



**TTI Success Insights®**  
Management-Staff™ Version



**Lee Harper**  
Radley, Finch & Harper  
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Guiding Your Practice  
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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 Lee'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 Lee's natural behavior.*

Lee has high ego strengths and may be viewed by some as egotistical. He will work hard at achieving his goals. He loves to win and hates to lose. He can be successful at many things, not because of versatility but rather because of his determination to win. He likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results, and sometimes may not take the time to be empathetic toward others. Lee is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He embraces visions not always seen by others. Lee's creative mind allows him to see the "big picture." He prefers being a team player, and wants each player to contribute along with him. Some may view him as being stubborn and opinionated. He views it as the price you must pay for success. He may try to "explain" his stubbornness in positive terms. Lee appreciates others who are team players and will reward those who are loyal. He can be analytical, calm, steady and persevering.

Lee should realize that at times he needs to think a project through, beginning to end, before starting the project. He finds it easy to share his opinions on solving work-related problems. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He is logical, incisive and critical in his problem-solving activities. Lee can be direct in his approach to discovering the facts and data. He maintains his focus on results. He is a good problem solver and troubleshooter, always seeking new ways



## GENERAL CHARACTERISTICS

to solve old problems. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He has the ability to make high-risk decisions, but sometimes should seek counsel before acting.

Lee likes people who communicate with him in a clear, precise and brief conversation. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He is not influenced by people who are overly enthusiastic. They rarely get his attention. When communicating with others, Lee must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. Lee has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just his way of getting the appropriate facts. He could improve his communication with others by being more flexible and showing a sincere interest in what they are saying. He may display a lack of empathy for others who cannot achieve his standards. 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!



## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Lee 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.*

- Self-starter.
- Suspicious of people with shallow ideas.
- Will join organizations to represent the company.
- Objective and realistic.
- Thinks big.
- Tough-minded.
- Usually makes decisions with the bottom line in mind.



## 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 Lee. 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 Lee most frequently.*

Do:

- Respect his quiet demeanor.
- Use the proper buzz words that are appropriate to his expertise.
- Keep at least three feet away from him.
- Take issue with facts, not the person, if you disagree.
- Be clear, specific, brief and to the point.
- Show him a sincere demeanor by careful attention to his point of view.
- Provide details in writing.
- Listen to him.
- Be prepared with the facts and figures.
- Stick to business--let him decide if he wants to talk socially.
- Be patient and persistent.



## DON'TS ON COMMUNICATING

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

- Ask rhetorical questions, or useless ones.
- Pretend to be an expert, if you are not.
- Use high speed, intense inputs.
- Be disorganized.
- Let disagreement reflect on him personally.
- Ramble on, or waste his time.
- Direct or order.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Use inappropriate buzz words.
- Leave things open to interpretation.
- Make statements you cannot prove.
- Come with a ready-made decision, or make it for him.
- Leave loopholes or cloudy issues if you don't want to be zapped.



*This section provides suggestions on methods which will improve Lee'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, Lee 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"><li>• Prepare your "case" in advance.</li><li>• Stick to business.</li><li>• Be accurate and realistic.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>• Being giddy, casual, informal, loud.</li><li>• Pushing too hard or being unrealistic with deadlines.</li><li>• Being disorganized or messy.</li></ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"><li>• Be clear, specific, brief and to the point.</li><li>• Stick to business.</li><li>• Be prepared with support material in a well-organized "package."</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>• Talking about things that are not relevant to the issue.</li><li>• Leaving loopholes or cloudy issues.</li><li>• Appearing disorganized.</li></ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"><li>• Begin with a personal comment--break the ice.</li><li>• Present your case softly, nonthreateningly.</li><li>• Ask "how?" questions to draw their opinions.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>• Rushing headlong into business.</li><li>• Being domineering or demanding.</li><li>• Forcing them to respond quickly to your objectives.</li></ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"><li>• Provide a warm and friendly environment.</li><li>• Don't deal with a lot of details (put them in writing).</li><li>• Ask "feeling" questions to draw their opinions or comments.</li></ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"><li>• Being curt, cold or tight-lipped.</li><li>• Controlling the conversation.</li><li>• Driving on facts and figures, alternatives, abstractions.</li></ul>





*This section identifies the ideal work environment based on Lee'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 Lee enjoys and also those that create frustration.*

- An innovative and futuristic-oriented environment.
- Evaluation based on results, not the process.
- Projects that produce tangible results.
- Data to analyze.
- Forum to express ideas and viewpoints.
- Nonroutine work with challenge and opportunity.
- Private office or work area.
- Environment where he can be a part of the team, but removed from office politics.



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

## "See Yourself As Others See You"

### SELF-PERCEPTION

Lee 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

Lee Harper

Based on Lee'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 <b>Driving</b> <b>Ambitious</b> <b>Pioneering</b> <b>Strong-Willed</b> <b>Forceful</b> <b>Determined</b> <b>Aggressive</b> <b>Competitive</b> <b>Decisive</b> <b>Venturesome</b>  <b>Inquisitive</b> <b>Responsible</b>	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic  Trusting Sociable	Phlegmatic  Relaxed Resistant to Change Nondemonstrative  Passive  Patient  <b>Possessive</b>  <b>Predictable</b> <b>Consistent</b> <b>Deliberate</b> <b>Steady</b> <b>Stable</b>	Evasive  Worrisome Careful Dependent Cautious Conventional Exacting Neat  <b>Systematic</b> <b>Diplomatic</b> <b>Accurate</b> <b>Tactful</b>  <b>Open-Minded</b> <b>Balanced Judgment</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>  <b>Logical</b> <b>Undemonstrative</b> <b>Suspicious</b> <b>Matter-of-Fact</b> <b>Incisive</b>  <b>Pessimistic</b> <b>Moody</b>  <b>Critical</b>	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



## NATURAL AND ADAPTED STYLE

*Lee'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.*

Natural	PROBLEMS - CHALLENGES	Adapted
Lee tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Lee will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.	Lee sees the need to be competitive, results-oriented and a little innovative in his approach to problem solving. He has a tendency to evaluate the risk before rushing into solving a problem.	

Natural	PEOPLE - CONTACTS	Adapted
Lee feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.	Lee 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 AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Lee 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.	Lee sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.	

Natural	PROCEDURES - CONSTRAINTS	Adapted
Lee 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.	Lee feels a real need to do things right. He can be fearful of mistakes that threaten his security. Total compliance with rules and procedures add to his security. Fear of failure could be a factor.	



*Shanees 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.*

- Accurate adherence to high quality standards.
- Working in a systematic, nondemonstrative manner.
- Projecting a limited display of emotion.
- Disciplined, meticulous attention to order.
- Limited contact with people.
- Calculation of risks before taking action.
- Critical appraisal of data.
- Sensitivity to existing rules and regulations.
- Traditional, quality-oriented work model to follow.
- Maintaining a clean and organized work station.
- Being attentive and dependable with detailed work activities.
- Accomplishing tasks without many people contacts.



*This section of the report was produced by analyzing S^^'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 S^^ and highlight those that are present "wants."*

Lee wants:

- Instructions so he can do the job right the first time.
- Limited exposure to new procedures.
- Tangible evidence of effort.
- An environment where he can ask specific questions--not just "beat around the bush."
- Straight talk supported with facts.
- To be recognized for his continuance of quality work.
- Time to adjust to change.
- Objectivity.
- Time to perform up to his high standards.
- To be part of a quality-oriented work group.
- Information in logical order.



*In this section are some needs which must be met in order for S<sup>^</sup> 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 S<sup>^</sup> and identify 3 or 4 statements that are most important to him. This allows S<sup>^</sup> to participate in forming his own personal management plan.*

Lee needs:

- Sincerity from people with whom he works.
- To negotiate commitment face-to-face.
- Skills to come across warm and close, when appropriate.
- To know results expected and to be evaluated on the results.
- To display empathy for people who approach life differently than he does.
- An awareness of the parameters or rules in writing.
- Time to warm up to people.
- The opportunity to ask questions to clarify or determine why.
- To sell his ideas--not just tell them.
- Time to gather the facts and data.
- Logical answers in logical order.
- To understand his impact on other people.





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

Lee has a tendency to:

- Have trouble delegating--can't wait, so does it himself.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Blame, deny and defend his position--even if it is not needed.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Make "off the cuff" remarks that are often seen as personal prods.
- Overuse fear as a motivator by being overly demanding.
- Lack tact and diplomacy as long as he gets the results he wants.



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



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 eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

## 1. COMPETITIVENESS



## 2. ORGANIZED WORKPLACE



## 3. ANALYSIS OF DATA



## 4. URGENCY



## 5. FREQUENT CHANGE



## 6. CUSTOMER ORIENTED



## 7. VERSATILITY



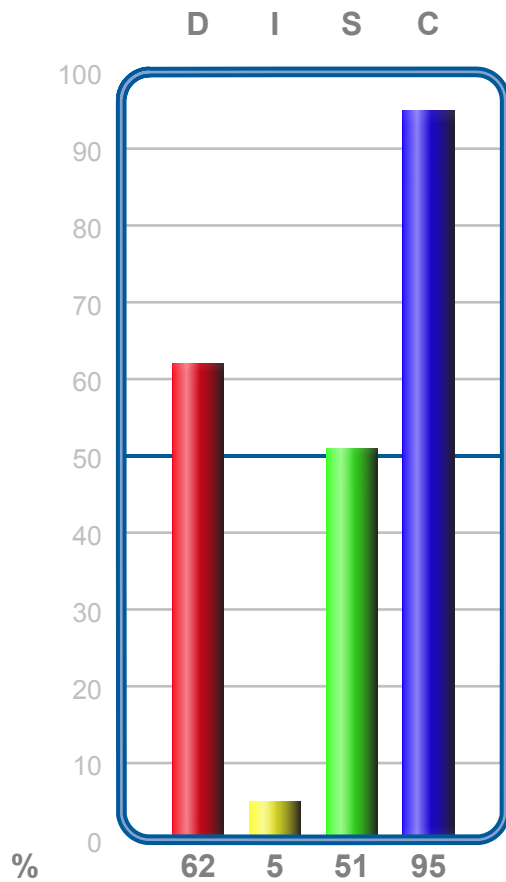
## 8. FREQUENT INTERACTION WITH OTHERS



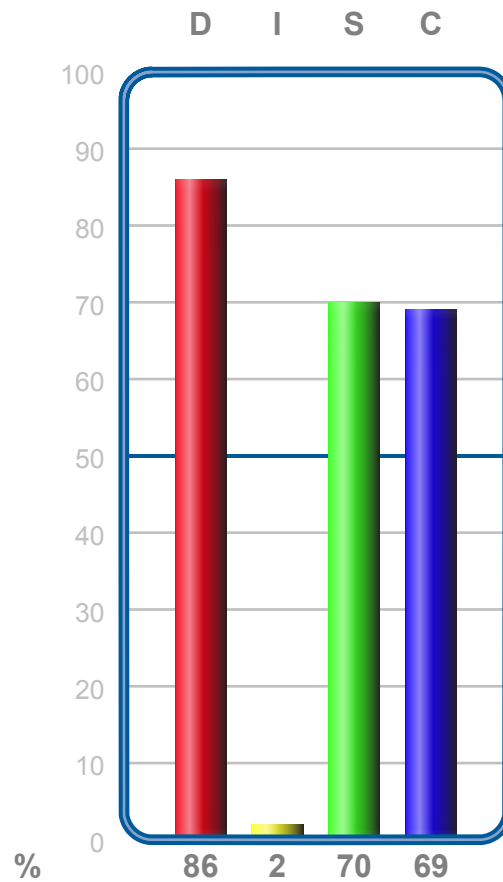


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**MOST**  
Graph I  
**Adapted Style**



**LEAST**  
Graph II  
**Natural Style**



Norm 2009



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:

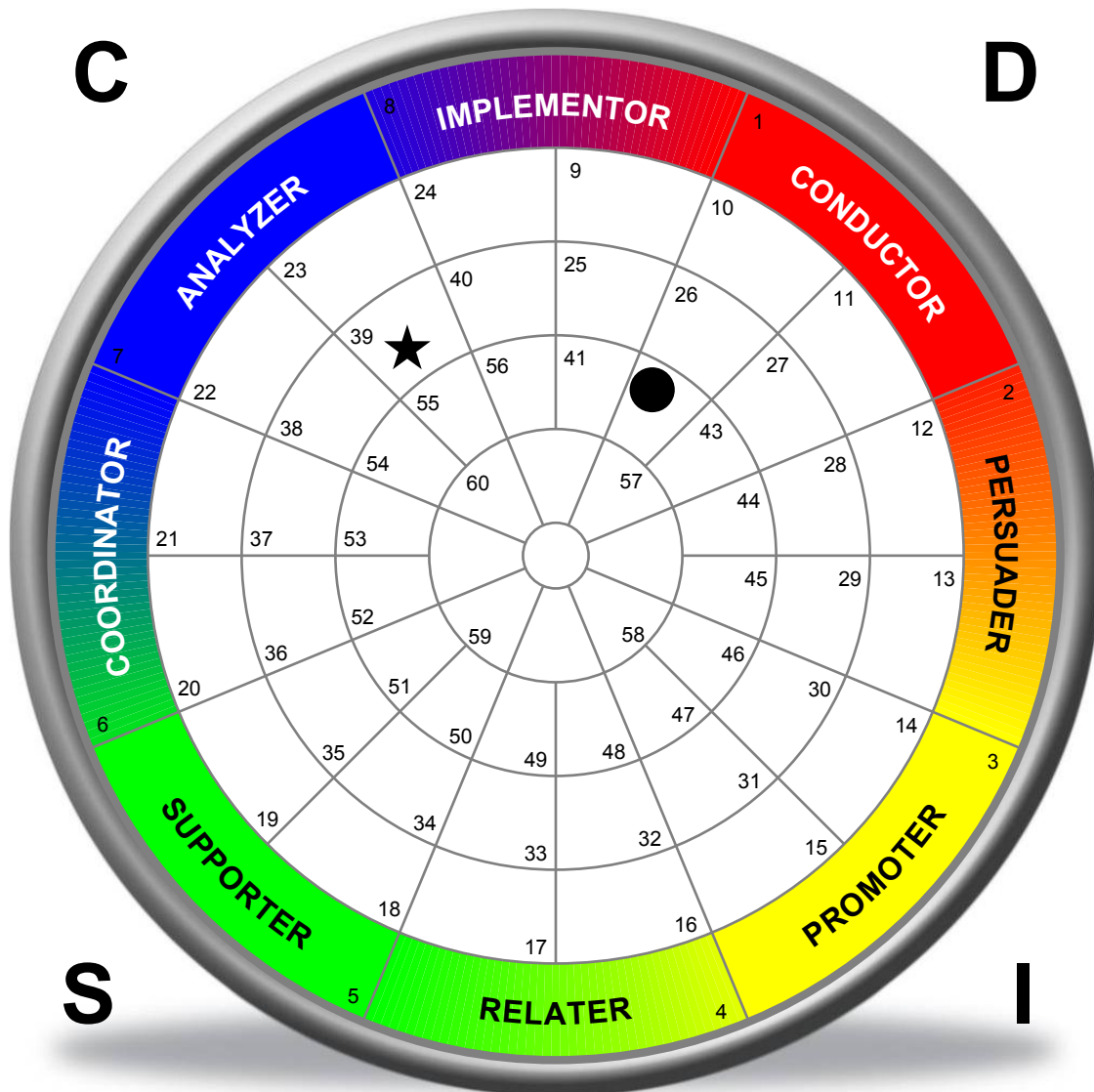
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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.



Klein Lyons  
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Adapted: ★ (39) IMPLEMENTING ANALYZER (FLEXIBLE)  
Natural: ● (42) IMPLEMENTING CONDUCTOR (ACROSS)

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