



TTI Success Insights®

Team Building Version

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

Dan Demo

Human Resource Manager

Superior Products

9-30-2008



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.

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*



BASIC CHARACTERISTICS

Based on Dan's responses, the report has generated general behavioral statements to provide information on his natural behavior. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Dan's natural behavior.

Dan tends to have a "short fuse" and can display anger or displeasure when he feels that people are taking advantage of him. He has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness. He is aggressive and confident. He prefers being a team player, and wants each player to contribute along with him. Dan is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He is extremely results-oriented, with a sense of urgency to complete projects quickly. He is the type of individual who, under pressure, has a tremendous sense of urgency and need to get things done. He is comfortable in an environment that may be characterized by high pressure and is variety-oriented. Dan 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. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task.

Dan likes to make decisions quickly. He prefers authority equal to his responsibility. He will work long hours until a tough problem is solved. After it is solved, Dan may become bored with any routine work that follows. He should realize that at times he needs



BASIC CHARACTERISTICS

to think a project through, beginning to end, before starting the project. Dan is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome.

Dan tends to be intolerant of people who seem ambiguous or think too slowly. 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. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. Dan 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 may sometimes mask his feelings in friendly terms. If pressured, Dan's true feelings may emerge. He challenges people who volunteer their opinions.



WORK CHARACTERISTICS

Dan 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.

- A good support team to handle paperwork.
- Flaunting independence.
- Firm commitment to accomplishments.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Dealing with a wide variety of work activities.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- A competitive environment, combined with a high degree of people skills.
- Using a direct, forthright and honest approach in his communications.
- Being creative and unconventional in making a point.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Persistence in job completion.



VALUE TO THE TEAM

This section of the report identifies Dan's value to the team. Discuss this list and identify those values most important to the team.

- People-oriented.
- Builds confidence in others.
- Team player.
- Innovative.
- Usually makes decisions with the bottom line in mind.
- Competitive.
- Self-starter.
- Optimistic and enthusiastic.



VALUE TO THE ORGANIZATION

This section identifies the behavior Dan brings to the organization. Use these statements to capitalize on Dan's value to the team and organization.

- Tenacious.
- Usually makes decisions with the bottom line in mind.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Challenge-oriented.
- Initiates activity.
- Has the confidence to do the difficult assignments.
- Innovative.



EFFECTIVE COMMUNICATION

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 Dan. 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 Dan most frequently.

Do:

- Ask specific (preferably "what?") questions.
- Leave time for relating, socializing.
- Plan interaction that supports his dreams and intentions.
- Support the results, not the person, if you agree.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Provide facts and figures about probability of success, or effectiveness of options.
- Talk about him, his goals and the opinions he finds stimulating.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide a warm and friendly environment.
- Present the facts logically; plan your presentation efficiently.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Stick to business--let him decide if he wants to talk socially.



DON'TS ON COMMUNICATING

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

- Ramble on, or waste his time.
- Talk down to him.
- Try to build personal relationships.
- Come with a ready-made decision, or make it for him.
- "Dream" with him or you'll lose time.
- Be redundant.
- Legislate or muffle--don't overcontrol the conversation.
- Leave decisions hanging in the air.
- Be curt, cold or tight-lipped.
- Try to convince by "personal" means.
- Drive on to facts, figures, alternatives or abstractions.
- Ask rhetorical questions, or useless ones.



COMMUNICATION TIPS

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



TEAM EFFECTIVENESS FACTORS

Dan's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Strong ego. POTENTIAL WEAKNESS - Possibility of offending others if "overdone."
- STRENGTH - Seeks challenges and problems to solve. POTENTIAL WEAKNESS - Takes on too many and may forget priorities.
- STRENGTH - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.
- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.
- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - None.
- STRENGTH - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Dan 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 Dan'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 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 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	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending
		Hypertense	Careless with Details



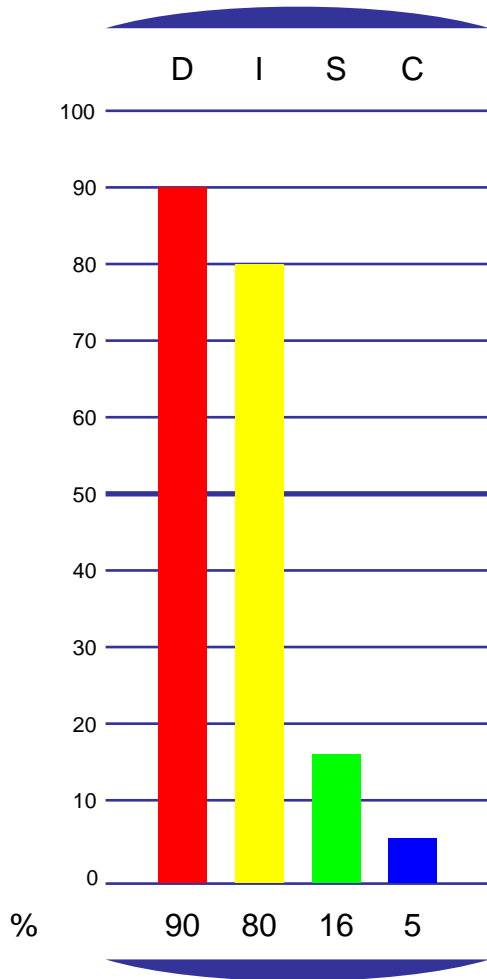
STYLE INSIGHTS® GRAPHS

Dan Demo

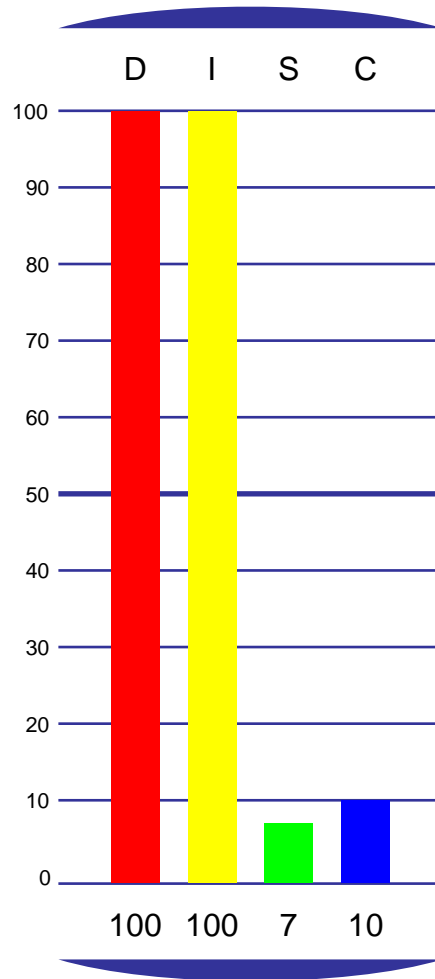
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2003



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.

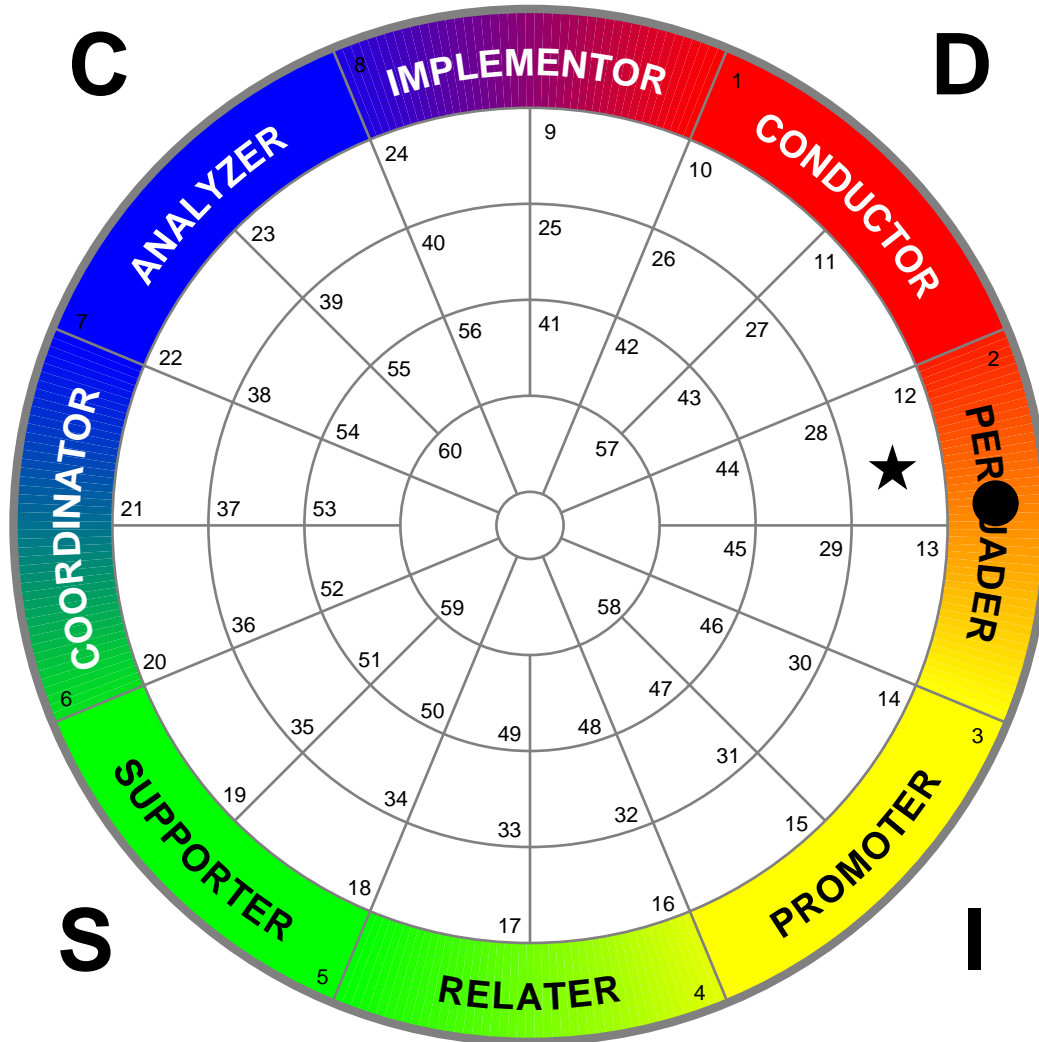
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

Dan Demo
Superior Products
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Adapted: ★ (12) CONDUCTING PERSUADER
Natural: ● (2) PERSUADER
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Infocus Training, Inc.
310-271-9005/310-271-9007
Discovery@infocustraining.com