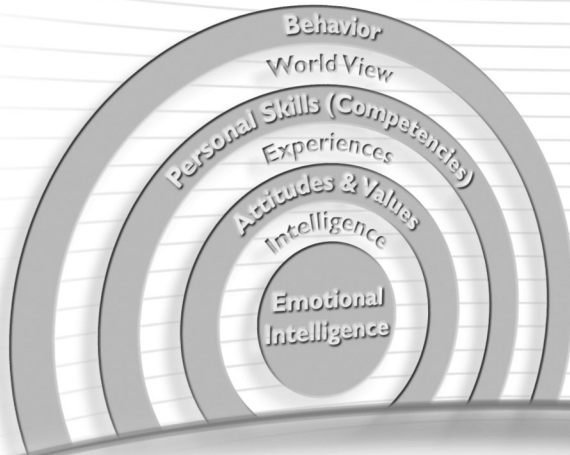




TTI Success Insights®
Management-Staff™ Version



Pauline Moffatt
1-25-2011

Helping you build a stronger organization
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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 Pauline'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 Pauline's natural behavior.

Pauline is adaptable. She may be overly sensitive to criticism of her work. If you do comment on her work you had better be right, since she may not take criticism lightly. Her motto for work may well be the coined phrase, "quality is job number one." Getting the project or job done right is important to her. If forced to choose between producing quality work or quantities of work, quality will be the winner. Safety and security are important to her. Pauline prefers to work in an environment that is both economically and physically sound. Pauline wants the safety features on her equipment to be in good working order. She can be sensitive about any comments regarding the quality of her work. She strives forward constantly to improvement in everything she does. Rules and procedures provide security for her job performance. Pauline can devote all her energy to the job, and that offers security to her work situation. She is alert and sensitive to her errors and mistakes. She constantly seeks to avoid errors in her work. Pauline wants to know the company rules so she can follow them, and she may become upset when others continually break the rules. She wants to be liked by fellow workers, as well as be recognized for doing quality work. Coworkers know that her projects will always be done correctly.

Pauline can be seen as a thinker whose intuitive talents can bring divergent ideas to the forefront. She feels tension when forced to make major decisions quickly. She gets frustrated when

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GENERAL CHARACTERISTICS

well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. She, capable of making daily decisions routinely, usually becomes cautious about the bigger decisions; she wants to be absolutely certain her decision is correct. Pauline tends to base decisions on the quality of work--not on efficiency. She tends to make her decisions after deliberation and gives weight to all the pros and cons. She is skilled at observing and collecting data on different subjects. If she has a real passion for a given subject, she will read and listen to all the available information on the subject. She uses data and facts to support the big decisions, because it makes her feel more confident that her decisions are correct.

Pauline wants to establish good will with others and to influence them in a friendly and sociable manner. Whenever possible, Pauline avoids face-to-face conflict. Because Pauline prefers logical information, she likes people who communicate all the facts in logical order. Random facts in a haphazard format tend to distract and annoy her. She does not seek confrontation, but if she is confronted, she will present her case with enough supportive data that she will probably win. Pauline does not like to work for a manager who uses a confrontational management style. She tends to withdraw and not express herself, and may become unproductive if she feels threatened. Pauline's work represents her true self and she will take issue when people attack the quality of her work. Because Pauline wants to be certain she is performing her work assignments correctly, she enjoys working for a manager who explains what is expected of her. She is

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GENERAL CHARACTERISTICS

intuitive and is able to ask good questions in order to get the critical, complete information she seeks.

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VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Pauline 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.
- Always concerned about quality work.
- Proficient and skilled in her technical specialty.
- Comprehensive in problem solving.
- Respect for authority and organizational structure.
- Maintains standards.
- Accurate and intuitive.

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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 Pauline. 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 Pauline most frequently.

Do:

- Support her principles; use a thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.
- Prepare your "case" in advance.
- Make an organized presentation of your position, if you disagree.
- Support your communications with correct facts and data.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- Follow through, if you agree.
- Give her time to be thorough, when appropriate.
- 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.
- Be sincere and use a tone of voice that shows sincerity.
- Provide solid, tangible, practical evidence.

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DON'TS ON COMMUNICATING

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

- Leave things to chance or luck.
- Make conflicting statements.
- Be vague about what's expected of either of you; don't fail to follow through.
- Make statements about the quality of her work unless you can prove it.
- Threaten, cajole, wheedle, coax or whimper.
- Use testimonies of unreliable sources; don't be haphazard.
- Give your presentation in random order.
- Push too hard, or be unrealistic with deadlines.
- Dillydally, or waste time.
- Make promises you cannot deliver.
- Don't be haphazard.
- Rush the decision-making process.

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COMMUNICATION TIPS

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

<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.

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

- Jobs for which standards and methods are established.
- Assignments that can be followed through to completion.
- Assignments that can be completed one at a time.
- Familiar work environment with a predictable pattern.
- An environment where she can use her intuitive thinking skills.
- Practical work procedures.
- Prefers technical work, specializing in one area.

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

"See Yourself As Others See You"

SELF-PERCEPTION

Pauline usually sees herself as being:

- | | |
|---------------|------------|
| Precise | Thorough |
| Moderate | Diplomatic |
| Knowledgeable | Analytical |

OTHERS' PERCEPTION

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

- | | |
|-------------|-------|
| Pessimistic | Picky |
| Worrisome | Fussy |

And, under extreme pressure, stress or fatigue, others may see her as being:

- | | |
|-----------------|----------------|
| Perfectionistic | Hard-to-Please |
| Strict | Defensive |

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Based on Pauline's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	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	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	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
Unobtrusive			

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NATURAL AND ADAPTED STYLE

Pauline'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.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Pauline uses a laid-back and peaceful approach to problem solving. She tends to solve problems in a reactive and team-oriented manner. Pauline tends to be unobtrusive and avoids confrontation so she can be seen as a true team player.</p>	<p>Pauline sees no need to change her approach to solving problems or dealing with challenges in her present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Pauline is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She likes to be on a team and may be the spokesman for the team. She will trust others and likes a positive environment in which to relate.</p>	<p>Pauline sees a need to be factual and logical while attempting to influence others. She feels a direct and straightforward approach is really what others want before they can be influenced.</p>	

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NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Pauline 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.	Pauline sees the need to start and finish activities one at a time if possible. She feels the need to be consistent, patient and to have a secure work environment. Change needs to be held to a minimum.	

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

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Pauline 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.

- Sensitivity to existing rules and regulations.
- Compliance to high standards.
- Precedence of quality over efficiency.
- Precise, analytical approach to work tasks.
- Disciplined, meticulous attention to order.
- Diplomatic cooperation in team interaction.
- Limited contact with people.
- Logical solutions.
- Consistency of task performance.
- Exhibiting patience and good listening skills.
- Using a disciplined approach.

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

Pauline wants:

- Precision work to perform.
- Advancement when she is ready.
- Better planning and fewer changes in the organization.
- Instructions so she can do the job right the first time.
- Recognition for loyalty and long service.
- No sudden changes in procedure.
- A predictable work environment.
- Time to perform up to her high standards.
- Limited exposure to new procedures.
- Proof that the idea has been tested and has worked for others.
- Constant appreciation, and a feeling of security on the team.
- Activities that don't infringe on family life.

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

Pauline needs:

- Assistance in new or difficult assignments.
- A manager who prefers quality over quantity.
- More confidence in her ability to perform new activities.
- A way to say "no" when she feels "no."
- To be more direct and less subjective.
- Appreciation from the boss for the "price" paid to perform.
- To be encouraged to be more independent.
- A work environment without much conflict.
- Complete instructions on her assignments.
- Performance appraisals on a regular basis.
- A participative climate (teams or committees).

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AREAS FOR IMPROVEMENT

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

Pauline has a tendency to:

- Be defensive when threatened and use the errors and mistakes of others to defend her position.
- Have difficulty making decisions because she's mostly concerned about the "right" decision. If precedent does not give direction, her tendency is to wait for directions.
- Fail to tell others where she stands on an issue.
- Want full explanation before changes are made to ensure her understanding.
- Yield her position to avoid controversy.
- Select people much like herself.
- Be bound by procedures and methods--especially if she has been rewarded for following these procedures.

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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.

1. ORGANIZED WORKPLACE



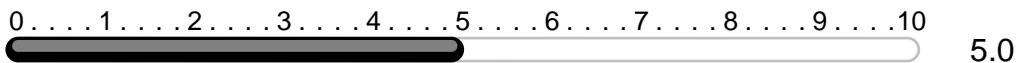
2. ANALYSIS OF DATA



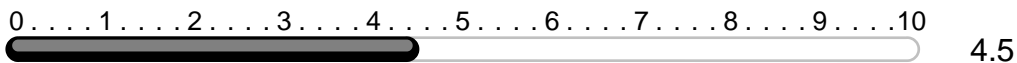
3. CUSTOMER ORIENTED



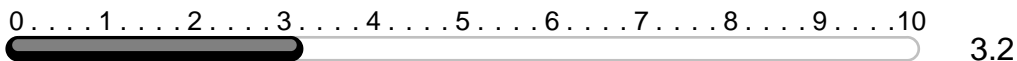
4. FREQUENT INTERACTION WITH OTHERS



5. VERSATILITY



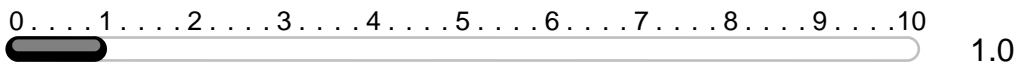
6. FREQUENT CHANGE



7. URGENCY



8. COMPETITIVENESS



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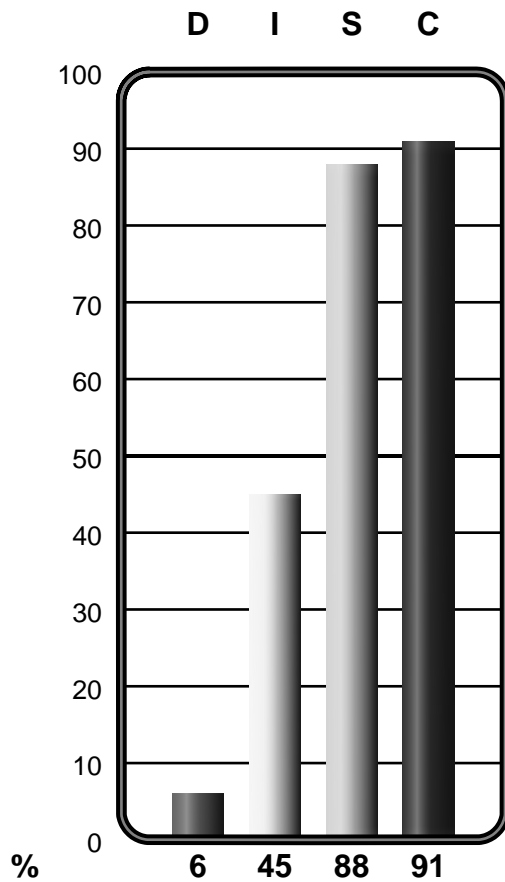
Pauline Moffatt

1-25-2011

MOST

Graph I

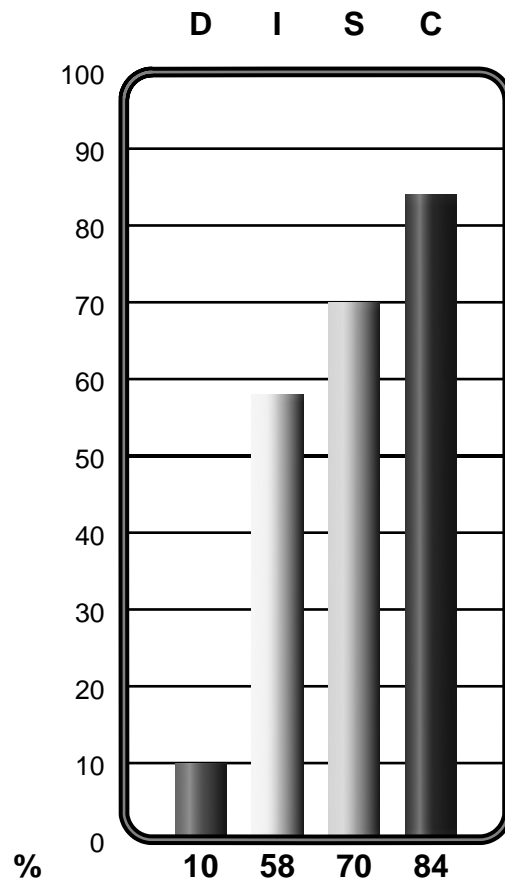
Adapted Style



LEAST

Graph II

Natural Style



Norm 2009 ML

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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.

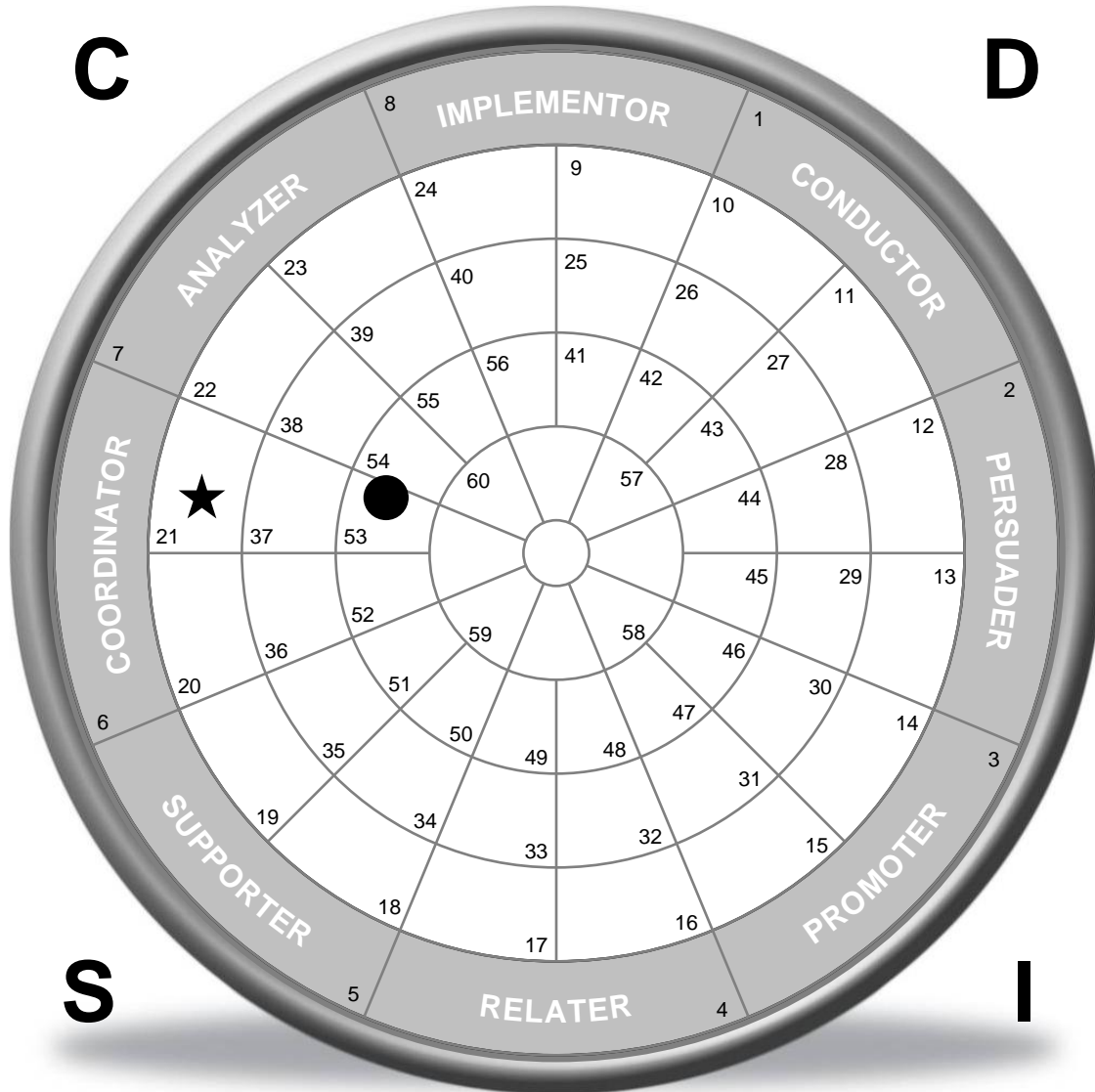
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

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Adapted: ★ (21) ANALYZING COORDINATOR

Natural: ● (53) ANALYZING COORDINATOR (ACROSS)

Norm 2009 ML

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