



TTI  
SUCCESS  
INSIGHTS®

## Team Building

Tracy Gander  
Creative Director  
Saratoga  
23/7/2013



# Introduction

**Behavioural 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 behaviour is a necessary and integral part of who they are. In other words, much of our behaviour comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behaviour.

**In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



# Basic Characteristics

Based on Tracy's responses, the report has generated general behavioural statements to provide information on her natural behaviour. That is, if left on her own, HOW SHE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Tracy's natural behaviour.

Tracy wants to be seen as her own person, but usually projects it in friendly terms. She is approachable, affectionate and understanding. She seeks popularity and social recognition. She likes to deal with people in a favourable social environment. She is good at creating enthusiasm in others. Tracy places her focus on people. To her, strangers are just friends she has not met! She wants to be seen not only as a team player, but also as a leader of the team. She likes freedom from many controls. She prefers working for a participative manager. She does her best work in this kind of environment. Tracy is gregarious and sociable. She will be seen as a good mixer both on or off the job. She believes in getting results through other people. She prefers the "team approach."

Tracy is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. She may leap to a favourable conclusion without considering all the facts. Tracy is good at solving problems that deal with people. She likes working for managers who make quick decisions.

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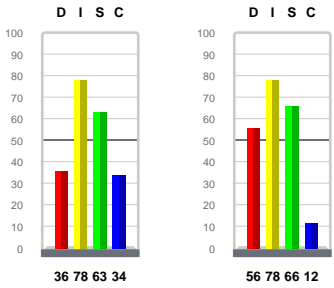
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Adapted Style      Natural Style





## Basic Characteristics *Continued*

Tracy tends to mask some of her directness in friendly terms and is usually recognised as a friendly and trusting person. It is important for Tracy to use her people skills to "facilitate" agreement between people. She tends to look at all the things the group has in common, rather than key in on the differences. She judges others by their verbal skills and warmth. She will optimistically interact with people in an assured, diplomatic and poised manner. Tracy is both a good talker and a good listener. She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. Communication can extend from friendly to argumentative discourse.



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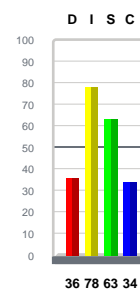
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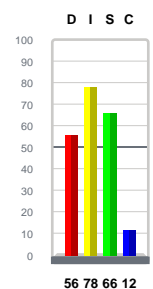
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Adapted Style



Natural Style





# Work Characteristics

Tracy sees her present work environment requiring her to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behaviour.

- Participative decision making.
- Motivating people to take action by using persuasive skills.
- Flaunting independence.
- Making tactful decisions.
- Firm commitment to accomplishments.
- Dedicated to "going it alone" when necessary.
- Willing to take risks when others may be hesitant.
- Contacting people using a variety of modes.
- Flexibility.
- Using a direct, forthright and honest approach in her communications.
- Using a creative approach in decision making.




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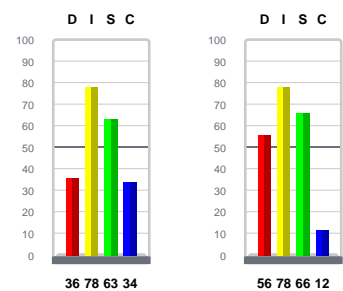
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Adapted Style      Natural Style





# Value to the Team

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

- People-oriented.
- Pioneering.
- Big thinker.
- Negotiates conflicts.
- Self-reliant.
- Creative problem solving.
- Has the confidence to do the difficult assignments.
- Bottom line-oriented.



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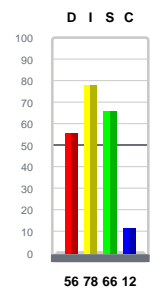
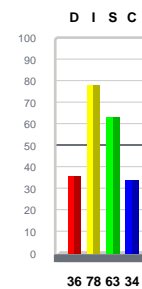
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Adapted Style

Natural Style





# Value to the Organisation

*This section identifies the behaviour Tracy brings to the organisation. Use these statements to capitalise on Tracy's value to the team and organisation.*

- Creative problem solving.
- Team player.
- People-oriented.
- Accomplishes goals through people.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Builds confidence in others.
- Self-reliant.

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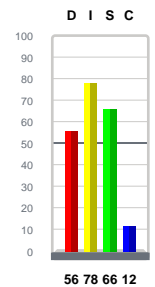
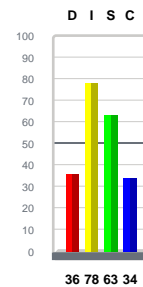
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Adapted Style      Natural Style





# 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 Tracy. 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 Tracy most frequently.*



## Ways to Communicate

- Offer special, immediate and continuing incentives for her willingness to take risks.
- Leave time for relating, socialising.
- Use a balanced, objective and emotional approach.
- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Define the problem in writing.
- Appeal to the benefits she will receive.
- Provide testimonials from people she sees as important.
- Understand her defiant nature.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Ask for her opinions/ideas regarding people.
- Clarify any parameters in writing.

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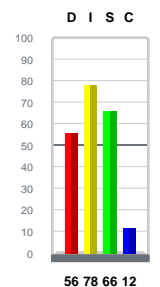
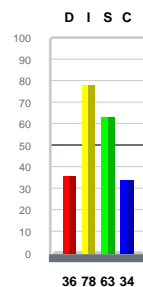
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Adapted Style

Natural Style







# Ineffective Communication

*This section of the report is a list of things NOT to do while communicating with Tracy. Review each statement with Tracy 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 paternalistic.
- Ramble.
- "Dream" with her or you will lose time.
- Drive on to facts, figures, alternatives or abstractions.
- Let her overpower you with verbiage.
- Leave decisions hanging in the air.
- Be curt, cold or tight-lipped.
- Be dictatorial.
- Talk down to her.
- Give her your opinion unless asked.
- Legislate or muffle--do not overcontrol the conversation.

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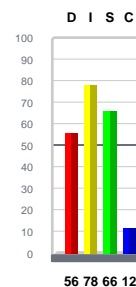
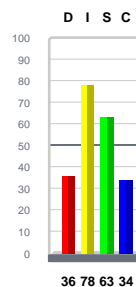
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Adapted Style      Natural Style





# Communication Tips

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

## **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.

### **Factors that will create tension or dissatisfaction:**

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

## **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-organised "package."

### **Factors that will create tension or dissatisfaction:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganised.

## **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, nonthreateningly.
- Ask "how?" questions to draw their opinions.

### **Factors that will create tension or dissatisfaction:**

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

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

- Provide a warm and friendly environment.
- Do not deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

### **Factors that will create tension or dissatisfaction:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



# Team Effectiveness Factors

Tracy's behavioural 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 her strengths and weaknesses to be analysed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Value people over things. POTENTIAL WEAKNESS - Have difficulty planning and controlling time if people are involved.
- STRENGTH - Problem solver. POTENTIAL WEAKNESS - Act impulsively and make decisions based on a surface analysis.
- STRENGTH - Good interpersonal relationship skills. POTENTIAL WEAKNESS - May be too lenient and have trouble disciplining.
- STRENGTH - Good communicator and good at meeting new people. POTENTIAL WEAKNESS - May oversell herself and turn others off.
- STRENGTH - People-oriented. POTENTIAL WEAKNESS - Unrealistic in appraising people--tends to trust people indiscriminately.

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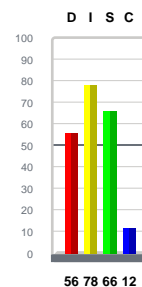
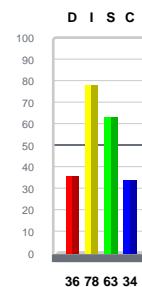
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Adapted Style

Natural Style





# Perceptions

## See Yourself as Others See You

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

### Self-Perception

Tracy usually sees herself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

### Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

### Others' Perception - Extreme

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

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



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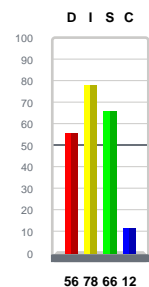
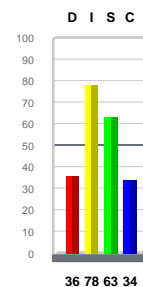
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Adapted Style

Natural Style





# Descriptors

Based on Tracy's responses, the report has marked those words that describe her personal behaviour. 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.

Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Effusive Inspiring Magnetic Political Enthusiastic <b>Demonstrative</b> <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b>	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful
<b>Inquisitive</b> <b>Responsible</b>	<b>Trusting</b> <b>Sociable</b>	<b>Predictable</b> <b>Consistent</b> <b>Deliberate</b> <b>Steady</b> <b>Stable</b>	Open-Minded Balanced Judgment
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Sceptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	<b>Firm</b> <b>Independent</b> <b>Self-Willed</b> <b>Stubborn</b> <b>Obstinate</b> <b>Opinionated</b> <b>Unsystematic</b> <b>Self-Righteous</b> <b>Uninhibited</b> <b>Arbitrary</b> Unbending Careless with Details



# Action Plan

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

- Communicating (Listening)
- Team Goals
- Setting Priorities
- Understanding Team Members
- Time Management
- Career Goals
- Personal Goals
- Skill Development

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

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

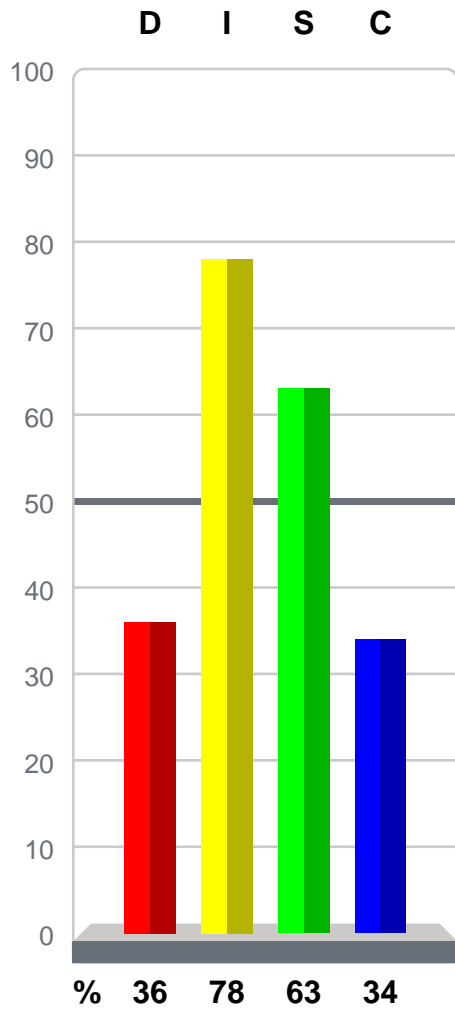


# Style Insights® Graphs

23/7/2013

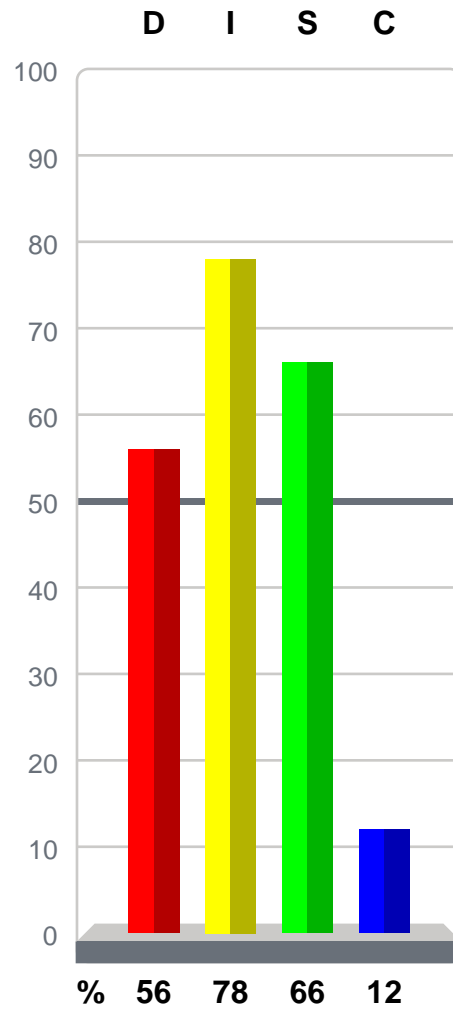
## Adapted Style

### Graph I



## Natural Style

### Graph II



Norm 2012 R4



## The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularised in Europe. In addition to the text you have received about your behavioural style, the Wheel adds a visual representation that allows you to:

- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour 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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

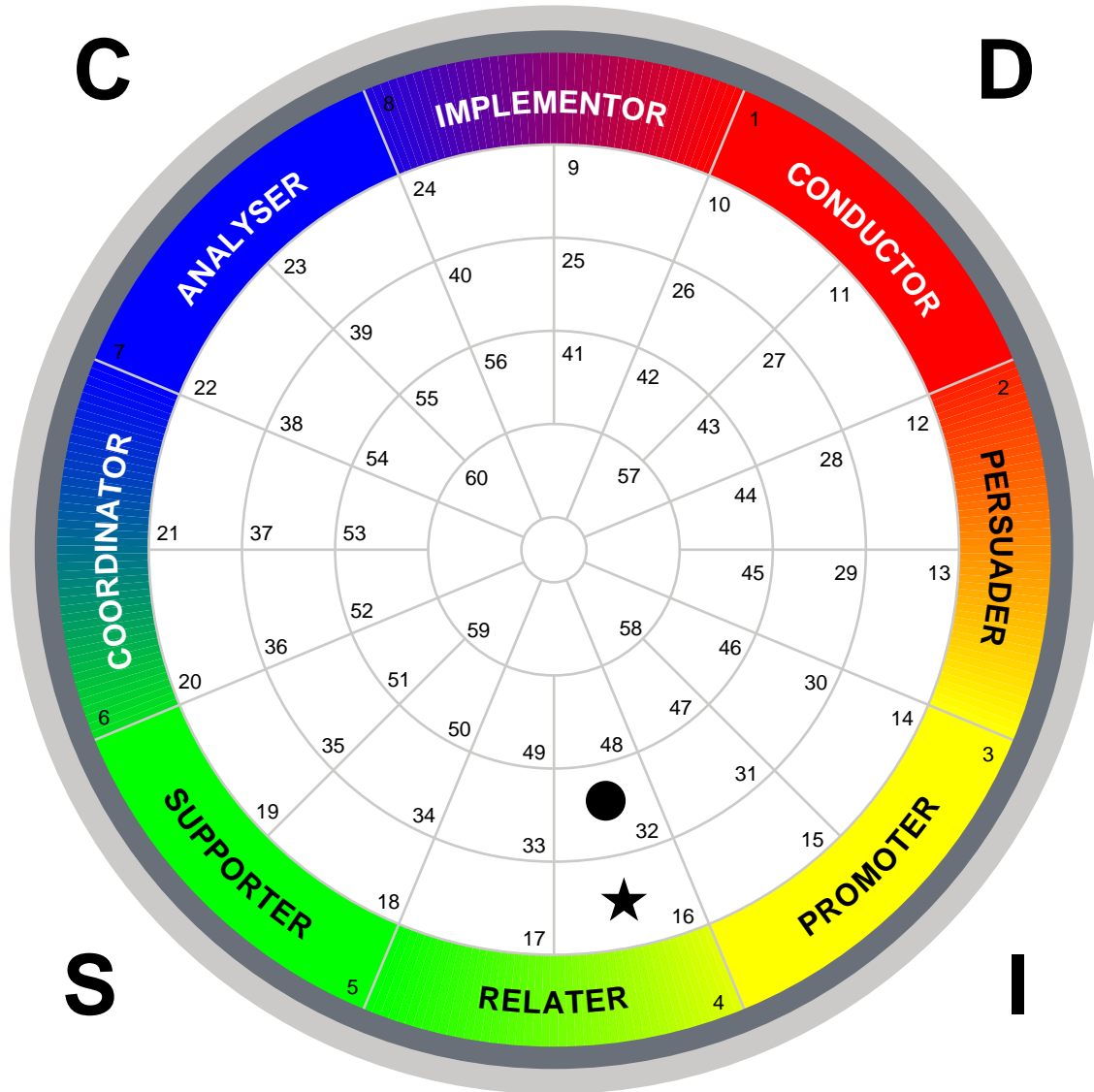
If you are part of a group or team who also took the behavioural assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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





# The Success Insights® Wheel

23/7/2013



Adapted: ★ (16) PROMOTING RELATER  
Natural: ● (32) PROMOTING RELATER (FLEXIBLE)

Norm 2012 R4