



TTI  
SUCCESS  
INSIGHTS®

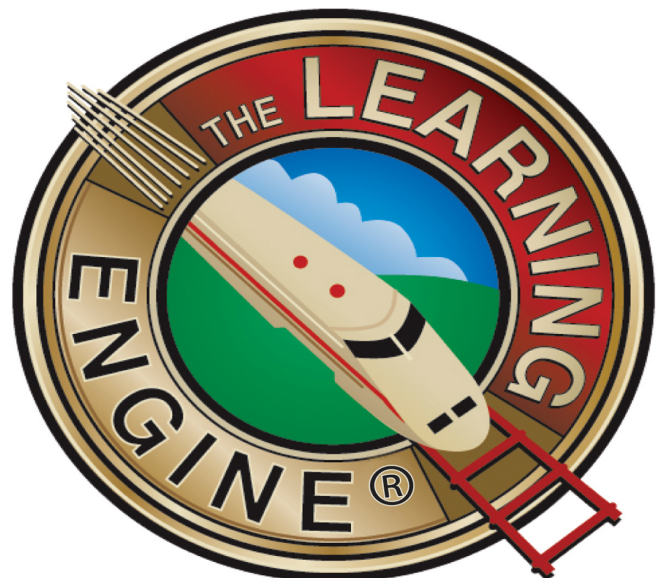
## Talent Insights®

Executive

Cynthia Jones  
CEO  
Sample, Inc.  
12-15-2013

### "Get on Track! Be on Track! Stay on Track!"

N. E. Fried and Associates, Inc./dba The Learning Engine and My Executive Coach  
2100 Sun Valley Rd.  
San Marcos, CA 92078  
760.588.8888  
Info@nefried.com





## Introduction Where Opportunity Meets Talent®

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

**The following is an in-depth look at your personal talents in the three main sections:**

### Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

### Motivators

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

### Integrating Behaviors and Motivators

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.



## Introduction Behaviors Section

**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

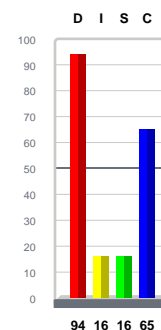
*Based on Cynthia's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use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

Cynthia is often frustrated when working with others who do not share the same sense of urgency. Her drive for tangible accomplishments is counterbalanced by an equal drive for correctness. She needs to learn to relax and pace herself. She may expend too much energy trying to control herself and others. She is deadline conscious and becomes irritated if deadlines are delayed or missed. Cynthia has the ability to come up with a new idea and follow it through to completion. She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project. She is goal-oriented and driven by results. She is the team member who will try to keep the others on task. She prefers an environment with variety and change. She is at her best when many projects are underway at once. Cynthia has little time for details unless she sees the importance of those details in achieving her goals. She likes people, but can be seen occasionally as cold and blunt. She may have her mind on project results, and sometimes may not take the time to be empathetic toward others.

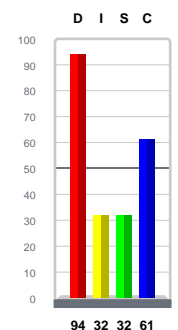
Cynthia is logical, incisive and critical in her problem-solving activities. She usually takes time when confronted with a major decision; that is, she takes an unemotional approach to analyzing the data and facts. Others may see this as vacillating; however she is just thinking through all the ramifications of her decision. She sometimes gets so involved in a project that she tends to take charge. She sometimes requires assistance in bringing major projects to completion. She may have so many projects underway that she needs help from others. Cynthia has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. She refrains from getting emotionally involved in decision making. This allows her to make objective decisions. She finds it easy to share her opinions on solving work-related problems. She likes the freedom to explore and the authority to re-examine and retest her findings.



Adapted Style



Natural Style



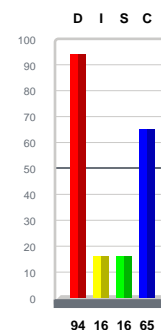


## General Characteristics Continued

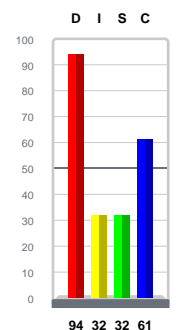
Cynthia usually communicates in a cool and direct manner. Some may see her as being aloof and blunt. When communicating with others, Cynthia must carefully avoid being excessively critical or pushy. She tries to get on with the subject, while others may be trying to work through the details. She doesn't seek out conflict; however, she will confront those who stand between her and success. She challenges people who volunteer their opinions. Cynthia likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She could improve her communication with others by being more flexible and showing a sincere interest in what they are saying. She tends to be intolerant of people who seem ambiguous or think too slowly. Others often misunderstand her great ability as a creative thinker.



Adapted Style



Natural Style





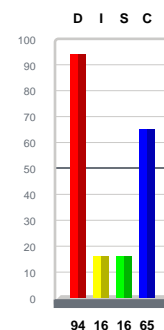
## Value to the Organization

*This section of the report identifies the specific talents and behavior Cynthia 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 and make her an integral part of the team.*

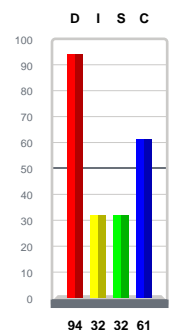
- Objective and realistic.
- Challenge-oriented.
- Challenges the status quo.
- Creative in her approach to solving problems.
- Thinks big.
- Usually makes decisions with the bottom line in mind.
- Always looking for logical solutions.
- Will join organizations to represent the company.



Adapted Style



Natural Style





# Checklist for Communicating

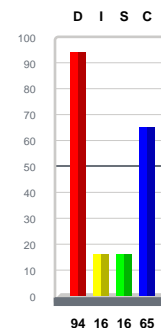
*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Cynthia. Read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

## Ways to Communicate:

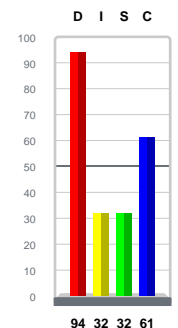
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide details in writing.
- Be patient and persistent.
- Give pros and cons on ideas.
- Respect her quiet demeanor.
- Motivate and persuade by referring to objectives and results.
- Listen to her.
- Show her a sincere demeanor by careful attention to her point of view.
- Be clear, specific, brief and to the point.
- Use the proper buzz words that are appropriate to her expertise.
- Stick to business--let her decide if she wants to talk socially.
- Keep at least three feet away from her.



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Natural Style





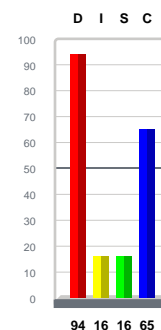
# Checklist for Communicating Continued

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

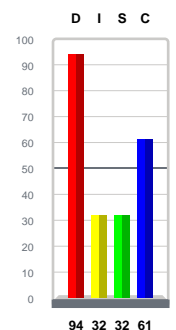
## Ways NOT to Communicate:

- Use inappropriate buzz words.
- Ask rhetorical questions, or useless ones.
- Touch her body when talking to her.
- Leave things open to interpretation.
- Make statements you cannot prove.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Come with a ready-made decision, or make it for her.
- Direct or order.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Ramble on, or waste her time.
- Let disagreement reflect on her personally.

Adapted Style



Natural Style







# Communication Tips

*This section provides suggestions on methods which will improve Cynthia's communications with others. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Cynthia 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.*

## **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.



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

### Self-Perception

Cynthia usually sees herself as being:

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

### Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

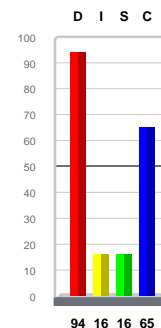
### Others' Perception - Extreme

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

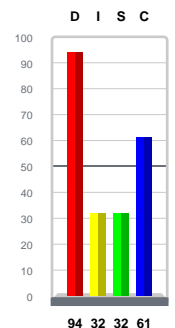
- Abrasive
- Controlling
- Arbitrary
- Opinionated



Adapted Style



Natural Style





## The Absence of a Behavioral Factor

*The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.*

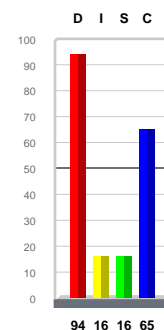
### Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- The need for juggling many tasks at once may jeopardize quality.
- Avoid positions that revolve around routine work.
- Avoid projects that require constant focus without any room for variance in task.

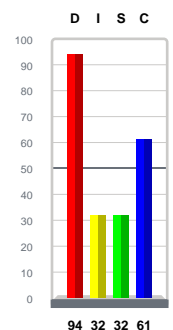
### Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.

- Recognize that others may move at a slower pace.
- When working on a team, the need for collaboration before moving forward can be a deterrent.
- Seek environments where change is rewarded versus discouraged.

Adapted Style



Natural Style





# Descriptors

Based on Cynthia'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.

Demanding <b>Egocentric</b> Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	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 <b>Tactful</b> Open-Minded Balanced Judgment
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	<b>Reflective</b> <b>Factual</b> <b>Calculating</b> <b>Skeptical</b> Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	<b>Mobile</b> <b>Active</b> <b>Restless</b> <b>Alert</b> <b>Variety-Oriented</b> 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

*Cynthia'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

Cynthia tends to deal with problems and challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and actively seeks goals. Cynthia will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.

### Adapted

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

## People - Contacts

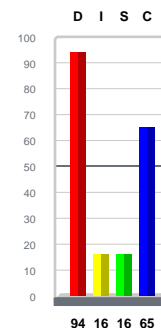
### Natural

Cynthia is undemonstrative in her approach to influencing others and likes to let facts and figures stand for themselves. She feels persuasion needs to be objective and straightforward. Her trust level is based on each interaction--the past is the past. She presents facts without embellishments.

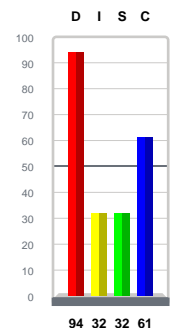
### Adapted

Cynthia feels that convincing people can only be done within the framework of logical facts presented by a totally objective person. She rarely displays emotion when attempting to influence others.

Adapted Style



Natural Style





# Natural and Adapted Style Continued



## Pace - Consistency

### Natural

Cynthia 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

Cynthia seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for her.

## Procedures - Constraints

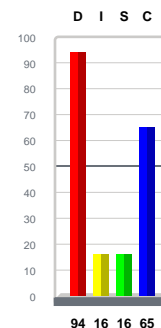
### Natural

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

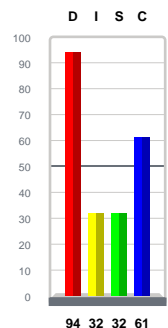
### Adapted

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

Adapted Style



Natural Style



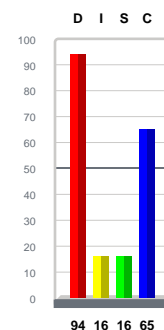


## Adapted Style

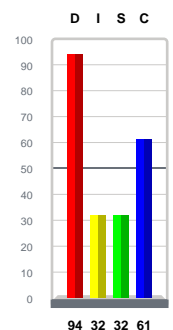
*Cynthia sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Being precise in the collection of data.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Accomplishing tasks without many people contacts.
- Anticipating and solving problems.
- Dealing with a wide variety of work activities.
- Projecting a limited display of emotion.
- Acting without precedent, and able to respond to change in daily work.
- Persistence in job completion.
- Quickly responding to crisis and change, with a strong desire for immediate results.

Adapted Style



Natural Style





# Time Wasters

*This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.*

## Vacillation

*Vacillation is the process of regarding an issue or a requirement in one way at one time and a different or the opposite at another time. It is the inability to make an immediate decision and stick with it.*

### Possible Causes:

- Lack confidence in information
- Fear making the wrong decision
- Lack a systematic decision making process
- Hope that time will eliminate the problem or issue

### Possible Solutions:

- Acknowledge that the decision will be the best based on experience and available information
- Establish a time frame for making decisions
- Develop a method for analyzing a problem and choosing a solution
- Seek the advice or input from key people involved in the issue

## Firefighting

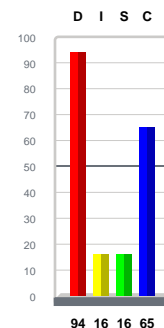
*Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.*

### Possible Causes:

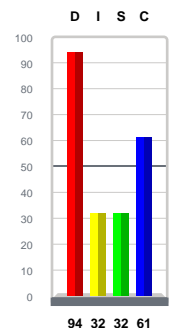
- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation



Adapted Style



Natural Style







## Time Wasters Continued

### Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

## Crisis Management

*Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.*

### Possible Causes:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

### Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

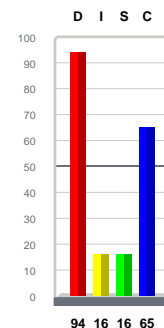
## Poor Delegation

*Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.*

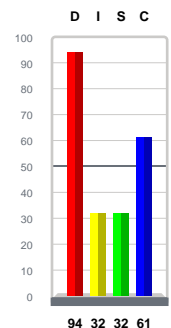
### Possible Causes:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others

Adapted Style



Natural Style





## Time Wasters Continued

- Do not want to overload others

### Possible Solutions:

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

## Lack of a Written Plan

*A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.*

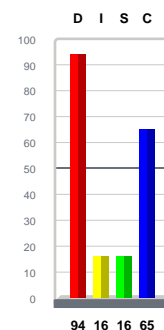
### Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

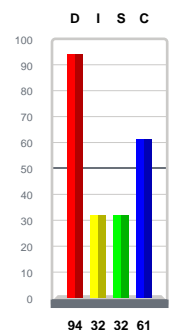
### Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

Adapted Style



Natural Style





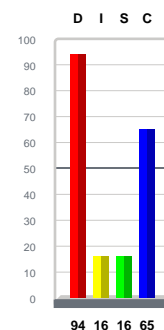
## Areas for Improvement

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

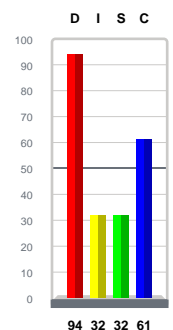
### Cynthia has a tendency to:

- Be inconsistent because of many stops, starts and ever-changing direction.
- Be disruptive because of her innate restlessness and disdain for sameness.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that she has.
- Overuse fear as a motivator by being overly demanding.
- Lack tact and diplomacy as long as she gets the results she wants.
- Have difficulty finding balance between family and work.
- Have trouble delegating--can't wait, so does it herself.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Keep too many balls in the air, and if her support is weak she will have a tendency to drop some of those balls.

Adapted Style



Natural Style

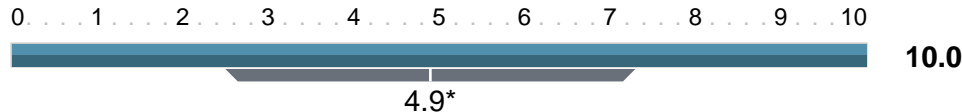




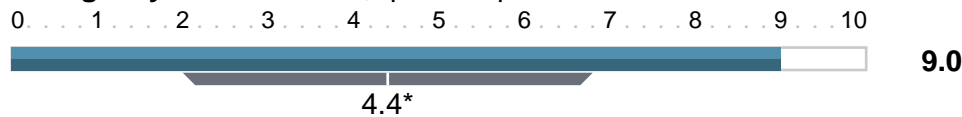
# Behavioral Hierarchy

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.

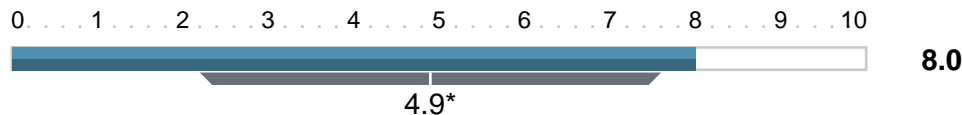
**1. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



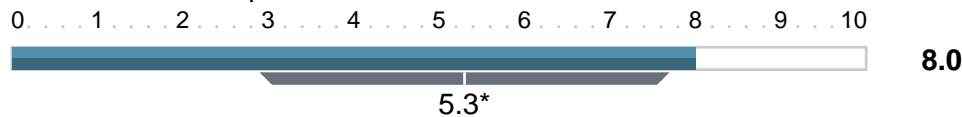
**2. Urgency** - Decisiveness, quick response and fast action.



**3. Organized Workplace** - Systems and procedures followed for success.



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



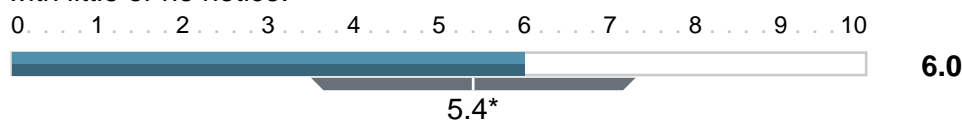
**5. Follow Up and Follow Through** - A need to be thorough.



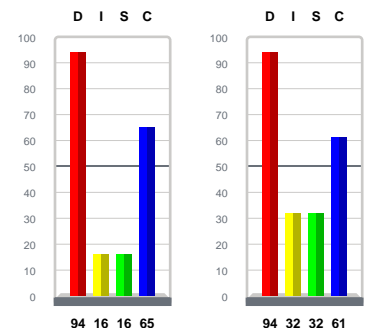
**6. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



**7. 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.



Adapted Style      Natural Style

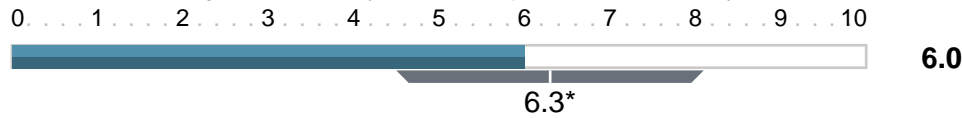


\* 68% of the population falls within the shaded area.

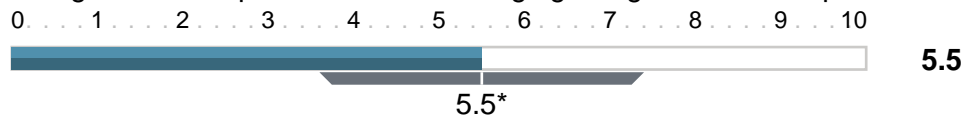


# Behavioral Hierarchy

**8. Consistency** - The ability to do the job the same way.



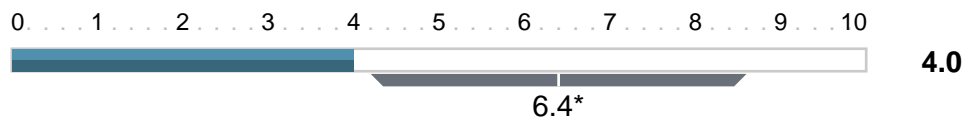
**9. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



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



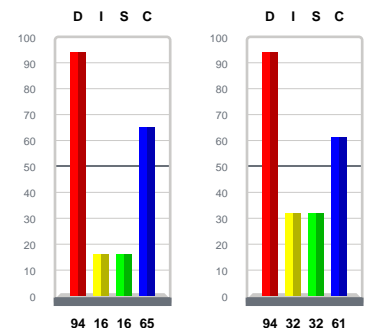
**11. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



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



Adapted Style      Natural Style



SIA: 94-16-16-65 (10)    SIN: 94-32-32-61 (10)  
\* 68% of the population falls within the shaded area.

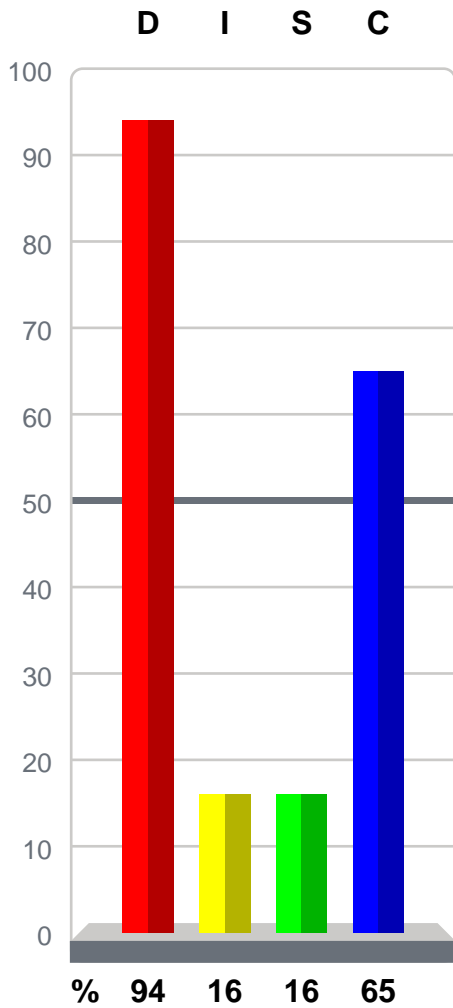


# Style Insights® Graphs

12-15-2013

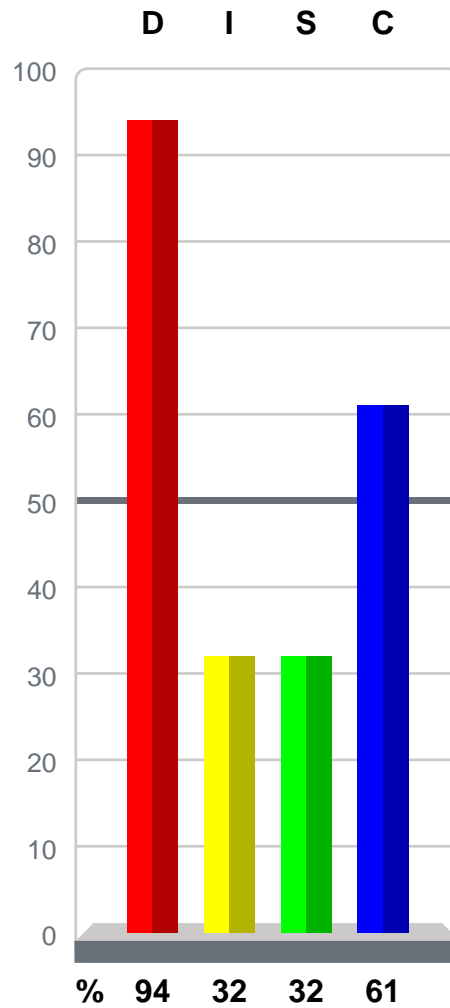
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 R4

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## 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.

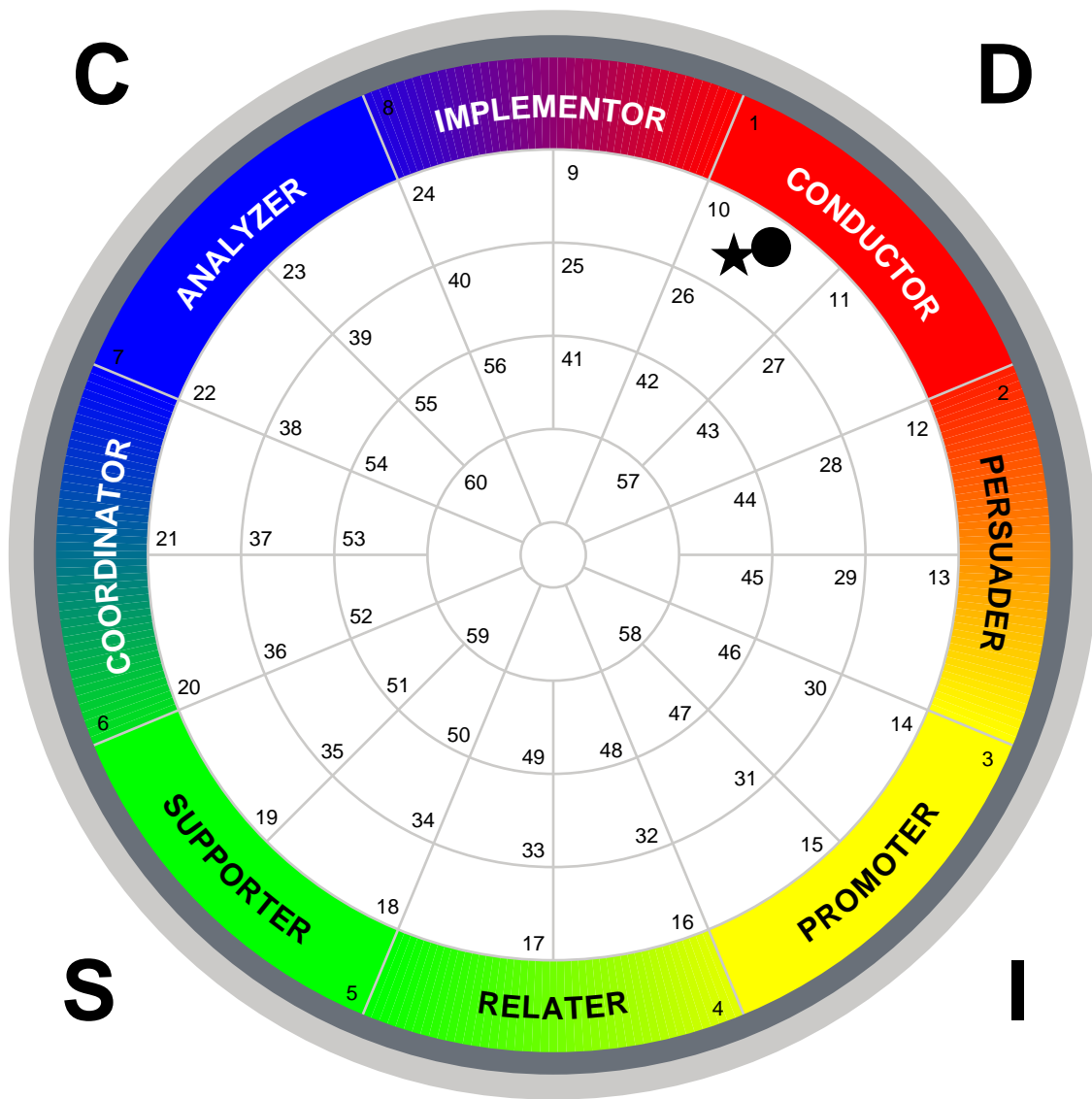
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-15-2013



Adapted: ★ (10) IMPLEMENTING CONDUCTOR  
Natural: ● (10) IMPLEMENTING CONDUCTOR

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