



TTI Success Insights®
Management-Staff™ Version



Issac Initiative
9-14-2012



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*

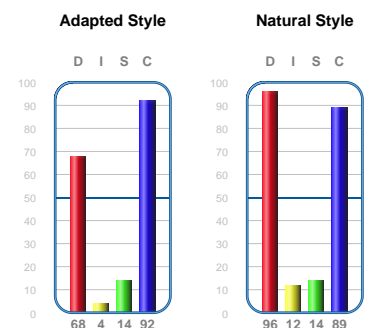


GENERAL CHARACTERISTICS

Based on Issac'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 Issac's natural behavior.

Issac prefers being a team player, and wants each player to contribute along with him. He can be blunt and critical of people who do not meet his standards. Under pressure, Issac has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. His sensitivity to errors and mistakes sometimes tempers his aggressiveness. He may be accused of being "work compulsive" because of these tendencies. Many people see him as a self-starter dedicated to achieving results. He prefers an environment with variety and change. He is at his best when many projects are underway at once. He tends to have a "short fuse" and can display anger or displeasure when he feels that people are taking advantage of him. He has little time for details unless he sees the importance of those details in achieving his goals. Issac is extremely results-oriented, with a sense of urgency to complete projects quickly. He is deadline conscious and becomes irritated if deadlines are delayed or missed.

Issac refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. He sometimes gets so involved in a project that he tends to take charge. He sometimes requires assistance in bringing major projects to completion. He may have so many projects underway that he needs help from others. Issac has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process.

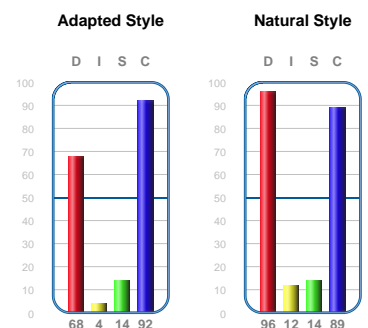




GENERAL CHARACTERISTICS

He will work long hours until a tough problem is solved. After it is solved, Issac may become bored with any routine work that follows. He can be direct in his approach to discovering the facts and data. He maintains his focus on results.

Issac may display a lack of empathy for others who cannot achieve his standards. 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. Others often misunderstand his great ability as a creative thinker. He may lack the patience to listen and communicate with slower acting people. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. Sometimes he can become so involved with his work that he appears cool and aloof to others. When communicating with others, Issac must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. He doesn't seek out conflict; however, he will confront those who stand between him and success.

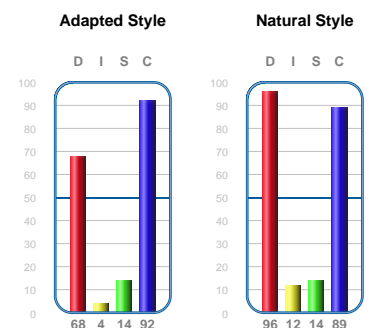




VALUE TO THE ORGANIZATION

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

- Innovative.
- Self-starter.
- Change agent--looks for faster and better ways.
- Places high value on time.
- Challenges the status quo.
- Challenge-oriented.
- Comprehensive in problem solving.
- Always concerned about quality work.
- Objective--"The anchor of reality."



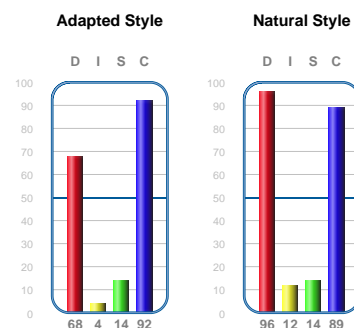


CHECKLIST FOR COMMUNICATING

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 Issac. 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 Issac most frequently.

Do:

- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Read the body language--look for impatience or disapproval.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Motivate and persuade by referring to objectives and results.
- Provide solid, tangible, practical evidence.
- Make an organized presentation of your position, if you disagree.
- Follow through, if you agree.
- Approach him in a straightforward, direct way; stick to business.
- Take issue with facts, not the person, if you disagree.
- Support and maintain an environment where he can be efficient.
- Minimize risk by providing guarantees over a period of time.
- Prepare your "case" in advance.



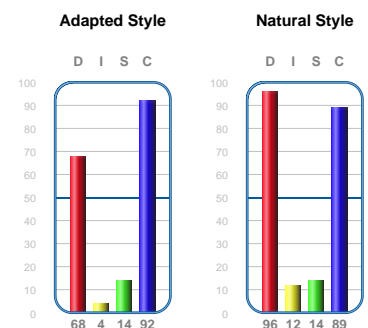


DON'TS ON COMMUNICATING

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

Don't:

- Leave things to chance or luck.
- Come with a ready-made decision, or make it for him.
- 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.
- Let disagreement reflect on him personally.
- Make conflicting statements.
- Use someone's opinion as evidence.
- Be giddy, casual, informal or loud.
- Say "trust me"--you must prove it.
- Threaten, cajole, wheedle, coax or whimper.
- Be disorganized or messy.





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

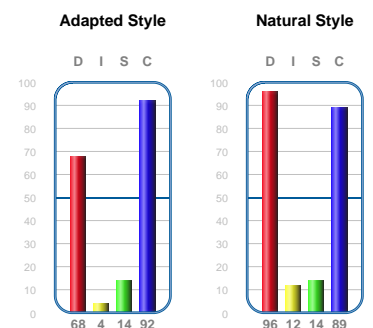
<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none">● Prepare your "case" in advance.● Stick to business.● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">● Being giddy, casual, informal, loud.● Pushing too hard or being unrealistic with deadlines.● Being disorganized or messy.	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none">● Be clear, specific, brief and to the point.● Stick to business.● Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">● Talking about things that are not relevant to the issue.● Leaving loopholes or cloudy issues.● Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none">● Begin with a personal comment--break the ice.● Present your case softly, nonthreateningly.● Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">● Rushing headlong into business.● Being domineering or demanding.● Forcing them to respond quickly to your objectives.	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none">● 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. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none">● 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 Issac'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 Issac enjoys and also those that create frustration.

- An innovative and futuristic-oriented environment.
- An environment where he can use his intuitive thinking skills.
- Close relationship with a small group of associates.
- Forum to express ideas and viewpoints.
- An environment dictated by logic rather than emotion.
- Evaluation based on results, not the process.
- Nonroutine work with challenge and opportunity.





A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Issac's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Issac to project the image that will allow him to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

Issac usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

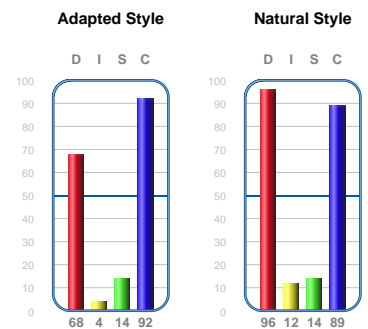
Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated





Based on Issac'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.

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details

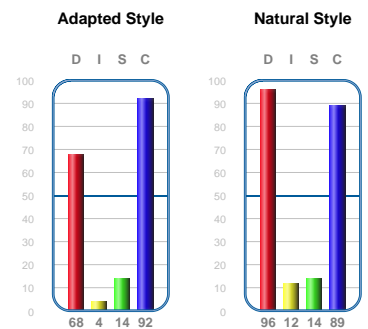


NATURAL AND ADAPTED STYLE

Issac'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.

Natural	PROBLEMS - CHALLENGES	Adapted
	Issac 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. Issac will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.	Issac's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to win against all obstacles.

Natural	PEOPLE - CONTACTS	Adapted
	Issac feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.	Issac 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.

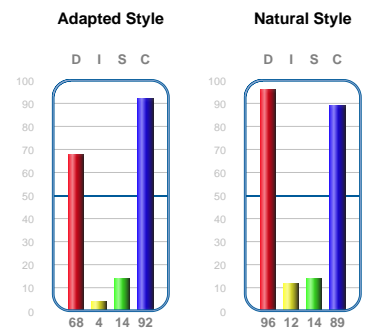




NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Issac 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.</p>	<p>Issac 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.</p>	

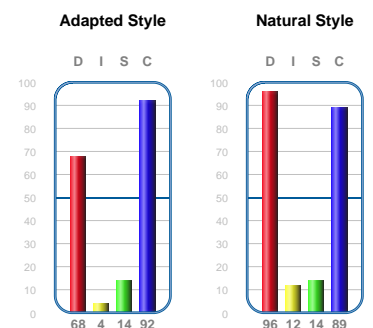
Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Issac is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.</p>	<p>Issac shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Issac sees little or no need to change his response to the environment.</p>	





Issac 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.

- Calculation of risks before taking action.
- Accomplishing tasks without many people contacts.
- Being precise in the collection of data.
- Accurate adherence to high quality standards.
- Limited contact with people.
- Critical appraisal of data.
- Precise, analytical approach to work tasks.
- Projecting a limited display of emotion.
- Sensitivity to existing rules and regulations.
- Maintaining a clean and organized work station.
- Careful, thoughtful approach to decision making.
- Disciplined, meticulous attention to order.

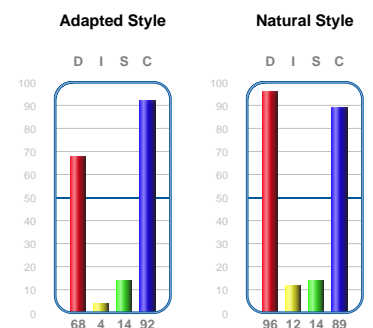




This section of the report was produced by analyzing Issac's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Issac and highlight those that are present "wants."

Issac wants:

- Time to perform up to his high standards.
- Facts and data for making decisions.
- Limited exposure to new procedures.
- Tangible evidence of effort.
- Time away from people--to be alone.
- To be part of a quality-oriented work group.
- Straight talk supported with facts.
- Limited socializing.
- An environment where he can ask specific questions--not just "beat around the bush."
- Information in logical order.
- Instructions so he can do the job right the first time.
- Objectivity.
- To be recognized for his continuance of quality work.



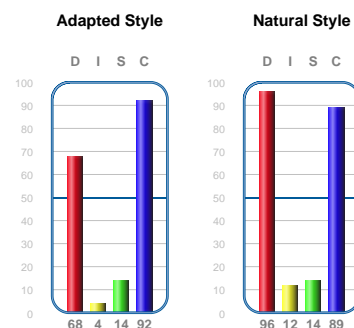


KEYS TO MANAGING

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

Issac needs:

- To understand that his tendency to tell it like it is may reduce performance rather than raise it with some people.
- A work environment with many activities.
- Recognition for what he accomplished.
- To be more cooperative with other team members.
- To adjust his intensity to match the situation.
- To know results expected and to be evaluated on the results.
- To be confronted when you don't understand or disagree with him.
- Rewards in terms of fine things--not just shallow words.
- Equipment that will allow him to perform up to his high standards.
- Performance appraisals on a regular basis.
- To negotiate commitment face-to-face.



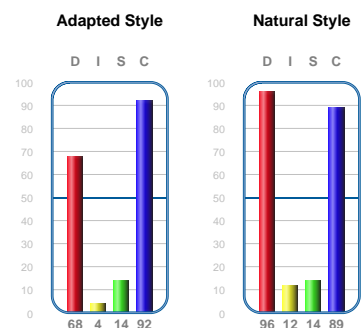


AREAS FOR IMPROVEMENT

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

Issac has a tendency to:

- Have no concept of the problems that slower-moving people may have with his style.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Overuse fear as a motivator by being overly demanding.
- Make "off the cuff" remarks that are often seen as personal prods.
- Have trouble delegating--can't wait, so does it himself.
- Dislike routine work or routine people--unless he sees the need to further his goals.





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 _____:



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 eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. ORGANIZED WORKPLACE



2. ANALYSIS OF DATA



3. COMPETITIVENESS



4. URGENCY



5. VERSATILITY



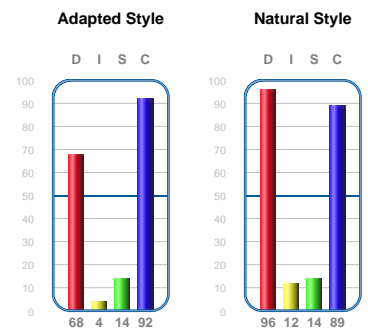
6. FREQUENT CHANGE



7. CUSTOMER ORIENTED



8. FREQUENT INTERACTION WITH OTHERS





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MOST

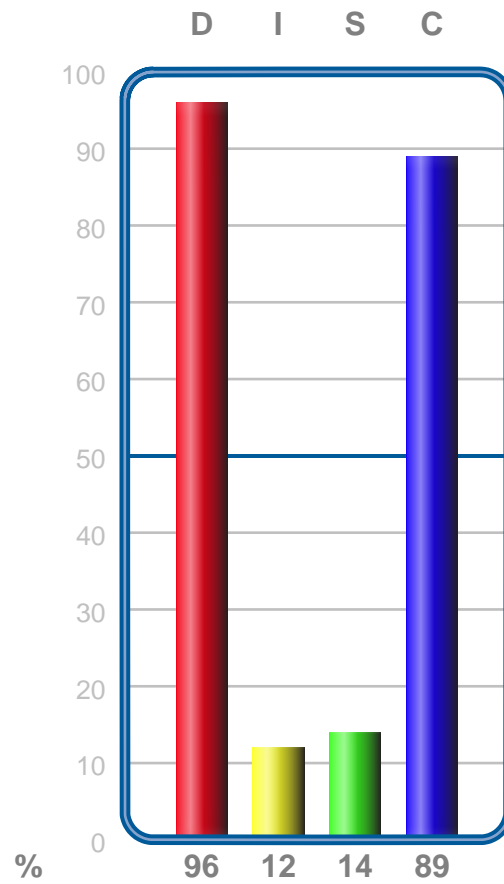
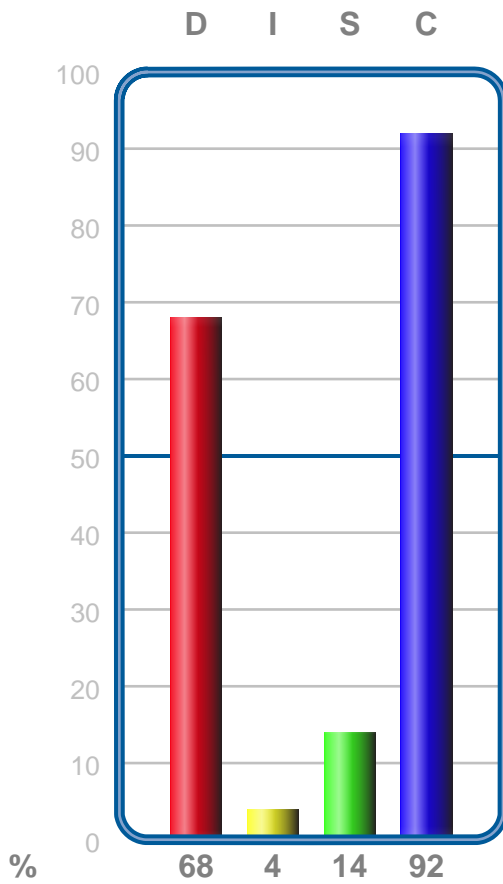
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2012 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.

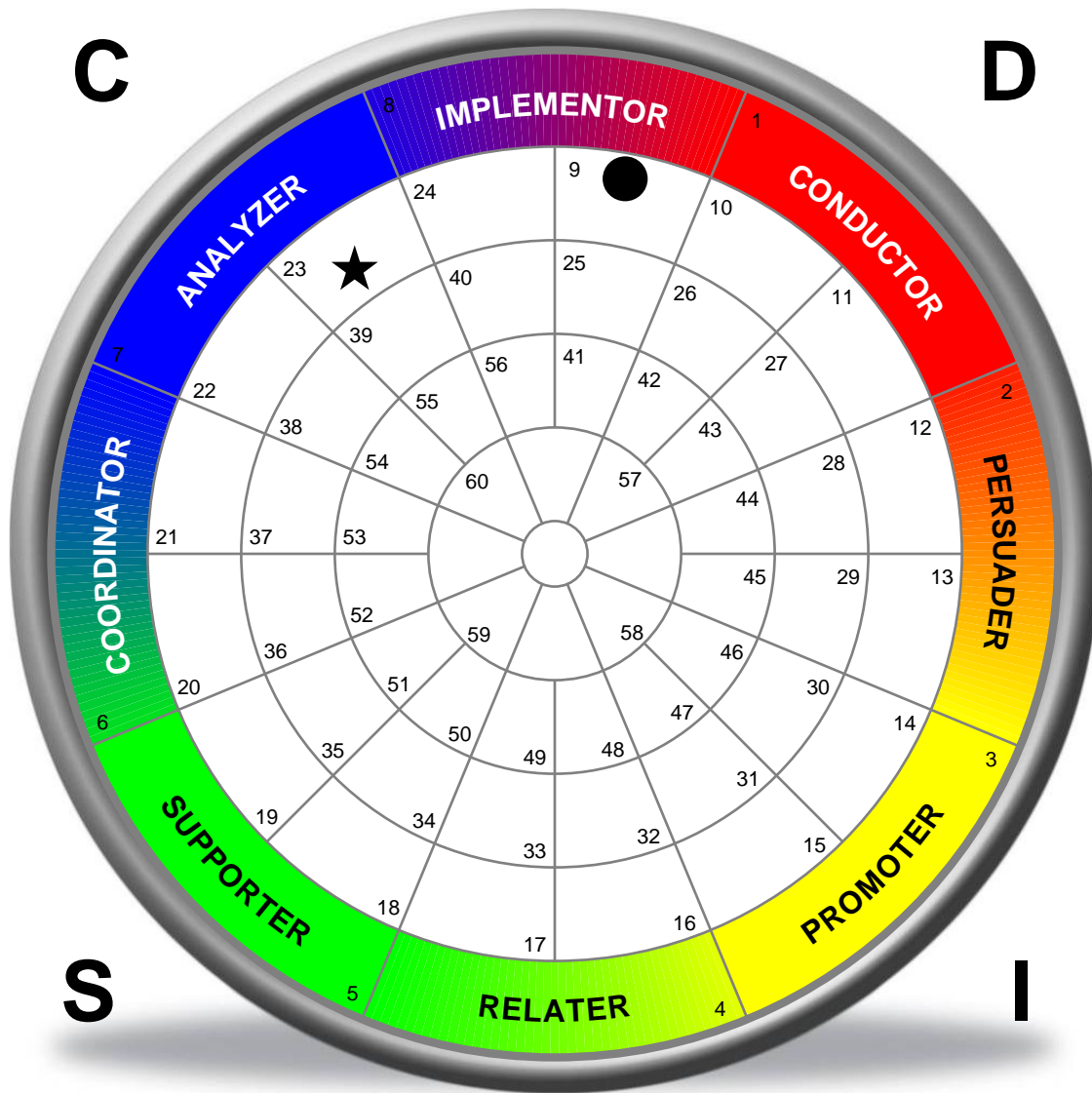
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



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Adapted: ★ (23) IMPLEMENTING ANALYZER
 Natural: ● (9) CONDUCTING IMPLEMENTOR

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