



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



**Jeff Rogers**  
5-6-2010

**Cool Springs Insights**

Insights To Great People  
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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*

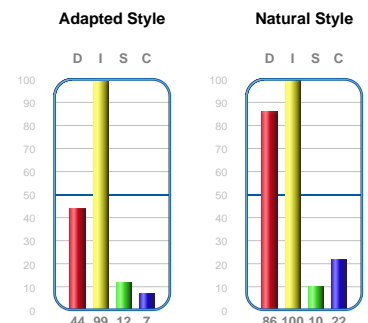


# GENERAL CHARACTERISTICS

*Based on Jeff'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 Jeff's natural behavior.*

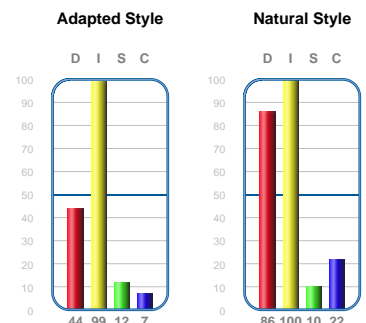
Jeff does not like close supervision. He has an extremely high trust level and is optimistic. Flattery will always generate a positive reaction from him. He believes in getting results through other people. He prefers the "team approach." He tends to trust people and may be taken advantage of because of his high trust level. Jeff may be careless with details. He likes to get results through others. He is at his best when he has people working with him. He has a good sense of urgency. He projects a self-assured and self-confident image. Jeff prefers working for a participative manager. He does his best work in this kind of environment. He wants to be liked by everyone and to be recognized for his willingness to help others in time of need.

Jeff likes to be involved in the decision-making process. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Jeff is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He can make decisions even though some of the facts to support the decision may be missing. He will not be overlooked nor uninvolved. He will consistently try to inspire people to his point of view. He makes quick decisions.





Jeff is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Jeff will attempt to put them at ease. He is highly excited by what influences him. He will often verbalize his need to be his own person. He has a tendency, which he regards as an ability, to talk smoothly, readily and at length. Jeff is good at negotiating conflict between others. Jeff feels that "if everyone would just talk it out, everything would be okay!" He has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. He usually uses many gestures when talking. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person.

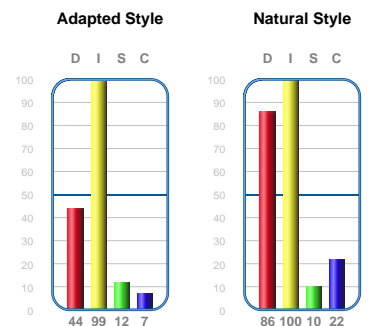




## VALUE TO THE ORGANIZATION

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

- Verbalizes his feelings.
- Usually makes decisions with the bottom line in mind.
- Creative in his approach to solving problems.
- Competitive.
- People-oriented.
- Motivates others towards goals.
- Tenacious.
- Innovative.
- Optimistic and enthusiastic.



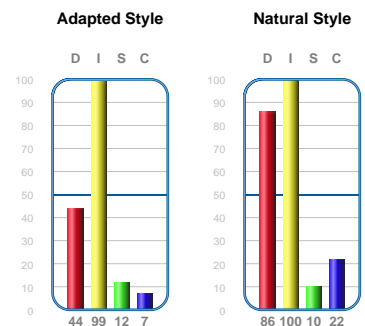


## CHECKLIST FOR COMMUNICATING

*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 Jeff. 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 Jeff most frequently.*

Do:

- Deal with details in writing, have him commit to modes of action.
- Ask for his opinions/ideas regarding people.
- Provide ideas for implementing action.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide questions, alternatives and choices for making his own decisions.
- Leave time for relating, socializing.
- Motivate and persuade by referring to objectives and results.
- Provide a warm and friendly environment.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Read the body language for approval or disapproval.



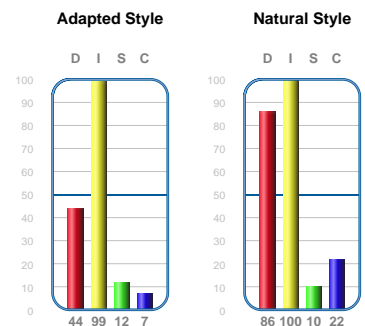


## DON'TS ON COMMUNICATING

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

- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Ask rhetorical questions, or useless ones.
- Reinforce agreement with "I'm with you."
- Direct or order.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Try to convince by "personal" means.
- Drive on to facts, figures, alternatives or abstractions.
- Be redundant.
- Try to build personal relationships.
- Leave decisions hanging in the air.
- Be dictatorial.
- Come with a ready-made decision, or make it for him.





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

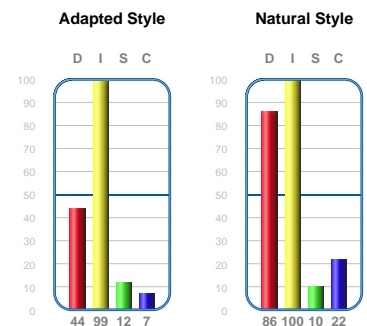
<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>● Prepare your "case" in advance.</li> <li>● Stick to business.</li> <li>● Be accurate and realistic.</li> </ul> <p>Factors that will create tension 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>





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

- Nonroutine work with challenge and opportunity.
- Freedom of movement.
- Work tasks that change from time to time.
- Assignments with a high degree of people contacts.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- Tasks involving motivated groups and establishing a network of contacts.





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

## "See Yourself As Others See You"

### SELF-PERCEPTION

Jeff usually sees himself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

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

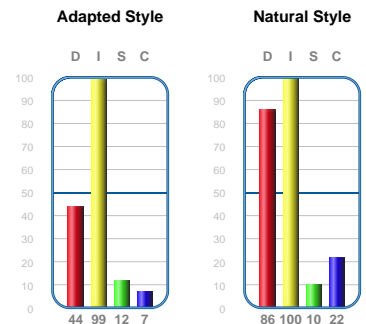
Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter





Based on Jeff'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 Egocentric	<b>Effusive</b> <b>Inspiring</b>	Phlegmatic Relaxed Resistant to Change Nondemonstrative	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat
<b>Driving</b> <b>Ambitious</b> <b>Pioneering</b> <b>Strong-Willed</b> <b>Forceful</b> <b>Determined</b> <b>Aggressive</b> <b>Competitive</b> <b>Decisive</b> <b>Venturesome</b>	<b>Magnetic</b> <b>Political</b> <b>Enthusiastic</b> <b>Demonstrative</b> <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b>	Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
<b>Inquisitive</b> <b>Responsible</b>	<b>Trusting</b> <b>Sociable</b>	<b>Mobile</b> <b>Active</b> <b>Restless</b> <b>Alert</b> <b>Variety-Oriented</b> <b>Demonstrative</b> <b>Impatient</b> <b>Pressure-Oriented</b> <b>Eager</b> <b>Flexible</b> <b>Impulsive</b> <b>Impetuous</b>	<b>Firm</b> <b>Independent</b> <b>Self-Willed</b> <b>Stubborn</b> <b>Obstinate</b> <b>Opinionated</b> <b>Unsystematic</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	Hypertense	Self-Righteous Uninhibited Arbitrary Unbending Careless with Details

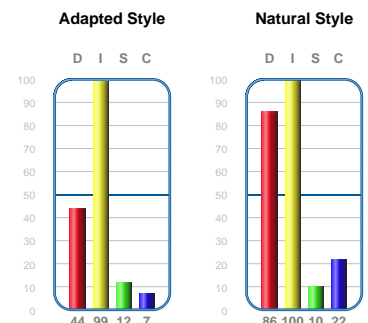


# NATURAL AND ADAPTED STYLE

Jeff'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>Jeff 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. Jeff will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.</p>		<p>Jeff sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.</p>

Natural	PEOPLE - CONTACTS	Adapted
<p>Jeff's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.</p>		<p>Jeff 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>

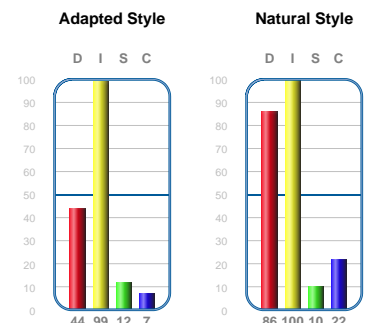




# NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Jeff 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.		Jeff 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.

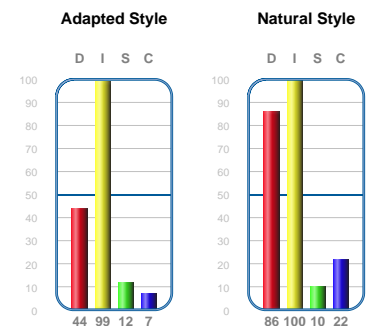
Natural	PROCEDURES - CONSTRAINTS	Adapted
Jeff is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.		Jeff seeks adventure and excitement. He wants to be seen as his own person and will break rules to display this desire for independence. He wants to be judged by the bottom-line results--not how those results were achieved.





Jeff 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.

- Making tactful decisions.
- Using a creative approach in decision making.
- Flexibility.
- Maintaining an ever-changing, friendly, work environment.
- Willing to take risks when others may be hesitant.
- Positive, outgoing, friendly behavior.
- Participative decision making.
- Optimistic, future-oriented outlook.
- Being independent and innovative.
- Using a direct, forthright and honest approach in his communications.
- Acting independently and without precedent.
- Contacting people using a variety of modes.



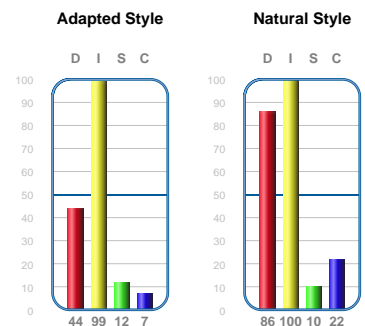


## KEYS TO MOTIVATING

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

Jeff wants:

- A forum to ventilate his emotions.
- Independence.
- Participation in meetings on future planning.
- No restrictions to hamper results.
- To be measured by results.
- A manager who practices participative management.
- A friendly work environment.
- No close supervision.
- Freedom from control and detail.
- A support system to do the detail work.
- Rewards to support his dreams.
- The chance to have fun (play hard--work hard).
- Group activities outside the job.

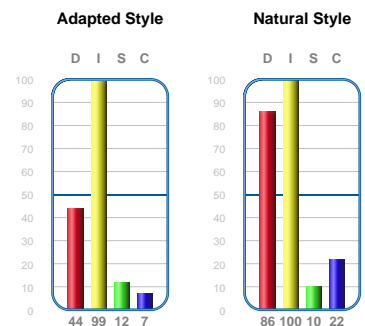




*In this section are some needs which must be met in order for Jeff to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Jeff needs:

- Participatory management.
- Objectivity when dealing with people because of his high trust level.
- Better organization of record keeping.
- More logical presentations--less emotional.
- An awareness of the parameters or rules in writing.
- More control of body language.
- To be informed of things which affect him.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To adjust his intensity to match the situation.
- To handle routine paperwork only once.
- A rational approach to decision making--analyze the facts.





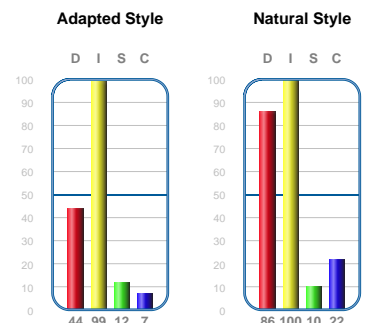


## AREAS FOR IMPROVEMENT

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

Jeff has a tendency to:

- Be optimistic regarding possible results of his projects or the potential of his people.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Take information at face value without validation or substantial investigation.
- Be a situational listener if not given an opportunity to tell his ideas.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Have difficulty planning and controlling time expenditure.
- Overuse praise in motivating others.





## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)
  
2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)
  
3. When I make changes to these behaviors, they will have the following impact on my career:
  
4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:





# 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. VERSATILITY



## 3. URGENCY



## 4. FREQUENT CHANGE



## 5. FREQUENT INTERACTION WITH OTHERS



## 6. CUSTOMER ORIENTED



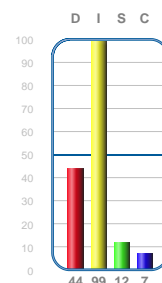
## 7. ANALYSIS OF DATA



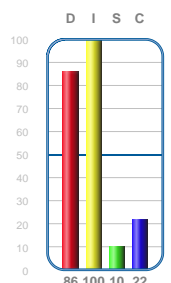
## 8. ORGANIZED WORKPLACE



Adapted Style



Natural Style



SIA: 44-99-12-07 (03) SIN: 86-100-10-22 (13)

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### Jeff Rogers

5-6-2010

#### MOST

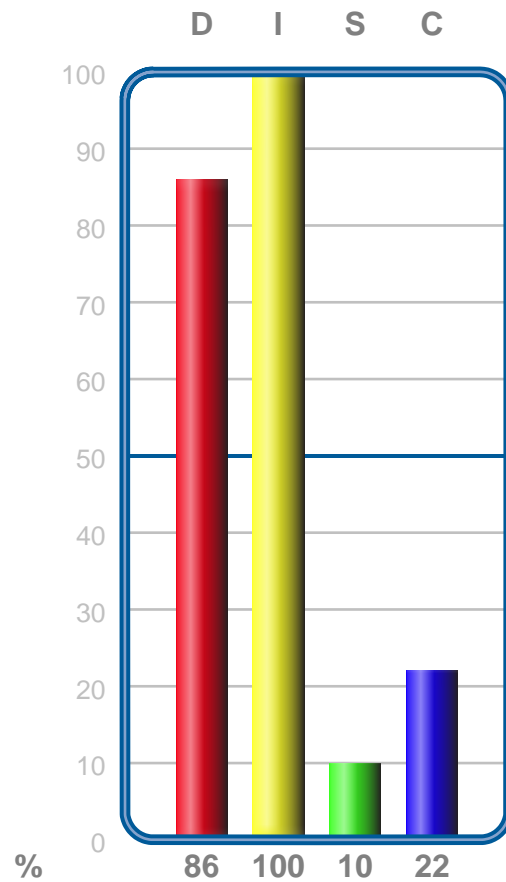
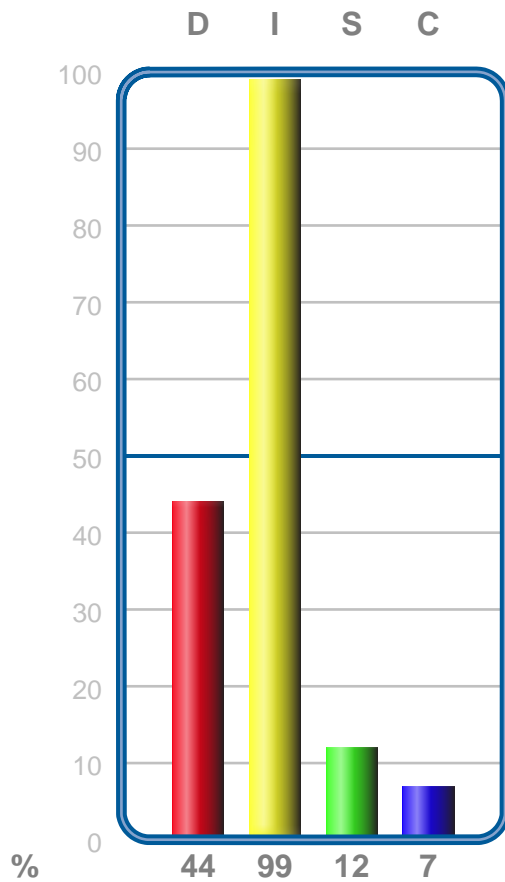
Graph I

Adapted Style

#### LEAST

Graph II

Natural Style



Norm 2009



## 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.

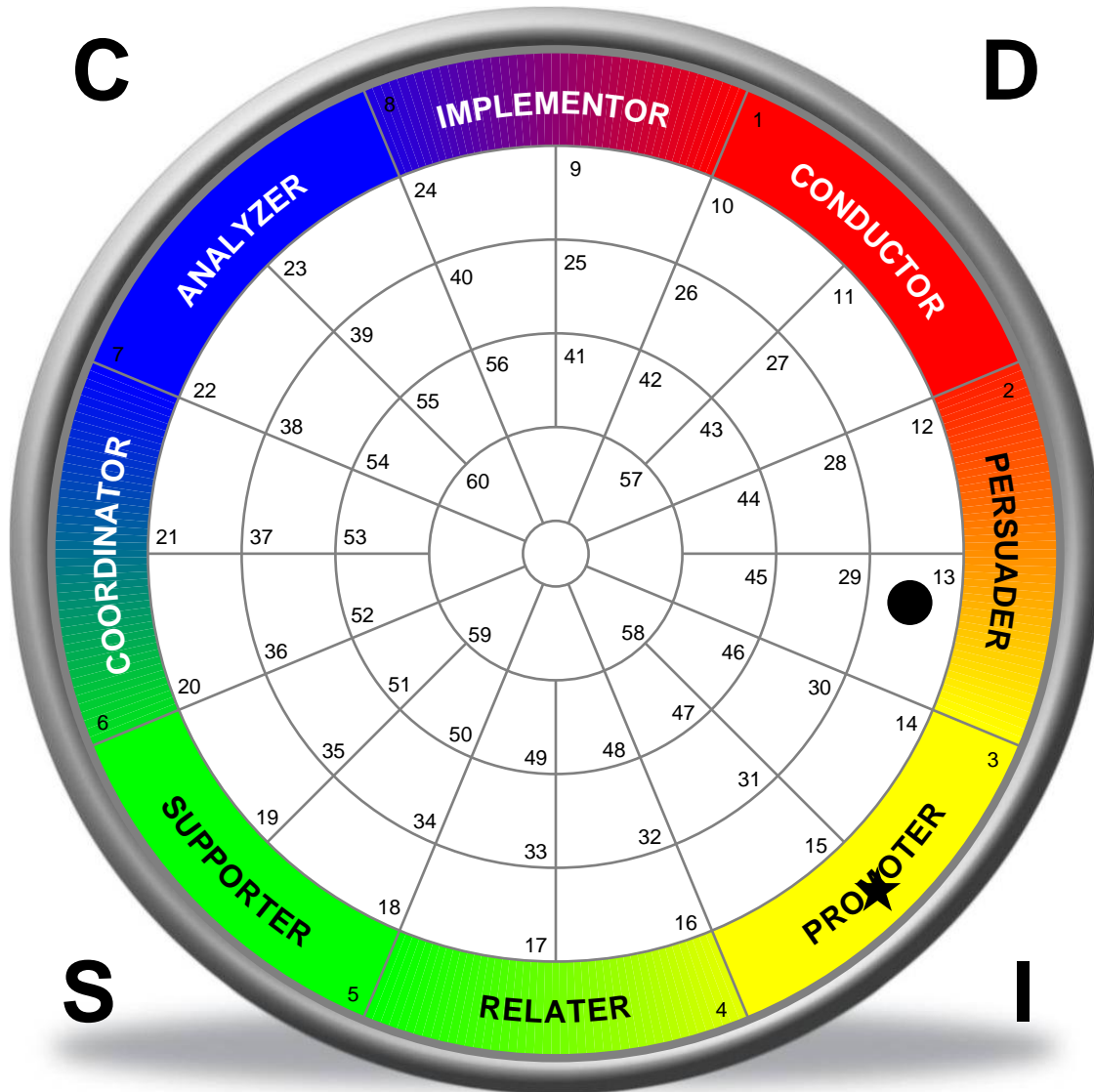
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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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Adapted: ★ (3) PROMOTER  
 Natural: ● (13) PROMOTING PERSUADER

Norm 2009

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