



TTI SUCCESS INSIGHTS®

Time P.L.U.S.™ Version

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

Sara Marie Management

National Account Executive

Johnson Motor Machine

5-23-2007



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. Our ability to interact effectively in any given environment may determine the difference between our success or failure in the workplace and in our personal relationships.

Effective use of time starts with an accurate perception of ourselves. This report was designed to quantify information on how you see yourself. The report translates that information into how others may see you to assist in formulating strategies to better manage your time.

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 they agree with you. Sometimes we are not aware of certain behavioral traits that are seen by others.

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



GENERAL CHARACTERISTICS

Based on your responses, the report has selected general statements to provide a broad understanding of your work style. These statements identify the basic natural behavior that you bring to the job. That is, if left on your own, HOW YOU WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of your natural behavior.

Sara Marie tends to be precise about her use of time and can become frustrated when others interrupt her when in the middle of a task. She tends to be her own worst critic constantly reminding herself that she could have done better if given more time. She can be sensitive about any comments regarding the quality of her work. She strives forward constantly to improvement in everything she does. She wants to know the company rules so she can follow them, and she may become upset when others continually break the rules. Sara Marie can overanalyze a problem which tends to slow down the decision-making process. She prefers doing the job right the first time, rather than taking shortcuts that may lessen the quality of work. She sees it as the efficient way of task completion. She is task-oriented; however, she can still maintain good working relationships with others as long as they share her concern for excellence. She is a seemingly inexhaustible investigator of facts, and will pursue all possible avenues for a solution to a problem. 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. Her aggressiveness is tempered by her sensitivity to quality work. This is a positive strength of Sara Marie's, and others appreciate this tendency.



GENERAL CHARACTERISTICS

Sara Marie usually judges others by the quality of their work. She may find it difficult to recognize others' strengths, if their work does not meet her high standards. 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 tends to postpone the decision-making process until she has all the facts. She is the type of person who will accept challenges, and accept them seriously. Sara Marie gets frustrated when well-established rules are not observed by others. She prefers to have everyone adhere to the same rules and regulations. She likes to assemble facts and data before making decisions. This allows her time to review the facts and think about the decision to be made. She feels tension when forced to make major decisions quickly. She has an acute awareness of social, economic and political implications of her decisions.

Sara Marie likes to ask questions to clarify the communications. She gathers data in order to be certain she is correct in her work, communications or decision making. People who show up early or late for appointments may upset her, since her work plans are disrupted. Sara Marie makes an agenda and prefers that others not change it.

Sara Marie's logical, methodical way of gathering data is demonstrated by her ability to ask the right questions at the right time. She can be outgoing at times. Basically introverted, she will engage in social conversation when the occasion warrants. Sara Marie enjoys analyzing the motives of others. This allows her to develop her intuitive skills. She is



GENERAL CHARACTERISTICS

intuitive and is able to ask good questions in order to get the critical, complete information she seeks. Because Sara Marie 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 usually slow to anger, but when "enough is enough" she may tend to explode. People will then have no doubt about her feelings.



TIME WASTERS

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

1. PROLONG EVENTS IN ORDER TO GAIN IMPROVED RESULTS

Prolonging events in order to gain improved results is the process of doing and redoing, evaluating and re-evaluating and changing to and changing back as a way of "testing" the best possible outcome.

POSSIBLE CAUSES:

- Want to insure that success is always achieved
- Feel that if rushed, the results will not be satisfactory
- Hope situations will work out themselves

POSSIBLE SOLUTIONS:

- Set realistic schedule and timeline
- Follow the schedule
- Seek advice or assistance from others

2. TENDENCY TO BE OVERLY NEAT AND ORDERLY

The tendency to be overly neat and orderly is usually a compulsive behavior that overrides the need to accomplish a task. More importance may be placed on cleaning off your desk than completing the actions required (out of sight, out of mind).

POSSIBLE CAUSES:

- Easily distracted by non-related materials in view
- Need a systematic method of working
- Catalog information for later retrieval

POSSIBLE SOLUTIONS:

- Recognize that this is a strength as long as it is not over extended



TIME WASTERS

3. WAITING FOR EVENTS TO HAPPEN

Although patience may be a virtue, being pro-active allows the decision-maker to be in better control of events within their scope of influence.

POSSIBLE CAUSES:

- Want to affect the here and now
- Fear rushing into something will show unpreparedness
- Need for high standards inhibits getting started

POSSIBLE SOLUTIONS:

- Plan alternative solutions
- Determine most likely scenarios
- Implement a plan that best meets those needs without jeopardizing other scenarios

4. SEEKING THE BEST, BUT NOT NECESSARILY WORKABLE SOLUTIONS

Always seeking the best solution may prohibit getting the task accomplished. Something better is always on the horizon.

POSSIBLE CAUSES:

- Want to do things right the first time
- Want personal approval for preciseness of work
- Fear criticism if solution doesn't work

POSSIBLE SOLUTIONS:

- Establish required standards
- Determine the solution that meets or exceeds those standards
- Set a timeline for making a decision or completing a task



TIME WASTERS

5. SEEKING "ALL" OF THE FACTS

Seeking "all" of the facts is thought and action of continually gathering new information and re-evaluating current information.

POSSIBLE CAUSES:

- Want to be certain/prepared
- Want to avoid mistakes
- Want extended time for getting tasks done

POSSIBLE SOLUTIONS:

- Set a timeline for gathering new information or evaluating old information and then take action
- Evaluate importance or risk factors to how much information is actually needed

6. OVERREACTING TO CONSTRUCTIVE CRITICISM

Overreacting to constructive criticism is the inappropriate overt or covert response to feedback and recommendations.

POSSIBLE CAUSES:

- Have a high comfort level with past methods
- Have high standards for work performance
- Think that your way is the correct way
- Don't see the benefit of doing things differently

POSSIBLE SOLUTIONS:

- Practice listening without evaluating comments from others
- Begin responding mentally with "that's interesting" or "that's a possibility" as a way of controlling immediate negative response
- Communicate feelings with peers and supervisors



CHECKLIST FOR COMMUNICATING

This section of the report is a lists of things to DO when communicating with you. Read each statement and then identify 3 or 4 that are most important to your optimal use of time. By sharing this information with others, the better they can plan meetings, presentations and informal discussions. This will result in more efficient and time saving the communications.

Do:

- Keep at least three feet away from her.
- Respect her quiet demeanor.
- Make an organized contribution to her efforts, present specifics and do what you say you can do.
- Provide solid, tangible, practical evidence.
- Use the proper buzz words that are appropriate to her expertise.
- Give her time to analyze the data before making a decision.
- Be prepared with the facts and figures.
- Prepare your "case" in advance.
- Use expert testimonials.
- Have the facts in logical order.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Make an organized presentation of your position, if you disagree.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.



DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with you. Read each statement and identify those that cause the most frustration. By sharing this information, both parties can avoid time wasting interactions and achieve more effective communications.

Don't:

- Make statements you cannot prove.
- Overuse emotion.
- Make conflicting statements.
- Overuse gestures.
- Be redundant.
- Threaten, cajole, wheedle, coax or whimper.
- Pretend to be an expert, if you are not.
- Use gimmicks or clever, quick manipulations.
- Make statements about the quality of her work unless you can prove it.
- Dillydally, or waste time.
- Use testimonies of unreliable sources; don't be haphazard.
- Rush the decision-making process.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Sara Marie usually sees herself as being:

Precise
Moderate
Knowledgeable

Thorough
Diplomatic
Analytical

OTHERS' PERCEPTION

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

Pessimistic
Worrisome

Picky
Fussy

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

Perfectionistic
Strict

Hard-to-Please
Defensive



DESCRIPTORS

Based on Sara Marie'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 Unobtrusive	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



INTERACTIVE FLEXIBILITY

Each person is different and each has needs they want met. This section will help you identify four basic behavioral styles of others. It will provide you with valuable information for meeting their needs. As you develop strategies for meeting their needs, you will gain their commitment and cooperation. You will be able to understand how interacting with different styles impacts your use of TIME.

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Fast-paced speech
- Comes on strong
- Impatient
- Direct
- Tries to control the situation

Factors that will improve Interaction with this Style:

- Speed up your rate of speaking
- Recognize that they are risk-takers
- Don't let them dominate you
- Flatter their ego
- Be efficient
- Give direct answers
- Be positive
- Stress how your product/service will save time

Factors that will create tension or dissatisfaction with this Style:

- Being indecisive
- Explaining too many details



INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Friendly and talkative
- Impulsive
- Uses many hand gestures while speaking
- Gets emotional
- Imprecise about the use of time

Factors that will improve Interaction with this Style:

- Smile and talk more than you usually do
- Give fewer details than you normally would
- Exhibit more confidence than you really feel
- Use more gestures and active body language
- Don't ask many personal questions
- Don't worry about presenting all the data you have to this customer

Factors that will create tension or dissatisfaction with this Style:

- Your attention to details
- Your "follow the book" approach



INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Patient
- Easy going
- Uses an unemotional voice
- Reserved
- Deliberate - methodical

Factors that will improve Interaction with this Style:

- Be patient and sincere
- Maintain a friendly environment
- Present information in a systematic fashion
- Give many reasons if any changes have to be made
- Show them you are as dependable as they are
- Help them establish priorities, and a sense of urgency, if needed
- Stress quality and reliability of your organization

Factors that will create tension or dissatisfaction with this Style:

- Strong adherence to company rules
- Appearing to be cool and distant



INTERACTIVE FLEXIBILITY

"Improving Your Interactive Flexibility"

When interacting with an individual who has the following characteristics:

- Speaks slowly
- Asks questions about facts and data
- Is very deliberate
- Uses few gestures
- Skeptical
- Suspicious

Factors that will improve Interaction with this Style:

- Be diplomatic and courteous
- Avoid criticism of their work
- Give assurances of correct decisions
- Don't ask many personal questions
- Avoid sudden, abrupt changes

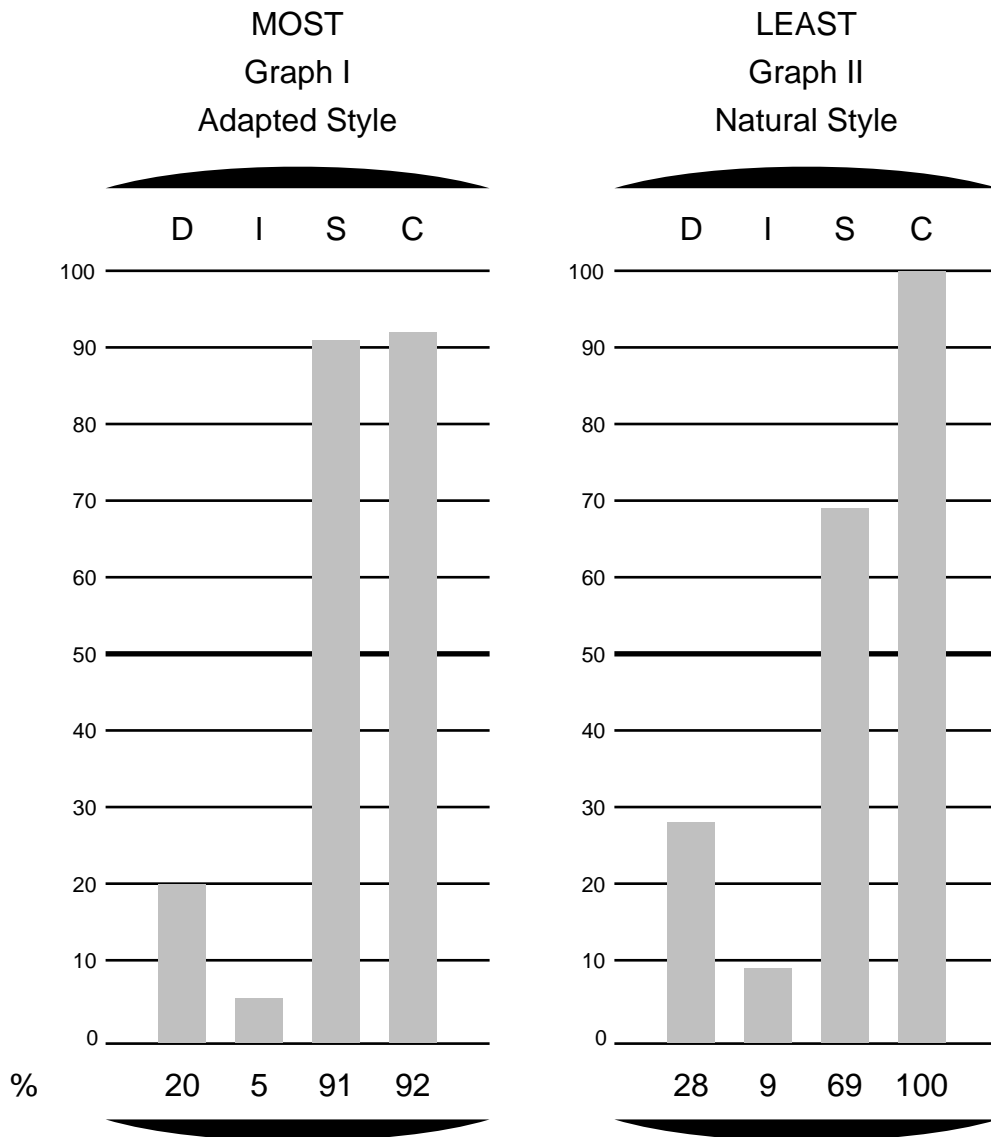
Factors that will create tension or dissatisfaction with this Style:

- Desire to be more correct than others
- Slow response time to their needs



STYLE INSIGHTS® GRAPHS

Johnson Motor Machine
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Norm 2003



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.

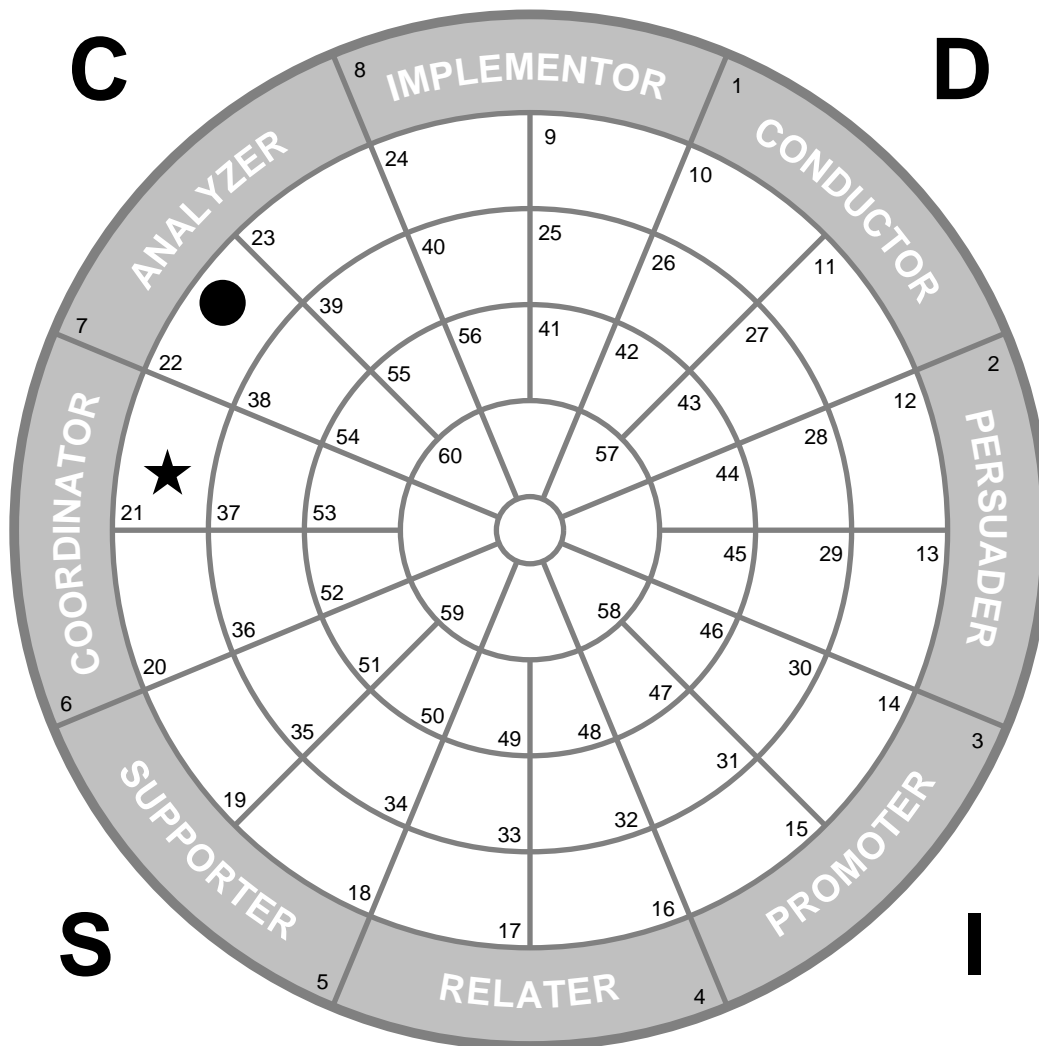
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

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Adapted: ★ (21) ANALYZING COORDINATOR
Natural: ● (22) COORDINATING ANALYZER
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