



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

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9-22-2020



Table of Contents

Introduction - <i>Where Opportunity Meets Talent</i>	4
Introduction - <i>Behaviors Section</i>	5
General Characteristics	6
Value to the Organization	8
Checklist for Communicating	9
Checklist for Communicating - <i>Continued</i>	10
Communication Tips	11
Perceptions - <i>See Yourself as Others See You</i>	12
The Absence of a Behavioral Factor	13
Descriptors	14
Natural and Adapted Style	15
Adapted Style	17
Time Wasters	18
Areas for Improvement	21
Behavioral Hierarchy	22
Style Insights® Graphs	25
The Success Insights® Wheel	26
Understanding Your Driving Forces	28
General Characteristics	29
Strengths and Weaknesses	31
Energizers and Stressors	32
Primary Driving Forces Cluster	33
Situational Driving Forces Cluster	34
Indifferent Driving Forces Cluster	35
Areas for Awareness	36
Driving Forces Graph	37
Driving Forces Wheel	38
Descriptors Wheel	39
Introduction - <i>Integrating Behaviors and Driving Forces Section</i>	40
Potential Behavioral and Motivational Strengths	41
Potential Behavioral and Motivational Conflict	42

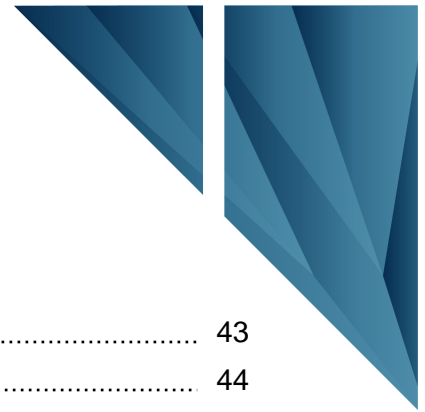


Table of Contents *Continued*

Ideal Environment	43
Keys to Motivating	44
Keys to Managing	45
Action Plan	46



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, driving forces 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.

Driving Forces

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 Driving Forces

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 driving forces 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

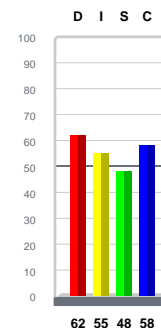
Based on Jillian's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use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

Jillian is extremely results-oriented, with a sense of urgency to complete projects quickly. 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 is often frustrated when working with others who do not share the same sense of urgency. Jillian is often considered daring, bold and gutsy. She is a risk taker who likes to be seen as an individualist. She has high ego strengths and may be viewed by some as egotistical. She is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. She likes to be forceful and direct when dealing with others. Her desire for results is readily apparent to the people with whom she works. Many people see her as a self-starter dedicated to achieving results. She may be so self-confident that others see her as arrogant. This confidence may be something others wish they had.

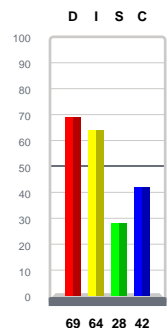
Jillian finds it easy to share her opinions on solving work-related problems. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She prefers authority equal to her responsibility. She likes to make decisions quickly. Jillian will work long hours until a tough problem is solved. After it is solved, Jillian may become bored with any routine work that follows. She has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes she becomes emotionally involved in the decision-making process. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome.



Adapted Style



Natural Style



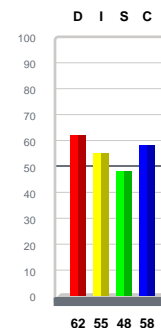


General Characteristics Continued

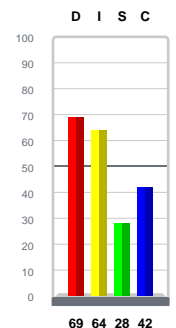
Jillian should exhibit more patience and ask questions to make sure that others have understood what she has said. She tends to be intolerant of people who seem ambiguous or think too slowly. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people. She tends to influence people by being direct, friendly and results-oriented. Jillian may sometimes mask her feelings in friendly terms. If pressured, Jillian's true feelings may emerge. She 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 challenges people who volunteer their opinions. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead.



Adapted Style



Natural Style



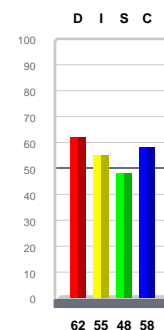


Value to the Organization

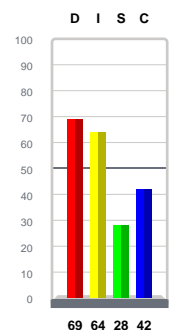
This section of the report identifies the specific talents and behavior Jillian brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Self-starter.
- Innovative.
- Ability to change gears fast and often.
- Will join organizations to represent the company.
- Challenges the status quo.
- Good mixer.
- Challenge-oriented.
- Usually makes decisions with the bottom line in mind.

Adapted Style



Natural Style





Checklist for Communicating

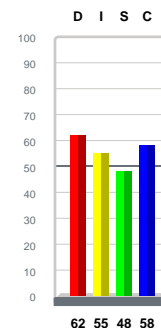
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jillian. Read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

Ways to Communicate

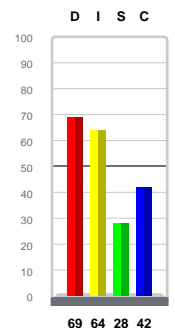
- Read the body language--look for impatience or disapproval.
- Be specific and leave nothing to chance.
- Provide time for fun and relaxing.
- Be open, honest and informal.
- Provide questions, alternatives and choices for making her own decisions.
- Provide systems to follow.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Motivate and persuade by referring to objectives and results.
- Provide facts and figures about probability of success, or effectiveness of options.
- Give strokes for her involvement.
- Support the results, not the person, if you agree.



Adapted Style



Natural Style





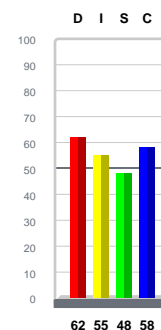
Checklist for Communicating Continued

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

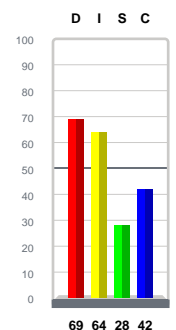
Ways NOT to Communicate

- Be put off by her "cockiness."
- Be redundant.
- Let her change the topic until you are finished.
- Assume she heard what you said.
- Let disagreement reflect on her personally.
- Ramble on, or waste her time.
- Come with a ready-made decision, or make it for her.
- Direct or order.
- Try to build personal relationships.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Reinforce agreement with "I'm with you."
- Use paternalistic approach.
- Try to convince by "personal" means.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Jillian's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Jillian 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 Jillian's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Jillian to project the image that will allow her to control the situation.

Self-Perception

Jillian 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

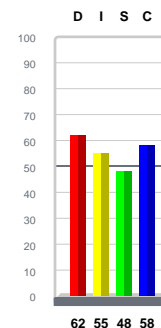
Others' Perception - Extreme

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

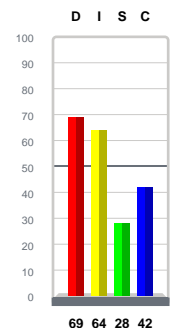
- Abrasive
- Controlling
- Arbitrary
- Opinionated



Adapted Style



Natural Style





The Absence of a Behavioral Factor

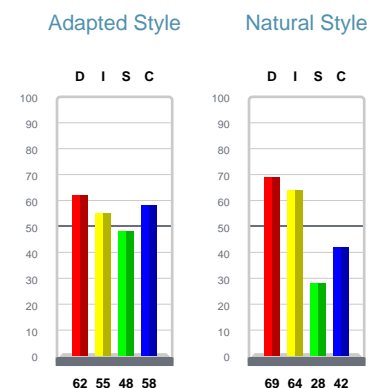
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral 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.
- Recognize the constant need for change causes fear in others.





Descriptors

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

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	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

Jillian'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.

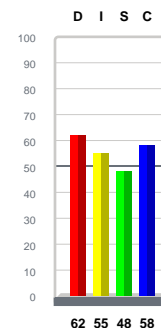
Problems - Challenges

Natural	Adapted
Jillian is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Jillian has a tendency to make decisions with little or no hesitation.	Jillian sees no need to change her approach to solving problems or dealing with challenges in her present environment.

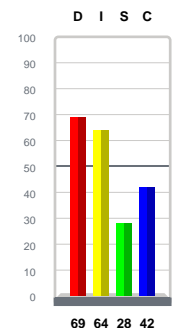
People - Contacts

Natural	Adapted
Jillian is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.	Jillian sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Jillian 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

Jillian feels the need for mobility and the absence of routine. She feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

Procedures - Constraints

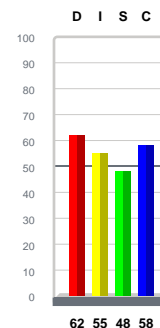
Natural

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

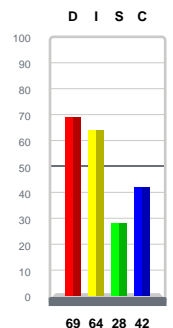
Adapted

Jillian sees the need to be open-minded about rules. However, she is aware and sensitive to the implications of not following rules and procedures.

Adapted Style



Natural Style



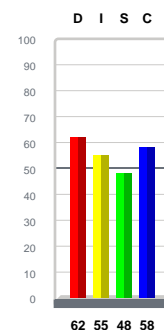


Adapted Style

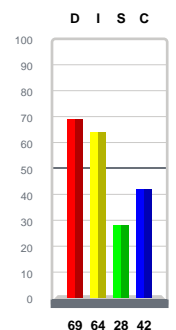
Jillian sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Calculation of risks before taking action.
- A competitive environment, combined with a high degree of people skills.
- Accurate adherence to high quality standards.
- Dealing with a wide variety of work activities.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Persistence in job completion.
- Precise, analytical approach to work tasks.
- Careful, thoughtful approach to decision making.
- Sensitivity to existing rules and regulations.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Acting without precedent, and able to respond to change in daily work.
- Critical appraisal of data.

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.

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

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:

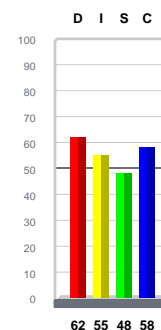
- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

Possible Solutions:

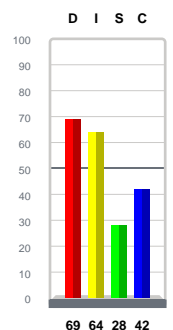
- Write down personal and job-related values and prioritize them



Adapted Style



Natural Style





Time Wasters Continued

- 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

Snap Decisions

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

Possible Solutions:

- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

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





Time Wasters Continued

Possible Solutions:

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

Poor Delegation

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

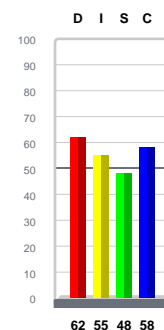
Possible Causes:

- 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
- Do not want to overload others

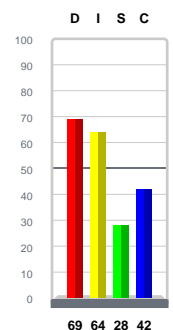
Possible Solutions:

- 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

Adapted Style



Natural Style





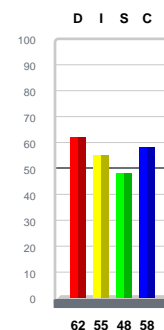
Areas for Improvement

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

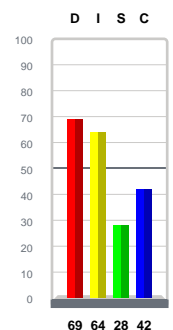
Jillian has a tendency to:

- Have no concept of the problems that slower-moving people may have with her style.
- Be crisis-oriented.
- Have trouble delegating--can't wait, so does it herself.
- Be so concerned with big picture; she forgets to see the little pieces.
- Dislike routine work or routine people--unless she sees the need to further her goals.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Blame, deny and defend her position--even if it is not needed.
- Be explosive by nature and lack the patience to negotiate.

Adapted Style



Natural Style





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.

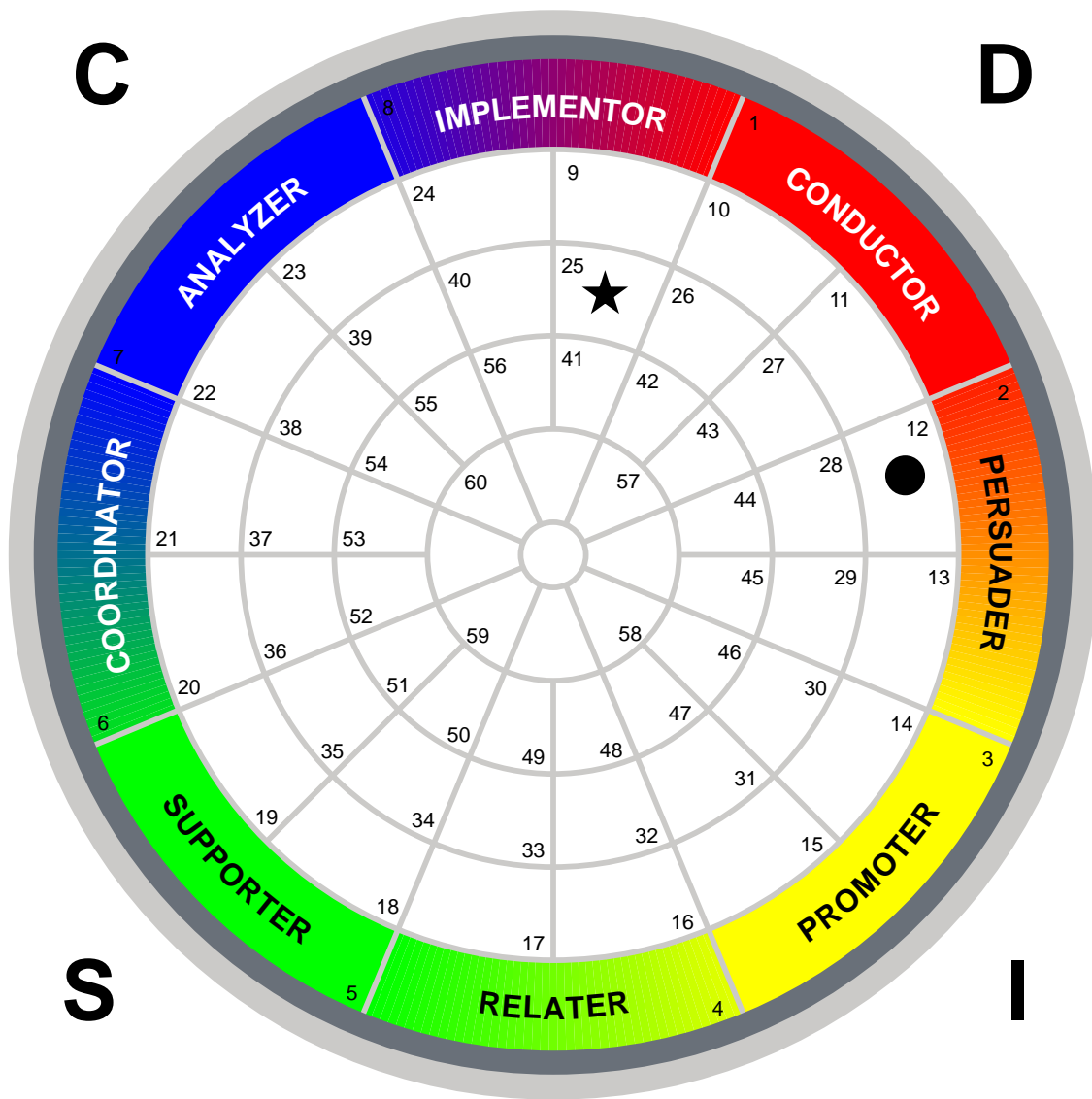
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

9-22-2020



Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)

Natural: ● (12) CONDUCTING PERSUADER

Norm 2017 R4