



TTI  
SUCCESS  
INSIGHTS®

# Management-Staff

**JAY LI**

Sample Report

TTI CHINA

10.18.2021

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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.

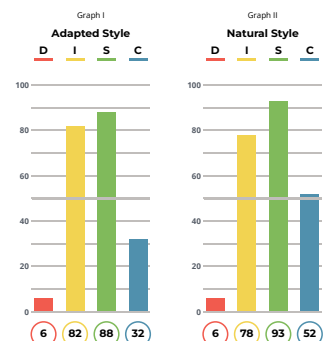
# Behavioral Characteristics



Based on JAY'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 JAY's natural behavior.

JAY looks to people for support and inner-satisfaction as a way to reach her personal goals. She needs time for some study and analysis, particularly when doing new or challenging assignments. This allows her to adjust to the changing environment. She likes to win through persistence. She uses her strong, steady tendencies to accomplish her goals. She can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when she is in her comfort zone. JAY can be discreet and sociable as called for by the situation. She is good at maintaining relationships both on and off the job. She manifests a caring and warm demeanor to the people in her life. Patience, control and deliberateness characterize her usual behavior. She may not project a sense of urgency like some people with different behavioral styles. Outwardly, she may appear to be totally accepting of others. She may, however, have deep convictions that are not apparent to others. When challenged, she becomes more objective.

JAY finds making decisions easier when she knows that others she respects are doing the same thing; she then has a feeling of stability and "family." She tries to use balanced judgment. She is the person who brings stability to the entire team. She prefers to take time to analyze situations that can be felt, touched, seen, heard, personally observed or experienced. She may tend to fight for her beliefs or those things she feels passionate about. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. She may want to think over major decisions before acting. She must be convinced that actions will produce the desired result. She can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team.

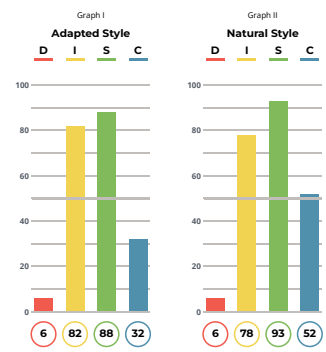


# Behavioral Characteristics

## Continued



JAY will be open with those she trusts; however, reaching the required trust level may take time. She likes a friendly, open style of communication. She likes to know what is expected of her 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. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. JAY does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She is not easily triggered or explosive, but she may conceal some grievances because she doesn't always state her feelings. She is quick to pick up on group dynamics and skilled in fitting in with a group. She brings both speaking and listening skills to the group.

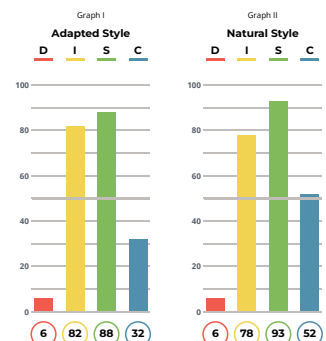


# Value to the Organization



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

- ✓ Turns confrontation into positives.
- ✓ Adaptable.
- ✓ Dependable team player.
- ✓ Respect for authority and organizational structure.
- ✓ People-oriented.
- ✓ Concerned about quality.
- ✓ Builds good relationships.
- ✓ Good at reconciling factions—is calming and adds stability.
- ✓ Flexible.



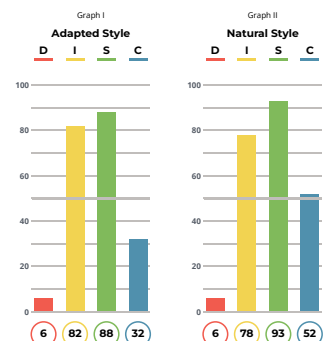
# Checklist for Communicating



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 JAY. 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 JAY most frequently.

## Ways to Communicate

- ✓ Provide personal assurances, clear, specific solutions with maximum guarantees.
- ✓ Support your communications with correct facts and data.
- ✓ Take your time and be persistent.
- ✓ Look for hurt feelings or personal reasons if you disagree.
- ✓ Take time to be sure that she is in agreement and understands what you said.
- ✓ Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- ✓ Provide solid, tangible, practical evidence.
- ✓ Watch carefully for possible areas of early disagreement or dissatisfaction.
- ✓ Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- ✓ Give her time to ask questions.
- ✓ Provide a friendly environment.



# Checklist for Communicating

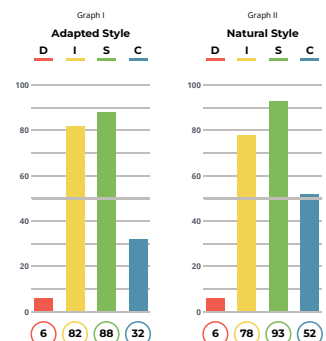
## Continued



This section of the report is a list of things NOT to do while communicating with JAY. Review each statement with JAY 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 abrupt and rapid.
- ❌ Talk to her when you're extremely angry.
- ❌ Offer assurance and guarantees you can't fulfill.
- ❌ Keep deciding for her, or she'll lose initiative. Don't leave her without backup support.
- ❌ Be haphazard.
- ❌ Give your presentation in random order.
- ❌ Rush her in the decision-making process.
- ❌ Be domineering or demanding; don't threaten with a position of power.
- ❌ Push too hard or be unrealistic with deadlines.
- ❌ Make promises you cannot deliver.
- ❌ Manipulate or push her into agreeing because she probably won't fight back.
- ❌ Force her to respond quickly to your objectives. Don't say, "Here's how I see it."
- ❌ Patronize or demean her by using subtlety or incentive.





# Communication Tips



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

## C 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.

## D 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.

## S 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.

## I Influence

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

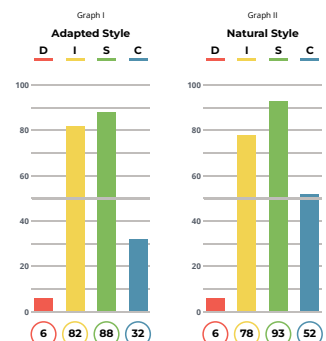
- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.



# Ideal Environment

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

- ✓ Assignments that can be completed one at a time.
- ✓ Jobs for which standards and methods are established.
- ✓ Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- ✓ Needs personal attention from her manager and compliments for each assignment well done.
- ✓ A stable and predictable environment.
- ✓ Little conflict between people.
- ✓ Workplace where people seldom get mad.
- ✓ An environment that allows time to change.





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



### JAY usually sees herself as being:

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



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

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



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

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

# Descriptors



Based on JAY'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
<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



JAY'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

JAY uses a laid-back and peaceful approach to problem solving. She tends to solve problems in a reactive and team-oriented manner. JAY tends to be unobtrusive and avoids confrontation, so she can be seen as a true team player.

### Adapted

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



## People & Contacts

### Natural

JAY is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. JAY is trusting and also wants to be trusted.

### Adapted

JAY 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.

# Natural & Adapted Style



## Pace & Consistency

### Natural

JAY is comfortable in an environment in which there are few projects going on concurrently. She is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

### Adapted

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



## Procedures & Constraints

### Natural

JAY is somewhat open-minded, but aware and sensitive to the implications of not following the rules. She can display balanced judgment in reviewing procedures. Knowing she is doing things well is a key reinforcement for her.

### Adapted

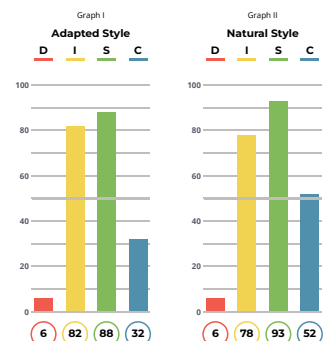
JAY sees the environment with few constraints. She feels the necessity to rebel at too many constraints and may even flaunt this independence.

# Adapted Style



JAY 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.

- ✓ Diplomatic cooperation in team interaction.
- ✓ Being conservative, not competitive, in nature.
- ✓ Adherence to established guidelines and procedures.
- ✓ Exhibiting patience and good listening skills.
- ✓ Limited or prepared changes in routine.
- ✓ Presenting a practical, proven approach to decision making.
- ✓ Undemanding of others' time and attention.
- ✓ Being a good "team player."
- ✓ Being cordial and helpful when dealing with new clients or customers.
- ✓ Freedom from confrontation.
- ✓ Being cooperative and supportive.
- ✓ Consistency of task performance.
- ✓ Logical solutions.



# Keys to Motivating



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

## JAY wants:

- ✓ Peace and harmony.
- ✓ Identification with fellow workers.
- ✓ Freedom from conflict and confrontation.
- ✓ Activities that don't infringe on family life.
- ✓ A plan she understands.
- ✓ To work with people who she can trust.
- ✓ Recognition for loyalty and long service.
- ✓ A predictable work environment.
- ✓ A leader to follow and one who sets good examples.
- ✓ Methods for performing high quality work.
- ✓ To be accepted as a member of the team.
- ✓ People who understand her reasons for not wanting to argue.
- ✓ Constant appreciation and a feeling of security on the team.





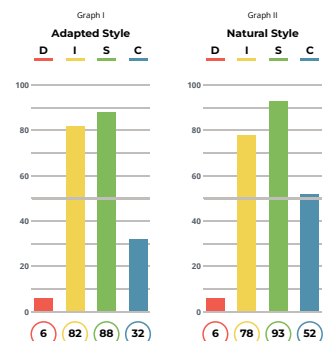


# Keys to Managing

*In this section are some needs which must be met in order for JAY to perform at an optimum level. Some needs can be met by herself, 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 JAY and identify 3 or 4 statements that are most important to her. This allows JAY to participate in forming her own personal management plan.*

## JAY needs:

- ✓ Assistance in new or difficult assignments.
- ✓ A warm and friendly work environment.
- ✓ To set professional and family goals.
- ✓ Shortcut methods that don't affect quality of the work.
- ✓ Methods to translate ideas into action.
- ✓ Support in the clutch or when pressured for quick results.
- ✓ Reassurances that she is doing the job right.
- ✓ Capable associates with which to work.
- ✓ A participative climate (teams or committees).
- ✓ A feeling of belonging—to know how important she is to the team.
- ✓ Conditioning prior to change.
- ✓ To be introduced to the new employees.



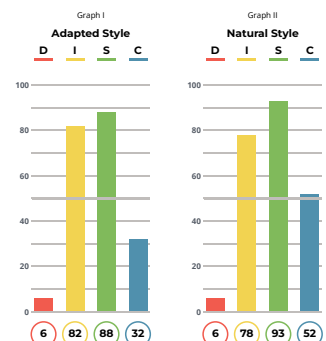
# Areas for Improvement



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

## JAY has a tendency to:

- ✓ Dislike change if she feels the change is unwarranted.
- ✓ Not take action against those who challenge or break the rules or guidelines.
- ✓ Avoid accountability by overstating the complexity of the situation.
- ✓ Become resistive and indecisive when forced to act quickly. Without proper information, she will resist in a passive-aggressive manner.
- ✓ Be dependent on others for decisions, even if she knows she is right.
- ✓ Not project a sense of urgency—others may not feel the pressure to help immediately.
- ✓ Yield to avoid controversy—attempt to avoid the antagonistic environment.
- ✓ Need help in prioritizing new assignments.



# Action Plan



The following are examples of areas in which JAY may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_



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

0 10 20 30 40 50 60 70 80 90 100



95

65\*

**2. Customer-Oriented** - Identify and fulfill customer expectations.

0 10 20 30 40 50 60 70 80 90 100



78

64\*

**3. Following Policy** - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



78

62\*

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

0 10 20 30 40 50 60 70 80 90 100



72

63\*

**5. Persistence** - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



67

63\*

**6. Interaction** - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100



65

57\*

**7. Versatile** - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



47

52\*

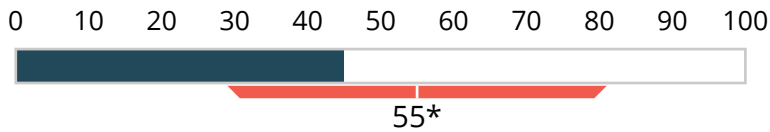


\* 68% of the population falls within the shaded area.



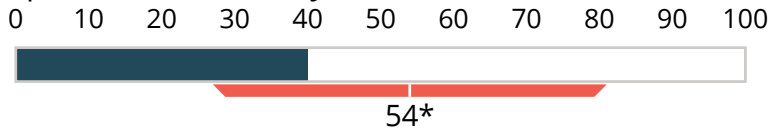
# Behavioral Hierarchy

**8. Analysis** - Compile, confirm and organize information.



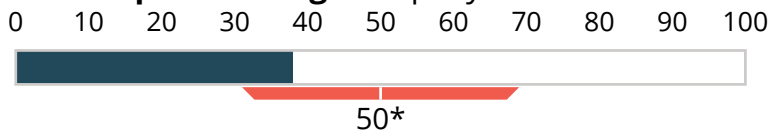
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**9. Organized Workplace** - Establish and maintain specific order in daily activities.



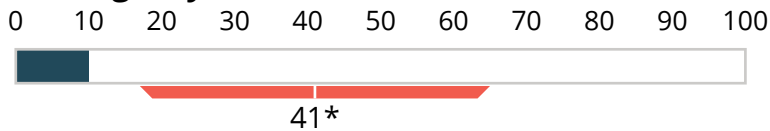
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**10. Frequent Change** - Rapidly shift between tasks.



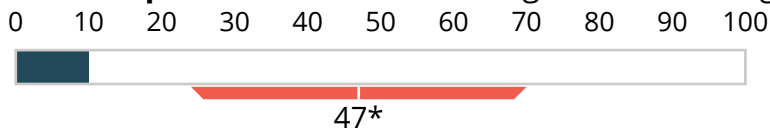
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**11. Urgency** - Take immediate action.

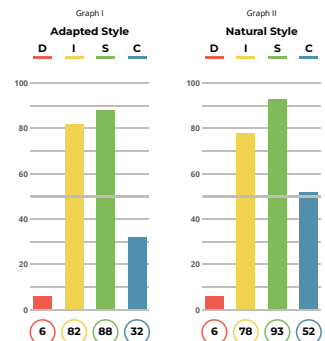


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**12. Competitive** - Want to win or gain an advantage.

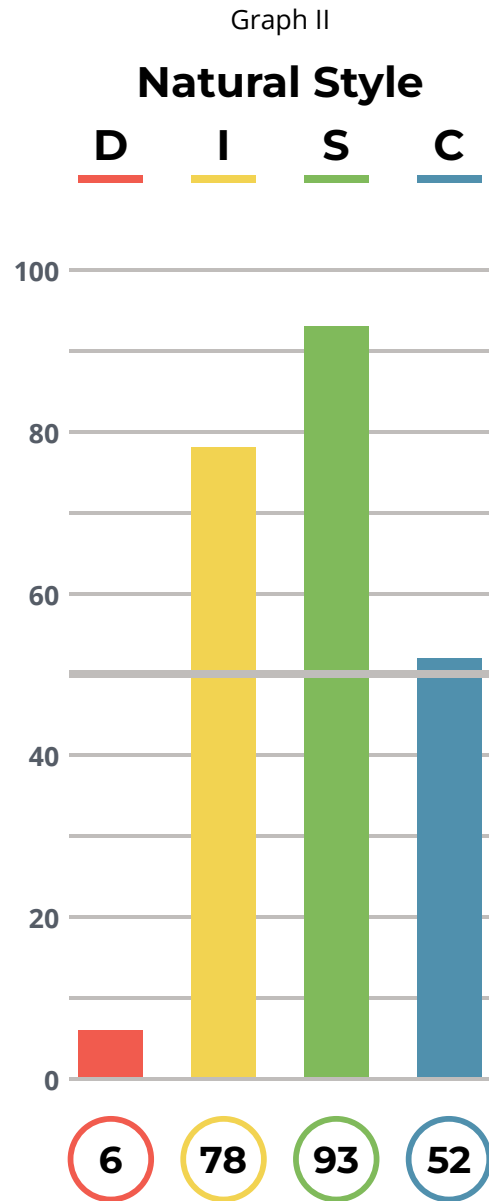
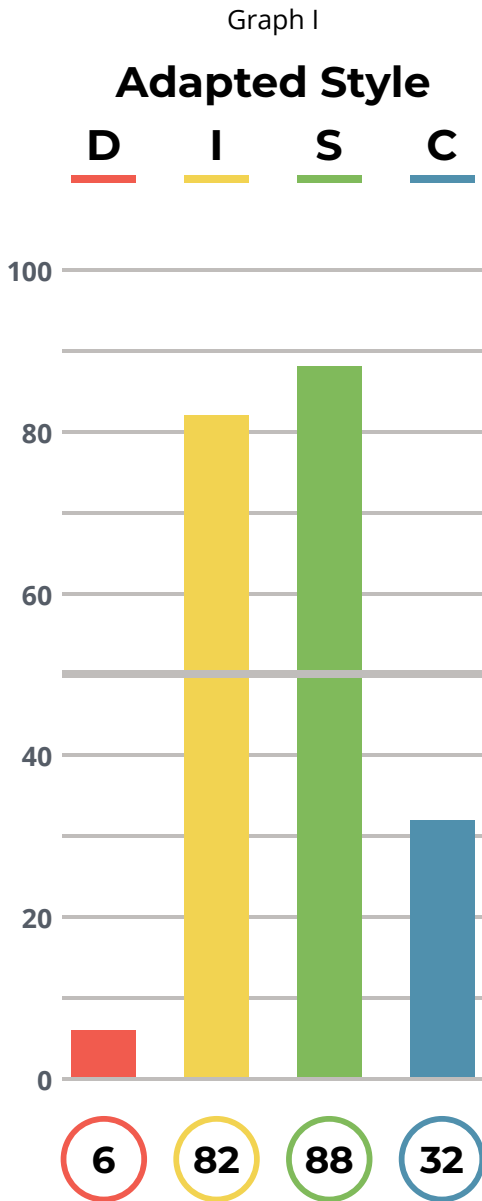


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\* 68% of the population falls within the shaded area.

# Style Insights® Graphs



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JAY LI

# 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.

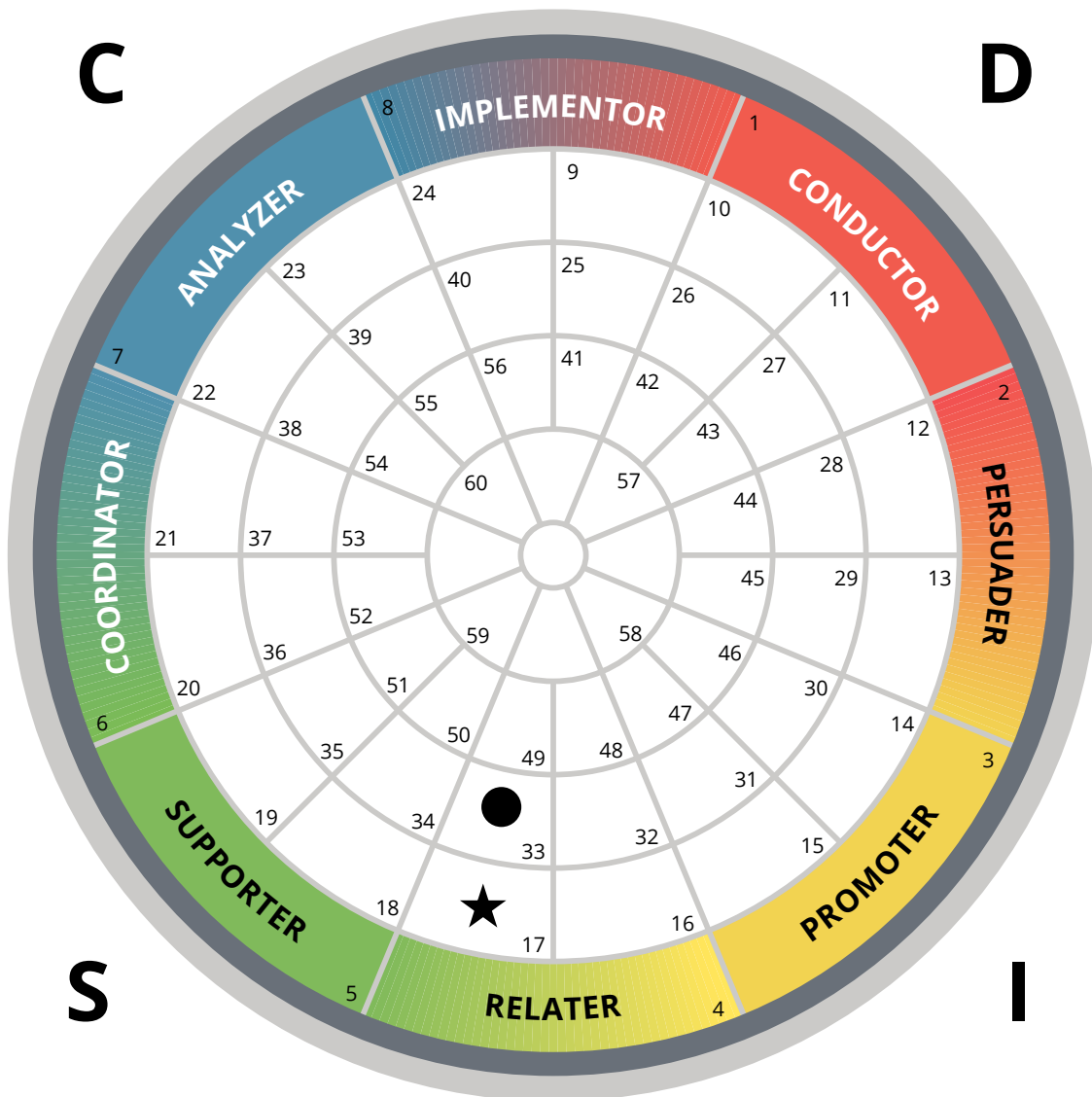
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



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Adapted: ★ (17) SUPPORTING RELATER  
Natural: ● (33) SUPPORTING RELATER (FLEXIBLE)

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