TTI SUCCESS INSIGHTS®

Management-Staff

Mia Muster
INSIGHTS MDI®
1/5/2021

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Table of Contents

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.

Behavioural Characteristics

Based on Mia's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behaviour 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 Mia's natural behaviour.

Mia wants to be seen as a winner and has an inherent dislike for losing or failing. She tends to work hard and long to be successful. Most people see her as a high risk-taker. Her view is, "nothing ventured, nothing gained." She may lose interest in a project once the challenge ceases. She may then be ready for another challenging project. She is deadline conscious and becomes irritated if deadlines are delayed or missed. Mia wants to be viewed as self-reliant and willing to pay the price for success. She is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. She prefers an environment with variety and change. She is at her best when many projects are underway at once. She displays a high energy factor and is optimistic about the results she can achieve. The word "cannot" is not in her vocabulary. Mia seeks her own solutions to problems. In this way, her independent nature comes into play. She is often frustrated when working with others who do not share the same sense of urgency.

Mia will work long hours until a tough problem is solved. After it is solved, Mia may become bored with any routine work that follows. Sometimes she becomes emotionally involved in the decision-making process. Sometimes she may be so opinionated about a particular problem that she has difficulty letting others participate in the process. She is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. Mia likes to make decisions quickly. She finds it easy to share her opinions on solving work-related problems. Many people see her decisions as high-risk decisions. However, after the decision is made, she tends to work hard for a successful outcome. When faced with a tough decision, she will try to sell you on her ideas.

Graph I

Adapted Style

D   I   S   C

100
80
60
40
20
0

68 58 18 64

Graph II

Natural Style

D   I   S   C

100
80
60
40
20
0

82 75 7 45

Mia Muster

Mia likes people who give her options as compared to their opinions. The options may help her make decisions, and she values her own opinion over that of others! She may sometimes mask her feelings in friendly terms. If pressured, Mia's true feelings may emerge. She may lose interest in what others are saying if they ramble or do not speak to the point. Her active mind is already moving ahead. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. Mia should exhibit more patience and ask questions to make sure that others have understood what she has said. She tends to be intolerant of people who seem ambiguous or think too slowly. She tends to influence people by being direct, friendly and results-oriented. Her creative and active mind may hinder her ability to communicate to others effectively. She may present the information in a form that cannot be easily understood by some people.
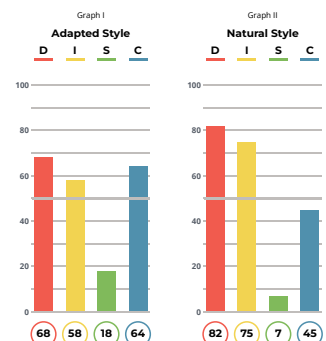
Graph I

Adapted Style

D I S C

Graph II

Natural Style

D I S C

68 58 18 64

82 75 7 45
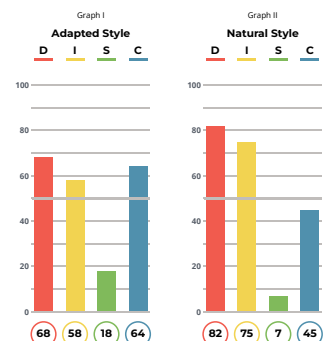
Value to the Organisation

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

- ✔ Innovative.

- ✔ Sense of urgency.

- ✔ Thinks big.

- ✔ Challenge-oriented.

- ✔ Will join organisations to represent the company.

- ✔ Accomplishes goals through people.

- ✔ Spontaneity.

- ✔ Forward-looking and future-oriented.

Graph I
Adapted Style

D	I	S	C

100
80
60
40
20
0

68	58	18	64

Graph II
Natural Style

D	I	S	C

100
80
60
40
20
0

82	75	7	45

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 Mia. 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 Mia most frequently.

Ways to Communicate

✔ Understand her sporadic listening skills.

✔ Provide questions, alternatives and choices for making her own decisions.

✔ Expect acceptance without a lot of questions.

✔ Read the body language—look for impatience or disapproval.

✔ Provide systems to follow.

✔ Support the results, not the person, if you agree.

✔ Verify that the message was heard.

✔ Come prepared with all requirements, objectives and support material in a well-organised "package."

✔ Provide time for fun and relaxing.

✔ Be open, honest and informal.

✔ Be clear, specific, brief and to the point.

✔ Motivate and persuade by referring to objectives and results.

Graph I

Adapted Style

D   I   S   C

Graph II

Natural Style

D   I   S   C

68 58 18 64

82 75 7 45

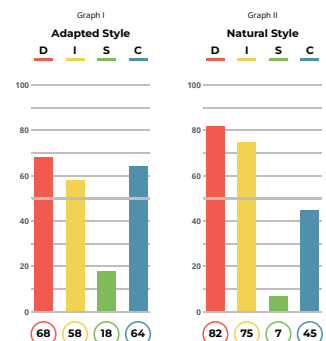**Mia Muster**

Checklist for Communicating
Continued

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

🚫 Direct or order.

🚫 Be redundant.

🚫 Be put off by her "cockiness."

🚫 Ramble on, or waste her time.

🚫 Ask rhetorical questions or useless ones.

🚫 Use a paternalistic approach.

🚫 Reinforce agreement with "I am with you."

🚫 Forget or lose things, be disorganised or messy, confuse or distract her mind from business.

🚫 Dictate to her.

🚫 Come with a ready-made decision or make it for her.

🚫 Let her change the topic until you are finished.

🚫 Assume she heard what you said.

	Graph I					Graph II		
	Adapted Style					**Natural Style**		
	D	I	S	C		D	I	S	C

Graph I: 68 58 18 64
Graph II: 82 75 7 45

Communication Tips

This section provides suggestions for methods which will improve Mia'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, Mia 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.

Compliance

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.
- 🚫 Being giddy, casual, informal, loud.
- 🚫 Pushing too hard or being unrealistic with deadlines.
- 🚫 Being disorganised or messy.

Dominance

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

Steadiness

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, non-threateningly.
- ✔ Ask "how?" questions to draw their opinions.
- 🚫 Rushing headlong into business.
- 🚫 Being domineering or demanding.
- 🚫 Forcing them to respond quickly to your objectives.

Influence

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:
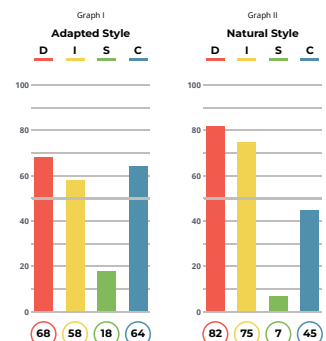
- ✔ Provide a warm and friendly environment.
- ✔ Do not deal with a lot of details (put them in writing).
- ✔ Ask "feeling" questions to draw their opinions or comments.
- 🚫 Being curt, cold or tight-lipped.
- 🚫 Controlling the conversation.
- 🚫 Driving on facts and figures, alternatives, abstractions.

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Ideal Environment

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

✔ Freedom from long, detailed reports.

✔ Evaluation based on results, not the process.

✔ New products and new ideas to work on.

✔ Forum to express ideas and viewpoints.

✔ Nonroutine work with challenge and opportunity.

✔ Support team with a sense of urgency.

✔ Work for a manager who makes quick decisions.

	Graph I					Graph II		
	Adapted Style					**Natural Style**		
D	I	S	C		D	I	S	C

| 68 | 58 | 18 | 64 | | 82 | 75 | 7 | 45 |

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

Mia usually sees herself as being:

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

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

- ✔ Demanding
- ✔ Daring
- ✔ Egotistical
- ✔ Aggressive

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

- ✔ Abrasive
- ✔ Controlling
- ✔ Arbitrary
- ✔ Opinionated

Descriptors

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

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	**Influence**	**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

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Natural & Adapted Style

Mia'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

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

Adapted

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

People & Contacts

Natural

Mia is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Mia is trusting and also wants to be trusted.

Adapted

Mia 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 & Adapted Style

Pace & Consistency

Natural

Mia is comfortable in an environment that is constantly changing. She seeks a wide scope of tasks and duties. Even when the environment is frantic, she can still maintain a sense of equilibrium. She is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

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

Procedures & Constraints

Natural

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

Adapted

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

Adapted Style

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

✔ Having the ability to see the "big picture" as well as the small pieces of the puzzle.

✔ Exhibiting an active and creative sense of humour.

✔ Persistence in job completion.

✔ Being sensitive to, but not necessarily controlled by, rules and procedures.

✔ Anticipating and solving problems.

✔ Acting without precedent and able to respond to change in daily work.

✔ Quickly responding to crisis and change with a strong desire for immediate results.

✔ Dealing with a wide variety of work activities.

✔ Moving quickly from one activity to another.

✔ Working without close supervision.

✔ Skilful use of vocabulary for persuasive situations.

✔ Handling a variety of activities.

✔ Meeting deadlines.

Graph I
Adapted Style
D I S C

Graph II
Natural Style
D I S C
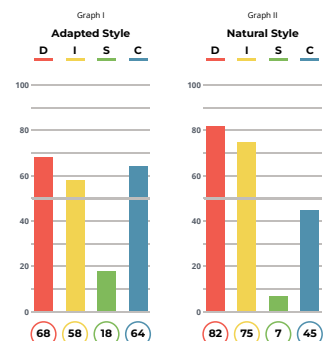
68 58 18 64

82 75 7 45

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Keys to Motivating

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

Mia wants:

✔ More time in the day.

✔ New challenges and problems to solve.

✔ To be seen as a leader.

✔ Prestige, position and titles so she can control the destiny of others.

✔ A wide scope of activities.

✔ Opportunity to verbalise her ideas and demonstrate her skills.

✔ Outside activities so there is never a dull moment.

✔ Control of her own destiny.

Graph I

Adapted Style

D I S C

100
80
60
40
20
0

68 58 18 64

Graph II

Natural Style

D I S C

100
80
60
40
20
0

82 75 7 45

Keys to Managing

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

Mia needs:

✔ Consistency.

✔ To pace herself.

✔ To adjust her intensity to match the situation.

✔ To understand her role on the team—either a team player or the leader.

✔ An awareness of the parameters or rules in writing.

✔ Budgets to help prioritise her purchases.

✔ To negotiate commitment face-to-face.

✔ Systems to follow.

✔ Deadlines for completion of work.

✔ time out or periods of reduced activity level.

✔ A work environment with many activities.

✔ Appreciation of slower-moving people.

✔ To know results expected and to be evaluated on the results.

Graph I
Adapted Style
D I S C
68 58 18 64

Graph II
Natural Style
D I S C
82 75 7 45

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Areas for Improvement

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

Mia has a tendency to:

✓ Fail to complete what she starts because of adding more and more projects.

✓ Have trouble delegating—cannot wait, so does it herself.

✓ Keep too many balls in the air; if her support is weak, she will have a tendency to drop some of those balls.

✓ Be inconsistent because of many stops, starts and ever-changing direction.

✓ Be explosive by nature and lack the patience to negotiate.

✓ Be crisis-oriented.

✓ Have difficulty finding balance between family and work.

✓ Have no concept of the problems that slower-moving people may have with her style.

✓ Be so concerned with the big picture that she forgets to see the little pieces.

Graph I
Adapted Style

D   I   S   C

100

80

60

40

20

0

68 58 18 64

Graph II
Natural Style

D   I   S   C

100

80

60

40

20

0

82 75 7 45

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Action Plan

The following are examples of areas in which Mia 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.
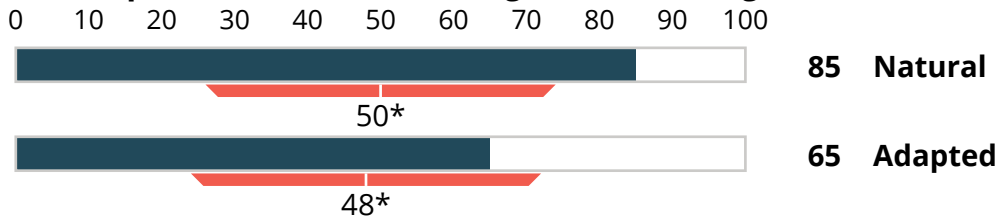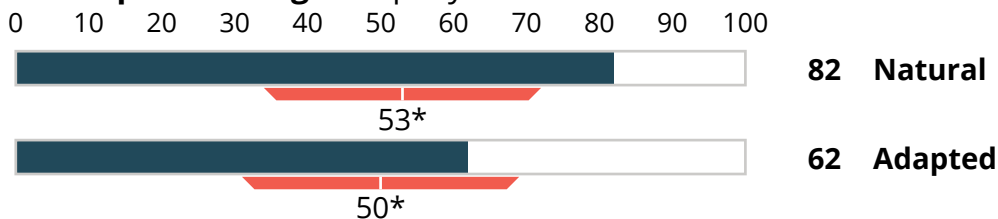
1. Urgency - Take immediate action.

0   10   20   30   40   50   60   70   80   90   100

100   **Natural**

44*

83   **Adapted**

43*
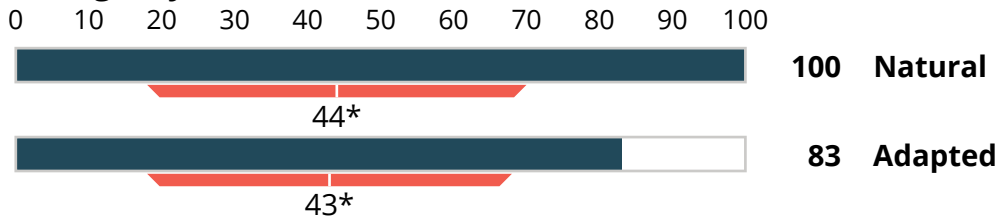
2. Versatile - Adapt to various situations with ease.

0   10   20   30   40   50   60   70   80   90   100

90   **Natural**

54*

67   **Adapted**

52*
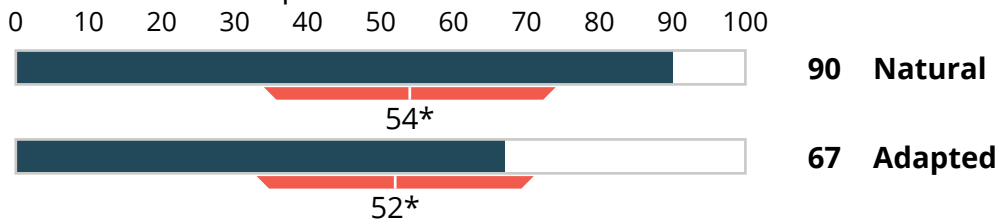
3. Competitive - Want to win or gain an advantage.

0   10   20   30   40   50   60   70   80   90   100

85   **Natural**

50*

65   **Adapted**

48*

4. Frequent Change - Rapidly shift between tasks.

0   10   20   30   40   50   60   70   80   90   100

82   **Natural**

53*

62   **Adapted**

50*

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

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Behavioural Hierarchy

Continued

5. Interaction - Frequently engage and communicate with others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

80 **Natural**
59*

50 **Adapted**
55*
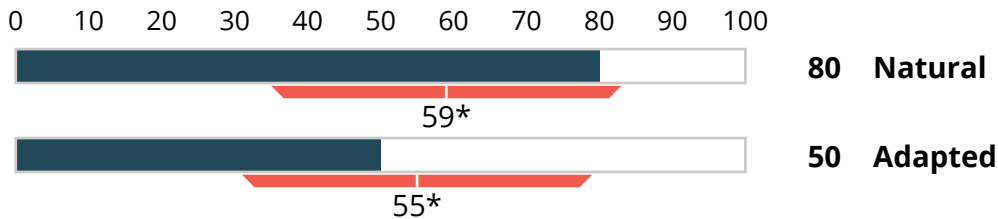
6. People-Oriented - Build rapport with a wide range of individuals.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

55 **Natural**
64*

45 **Adapted**
61*
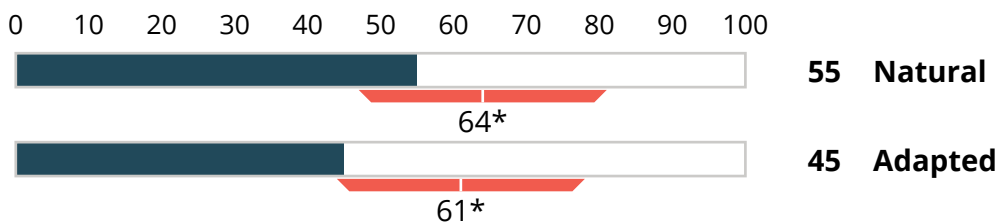
7. Analysis - Compile, confirm and organise information.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

40 **Natural**
53*

65 **Adapted**
58*
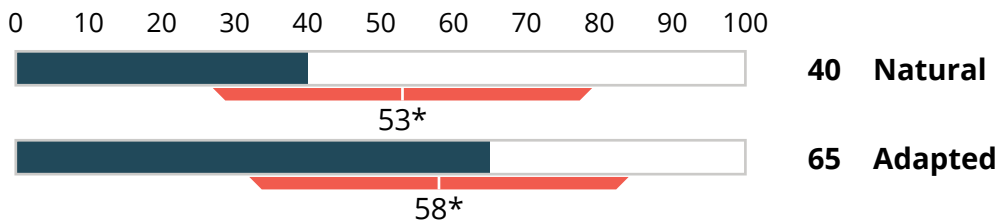
8. Customer-Oriented - Identify and fulfil customer expectations.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

40 **Natural**
63*

48 **Adapted**
62*

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

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Continued

9. Persistence - Finish tasks despite challenges or resistance.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

38 **Natural**

61*

52 **Adapted**

63*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

38 **Natural**

60*

52 **Adapted**

62*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

28 **Natural**

52*

65 **Adapted**

56*

12. Consistent - Perform predictably in repetitive situations.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

28 **Natural**

61*

45 **Adapted**

63*

SIA: 68-58-18-64 (25)   SIN: 82-75-07-45 (12)
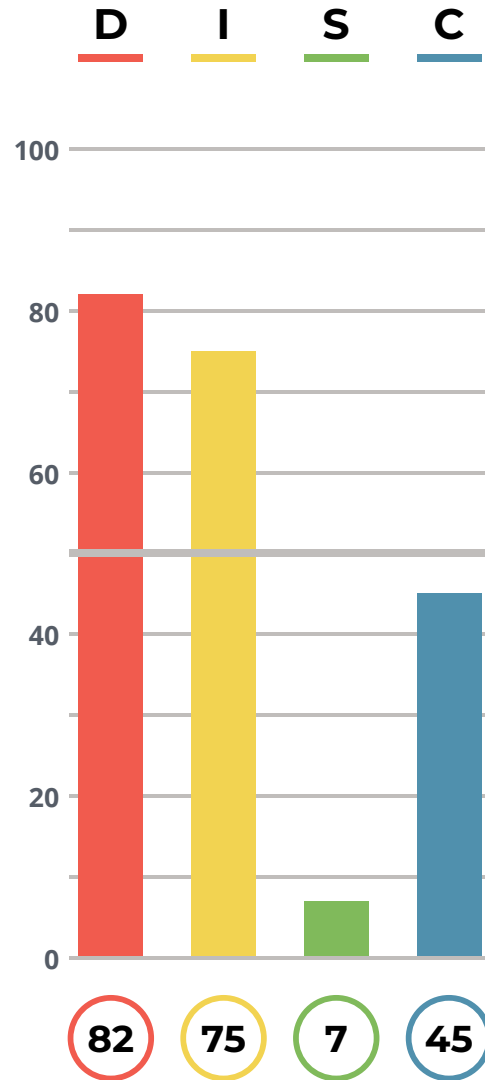* 68% of the population falls within the shaded area.

Style Insights® Graphs

Graph I

Adapted Style

D   I   S   C

Graph II

Natural Style

D   I   S   C

Adapted Style: D **68** · I **58** · S **18** · C **64**
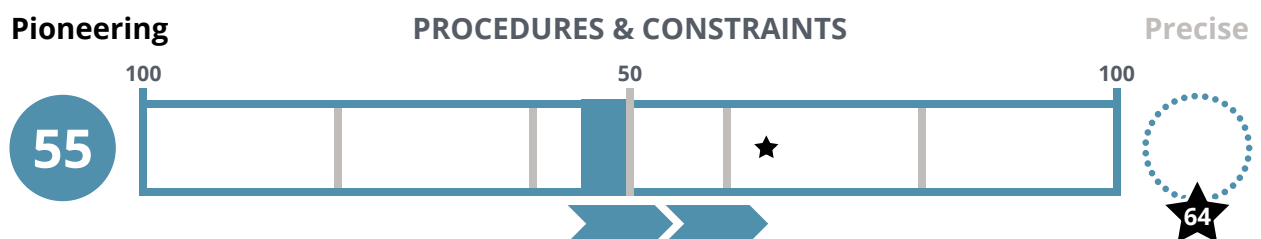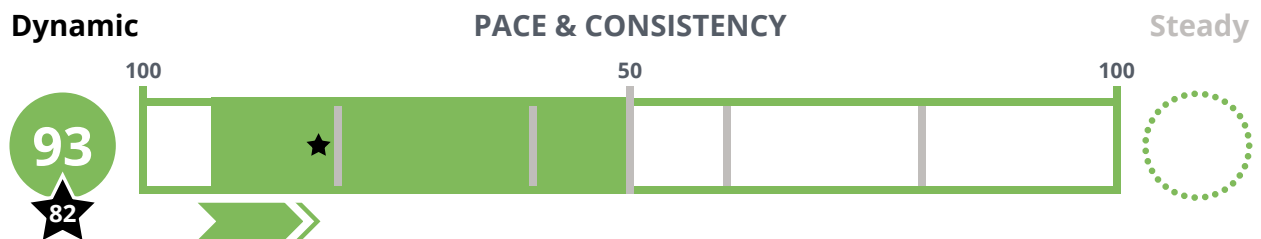
Natural Style: D **82** · I **75** · S **7** · C **45**
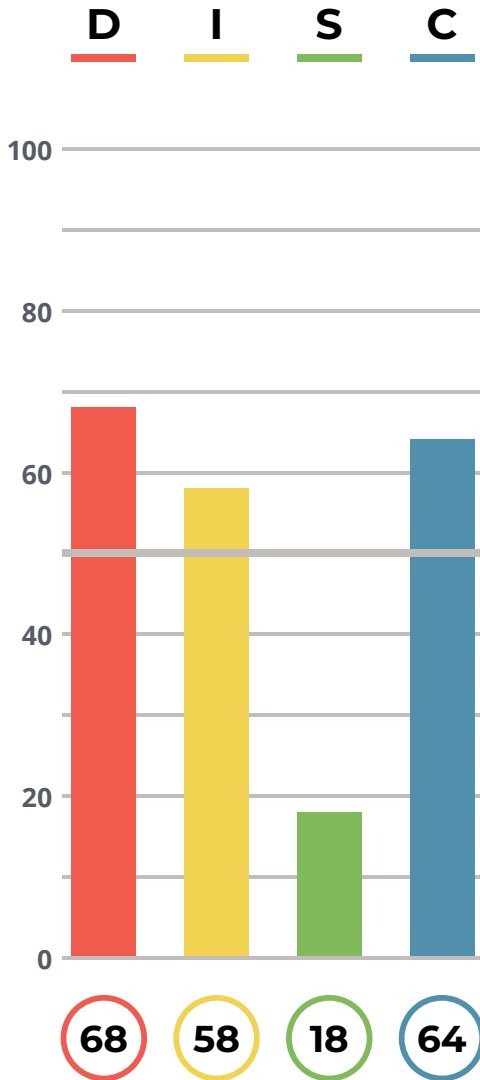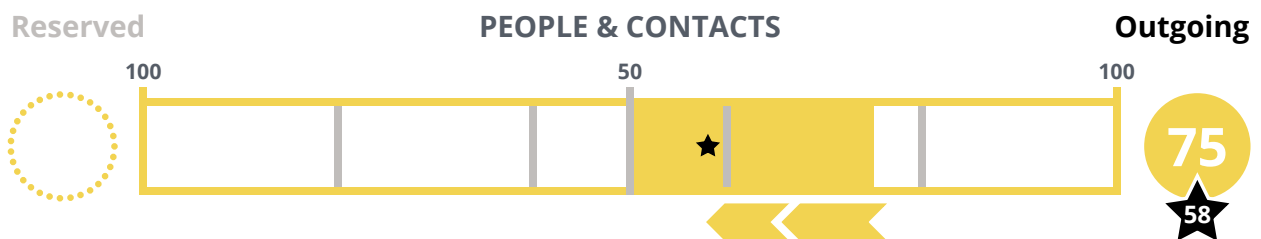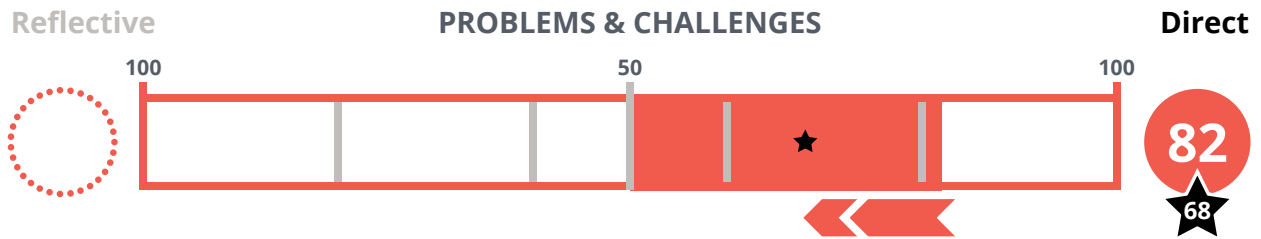
Behavioural Continuum

Everyone has a varying level of the four main behavioural factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Mia falls within each continuum.

Reflective — PROBLEMS & CHALLENGES — Direct

100   50   100

★   **82**   68

Reserved — PEOPLE & CONTACTS — Outgoing

100   50   100

★   **75**   58

Dynamic — PACE & CONSISTENCY — Steady

100   50   100

93   82   ★

Pioneering — PROCEDURES & CONSTRAINTS — Precise

100   50   100

55   ★   64

★ Adapted Position

◄ Adapted Movement

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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.

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

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1/5/2021
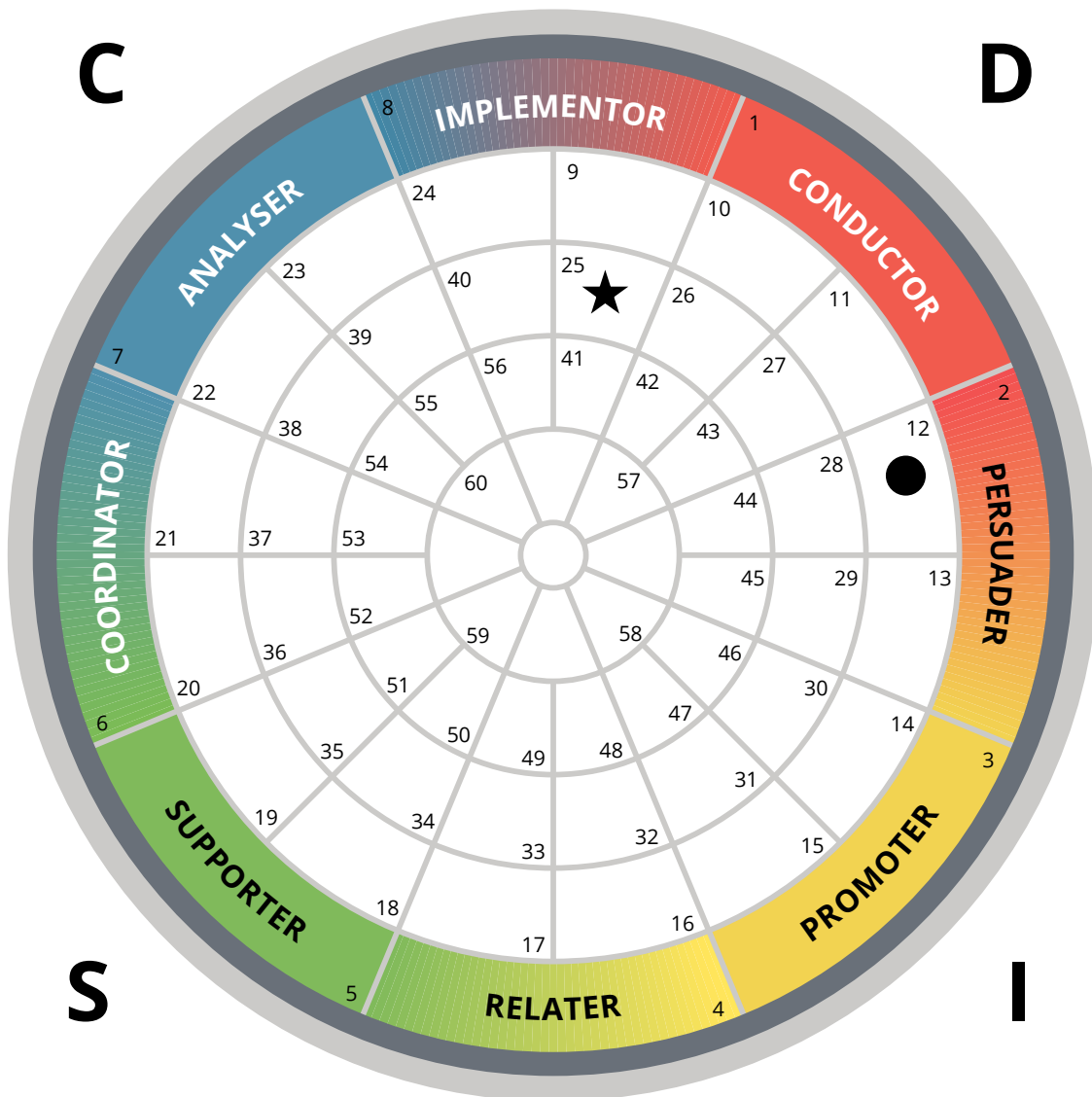
Adapted: ★ (25) CONDUCTING IMPLEMENTOR (FLEXIBLE)
Natural: ● (12) CONDUCTING PERSUADER

German Norm 2021 R4

T: 1:21

Mia Muster