



TTI Success Insights®

Management-Staff™ Version

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

John Doe

ABC Heating & Cooling

9-17-2008

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INTRODUCTION

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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*

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GENERAL CHARACTERISTICS

Based on John'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 John's natural behavior.

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John establishes many standards for himself and others. His high ego strength demands that his standards will be met. He can be incisive, analytical and argumentative at times. He likes people, but can be seen occasionally as cold and blunt. He may have his mind on project results, and sometimes may not take the time to be empathetic toward others. He embraces visions not always seen by others. John's creative mind allows him to see the "big picture." Nothing bores John more than the status quo, things becoming routine and people always agreeing, or pretending to agree. Some may view him as being stubborn and opinionated. He views it as the price you must pay for success. He may try to "explain" his stubbornness in positive terms. He is aggressive and confident. He will work hard at achieving his goals. He loves to win and hates to lose. John is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He wants to be seen as an individual who is totally keyed to results. He wants to get things done in a manner that is consistent with his perception of the "right way" of doing things.



GENERAL CHARACTERISTICS

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John has the ability to make high-risk decisions, but sometimes should seek counsel before acting. Logic and people who have the facts and data to support this logic influence him. He admires the patience required to gather facts and data. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. John should realize that at times he needs to think a project through, beginning to end, before starting the project. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He can be direct in his approach to discovering the facts and data. He maintains his focus on results. He is logical, incisive and critical in his problem-solving activities.

John likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! When communicating with others, John must carefully avoid being excessively critical or pushy. He tries to get on with the subject, while others may be trying to work through the details. He challenges people who volunteer their opinions. He has the ability to ask the right questions and destroy a shallow idea. Some people may feel these questions are a personal attack upon their integrity; however, this is just his way of getting the appropriate facts. John could improve his communication skills by being patient, listening and



GENERAL CHARACTERISTICS

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displaying genuine care for the people with whom he comes in contact. He may display a lack of empathy for others who cannot achieve his standards. He is not influenced by people who are overly enthusiastic. They rarely get his attention. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision.



VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior John 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.

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- Competitive.
- Will join organizations to represent the company.
- Innovative.
- Objective and realistic.
- Always looking for logical solutions.
- Tenacious.
- Creative in his approach to solving problems.
- Challenge-oriented.
- Usually makes decisions with the bottom line in mind.

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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 John. 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 John most frequently.

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Do:

- Motivate and persuade by referring to objectives and results.
- Listen to him.
- Show him a sincere demeanor by careful attention to his point of view.
- Be prepared with the facts and figures.
- Respect his quiet demeanor.
- Use expert testimonials.
- Be patient and persistent.
- Read the body language--look for impatience or disapproval.
- Provide details in writing.
- Stick to business--let him decide if he wants to talk socially.
- Use the proper buzz words that are appropriate to his expertise.
- Take issue with facts, not the person, if you disagree.
- Give pros and cons on ideas.

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DON'TS ON COMMUNICATING

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

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Don't:

- Make statements you cannot prove.
- Be disorganized.
- Come with a ready-made decision, or make it for him.
- Be superficial.
- Pretend to be an expert, if you are not.
- Leave things open to interpretation.
- Ramble on, or waste his time.
- Ask rhetorical questions, or useless ones.
- Speculate wildly, or offer guarantees and assurances where there is a risk in meeting them.
- Leave loopholes or cloudy issues if you don't want to be zapped.
- Use inappropriate buzz words.
- Let disagreement reflect on him personally.
- Use high speed, intense inputs.



COMMUNICATION TIPS

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

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



IDEAL ENVIRONMENT

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

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- Data to analyze.
- Private office or work area.
- Projects that produce tangible results.
- An innovative and futuristic-oriented environment.
- Environment where he can be a part of the team, but removed from office politics.
- Nonroutine work with challenge and opportunity.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoints.



PERCEPTIONS

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

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"See Yourself As Others See You"

SELF-PERCEPTION

John 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

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DESCRIPTORS

Based on John'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.

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Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	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
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	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



NATURAL AND ADAPTED STYLE

John'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.

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

Natural	PEOPLE - CONTACTS	Adapted
<p>John feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. He rarely displays emotion when attempting to influence others.</p>	<p>John will use an undemonstrative approach to influencing others. He prefers to let the facts and figures stand for themselves. Rarely will he embellish the facts. His trust level is calculated on each interaction.</p>	



NATURAL AND ADAPTED STYLE

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Natural	PACE - CONSISTENCY	Adapted
<p>John is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.</p>	<p>John 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>John is concerned with doing things right. He can be quite worrisome and possibly fearful that mistakes will crop into the procedure. He will follow rules and procedures to the letter and feels comfortable in a situation in which exact standards and written procedures are the rule of the day.</p>	<p>John is striving to be independent and somewhat self-willed. He is most comfortable when the constraints can be "loosened" for certain situations.</p>	



ADAPTED STYLE

John 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.

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- Persistence in job completion.
- Anticipating and solving problems.
- A good support team to handle paperwork.
- Preferring a traditional viewpoint.
- Projecting a limited display of emotion.
- Accomplishing tasks without many people contacts.
- Being precise in the collection of data.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Working in a systematic, nondemonstrative manner.



KEYS TO MOTIVATING

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

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John wants:

- To be seen as a leader.
- Opportunity for rapid advancement.
- Power and authority to take the risks to achieve results.
- Facts and data for making decisions.
- Prestige, position and titles so he can control the destiny of others.
- Objectivity.
- New challenges and problems to solve.
- Limited socializing.
- An environment where he can ask specific questions--not just "beat around the bush."
- Information in logical order.
- Straight talk supported with facts.

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KEYS TO MANAGING

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

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John needs:

- An awareness of the parameters or rules in writing.
- To soften the edge and not be so blunt.
- To understand his role on the team--either a team player or the leader.
- To know results expected and to be evaluated on the results.
- To understand his impact on other people.
- Logical answers in logical order.
- To sell his ideas--not just tell them.
- To display empathy for people who approach life differently than he does.
- Sincerity from people with whom he works.
- Sincere feedback from others.
- The opportunity to ask questions to clarify or determine why.
- Skills to come across warm and close, when appropriate.
- Time to gather the facts and data.



AREAS FOR IMPROVEMENT

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

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John has a tendency to:

- 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.
- Push and pull rather than motivate in directing people--motivates as if everyone has the same strengths that he has.
- Blame, deny and defend his position--even if it is not needed.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Lack tact and diplomacy as long as he gets the results he wants.
- Dislike routine work or routine people--unless he sees the need to further his goals.

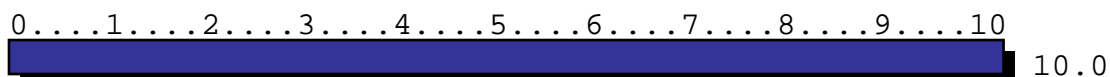


BEHAVIORAL HIERARCHY

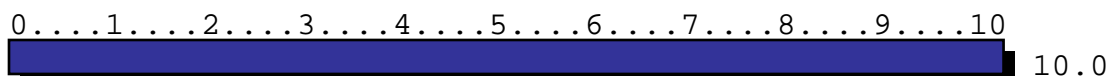
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

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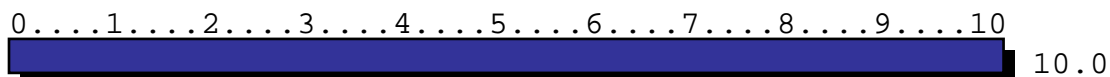
1. ORGANIZED WORKPLACE



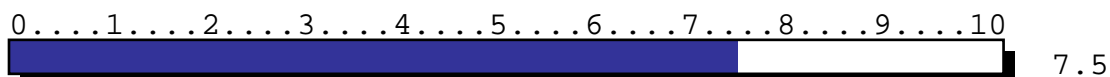
2. ANALYSIS OF DATA



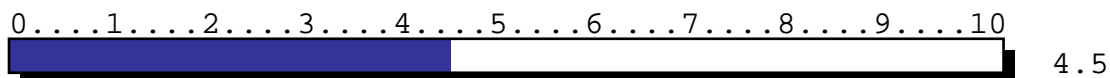
3. COMPETITIVENESS



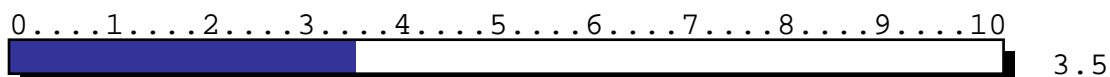
4. URGENCY



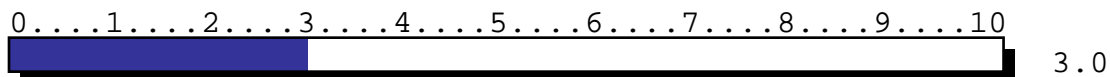
5. FREQUENT CHANGE



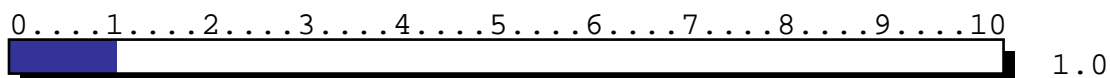
6. CUSTOMER ORIENTED



7. VERSATILITY



8. FREQUENT INTERACTION WITH OTHERS



SIA: 90-20-51-39 (57) SIN: 100-05-56-90 (41)

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STYLE INSIGHTS® GRAPHS

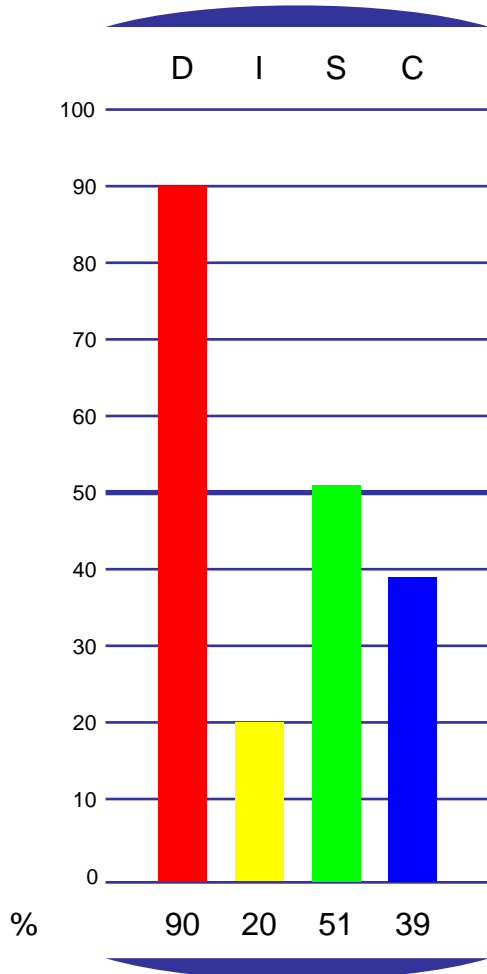
COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

John Doe

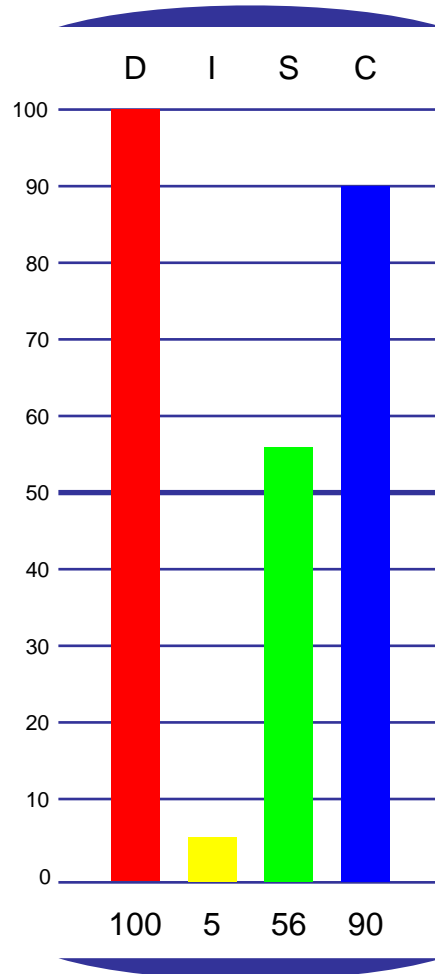
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



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THE SUCCESS INSIGHTS® WHEEL

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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.

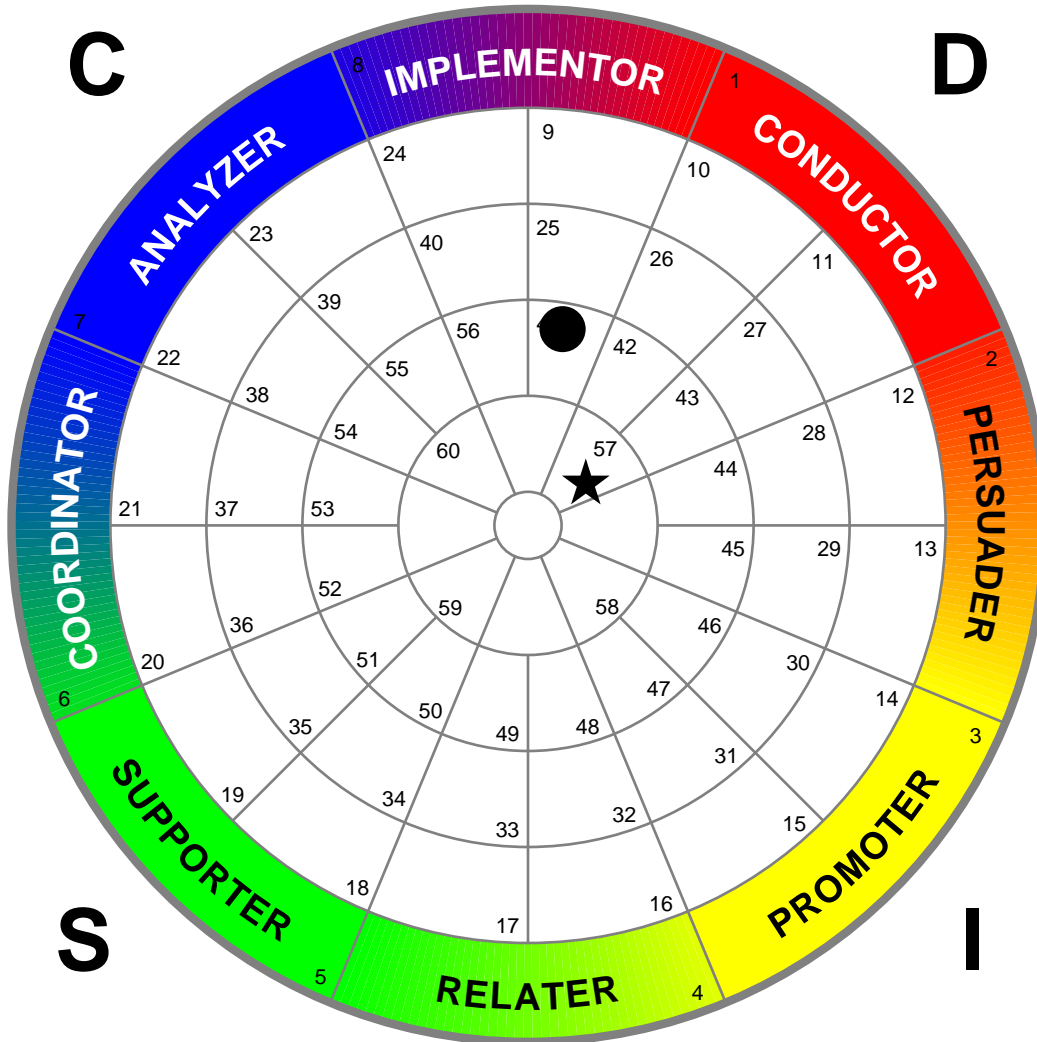
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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



THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (57) SUPPORTING CONDUCTOR (ACROSS)
Natural: ● (41) CONDUCTING IMPLEMENTOR (ACROSS)
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