



TTI  
SUCCESS  
INSIGHTS®

## Management-Staff

Sarah

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**DISC-U.ORG**  
Educating Leaders  
to Build  
Winning Teams



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

Sarah can be discreet and sociable as called for by the situation. She looks to people for support and inner-satisfaction as a way to reach her personal goals. She dislikes volunteering her opinion until she has collected sufficient information to warrant an opinion. She may have difficulty sharing her feelings if it may disturb the relationship. Sarah likes a consistent pace in her life, not too fast and not too slow. Patience, control and deliberateness characterize her usual behavior. She can be spontaneous and casual in familiar circumstances. The familiar atmosphere allows spontaneity when she is in her comfort zone. Outwardly, she may appear to be totally accepting of others. She may, however, have deep convictions that are not apparent to others. At times, Sarah would like to slow the world down and cut out some of the activities people want her involved in. She sometimes finds it difficult to relax until all the work is completed. Leisure time activities often include friends and family.

Sarah tends to make decisions based on past experiences. She prefers the "tried and true." She is persistent and persevering in her approach to achieving goals. Making plans and following those plans is important to her. She may tend to fight for her beliefs or those things she feels passionate about. When challenged she can become objective, searching hard for facts and figures. This may be her way of defending her decisions. Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. She is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. Her motto is, "facts are facts." She uses logic to assist her in decision making. This tendency is helpful to others in her group.



## General Characteristics Continued

Sarah is somewhat reserved with those she doesn't trust or know. After trust has been established, she may be open and candid. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. She likes having others initiate the conversation. She can then assess the situation and respond accordingly. She likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Most people see her as being a considerate and modest person. She probably won't try to steal the spotlight from others. She does not enjoy confrontation for confrontation's sake. She feels she can win through patience and resolve. She is not easily triggered or explosive, but she may conceal some grievances because she doesn't always state her feelings. She may guard some information unless she is asked specific questions. She will not willingly share unless she is comfortable with the knowledge she possesses about the topic.



# 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 Sarah. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Sarah most frequently.*

## Ways to Communicate

- ☐ Define clearly (preferably in writing) individual contributions.
- ☐ Provide solid, tangible, practical evidence.
- ☐ Give her time to verify reliability of your comments--be accurate and realistic.
- ☐ Take time to be sure that she is in agreement and understands what you said.
- ☐ Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- ☐ Keep conversation at discussion level.
- ☐ Take your time and be persistent.
- ☐ Look for hurt feelings or personal reasons if you disagree.
- ☐ Use scheduled timetable when implementing new action.
- ☐ Be prepared.
- ☐ Support your communications with correct facts and data.
- ☐ Present your case softly, nonthreateningly with a sincere tone of voice.
- ☐ Watch carefully for possible areas of early disagreement or dissatisfaction.



## Checklist for Communicating Continued

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

- ☐ Debate about facts and figures.
- ☐ Talk to her when you're extremely angry.
- ☐ Overuse gestures.
- ☐ Give your presentation in random order.
- ☐ Be domineering or demanding; don't threaten with position power.
- ☐ Push too hard, or be unrealistic with deadlines.
- ☐ Don't be haphazard.
- ☐ Make promises you cannot deliver.
- ☐ Patronize or demean her by using subtlety or incentive.
- ☐ Use testimonies from unreliable sources.
- ☐ Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- ☐ Rush headlong into business or the agenda.



# Communication Tips

*This section provides suggestions on methods which will improve Sarah's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Sarah will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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.



## Value to the Organization

*This section of the report identifies the specific talents and behavior Sarah brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.*

- Flexible.
- Dependable team player.
- Concerned about quality.
- Good at reconciling factions--is calming and adds stability.
- Service-oriented.
- Will gather data for decision making.
- Consistent and steady.





## Ideal Environment

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

- A stable and predictable environment.
- Jobs for which standards and methods are established.
- Needs an opportunity to deal with people with whom a long-standing relationship has been established.
- Assignments that can be completed one at a time.
- Needs personal attention from her manager and compliments for each assignment well done.
- Little conflict between people.
- Practical work procedures.
- Work place where people seldom get mad.
- An environment that allows time to change.



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

### Self-Perception

*Sarah usually sees herself as being:*

- Considerate
- Good-Natured
- Team player
- Thoughtful
- Dependable
- Good listener

### Others' Perception - Moderate

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

- Nondemonstrative
- Unconcerned
- Hesitant
- Inflexible

### Others' Perception - Extreme

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

- Possessive
- Detached
- Stubborn
- Insensitive



## Natural and Adapted Style

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

### Problems - Challenges

#### Natural

Sarah is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Sarah likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.

#### Adapted

Sarah sees no need to change her approach to solving problems or dealing with challenges in her present environment.

### People - Contacts

#### Natural

Sarah is factual and logical in her attempt to persuade others. She looks at things in a rather direct and straightforward manner. Her approach can be analytical and objective when attempting to influence others.

#### Adapted

Sarah feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to relate.



## Natural and Adapted Style Continued

### Pace - Consistency

#### Natural

Sarah is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

#### Adapted

Sarah sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.

### Procedures - Constraints

#### Natural

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

#### Adapted

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



## Adapted Style

*Sarah sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

- Being cooperative and supportive.
- Presenting a practical, proven approach to decision making.
- Limited or prepared changes in routine.
- Adherence to established guidelines and procedures.
- Undemanding of others' time and attention.
- Being a good "team player."
- Diplomatic cooperation in team interaction.
- Being cordial and helpful when dealing with new clients or customers.
- Consistency of task performance.
- Exhibiting patience and good listening skills.
- Being conservative, not competitive, in nature.
- Logical solutions.



# Keys to Motivating

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

## Sarah wants:

- Complete directions for work to be completed.
- A leader to follow and one who sets good examples.
- Identification with fellow workers.
- Freedom from conflict and confrontation.
- To be accepted as a member of the team.
- People who understand her reasons for not wanting to argue.
- Constant appreciation, and a feeling of security on the team.
- A plan she understands.
- A predictable work environment.
- Safety and security of the situation.
- Peace and harmony.



# Keys to Managing

*In this section are some needs which must be met in order for Sarah to perform at an optimum level. Some needs can be met by herself, 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 Sarah and identify 3 or 4 statements that are most important to her. This allows Sarah to participate in forming her own personal management plan.*

## Sarah needs:

- A way to say "no" when she feels "no."
- To be introduced to the new employees.
- Clear assignments with detailed instructions.
- To speak up when she knows she is right.
- A participative climate (teams or committees).
- A feeling of belonging--to know how important she is to the team.
- A warm and friendly work environment.
- A manager who delegates in detail.
- To set professional and family goals.
- Support in making high-risk decisions.
- Support in the clutch or when pressured for quick results.
- Conditioning prior to change.
- Methods to translate ideas into action.



## Areas for Improvement

*In this area is a listing of possible limitations without regard to a specific job. Review with Sarah and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

### Sarah has a tendency to:

- Have difficulty establishing priorities. Have a tendency to make all things a number one priority--may have trouble meeting deadlines.
- Be dependent on others for decisions, even if she knows she is right.
- Not take action against those who challenge or break the rules or guidelines.
- Avoid accountability by overstating the complexity of the situation.
- Not let others know where she stands on an issue.
- Yield to avoid controversy--attempt to avoid the antagonistic environment.
- Be defensive when risk is involved--move towards maintaining status quo.
- Underestimate her abilities.

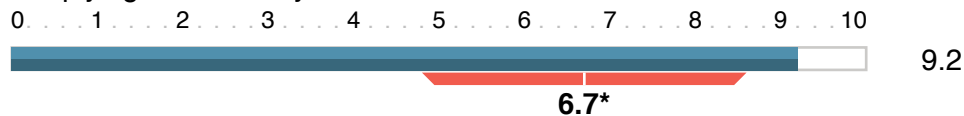




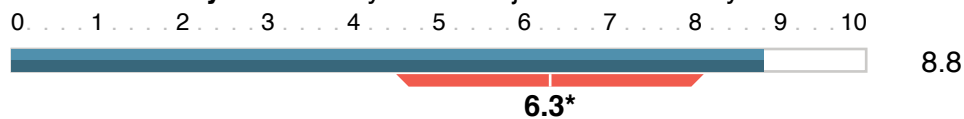
# Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

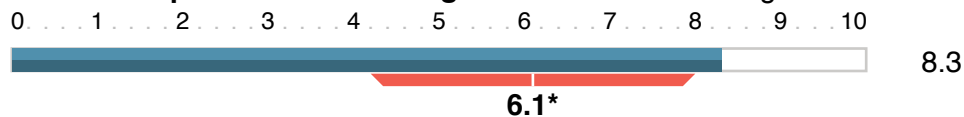
**1. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



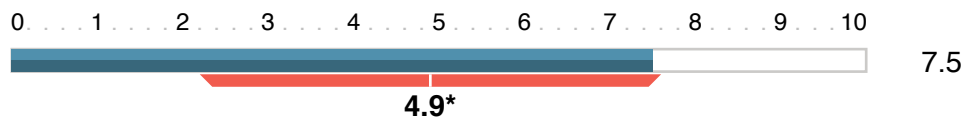
**2. Consistency** - The ability to do the job the same way.



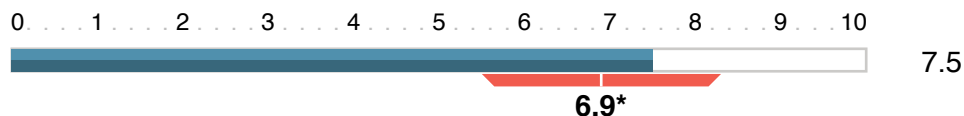
**3. Follow Up and Follow Through** - A need to be thorough.



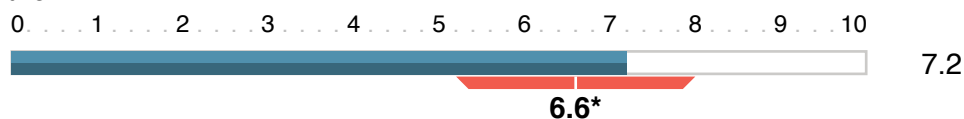
**4. Organized Workplace** - Systems and procedures followed for success.



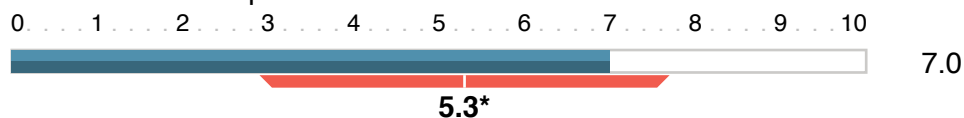
**5. People Oriented** - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



**6. Customer Relations** - A desire to convey your sincere interest in them.



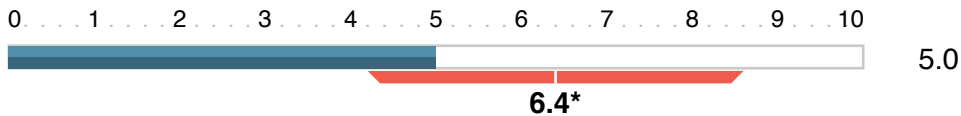
**7. Analysis of Data** - Information is maintained accurately for repeated examination as required.



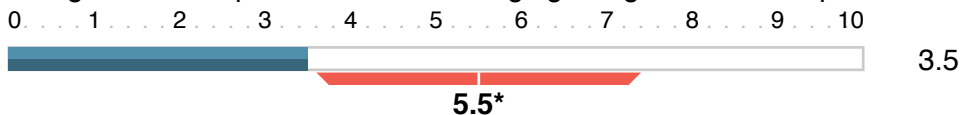


## Behavioral Hierarchy

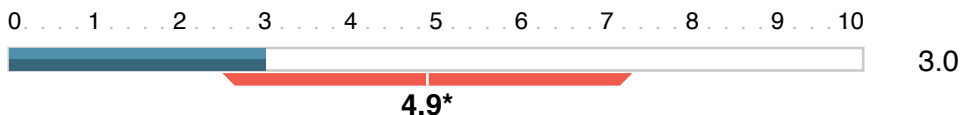
**8. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



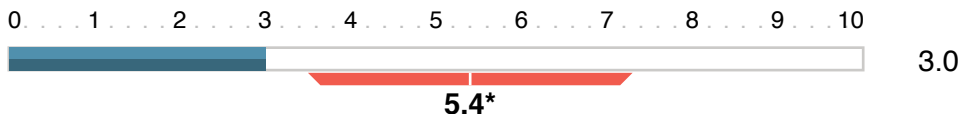
**9. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



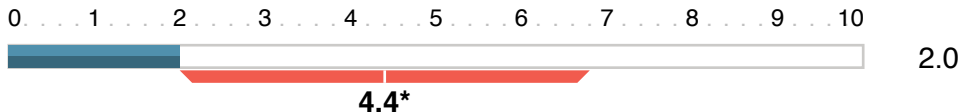
**10. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



**11. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



**12. Urgency** - Decisiveness, quick response and fast action.





# 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.

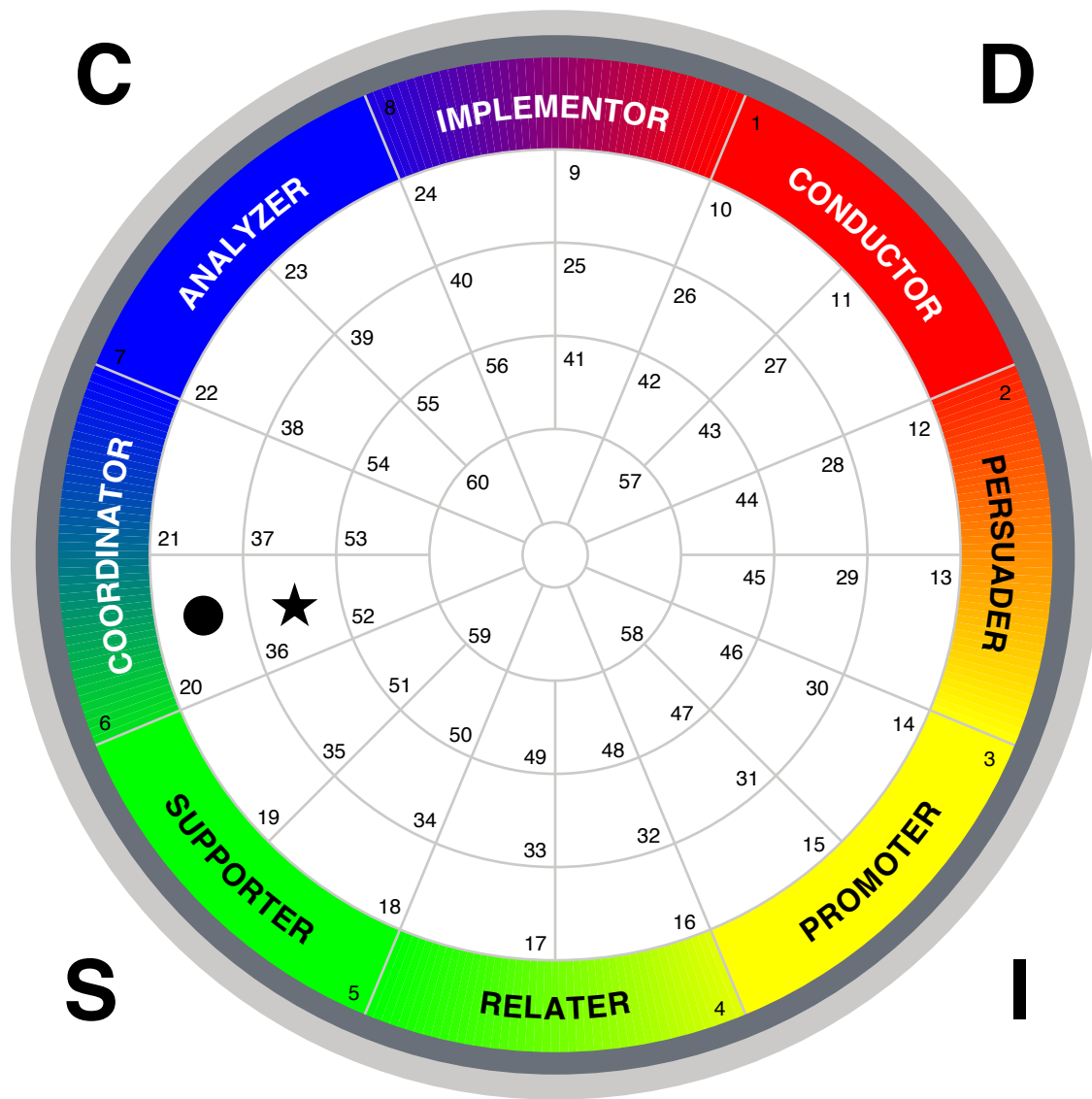
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

5-30-2013



Adapted: ★ (36) SUPPORTING COORDINATOR (FLEXIBLE)  
Natural: ● (20) SUPPORTING COORDINATOR

Norm 2012 R4

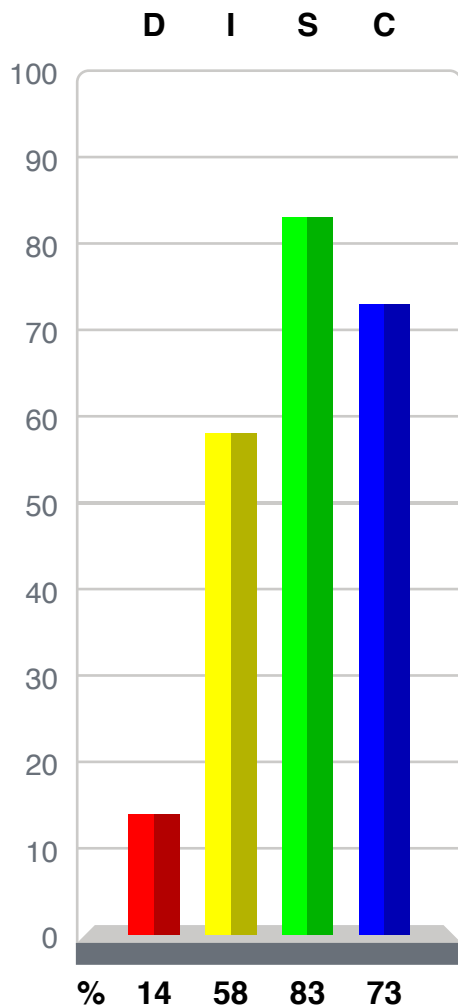


# Style Insights® Graphs

5-30-2013

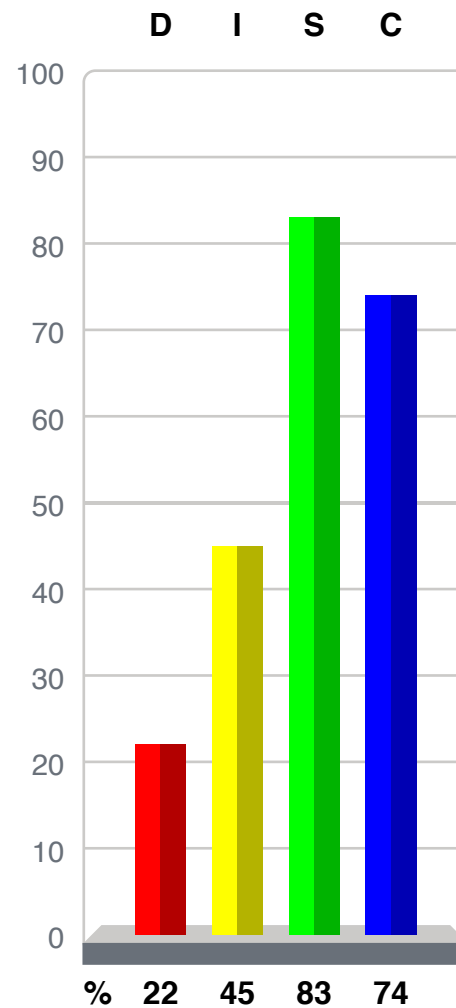
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 R4