

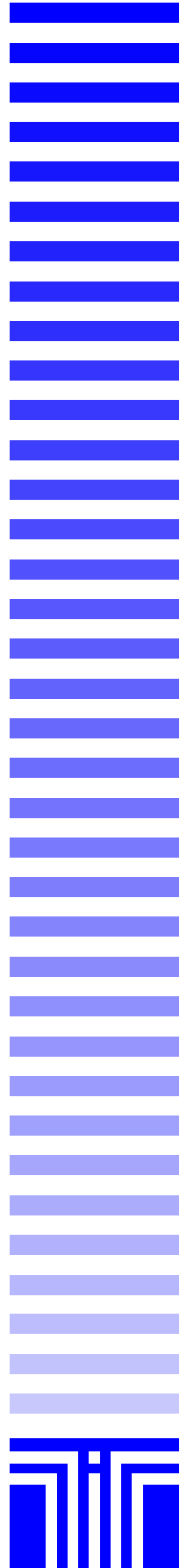
# EXCELLENCE FOR LEARNING™

Administrator Version

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

**John Doe**

12/28/99



# 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.

This report analyzes your behavioral style, that is, your manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements which are true for you and areas of behavior in which you show tendencies. Delete any statement from this report that you feel doesn't apply after checking with a friend or colleague to see if it is a blind spot in your behavior.

This report is not intended to be a complete evaluation of a person and is not conclusive by itself, but is indicative of a person's behavioral tendencies. The report provides information on a person, not as a basis for discrimination in any form. The report doesn't measure intelligence or job skills; it measures behavioral tendencies. TTI is not liable for the use or misuse of the report or any purported damages which may occur from its implementation. The expressed intent of the report is to help people understand themselves better and develop better interpersonal relationships.

# GENERAL CHARACTERISTICS

*Based on John's responses, the report has selected general statements to provide you with 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.*

John can be aggressive and direct, but still considerate of teachers and students. He is very deadline-conscious. He displays a high energy factor and is optimistic about the results he can achieve. He wants to be viewed as self-reliant; willing to pay the price for success. John wants to be seen as a winner and has an inherent dislike for losing or failing. He is extremely results-oriented, with a sense of urgency to complete projects quickly. He may lose interest in a project once the challenge ceases. He is often considered daring, bold, and gutsy. He is a risk taker who likes to be seen as an individualist. John needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. He prefers an environment with variety and change. He likes to be forceful and direct when dealing with others. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities.

John is a good problem solver and trouble shooter, always seeking new ways to solve old problems. Sometimes he becomes emotionally involved in the decision making process. He should realize that at times he needs to think a project through, beginning to end, before starting the project. When faced with a tough decision, he will try to sell you on his ideas. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He will work long hours until a tough problem is solved. He has the ability to make high-risk decisions, but should seek counsel sometimes before

## GENERAL CHARACTERISTICS

acting. Sharing his opinions on solving problems as they are related to work he finds easy to do.

John should exhibit more patience and ask questions to make sure that others have understood what he has said. He likes people who present their case effectively. He may display a lack of empathy for others who cannot achieve his standards. He tends to be intolerant of people who seem ambiguous or think too slowly. John must carefully avoid being excessively critical or pushy when communicating with others. He may lose interest in what others are saying if they ramble or don't speak to the point. His creative and active mind may hinder his ability to communicate to others effectively, that is, he may present the information in a form that cannot be easily understood by some faculty. He likes people who communicate with him in a clear, precise, and brief conversation.

## VALUE TO EDUCATIONAL SYSTEM

*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. By identifying John's talent, the organization can develop a system to capitalize on his particular value to the organization and make him an integral part of the team.*

- Challenge oriented.
- Self-starter.
- Creative in his approach to solving problems.
- Tenacious.
- Thinks big.
- Positive sense of humor.
- Optimistic and enthusiastic.
- Forward-looking and future oriented.

# EFFECTIVE COMMUNICATION IDEAS

*Most people are aware of and sensitive to the ways with which they like to be communicated. Many people find this section to be extremely accurate and important. Read each statement and identify 3 or 4 statements that are most important. Make a list of these and practice using them in your everyday communication with John.*

Do:

- Provide questions, alternatives, and choices for making his own decisions.
- Offer special immediate and extra incentives for his willingness to take risks.
- Talk about him, his goals and opinions he finds stimulating.
- Be clear, specific, brief, and to the point.
- Read the body language - look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide a warm and friendly environment.
- Ask for his opinions/ideas regarding people.
- Provide testimonials from people he sees as important.
- Take issue with facts, not the person, if you disagree.
- Support the results, not the person, if you agree.
- Leave time for relating, socializing.
- Motivate and persuade by referring to objectives and results.

# INEFFECTIVE COMMUNICATION

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

Don't:

- Let disagreement reflect on him personally.
- Drive on to facts and figures, alternatives, abstractions.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- "Dream" with him or you'll lose time.
- Try to convince by "personal" means.
- Ramble on, or waste his time.
- Take credit for his ideas.
- Leave decisions hanging in the air.
- Come with a ready-made decision, and don't make it for him.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Talk down to him.
- Try to build personal relationships.

# MOTIVATIONAL INSIGHTS

*This section gives general information on behavior that John deems necessary to be successful on the job. One should read this section and determine if the behavior described is job related. If the behavior is not job-related, John does not understand the behavior required to be successful in the job.*

- Dealing with a wide variety of work activities.
- A good support team to handle paper-work.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Meeting deadlines.
- Persistence in job completion.
- Working without close supervision.
- Acting without precedent, and able to respond to change in daily work.
- Anticipating and solving problems.
- Skillful use of vocabulary for persuasive situations.
- Moving quickly from one activity to another.



# MOTIVATIONAL INCENTIVES

*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. Analyze each statement produced in this section and highlight those that are present "wants."*

John wants:

- Opportunity to verbalize his ideas and demonstrate his skills.
- Prestige, position, and titles so he can control the destiny of others.
- More time in the day.
- New challenges and problems to solve.
- Opportunity for advancement.
- Outside activities so there is never a dull moment.
- Travel or changing work activities.
- Big picture approaches.
- Support troops to follow through with his part.
- Changing environments in which to work/play.
- A variety of work activities.
- Power and authority to take the risks to achieve results.

# BASIC NEEDS

*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 very difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Go over the list and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.*

John needs:

- Objectivity when dealing with people because of his high trust level.
- Participatory management.
- An awareness of the parameters or rules in writing.
- People to work and associate with.
- More control of body language.
- To know results expected and to be evaluated on the results.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To be informed of things which affect him.
- To display empathy for people who approach life differently than he does.
- To focus conversations on work activities - less socializing.
- A program for pacing work and relaxing.
- To handle routine paperwork only once.
- To be confronted when in disagreement or when he breaks the rules.

## PREFERRED WORK ENVIRONMENT

*This section of the report 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. A person with flexibility uses 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.*

- Assignments with a high degree of people contacts.
- Democratic administrator with whom he can associate.
- Evaluation based on results, not the process.
- Freedom from controls, supervision, and details.
- Freedom of movement.
- Tasks involving motivated groups and establishing a network of contacts.
- Forum to express ideas and viewpoint.
- Non-routine work with challenge and opportunity.

# AREAS FOR PERSONAL DEVELOPMENT

*Your behavioral work style may or may not be compatible with job demands. Each administrator brings his/her own strengths and weaknesses to the job. This section allows you to analyze your strengths and weaknesses. Read and share these statements. Develop a plan to minimize your weaknesses. Remember, a strength can become a weakness if it is overextended.*

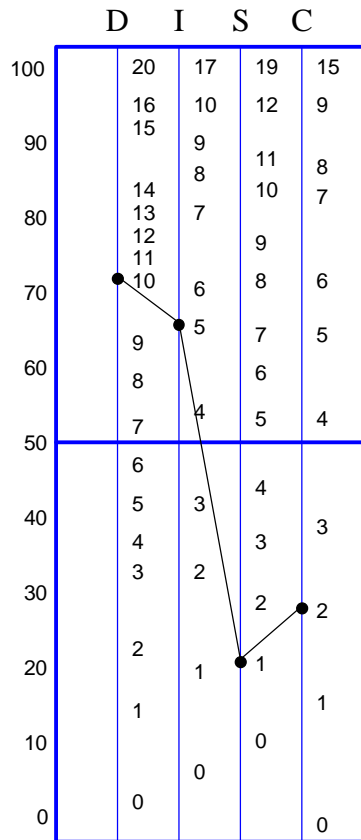
- **STRENGTH** - Sense of urgency to get things completed. **WEAKNESS** - Push and pull rather than lead and motivate.
- **STRENGTH** - Seeks challenges and problems to solve. **WEAKNESS** - Takes on too many and may forget priorities.
- **STRENGTH** - Sets high standard for self and others. **WEAKNESS**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

# STYLE ANALYSIS GRAPHS

John Doe

12/28/99

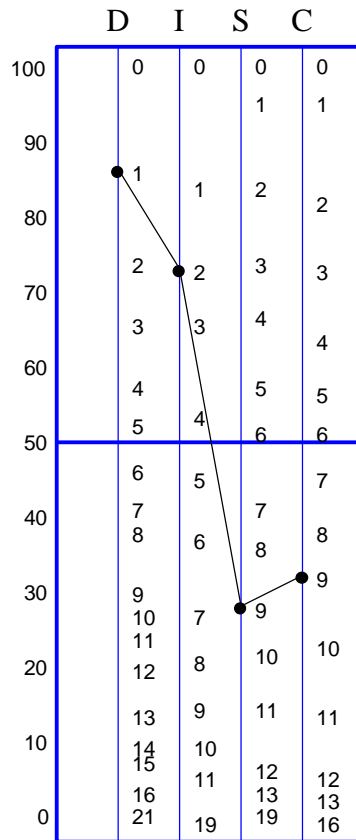
MOST  
Graph I  
Adapted Style



Score  
%

10	5	1	2
72	66	22	29

LEAST  
Graph II  
Natural Style



1	2	9	9
86	73	29	33

# 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:

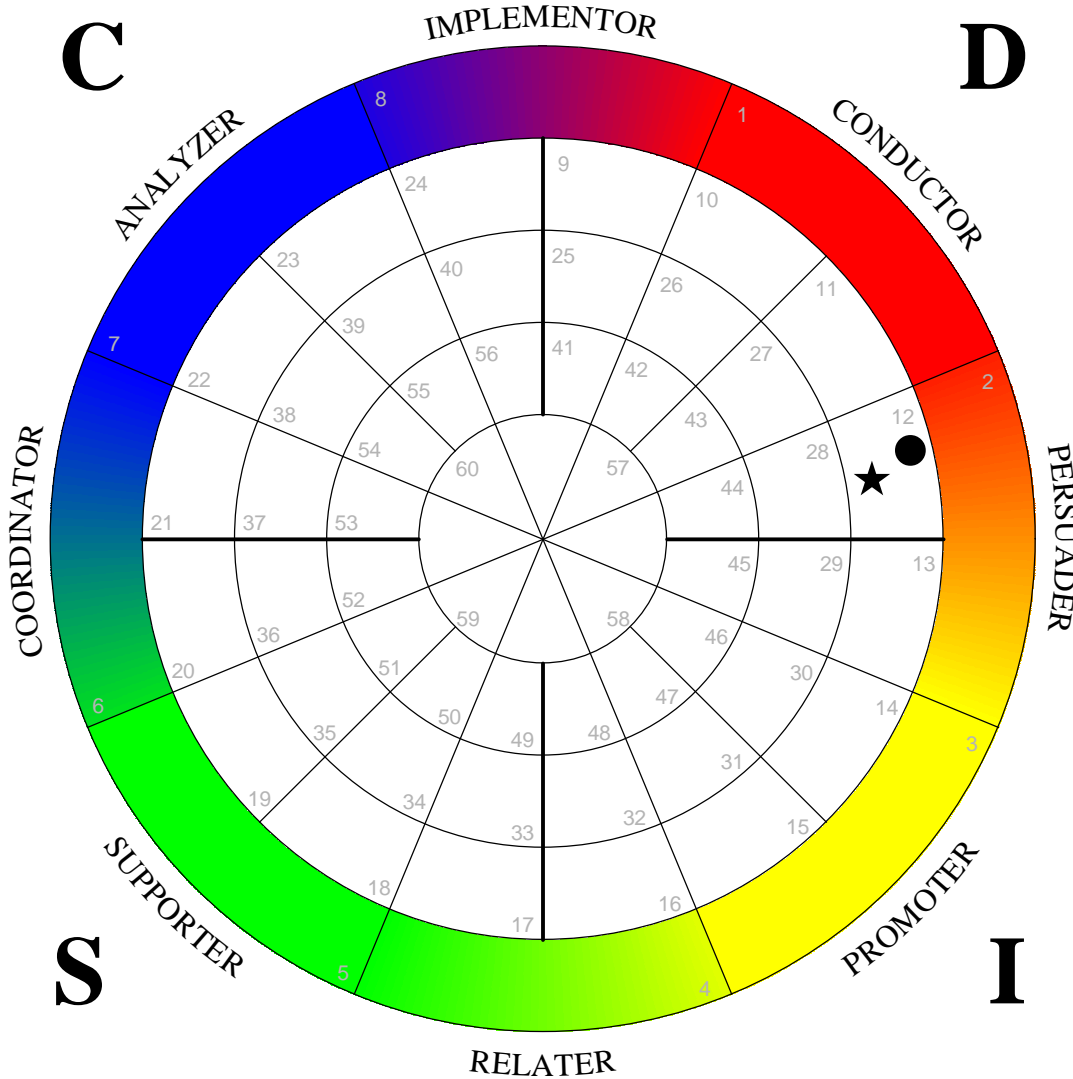
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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 DISC 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: ★ (12) CONDUCTING PERSUADER  
Natural: ● (12) CONDUCTING PERSUADER