will try to sell you on his ideas. Bob will work long hours until a tough problem is solved. After it is solved, Bob may become bored with any routine work that follows. Sometimes he becomes emotionally involved in the decision-making process. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion.



Adapted Style



Natural Style



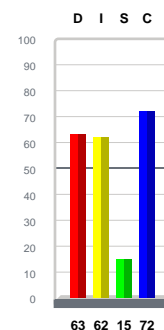


General Characteristics Continued

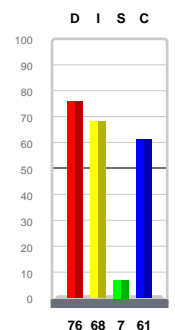
Bob tends to influence people by being direct, friendly and results-oriented. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He may sometimes mask his feelings in friendly terms. If pressured, Bob's true feelings may emerge. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. Bob challenges people who volunteer their opinions. He tends to be intolerant of people who seem ambiguous or think too slowly. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lack the patience to listen and communicate with slower acting people.



Adapted Style



Natural Style





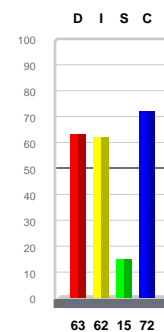
Value to the Organization

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

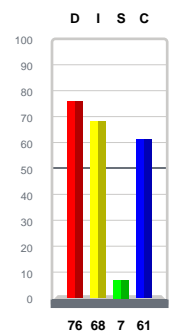
- Sense of urgency.
- Deadline conscious.
- Forward-looking and future-oriented.
- Ability to handle many activities.
- Tenacious.
- Spontaneity.
- Self-starter.



Adapted Style



Natural Style





Checklist for Communicating

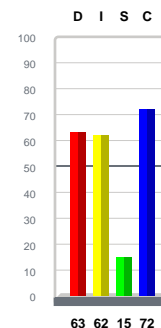
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Bob. Read each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

Ways to Communicate

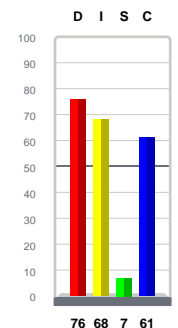
- Be clear, specific, brief and to the point.
- Motivate and persuade by referring to objectives and results.
- Support and maintain an environment where he can be efficient.
- Be open, honest and informal.
- Give strokes for his involvement.
- Understand his sporadic listening skills.
- Stick to business--let him decide if he wants to talk socially.
- Verify that the message was heard.
- Put projects in writing, with deadlines.
- Provide time for fun and relaxing.
- Be isolated from interruptions.
- Read the body language--look for impatience or disapproval.
- Support the results, not the person, if you agree.



Adapted Style



Natural Style





Checklist for Communicating Continued

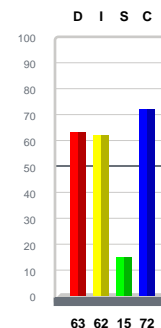
This section of the report is a list of things NOT to do while communicating with Bob. Review each statement with Bob and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually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

Ways NOT to Communicate

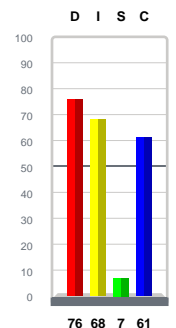
- Try to convince by "personal" means.
- Reinforce agreement with "I'm with you."
- Let him change the topic until you are finished.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Forget to follow-up.
- Talk too slowly, or dwell on details to excess.
- Ramble on, or waste his time.
- Be redundant.
- Come with a ready-made decision, or make it for him.
- Direct or order.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.



Adapted Style



Natural Style





Communication Tips

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



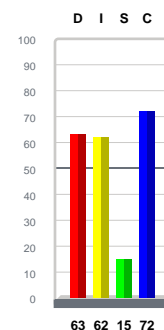
Ideal Environment

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

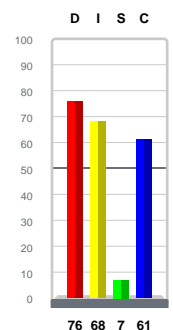
- Support team with sense of urgency.
- Nonroutine work with challenge and opportunity.
- New products and new ideas to work on.
- An innovative and futuristic-oriented environment.
- Forum to express ideas and viewpoints.
- Work for a manager who makes quick decisions.
- Freedom from long, detailed reports.
- Evaluation based on results, not the process.



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

Self-Perception

Bob 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

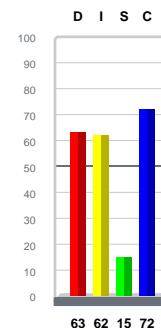
Others' Perception - Extreme

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

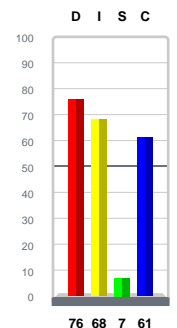
- Abrasive
- Arbitrary
- Controlling
- Opinionated



Adapted Style



Natural Style





Descriptors

Based on Bob'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

Bob'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

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

Adapted

Bob sees the need to be competitive, results-oriented and a little innovative in his approach to problem solving. He has a tendency to evaluate the risk before rushing into solving a problem.

People - Contacts

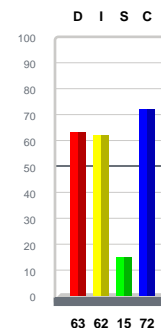
Natural

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

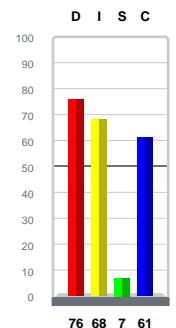
Adapted

Bob 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

Bob is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

Bob 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

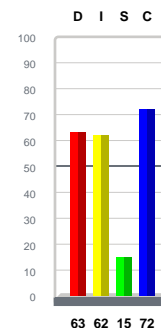
Natural

Bob is somewhat open-minded, but aware and sensitive to the implications of not following the rules. He can display balanced judgment in reviewing procedures. Knowing he is doing things well is a key reinforcement for him.

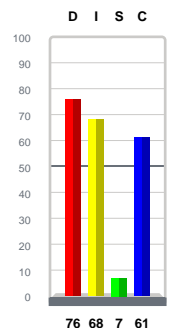
Adapted

Bob is displaying a natural concern for quality and procedures that acquire quality. He wants to know the rules so he can abide by them.

Adapted Style



Natural Style



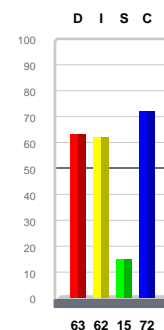


Adapted Style

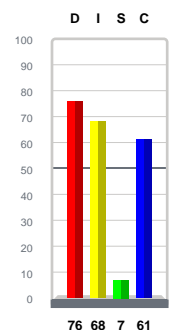
Bob sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Meeting deadlines.
- Working without close supervision.
- Possessing a strong sense of urgency toward results.
- Calculation of risks before taking action.
- Moving quickly from one activity to another.
- Handling a variety of activities.
- Precise, analytical approach to work tasks.
- Accurate adherence to high quality standards.
- Critical appraisal of data.
- Sensitivity to existing rules and regulations.
- Coping with rapid changes in the work arena.
- Exhibiting an active and creative sense of humor.

Adapted Style



Natural Style





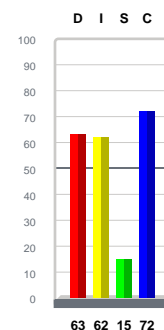
Keys to Motivating

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

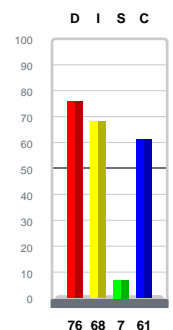
Bob wants:

- To be part of a quality-oriented work group.
- Outside activities so there is never a dull moment.
- Limited exposure to new procedures.
- More time in the day.
- Time to perform up to his high standards.
- Logical arguments.
- To be recognized for his continuance of quality work.
- Instructions so he can do the job right the first time.
- A wide scope of activities.

Adapted Style



Natural Style





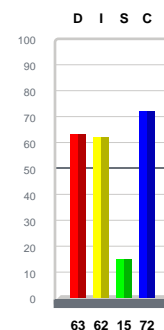
Keys to Managing

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

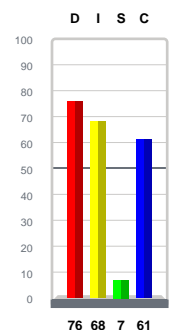
Bob needs:

- Deadlines for completion of work.
- Appreciation of slower-moving people.
- To negotiate commitment face-to-face.
- To display empathy for people who approach life differently than he does.
- To know results expected and to be evaluated on the results.
- A work environment with many activities.
- To understand his role on the team--either a team player or the leader.
- An awareness of the parameters or rules in writing.
- Vacations or periods of reduced activity level.
- To adjust his intensity to match the situation.
- A program for pacing work and relaxing.

Adapted Style



Natural Style





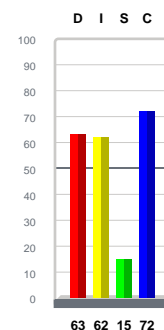
Areas for Improvement

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

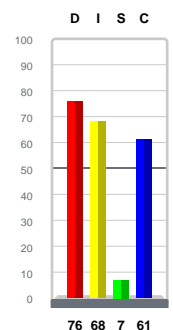
Bob has a tendency to:

- Have difficulty finding balance between family and work.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be explosive by nature and lack the patience to negotiate.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Set standards for himself and others so high that impossibility of the situation is common place.

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:

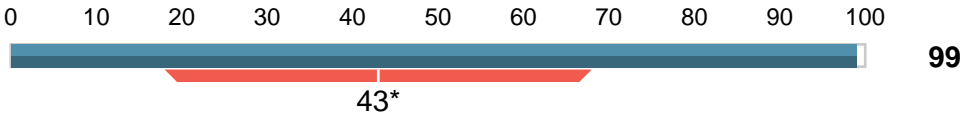
4. I will make the following changes to my behavior, and I will implement them by _____:



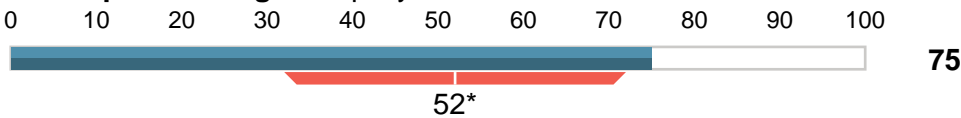
Behavioral Hierarchy

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.

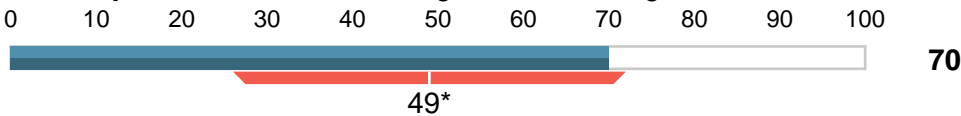
1. Urgency - Take immediate action.



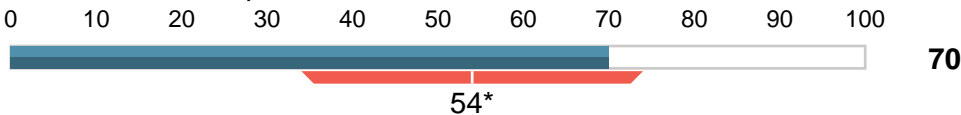
2. Frequent Change - Rapidly shift between tasks.



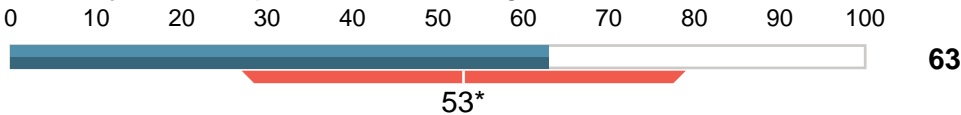
3. Competitive - Want to win or gain an advantage.



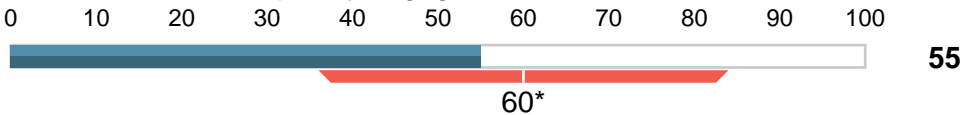
4. Versatile - Adapt to various situations with ease.



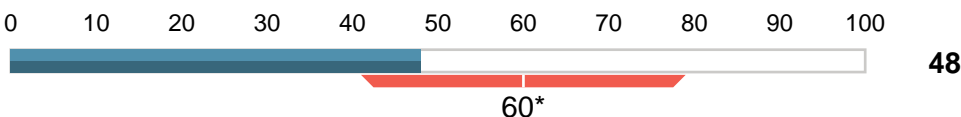
5. Analysis - Compile, confirm and organize information.



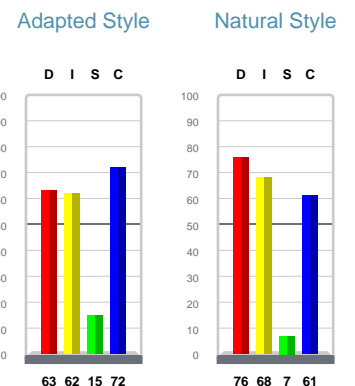
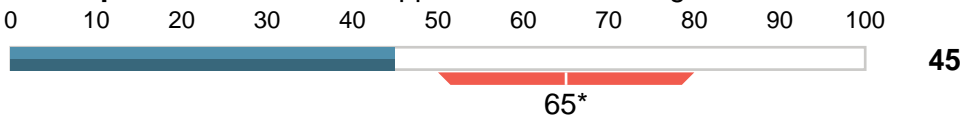
6. Interaction - Frequently engage and communicate with others.



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



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

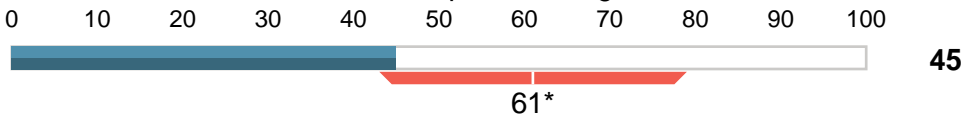


* 68% of the population falls within the shaded area.

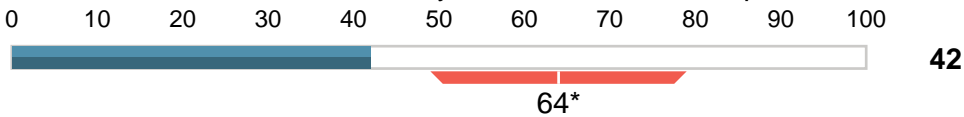


Behavioral Hierarchy

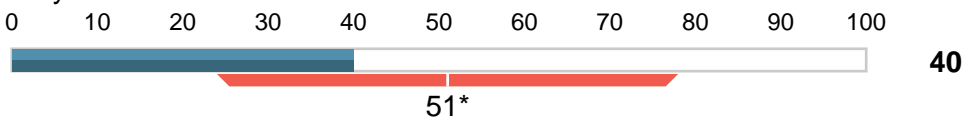
9. Persistence - Finish tasks despite challenges or resistance.



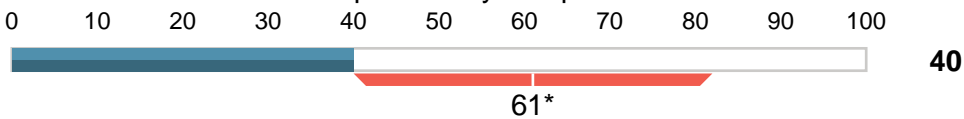
10. Customer-Oriented - Identify and fulfill customer expectations.



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



12. Consistent - Perform predictably in repetitive situations.



SIA: 63-62-15-72 (56) SIN: 76-68-07-61 (28)
* 68% of the population falls within the shaded area.



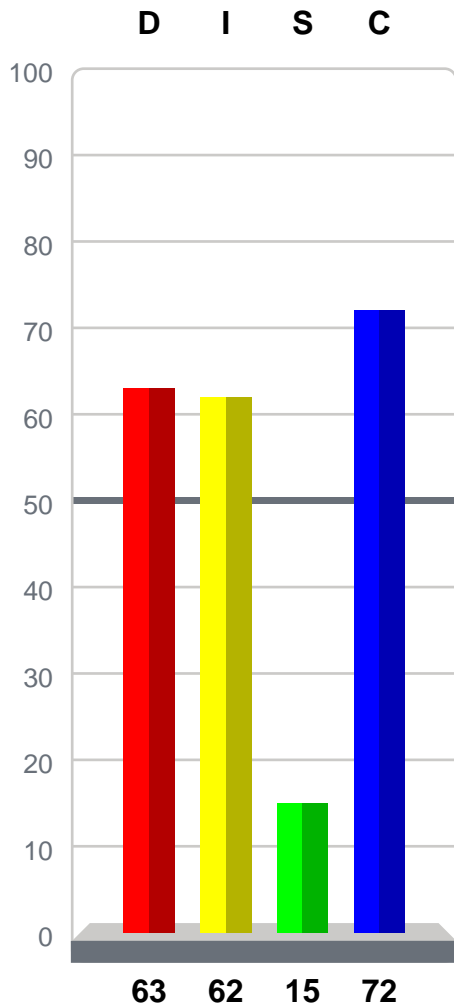


Style Insights® Graphs

2-26-2019

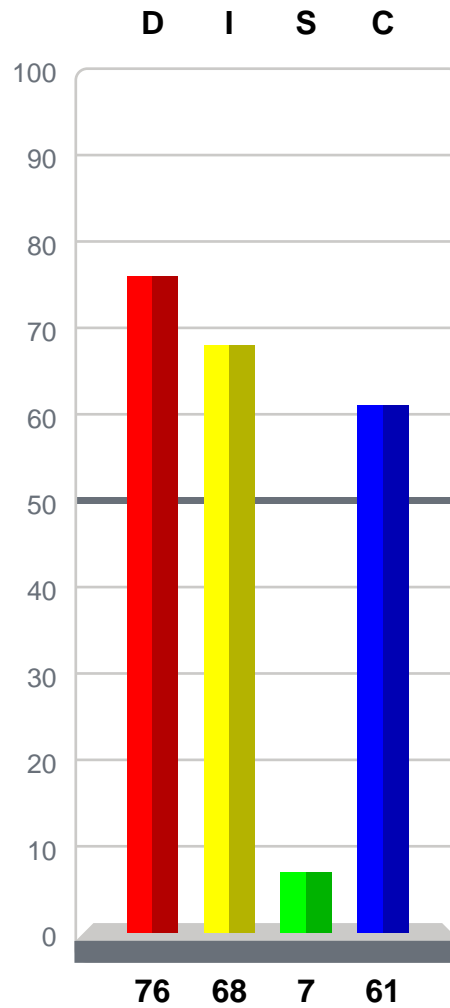
Adapted Style

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.

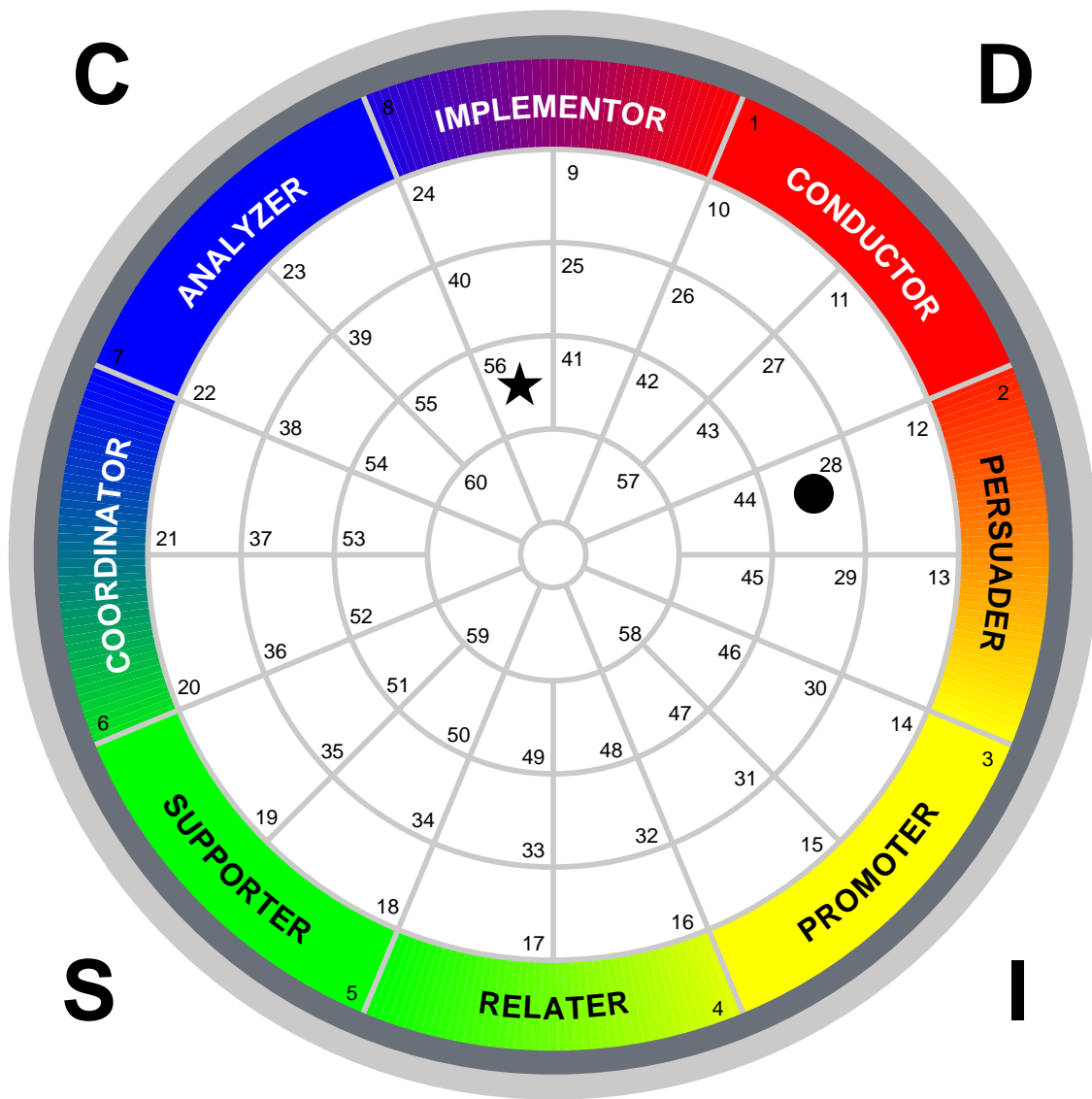
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

2-26-2019



Adapted: ★ (56) ANALYZING IMPLEMENTOR (ACROSS)
 Natural: ● (28) CONDUCTING PERSUADER (FLEXIBLE)

Norm 2017 R4