



TTI
SUCCESS
INSIGHTS®

Executive

Carrie Shoemaker

Director of Admissions, Pacific Oaks

TCSES

3-13-2014



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*



General Characteristics

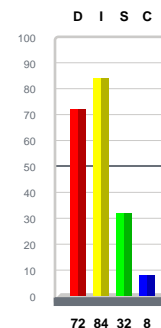
Based on Carrie's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the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

Carrie influences most people with her warmth. She likes freedom from many controls. She is optimistic about her ability to manage people. She, an outgoing person, feels at home with strangers. Carrie likes quality social relationships. She often will become friends with her customers or clients. She likes public recognition for her achievements. One of her motivating factors is recognition and "strokes." She projects a self-assured and self-confident image. She wants to be seen as her own person, but usually projects it in friendly terms. Carrie has a good sense of urgency. She places her focus on people. To her, strangers are just friends she hasn't met!

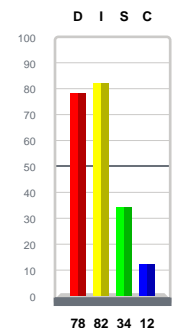
Carrie may be inconsistent in disciplining others. She likes working with others who make quick decisions. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. Carrie can make decisions even though some of the facts to support the decision may be missing. Sometimes she will seek the quick and simple decision. Her aversion to detailed work motivates her desire for simplicity. She may leap to a favorable conclusion without considering all the facts. She tends to break the rules and then attempts to sell you on the fact it was the proper thing to do.



Adapted Style



Natural Style



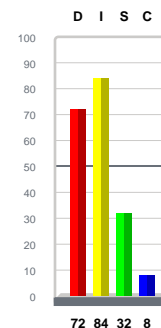


General Characteristics Continued

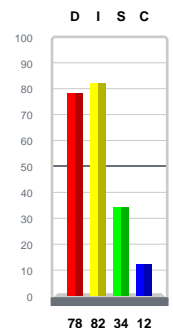
Carrie judges others by their verbal skills and warmth. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She is good at negotiating conflict between others. Carrie feels that "if everyone would just talk it out, everything would be okay!" She tends to influence people to her way of thinking by using verbiage as compared with others who like to use reports. Some see her as too talkative and emotional. She may have a tendency to oversell certain styles. It is important for Carrie 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 usually uses many gestures when talking.



Adapted Style



Natural Style



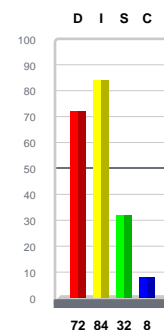


Value to the Organization

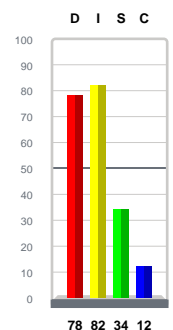
This section of the report identifies the specific talents and behavior Carrie brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Can support or oppose strongly.
- Big thinker.
- Self-reliant.
- Bottom line-oriented.
- Optimistic and enthusiastic.
- Positive sense of humor.
- Has the confidence to do the difficult assignments.
- Team player.
- Motivates others towards goals.

Adapted Style



Natural Style





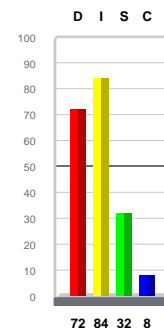
Checklist for Communicating

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 Carrie. 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 Carrie most frequently.

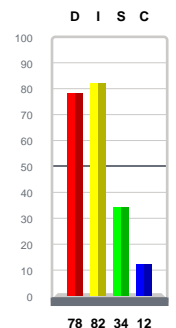
Ways to Communicate:

- Confront when in disagreement.
- Provide solutions--not opinions.
- Use a motivating approach, when appropriate.
- Speak at a rapid pace.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Expect her to return to fight another day when she has received a "no" answer.
- Read the body language for approval or disapproval.
- Understand her defiant nature.
- Use a balanced, objective and emotional approach.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Appeal to the benefits she will receive.
- Provide a warm and friendly environment.
- Ask for her opinions/ideas regarding people.

Adapted Style



Natural Style





Checklist for Communicating Continued

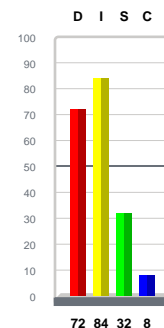
This section of the report is a list of things NOT to do while communicating with Carrie. Review each statement with Carrie and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways **NOT** to Communicate:

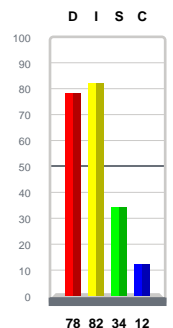
- Leave decisions hanging in the air.
- Ramble.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Talk down to her.
- Let her overpower you with verbiage.
- Drive on to facts, figures, alternatives or abstractions.
- Legislate or muffle--don't overcontrol the conversation.
- Be dictatorial.
- Hesitate when confronted.
- "Dream" with her or you'll lose time.
- Be curt, cold or tight-lipped.
- Be paternalistic.



Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Carrie's communications with others. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Carrie 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 disorganized 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-organized "package."

Factors that will create tension or dissatisfaction:

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

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.
- Don't 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.



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

Self-Perception

Carrie 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

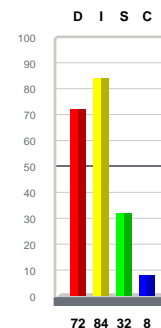
Others' Perception - Extreme

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

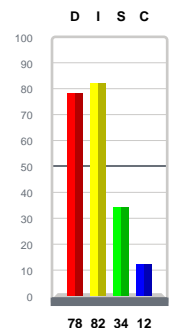
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



Adapted Style



Natural Style





Descriptors

Based on Carrie'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.

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



Natural and Adapted Style

Carrie'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

Carrie is ambitious in her approach to problem solving, displaying a strong will and a need to win against all obstacles. Carrie has a tendency to make decisions with little or no hesitation.

Adapted

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

People - Contacts

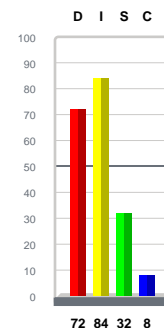
Natural

Carrie 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. Carrie is trusting and also wants to be trusted.

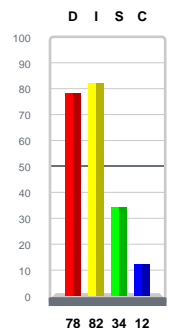
Adapted

Carrie 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.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Carrie likes mobility and the absence of routine does not traumatize her. She feels comfortable juggling different projects and is able to move from one project to another fairly easily.

Adapted

Carrie 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

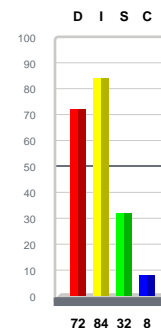
Natural

Carrie does not like constraints, at times she can be somewhat defiant and rebellious. She has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. She seeks adventure and excitement and wants to be seen as her own person.

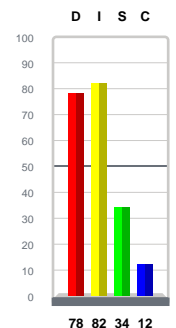
Adapted

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

Adapted Style



Natural Style



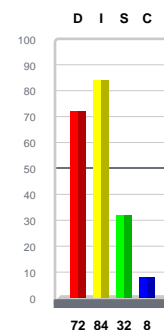


Adapted Style

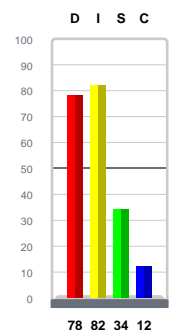
Carrie sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Optimistic, future-oriented outlook.
- Flexibility.
- Dedicated to "going it alone" when necessary.
- Firm commitment to accomplishments.
- Being creative and unconventional in making a point.
- Flaunting independence.
- Positive, outgoing, friendly behavior.
- Acting independently and without precedent.
- Participative management.
- Using a direct, forthright and honest approach in her communications.
- Making tactful decisions.
- Preferring people involvement over task focus.

Adapted Style



Natural Style





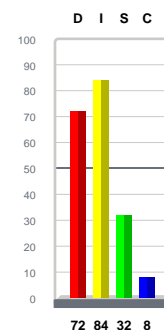
Areas for Improvement

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

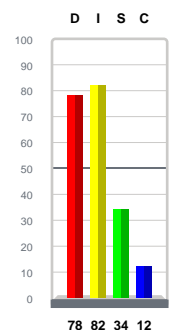
Carrie has a tendency to:

- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.
- Act impulsively--heart over mind, especially if her security is not perceived to be threatened.
- Trust people indiscriminately if positively reinforced by those people.
- Be overly enthusiastic about her own shortcomings (weaknesses) and the shortcomings of others.
- Overuse praise in motivating others.
- Be so enthusiastic that she can be seen as superficial.
- Be too verbal in expressing criticism.
- Have difficulty planning and controlling time expenditure.
- Take information at face value without validation or substantial investigation.

Adapted Style



Natural Style





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 _____:



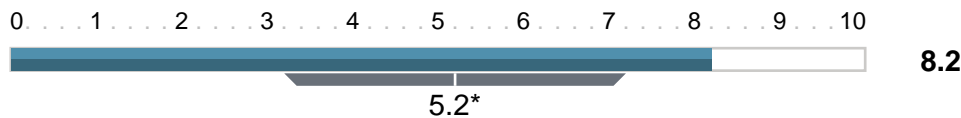
Behavioral Hierarchy

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. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



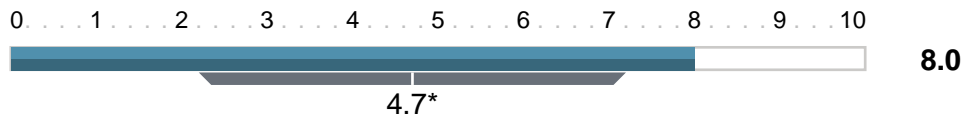
2. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



3. Urgency - Decisiveness, quick response and fast action.



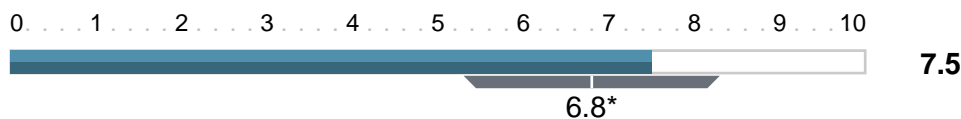
4. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



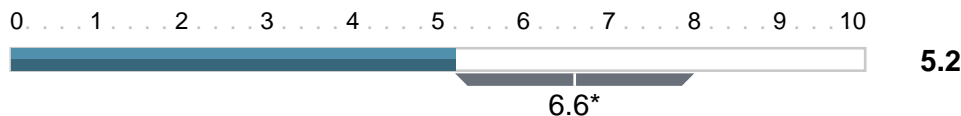
5. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



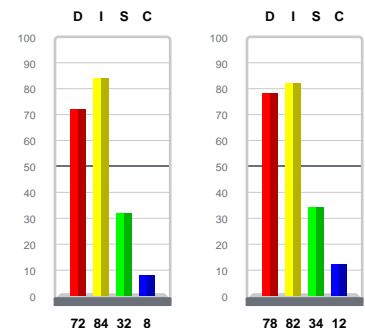
6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



7. Customer Relations - A desire to convey your sincere interest in them.



Adapted Style Natural Style

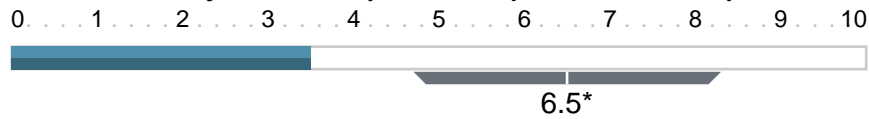


* 68% of the population falls within the shaded area.



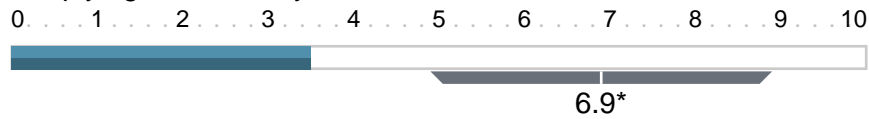
Behavioral Hierarchy

8. Consistency - The ability to do the job the same way.



3.5

9. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



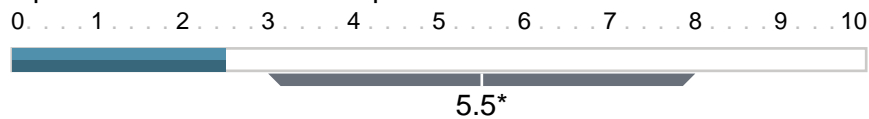
3.5

10. Follow Up and Follow Through - A need to be thorough.



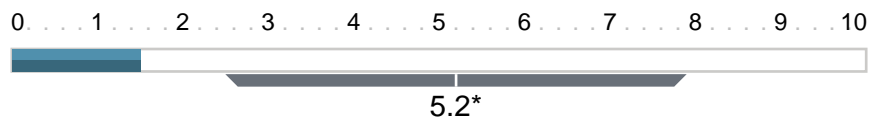
3.3

11. Analysis of Data - Information is maintained accurately for repeated examination as required.



2.5

12. Organized Workplace - Systems and procedures followed for success.

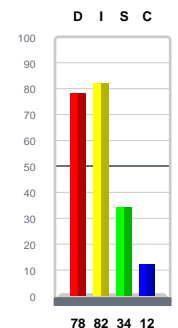
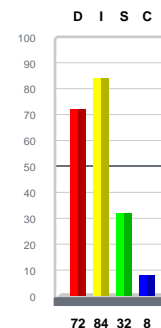


1.5



Adapted Style

Natural Style



SIA: 72-84-32-08 (13) SIN: 78-82-34-12 (13)

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

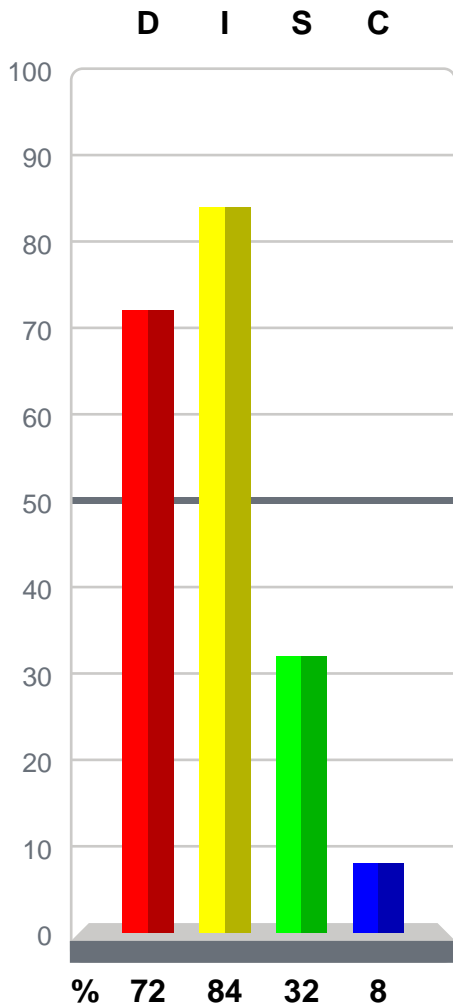


Style Insights® Graphs

3-13-2014

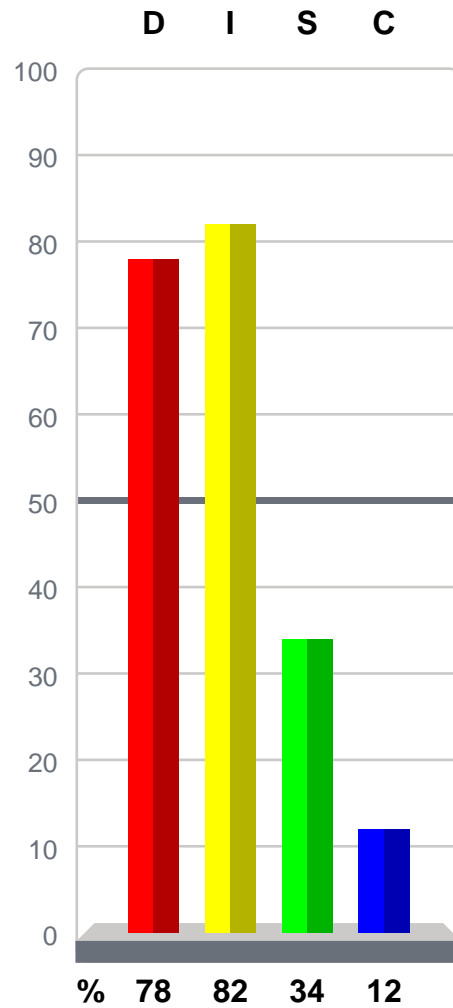
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 R4



The Success Insights® Wheel

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

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

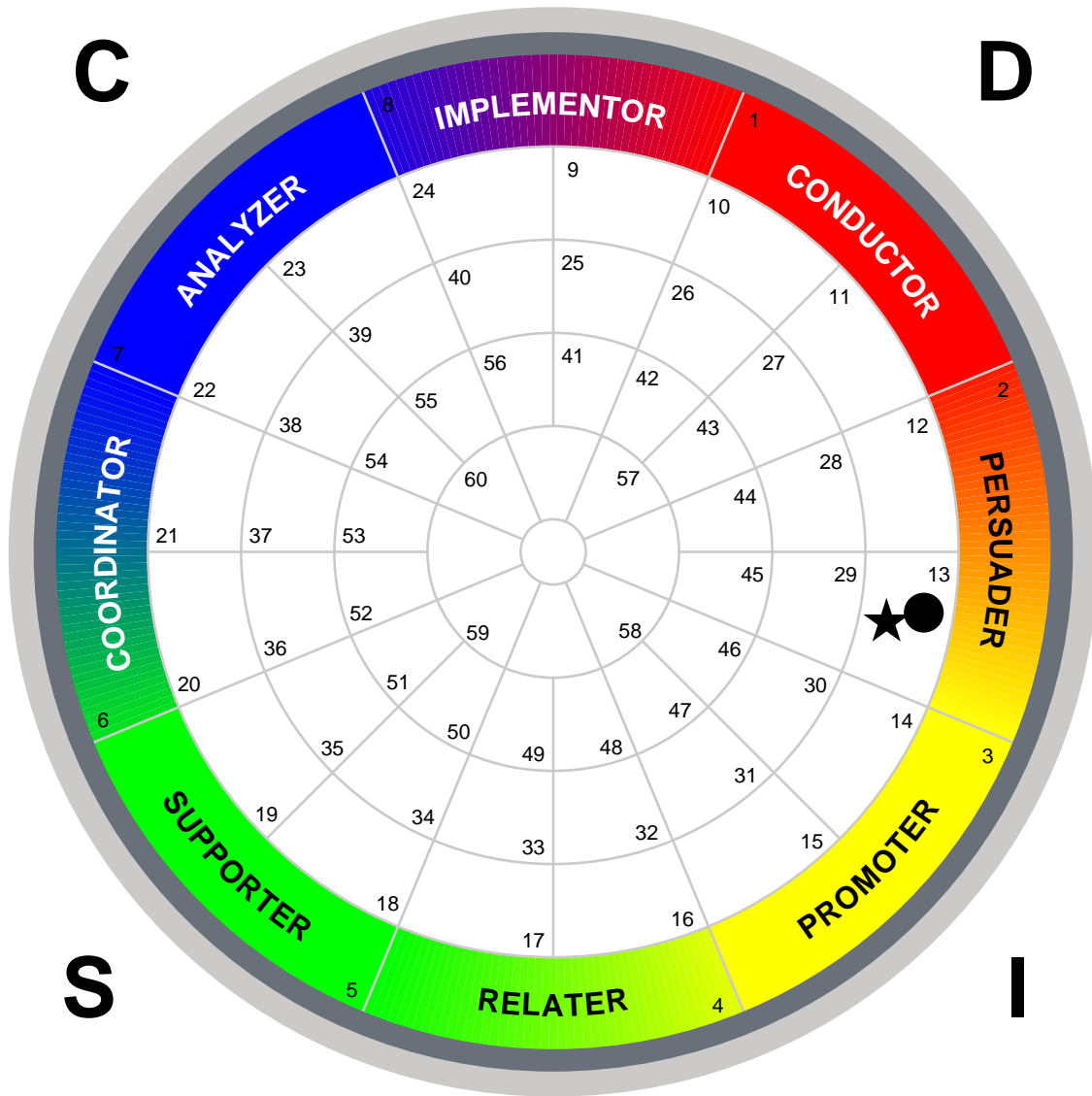
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

3-13-2014



Adapted: ★ (13) PROMOTING PERSUADER
 Natural: ● (13) PROMOTING PERSUADER

Norm 2014 R4