



TTI  
SUCCESS  
INSIGHTS®

## Management-Staff

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7-30-2013

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## Introduction

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

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

**In this report we are measuring four dimensions of normal behavior. They are:**

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*



# General Characteristics

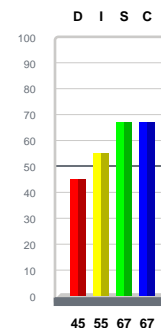
*Based on Rob's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

Rob is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He is deadline conscious and becomes irritated if deadlines are delayed or missed. He prefers an environment with variety and change. He is at his best when many projects are underway at once. He is goal-oriented and driven by results. He is the team member who will try to keep the others on task. Rob displays a high energy factor and is optimistic about the results he can achieve. The word "can't" is not in his vocabulary. He is often frustrated when working with others who do not share the same sense of urgency. 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. He has high ego strengths and may be viewed by some as egotistical. Rob is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others.

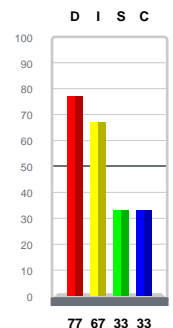
Rob likes to make decisions quickly. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. When faced with a tough decision, he will try to sell you on his ideas. Sometimes he becomes emotionally involved in the decision-making process. Rob finds it easy to share his opinions on solving work-related problems. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. He prefers authority equal to his responsibility.



Adapted Style



Natural Style



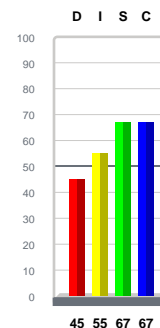


## General Characteristics Continued

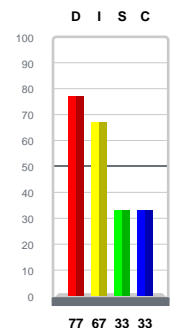
Rob challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He should exhibit more patience and ask questions to make sure that others have understood what he has said. Rob 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! He tends to influence people by being direct, friendly and results-oriented. He may lack the patience to listen and communicate with slower acting people. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision.



Adapted Style



Natural Style





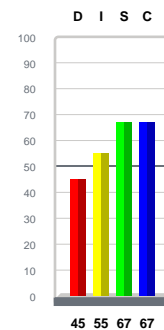
# Value to the Organization

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

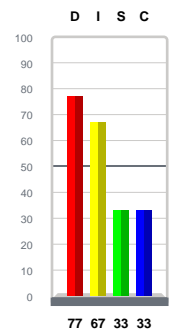
- Innovative.
- Challenge-oriented.
- Usually makes decisions with the bottom line in mind.
- Negotiates conflicts.
- Tenacious.
- Initiates activity.
- People-oriented.



Adapted Style



Natural Style





# Checklist for Communicating

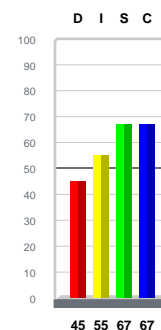
*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Rob. Read each 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 Rob most frequently.*

## Ways to Communicate

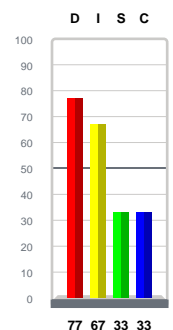
- Talk about him, his goals and the opinions he finds stimulating.
- Support and maintain an environment where he can be efficient.
- Leave time for relating, socializing.
- Motivate and persuade by referring to objectives and results.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide ideas for implementing action.
- Plan interaction that supports his dreams and intentions.
- Provide a warm and friendly environment.
- Ask specific (preferably "what?") questions.
- Provide facts and figures about probability of success, or effectiveness of options.
- Read the body language--look for impatience or disapproval.



Adapted Style



Natural Style





# Checklist for Communicating Continued

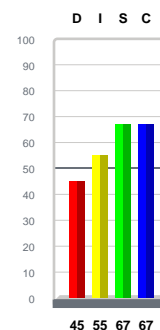
*This section of the report is a list of things NOT to do while communicating with Rob. Review each statement with Rob and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

## Ways NOT to Communicate

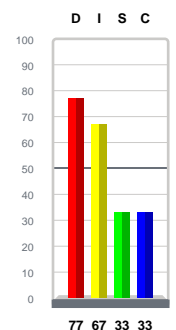
- Try to build personal relationships.
- Drive on to facts, figures, alternatives or abstractions.
- Ask rhetorical questions, or useless ones.
- Leave decisions hanging in the air.
- Let disagreement reflect on him personally.
- Talk down to him.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Be dictatorial.
- Be curt, cold or tight-lipped.
- Reinforce agreement with "I'm with you."
- Try to convince by "personal" means.
- Waste time trying to be impersonal, judgmental or too task-oriented.



Adapted Style



Natural Style





# Communication Tips

*This section provides suggestions on methods which will improve Rob'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, Rob 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 disorganized or messy.

## **When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:**

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

### **Factors that will create tension or dissatisfaction:**

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

## **When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:**

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

### **Factors that will create tension or dissatisfaction:**

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

## **When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:**

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

### **Factors that will create tension or dissatisfaction:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



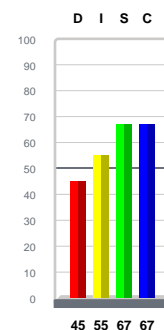


## Ideal Environment

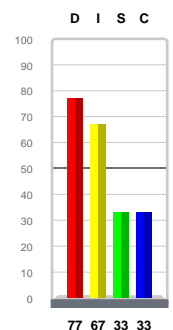
*This section identifies the ideal work environment based on Rob's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Rob enjoys and also those that create frustration.*

- Freedom of movement.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.
- Democratic supervisor with whom he can associate.
- Work tasks that change from time to time.
- Nonroutine work with challenge and opportunity.
- Tasks involving motivated groups and establishing a network of contacts.
- Assignments with a high degree of people contacts.

Adapted Style



Natural Style





# Perceptions

## See Yourself as Others See You

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

### Self-Perception

Rob 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
- Nervy
- Aggressive

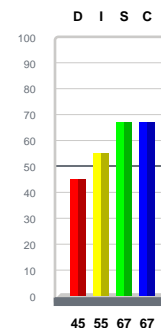
### Others' Perception - Extreme

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

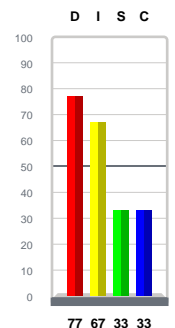
- Abrasive
- Arbitrary
- Controlling
- Opinionated



Adapted Style



Natural Style





# Descriptors

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

Demanding Egoentric Driving Ambitious Pioneering <b>Strong-Willed</b> <b>Forceful</b> <b>Determined</b> <b>Aggressive</b> <b>Competitive</b> <b>Decisive</b> Venturesome  <b>Inquisitive</b> <b>Responsible</b>	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing <b>Polished</b> <b>Poised</b> <b>Optimistic</b>  <b>Trusting</b> <b>Sociable</b>	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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious  Mild Agreeable Modest Peaceful  Unobtrusive	Reflective Factual Calculating Skeptical  Logical Undemonstrative Suspicious Matter-of-Fact Incisive  Pessimistic Moody  Critical	<b>Mobile</b> <b>Active</b> <b>Restless</b> <b>Alert</b> <b>Variety-Oriented</b> Demonstrative  Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous  Hypertense	<b>Firm</b> <b>Independent</b> <b>Self-Willed</b> <b>Stubborn</b>  Obstinate  Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending  Careless with Details



# Natural and Adapted Style

Rob'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

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

### Adapted

Rob sees the need to be somewhat conservative in his approach to solving problems. He wants to accept challenges but will be calculated in his response.

## People - Contacts

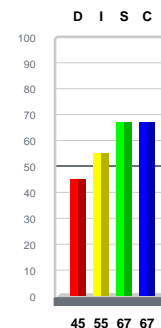
### Natural

Rob is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.

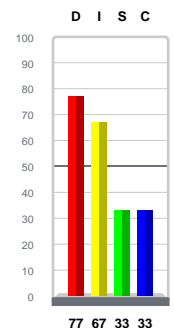
### Adapted

Rob sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style



Natural Style





# Natural and Adapted Style Continued



## Pace - Consistency

### Natural

Rob is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.

### Adapted

Rob sees a need to be deliberate and steady. He will change if the new direction is meaningful and consistent with the past, attempting to resist change for change's sake.

## Procedures - Constraints

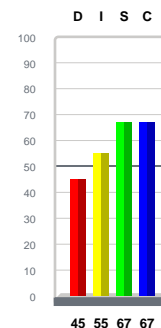
### Natural

Rob is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.

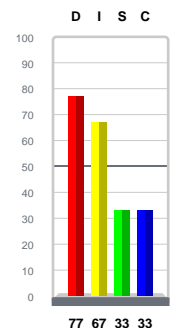
### Adapted

Rob 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



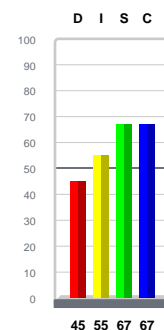


## Adapted Style

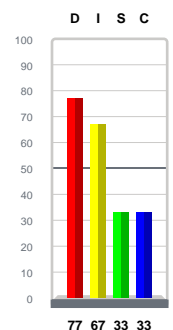
Rob sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Exhibiting patience and good listening skills.
- Precedence of quality over efficiency.
- Critical appraisal of data.
- Sensitivity to existing rules and regulations.
- Limited or prepared changes in routine.
- Compliance to high standards.
- Logical solutions.
- Diplomatic cooperation in team interaction.
- Calculation of risks before taking action.
- Consistency of task performance.
- Adherence to established guidelines and procedures.

Adapted Style



Natural Style





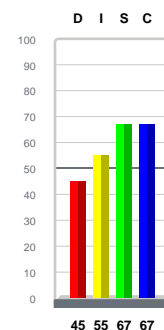
# Keys to Motivating

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

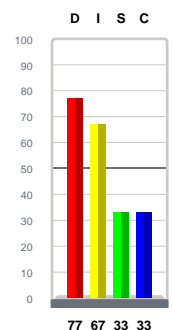
## Rob wants:

- Time to perform up to his high standards.
- Identification with fellow workers.
- To be recognized for his continuance of quality work.
- Instructions so he can do the job right the first time.
- Advancement when he is ready.
- Reassurance he is doing the job right.
- To be part of a quality-oriented work group.
- Operating procedures in writing.
- Activities that don't infringe on family life.
- Limited exposure to new procedures.
- Constant appreciation, and a feeling of security on the team.

Adapted Style



Natural Style





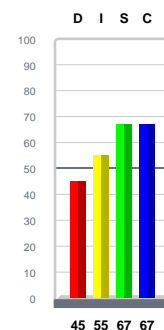
# Keys to Managing

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

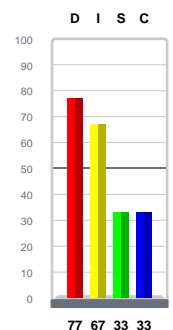
## Rob needs:

- To handle routine paperwork only once.
- More logical presentations--less emotional.
- People to work and associate with.
- Objectivity when dealing with people because of his high trust level.
- A rational approach to decision making--analyze the facts.
- An awareness of the parameters or rules in writing.
- Better organization of record keeping.
- To negotiate commitment face-to-face.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To understand his role on the team--either a team player or the leader.
- To adjust his intensity to match the situation.
- Help on controlling time and setting priorities.
- To display empathy for people who approach life differently than he does.

Adapted Style



Natural Style







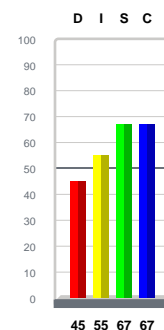
## Areas for Improvement

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

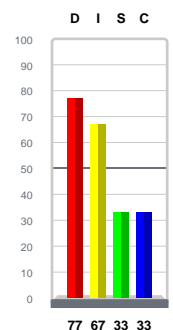
### Rob has a tendency to:

- Dislike routine work or routine people--unless he sees the need to further his goals.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Have trouble delegating--can't wait, so does it himself.
- Blame, deny and defend his position--even if it is not needed.
- Be explosive by nature and lack the patience to negotiate.
- Be so concerned with big picture; he forgets to see the little pieces.
- Overstep authority and prerogatives--will override others.

Adapted Style



Natural Style





# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# Action Plan

## Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

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---

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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---

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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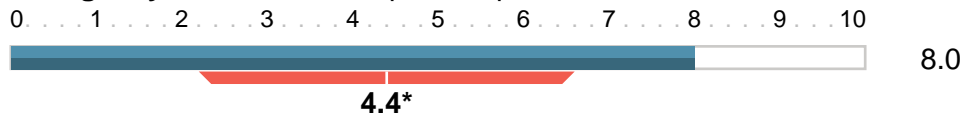
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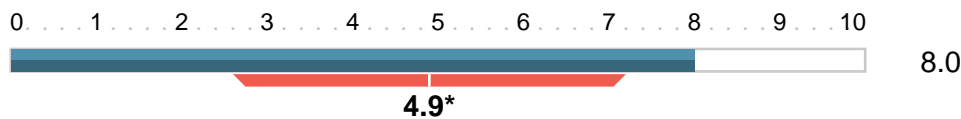
# Behavioral Hierarchy

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

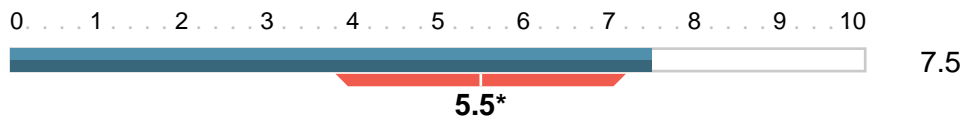
**1. Urgency** - Decisiveness, quick response and fast action.



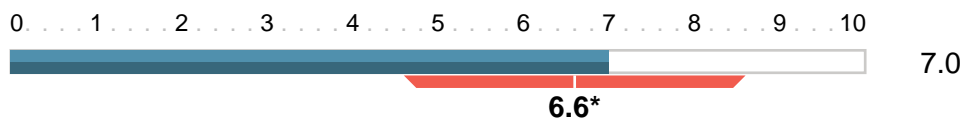
**2. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



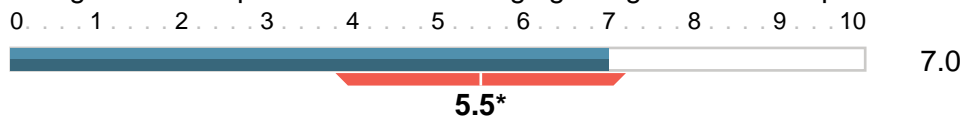
**3. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



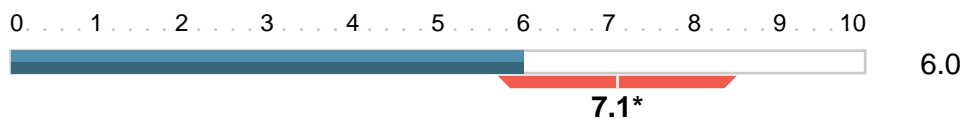
**4. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



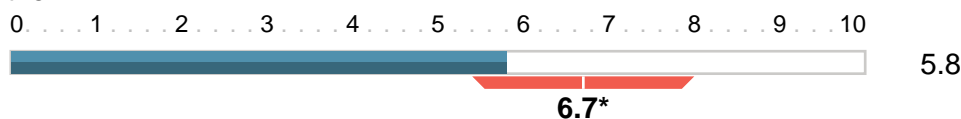
**5. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



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



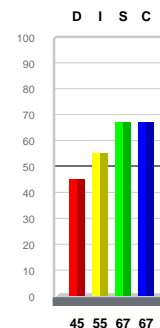
**7. Customer Relations** - A desire to convey your sincere interest in them.



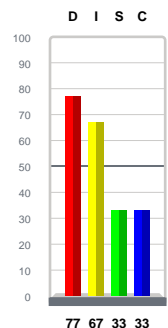
\* 68% of the population falls within the shaded area.



Adapted Style



Natural Style





# Behavioral Hierarchy

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.1\*

4.7

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.7\*

4.5

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.2\*

4.2

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



5.1\*

4.0

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



4.7\*

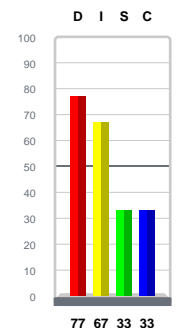
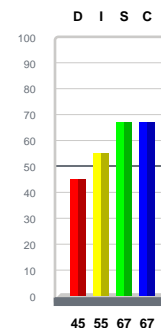
3.5



SIA: 45-55-67-67 (36) SIN: 77-67-33-33 (12)  
\* 68% of the population falls within the shaded area.

Adapted Style

Natural Style



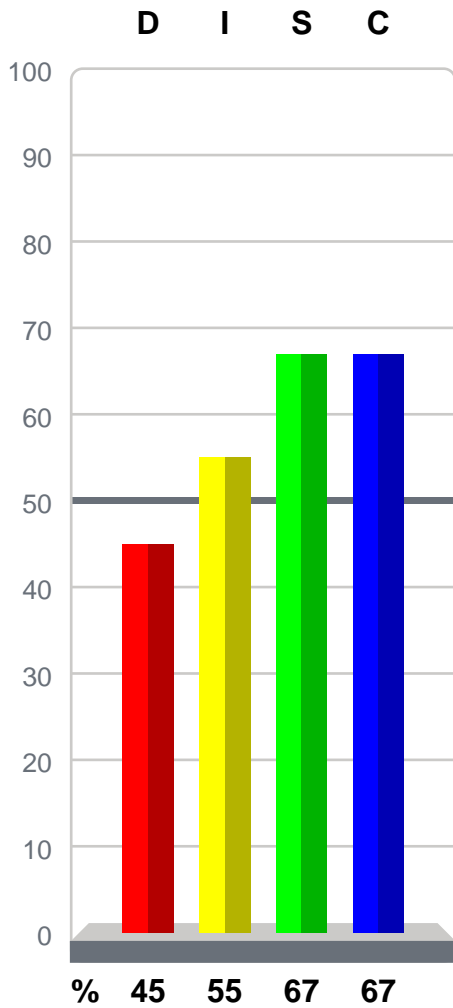


# Style Insights® Graphs

7-30-2013

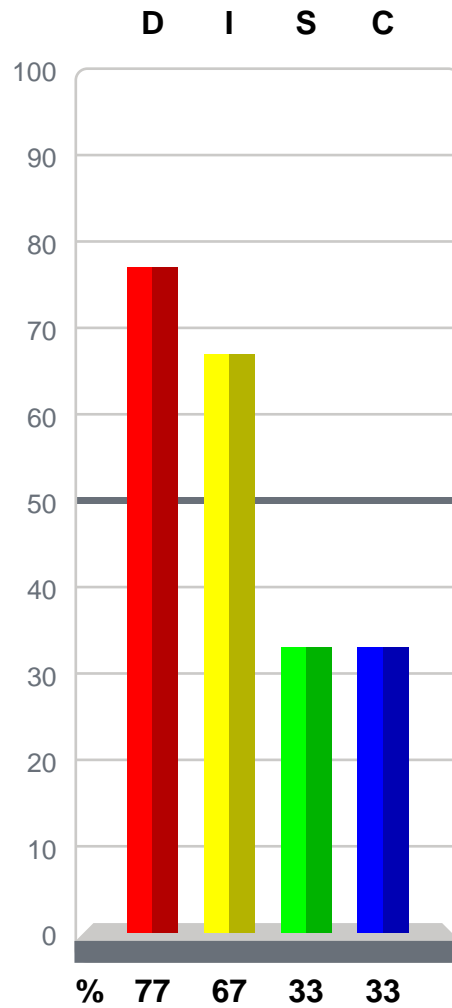
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 ML



## The Success Insights® Wheel

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

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

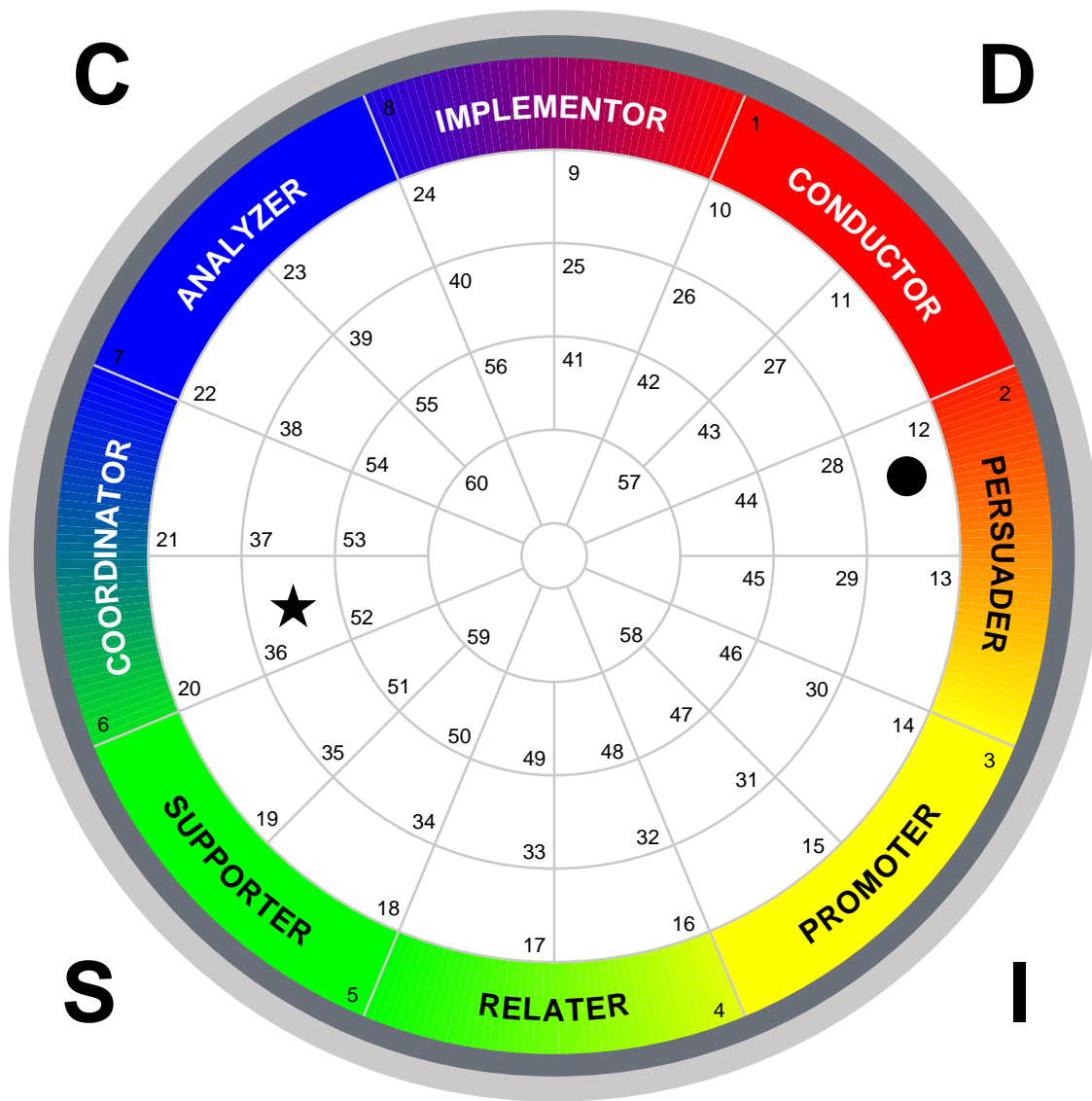
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



# The Success Insights® Wheel

7-30-2013



Adapted: ★ (36) SUPPORTING COORDINATOR (FLEXIBLE)  
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2012 ML