



TTI SUCCESS INSIGHTS™

Management-Staff Version

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

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

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Head Honcho

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12-29-2004

When you align your life with your values...expect a masterpiece.

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INTRODUCTION

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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*



GENERAL CHARACTERISTICS

Based on Jeanna'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 Jeanna's natural behavior.

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Jeanna 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. She prefers an environment with variety and change. She is at her best when many projects are underway at once. She is driven toward goals completion and wants to be in a position to set policy that will allow her to meet those goals. She is often considered daring, bold and gutsy. She is a risk taker who likes to be seen as an individualist. Under pressure, Jeanna has a tendency to actively seek opportunities which test and develop her abilities to accomplish results. She has the ability to question people's basic assumptions about things. She prides herself on her creativity, incisiveness and cleverness. She tends to have a "short fuse" and can display anger or displeasure when she feels that people are taking advantage of her. She is often frustrated when working with others who do not share the same sense of urgency. Jeanna is comfortable in an environment that may be characterized by high pressure and is variety-oriented. She needs to learn to relax and pace herself. She may expend too much energy trying to control herself and others.



GENERAL CHARACTERISTICS

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Jeanna is decisive and prefers to work for a decisive manager. She can experience stress if her manager does not possess similar traits. She prefers authority equal to her responsibility. She should realize that at times she needs to think a project through, beginning to end, before starting the project. She will work long hours until a tough problem is solved. After it is solved, Jeanna may become bored with any routine work that follows. When faced with a tough decision, she will try to sell you on her ideas. Sometimes she becomes emotionally involved in the decision-making process. She finds it easy to share her opinions on solving work-related problems. She is a good problem solver and troubleshooter, always seeking new ways to solve old problems.

Jeanna tends to influence people by being direct, friendly and results-oriented. She challenges people who volunteer their opinions. She may lose interest in what others are saying if they ramble or don't speak to the point. Her active mind is already moving ahead. She may sometimes mask her feelings in friendly terms. If pressured, Jeanna's true feelings may emerge. 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. She likes people who present their case effectively. When they do, she can then make a quicker assessment or decision. She likes people who give her options as compared to their opinions. The options may help her make decisions, and



GENERAL CHARACTERISTICS

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she values her own opinion over that of others! She may lack the patience to listen and communicate with slower acting people.



VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Jeanna 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.

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- Usually makes decisions with the bottom line in mind.
- Builds confidence in others.
- Competitive.
- Forward-looking and future-oriented.
- Thinks big.
- Self-starter.
- Will join organizations to represent the company.
- Tenacious.



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 Jeanna. 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 Jeanna most frequently.

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Do:

- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Talk about her, her goals and the opinions she finds stimulating.
- Motivate and persuade by referring to objectives and results.
- Leave time for relating, socializing.
- Read the body language for approval or disapproval.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Support and maintain an environment where she can be efficient.
- Plan interaction that supports her dreams and intentions.
- Read the body language--look for impatience or disapproval.
- Ask for her opinions/ideas regarding people.



DON'TS ON COMMUNICATING

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

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Don't:

- Ask rhetorical questions, or useless ones.
- Be curt, cold or tight-lipped.
- Forget or lose things, be disorganized or messy, confuse or distract her mind from business.
- Talk down to her.
- Try to convince by "personal" means.
- Try to build personal relationships.
- Let disagreement reflect on her personally.
- Drive on to facts, figures, alternatives or abstractions.
- Leave decisions hanging in the air.
- Take credit for her ideas.
- Legislate or muffle--don't overcontrol the conversation.
- Ramble on, or waste her time.



COMMUNICATION TIPS

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

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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 Jeanna'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 Jeanna enjoys and also those that create frustration.

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- Freedom of movement.
- Work tasks that change from time to time.
- An innovative and futuristic-oriented environment.
- Tasks involving motivated groups and establishing a network of contacts.
- Forum to express ideas and viewpoints.
- Freedom from controls, supervision and details.
- Evaluation based on results, not the process.
- Assignments with a high degree of people contacts.



PERCEPTIONS

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

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"See Yourself As Others See You"

SELF-PERCEPTION

Jeanna usually sees herself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated



DESCRIPTORS

Based on Jeanna'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.

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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



NATURAL AND ADAPTED STYLE

Jeanna'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.

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Natural	PROBLEMS - CHALLENGES	Adapted
Jeanna tends to deal with problems and challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and actively seeks goals. Jeanna will attack problems and likes a position with authority and work that will constantly challenge her to perform up to her ability.		Jeanna sees the need to be competitive, results-oriented and a little innovative in her approach to problem solving. She has a tendency to evaluate the risk before rushing into solving a problem.

Natural	PEOPLE - CONTACTS	Adapted
Jeanna's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtues of her personality and verbal skills. She will convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost any project.		Jeanna sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.



NATURAL AND ADAPTED STYLE

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Natural	PACE - CONSISTENCY	Adapted
Jeanna is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. She usually demonstrates a pronounced sense of urgency. She is eager to initiate change if for nothing else than for change's sake.		Jeanna seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for her.

Natural	PROCEDURES - CONSTRAINTS	Adapted
Jeanna does not like constraints, at times she can be somewhat defiant and rebellious. She has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. She seeks adventure and excitement and wants to be seen as her own person.		Jeanna shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant and Jeanna sees little or no need to change her response to the environment.



ADAPTED STYLE

Jeanna 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.

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- Preferring people involvement over task focus.
- Participative decision making.
- Positive, outgoing, friendly behavior.
- Firm commitment to accomplishments.
- Making tactful decisions.
- Using a direct, forthright and honest approach in her communications.
- Acting independently and without precedent.
- Dedicated to "going it alone" when necessary.
- Being creative and unconventional in making a point.
- Willing to take risks when others may be hesitant.
- Motivating people to take action by using persuasive skills.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Maintaining an ever-changing, friendly, work environment.



KEYS TO MOTIVATING

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

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Jeanna wants:

- A manager who practices participative management.
- No close supervision.
- Freedom from control and detail.
- Rewards to support her dreams.
- Working conditions with freedom to move and to talk to people.
- To be measured by results.
- Exposure to those who appreciate her results.
- A friendly work environment.
- Independence.
- Excitement.
- A forum to ventilate her emotions.



KEYS TO MANAGING

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

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Jeanna needs:

- Objectivity when dealing with people because of her high trust level.
- To handle routine paperwork only once.
- Better organization of record keeping.
- To negotiate commitment face-to-face.
- To understand her role on the team--either a team player or the leader.
- To know results expected and to be evaluated on the results.
- More logical presentations--less emotional.
- A program for pacing work and relaxing.
- To focus conversations on work activities--less socializing.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Help on controlling time and setting priorities.



AREAS FOR IMPROVEMENT

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

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Jeanna has a tendency to:

- Be explosive by nature and lack the patience to negotiate.
- Overstep authority and prerogatives--will override others.
- Be a one-way communicator--doesn't listen to the total story before introducing her opinion.
- Blame, deny and defend her position--even if it is not needed.
- Set standards for herself and others so high that impossibility of the situation is common place.
- Have difficulty finding balance between family and work.
- Be crisis-oriented.



ACTION PLAN

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The following are examples of areas in which Jeanna 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: _____

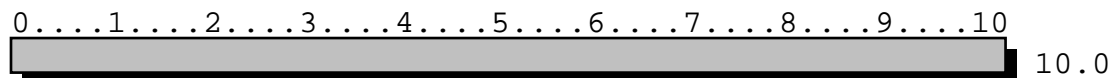


BEHAVIORAL HIERARCHY

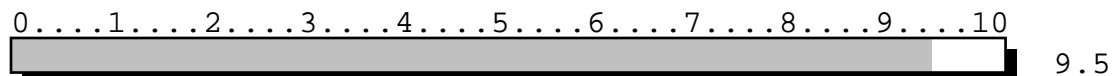
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

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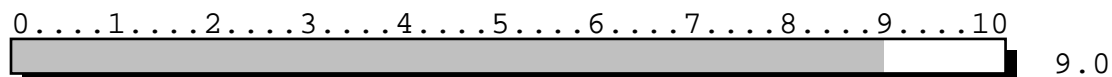
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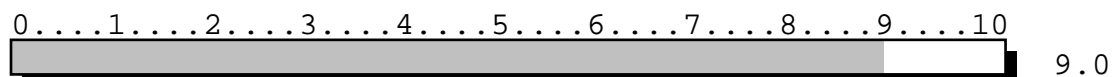
2. FREQUENT CHANGE



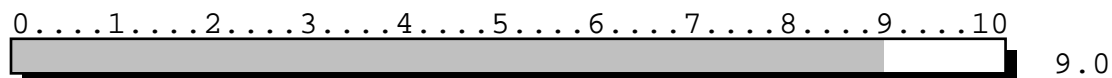
3. URGENCY



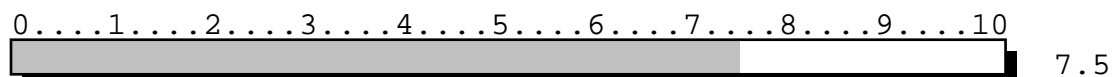
4. FREQUENT INTERACTION WITH OTHERS



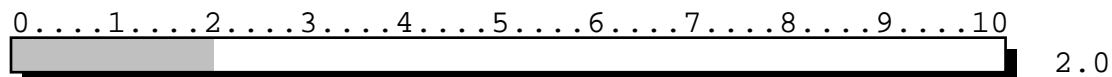
5. VERSATILITY



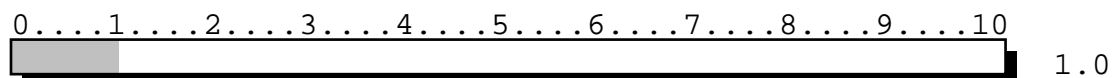
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE





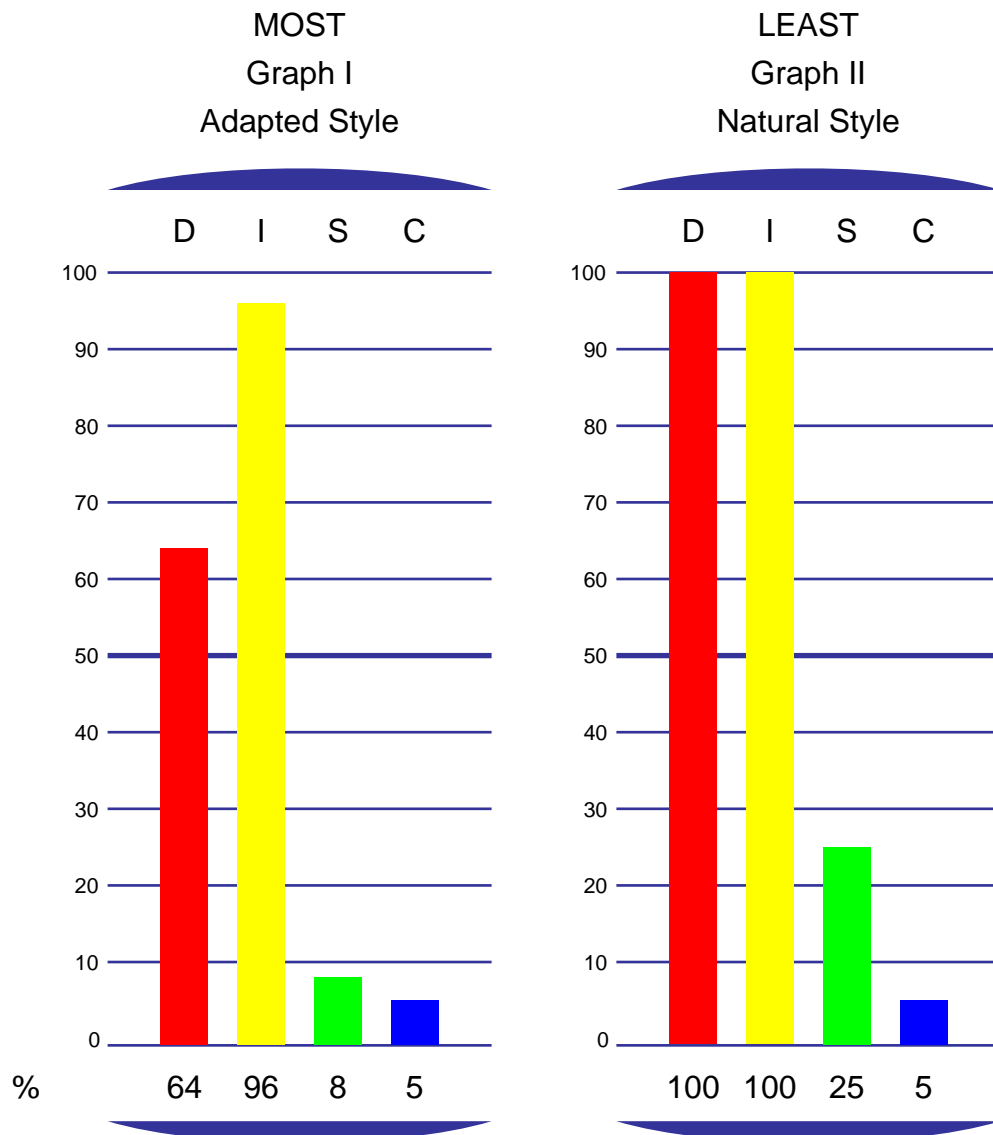
STYLE INSIGHTS™ GRAPHS

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THE SUCCESS INSIGHTS® WHEEL

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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.

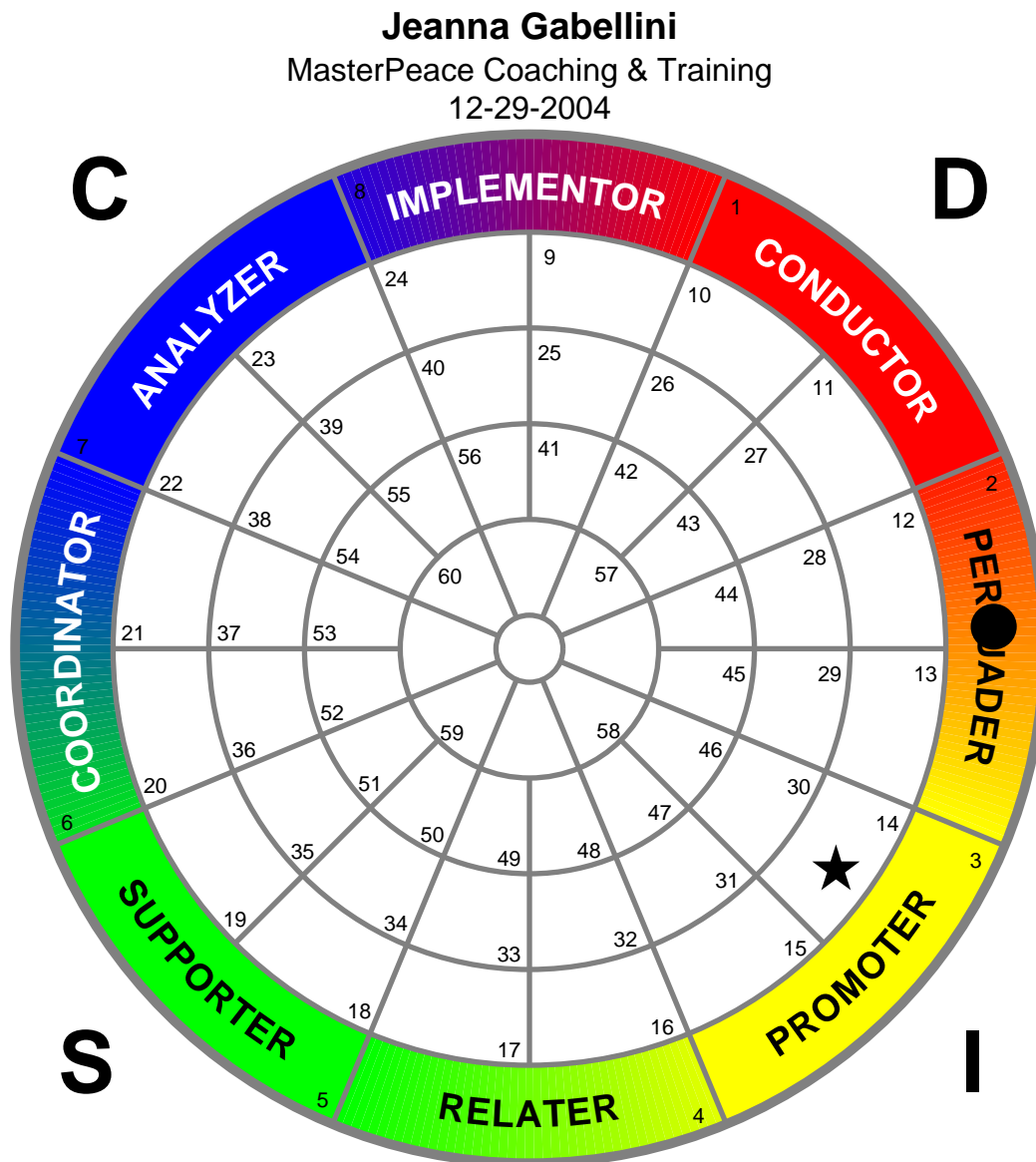
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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: ★ (14) PERSUADING PROMOTER
Natural: ● (2) PERSUADER

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