



TTI SUCCESS INSIGHTS®

Time P.L.U.S.™ Version

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

Marcus Foster

Northeast Regional Sales Manager
North American Company, Inc
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Achieve Your Vision

Infocus Training, Inc.
8306 Wilshire Blvd Suite 1206
Beverly Hills CA 90211
310-271-9005/310-271-9007
Discovery@infocustraining.com



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. Our ability to interact effectively in any given environment may determine the difference between our success or failure in the workplace and in our personal relationships.

Effective use of time starts with an accurate perception of ourselves. This report was designed to quantify information on how you see yourself. The report translates that information into how others may see you to assist in formulating strategies to better manage your time.

Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements which are true for you and areas of behavior in which you show tendencies. Delete any statement from this report that you feel doesn't apply after checking with a friend or colleague to see if they agree with you. Sometimes we are not aware of certain behavioral traits that are seen by others.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



GENERAL CHARACTERISTICS

Based on your responses, the report has selected general statements to provide a broad understanding of your work style. These statements identify the basic natural behavior that you bring to the job. That is, if left on your own, HOW YOU WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of your natural behavior.

Marcus likes to be forceful and direct when dealing with others. His desire for results is readily apparent to the people with whom he works. He is extremely results-oriented, with a sense of urgency to complete projects quickly. He is often frustrated when working with others who do not share the same sense of urgency. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. Marcus has high ego strengths and may be viewed by some as egotistical. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Marcus is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. Many people see him as a self-starter dedicated to achieving results.

Marcus is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He has the unique ability of tackling tough problems and following



GENERAL CHARACTERISTICS

them through to a satisfactory conclusion. He will work long hours until a tough problem is solved. After it is solved, Marcus may become bored with any routine work that follows. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting. 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. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He finds it easy to share his opinions on solving work-related problems.

Marcus tends to be intolerant of people who seem ambiguous or think too slowly. He may sometimes mask his feelings in friendly terms. If pressured, Marcus' true feelings may emerge. He tends to influence people by being direct, friendly and results-oriented. He may lack the patience to listen and communicate with slower acting people. Marcus 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 likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a



GENERAL CHARACTERISTICS

form that cannot be easily understood by some people.



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.

1. 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

2. 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

POSSIBLE SOLUTIONS:

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

3. 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

4. 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



TIME WASTERS

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



CHECKLIST FOR COMMUNICATING

This section of the report is a lists of things to DO when communicating with you. Read each statement and then identify 3 or 4 that are most important to your optimal use of time. By sharing this information with others, the better they can plan meetings, presentations and informal discussions. This will result in more efficient and time saving the communications.

Do:

- Provide systems to follow.
- Understand his sporadic listening skills.
- Be clear, specific, brief and to the point.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Give strokes for his involvement.
- Read the body language--look for impatience or disapproval.
- Be isolated from interruptions.
- Motivate and persuade by referring to objectives and results.
- Stick to business--let him decide if he wants to talk socially.
- Be specific and leave nothing to chance.
- Put projects in writing, with deadlines.
- Be open, honest and informal.



DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with you. Read each statement and identify those that cause the most frustration. By sharing this information, both parties can avoid time wasting interactions and achieve more effective communications.

Don't:

- Forget to follow-up.
- Reinforce agreement with "I'm with you."
- Try to convince by "personal" means.
- Ask rhetorical questions, or useless ones.
- Ramble on, or waste his time.
- 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 him.
- Try to build personal relationships.
- Let disagreement reflect on him personally.
- Use paternalistic approach.
- Direct or order.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Marcus 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



DESCRIPTORS

Based on Marcus' 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	Effusive Inspiring	Phlegmatic Relaxed Resistant to Change Nondemonstrative	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat
Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic	Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Systematic Diplomatic Accurate Tactful
Inquisitive Responsible	Trusting Sociable		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



INTERACTIVE FLEXIBILITY

Each person is different and each has needs they want met. This section will help you identify four basic behavioral styles of others. It will provide you with valuable information for meeting their needs. As you develop strategies for meeting their needs, you will gain their commitment and cooperation. You will be able to understand how interacting with different styles impacts your use of TIME.

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Fast-paced speech
- Strong personality
- Impatient
- Direct
- Tries to control the situation

Factors that will improve Interaction with this Style:

- Minimize features - maximize benefits
- Help them with details
- LISTEN
- Ask specific questions
- Keep the pace fast enough so they don't become bored

Factors that will create tension or dissatisfaction with this Style:

- Over controlling the situation
- Telling them what to do



INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Warm and friendly
- Impulsive
- Uses many hand gestures while speaking
- Talkative
- Imprecise about the use of time

Factors that will improve Interaction with this Style:

- Be friendly, not dominating
- Ask for their ideas and opinions
- Use testimonials
- Tell how others will benefit
- Control your impatience

Factors that will create tension or dissatisfaction with this Style:

- Over controlling
- Displaying your impatience



INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Patient
- Easy going
- Uses few gestures
- Unemotional voice
- Reserved

Factors that will improve Interaction with this Style:

- Listen patiently
- Take time to explain
- Develop more empathy and patience
- Take a personal interest in them
- Exhibit friendly attitudes
- Slow down
- Give more attention to details
- Control body language
- Speak with sincere tone of voice

Factors that will create tension or dissatisfaction with this Style:

- Overselling or stressing new products
- Dominate with active body language



INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Speaks slowly
- Asks many questions about facts and data
- Is deliberate
- Uses few gestures
- Unemotional

Factors that will improve Interaction with this Style:

- Slow down and LISTEN
- Explain details
- Be sincere - lower your tone of voice
- Be conservative in assertions
- Answer questions precisely
- Minimize risks

Factors that will create tension or dissatisfaction with this Style:

- Being too blunt and direct
- Forcing them to take risks



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)

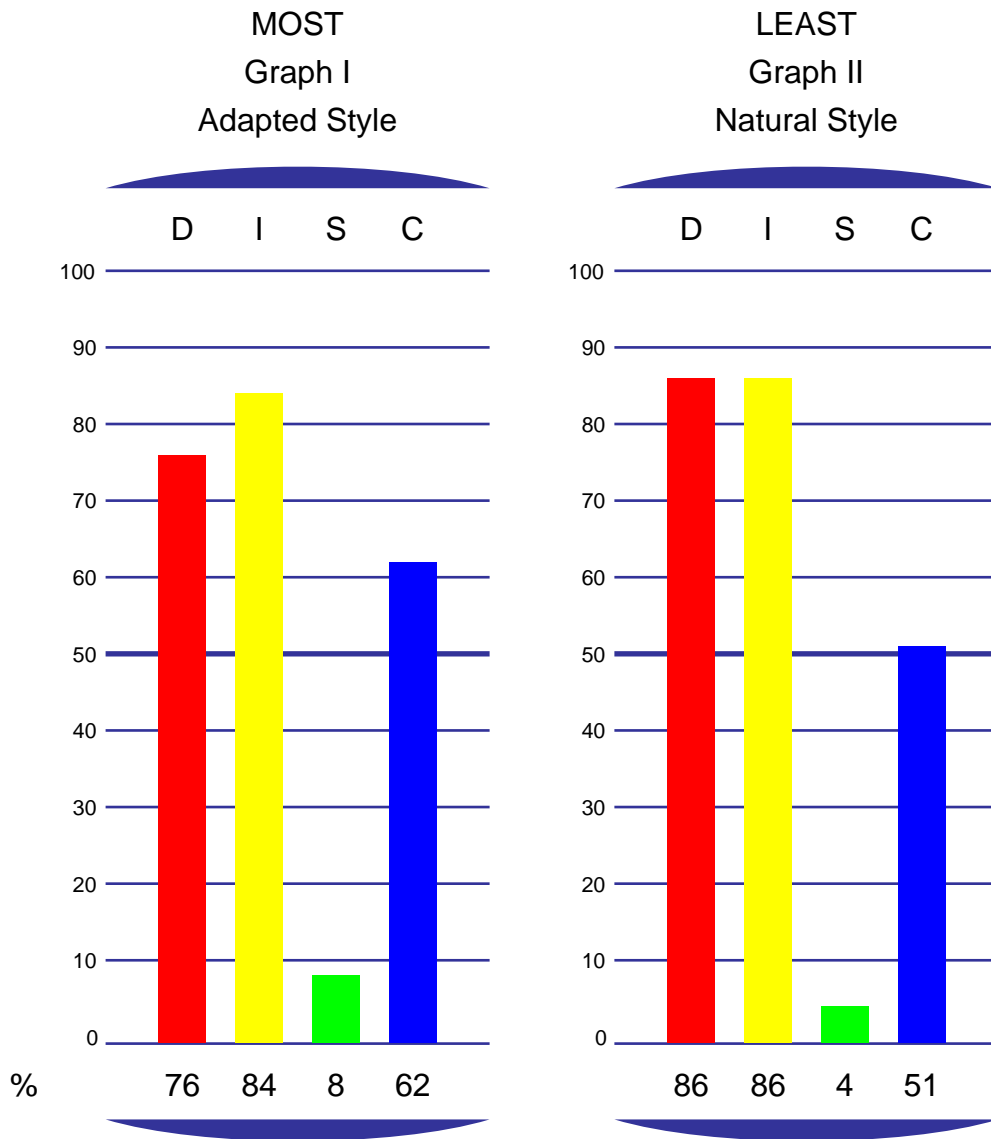
3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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



STYLE INSIGHTS® GRAPHS

North American Company, Inc.
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Infocus Training, Inc.
310-271-9005/310-271-9007
Discovery@infocustraining.com

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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.

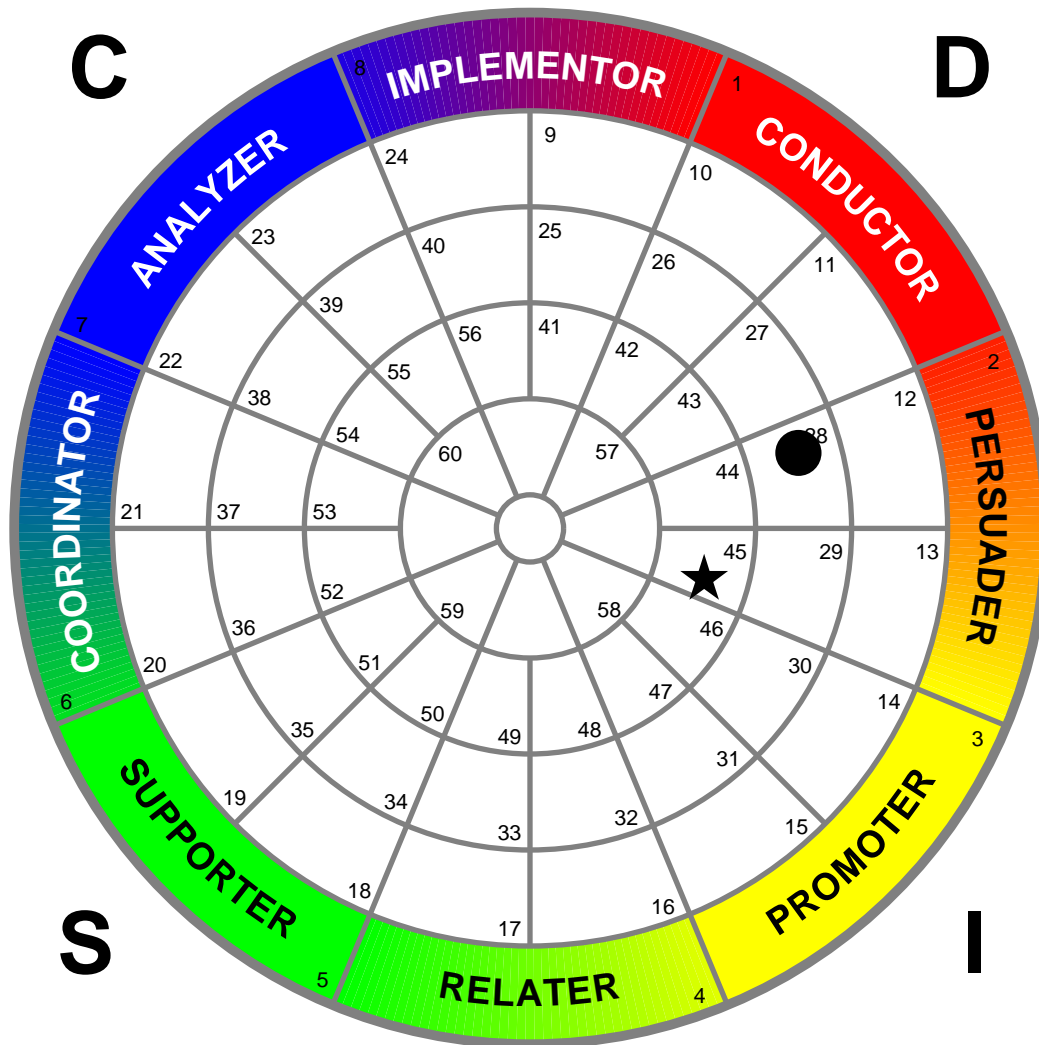
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

North American Company, Inc.
12-27-2007



Adapted: ★ (45) PROMOTING PERSUADER (ACROSS)
Natural: ● (28) CONDUCTING PERSUADER (FLEXIBLE)
Norm 2003

Infocus Training, Inc.
310-271-9005/310-271-9007
Discovery@infocustraining.com

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