



TTI  
SUCCESS  
INSIGHTS®

## Team Building

Tom Teamer

Team Member  
ABC Company  
7-20-2011

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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*



# Basic Characteristics

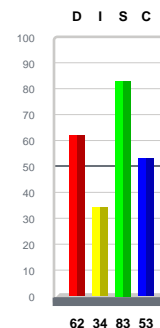
*Based on Tom's responses, the report has generated general behavioral statements to provide information on his natural behavior. That is, if left on his own, HOW HE WOULD CHOOSE TO DO THE JOB. Use this information to gain a better understanding of Tom's natural behavior.*

Tom is deadline conscious and becomes irritated if deadlines are delayed or missed. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He prefers an environment with variety and change. He is at his best when many projects are underway at once. He embraces visions not always seen by others. Tom's creative mind allows him to see the "big picture." Tom has high ego strengths and may be viewed by some as egotistical. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He wants to be viewed as self-reliant and willing to pay the price for success. 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. Tom wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful. He seeks his own solutions to problems. In this way, his independent nature comes into play.

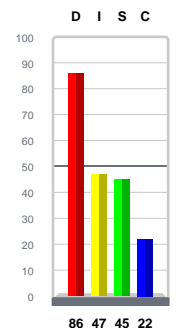
Tom is decisive and prefers to work for a decisive manager. He can experience stress if his manager does not possess similar traits. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He likes to make decisions quickly. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Tom is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He refrains from getting emotionally involved in decision making. This allows him to make objective decisions. He finds it easy to share his opinions on solving work-related problems.



Adapted Style



Natural Style



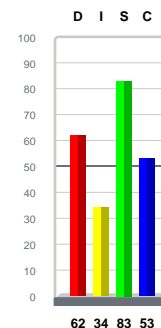


## Basic Characteristics *Continued*

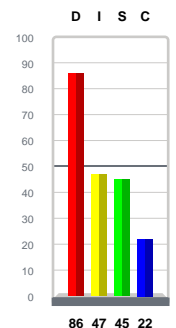
Tom may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may display a lack of empathy for others who cannot achieve his standards. Tom likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He 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! He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead.



Adapted Style



Natural Style





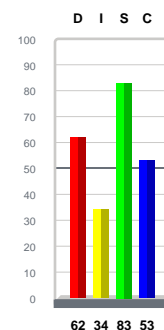
# Work Characteristics

Tom 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.

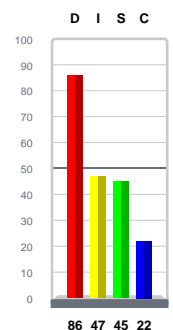
- Freedom from confrontation.
- Working in a systematic, nondemonstrative manner.
- Exhibiting patience and good listening skills.
- Using a disciplined approach.
- Logical solutions.
- Steadiness and dependability in task completion.
- Diplomatic cooperation in team interaction.
- Projecting a limited display of emotion.
- Adherence to established guidelines and procedures.
- Being precise in the collection of data.
- Task focus over people focus.



Adapted Style



Natural Style





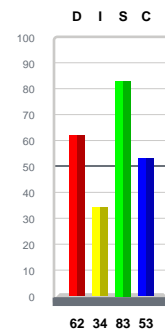
# Value to the Team

*This section of the report identifies Tom's value to the team. Discuss this list and identify those values most important to the team.*

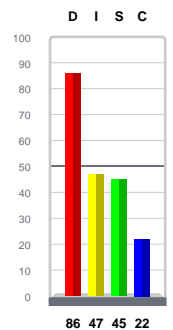
- Dedicated to his own ideas.
- Thinks big.
- Has the confidence to do the difficult assignments.
- Change agent--looks for faster and better ways.
- Competitive.
- Self-reliant.



Adapted Style



Natural Style





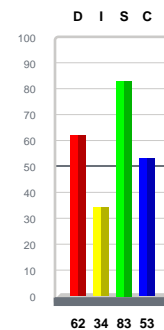
# Value to the Organization

*This section identifies the behavior Tom brings to the organization. Use these statements to capitalize on Tom's value to the team and organization.*

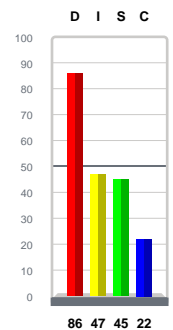
- Service-oriented.
- Patient and empathetic.
- Always looking for the logical solutions.
- Dependable team player.
- Excellent troubleshooter.
- Objective and realistic.
- Builds good relationships.
- Presents the facts without emotion.



Adapted Style



Natural Style





# Checklist for Communicating

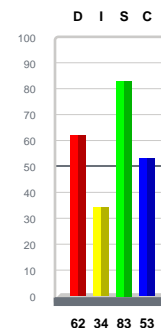
*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Tom. Read each 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 Tom most frequently.*

## Ways to Communicate

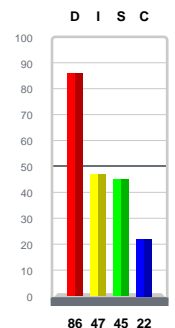
- Provide facts and figures about probability of success, or effectiveness of options.
- Be brief--be bright--be gone.
- Confront when in disagreement.
- Read the body language--look for impatience or disapproval.
- Understand his defiant nature.
- Motivate and persuade by referring to objectives and results.
- Define the problem in writing.
- Be precise about the use of his time.
- Support and maintain an environment where he can be efficient.
- Be clear, specific, brief and to the point.
- Expect him to return to fight another day when he has received a "no" answer.
- Take issue with facts, not the person, if you disagree.



Adapted Style



Natural Style







# Checklist for Communicating Continued

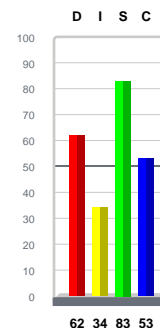
*This section of the report is a list of things NOT to do while communicating with Tom. Review each statement with Tom and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

## Ways NOT to Communicate

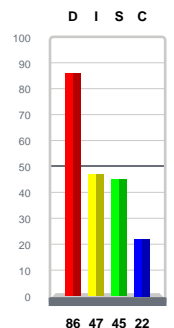
- Hesitate when confronted.
- Ramble on, or waste his time.
- Ask rhetorical questions, or useless ones.
- Direct or order.
- Be paternalistic.
- Let disagreement reflect on him personally.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Come with a ready-made decision, or make it for him.
- Feel you have changed his opinion without supporting facts.
- Be redundant.
- Muffle or overcontrol.



Adapted Style



Natural Style





# Communication Tips

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



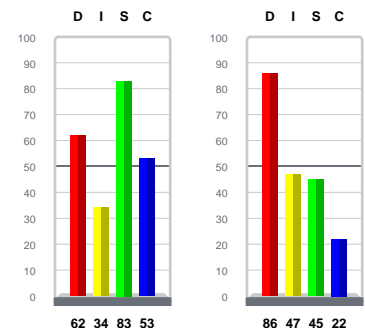
# Team Effectiveness Factors

Tom's behavioral work style may or may not be compatible with other team members. Each team member brings their own strengths and weaknesses. This section of the report allows his strengths and weaknesses to be analyzed. Read and share these statements with other team members. Remember, a strength can turn into a weakness if overextended.

- STRENGTH - Believes in getting results through people. POTENTIAL WEAKNESS - Some may see this as manipulation.
- STRENGTH - Seeks responsibility. POTENTIAL WEAKNESS - Overuses position of power and authority.
- STRENGTH - Straightforward communicator. POTENTIAL WEAKNESS - May make remarks that are untimely or untactful.
- STRENGTH - Strong ego. POTENTIAL WEAKNESS - Possibility of offending others if "overdone."
- STRENGTH - Seeks challenges and problems to solve. POTENTIAL WEAKNESS - Takes on too many and may forget priorities.
- STRENGTH - Sense of urgency to get things completed. POTENTIAL WEAKNESS - Push and pull rather than lead and motivate.
- STRENGTH - Sets high standard for self and others. POTENTIAL WEAKNESS - Standards may be so high they are impossible to achieve.
- STRENGTH - Result- and goal-oriented. POTENTIAL WEAKNESS - May overstep authority to achieve goals.



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

### Self-Perception

Tom usually sees himself as being:

- Pioneering
- Assertive
- Competitive
- Confident
- Positive
- Winner

### Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

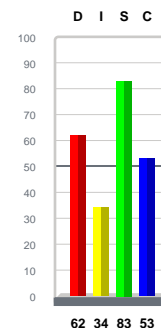
### Others' Perception - Extreme

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

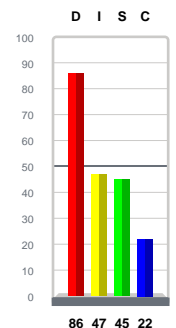
- Abrasive
- Controlling
- Arbitrary
- Opinionated



Adapted Style



Natural Style





# Descriptors

Based on Tom'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.

Demanding Egocentric <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>Inquisitive</b> <b>Responsible</b>	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	<b>Reflective</b>	<b>Mobile</b>	<b>Firm</b>
	Factual Calculating Skeptical  Logical Undemonstrative Suspicious Matter-of-Fact Incisive  Pessimistic Moody  Critical	Active Restless Alert Variety-Oriented Demonstrative  Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous  Hypertense	<b>Obstinate</b>
			<b>Opinionated</b> <b>Unsystematic</b>
			Self-Righteous Uninhibited Arbitrary Unbending  Careless with Details



# 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 \_\_\_\_\_:

---

---

---



# 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)

---

---

---

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

---

---

---

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

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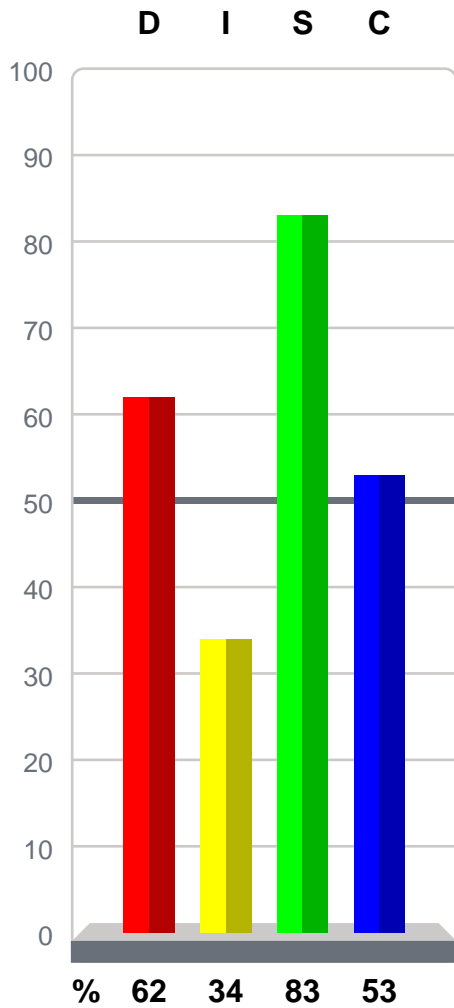


# Style Insights® Graphs

7-20-2011

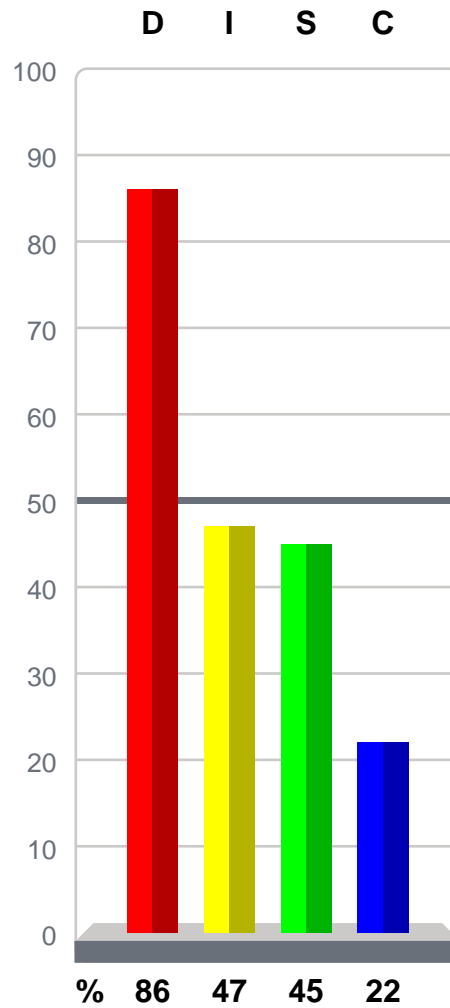
Adapted Style

Graph I



Natural Style

Graph II



Norm 2009 ML





## 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.

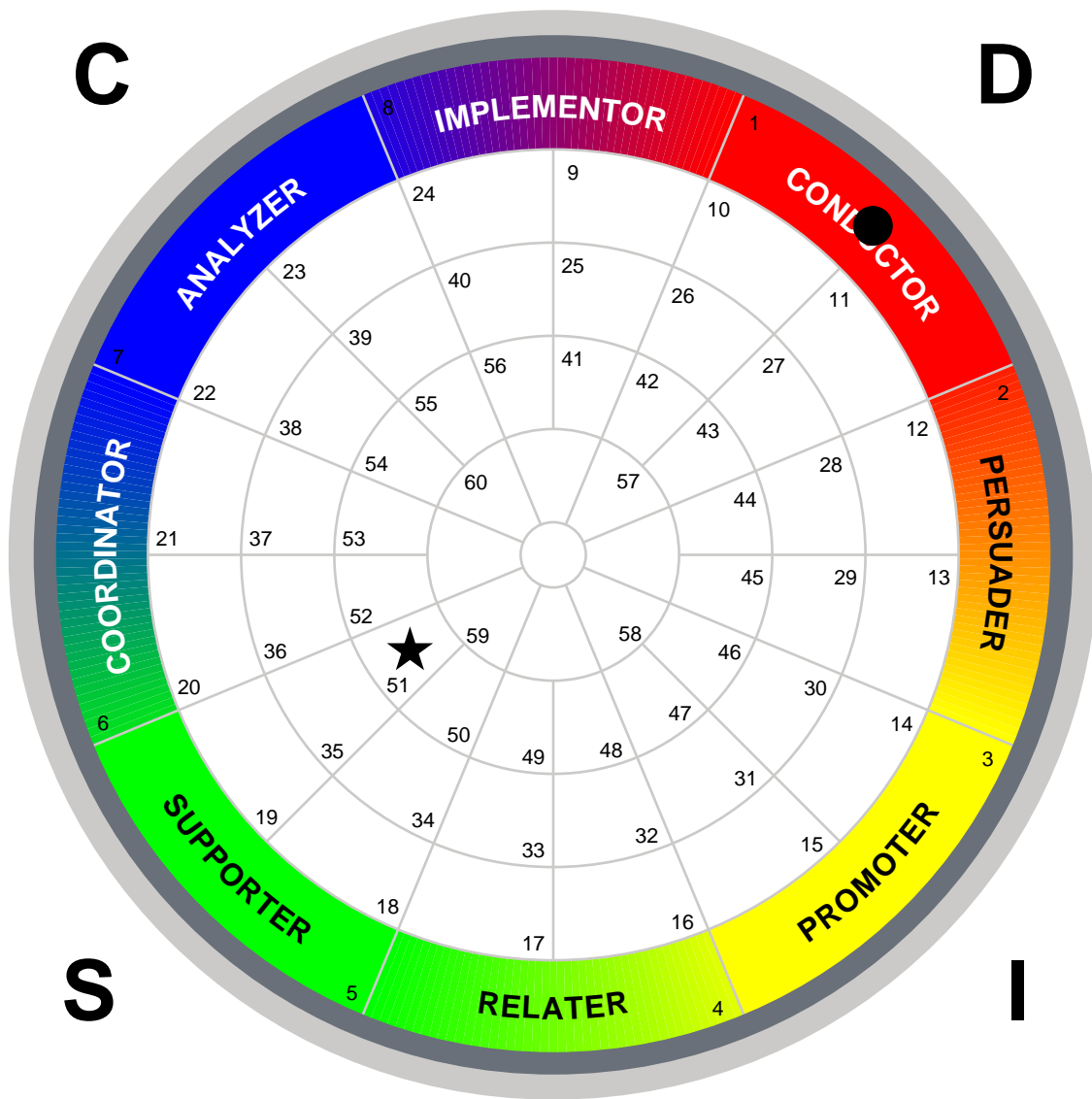
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-20-2011



Adapted: ★ (51) COORDINATING SUPPORTER (ACROSS)  
 Natural: ● (1) CONDUCTOR

Norm 2009 ML