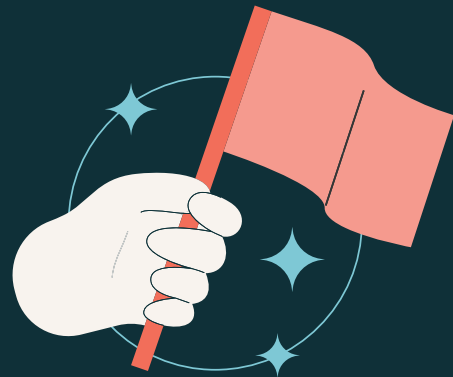




TTI SUCCESS INSIGHTS®

Talent Insights®

Debriefing Guide



LEADERSHIP VERSION

How To

Using the Debriefing Guide

Use this guide as a companion to the Talent Insights Leadership Report.

This resource acts as a section-by-section prompt to guide you and your client through engaging discussions regarding their assessment results.

Watch for:



Watch for the PDP graphic throughout the guide. These highlighted tasks are the building blocks for your client to begin their **P**ersonal **D**evelopment **P**lan.

Leadership Debriefing Objectives

A Focus on Your Results

Identify your strengths and areas of opportunity as a leader.

Discuss how the information has affected your leadership journey to this point.

Gain insight into personal steps you can take to increase your leadership effectiveness.

Debrief Goals

- Improved self-awareness
- Improved understanding of others
- Improved relationships for leadership success

PDP

Agree on a desired outcome.

Introduction

Behaviors - Observable

How you prefer to:

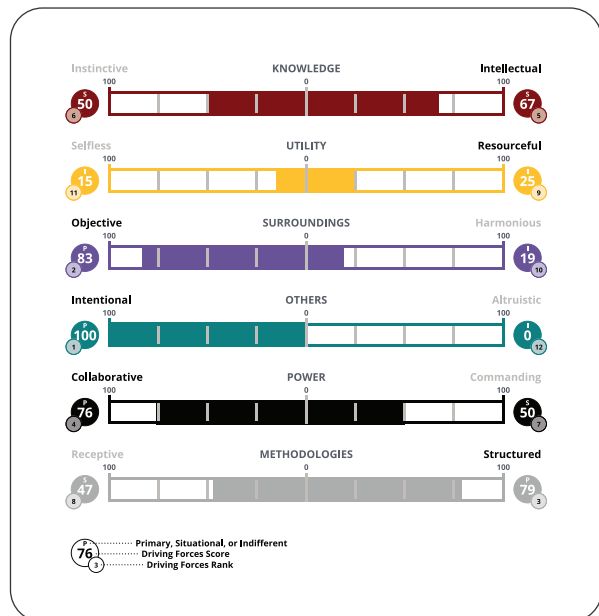
- D - Respond to problems and challenges
- I - Influence people and contacts
- S - Respond to pace and consistency
- C - Respond to procedures and constraints



Driving Forces - Potentially Hidden

Why you do what you do in respect to:

- Knowledge
- Utility
- Surroundings
- Others
- Power
- Methodology



PDP

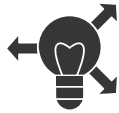
Reflect on your journey up to this point. Discuss what has led to you being in your current role and stage of life. Consider how this report reflects where you are now with respect to your journey.

Behavioral Characteristics

Your Natural Leadership Approach Based On:



General Leadership Behaviors



Decision-making



Communication

PDP

1. Highlight the statement(s) you agree with.
2. Underline the statement(s) you disagree with.
3. Circle any words you would like to edit.

+If you strongly disagree with a statement, choose a trusted individual/coworker to review and provide feedback from their perspective.

“John will work long hours until a tough problem is solved. After it is solved, John may become bored with any routine work that follows. He likes to make decisions quickly. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems.”

When reviewing statements, use the rule of **“80%.”**
Is the statement at least 80% accurate?



Value to the Organization

What You Bring to the Table

- ✓ How have you leveraged these talents to get to where you are?
- ✓ Which of these talents best serve you when leading others?
- ✓ Which of these talents do you notice most throughout your day?
In what types of scenarios?

PDP

Create a value statement that highlights your contribution to your organization as a leader.

Notes



Checklist for Communicating

The Do's and Don'ts of Communicating with You

✓ Describe how these communication styles enhance your leadership communication.

⊘ How do you react when approached in this manner by a fellow leader? A member of your team?

PDP

List your top 3 from each category. Make a note of who should be made aware of your communication preferences. How might you manage your reactions now that you understand your communication triggers?

Notes



Communication Tips

Leading and Collaborating with Differing Styles



Dominance



Influence



Steadiness



Compliance

PDP

Think through your current team members and colleagues. What adaptations can you offer to make your communication approaches with each of them more impactful?

Notes

Perceptions

Allowing Others to Be Your Mirror



**How you
see yourself**



**How others view
you in moderate
conditions**



**How others view
you in extreme
conditions**

Being self-aware and capable of managing what you are projecting onto others will make you a stronger, more effective leader.

- ✓ Which self-perception do you agree with the most? Why?
- ✓ Even if these perceptions don't reflect your intent, could being perceived this way have a negative impact on your ability to lead a team?
- ✓ Are you aware or surprised by how others may perceive you?

PDP

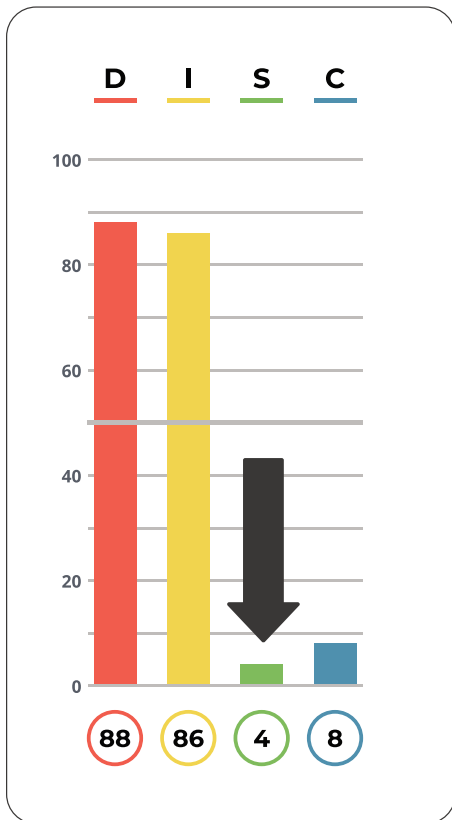
Most people are either unaware of how they are perceived or are aware but do not know how to adjust their behavior. Create up to 3 immediate communication or behavior changes you can make to improve negative perceptions.

Potential Hidden Influences

Leading Through Uncomfortable Situations

A strong leader can be effective in almost any situation. Understanding uncomfortable environments can unlock a potential behavioral superpower.

- When you find yourself unable to avoid one of the listed situations, how can you create comfort for yourself to best serve your team?
- Which adaptation tip might you implement to become more effective in a difficult environment?



Don't forget, your primary style may be below the energy line.

A high score is not always equal to a dominant behavior.

About 30% of styles fall into this category.

PDP

What environmental changes might you make to set your team (and yourself) up for improved productivity? Think through your daily meetings and modes of communication.

Descriptors

Results Are More Than a Number

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influence	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

The words on the Descriptors page align directly with your natural style graph scores.

- Which highlighted descriptors are you most proud of and why?
- In what situations do you feel these descriptors truly describe your style?

PDP

Choose a term that resonates with you and your approach to leadership. Does this term have multiple definitions? Process the positives and negatives of the term. How will you embody the descriptor going forward to become a stronger leader?

Notes



Natural & Adapted Style

A Situational Modification of Behavior

 **Dominance**

Environmental demands often make you feel like you must adjust from your natural style.

 **Influence**

This may change how you approach problems, people, pace, and procedures in the workplace.

 **Steadiness**

 **Compliance**

PDP Think through your current team members and colleagues. What adaptations can you offer to make your communication approaches with each of them more impactful?

Notes



Adapted Style

Your Leadership Behaviors Adapted to Your Work Environment

Ask yourself...

- ✓ Are there behavioral tendencies that are not suited to your current position?
- ✓ If the behavioral tendency is not needed, is adapting necessary?
- ✓ If the behavioral tendency is needed, is this role satisfying and sustainable?

Constant or Extreme **Adaptations** Can Lead to **Burnout**.

PDP

Is your current role satisfying and/or sustainable?
If not, can the scope of leadership be adapted?
What actionable steps can be taken to obtain your ideal role?

Notes

Productivity Boosters

Boost Your Productivity with 3 Key Initiatives

1
Leverage Strengths

2
Mitigate Limitations

3
Manage Perceptions



An impactful leader strives to go from **good** to **great**.

PDP

Maximizing your time will allow space for greater creativity and higher goal achievement. Choose 5 productivity tips to implement during your next meeting or project.

Notes



Areas for Improvement

No One Is Perfect

- ✓ Self awareness allows you to acknowledge your strengths and your opportunities for growth.
- ✓ Leadership is about striking the right balance of capitalizing on your strengths and minimizing the impact of your limitations.
- ✓ What are you willing to accept or take accountability for?

PDP

Choose 1 tendency you agree to work on. Choose an accountability partner to keep you on track with your plan.

Notes

Behavioral Hierarchy



Not All Behaviors Are Equally Observable

Workplace behaviors dominate your day as a leader. Are you able to **elevate** your more **indifferent** behaviors to meet daily demands? Can you **modify** your **primary** behaviors where appropriate?

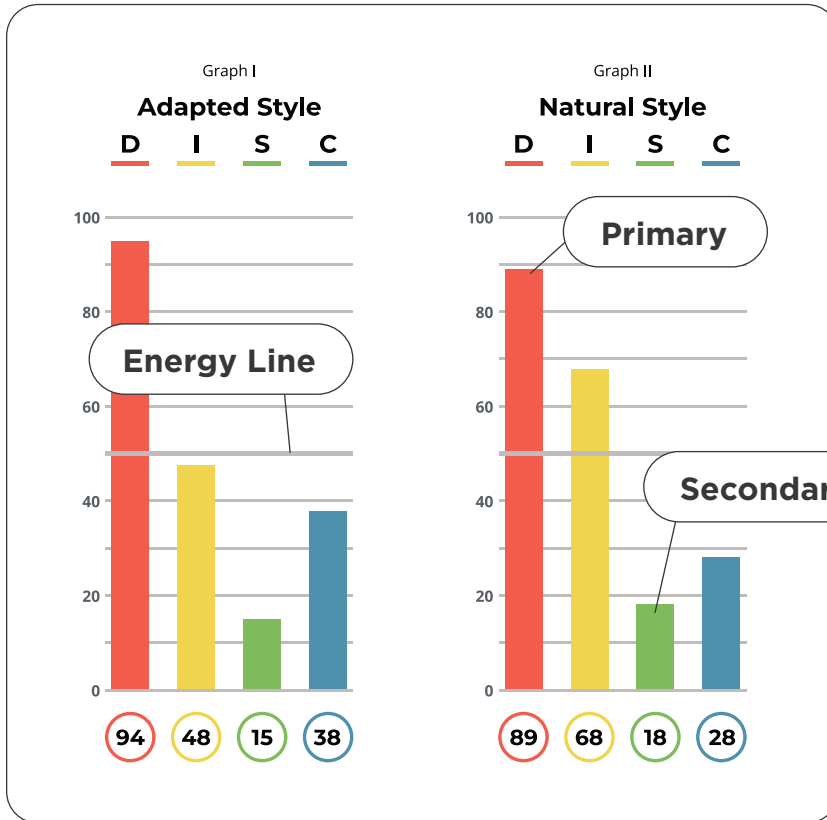
PDP

Are you holding others to unrealistic standards based on your own style? Acknowledge that your primary behaviors may be situational or indifferent in others. How can you leverage others' primary behaviors or delegate to better lead your team to success?

Notes

Style Insights® Graph

A Posed Versus a Candid Photo of You



Adaptation

D - Minor

I - Strong

S - Minor

C - Moderate

PDP

Your behaviors and adaptations are shaped by significant life events. Are you adapting to succeed or adapting to survive? Are your adaptations serving you or causing you stress? How can you change how you approach your role to reduce the need to adapt?

Behavioral Continuum

There is No Good or Bad, Right or Wrong Behavioral Style

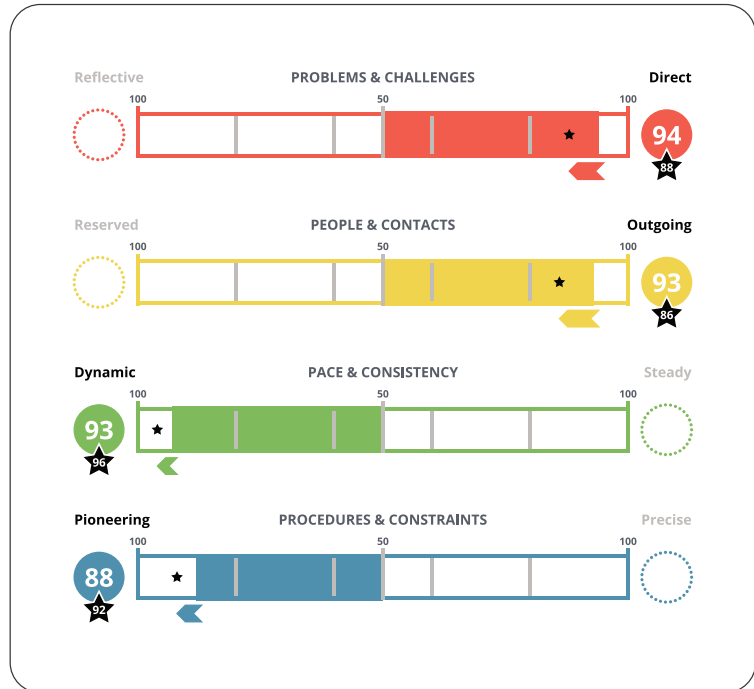
The continuum places emphasis on the approach to the keywords or “P&C Words” over a high or low score. Your behavior as a leader is a combination of each approach to:

Problems & Challenges

People & Contacts

Pace & Consistency

Procedures & Constraints

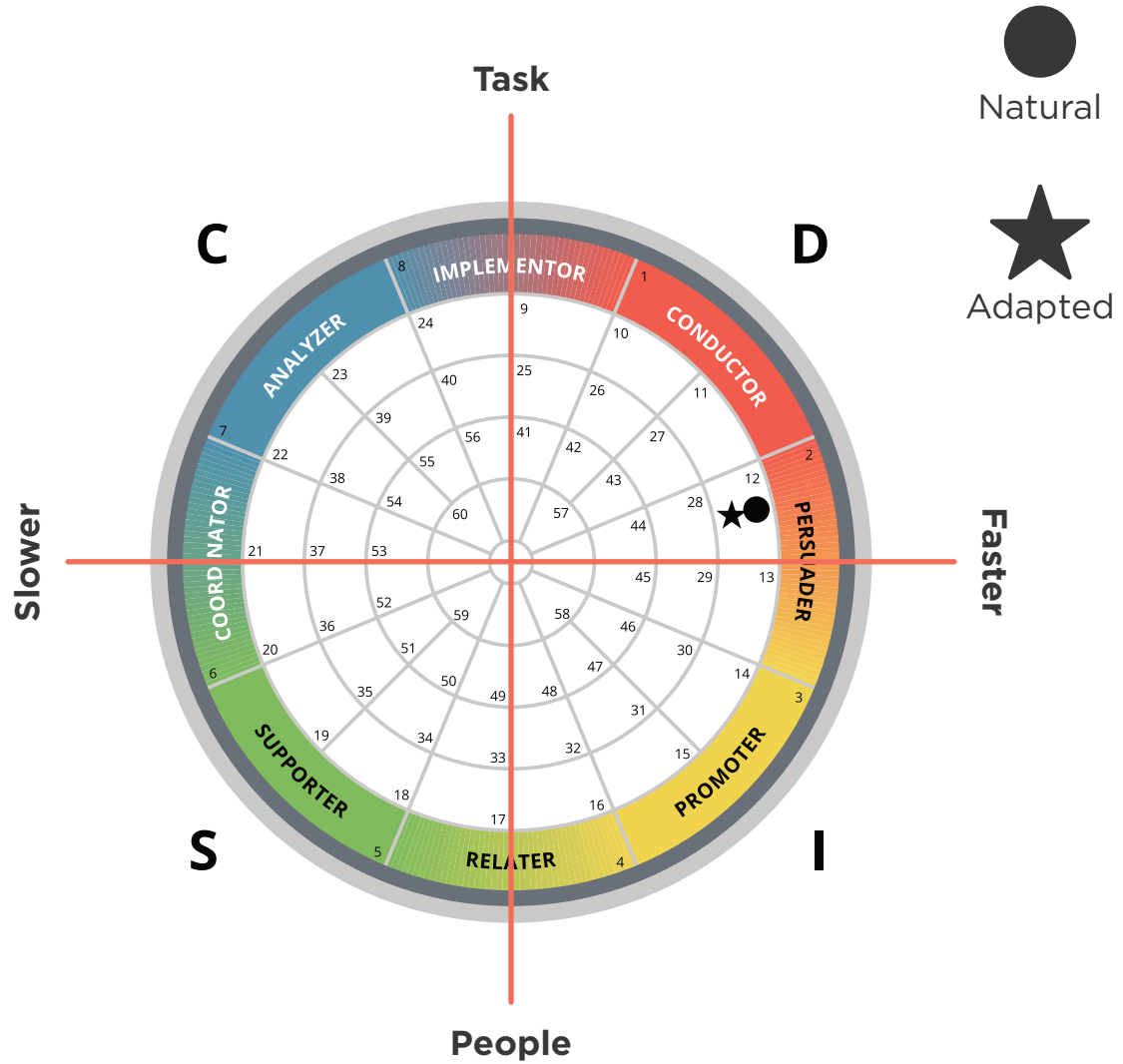


PDP

Acknowledge your intensity along the continuum with respect to the P&C words. List one way your style provides strength in this context and one way you could improve or grow within each context.

Notes

The TTI Success Insights® Wheel



PDP Locate your natural and adapted positions on the wheel, noting your preferred pace and focus for each. How is your pace or task versus people orientation beneficial in your leadership role?



Introductions

12 Key Dimensions of Motivation

Knowledge	Instinctive/ Intellectual
People with an Instinctive driver use past experience, intuition, and real-time research to solve an immediate need.	
People with an Intellectual driver acquire knowledge, enjoy discovery, and find opportunities to learn wherever they are.	

Others	Intentional/ Altruistic
People with an Intentional driver form purposeful, strategic relationships and focus on future benefits.	
People with an Altruistic driver respond to people in need and thrive while working to benefit others.	

Utility	Selfless/ Resourceful
People with a Selfless driver invest all of their resources and time to completing tasks.	
People with a Resourceful driver find ways to maximize productivity and focus on getting a return for their time, talent, and resources invested.	

Power	Collaborative/ Commanding
People with a Collaborative driver contribute to the success of the team, group, or organization’s mission.	
People with a Commanding driver believe in controlling their own destiny while advancing their status and position.	

Surroundings	Objective/ Harmonious
People with an Objective driver create functionality to produce desired outcomes in their surroundings.	
People with a Harmonious driver create balance in their surroundings while embracing the experience.	

Methodologies	Receptive/ Structured
People with a Receptive driver challenge the status quo and find new ways to complete routine tasks.	
People with a Structured driver work diligently to advance causes they believe in, while honoring beliefs and traditions.	



Driving Forces Characteristics

What Drives Your Leadership Style Based On:



**Primary and Situational drivers
(1-6)**



**Drivers that lead to enhanced
or exaggerated behaviors**

PDP

1. Highlight the statement(s) you agree with.
2. Underline the statement(s) you disagree with.
3. Circle any statement(s) or words you would like to edit.



+If you strongly disagree with a statement, choose a trusted individual/coworker to review and provide feedback from their perspective.

“John questions the amount of time individuals spend assisting other people. He will help develop an individual if he sees opportunities for future return.”

Use the rule of “80%.”

Strengths & Weaknesses

Excel and Improve - Primary Drivers


 Are your strengths being leveraged in your current role?
 How can you minimize the impact of your listed weaknesses?

- It is healthy to acknowledge what we do well and where we can improve.
- Self-awareness is how we grow.
- It is up to you to look for areas of opportunity while acknowledging your weaknesses.

PDP Choose 1 listed weakness and create a plan to minimize, eliminate, or transform this weakness into a positive work experience.

Notes

Energizers & Stressors

Excel and Improve - Primary Drivers



- ✓ Certain drivers can feed you and lift you up.
- ✓ Lean in or rely on these drivers to give you a boost as a leader.



- ⊘ Certain drivers or lack of a driver can drain you or demotivate you.
- ⊘ During more challenging times work to minimize these situations.

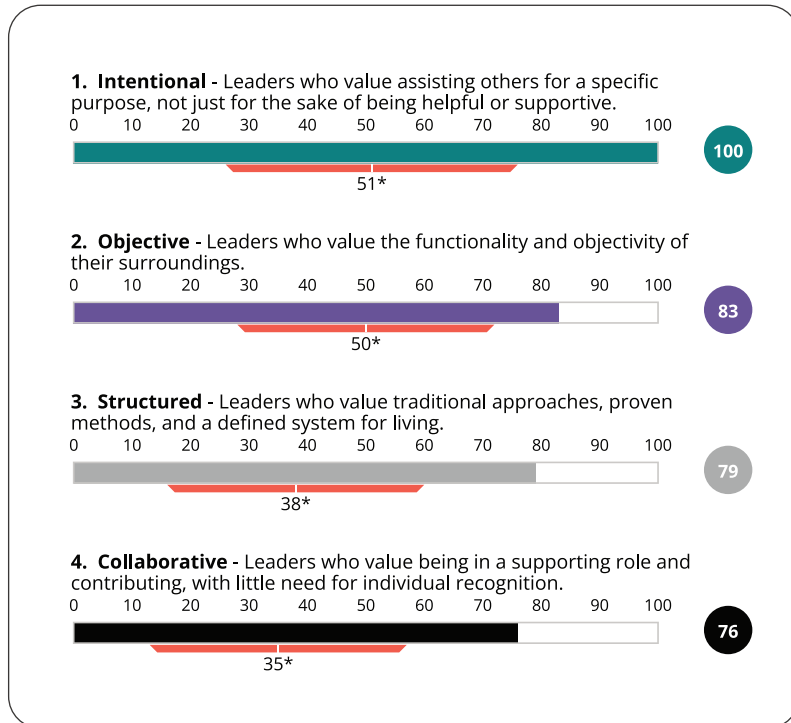
PDP

What actionable steps can you take to minimize stress and maximize energy?

Notes

Primary Driving Forces Cluster

What's Driving You



Strongest Drivers

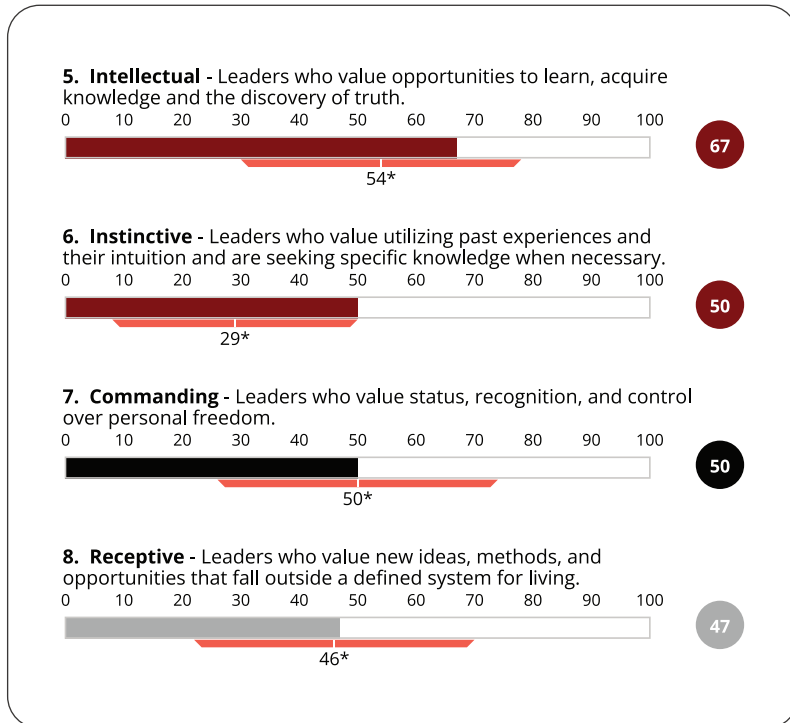
- Always move you to action.
- Can be described as a passionate motivation to act.

PDP

What “reward” are you getting professionally through your primary Driving Forces?

Situational Driving Forces Cluster

Circumstantial Drivers



Median Drivers

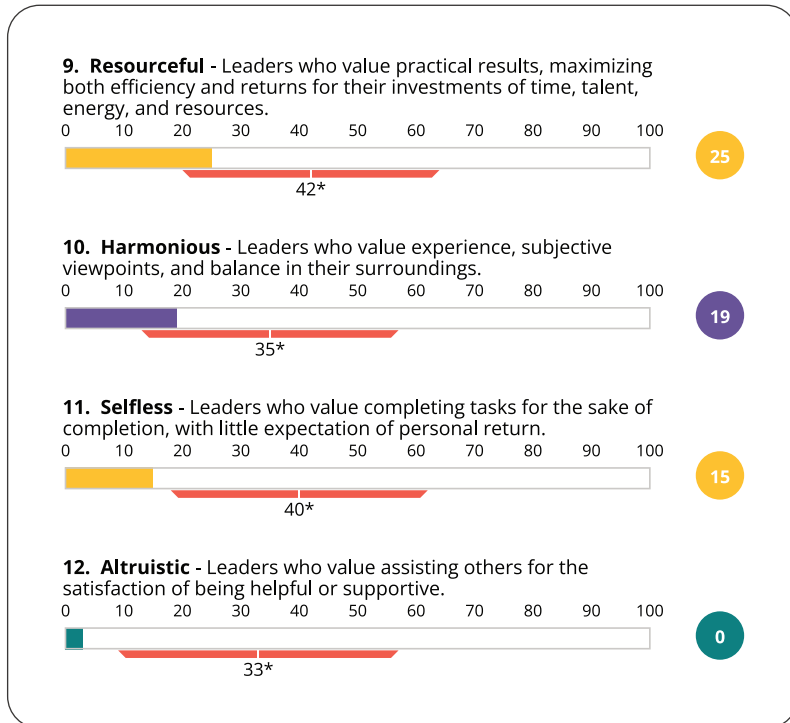
- Depending on the situation, you may be driven to action.
- You are able to pivot based on the circumstances.

PDP

Detail a scenario where you leverage one or more of your situational Driving Forces.

Indifferent Driving Forces Cluster

Circumstantial Drivers



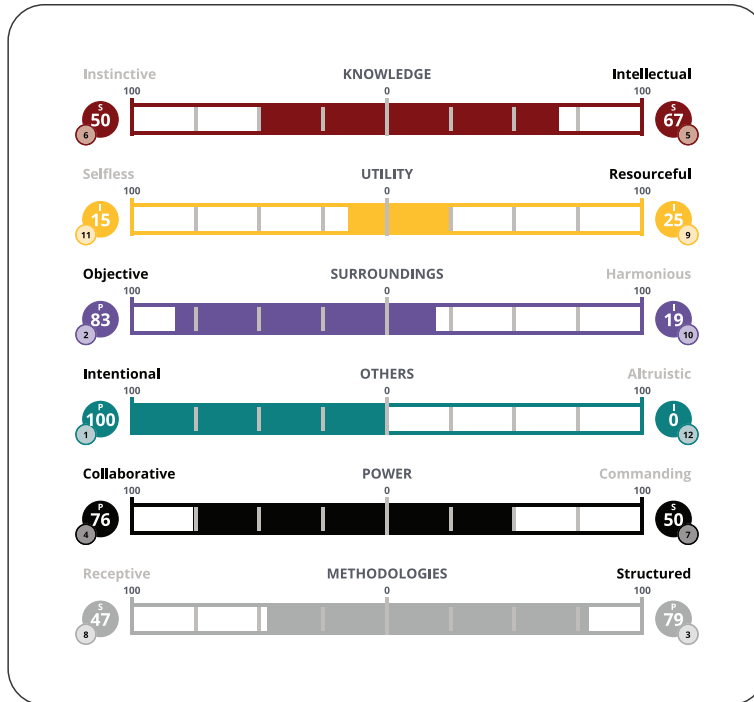
Weakest Drivers

- Lead to indifference or lack of action.
- A low score does not necessarily have a negative effect. Your pull to the other side of the continuum is simply stronger.

PDP

How might 1 of your indifferent drivers cause tension for you in the workplace? How would you overcome this?

Driving Forces Graph



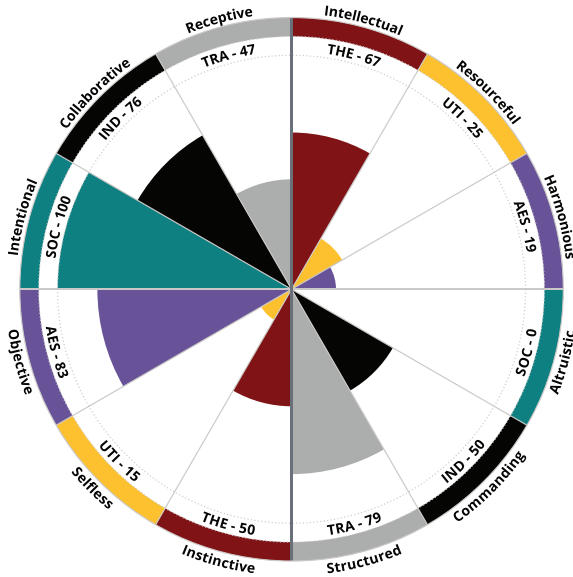
P 76 Primary, Situational, or Indifferent
 Driving Forces Score
3 Driving Forces Rank

This visual representation of your Driving Forces scores represents your intensity of motivation among the 6 motivating factors. These quickly indicate what drives you to take action as a leader, and what may stress, drain, or demotivate you.

PDP

According to the graph, which driver most motivates you? How is this manifesting in your leadership style? Do you and others see this as a positive or negative?

Driving Forces Wheel



This Driving Forces Wheel is a visual gauge of intensity.

You are able to quickly spot how passionate or indifferent you are for each of the 12 drivers based on the level of color saturation.

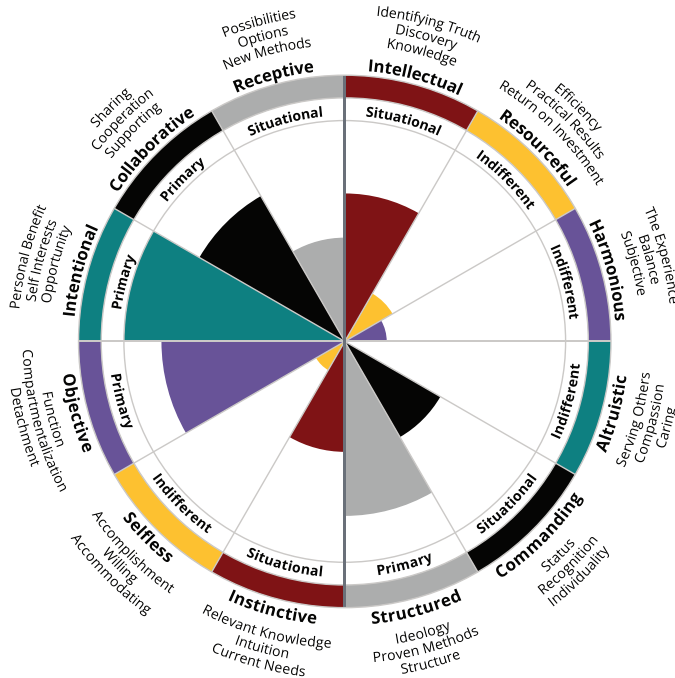
Where might you carry more bias in your actions based on intensity of motivation?

PDP

You and your team are very likely driven by different motivators. How might you be able to temper a primary driver to better suit a collaborative situation?

Notes

Descriptors Wheel



The addition of associated phrases to the drivers provides a stronger understanding of the continuum terms.

Do you see your primary drivers manifested in your everyday?

How might your indifferent drivers affect your working style or relationships?

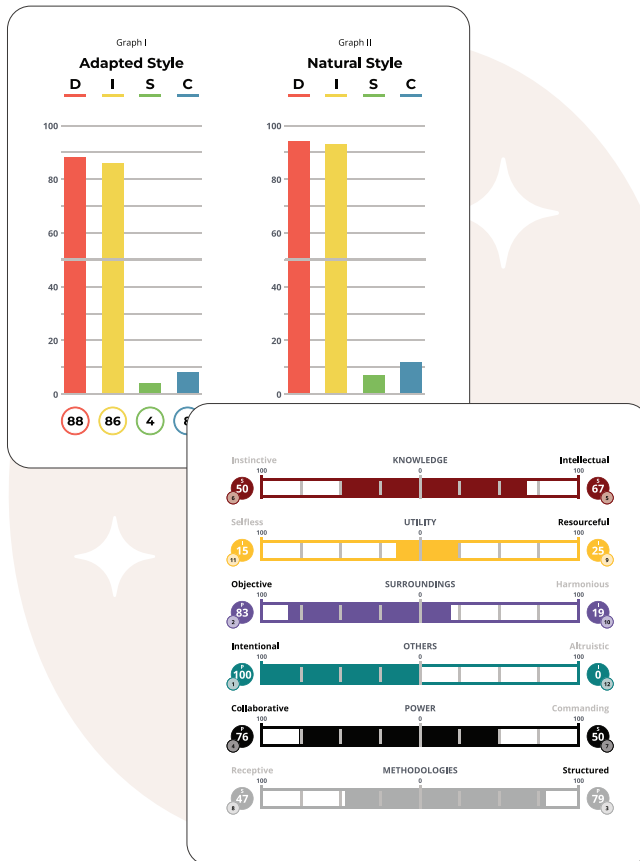
PDP

Highlight an indifferent descriptor that you best relate to. Describe how you will leverage these to overcome your own bias in the workplace.

Notes

Integrating Behaviors & Driving Forces

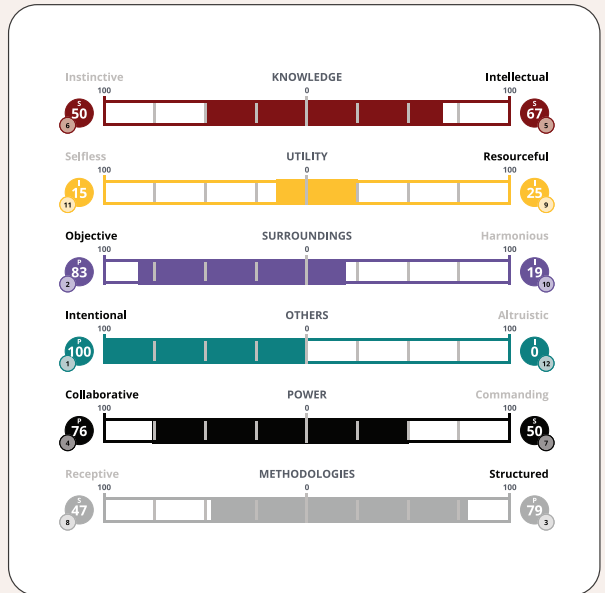
Section Introduction



- Being aware of your behavior as well as what is driving or motivating you as a leader allows for an optimal approach to your role.
- Understand how the two sciences work together, both in your favor and potentially against you, for greater success.
- Stay true to your identity, but allow for improvement through understanding.

Potential Strengths

Behaviors and Motivators Working Together



Behaviors and Motivators can amplify each other and enhance your strength as a leader.

PDP

Think of a scenario where you excelled as a leader. How can you maximize your strengths to create an even stronger impact in the future?

Potential Conflicts

Counteracting Behaviors and Motivators



Internal **conflict** between **Behaviors** and **Motivators** can occur. You may find it difficult to **act** and **react** in optimal fashion.

PDP

Create a detailed plan with steps to overcome at least 1 of the listed conflicts.

Ideal Environment

A Motivated Leader is an Engaged Leader



Your **environment**, including those you interact with, should feel **rewarding** to you.

Whether you desire flexibility, structure, quick reward or quiet recognition, your environment shapes much of your role satisfaction.

PDP

How does your current work environment compare to your ideal environment? List 3 ways to bridge the gap between the two.

Notes

Leadership Wants

Certain Needs Must Be Met for Optimal Results



A **strong satisfaction** with the perceived perks of your role helps to **maintain motivation** and drive in the workplace.

Wanting to be **communicated** with, **acknowledged** appropriately, and **comfortable** in your workplace interactions goes beyond tasks of the job.

PDP

Which wants must be present to engage you fully?
How can you improve your level of engagement as a leader if these cannot be met?

Notes



Leadership Needs

What You Require to Perform at Your Best

1. Identify 3 needs that are vital for your leadership approach.
2. Are these needs currently being met?
3. What can you take on or control to ensure your needs are being met?

PDP

Share your top 3 leadership needs with your accountability partner and any member of your team who can impact these needs. Consider required steps toward improvement.

Notes

Personal Development Plan

General Review

Accountability Partner:

One change to be made in the next 5 business days to improve communication:

1 Month:

3 Months:



Personal Development Plan

General Review

One change to be made in the next 5 business days to improve your working environment for you and your team:

1 Month:

3 Months:

I would like to improve my leadership style in the following areas:

1. _____
2. _____
3. _____