



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



**Rob Pickering**  
**National Engineering Manager**  
Anittel  
4-26-2012



Accelerating MSP Success  
CharTec LLC  
866-544-2772  
info@chartec.net



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 Rob'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 Rob's natural behavior.*

Rob tends to have a "short fuse" and can display anger or displeasure when he feels that people are taking advantage of him. Under pressure, Rob has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. He enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. He is often frustrated when working with others who do not share the same sense of urgency. Rob is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. He seeks his own solutions to problems. In this way, his independent nature comes into play. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Some would see Rob as an initiator. He is a dominant, forceful and direct person who wants to be seen as an individualist. He exudes self-confidence and exemplifies an individual who is not afraid to state his case or present new and creative ideas.

Rob is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Sometimes he becomes emotionally involved in the decision-making process. When faced with a tough decision, he will try to sell you on his ideas. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. Sometimes he may be so opinionated about a particular problem that he has difficulty



## GENERAL CHARACTERISTICS

letting others participate in the process. He prefers authority equal to his responsibility. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He finds it easy to share his opinions on solving work-related problems.

Rob likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He challenges people who volunteer their opinions. He tends to be intolerant of people who seem ambiguous or think too slowly. Rob 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. He may sometimes mask his feelings in friendly terms. If pressured, Rob's true feelings may emerge. He tends to influence people by being direct, friendly and results-oriented.



## VALUE TO THE ORGANIZATION

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

- Change agent--looks for faster and better ways.
- Challenges the status quo.
- Accomplishes goals through people.
- Ability to change gears fast and often.
- Sense of urgency.
- Innovative.
- Self-starter.
- Deadline conscious.
- Initiates activity.



## 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 Rob. 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 Rob most frequently.*

Do:

- Provide questions, alternatives and choices for making his own decisions.
- Use his jargon.
- Provide facts and figures about probability of success, or effectiveness of options.
- Support and maintain an environment where he can be efficient.
- Understand his sporadic listening skills.
- Verify that the message was heard.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Read the body language--look for impatience or disapproval.
- Expect acceptance without a lot of questions.
- Give strokes for his involvement.
- Be specific and leave nothing to chance.



## DON'TS ON COMMUNICATING

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

- Let him change the topic until you are finished.
- Direct or order.
- Forget to follow-up.
- Try to convince by "personal" means.
- Use paternalistic approach.
- Reinforce agreement with "I'm with you."
- Ask rhetorical questions, or useless ones.
- Come with a ready-made decision, or make it for him.
- Ramble on, or waste his time.
- Let disagreement reflect on him personally.
- Be put off by his "cockiness."
- Try to build personal relationships.



*This section provides suggestions on methods which will improve Rob's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Rob will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

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



## IDEAL ENVIRONMENT

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

- New products and new ideas to work on.
- Work for a manager who makes quick decisions.
- Evaluation based on results, not the process.
- Nonroutine work with challenge and opportunity.
- An innovative and futuristic-oriented environment.
- Activities, and more activities.
- Freedom from long, detailed reports.



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

## "See Yourself As Others See You"

### SELF-PERCEPTION

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



## NATURAL AND ADAPTED STYLE

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

Natural	PEOPLE - CONTACTS	Adapted
<p>Rob is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.</p>	<p>Rob 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.</p>	



# NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Rob is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.</p>	<p>Rob sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Rob 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.</p>	<p>Rob shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Rob sees little or no need to change his response to the environment.</p>	



*Rob 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.*

- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Dealing with a wide variety of work activities.
- Skillful use of vocabulary for persuasive situations.
- Anticipating and solving problems.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- A competitive environment, combined with a high degree of people skills.
- A good support team to handle paperwork.
- Handling a variety of activities.
- Persistence in job completion.
- Moving quickly from one activity to another.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Working without close supervision.
- Exhibiting an active and creative sense of humor.



## KEYS TO MOTIVATING

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

Rob wants:

- Outside activities so there is never a dull moment.
- Opportunity for rapid advancement.
- Control of his own destiny.
- A variety of work activities.
- Support system to help with details and follow through.
- Freedom from routine work.
- Prestige, position and titles so he can control the destiny of others.
- A wide scope of activities.
- Changing environments in which to work/play.
- More time in the day.
- Opportunity to verbalize his ideas and demonstrate his skills.



*In this section are some needs which must be met in order for Rob to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Rob and identify 3 or 4 statements that are most important to him. This allows Rob to participate in forming his own personal management plan.*

Rob needs:

- To understand his role on the team--either a team player or the leader.
- Deadlines for completion of work.
- Vacations or periods of reduced activity level.
- A work environment with many activities.
- An awareness of the parameters or rules in writing.
- Consistency.
- Budgets to help prioritize his purchases.
- To negotiate commitment face-to-face.
- A program for pacing work and relaxing.
- To adjust his intensity to match the situation.
- To know results expected and to be evaluated on the results.
- Systems to follow.
- To pace himself.



## AREAS FOR IMPROVEMENT

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

Rob has a tendency to:

- Have no concept of the problems that slower-moving people may have with his style.
- Set standards for himself and others so high that impossibility of the situation is common place.
- Have trouble delegating--can't wait, so does it himself.
- Be crisis-oriented.
- Take on too much, too soon, too fast.
- Fail to complete what he starts because of adding more and more projects.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Resist participation as part of the team, unless seen as a leader.







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. URGENCY



## 2. COMPETITIVENESS



## 3. VERSATILITY



## 4. FREQUENT CHANGE



## 5. FREQUENT INTERACTION WITH OTHERS



## 6. CUSTOMER ORIENTED



## 7. ANALYSIS OF DATA



## 8. ORGANIZED WORKPLACE





### Rob Pickering

Anittel

4-26-2012

#### MOST

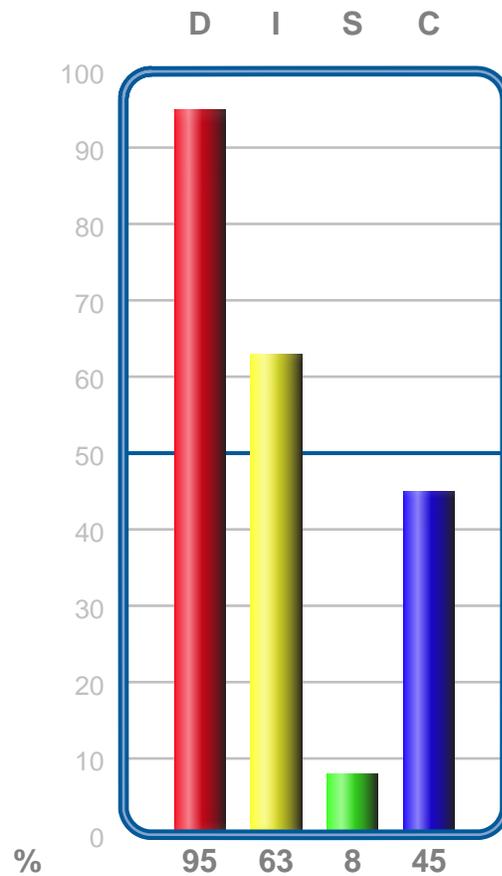
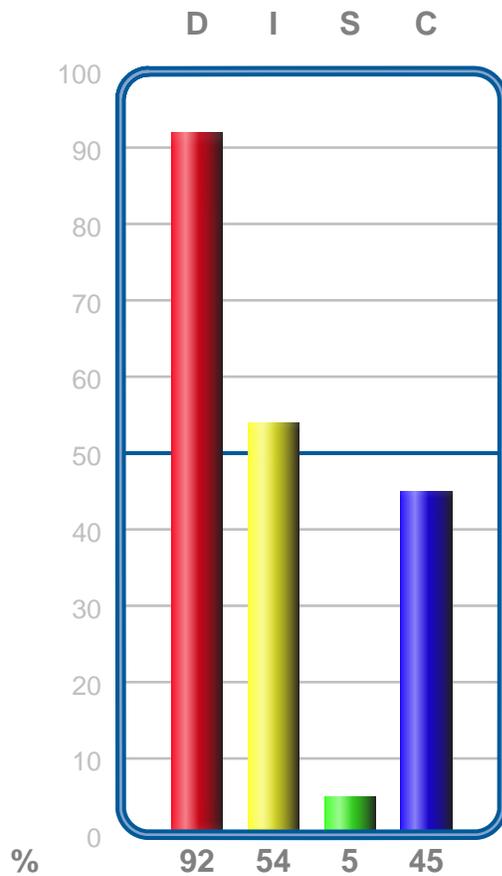
Graph I

Adapted Style

#### LEAST

Graph II

Natural Style



Norm 2011 R4



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.

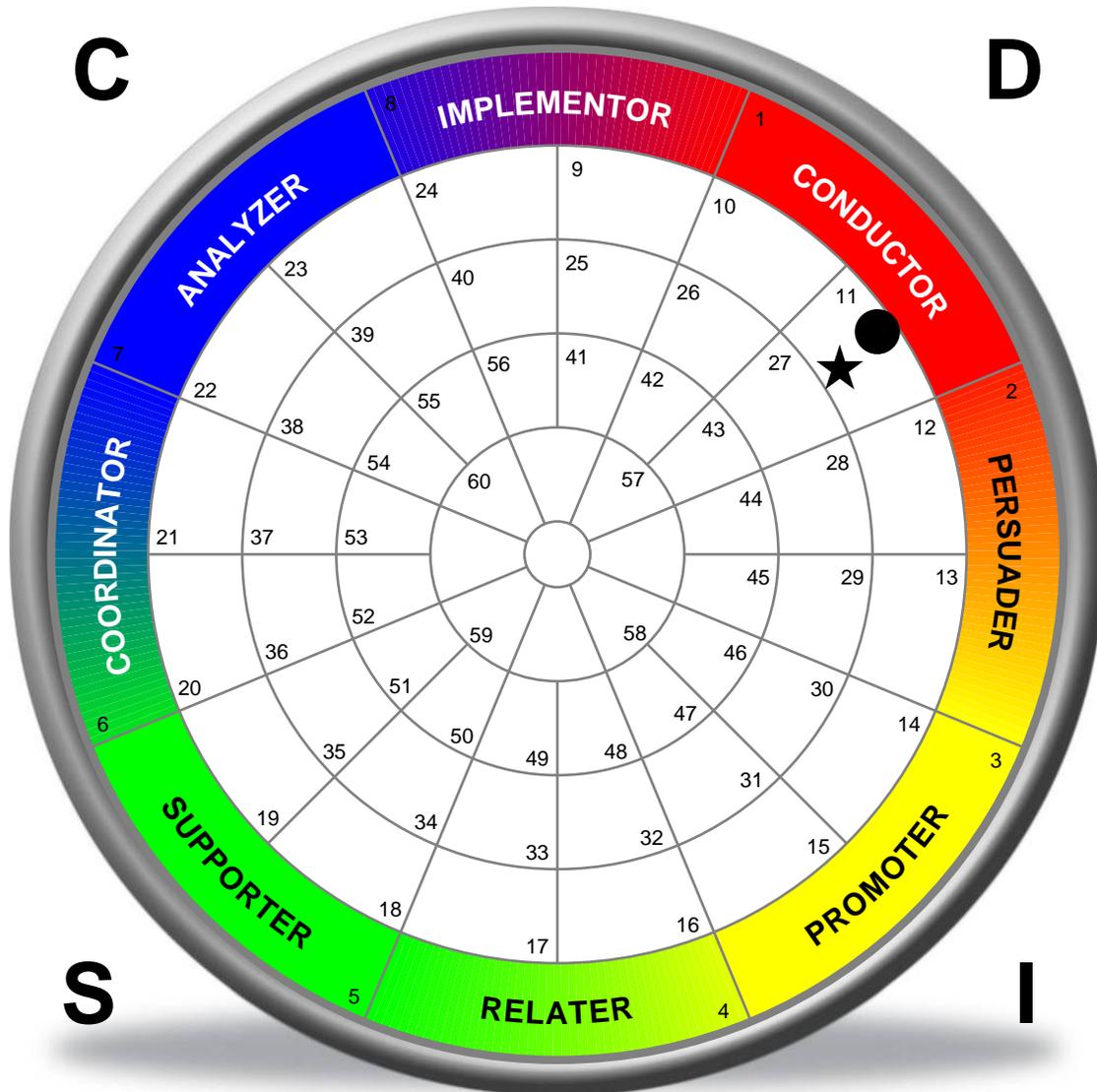
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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



**Rob Pickering**

Anittel

4-26-2012



Adapted: ★ (11) PERSUADING CONDUCTOR

Natural: ● (11) PERSUADING CONDUCTOR

Norm 2011 R4

CharTec LLC  
866-544-2772  
info@chartec.net