



TTI
SUCCESS
INSIGHTS®

Management-Staff

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INSIGHTS MDI®
21/6/2017

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Introduction

Behavioural 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 behaviour is a necessary and integral part of who they are. In other words, much of our behaviour comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behaviour.

In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



General Characteristics

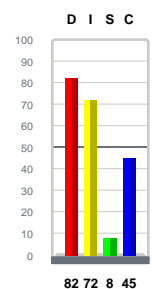
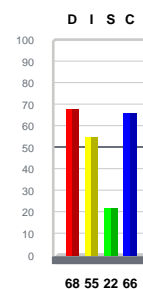
Based on Max's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behaviour that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Max's natural behaviour.

Max displays a high energy factor and is optimistic about the results he can achieve. The word "cannot" is not in his vocabulary. He is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. He prefers an environment with variety and change. He is at his best when many projects are underway at once. He has high ego strengths and may be viewed by some as egotistical. Max is extremely results-oriented, with a sense of urgency to complete projects quickly. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Many people see him as a self-starter dedicated to achieving results. He wants to be viewed as self-reliant and willing to pay the price for success. Max embraces visions not always seen by others. Max's creative mind allows him to see the "big picture." He 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.

Max 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 should realise that at times he needs to think a project through, beginning to end, before starting the project. He prefers authority equal to his responsibility. Max has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He finds it easy to share his opinions on solving work-related problems. He will work long hours until a tough problem is solved. After it is solved, Max may become bored with any routine work that follows. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome.



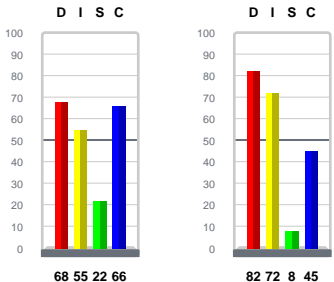
Adapted Style Natural Style



General Characteristics Continued

Max may lose interest in what others are saying if they ramble or do not speak to the point. His active mind is already moving ahead. 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 likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He tends to influence people by being direct, friendly and results-oriented. Max may sometimes mask his feelings in friendly terms. If pressured, Max's true feelings may emerge. He may lack the patience to listen and communicate with slower acting people. He challenges people who volunteer their opinions. 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!

Adapted Style Natural Style





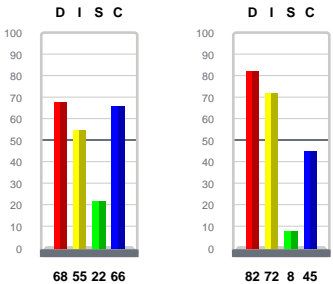
Value to the Organisation

This section of the report identifies the specific talents and behaviour Max brings to the job. By looking at these statements, one can identify his role in the organisation. The organisation can then develop a system to capitalise on his particular value and make him an integral part of the team.

- Spontaneity.
- Change agent--looks for faster and better ways.
- Good mixer.
- Competitive.
- Sense of urgency.
- Tenacious.
- Initiates activity.
- Forward-looking and future-oriented.

Adapted Style

Natural Style





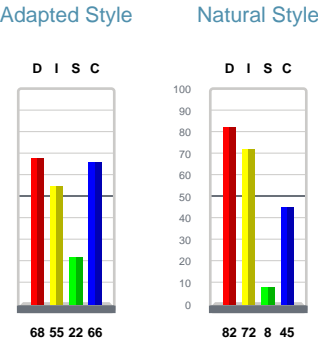
Checklist for Communicating

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 Max. 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 Max most frequently.

Ways to Communicate

- Use his jargon.
- Put projects in writing, with deadlines.
- Support and maintain an environment where he can be efficient.
- Be clear, specific, brief and to the point.
- Come prepared with all requirements, objectives and support material in a well-organised "package."
- Support the results, not the person, if you agree.
- Ask specific (preferably "what?") questions.
- Understand his sporadic listening skills.
- Present the facts logically; plan your presentation efficiently.
- Be isolated from interruptions.
- Provide facts and figures about probability of success, or effectiveness of options.







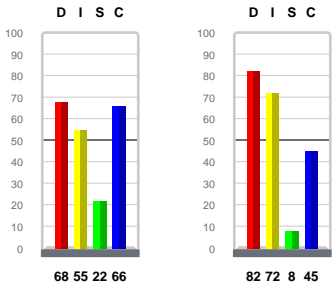
Ineffective Communication

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

- Be put off by his "cockiness."
- Forget to follow-up.
- Ramble on, or waste his time.
- Reinforce agreement with "I am with you."
- Try to build personal relationships.
- Use paternalistic approach.
- Let disagreement reflect on him personally.
- Come with a ready-made decision, or make it for him.
- Try to convince by "personal" means.
- Assume he heard what you said.
- Let him change the topic until you are finished.
- Ask rhetorical questions, or useless ones.

Adapted Style Natural Style





Communication Tips

This section provides suggestions on methods which will improve Max'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, Max 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 disorganised 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-organised "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganised.

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.
- Do not 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.

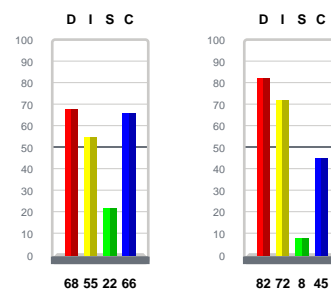


Ideal Environment

This section identifies the ideal work environment based on Max'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Max enjoys and also those that create frustration.

- Freedom from controls, supervision and details.
- Nonroutine work with challenge and opportunity.
- Activities, and more activities.
- New products and new ideas to work on.
- Freedom from long, detailed reports.
- Evaluation based on results, not the process.
- Support team with sense of urgency.
- An innovative and futuristic-oriented environment.

Adapted Style Natural Style





Perceptions

See Yourself as Others See You

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



Self-Perception

Max usually sees himself as being:

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

Others' Perception - Moderate

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

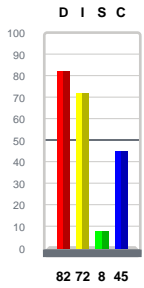
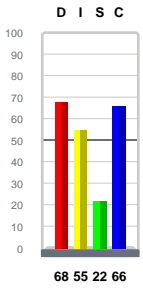
- Demanding
- Egotistical
- Daring
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style Natural Style





Descriptors

Based on Max's responses, the report has marked those words that describe his personal behaviour. 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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Sceptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Style

Max'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

Max is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Max has a tendency to make decisions with little or no hesitation.

Adapted

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

People - Contacts

Natural

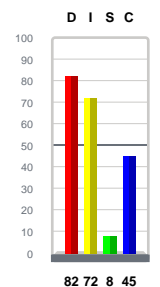
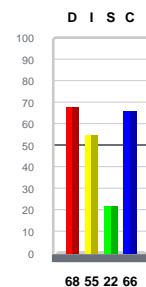
Max is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Max is trusting and also wants to be trusted.

Adapted

Max feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

Adapted Style

Natural Style





Natural and Adapted Style Continued

Pace - Consistency

Natural

Max 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.

Adapted

Max wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

Procedures - Constraints

Natural

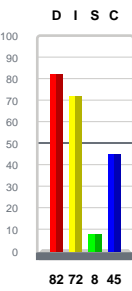
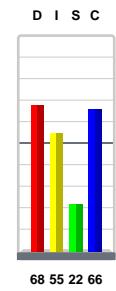
Max is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

Adapted

Max sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.

Adapted Style

Natural Style





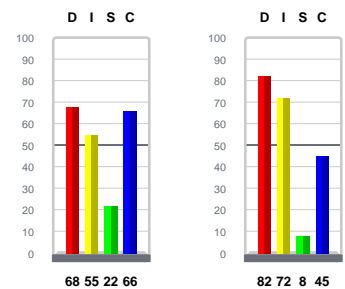
Adapted Style

Max sees his present work environment requiring him to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behaviour.

- Meeting deadlines.
- Persistence in job completion.
- Dealing with a wide variety of work activities.
- Exhibiting an active and creative sense of humour.
- A competitive environment, combined with a high degree of people skills.
- Anticipating and solving problems.
- Working without close supervision.
- Acting without precedent, and able to respond to change in daily work.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Moving quickly from one activity to another.
- Handling a variety of activities.



Adapted Style Natural Style





Keys to Motivating

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

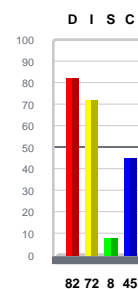
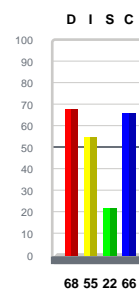
Max wants:

- To be seen as a leader.
- More time in the day.
- Prestige, position and titles so he can control the destiny of others.
- Outside activities so there is never a dull moment.
- New challenges and problems to solve.
- A wide scope of activities.
- Control of his own destiny.
- Opportunity to verbalise his ideas and demonstrate his skills.



Adapted Style

Natural Style



Keys to Managing

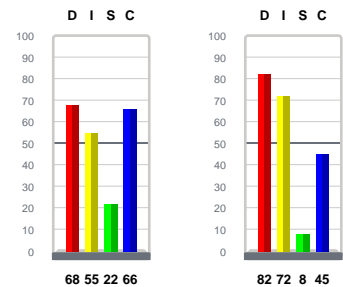
In this section are some needs which must be met in order for Max to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Max needs:

- Consistency.
- time out or periods of reduced activity level.
- To pace himself.
- Deadlines for completion of work.
- Systems to follow.
- A program for pacing work and relaxing.
- A work environment with many activities.
- To display empathy for people who approach life differently than he does.
- To negotiate commitment face-to-face.
- Budgets to help prioritise his purchases.
- Appreciation of slower-moving people.
- To adjust his intensity to match the situation.
- To be confronted when in disagreement, or when he breaks the rules.



Adapted Style Natural Style





Action Plan

The following are examples of areas in which Max may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Communicating (Listening)
- Delegating
- Decision Making
- Disciplining
- Evaluating Performance
- Education
- Time Management
- Career Goals
- Personal Goals
- Motivating Others
- Developing People
- Family

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

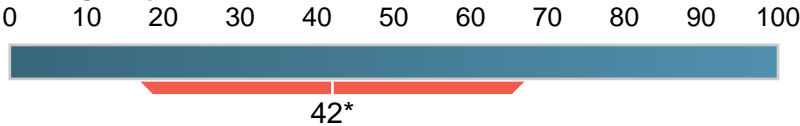
Date to Begin: _____ Date to Review: _____



Behavioural Hierarchy

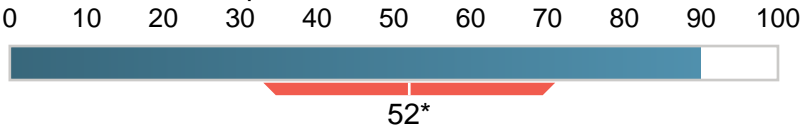
The Behavioural Hierarchy graph will display a ranking of your natural behavioural style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Urgency - Take immediate action.



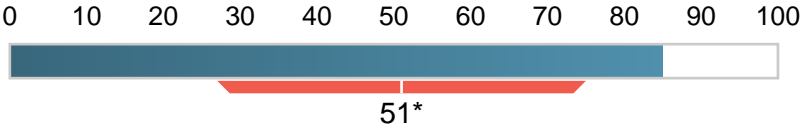
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2. Versatile - Adapt to various situations with ease.



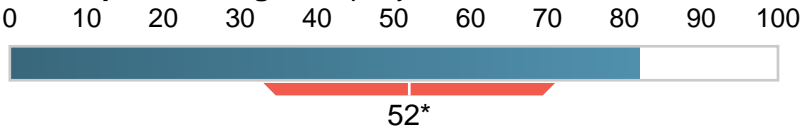
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3. Competitive - Want to win or gain an advantage.



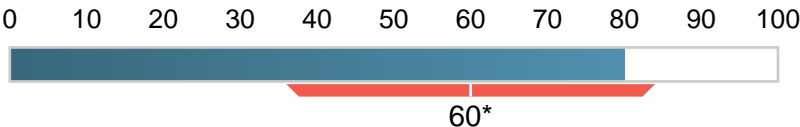
85

4. Frequent Change - Rapidly shift between tasks.



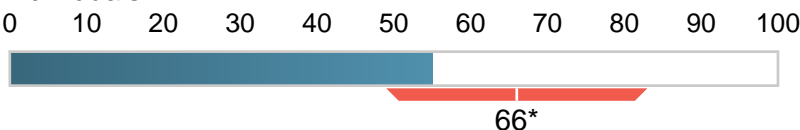
82

5. Interaction - Frequently engage and communicate with others.



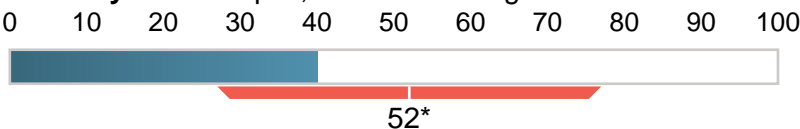
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6. People-Oriented - Build rapport with a wide range of individuals.



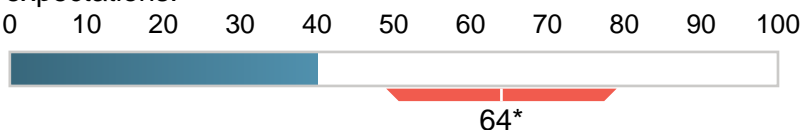
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7. Analysis - Compile, confirm and organise information.



40

8. Customer-Oriented - Identify and fulfil customer expectations.

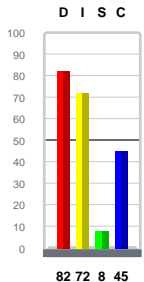
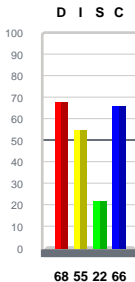


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Adapted Style

Natural Style

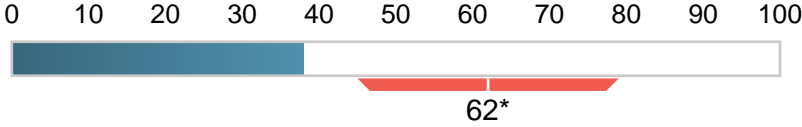


* 68% of the population falls within the shaded area.



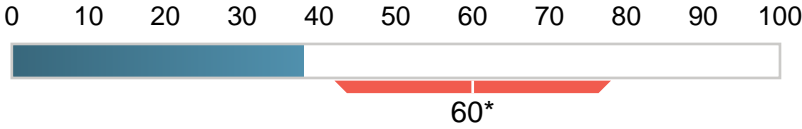
Behavioural Hierarchy

9. Persistence - Finish tasks despite challenges or resistance.



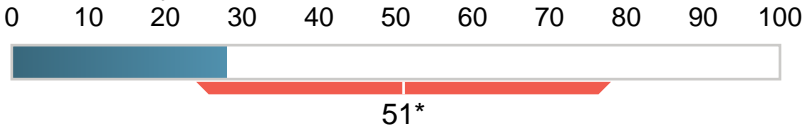
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10. Following Policy - Adhere to rules, regulations, or existing methods.



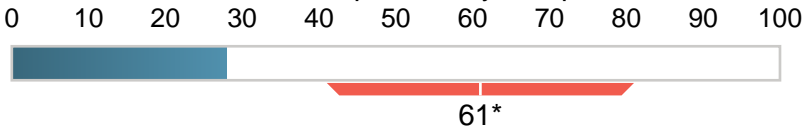
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11. Organised Workplace - Establish and maintain specific order in daily activities.



28

12. Consistent - Perform predictably in repetitive situations.

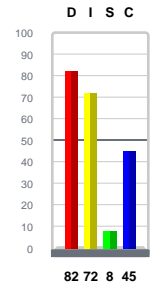
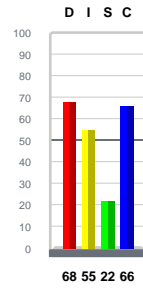


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Adapted Style

Natural Style



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* 68% of the population falls within the shaded area.

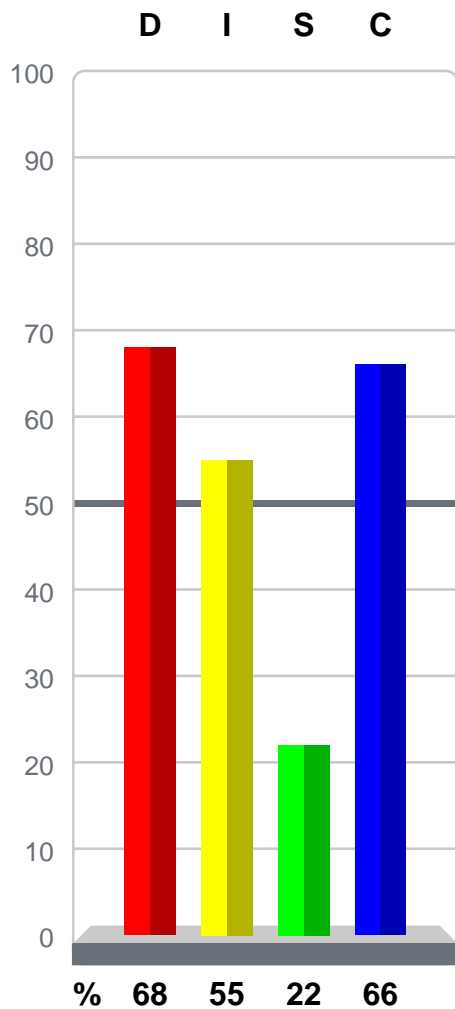


Style Insights® Graphs

21/6/2017

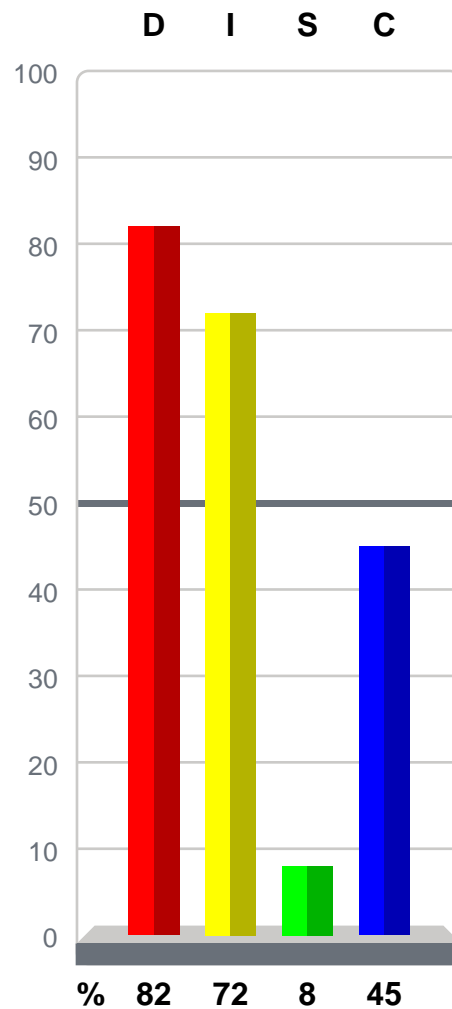
Adapted Style

Graph I



Natural Style

Graph II



German Norm 2017 R4



The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularised in Europe. In addition to the text you have received about your behavioural style, the Wheel adds a visual representation that allows you to:

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

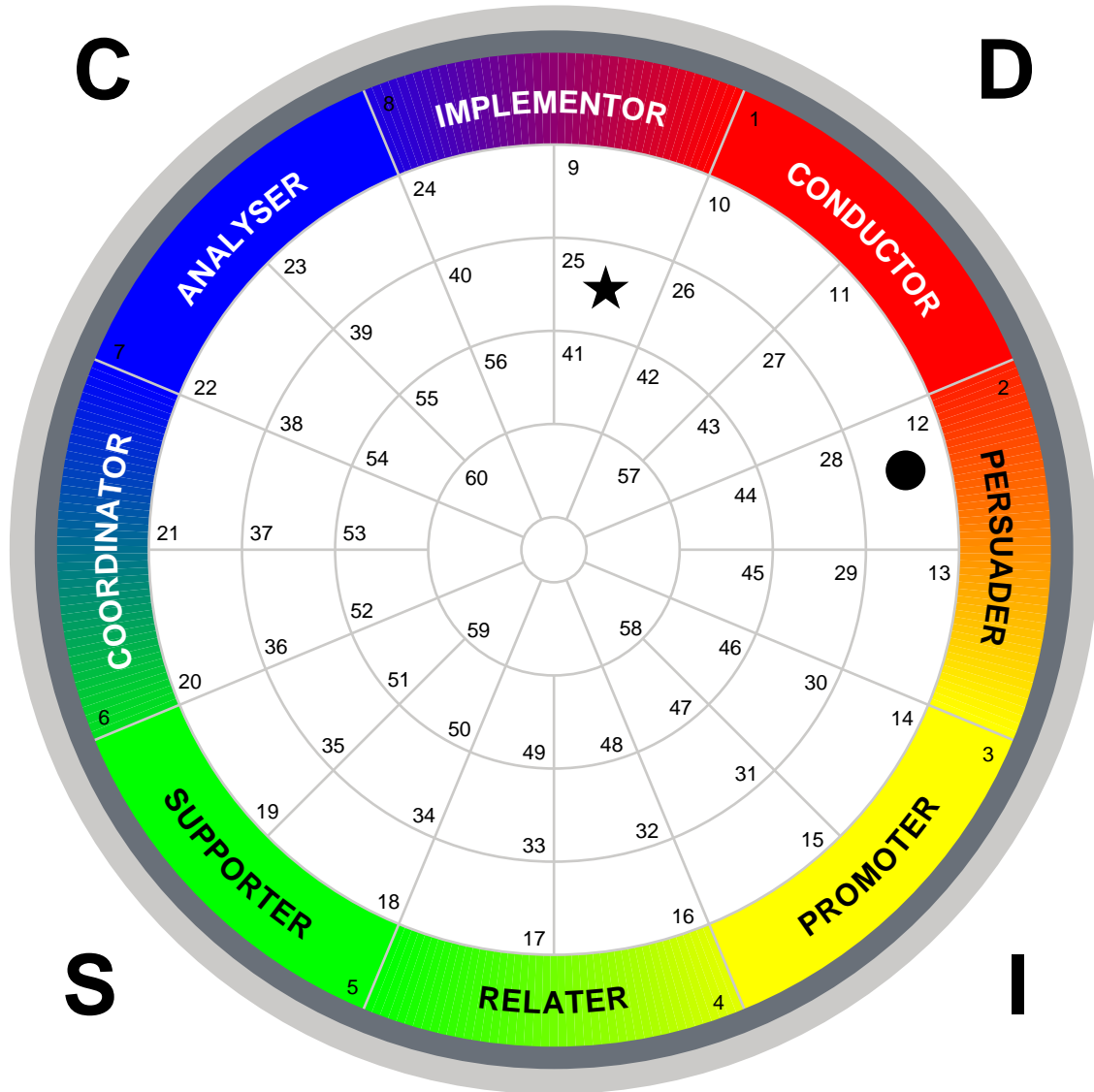
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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

21/6/2017



Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)
Natural: ● (12) CONDUCTING PERSUADER

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