

TTI  
SUCCESS  
INSIGHTS®

## Management-Staff

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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.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*

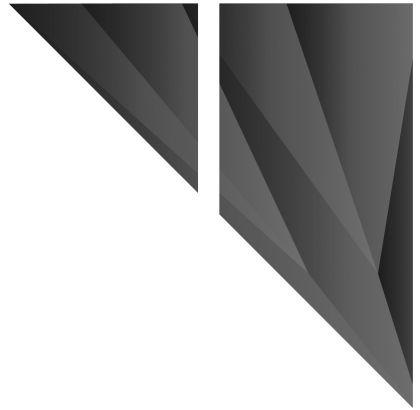


# General Characteristics

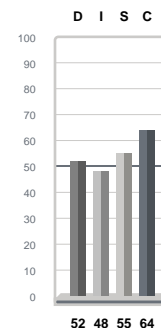
*Based on Michael's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the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

Michael wants to be seen as a responsible person and will avoid behavior that could be seen by others as irresponsible. He likes to work behind the scene and be seen as someone who is organized and has his life in order. He has a need to achieve in an environment in which the quality is controlled. He can become frustrated when put in a situation that is nothing more than a rambling discussion. He is alert and sensitive to his errors and mistakes. He constantly seeks to avoid errors in his work. Michael can be sensitive about any comments regarding the quality of his work. He strives forward constantly to improvement in everything he does. He tends to be his own worst critic constantly reminding himself that he could have done better if given more time. He prefers that things be orderly and he will approach work in a systematic manner. His motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to him. If forced to choose between producing quality work or quantities of work, quality will be the winner. When Michael sees something that is wrong he wants to fix it. He is oriented toward achieving practical results. He wants to be liked by fellow workers, as well as be recognized for doing quality work. Coworkers know that his projects will always be done correctly.

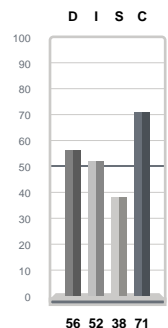
Michael is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts." He takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the problem. He prefers to study and analyze a problem before responding. He wants to feel that his response is the correct one. He gets frustrated when well-established rules are not observed by others. He prefers to have everyone adhere to the same rules and regulations. Michael sees himself as factual, and "down-to-earth." He is more than casually interested in "theory." When confronted with a problem he will look for a method, a formula, a procedure or a system to solve it. He, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; he wants to be absolutely certain his decision is correct. He has an acute awareness of social, economic and political implications of his decisions. He can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront.



Adapted Style



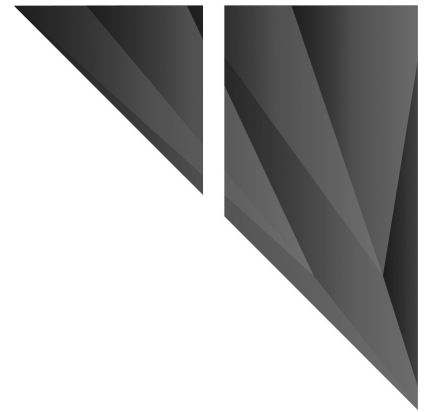
Natural Style



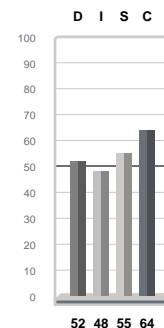


## General Characteristics Continued

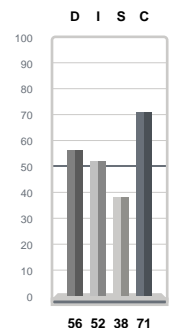
Michael's work represents his true self and he will take issue when people attack the quality of his work. He likes to ask questions to clarify the communications. He gathers data in order to be certain he is correct in his work, communications or decision making. He enjoys analyzing the motives of others. This allows him to develop his intuitive skills. He wants to establish good will with others and to influence them in a friendly and sociable manner. Michael is intuitive and is able to ask good questions in order to get the critical, complete information he seeks. Because Michael prefers logical information, he likes people who communicate all the facts in logical order. Random facts in a haphazard format tend to distract and annoy him. Because Michael wants to be certain he is performing his work assignments correctly, he enjoys working for a manager who explains what is expected of him. He can be outgoing at times. Basically introverted, he will engage in social conversation when the occasion warrants.



Adapted Style



Natural Style

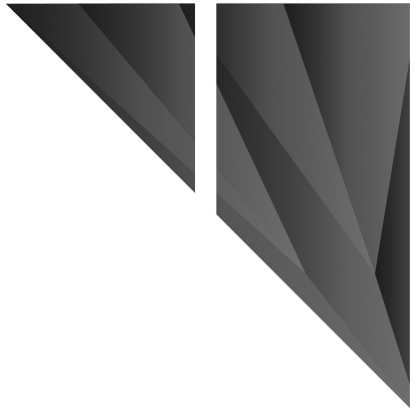




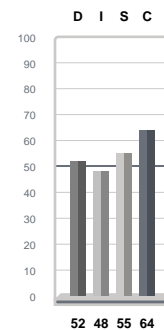
# Value to the Organization

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

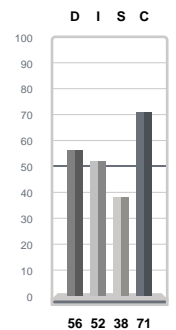
- Ability to handle many activities.
- Accurate and intuitive.
- Always concerned about quality work.
- Comprehensive in problem solving.
- Proficient and skilled in his technical specialty.
- Sense of urgency.
- Good mixer.



Adapted Style



Natural Style



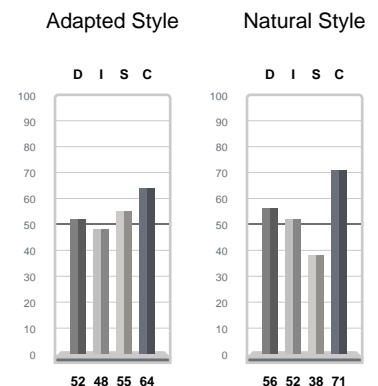
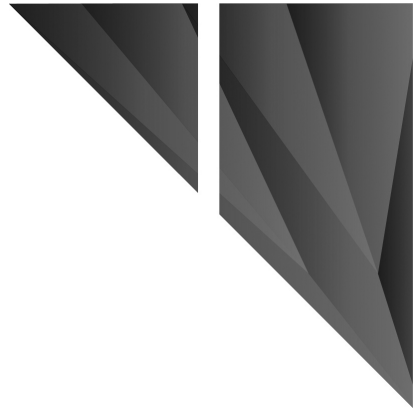


# Checklist for Communicating

*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 Michael. 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 Michael most frequently.*

## Ways to Communicate

- Be open, honest and informal.
- Provide solid, tangible, practical evidence.
- Understand his sporadic listening skills.
- Provide systems to follow.
- Provide time for fun and relaxing.
- Be specific and leave nothing to chance.
- Make an organized presentation of your position, if you disagree.
- Use his jargon.
- Follow through, if you agree.
- Make an organized contribution to his efforts, present specifics and do what you say you can do.
- Give him time to be thorough, when appropriate.
- Give strokes for his involvement.



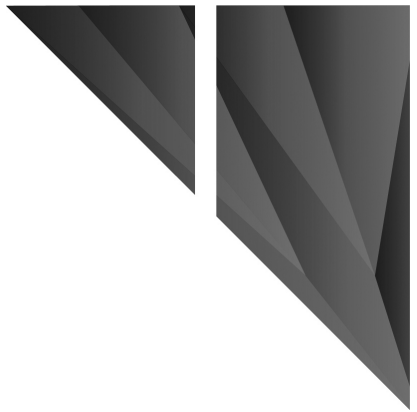


# Checklist for Communicating Continued

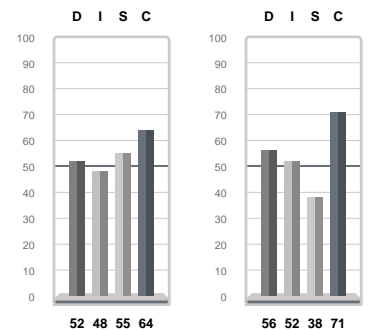
*This section of the report is a list of things NOT to do while communicating with Michael. Review each statement with Michael and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system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

## Ways **NOT** to Communicate

- Threaten, cajole, wheedle, coax or whimper.
- Provide special, personal incentives.
- Use paternalistic approach.
- Make statements about the quality of his work unless you can prove it.
- Use testimonies of unreliable sources; don't be haphazard.
- Be disorganized or messy.
- Let him change the topic until you are finished.
- Use gimmicks or clever, quick manipulations.
- Make conflicting statements.
- Talk too slowly, or dwell on details to excess.
- Dillydally, or waste time.



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# Communication Tips

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

**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.

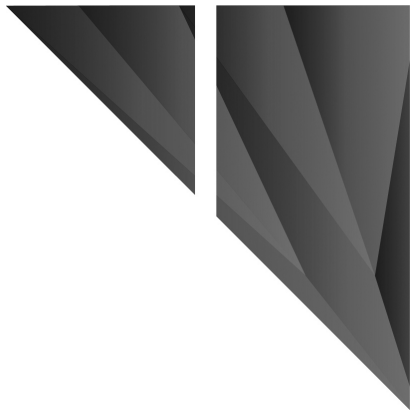




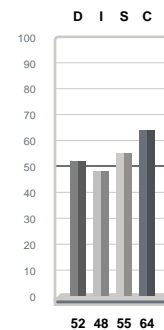
# Ideal Environment

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

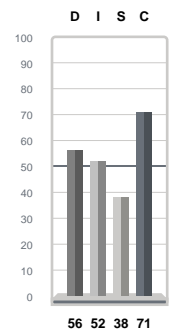
- An environment where he can use his intuitive thinking skills.
- New products and new ideas to work on.
- Freedom from long, detailed reports.
- Work for a manager who makes quick decisions.
- Support team with sense of urgency.
- Freedom from restrictive rules and regulations.



Adapted Style



Natural Style





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

### Self-Perception

*Michael usually sees himself as being:*

- Precise
- Thorough
- Moderate
- Diplomatic
- Knowledgeable
- Analytical

### Others' Perception - Moderate

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

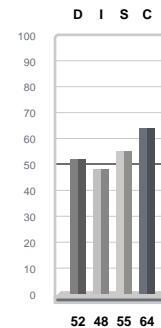
- Pessimistic
- Picky
- Worrisome
- Fussy

### Others' Perception - Extreme

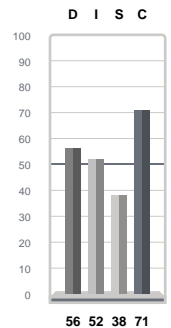
*Under extreme pressure, stress or fatigue, others may see him as being:*

- Perfectionistic
- Hard-to-Please
- Strict
- Defensive

Adapted Style



Natural Style





# Descriptors

Based on Michael'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.

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>Influencing</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

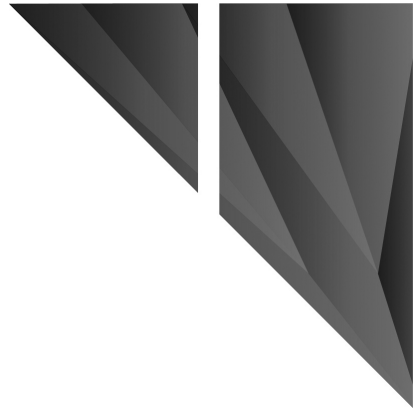


# Natural and Adapted Style

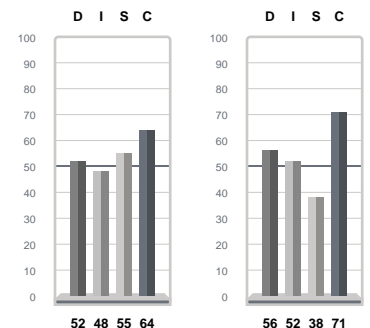
Michael's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems - Challenges	
<p><b>Natural</b></p> <p>Michael is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. Michael is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.</p>	<p><b>Adapted</b></p> <p>Michael sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>

People - Contacts	
<p><b>Natural</b></p> <p>Michael 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><b>Adapted</b></p> <p>Michael 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>

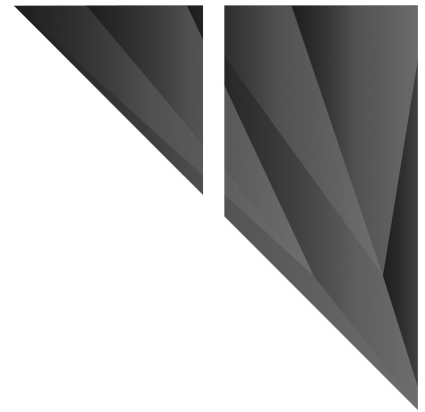


Adapted Style      Natural Style





# Natural and Adapted Style Continued



## Pace - Consistency

### Natural

Michael 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.

### Adapted

Michael sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.

## Procedures - Constraints

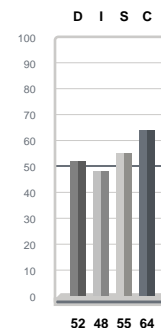
### Natural

Michael naturally is cautious and concerned for quality. He likes to be on a team that takes responsibility for the final product. He enjoys knowing the rules and can become upset when others fail to comply with the rules.

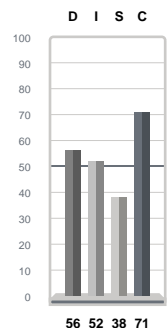
### Adapted

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

Adapted Style



Natural Style



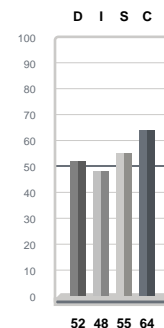


# Adapted Style

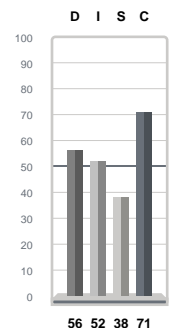
Michael sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Accurate adherence to high quality standards.
- Logical solutions.
- Calculation of risks before taking action.
- Sensitivity to existing rules and regulations.
- Steadiness and dependability in task completion.
- Limited contact with people.
- Disciplined, meticulous attention to order.
- Task focus over people focus.
- Critical appraisal of data.
- Careful, thoughtful approach to decision making.
- Using a disciplined approach.
- Limited or prepared changes in routine.

Adapted Style



Natural Style





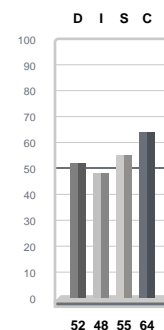
# Keys to Motivating

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

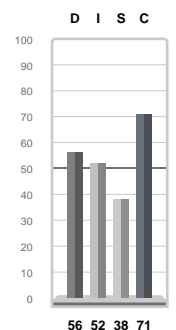
## Michael wants:

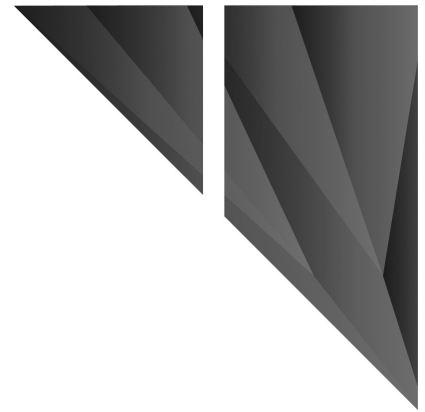
- To be part of a quality-oriented work group.
- Instructions so he can do the job right the first time.
- Limited exposure to new procedures.
- Time to perform up to his high standards.
- A predictable work environment.
- To be recognized for his continuance of quality work.
- Constant appreciation, and a feeling of security on the team.
- Activities he can start and finish.
- Logical reasons for change.
- To be a member of a small team.
- Recognition for loyalty and long service.

Adapted Style



Natural Style





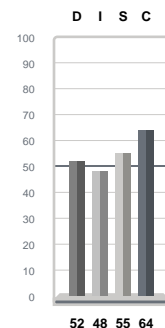
# Keys to Managing

*In this section are some needs which must be met in order for Michael 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 Michael and identify 3 or 4 statements that are most important to him. This allows Michael to participate in forming his own personal management plan.*

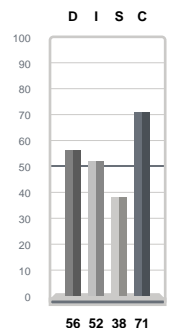
## Michael needs:

- A manager who prefers quality over quantity.
- Performance appraisals on a regular basis.
- Time to see and test if the plan will work.
- Support in making high-risk decisions.
- Deadlines for completion of work.
- Vacations or periods of reduced activity level.
- Equipment that will allow him to perform up to his high standards.
- Rewards in terms of fine things--not just shallow words.
- Recognition for what he accomplished.
- Appreciation of slower-moving people.

Adapted Style



Natural Style







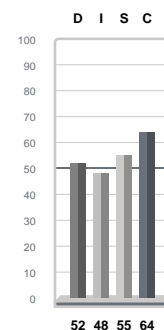
# Areas for Improvement

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

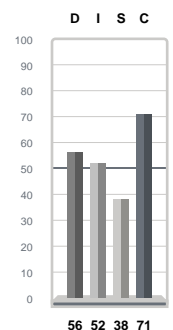
## Michael has a tendency to:

- Select people much like himself.
- Be defensive when threatened and use the errors and mistakes of others to defend his position.
- Fail to tell others where he stands on an issue.
- Want full explanation before changes are made to ensure his understanding.
- Have difficulty making decisions because he's mostly concerned about the "right" decision. If precedent does not give direction, his tendency is to wait for directions.
- Lean on supervisors if information and direction is not clear.

Adapted Style



Natural Style





# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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---

4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# 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)

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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---

---

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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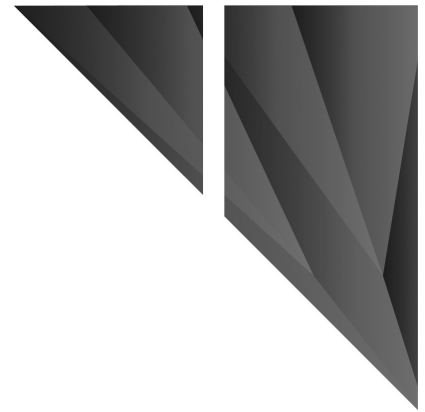
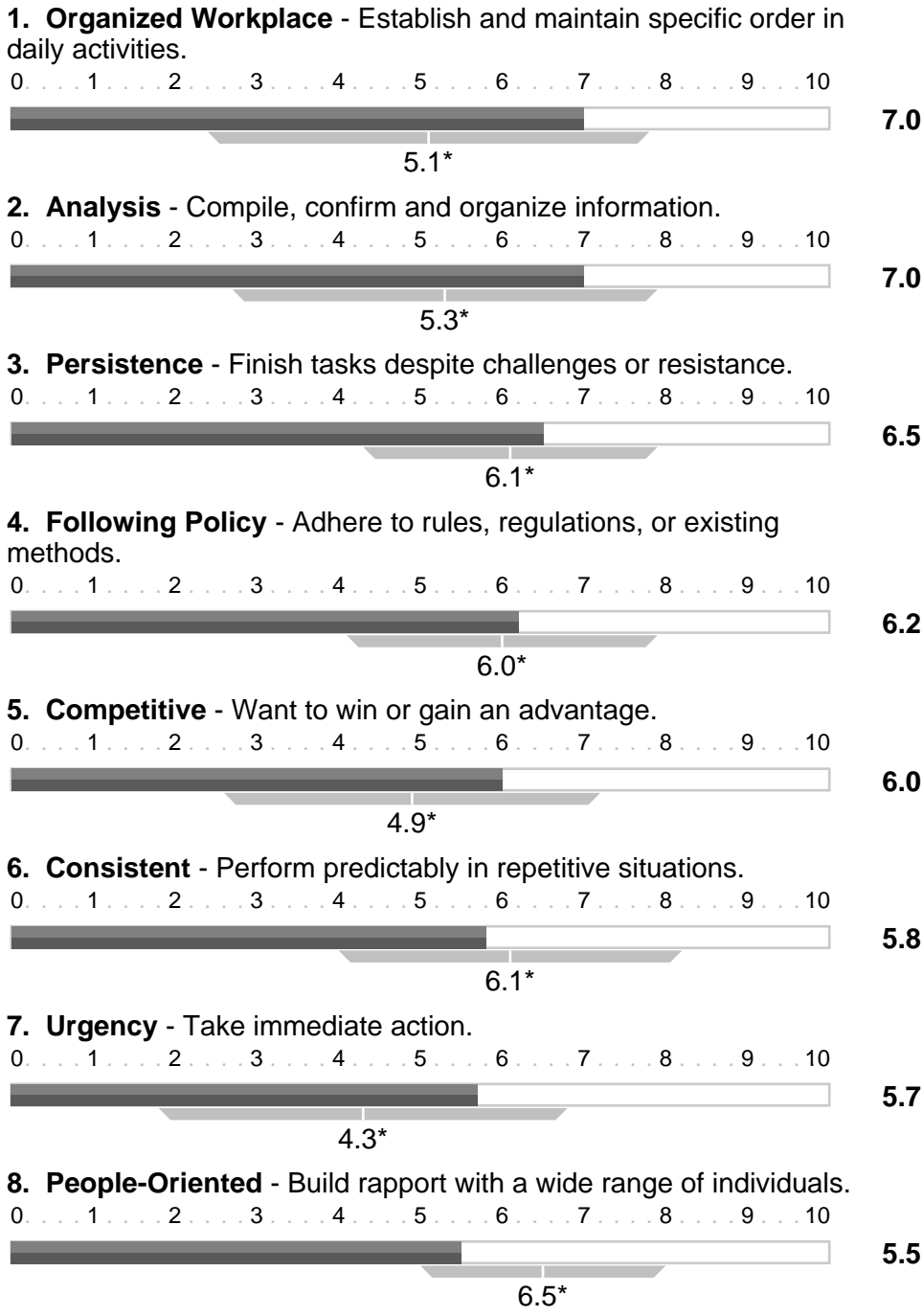
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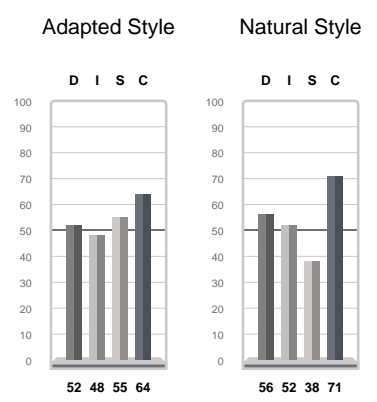


# Behavioral Hierarchy

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.



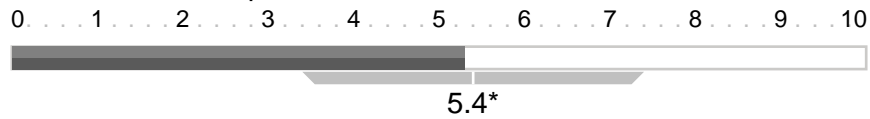
\* 68% of the population falls within the shaded area.





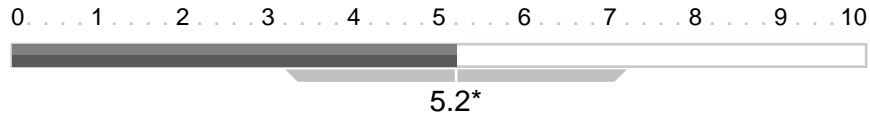
# Behavioral Hierarchy

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



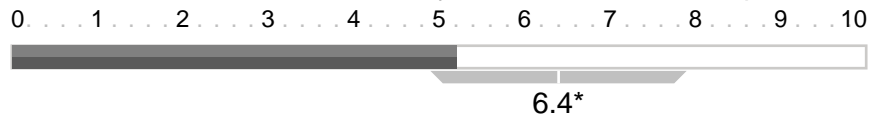
5.3

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



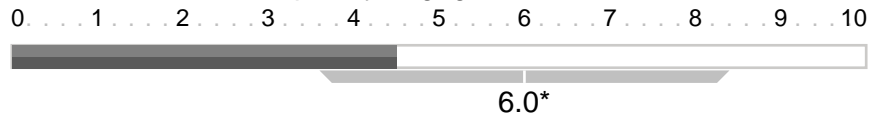
5.2

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

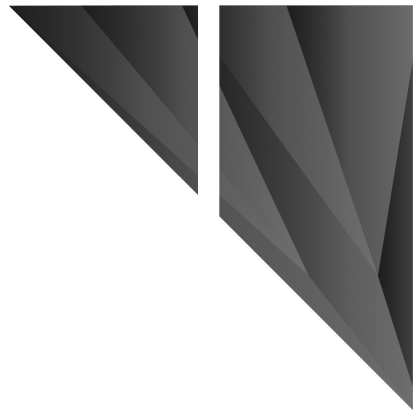


5.2

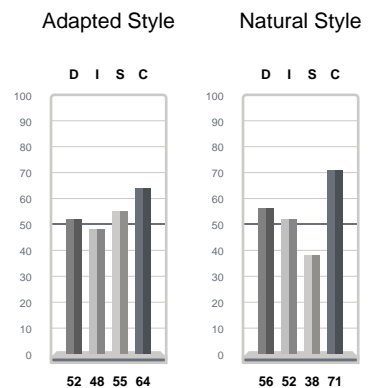
**12. Interaction** - Frequently engage and communicate with others.



4.5



SIA: 52-48-55-64 (37) SIN: 56-52-38-71 (56)  
\* 68% of the population falls within the shaded area.

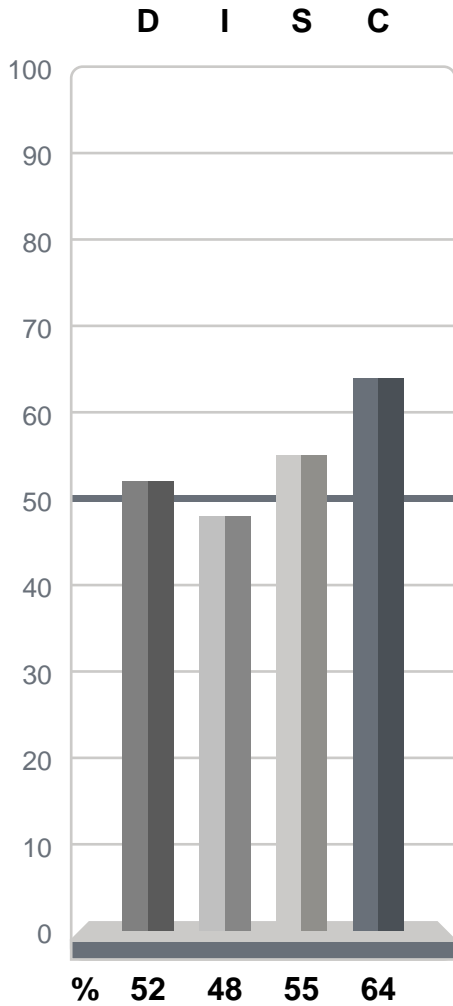




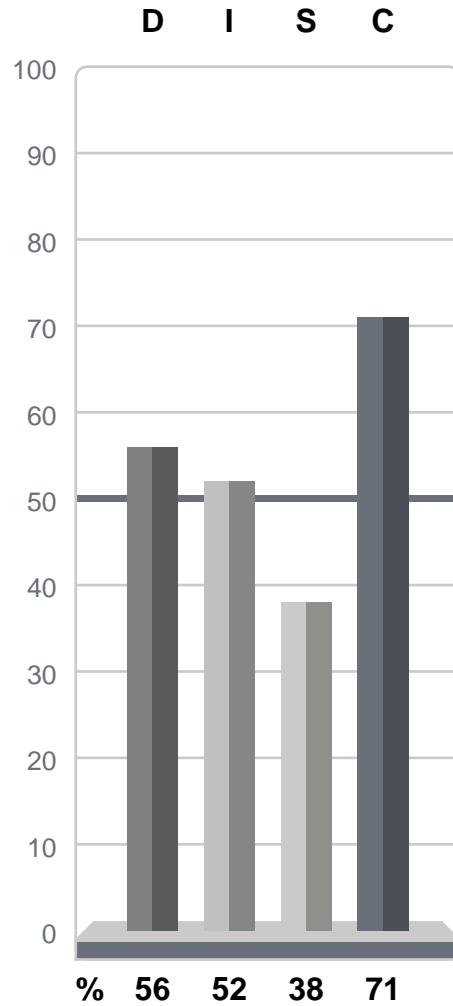
# Style Insights® Graphs

4-3-2018

Adapted Style  
Graph I



Natural Style  
Graph II



Norm 2017 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.

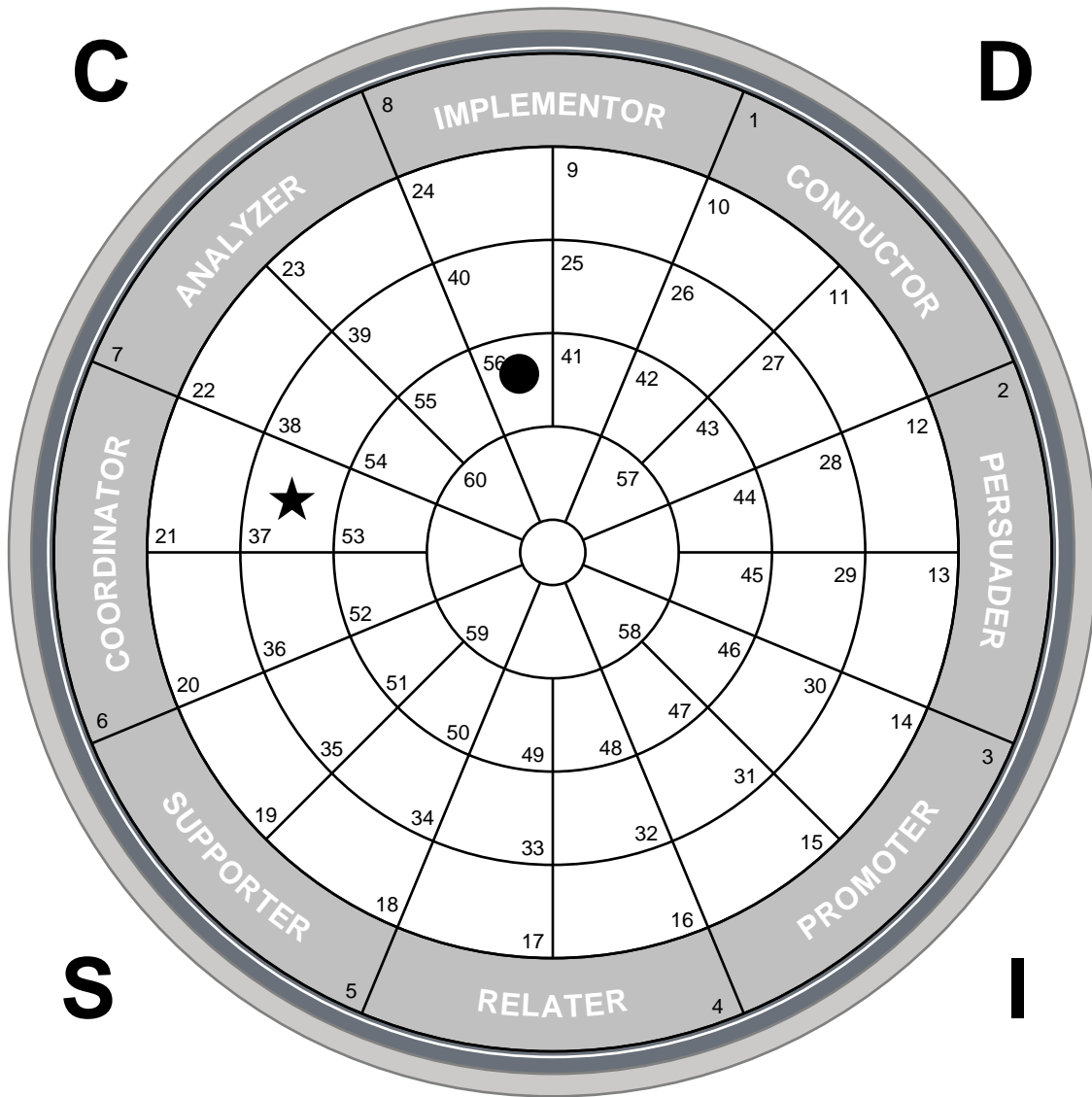
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

4-3-2018



Adapted: ★ (37) ANALYZING COORDINATOR (FLEXIBLE)  
 Natural: ● (56) ANALYZING IMPLEMENTOR (ACROSS)

Norm 2017 R4

T: 14:18