



TTI
SUCCESS
INSIGHTS®

Management-Staff

Pedro Ciancaglini

CTO

IT ENGIE LA

5-26-2015

GDF Suez

8-12 cours du Triangle de l'Arche

92937 Paris La Défense 12 - France





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.



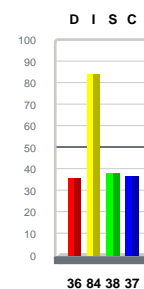
General Characteristics

Based on Pedro'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 Pedro's natural behavior.

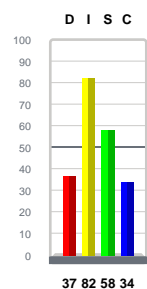
Pedro is approachable, affectionate and understanding. He tends to trust people and may be taken advantage of because of his high trust level. He projects a self-assured and self-confident image. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." Pedro wants to be seen as his own person, but usually projects it in friendly terms. He likes feedback from his manager on how he is doing. He influences most people with his warmth. He tries to influence others through a personal relationship and many times will perform services to develop this relationship. Pedro is good at creating enthusiasm in others. He prefers working for a participative manager. He does his best work in this kind of environment.

Pedro likes working for managers who make quick decisions. He is good at solving problems that deal with people. He 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. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. Pedro likes to participate in decision making. 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. Because of his trust and willing acceptance of people, he may misjudge the abilities of others.

Adapted Style



Natural Style

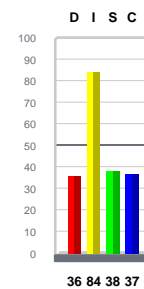




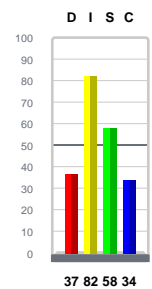
General Characteristics Continued

Pedro judges others by their verbal skills and warmth. It is important for Pedro to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He will optimistically interact with people in an assured, diplomatic and poised manner. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. Pedro may use his time imprecisely because he likes to talk to people. He usually uses many gestures when talking. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He 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.

Adapted Style



Natural Style



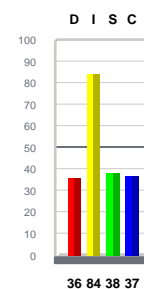


Value to the Organization

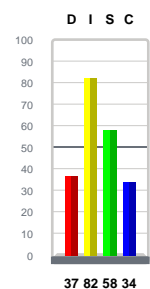
This section of the report identifies the specific talents and behavior Pedro brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Positive sense of humor.
- Team player.
- People-oriented.
- Self-reliant.
- Big thinker.
- Optimistic and enthusiastic.
- Creative problem solving.
- Dedicated to his own ideas.
- Bottom line-oriented.

Adapted Style



Natural Style





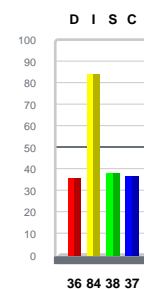
Checklist for Communicating

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 Pedro. 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 Pedro most frequently.

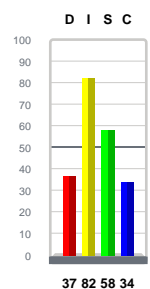
Ways to Communicate

- ☐ Provide ideas for implementing action.
- ☐ Read the body language for approval or disapproval.
- ☐ Use enough time to be stimulating, fun-loving, fast-moving.
- ☐ Leave time for relating, socializing.
- ☐ Define the problem in writing.
- ☐ Use a balanced, objective and emotional approach.
- ☐ Provide "yes" or "no" answers--not maybe.
- ☐ Provide solutions--not opinions.
- ☐ Talk about him, his goals and the opinions he finds stimulating.
- ☐ Clarify any parameters in writing.
- ☐ Offer special, immediate and continuing incentives for his willingness to take risks.
- ☐ Look for his oversights.

Adapted Style



Natural Style





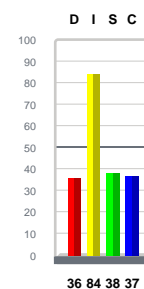
Ineffective Communication

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

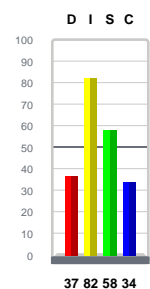
Ways NOT to Communicate

- ☐ Drive on to facts, figures, alternatives or abstractions.
- ☐ Legislate or muffle--don't overcontrol the conversation.
- ☐ Ramble.
- ☐ Be dictatorial.
- ☐ "Dream" with him or you'll lose time.
- ☐ Let him overpower you with verbiage.
- ☐ Leave decisions hanging in the air.
- ☐ Talk down to him.
- ☐ Be curt, cold or tight-lipped.

Adapted Style



Natural Style





Communication Tips

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

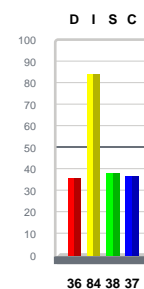


Ideal Environment

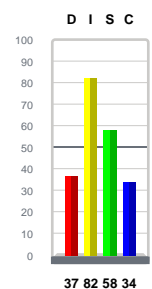
This section identifies the ideal work environment based on Pedro's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments.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

- Work with a results-oriented team.
- Freedom from control and detail.
- Forum for his ideas to be heard.
- Democratic supervisor with whom he can associate.
- 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 Pedro's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Pedro to project the image that will allow him to control the situation.

Self-Perception

Pedro usually sees himself as being:

- Enthusiastic
- Outgoing
- Charming
- Inspiring
- Persuasive
- Optimistic

Others' Perception - Moderate

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

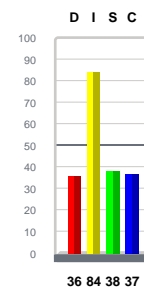
- Self-Promoting
- Glib
- Overly Optimistic
- Unrealistic

Others' Perception - Extreme

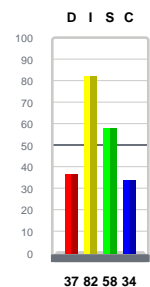
Under extreme pressure, stress or fatigue, others may see him as being:

- Overly Confident
- Talkative
- Poor Listener
- Self-Promoter

Adapted Style



Natural Style





Descriptors

Based on Pedro'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.

| | | | |
|------------------|--------------------|-------------------|-------------------|
| 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 | Influencing | 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 |



Natural and Adapted Style

Pedro'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

Pedro is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Pedro will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.

Adapted

Pedro sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People - Contacts

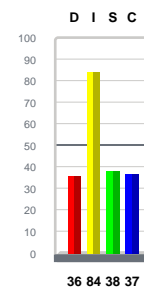
Natural

Pedro 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. Pedro is trusting and also wants to be trusted.

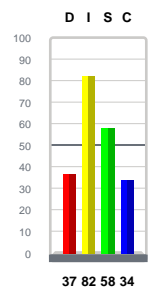
Adapted

Pedro 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

Pedro 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.

Adapted

Pedro feels the need for mobility and the absence of routine. He feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

Procedures - Constraints

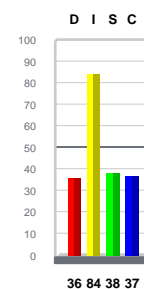
Natural

Pedro 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.

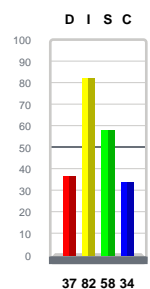
Adapted

Pedro shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Pedro sees little or no need to change his response to the environment.

Adapted Style



Natural Style



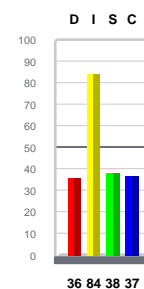


Adapted Style

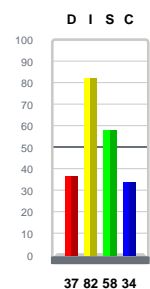
Pedro sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Using restraint when confrontation occurs.
- Flexibility.
- Positive, outgoing, friendly behavior.
- Being cordial and helpful when dealing with new clients or customers.
- Contacting people using a variety of modes.
- Being cooperative and supportive.
- Preferring people involvement over task focus.
- Participative decision making.
- Maintaining an ever-changing, friendly, work environment.
- Being conservative, not competitive, in nature.
- Being a good "team player."

Adapted Style



Natural Style





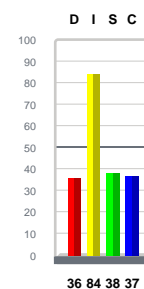
Keys to Motivating

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

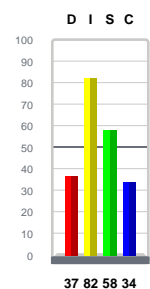
Pedro wants:

- A manager who practices participative management.
- To be persuaded by logic and emotion.
- Public recognition of his ideas and results.
- Freedom from control and detail.
- Working conditions with freedom to move and to talk to people.
- Rewards to support his dreams.
- Freedom from conflict and confrontation.
- Work assignments that provide opportunity for recognition.
- A secure future.
- Flattery, praise, popularity and strokes.
- Participation in meetings on future planning.

Adapted Style



Natural Style





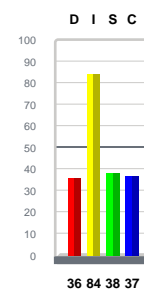
Keys to Managing

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

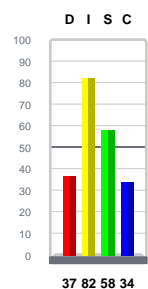
Pedro needs:

- Documentation of expected results.
- Objectivity when dealing with people because of his high trust level.
- More control of body language.
- Support in doing excessive detail work.
- To relax and pace himself.
- Participatory management.
- Better organization of record keeping.
- Bottom-line measurement.
- A rational approach to decision making--analyze the facts.
- Recognition that limits and rules do exist, and why.
- Help on controlling time and setting priorities.
- To be informed of things which affect him.
- To mask emotions when appropriate.

Adapted Style



Natural Style





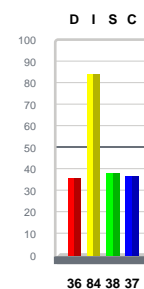
Areas for Improvement

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

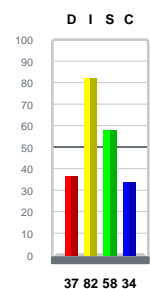
Pedro has a tendency to:

- Overuse praise in motivating others.
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Overestimate his ability to motivate people or change others' behavior.
- Trust people indiscriminately if positively reinforced by those people.
- Make decisions based on surface analysis.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Take information at face value without validation or substantial investigation.
- Be too verbal in expressing criticism.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."

Adapted Style



Natural Style





Action Plan

The following are examples of areas in which Pedro 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 Factor Indicator™

Management Version

Classifying management behavior is not an easy undertaking, largely because there are so many variables on which classifications could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as how a person will do a job. No consideration has been given to age, experience, training or values.

Your report will graphically display your behavioral skills in 12 specific factors. Each factor was carefully selected allowing anyone to be successful if they meet the behavioral demands of the job.

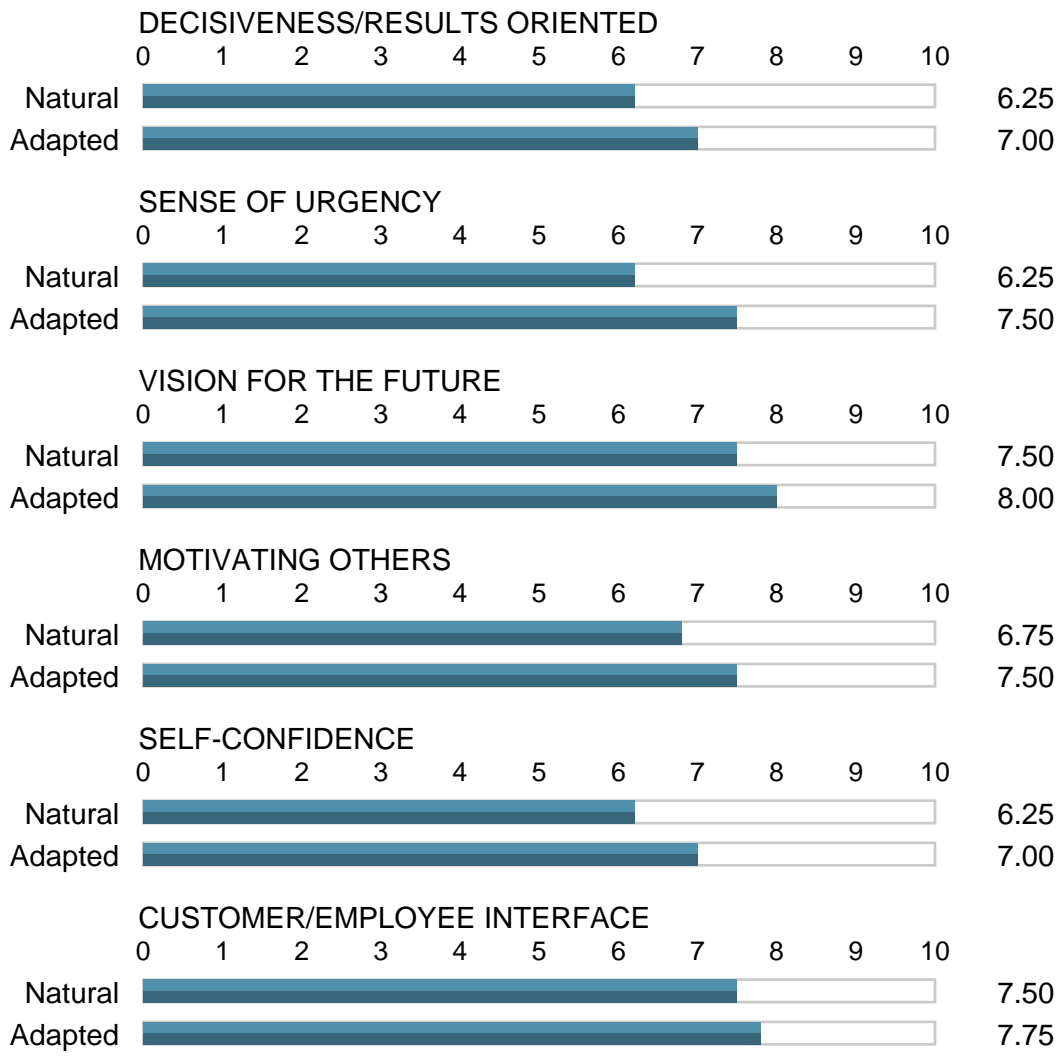
The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural, you are under pressure to change or "mask" your behavior.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

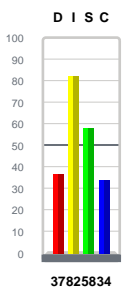
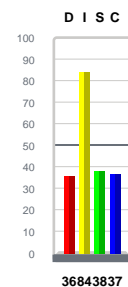


Specific Factor Analysis



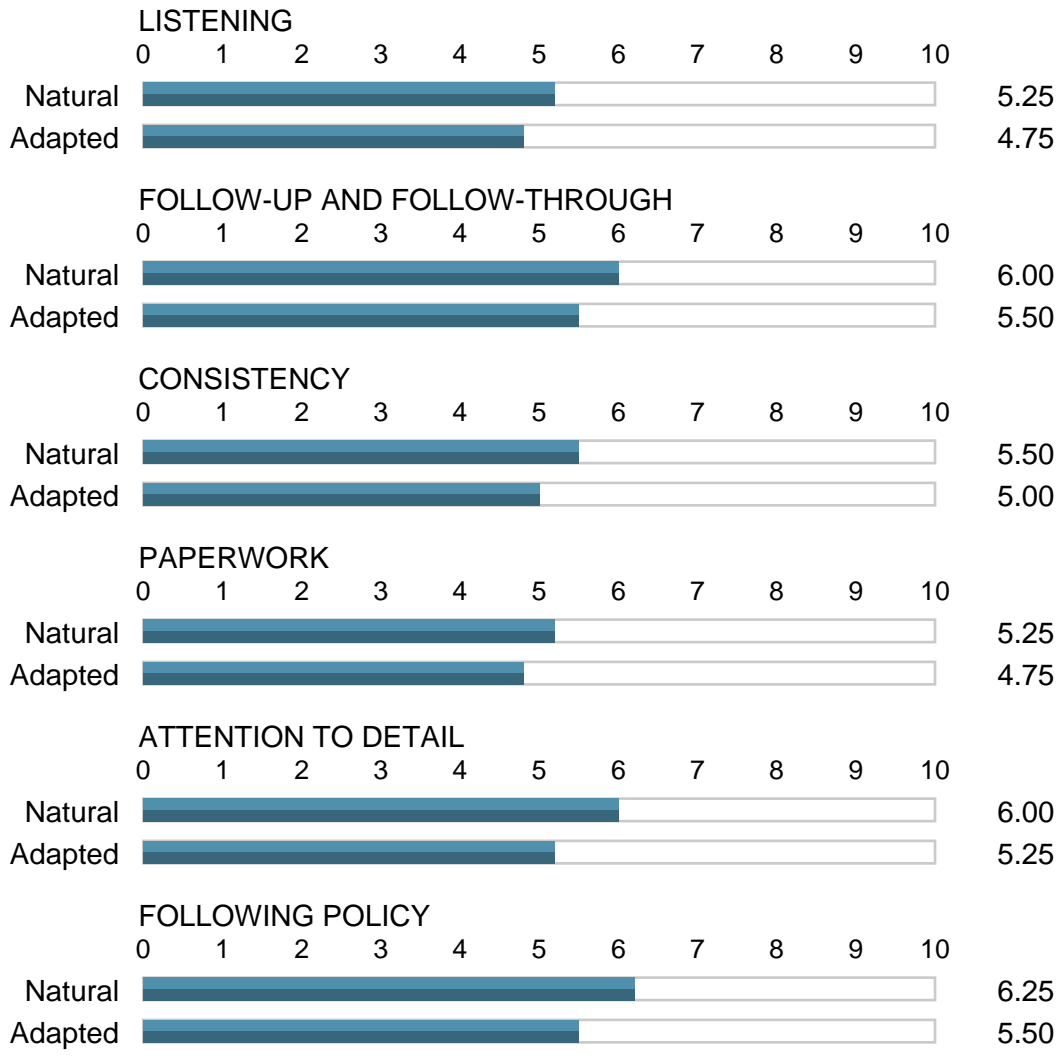
Adapted Style

Natural Style



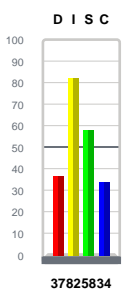
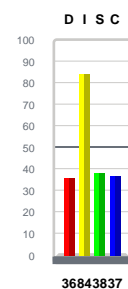


Specific Factor Analysis



Adapted Style

Natural Style



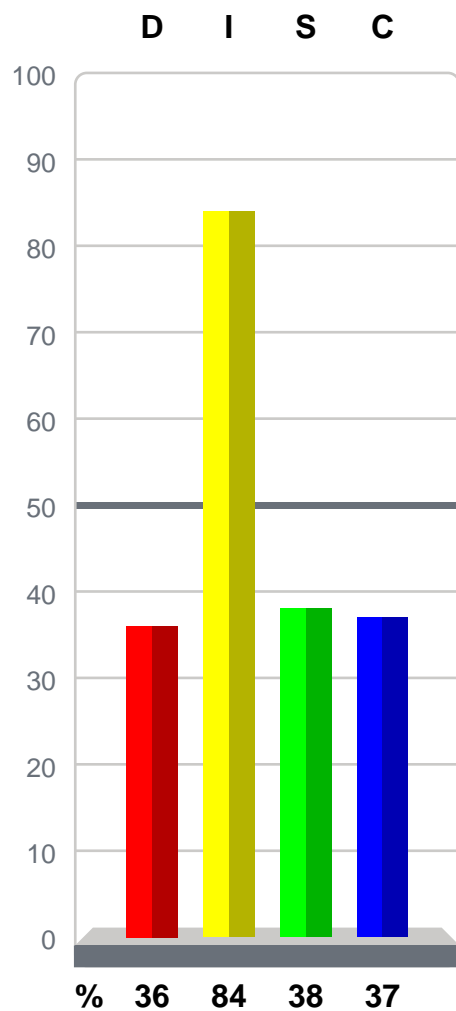


Style Insights® Graphs

5-26-2015

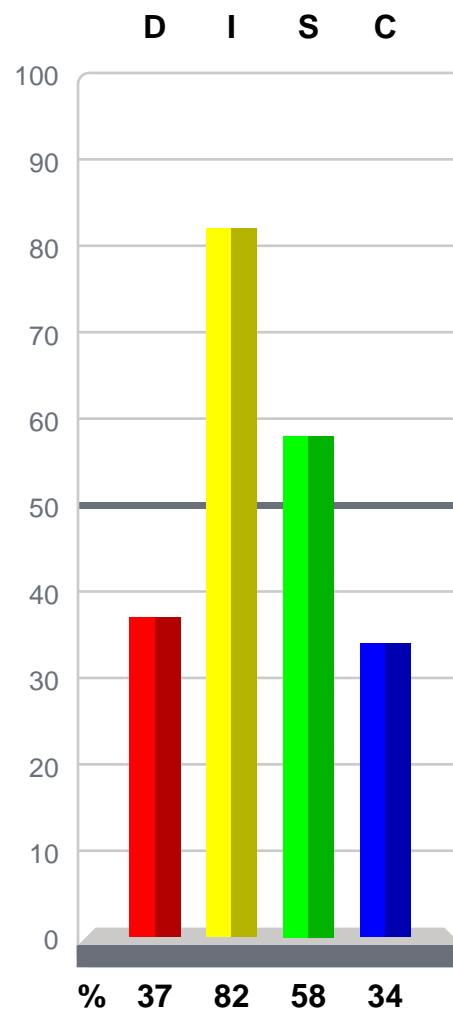
Adapted Style

Graph I



Natural Style

Graph II



Spanish Norm 2014 R4



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.

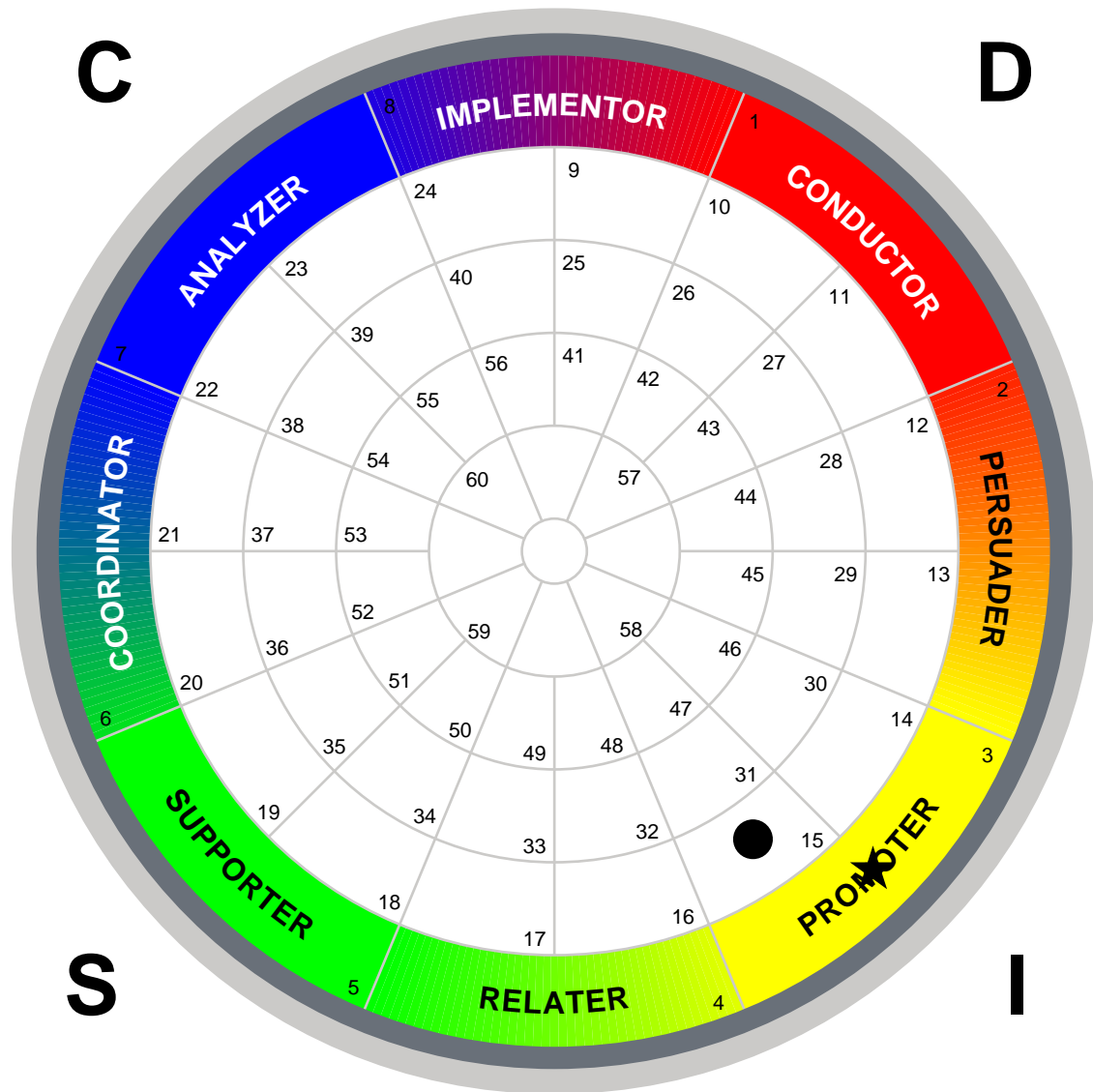
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

5-26-2015



Adapted: ★ (3) PROMOTER
Natural: ● (15) RELATING PROMOTER

Spanish Norm 2014 R4

T: 12:05