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Engagement

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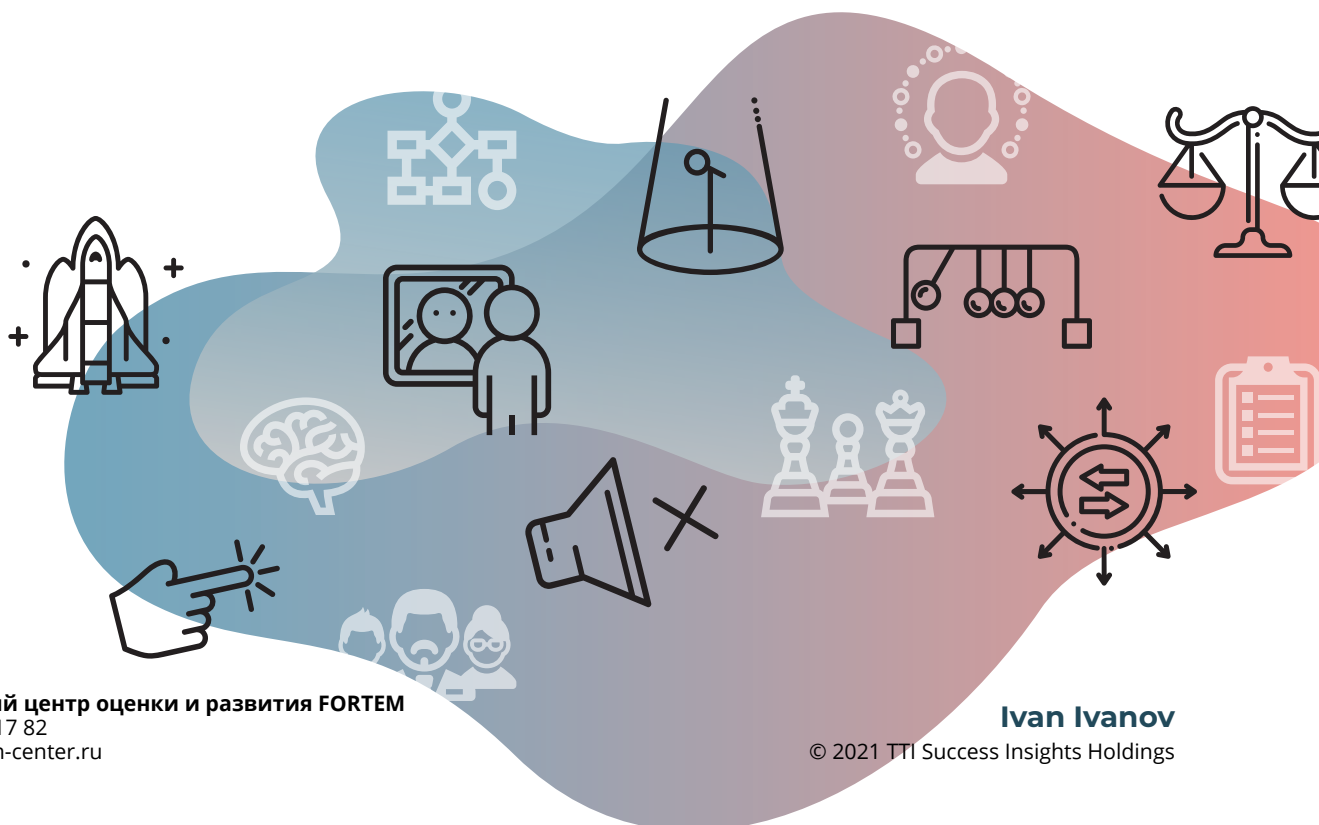
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Where Engagement Begins

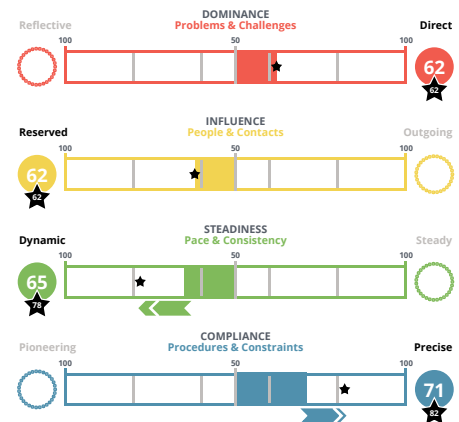


Getting to Know the “How” of Ivan

The following report is designed to help Ivan become more self-aware and aware of others in order to raise levels of engagement. People tend to be more engaged when comfortable and connected to the activities and people they encounter. This page offers insight into HOW Ivan prefers to do what he does.

Ivan tends to have a low engagement level with new people. He can raise this level by asking specific and matter-of-fact questions. He prefers meetings that start and finish on time. He may be less engaged with people who do not adhere to rules and how things "should be done." Effective communication is accomplished through well-defined avenues. Ivan likes to know what is expected of him and prefers to understand the duties and responsibilities of his colleagues. People who show up unexpectedly may upset him since his plans are disrupted. Ivan tends to follow a schedule and prefers that others not disrupt it. Ivan's work represents his true self, and he will take issue when people attack its quality.

Often introverted, but still approachable, Ivan will engage in conversation when the occasion warrants. He enjoys analyzing the engagement practices and communication patterns of others. This allows him to develop his people skills. Because Ivan wants to be certain he is performing the task correctly, he tends to be more engaged when working for a manager who explains what is expected of him.



Act: Which statements do you identify with the most? Choose 1 - 3 and reflect on how those shape your day-to-day interactions with others. Share your findings with a leader or colleague to increase engagement.

Where Engagement Begins

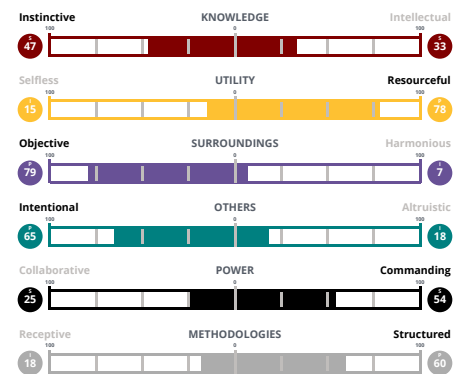


Getting to Know the “Why” of Ivan

What people are drawn to and what keeps people motivated differ from person to person. Below, we explore why Ivan does what he does. In general, what does he value that keeps him motivated and engaged.

Ivan can divide the personal and professional relationships within the same person. He tends to see things in pieces. He isolates personal issues to focus on professional engagement. Ivan's enterprising tendencies may cause him to be sensitive to the level of engagement on the team. Ivan evaluates levels of engagement and looks for ways of increasing the potential return on investment. He may focus on efficiency to minimize the squandering of resources.

He will be generous with time and information if the cause appeals to him. He may struggle when helping others if it conflicts with his own priorities. Ivan looks for proven methods to accomplish everyday tasks. He sees consistent principles and beliefs as a means to create engagement throughout the organization. He will stay engaged in an environment filled with chaos. He won't get distracted by the form and beauty in his environment.



Act: Which statements do you identify with the most? Choose 1 - 3 and reflect on how each statement contributes to your level of engagement. Share your findings with a leader or colleague to increase engagement.











Keys to Engagement

Unlocking Ivan's Potential

Isn't it funny how something that excites one person can completely turn off another? Each individual is engaged by a unique combination of approaches, topics and ideas. Below are a few of the most effective ways to keep Ivan engaged.

Engagement happens when...

-  Charts and information are displayed in a functional manner.
-  There is compliance with the company's belief system and appreciation for quality.
-  He has the opportunity to put systems and processes in place that improve workings of the organization.
-  He can be the go-to expert on company policies, systems and philosophies.
-  All the facts and details are outlined to achieve the desired results.
-  Unknowns are eliminated by making the data and information available for decision making and problem-solving.
-  Everyone is accountable for the desired outcomes.
-  The organization maintains rules and procedures to assist those who are willing to work toward goals.



Act: Use this list to help keep yourself motivated during work projects. Can you seek out pieces of a tough assignment that lean toward one or more of your keys to engagement? If yes, focus on those pieces to finish strong.

Engaging Through Communication



How (and How Not) to Talk with Ivan

When it comes to engaging others in conversation, use the Platinum Rule. Approach others as they want to be approached. Behavioral styles have a major effect on communication preference. This section provides a shareable list of ways to and not to communicate with Ivan in order to have the most effective conversations.

Do...

- ✓ Be open, transparent and informal.
- ✓ Understand his tendency to occasionally tune out of a conversation.
- ✓ Minimize interruptions or opportunities to go off track.
- ✓ When possible, give him time to digest the information.



Don't...

- ✗ Make conflicting statements.
- ✗ Use a parenting approach.
- ✗ Use testimonies from unreliable sources.
- ✗ Provide vague instructions.

Act: Choose the top two Do's and top two Don'ts from the list above (your game-changers) and review them with your manager and team to open the lines of communication.

Creating Peak Productivity



Where Ivan Excels

Call it a happy place, safe space or ideal environment; each of these descriptions shows how an individual's environment (including place and people) can have an effect on motivation and productivity. Each person's productive place is based on what can truly engage them. This page offers a list of Ivan's preferences that will engage his most productive self.

Ivan's productive place includes...

- ▶ Permission to work through the chaos in order to implement new rules.
- ▶ Attention to detail and compartmentalization.
- ▶ Using accurate and systematic standards to achieve results.
- ▶ Clearly defined rules and pathways to meet performance objectives.
- ▶ A process to help motivated people achieve results.
- ▶ The opportunity to be objective in his quest to accurately achieve the group's goals.



- ▶ A forum to be heard when he encounters errors in the system.
- ▶ Leaders that provide detailed direction that is consistent with the organization's system, mission and vision.

Reflect: Where do you do your best work? What and who are in that location that makes it most productive? Is there a specific mood or tone to the happy place? Can you take any pieces of that environment with you to remain productive no matter the location?



Make It or Break It

How Ivan Impacts the Team

A popular saying goes, "Teamwork makes the dream work," but has that dream ever turned into a nightmare? Understanding that each team member provides unique strengths and abilities will help avoid conflict and maximize the engagement of the group. The list below identifies a few of those strengths and potential weaknesses that Ivan brings to the team.



STRENGTHS

- ✓ Uses facts and data to support decisions.
- ✓ Processes information internally.
- ✓ Detail-focused.
- ✓ Places high value on quality.



WEAKNESSES

- ⊘ Paralysis by analysis.
- ⊘ Holds information until fully processed.
- ⊘ May get bogged down in details.
- ⊘ May be hindered by procedures and rules.

Act: When taking part in a team project, identify the 1 -2 strength(s) that makes you the best fit for the group's assigned tasks. Share that with the team. Also, write down 1 or 2 weaknesses that you want to work-on while working with the group.

Avoiding Time Traps

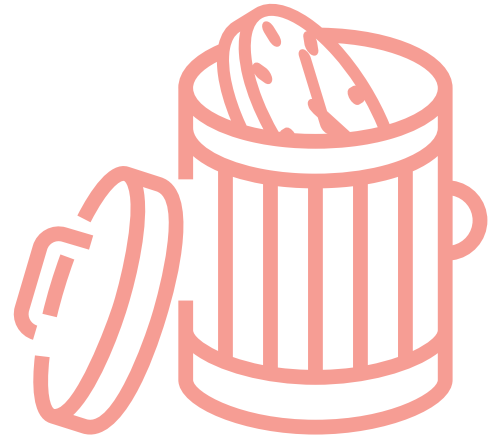


Maximizing Ivan's Time

If there were only more hours in the day... An individual's time is valuable, and it is important to make the most of it. Each style comes with its own set of time management issues and opportunities. This section focuses on Ivan's personal set of time traps and tips to overcome "wasting" valuable time.

Time traps

- ⊘ Wants to be certain and may over-prepare.
- ⊘ Being overly critical may cause delays.
- ⊘ Extends timelines to get tasks done to perfection.
- ⊘ Fears making a mistake.



Time savers

- ✓ Begin with "that's interesting" or "that's a possibility" to limit negative responses.
- ✓ Evaluate risk factors to determine how much detail is actually needed.
- ✓ Ask questions.
- ✓ Share initial evaluations and opinions with others.

Tip: There is a chance that you have already designed ways to overcome the time traps listed in this section. If you still struggle with time management, try to identify what might be consuming your time, based on what you have learned about your style so far.



Making an Impression

How Others View Ivan

Stress or pressure can make people act in many different ways. But, think about how those actions might be perceived by others. Realizing others' perspectives can be an uncomfortable exercise to go through, but it is a good step toward increasing stronger self-awareness and engagement with others. The list below outlines how Ivan sees himself and how others might perceive Ivan.



Ivan Sees himself as...

- ✓ Precise
- ✓ Thorough
- ✓ Detail-oriented
- ✓ Careful
- ✓ Well-informed
- ✓ Analytical



Day-to-day, Others May See Ivan as...

- ✓ Pessimistic
- ✓ Nitpicky
- ✓ Fearful
- ✓ Literal



In Extreme Situations, Others May See Ivan as...

- ✓ Perfectionistic
- ✓ Hard-to-please
- ✓ Strict
- ✓ Defensive

Reflect: Have you ever felt misunderstood or that others aren't seeing your point-of-view as intended? How might you adapt some of your behaviors or actions to better communicate your intended meaning? How might that improve your engagement with others?



Identifying Obstacles

Getting Ivan Out of his Own Way

When faced with an obstacle, people can either press on (or attack) or take a path of least resistance. Self-awareness and awareness of others are key in persevering over or through obstacles instead of becoming disengaged. This page assists Ivan in identifying some of his potential limitations.

Ivan may...



Only focus on the technical details of a project.



Prefers tasks over people to avoid emotional responses.



Tell ideas as opposed to sell ideas.



Be critical of any approach that is not regarded as purely logical or factual.



Be defensive when threatened using other's' errors as justification.



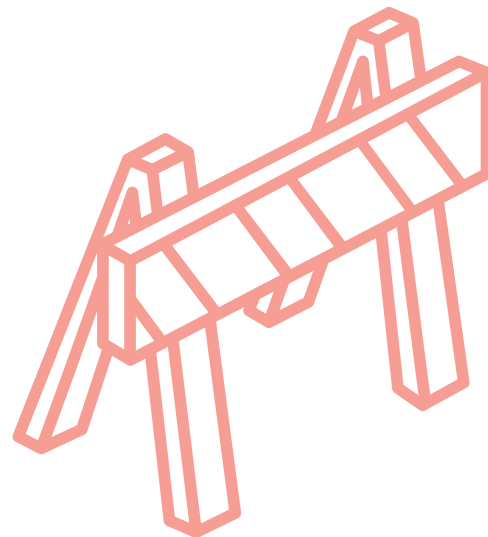
Struggle making decisions, always searching for the "right" answer.



Hesitate to act without precedent.



Be overly intense for the situation.

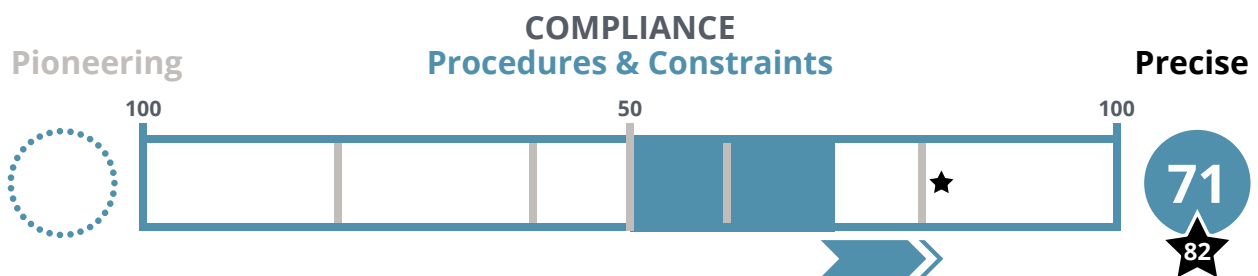
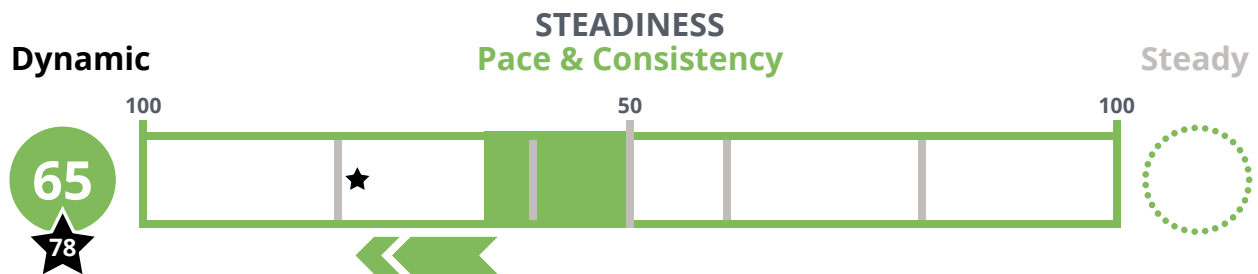
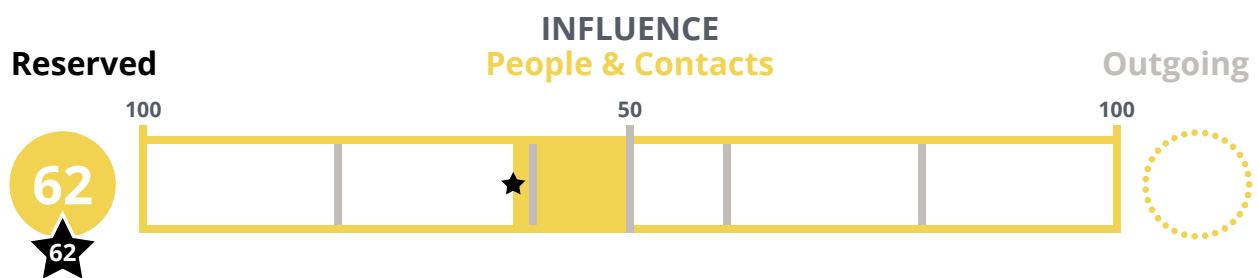
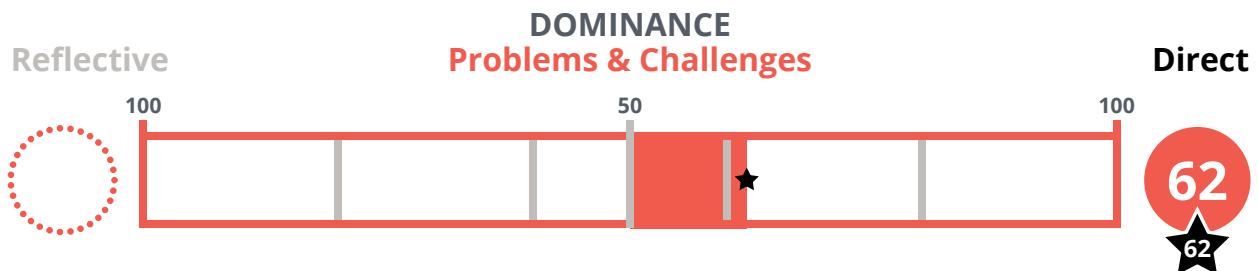


Tip: Weaknesses can be turned into strengths at any time. An obstacle can be an opportunity to accomplish something you never thought you could before.

Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Ivan falls within each continuum.



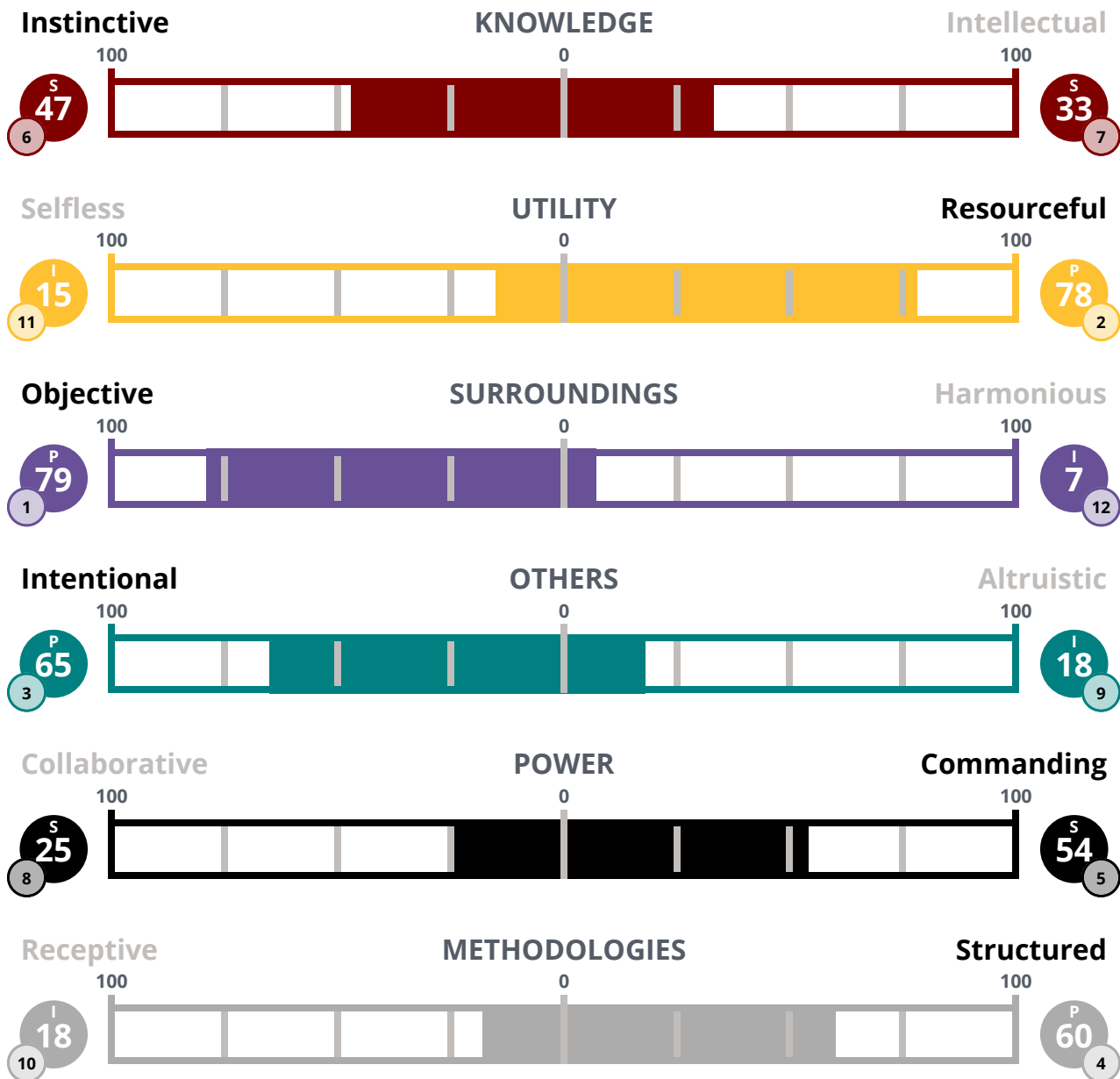
- ★ Adapted Position
- ◀ Adapted Movement

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Motivational Continuum



The 12 Driving Forces® Continuum is a visual representation of what motivates Ivan and the level of intensity for each category. The letter "P" indicates an individual's primary cluster. These four factors are critical to Ivan's motivation and engagement regardless of the situation.



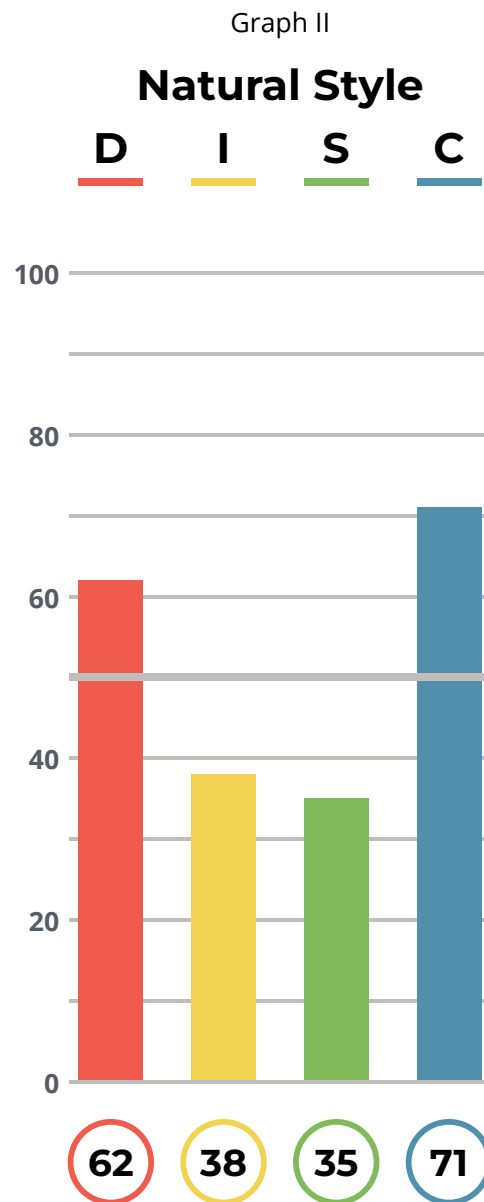
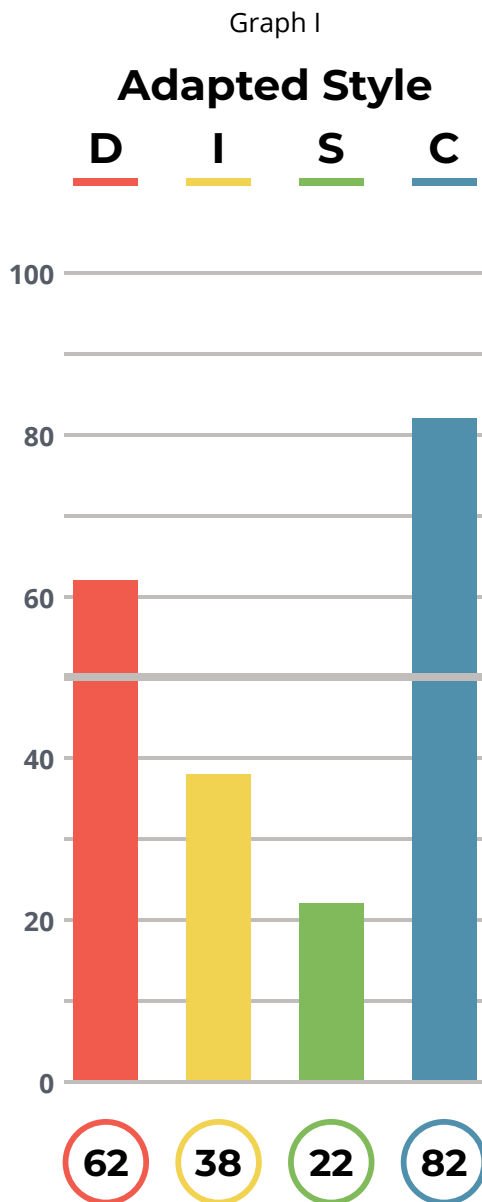
P Primary, Situational, or Indifferent
 76 Driving Forces Score
 3 Driving Forces Rank

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DISC Graph



The DISC Graph is a visual representation of an individual's behavioral style. Your score's distance from the midline indicates the intensity of observable behavior that others will see. Remember, your primary observable behavior may be above or below the midline. Below are Ivan's behavioral styles represented in both its Natural and Adapted forms.



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