



TTI  
SUCCESS  
INSIGHTS®

# Builder Protector

Sample Company  
7-18-2013



# Builder and Protectors

## Which One Are You Today?

**Understanding your company's Builder/Protector Ratio improves a business owner's insight into their company's mental health by:**

1. Allowing you to measure the company's ability to perceive and overcome challenges.
2. Communicating the company's willingness to perceive and take advantage of opportunities in its path.
3. Measuring the strength of the company's immune defense system, acting as a barrier against low morale and poor performance.
4. Assessing the company's willingness to advance itself through change.
5. Telegraphing the company's belief in the future.
6. Communicating the company's trust in its leaders.

## Builders

A Builder Mindset loves risk. A Builder Mindset is always creating new ideas, taking on new initiatives and finding ways to expand revenue and profitability of the enterprise. Highly supportive of growth, a Builder Mindset is constantly challenging the status quo of the organization.

## Protectors

A Protector Mindset is more cautious and prefers to slow things down. A Protector Mindset tends to think issues through and weigh the impact before jumping to conclusions. A Protector Mindset can appear to not be in agreement with growth but they are just more cautious about its impact. Tending to be risk averse, they are a critical balance to the Builder Mindset.



# Builder:Protector Ratio

**Builder/Protector is a measurement, expressed as a ratio such as 4 Builders to 1 Protector 4:1.**

This hidden agent expressed as a ratio such as 4 Builders to 1 Protector (4:1).

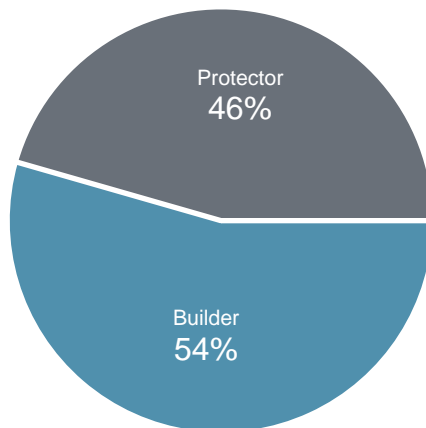
It simply means that based on your company's stage of growth, there's a balance between Builders and Protectors that is critical to recognize.

Stage 1		Stage 2		Stage 3		Stage 4		Stage 5		Stage 6		Stage 7	
B	P	B	P	B	P	B	P	B	P	B	P	B	P
4:1		3:1		1:1		3:2		2:1		3:1		2:1	

As the "confidence/caution ratio," this hidden agent measures the intensity and the balance between the state of confidence and the state of caution inherent in the psyche of an organization.

The Builder/Protector Ratio is a critical measurement tool for a CEO and their leadership team to be able to assess the company's ability to accept change, react with confidence to that change and help the company achieve its stated goals.

## Builder:Protector Ratio



BUILDER PROTECTOR RATIO

**1.2 : 1**



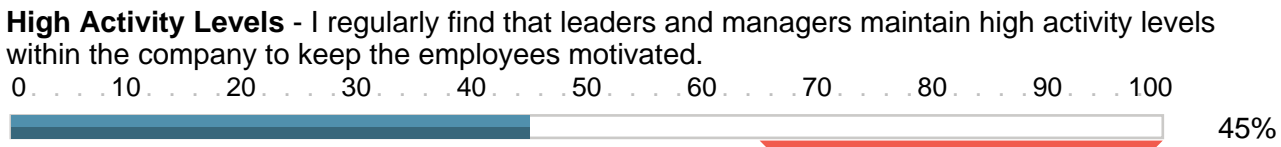
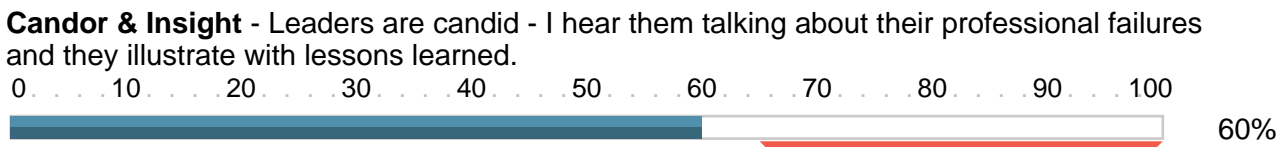
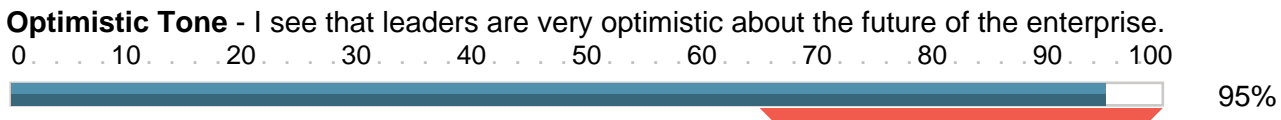
# Leadership

Each Group by Indicator, All 's Respondents

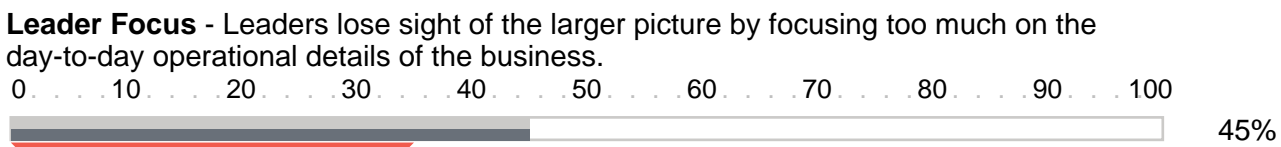
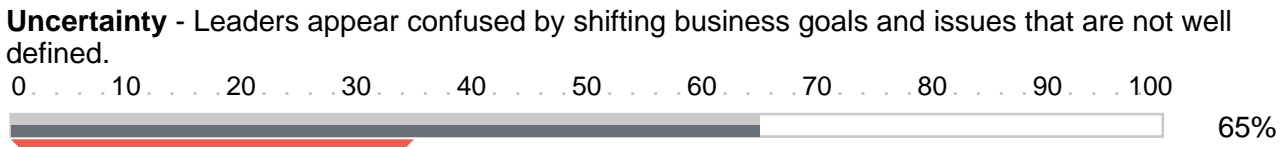
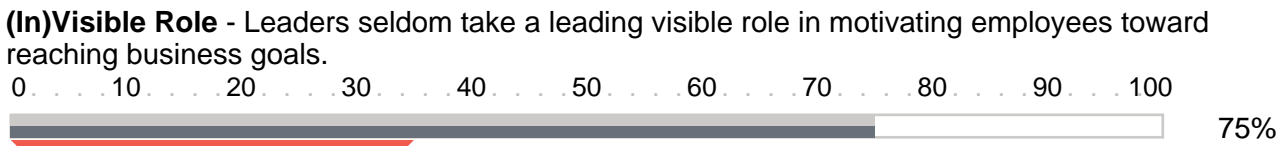
Builder:Protector Percentages by Question Group

Leadership, % Score, All Respondents

## Builder



## Protector





# Business Fundamentals

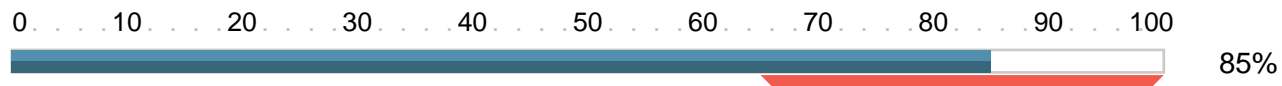
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Builder:Protector Percentages by Question Group

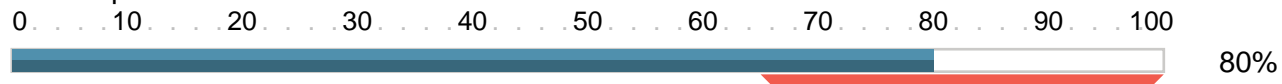
Business Fundamentals, % Score, All Respondents

## Builder

**Sales Staff** - I have a high level of confidence in the company's sales and marketing staff to increase revenue.



**Customer Retention** - I am very optimistic that the company's customers will not migrate to the competition.

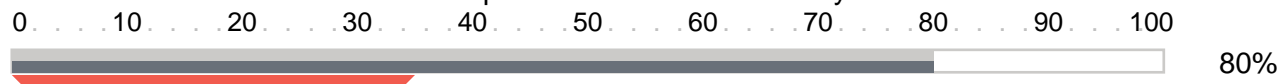


**Financial Strength** - I am confident about the company's financial strength and financial prospects.

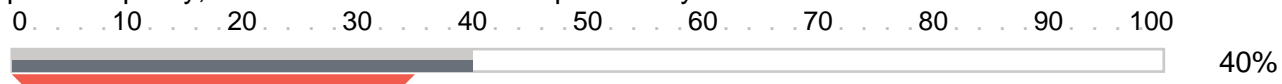


## Protector

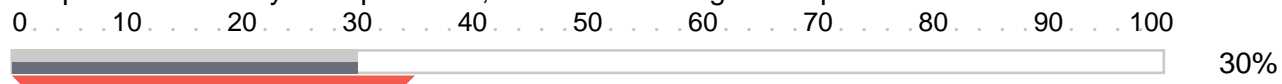
**Cash Flow** - The business does not practice accurate and timely cash flow measures.



**Product/Service Quality** - The business does not have business processes that increase product quality, customer satisfaction and profitability.



**Sound Decisions** - Business decisions are seldom, if ever, arrived at through a comprehensive analysis of problems, facts and working assumptions.





# Feeling Respected & Valued

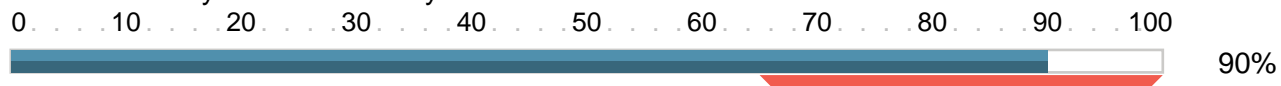
Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group

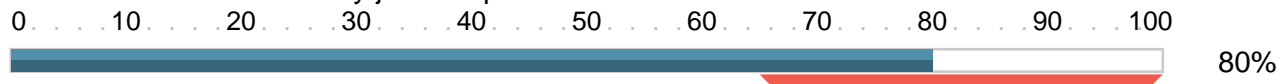
Feeling Respected & Valued, % Score, All Respondents

## Builder

**Poor Performance** - I find that lack of commitment and poor performance is treated sensitively and consistently at first and firmly later if not successful.



**Important Contribution** - The way leaders communicate the purpose and vision of the business makes me feel my job is important.



**Family At Work** - Leaders create a sense of "family at work" where we can talk to them on equal terms and feel good about each other.



## Protector

**Discourage Feedback** - Leaders in our organization seldom encourage feedback, and as a result employees feel their opinions don't really count.



**Personal Growth** - I see that employees seldom have opportunities at work to learn and grow.



**Asking Permission** - The business believes that it is better to ask for permission and support when trying new ideas than to ask for forgiveness later.





# Implementing Change

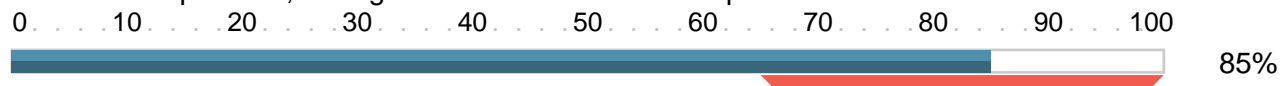
Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group

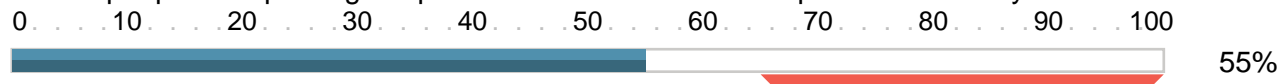
Implementing Change, % Score, All Respondents

## Builder

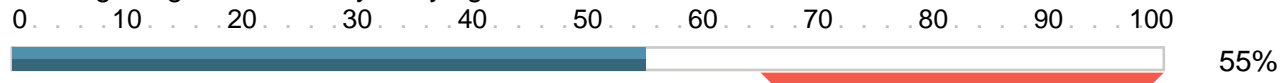
**Change Process** - Leaders and managers involve people in managing change - from the nature of the problem, through to the solution and its implementation.



**Continuous Improvement** - The business encourages continuous improvement - leaders involve people in improving the performance of our business processes and systems.

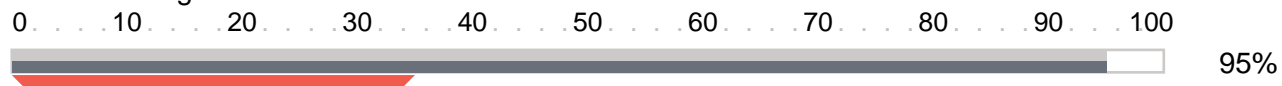


**Implementation Effectiveness** - I believe that the business is better at thinking up new ways of doing things than actually carrying them out.



## Protector

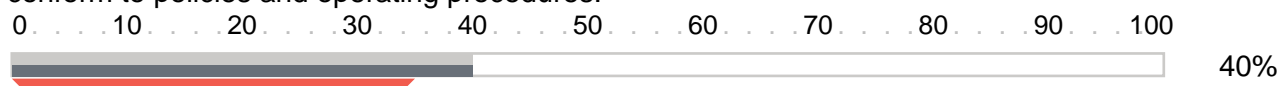
**Change Results** - The business is hesitant to embrace change even when there is a clear understanding as to what results will be achieved.



**Managing Change** - The business does not utilize a planned and organized approach to change.



**Work Culture** - Our work culture - the "way we do things around here" - encourages us to conform to policies and operating procedures.





# Innovation

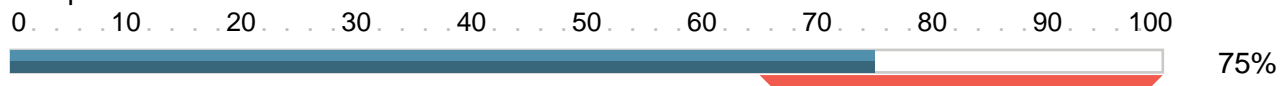
Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group

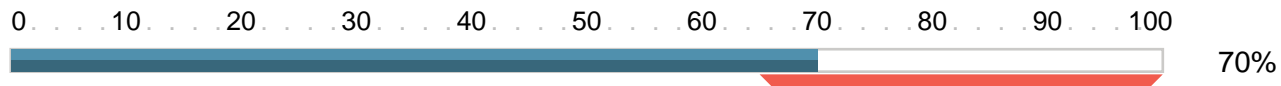
Innovation, % Score, All Respondents

## Builder

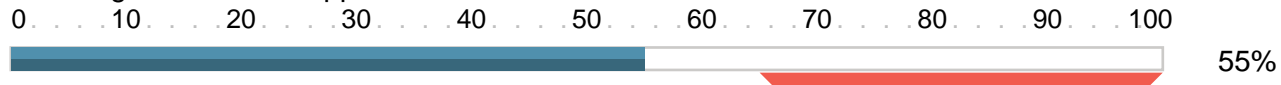
**New Products** - The business has a strong track record in its ability to develop and market new products.



**Leading Edge Products** - I believe the company's products and services to be competitive and will lead the market in the future.

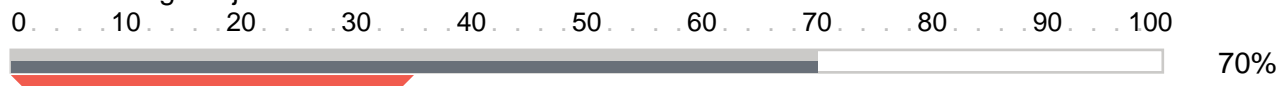


**Risk Taking** - The business would describe itself as a risk taker in its willingness to take advantage of business opportunities.

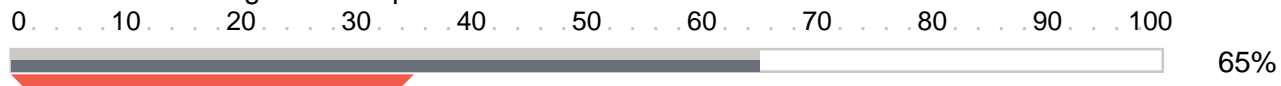


## Protector

**Tried & Tested Methods** - The business seldom uses tried and tested, evidence-based methods to get a job done.



**Status Quo** - The business does not take an accurate accounting of our current position before we make significant improvements.



**Idea Generation** - The business is hesitant to encourage exploration of alternative ideas.







# Team Maturity

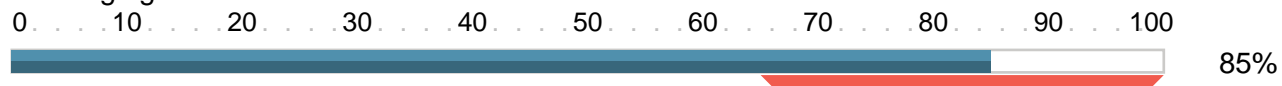
Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group

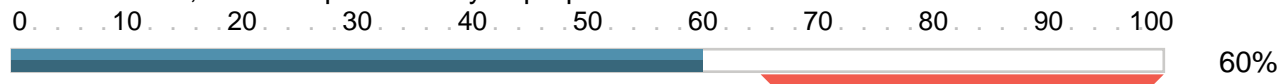
Team Maturity, % Score, All Respondents

## Builder

**Team Climate** - The team is demanding, setting stretching objectives and delegating challenging tasks for members to achieve.



**Team Effectiveness** - We review the way our team works - encouraging constructive criticism of its methods, leadership and clarity of purpose.

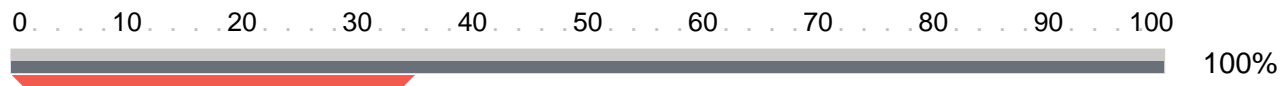


**Business Strategy** - We sharpen our team purpose and performance objectives by translating our business strategy into practical actions.

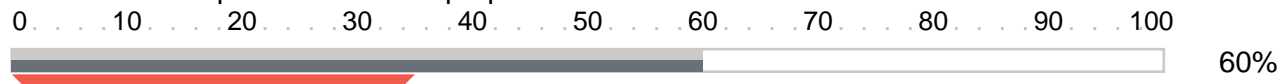


## Protector

**Team Tasks** - The team needs to be involved in making every decision before assigning tasks to individual members.



**Team Dynamic** - Members of the team interrupt or discourage others from presenting their business development views and proposals.



**Team Decisions** - The team tends to make decisions based on assumptions or intuition.

