



TTI  
SUCCESS  
INSIGHTS®

# Management-Staff

**Tony Badland**

**Project Manager**

**TAG**

**1-3-2023**

**The Abelson Group**

Solutions for Hiring, Managing, Team Development, Leading & Coaching

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THE  
**ABELSON GROUP**

Hiring & Performance Solutions for Staff, Teams & Leaders

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# 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

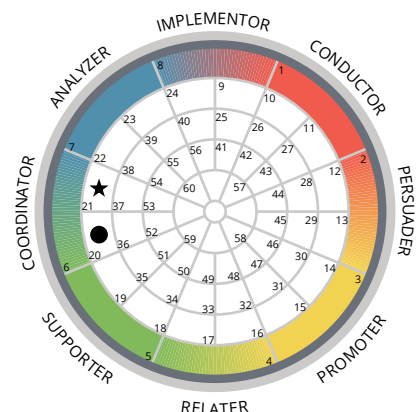
# Behavioral Characteristics



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

Tony can be motivated through teamwork. He likes to know he is a valued team member. He likes to start and finish activities. Others who work with him know they can depend on him. He may have difficulty sharing his feelings if it may disturb the relationship. When challenged, he becomes more objective. Tony wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. He likes to set his own pace. When others try to rush him, he feels threatened and may balk. He is usually steady, easygoing and relaxed. He dislikes volunteering his opinion until he has collected sufficient information to warrant an opinion. Tony is family-oriented. He may go to great lengths to ensure the "happiness" of his personal or work family. When the time is right, Tony can stand up aggressively for what he believes.

Tony prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. Making plans and following those plans is important to him. When faced with a tough decision, he will seek information and analyze it thoroughly. He may be reluctant to initiate new approaches to doing things. If he is shown the benefits, he will consider new procedures. Tony tends to make decisions based on past experiences. He prefers the "tried and true." He finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." He adheres to company policy and doesn't break the rules just for the sake of breaking them. He needs to gather data and facts in a logical fashion.

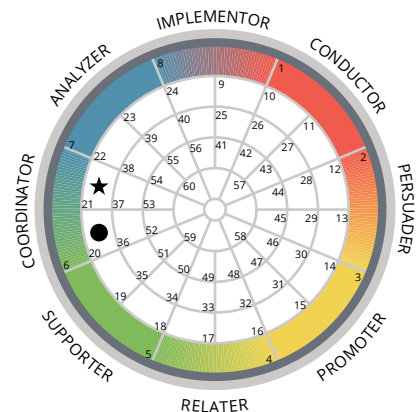


# Behavioral Characteristics

## Continued



Tony likes having others initiate the conversation. He can then assess the situation and respond accordingly. He is not easily triggered or explosive, but he may conceal some grievances because he doesn't always state his feelings. He likes to know what is expected of him in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. He may guard some information unless he is asked specific questions. He will not willingly share unless he is comfortable with the knowledge he possesses about the topic. Sometimes he will withdraw from a verbal battle. If he feels strongly about an issue, he may retreat to gather his resources and then return to take a stand! Most people see him as being a considerate and modest person. He probably won't try to steal the spotlight from others. He remains aloof from active participation in unfamiliar groups. He will talk more, however, in a group of people he trusts and has known for a long time. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted.

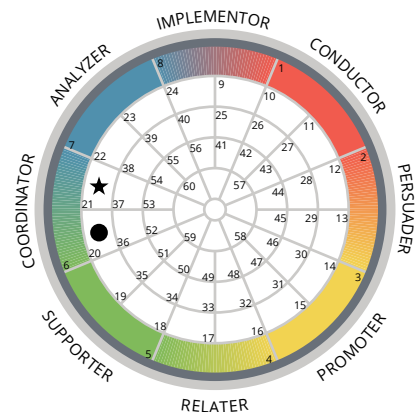


# Value to the Organization



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

- ✓ Patient and empathetic.
- ✓ Proficient and skilled in his technical specialty.
- ✓ Defines, clarifies, gets information, criticizes and tests.
- ✓ Good listener.
- ✓ Builds good relationships.
- ✓ Objective—"The anchor of reality."
- ✓ Dependable team player.
- ✓ People-oriented.



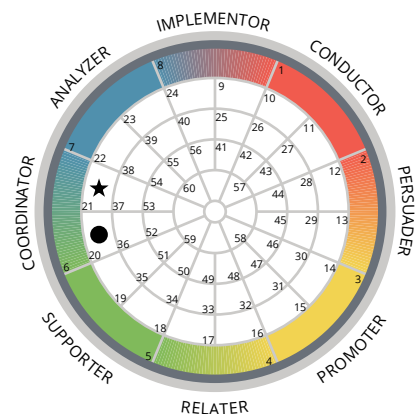
# Checklist for Communicating



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 Tony. 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 Tony most frequently.

## Ways to Communicate

- ✓ Present your case softly, non-threateningly, with a sincere tone of voice.
- ✓ Make an organized contribution to his efforts, present specifics and do what you say you can do.
- ✓ Follow through, if you agree.
- ✓ Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- ✓ Make an organized presentation of your position, if you disagree.
- ✓ Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.
- ✓ Provide solid, tangible, practical evidence.
- ✓ Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- ✓ Clearly define (preferably in writing) individual contributions.
- ✓ Prepare your "case" in advance.
- ✓ Provide personal assurances, clear, specific solutions with maximum guarantees.



# Checklist for Communicating

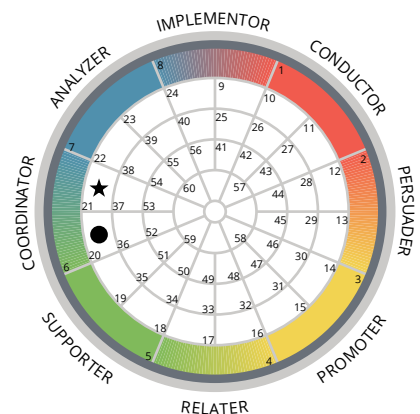
## Continued



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

- ❌ Rush the decision-making process.
- ❌ Offer assurance and guarantees you can't fulfill.
- ❌ Use gimmicks or clever, quick manipulations.
- ❌ Be domineering or demanding; don't threaten with a position of power.
- ❌ Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- ❌ Push too hard, or be unrealistic with deadlines.
- ❌ Make conflicting statements.
- ❌ Debate about facts and figures.
- ❌ Manipulate or push him into agreeing because he probably won't fight back.
- ❌ Make statements about the quality of his work unless you can prove it.
- ❌ Threaten, cajole, wheedle, coax or whimper.





# Communication Tips



This section provides suggestions for methods which will improve Tony'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, Tony 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.

## Compliance

*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.
- ✗ Being giddy, casual, informal, loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

## Dominance

*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."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

## Steadiness

*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, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

## Influence

*When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:*

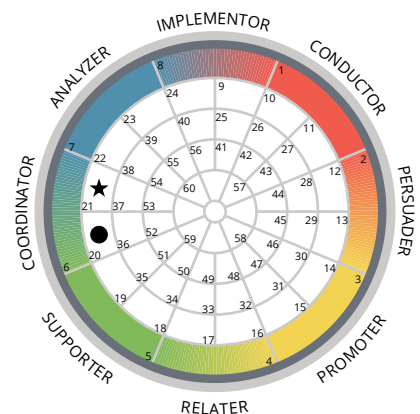
- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

# Ideal Environment



*This section identifies the ideal work environment based on Tony's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Tony enjoys and also those that create frustration.*

- ✓ Assignments that can be followed through to completion.
- ✓ An environment that allows time to change.
- ✓ Close relationship with a small group of associates.
- ✓ Prefers technical work, specializing in one area.
- ✓ Familiar work environment with a predictable pattern.
- ✓ Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- ✓ An environment dictated by logic rather than emotion.
- ✓ Needs personal attention from his manager and compliments for each assignment well done.



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



### Tony usually sees himself as being:

- ✓ Considerate
- ✓ Thoughtful
- ✓ Good-Natured
- ✓ Dependable
- ✓ Team Player
- ✓ Good Listener



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

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



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

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

# Descriptors



Based on Tony'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.

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
<b>Dominance</b>	<b>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>
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 & Adapted Style



*Tony'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

Tony is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Tony likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.

### Adapted

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

## People & Contacts

### Natural

Tony is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

### Adapted

Tony sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

# Natural & Adapted Style



## Pace & Consistency

### Natural

Tony is comfortable in an environment in which there is a relaxed demeanor or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.

### Adapted

Tony sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.



## Procedures & Constraints

### Natural

Tony naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

### Adapted

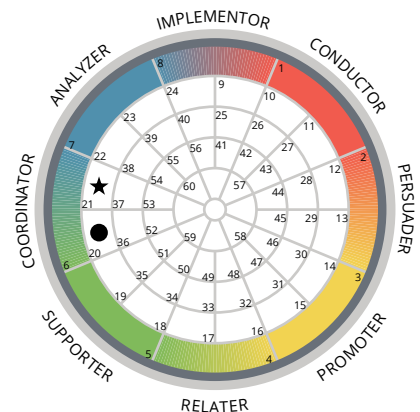
Tony shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant, and Tony sees little or no need to change his response to the environment.

# Adapted Style



Tony 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.

- ✓ Diplomatic cooperation in team interaction.
- ✓ Freedom from confrontation.
- ✓ Using a disciplined approach.
- ✓ Traditional, quality-oriented work model to follow.
- ✓ Limited or prepared changes in routine.
- ✓ Task focus over people focus.
- ✓ Disciplined, meticulous attention to order.
- ✓ Precedence of quality over efficiency.
- ✓ Sensitivity to existing rules and regulations.
- ✓ Precise, analytical approach to work tasks.
- ✓ Consistency of task performance.
- ✓ Compliance to high standards.
- ✓ Calculation of risks before taking action.



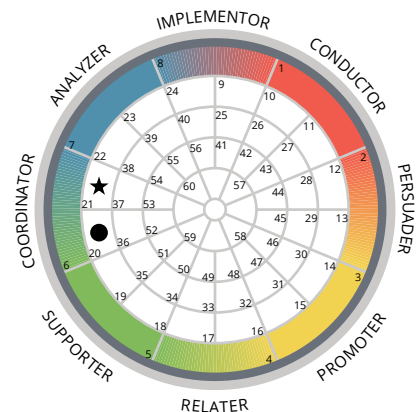
# Keys to Motivating



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

## Tony wants:

- ✓ Traditional products and procedures.
- ✓ Specific questions—not general or open-ended.
- ✓ Reassurance he is doing the job right.
- ✓ No sudden changes in procedure.
- ✓ Safety and security of the situation.
- ✓ Advancement when he is ready.
- ✓ Activities that don't infringe on family life.
- ✓ Activities he can start and finish.
- ✓ Identification with fellow workers.
- ✓ Better planning and fewer changes in the organization.
- ✓ Time to perform up to his high standards.





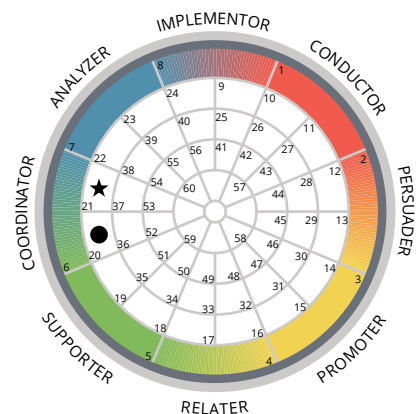
# Keys to Managing



*In this section are some needs which must be met in order for Tony to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Tony and identify 3 or 4 statements that are most important to him. This allows Tony to participate in forming his own personal management plan.*

## Tony needs:

- ✓ Capable associates with which to work.
- ✓ Recognition for what he accomplished.
- ✓ A program to encourage creativity and self-worth.
- ✓ A manager who delegates in detail.
- ✓ A manager who prefers quality over quantity.
- ✓ Equipment that will allow him to perform up to his high standards.
- ✓ To be encouraged to be more independent.
- ✓ Support when under pressure to perform many activities quickly.
- ✓ Conditioning prior to change.
- ✓ More confidence in his ability to perform new activities.
- ✓ Support in making high-risk decisions.
- ✓ The facts in a logical sequence.



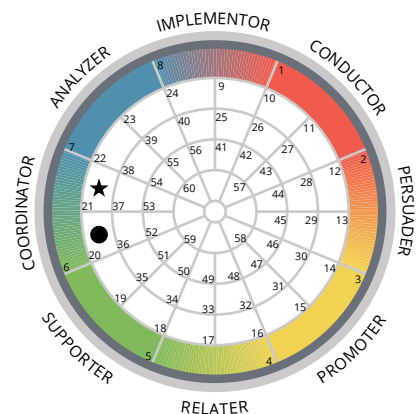
# Areas for Improvement



*In this area is a listing of possible limitations without regard to a specific job. Review with Tony and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.*

## Tony has a tendency to:

- ✓ Avoid accountability by overstating the complexity of the situation.
- ✓ Become resistive and indecisive when forced to act quickly. Without proper information, he will resist in a passive-aggressive manner.
- ✓ Dislike change if he feels the change is unwarranted.
- ✓ Not take action against those who challenge or break the rules or guidelines.
- ✓ Be defensive when risk is involved—move towards maintaining status quo.
- ✓ Not let others know where he stands on an issue.
- ✓ Be dependent on others for decisions, even if he knows he is right.



# 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 \_\_\_\_\_:

---

---

---

# 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. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



**90 Natural**

62\*



**90 Adapted**

63\*

## 2. Organized Workplace - Establish and maintain specific order in daily activities.

0 10 20 30 40 50 60 70 80 90 100



**85 Natural**

53\*



**85 Adapted**

56\*

## 3. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



**85 Natural**

54\*



**85 Adapted**

57\*

## 4. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



**85 Natural**

62\*



**85 Adapted**

63\*

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

# Behavioral Hierarchy

## Continued



### 5. Following Policy - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



**80 Natural**

61\*



**80 Adapted**

62\*

### 6. Customer-Oriented - Identify and fulfill customer expectations.

0 10 20 30 40 50 60 70 80 90 100



**62 Natural**

63\*



**62 Adapted**

62\*

### 7. People-Oriented - Build rapport with a wide range of individuals.

0 10 20 30 40 50 60 70 80 90 100



**60 Natural**

64\*



**60 Adapted**

62\*

### 8. Competitive - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100



**40 Natural**

49\*



**40 Adapted**

47\*

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

# Behavioral Hierarchy

## Continued



### 9. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



35 Natural

58\*



35 Adapted

56\*

### 10. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



33 Natural

54\*



33 Adapted

53\*

### 11. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



32 Natural

52\*



32 Adapted

51\*

### 12. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



24 Natural

43\*



29 Adapted

43\*

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

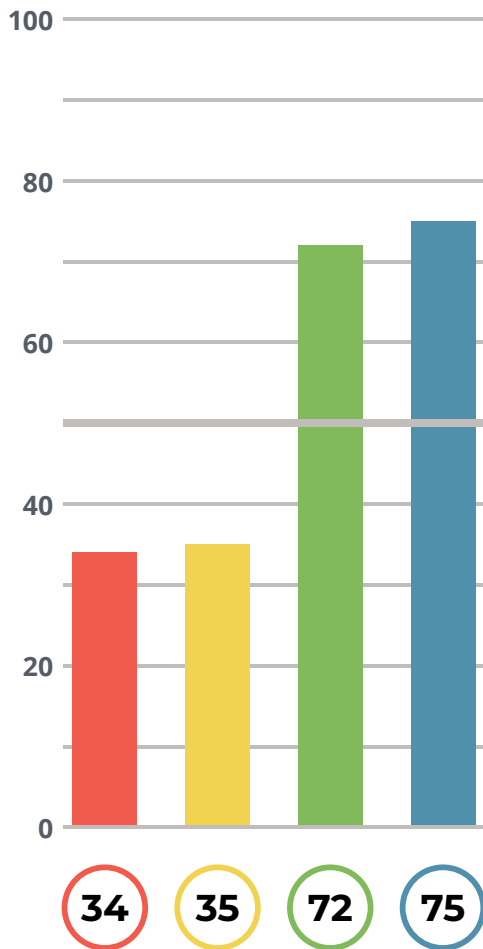
# Style Insights® Graphs



Graph I

## Adapted Style

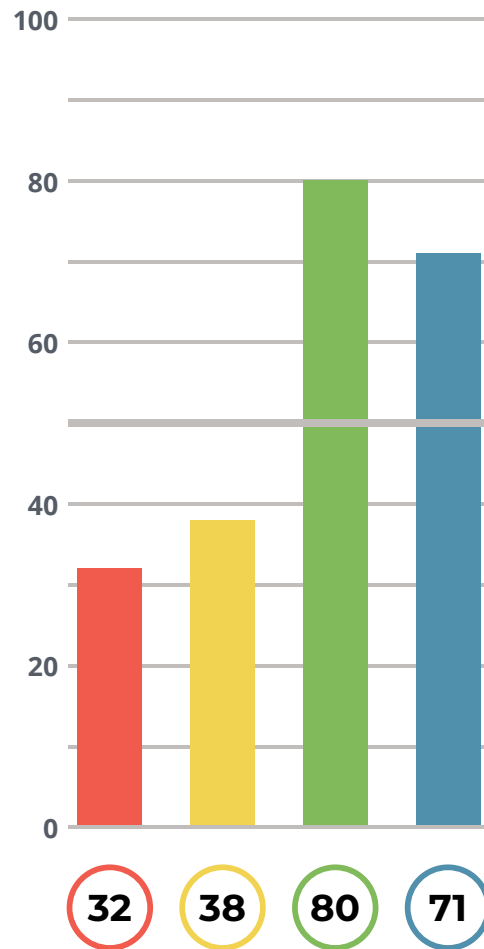
**D**   **I**   **S**   **C**



Graph II

## Natural Style

**D**   **I**   **S**   **C**



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# The TTI Success Insights® Wheel



The TTI 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.

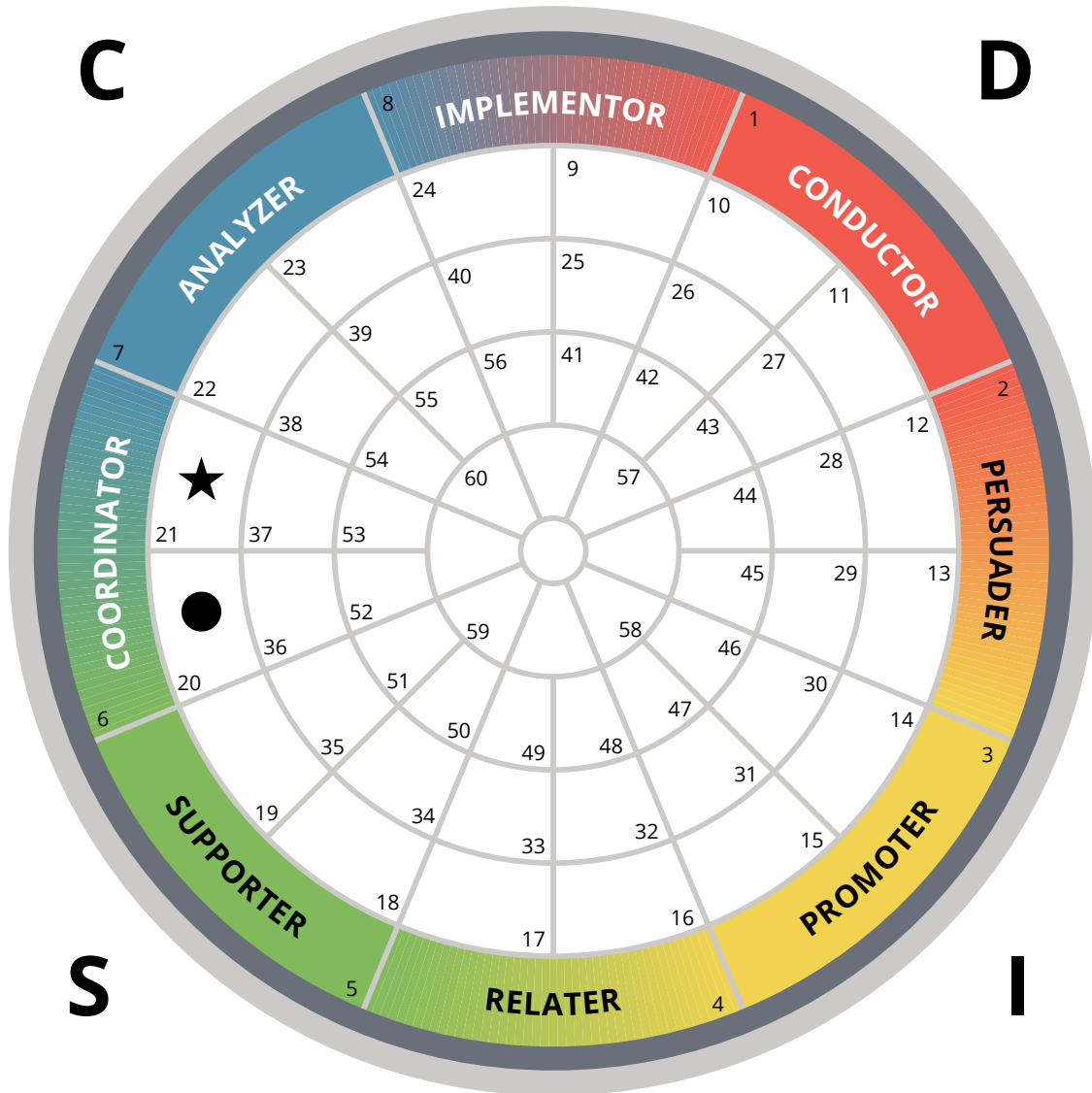
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

# The TTI Success Insights® Wheel



**Tony Badland**

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1-3-2023



Adapted: ★ (21) ANALYZING COORDINATOR  
 Natural: ● (20) SUPPORTING COORDINATOR  
 Norm 2021 R4

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