



**TTI Success Insights®**  
Management-Staff™ Version



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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 Christopher'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 Christopher's natural behavior.*

Christopher tries to influence others through a personal relationship and many times will perform services to develop this relationship. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He influences most people with his warmth. He is optimistic and usually has a positive sense of humor. Christopher likes quality social relationships. He often will become friends with his customers or clients. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He wants to be seen as his own person, but usually projects it in friendly terms. He prefers working for a participative manager. He does his best work in this kind of environment. Christopher believes in getting results through other people. He prefers the "team approach." He tends to trust people and may be taken advantage of because of his high trust level.

Christopher is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He likes to participate in decision making. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He likes working for managers who make quick decisions. He is good at solving problems



that deal with people.

Christopher has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. He will optimistically interact with people in an assured, diplomatic and poised manner. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Christopher will attempt to put them at ease. He usually uses many gestures when talking. Christopher is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He may use his time imprecisely because he likes to talk to people.



## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Christopher 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.*

- Negotiates conflicts.
- Creative problem solving.
- People-oriented.
- Positive sense of humor.
- Respect for authority and organizational structure.
- Accomplishes goals through people.
- Adaptable.
- Verbalizes his feelings.



## 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 Christopher. 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 Christopher most frequently.*

Do:

- Provide testimonials from people he sees as important.
- Talk about him, his goals and the opinions he finds stimulating.
- Support your communications with correct facts and data.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Take time to be sure that he is in agreement and understands what you said.
- Use scheduled timetable when implementing new action.
- Provide ideas for implementing action.
- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Be prepared.
- Be sincere and use a tone of voice that shows sincerity.
- Give him time to ask questions.



## DON'TS ON COMMUNICATING

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

Don't:

- Leave decisions hanging in the air.
- Push too hard, or be unrealistic with deadlines.
- "Dream" with him or you'll lose time.
- Legislate or muffle--don't overcontrol the conversation.
- Give your presentation in random order.
- Talk down to him.
- Be curt, cold or tight-lipped.
- Don't be haphazard.
- Take credit for his ideas.
- Talk to him when you're extremely angry.
- Be dictatorial.



# COMMUNICATION TIPS

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

<p>When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>● Prepare your "case" in advance.</li> <li>● Stick to business.</li> <li>● Be accurate and realistic.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Being giddy, casual, informal, loud.</li> <li>● Pushing too hard or being unrealistic with deadlines.</li> <li>● Being disorganized or messy.</li> </ul>	<p>When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>● Be clear, specific, brief and to the point.</li> <li>● Stick to business.</li> <li>● Be prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Talking about things that are not relevant to the issue.</li> <li>● Leaving loopholes or cloudy issues.</li> <li>● Appearing disorganized.</li> </ul>
<p>When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>● Begin with a personal comment--break the ice.</li> <li>● Present your case softly, nonthreateningly.</li> <li>● Ask "how?" questions to draw their opinions.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Rushing headlong into business.</li> <li>● Being domineering or demanding.</li> <li>● Forcing them to respond quickly to your objectives.</li> </ul>	<p>When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>● Provide a warm and friendly environment.</li> <li>● Don't deal with a lot of details (put them in writing).</li> <li>● Ask "feeling" questions to draw their opinions or comments.</li> </ul> <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> <li>● Being curt, cold or tight-lipped.</li> <li>● Controlling the conversation.</li> <li>● Driving on facts and figures, alternatives, abstractions.</li> </ul>





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

- Practical work procedures.
- Democratic supervisor with whom he can associate.
- Assignments that can be completed one at a time.
- Assignments with a high degree of people contacts.
- Work place where people seldom get mad.
- Freedom from control and detail.



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

## "See Yourself As Others See You"

### SELF-PERCEPTION

Christopher usually sees himself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

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

Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter



Based on Christopher'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.

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic <b>Political</b> <b>Enthusiastic</b> <b>Demonstrative</b> <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <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 <b>Deliberate</b> <b>Steady</b> <b>Stable</b>	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
<b>Conservative</b> <b>Calculating</b> <b>Cooperative</b> <b>Hesitant</b> <b>Low-Keyed</b>	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	<b>Firm</b> Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details
Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive			



# NATURAL AND ADAPTED STYLE

Christopher's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Christopher is cautious in his approach to problem solving and does not attempt to demand that his view, or opinion, be accepted at face value. Christopher likes to solve problems within the framework of a team environment. He will look for a compromise as opposed to a win-lose situation.</p>	<p>Christopher sees no need to change his approach to solving problems or dealing with challenges in his present environment.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Christopher is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Christopher is trusting and also wants to be trusted.</p>	<p>Christopher 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.</p>	



## NATURAL AND ADAPTED STYLE

Natural	PACE - CONSISTENCY	Adapted
Christopher is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.	Christopher sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.	

Natural	PROCEDURES - CONSTRAINTS	Adapted
Christopher is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.	Christopher sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.	



*Christopher 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.*

- Participative decision making.
- Being a good "team player."
- Obtaining results through people.
- Using restraint when confrontation occurs.
- Undemanding of others' time and attention.
- Being conservative, not competitive, in nature.
- Flexibility.
- Making tactful decisions.
- Contacting people using a variety of modes.
- Positive, outgoing, friendly behavior.
- Being cordial and helpful when dealing with new clients or customers.



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

Christopher wants:

- A leader to follow and one who sets good examples.
- A predictable environment.
- Complete directions for work to be completed.
- A secure future.
- Peace and harmony.
- Freedom from control and detail.
- Work assignments that provide opportunity for recognition.
- A manager who practices participative management.
- Freedom to talk and participate on the team.
- Public recognition of his ideas and results.
- A friendly work environment.



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

Christopher needs:

- A participative climate (teams or committees).
- To handle routine paperwork only once.
- Assistance in new or difficult assignments.
- To focus conversations on work activities--less socializing.
- People to work and associate with.
- A way to say "no" when he feels "no."
- Help on controlling time and setting priorities.
- Alternative methods that won't affect quality.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- More control of body language.
- Participatory management.





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

Christopher has a tendency to:

- Be too verbal in expressing criticism.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Make decisions based on surface analysis.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Overestimate his ability to motivate people or change others' behavior.
- Take information at face value without validation or substantial investigation.
- Overuse praise in motivating others.



## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)
  
2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)
  
3. When I make changes to these behaviors, they will have the following impact on my career:
  
4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:



## 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)
  
  
  
  
  
  
  
  
  
  
2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)
  
  
  
  
  
  
  
  
  
  
3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:
  
  
  
  
  
  
  
  
  
  
4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:



# BEHAVIORAL HIERARCHY

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

## 1. FREQUENT INTERACTION WITH OTHERS



## 2. CUSTOMER ORIENTED



## 3. VERSATILITY



## 4. FREQUENT CHANGE



## 5. URGENCY



## 6. COMPETITIVENESS



## 7. ORGANIZED WORKPLACE



## 8. ANALYSIS OF DATA





### Christopher Lynk

Directive

4-8-2011

#### MOST

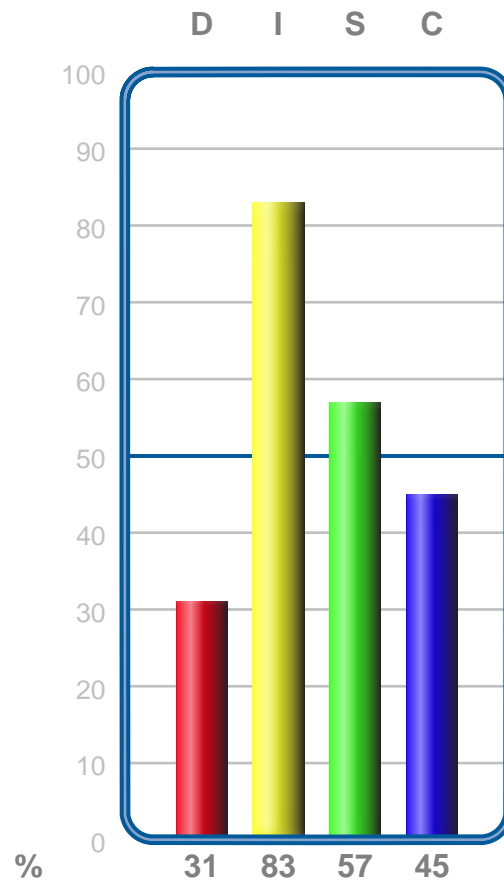
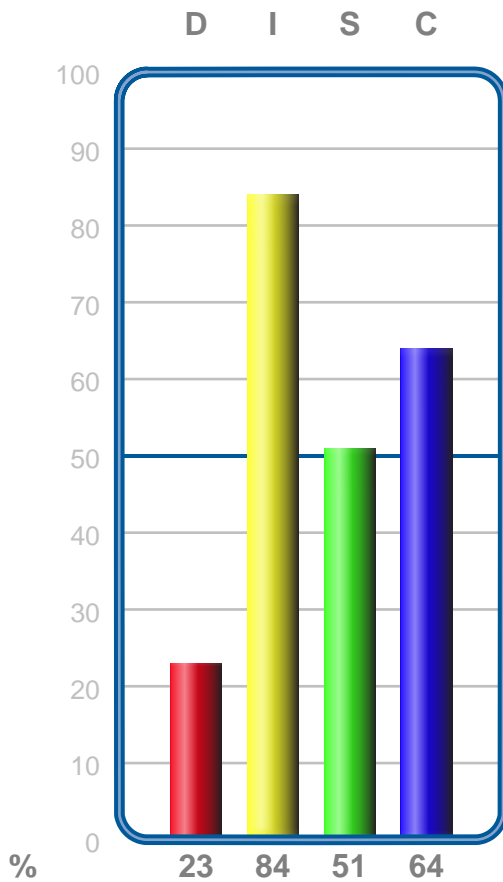
Graph I

Adapted Style

#### LEAST

Graph II

Natural Style



Norm 2009



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

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

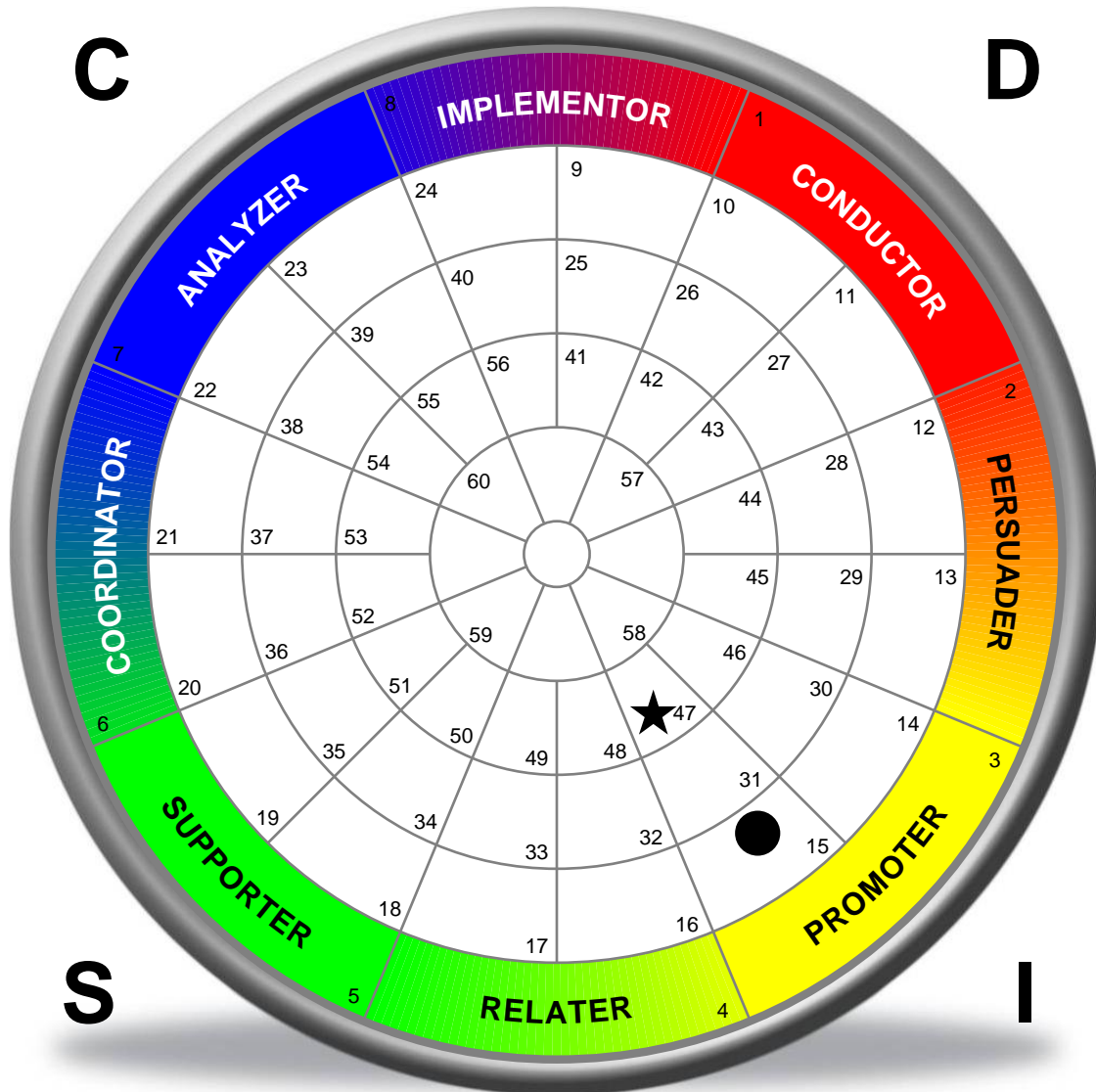
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



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Adapted: ★ (47) RELATING PROMOTER (ACROSS)

Natural: ● (15) RELATING PROMOTER

Norm 2009

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