



TTI Success Insights®

Executive Version



Ken Closer
9-11-2012



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*

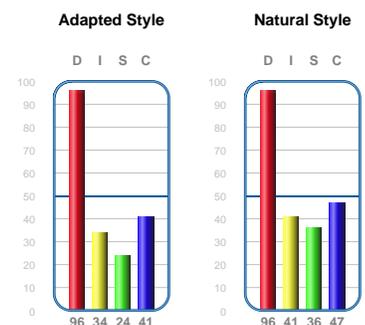


GENERAL CHARACTERISTICS

Based on Ken'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 Ken's natural behavior.

Ken needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Many people see him as a self-starter dedicated to achieving results. He may have difficulty dealing with others who are slower in thought and action. He is driven toward goals completion and wants to be in a position to set policy that will allow him to meet those goals. Ken tends to have a "short fuse" and can display anger or displeasure when he feels that people are taking advantage of him. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He prefers being a team player, and wants each player to contribute along with him. He may be so self-confident that others see him as arrogant. This confidence may be something others wish they had. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He is goal-oriented and driven by results. He is the team member who will try to keep the others on task.

Ken is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. He is logical, incisive and critical in his problem-solving activities. Ken can be direct in his approach to discovering the facts and data. He maintains his focus on results. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He has the unique ability of tackling tough problems and following them through to a satisfactory

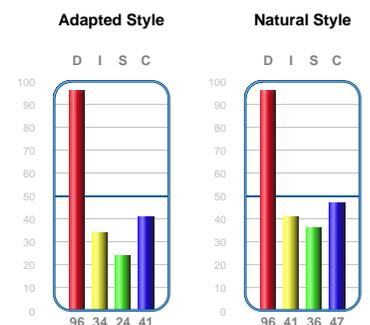




GENERAL CHARACTERISTICS

conclusion. He finds it easy to share his opinions on solving work-related problems.

Ken challenges people who volunteer their opinions. He may display a lack of empathy for others who cannot achieve his standards. He likes subordinates who communicate with him in a clear, precise and brief conversation. He tends to be intolerant of people who seem ambiguous or think too slowly. When communicating with others, Ken 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. He is not influenced by people who are overly enthusiastic. They rarely get his attention. He may lack the patience to listen and communicate with slower acting people. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead.

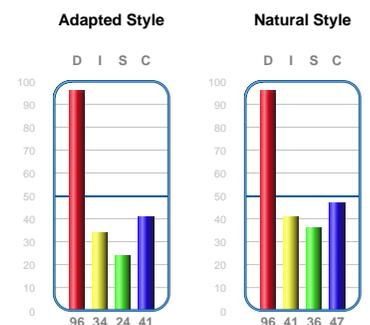




VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Ken 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.
- Forward-looking and future-oriented.
- Sense of urgency.
- Creative in his approach to solving problems.
- Challenges the status quo.
- Spontaneity.
- Usually makes decisions with the bottom line in mind.
- Competitive.



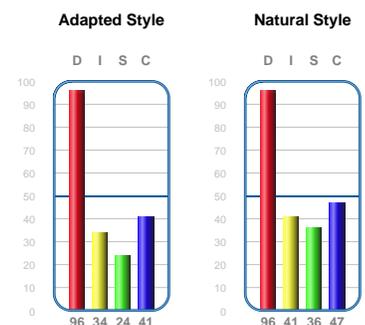


CHECKLIST FOR COMMUNICATING

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 Ken. 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 Ken most frequently.

Do:

- Provide questions, alternatives and choices for making his own decisions.
- Expect acceptance without a lot of questions.
- Provide systems to follow.
- Ask specific (preferably "what?") questions.
- Use his jargon.
- Support and maintain an environment where he can be efficient.
- Stick to business--let him decide if he wants to talk socially.
- Be clear, specific, brief and to the point.
- Be specific and leave nothing to chance.
- Motivate and persuade by referring to objectives and results.
- Provide facts and figures about probability of success, or effectiveness of options.
- Understand his sporadic listening skills.
- Present the facts logically; plan your presentation efficiently.



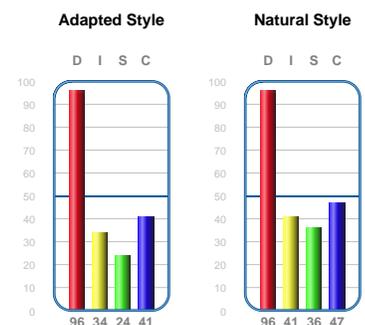


DON'TS ON COMMUNICATING

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

- Assume he heard what you said.
- Forget to follow-up.
- Let him change the topic until you are finished.
- Use paternalistic approach.
- Ramble on, or waste his time.
- Dictate to him.
- Be put off by his "cockiness."
- Be redundant.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Come with a ready-made decision, or make it for him.
- Let disagreement reflect on him personally.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.





This section provides suggestions on methods which will improve Ken's communications with others. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Ken 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"> ● Prepare your "case" in advance. ● Stick to business. ● Be accurate and realistic. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being giddy, casual, informal, loud. ● Pushing too hard or being unrealistic with deadlines. ● Being disorganized or messy. 	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ● Be clear, specific, brief and to the point. ● Stick to business. ● Be prepared with support material in a well-organized "package." <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Talking about things that are not relevant to the issue. ● Leaving loopholes or cloudy issues. ● Appearing disorganized.
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ● Begin with a personal comment--break the ice. ● Present your case softly, nonthreateningly. ● Ask "how?" questions to draw their opinions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Rushing headlong into business. ● Being domineering or demanding. ● Forcing them to respond quickly to your objectives. 	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ● 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. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> ● Being curt, cold or tight-lipped. ● Controlling the conversation. ● Driving on facts and figures, alternatives, abstractions.



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

"See Yourself As Others See You"

SELF-PERCEPTION

Ken 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:

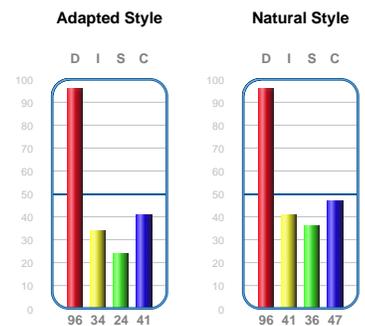
Demanding
Egotistical

Nervy
Aggressive

And, under extreme pressure, stress or fatigue, others may see him as being:

Abrasive
Arbitrary

Controlling
Opinionated





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

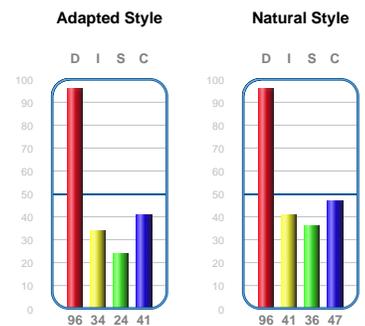


NATURAL AND ADAPTED STYLE

Ken'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
Ken 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. Ken will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.		Ken sees no need to change his approach to solving problems or dealing with challenges in his present environment.

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

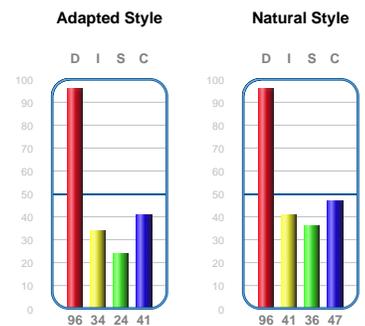




NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Ken likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.		Ken wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

Natural	PROCEDURES - CONSTRAINTS	Adapted
Ken is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.		Ken shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Ken sees little or no need to change his response to the environment.

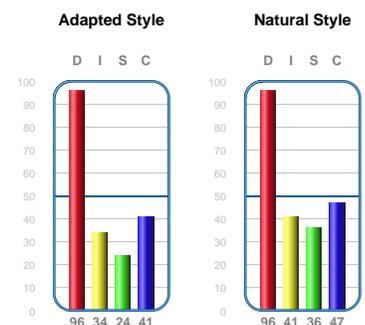




ADAPTED STYLE

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

- Dealing with a wide variety of work activities.
- Meeting deadlines.
- A good support team to handle paperwork.
- Moving quickly from one activity to another.
- Anticipating and solving problems.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Persistence in job completion.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Working without close supervision.
- Using a flexibility of style, especially with those of different work styles.
- Acting without precedent, and able to respond to change in daily work.
- Questioning the status quo, and seeking more effective ways of accomplishment.



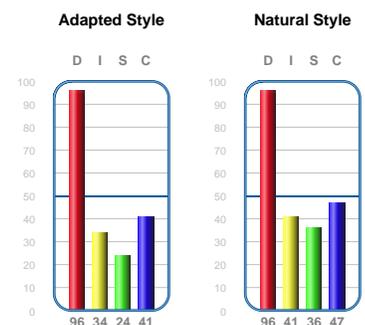


AREAS FOR IMPROVEMENT

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

Ken has a tendency to:

- Resist participation as part of the team, unless seen as a leader.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Dislike routine work or routine people--unless he sees the need to further his goals.
- Have trouble delegating--can't wait, so does it himself.
- Be explosive by nature and lack the patience to negotiate.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Overstep authority and prerogatives--will override others.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.





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. URGENCY



3. FREQUENT CHANGE



4. VERSATILITY



5. ORGANIZED WORKPLACE



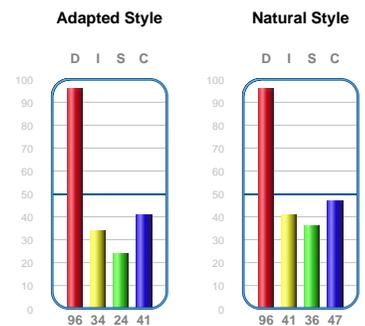
6. FREQUENT INTERACTION WITH OTHERS



7. ANALYSIS OF DATA



8. CUSTOMER ORIENTED





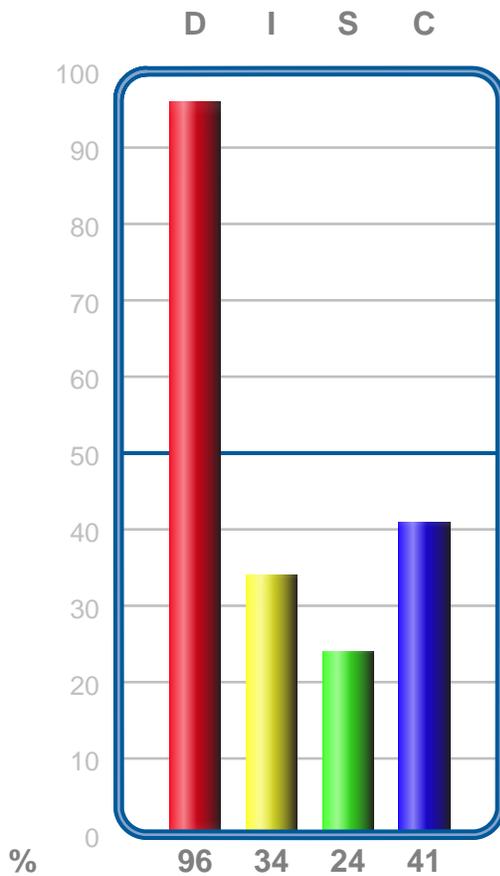
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MOST

Graph I

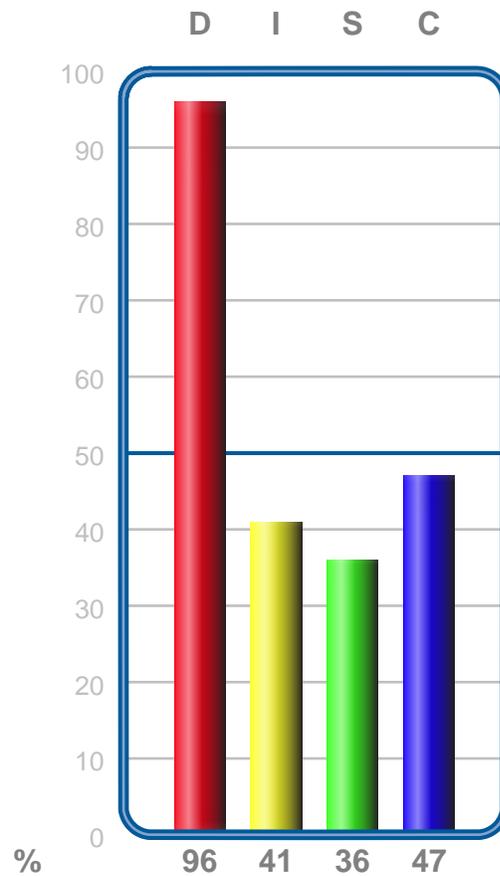
Adapted Style



LEAST

Graph II

Natural Style



Norm 2012 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.

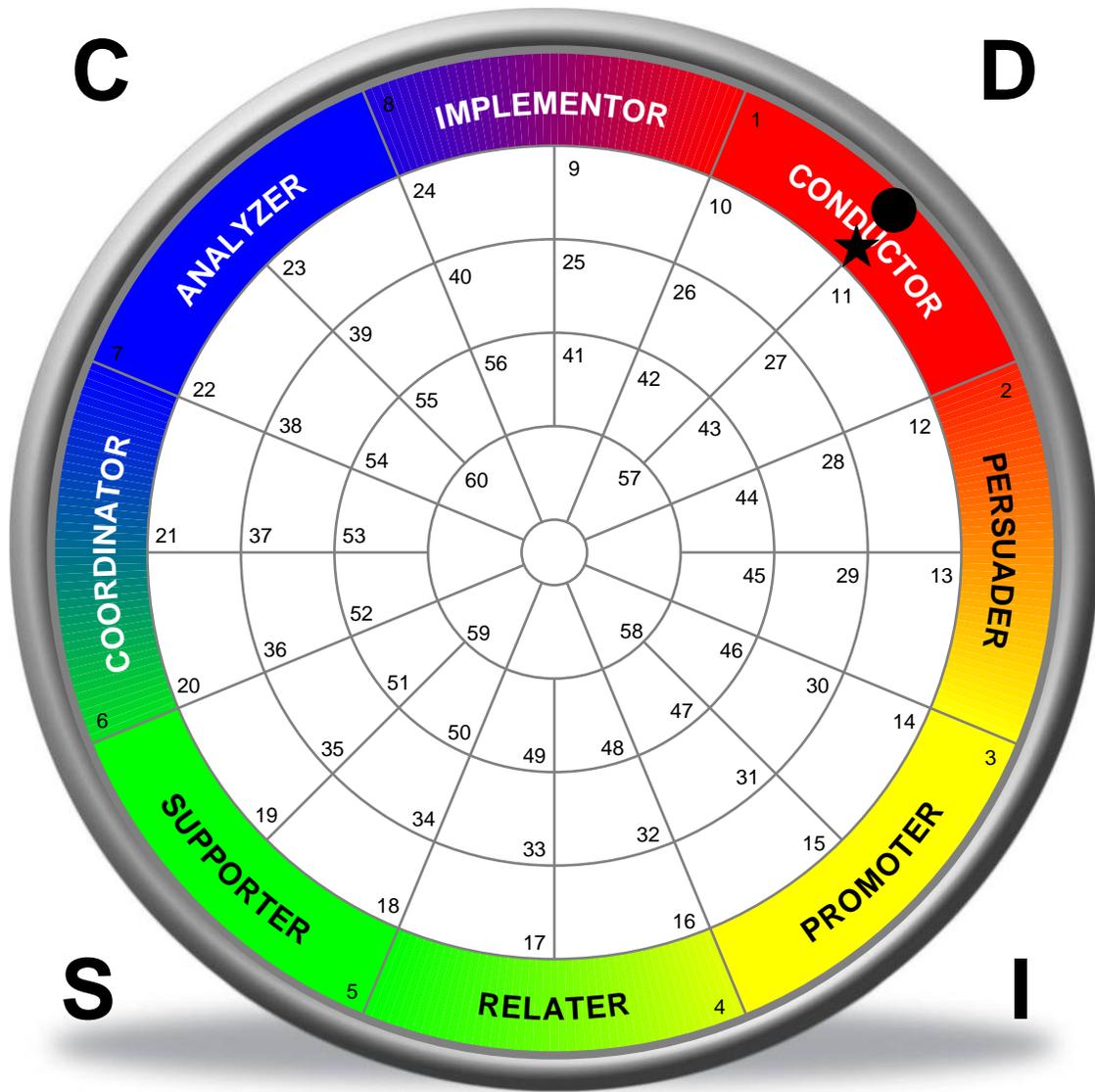
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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.



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9-11-2012



Adapted: ★ (1) CONDUCTOR
 Natural: ● (1) CONDUCTOR

Norm 2012 R4