



TTI  
SUCCESS  
INSIGHTS®

**Time P.L.U.S.™**

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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 your responses, the report has selected general statements to provide a broad understanding of your work style. These statements identify the basic natural behavior that you bring to the job. That is, if left on your own, HOW YOU WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of your natural behavior.

Juliane likes to work behind the scene and be seen as someone who is organized and has her life in order. Rules and procedures provide security for her job performance. Juliane can devote all her energy to the job, and that offers security to her work situation. She resists change if she feels the change will lower the quality of her work. If change is inevitable, she may need reassurances that her standards will continue to be met. She can overanalyze a problem which tends to slow down the decision-making process. When Juliane sees something that is wrong she wants to fix it. She is oriented toward achieving practical results. She tends to be her own worst critic constantly reminding herself that she could have done better if given more time. Because of high expectations of her own job performance, Juliane may sometimes feel that other workers cannot perform up to her standards. She wants to make certain that detailed reports are accurately completed. This tendency can be reassuring to Juliane's supervisors. Juliane wants the safety features on her equipment to be in good working order. She is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work.

Juliane gets frustrated when well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. She usually judges others by the quality of their work. She may find it difficult to recognize others' strengths, if their work does not meet her high standards. She is skilled at observing and collecting data on different subjects. If she has a real passion for a given subject, she will read and listen to all the available information on the subject. She feels tension when forced to make major decisions quickly. Juliane is the type of person who will accept challenges, and accept them seriously. She has an acute awareness of social, economic and political implications of her decisions. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts." She tends to base decisions on the quality of work--not on efficiency.



Horizontal lines for notes or comments.





## General Characteristics Continued

Juliane can be outgoing at times. Basically introverted, she will engage in social conversation when the occasion warrants. She likes to ask questions to clarify the communications. She gathers data in order to be certain she is correct in her work, communications or decision making. She does not seek confrontation, but if she is confronted, she will present her case with enough supportive data that she will probably win. Because Juliane prefers logical information, she likes people who communicate all the facts in logical order. Random facts in a haphazard format tend to distract and annoy her. Juliane does not like to work for a manager who uses a confrontational management style. She tends to withdraw and not express herself, and may become unproductive if she feels threatened. She enjoys analyzing the motives of others. This allows her to develop her intuitive skills. She is patient and persistent in her approach to achieving goals. She responds to challenges in a cooperative manner and wants the "team" to win without the need of a perceived "shining star." She wants to establish good will with others and to influence them in a friendly and sociable manner.



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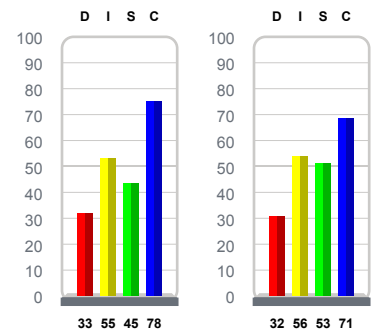
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Adapted Style      Natural Style





# Time Wasters

*This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.*

## WAITING FOR EVENTS TO HAPPEN

*Although patience may be a virtue, being pro-active allows the decision-maker to be in better control of events within their scope of influence.*

### POSSIBLE CAUSES:

- Want to affect the here and now
- Fear rushing into something will show unpreparedness
- Need for high standards inhibits getting started

### POSSIBLE SOLUTIONS:

- Plan alternative solutions
- Determine most likely scenarios
- Implement a plan that best meets those needs without jeopardizing other scenarios

## SEEKING "ALL" OF THE FACTS

*Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.*

### POSSIBLE CAUSES:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

### POSSIBLE SOLUTIONS:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed




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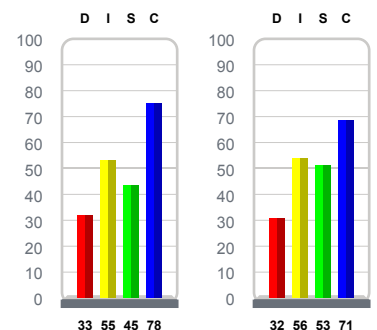
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Adapted Style      Natural Style





# Time Wasters *Continued*

## OVERREACTING TO CONSTRUCTIVE CRITICISM

*Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.*

**POSSIBLE CAUSES:**

- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

**POSSIBLE SOLUTIONS:**

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response
- Communicate feelings with peers and supervisors

## PROLONG EVENTS IN ORDER TO GAIN IMPROVED RESULTS

*Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.*

**POSSIBLE CAUSES:**

- Want to insure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

**POSSIBLE SOLUTIONS:**

- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others




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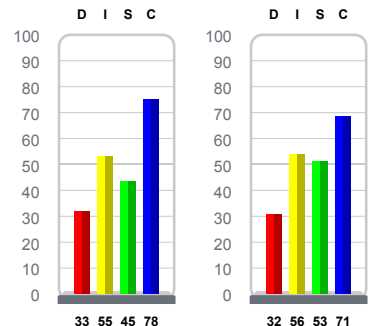
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Adapted Style

Natural Style





## Time Wasters Continued

### SEEKING THE BEST, BUT NOT NECESSARILY WORKABLE SOLUTIONS

*Always seeking the best solution may prohibit getting the task accomplished. Something better is always on the horizon.*

#### POSSIBLE CAUSES:

- Want to do things right the first time
- Want personal approval for preciseness of work
- Fear criticism if solution doesn't work

#### POSSIBLE SOLUTIONS:

- Establish required standards
- Determine the solution that meets or exceeds those standards
- Set a timeline for making a decision or completing a task

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### FEAR OF MISTAKES

*Fearing mistakes is the mental process of focusing on negative outcomes and is often a preoccupation with past mistakes.*

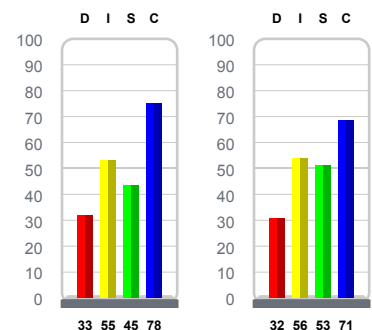
#### POSSIBLE CAUSES:

- Want to avoid criticism
- Take criticism personally
- Want to be seen as efficient and competent

#### POSSIBLE SOLUTIONS:

- Practice focusing on past successes
- For every mistake that you think might happen, write down two positive possible outcomes for a completed task
- Focus on several possible future outcomes

Adapted Style      Natural Style





# Checklist for Communicating

*This section of the report is a lists of things to DO when communicating with you. Read each statement and then identify 3 or 4 that are most important to your optimal use of time. By sharing this information with others, the better they can plan meetings, presentations and informal discussions. This will result in more efficient and time saving the communications.*

## Ways to Communicate

- Support your communications with correct facts and data.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Support her principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Take time to be sure that she is in agreement and understands what you said.
- Be sincere and use a tone of voice that shows sincerity.
- Give her time to be thorough, when appropriate.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Prepare your "case" in advance.
- Follow through, if you agree.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- Make an organized presentation of your position, if you disagree.




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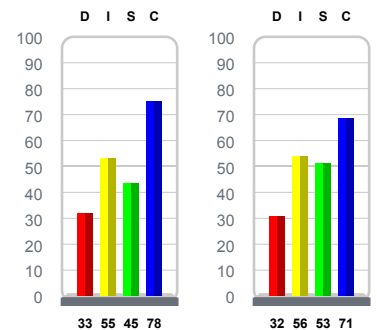
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Adapted Style      Natural Style







# Checklist for Communicating Continued

*This section of the report is a list of things NOT to do while communicating with you. Read each statement and identify those that cause the most frustration. By sharing this information, both parties can avoid time wasting interactions and achieve more effective communications.*

## Ways NOT to Communicate

- Use gimmicks or clever, quick manipulations.
- Talk in a loud voice or use confrontation.
- Rush the decision-making process.
- Use testimonies of unreliable sources; don't be haphazard.
- Threaten, cajole, wheedle, coax or whimper.
- Make conflicting statements.
- Make promises you cannot deliver.
- Don't be haphazard.
- Make statements about the quality of her work unless you can prove it.
- Push too hard, or be unrealistic with deadlines.
- Dillydally, or waste time.
- Talk to her when you're extremely angry.
- Be vague about what's expected of either of you; don't fail to follow through.

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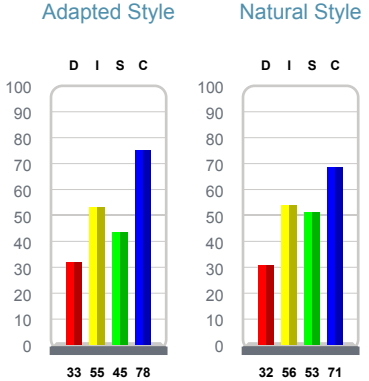
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# Perceptions

## See Yourself as Others See You

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

### Self-Perception

Juliane usually sees herself as being:

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

### Others' Perception - Moderate

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

- Pessimistic
- Worrisome
- Picky
- Fussy

### Others' Perception - Extreme

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

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




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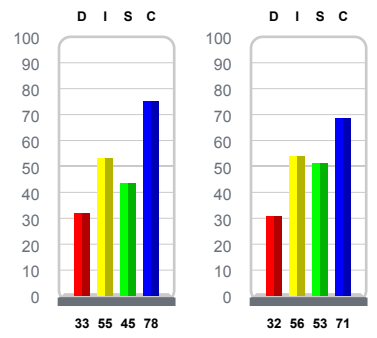
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Adapted Style      Natural Style





# Descriptors

Based on Juliane'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 Egoentric 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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating 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



# Interactive Flexibility

*Each person is different and each has needs they want met. This section will help you identify four basic behavioral styles of others. It will provide you with valuable information for meeting their needs. As you develop strategies for meeting their needs, you will gain their commitment and cooperation. You will be able to understand how interacting with different styles impacts your use of TIME.*

## "Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Fast-paced speech
- Comes on strong
- Impatient
- Direct
- Tries to control the situation

Factors that will improve Interaction with this Style:

- Speed up your rate of speaking
- Recognize that they are risk-takers
- Don't let them dominate you
- Flatter their ego
- Be efficient
- Give direct answers
- Be positive
- Stress how your product/service will save time

Factors that will create tension or dissatisfaction with this Style:

- Being indecisive
- Explaining too many details




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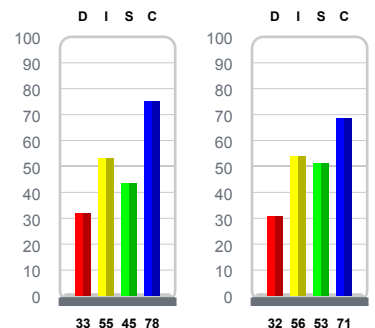
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Adapted Style      Natural Style





# Interactive Flexibility

## "Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Friendly and talkative
- Impulsive
- Uses many hand gestures while speaking
- Gets emotional
- Imprecise about the use of time

Factors that will improve Interaction with this Style:

- Smile and talk more than you usually do
- Give fewer details than you normally would
- Exhibit more confidence than you really feel
- Use more gestures and active body language
- Don't ask many personal questions
- Don't worry about presenting all the data you have to this customer

Factors that will create tension or dissatisfaction with this Style:

- Your attention to details
- Your "follow the book" approach




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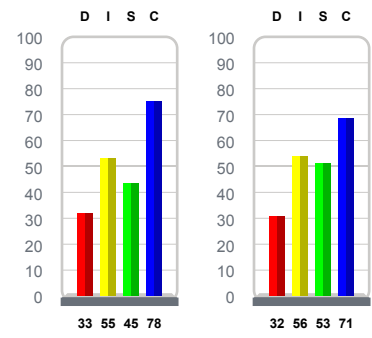
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Adapted Style      Natural Style





# Interactive Flexibility

## "Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Patient
- Easy going
- Uses an unemotional voice
- Reserved
- Deliberate - methodical

Factors that will improve Interaction with this Style:

- Be patient and sincere
- Maintain a friendly environment
- Present information in a systematic fashion
- Give many reasons if any changes have to be made
- Show them you are as dependable as they are
- Help them establish priorities, and a sense of urgency, if needed
- Stress quality and reliability of your organization

Factors that will create tension or dissatisfaction with this Style:

- Strong adherence to company rules
- Appearing to be cool and distant

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# Interactive Flexibility

## "Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Speaks slowly
- Asks questions about facts and data
- Is very deliberate
- Uses few gestures
- Skeptical
- Suspicious

Factors that will improve Interaction with this Style:

- Be diplomatic and courteous
- Avoid criticism of their work
- Give assurances of correct decisions
- Don't ask many personal questions
- Avoid sudden, abrupt changes

Factors that will create tension or dissatisfaction with this Style:

- Desire to be more correct than others
- Slow response time to their needs




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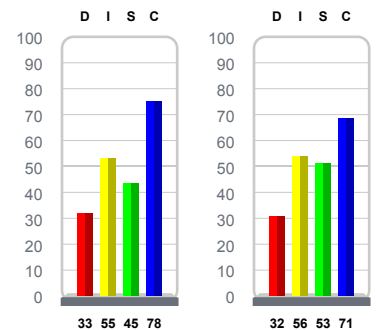
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Adapted Style      Natural Style





# 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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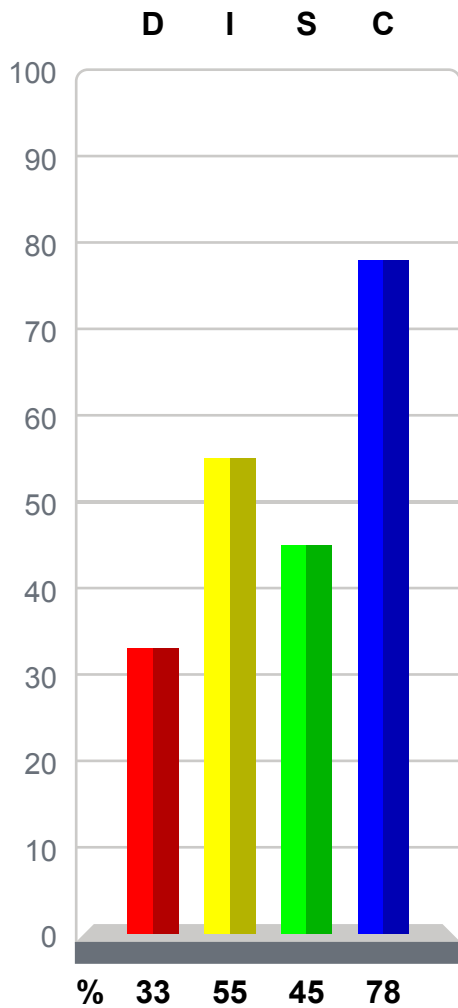
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# Style Insights® Graphs

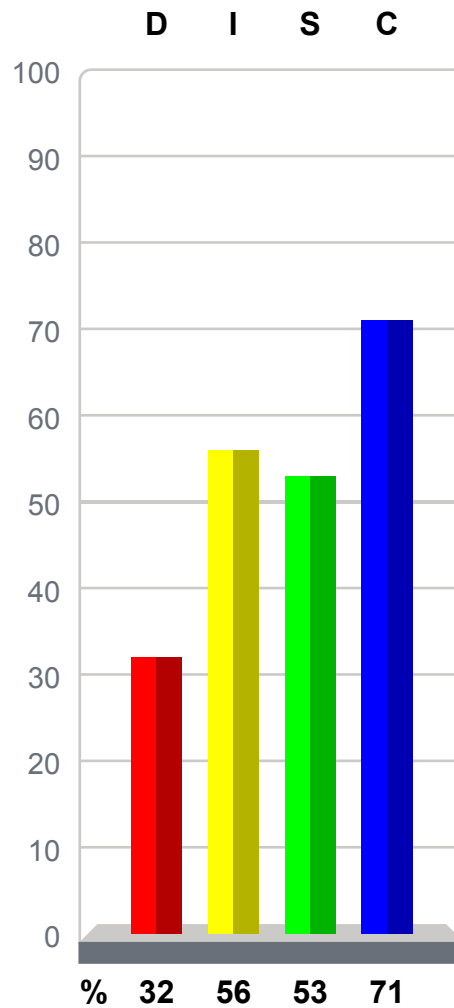
Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 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:

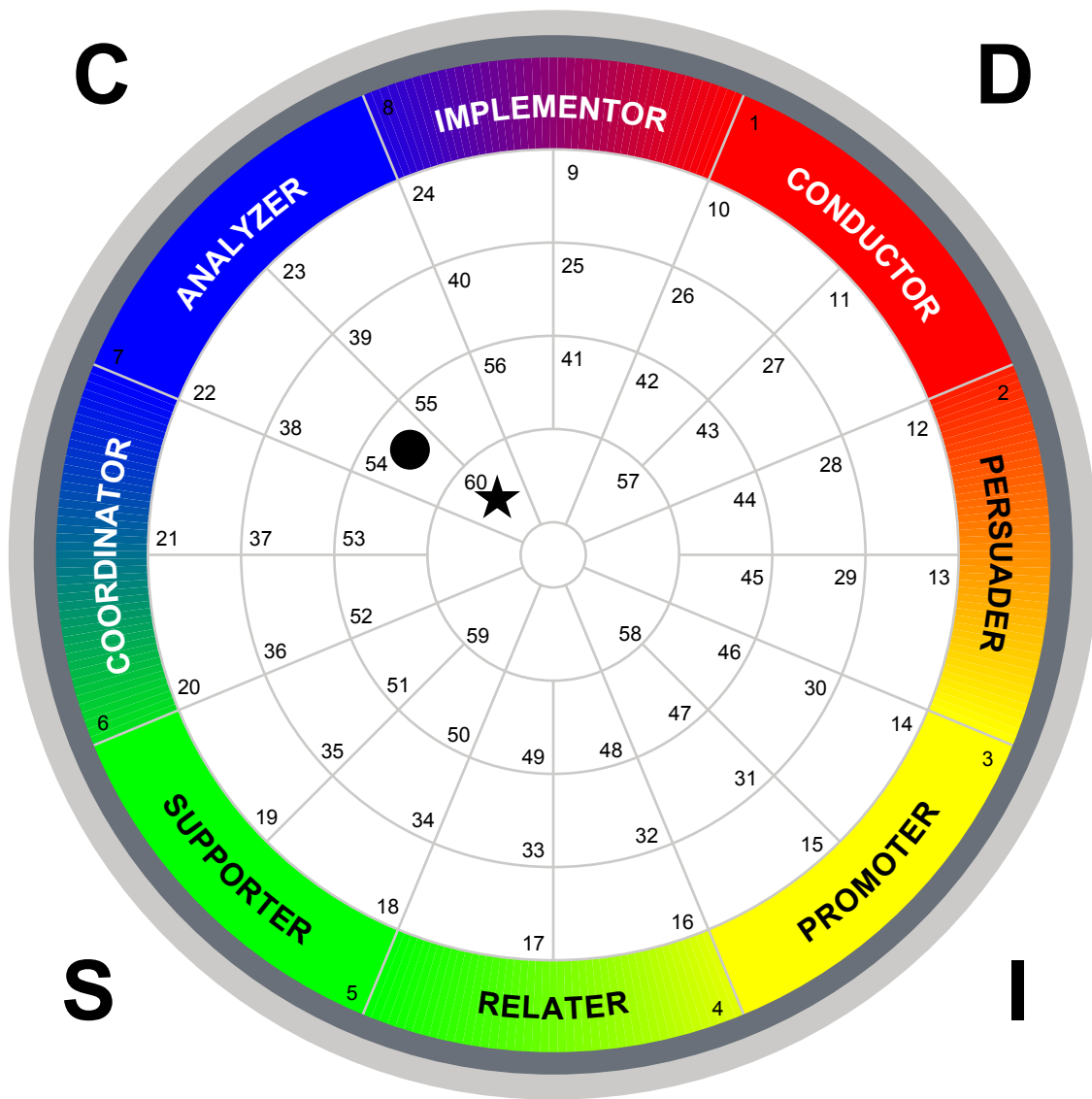
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)  
 Natural: ● (54) COORDINATING ANALYZER (ACROSS)

Norm 2011 R4