



TTI
SUCCESS
INSIGHTS®

TriMetrix® HD

SAMPLE POSITION JOB BENCHMARK FOR:

This is our patented process for selecting superior performance attributes for your role. It includes matching interview questions and the ability to compare candidates to it and to each other.

ABC Company

Operations Director

August 2020

Creating a high commitment, low drama Wake Up Eager Workforce.

Priceless Professional Development

3605 Sandy Plains Road, Suite 240-122

Marietta, GA 30066

770-578-6976

suzie@pricelessprofessional.com





Table of Contents

Introduction	3
Introduction	4
Key Characteristics of the Position	5
Hierarchy of Competencies	6
Job Competencies Hierarchy	6
Organizational Rewards/Culture Hierarchy	10
Job Rewards/Culture Hierarchy	11
Motivation Insights® Graph	12
Conflicting Job Requirements	13
Behavioral Hierarchy	14
Workplace Behaviors®	16
The Success Insights® Wheel	17
Acumen Indicators	18
Summary of Top Competencies	20
Job Rewards/Culture Feedback	23
Behavioral Feedback	24
Job Competency Questions	25
Job Rewards/Culture Questions	29
Behavioral Questions	30
Job Competency Composite	31
Organizational Rewards/Culture Composite	32
Job Rewards/Culture Composite	33
Behaviors Composite	34
Acumen Indicators Composite	35
Respondent Key	36
Job Summary	37



Introduction

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TriMetrix® HD Job benchmarking process. The result is an evaluative report that analyzes a total of 55 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics

This section represents the level of importance for four key areas of business risk.

Job Competencies Hierarchy (25 Areas)

This section presents 25 key job competencies and quantifies their importance to this specific job. Each job has a unique ranking of competencies, reflecting different levels of capacities required by different jobs for superior performance.

Rewards/Culture Hierarchy (6 Areas)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

Behavioral Hierarchy (12 Areas)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of this section are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.

Acumen Indicators (12 Areas)

This section represents the acumen needed for superior performance in the position.



Introduction

Job Competencies Feedback

This section will assist in understanding the type and kind of competencies that are needed for superior job performance. Read the feedback on each of the top seven competencies thoroughly to understand the job's requirements.

Rewards/Culture Feedback

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

Behavioral Feedback

This section clarifies the nature of the behavioral traits demanded by the job.

Competencies Interview Questions

This section contains suggested interview questions that pertain specifically to the competencies of the job.

Rewards/Culture Interview Questions

This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

Behavioral Interview Questions

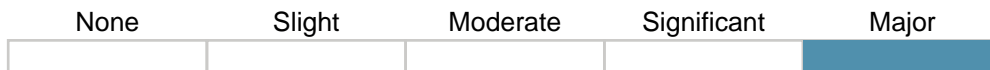
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



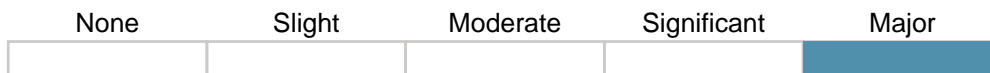
Key Characteristics of the Position

The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar graph. The scale range includes none, slight, moderate, significant, and major.

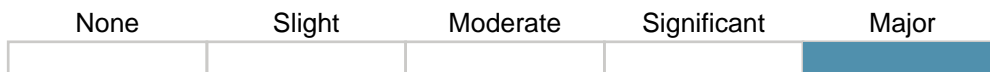
Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily upon the efforts and cooperation of people to produce results.



Authority: This characteristic addresses the level of authority that exists in the position. Evidence of authority can be found in the ability to make decisions or changes without prior approval from upper management. This characteristic is not limited to management or leadership position. In their efforts to become more responsive, many large organizations are finding it necessary to drive decision-making downward. In these organizations, many positions can be characterized by a moderate to significant amount of authority but are not considered management or leadership.



Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other appropriate assessments in their selection and management systems.

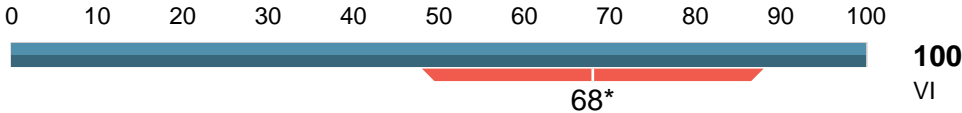




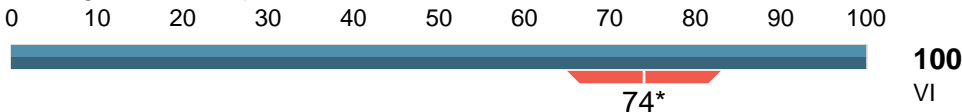
Job Competencies Hierarchy

All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

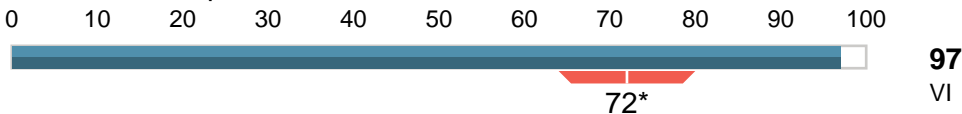
1. Goal Achievement - The ability to identify and prioritize activities that lead to a goal.



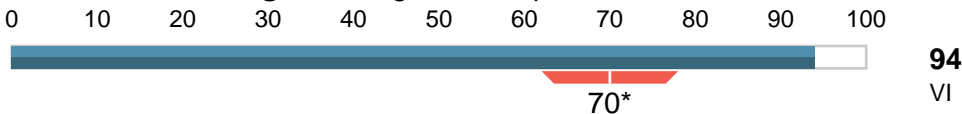
2. Self-Management - Demonstrating self control and an ability to manage time and priorities.



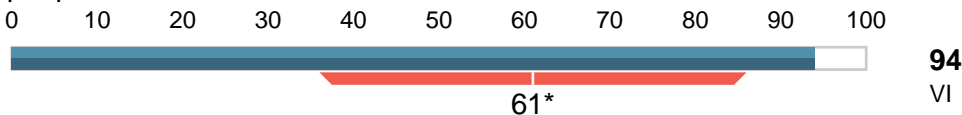
3. Personal Accountability - A measure of the capacity to be answerable for personal actions.



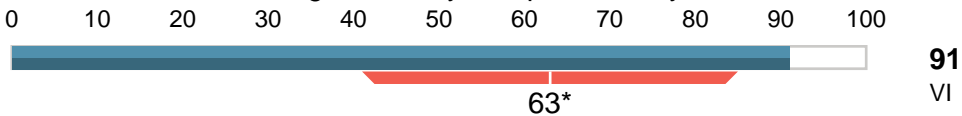
4. Decision Making - Utilizing effective processes to make decisions.



5. Leadership - Achieving extraordinary business results through people.



6. Teamwork - Working effectively and productively with others.



The following scale is used throughout the report.

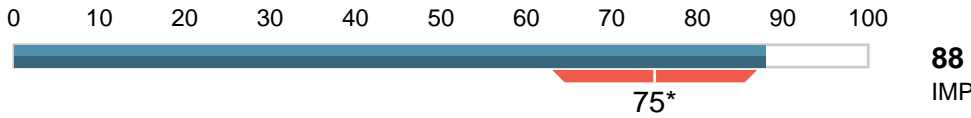
- 0 - 49 = NOT IMPORTANT TO JOB
- 50 - 69 = SOMEWHAT IMPORTANT
- 70 - 89 = IMPORTANT
- 90 - 100 = VERY IMPORTANT

Please note that the population means and standard deviations shown are based on the entire population and are not job/position specific.
* 68% of the population falls within the shaded area.

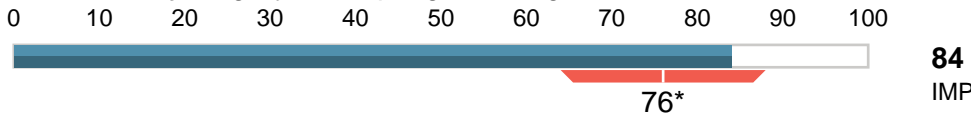


Job Competencies Hierarchy

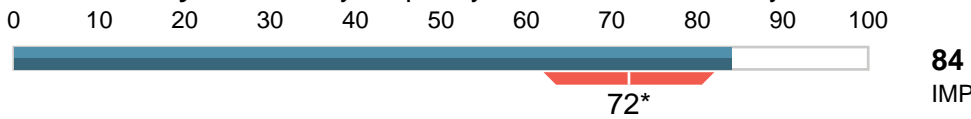
7. Problem Solving Ability - Anticipating, analyzing, diagnosing, and resolving problems.



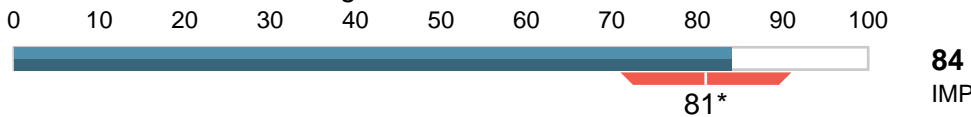
8. Flexibility - Agility in adapting to change.



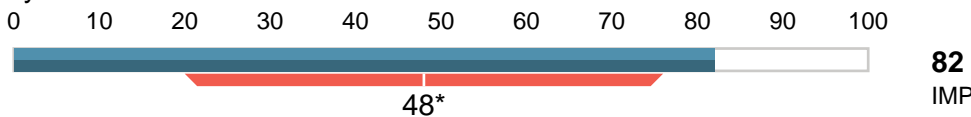
9. Resiliency - The ability to quickly recover from adversity.



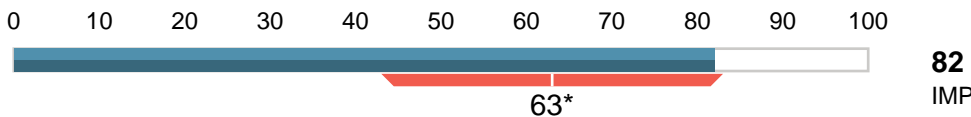
10. Understanding & Evaluating Others - The capacity to perceive and understand the feelings and attitudes of others.



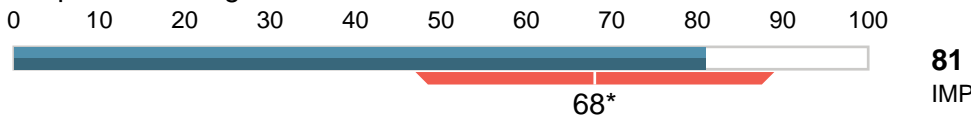
11. Creativity - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



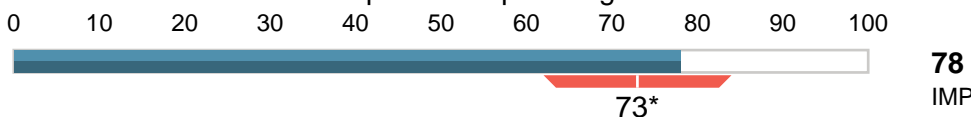
12. Customer Focus - A commitment to customer satisfaction.



13. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



14. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.

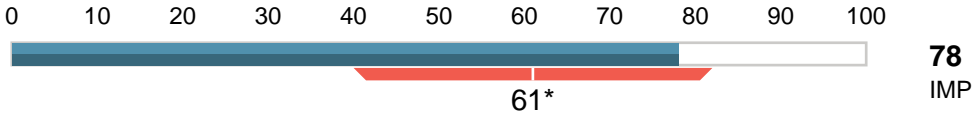


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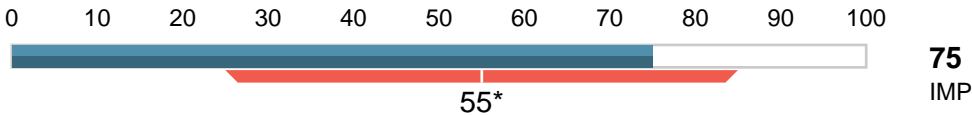


Job Competencies Hierarchy

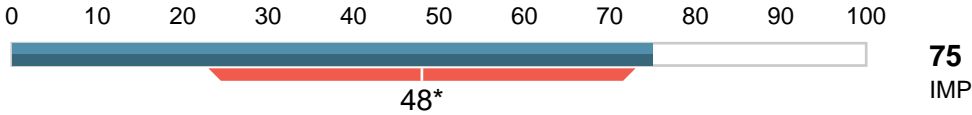
15. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



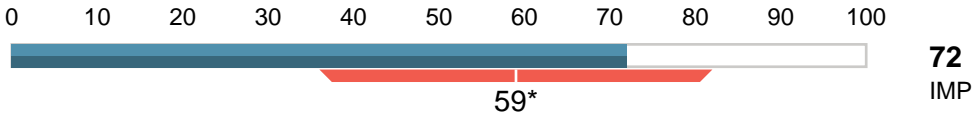
16. Persuasion - Convincing others to change the way they think, believe or behave.



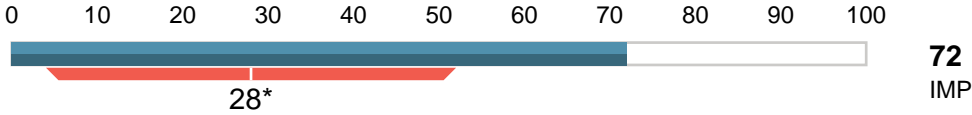
17. Planning & Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



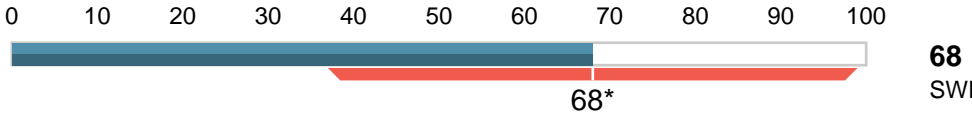
18. Diplomacy & Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



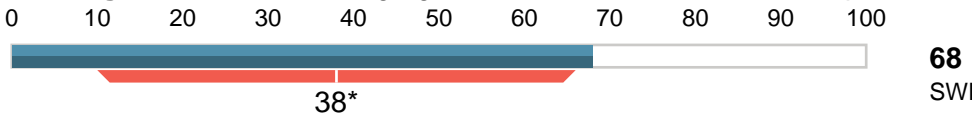
19. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



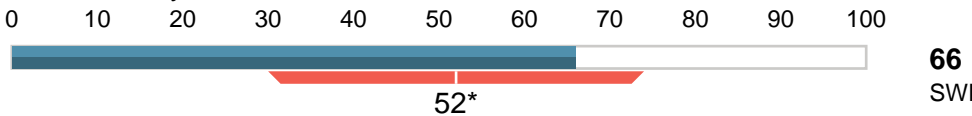
20. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



21. Negotiation - Facilitating agreements between two or more parties.



22. Conflict Management - Addressing and resolving conflict constructively.

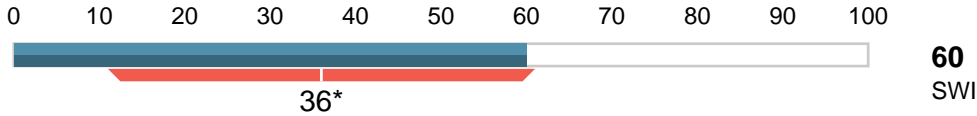


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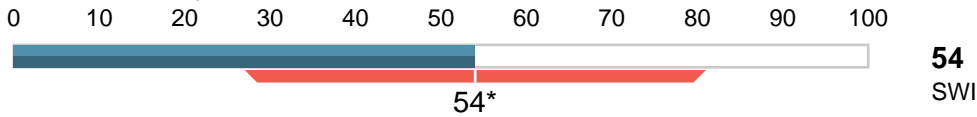


Job Competencies Hierarchy

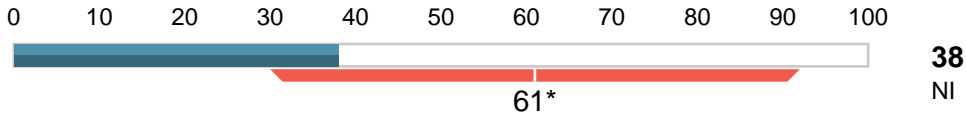
23. Empathy - Identifying with and caring about others.



24. Written Communication - Writing clearly, succinctly and understandably.



25. Presenting - Communicating effectively to groups.

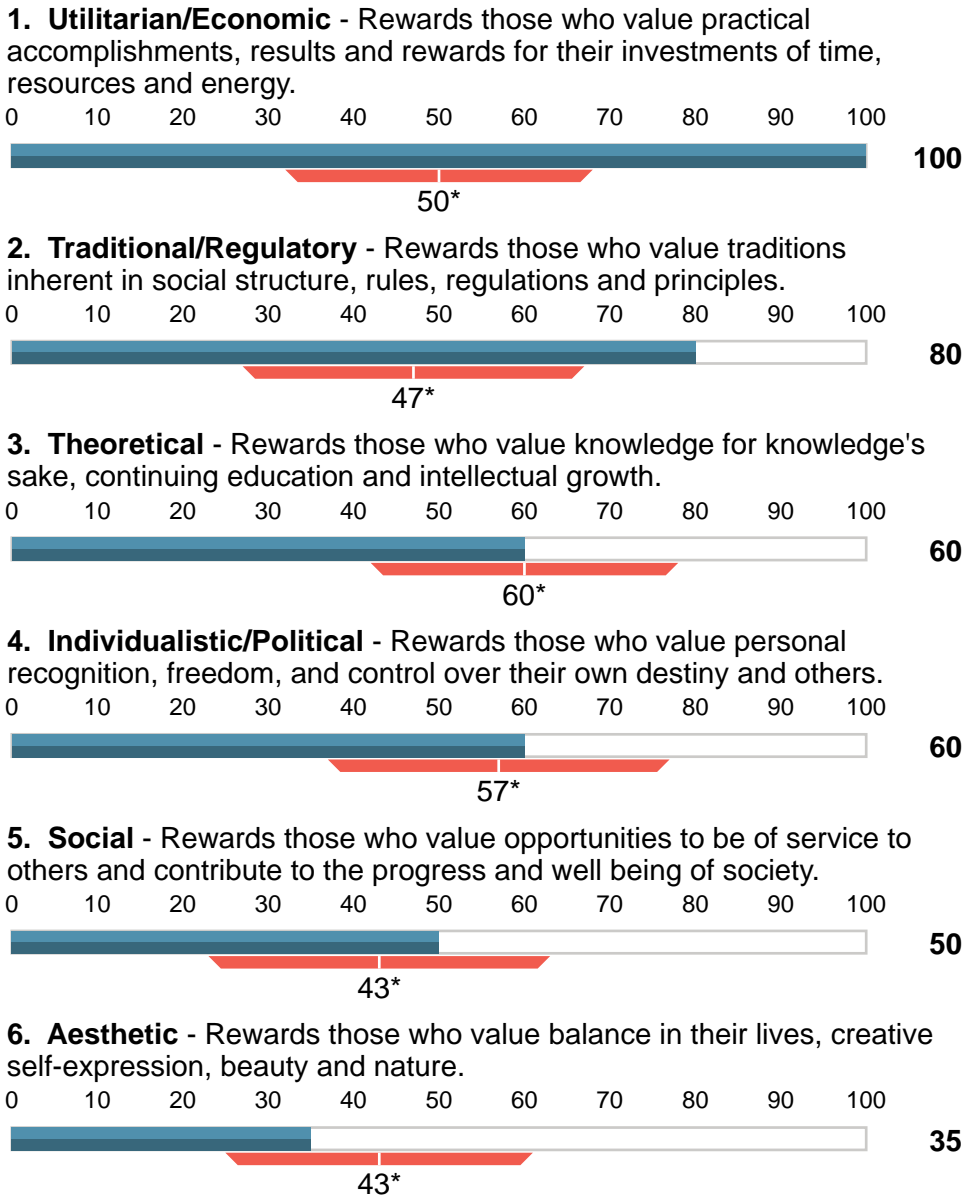


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Organizational Rewards/Culture Hierarchy

This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.

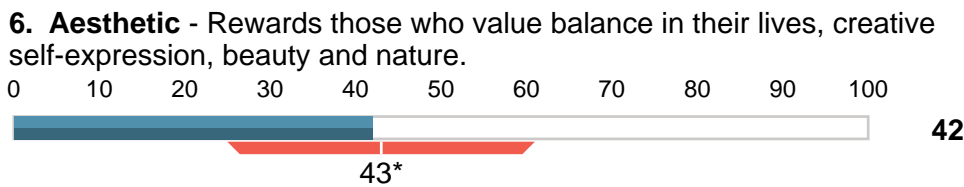
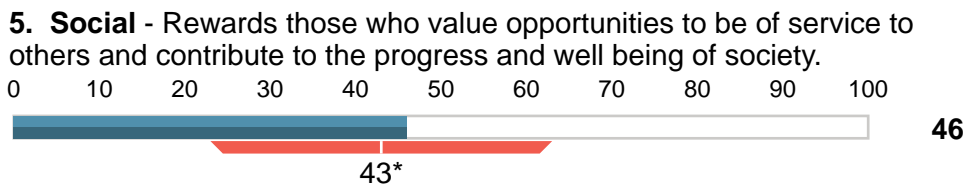
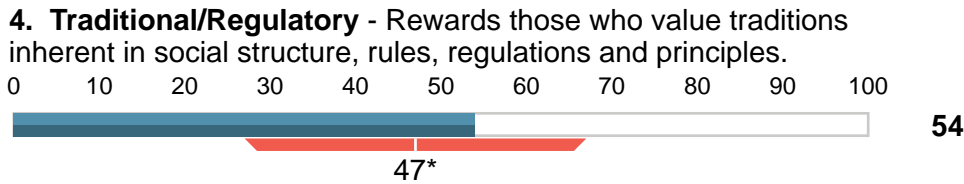
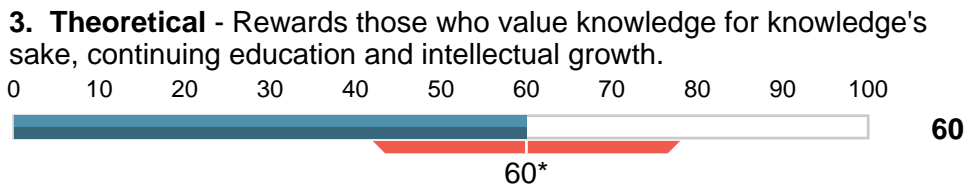
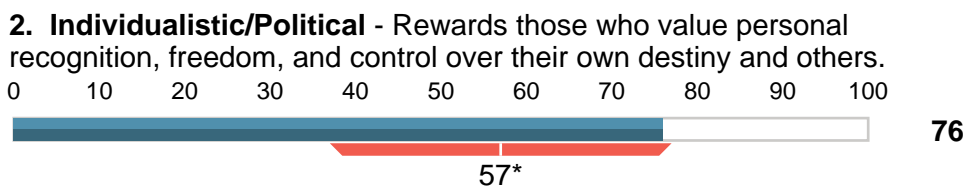
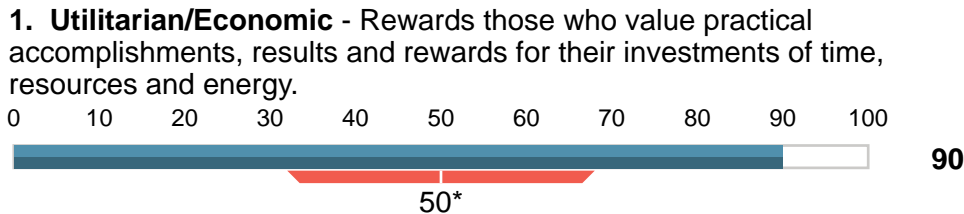


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Job Rewards/Culture Hierarchy

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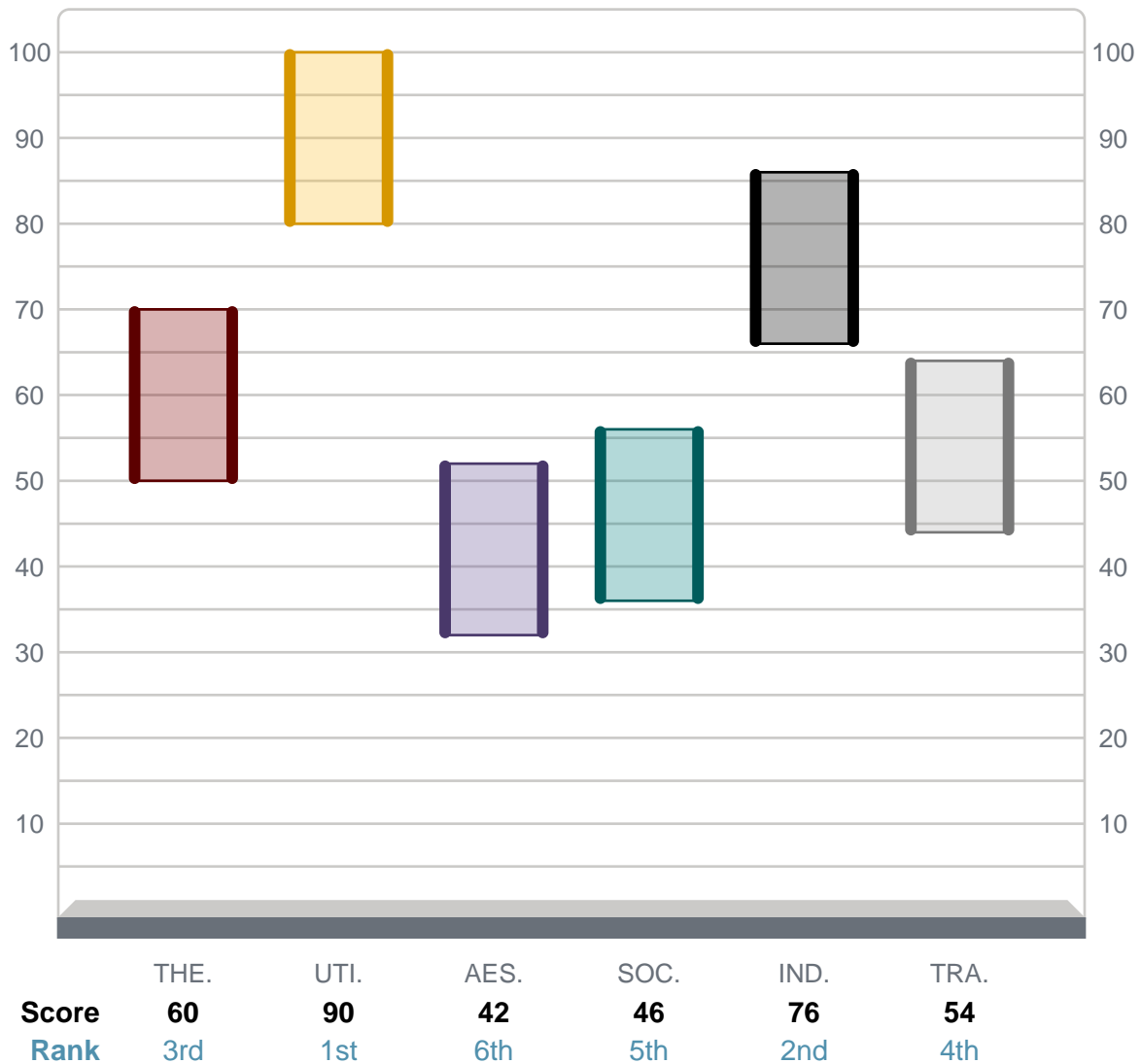
* 68% of the population falls within the shaded area.



Motivation Insights® Graph

The following graph represents the score range of each Motivator for the identified position. The ranges are denoted by the highlighted areas.

Operations Director
4-15-2017



Job Range (20 point range)



Conflicting Job Requirements

The TTI Success Insights Workplace Behaviors assessment is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position. In some cases an organization may choose to re-evaluate the position or its key accountabilities.

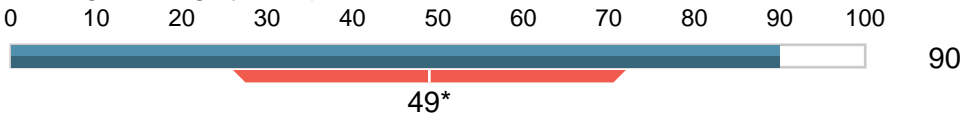
Congratulations! Based on the information analyzed, this position does not have immediate potential for internal behavioral conflicts. Please be aware that any variance from how the position was described in the assessment responses could lead to me-me conflicts or behavioral stress.



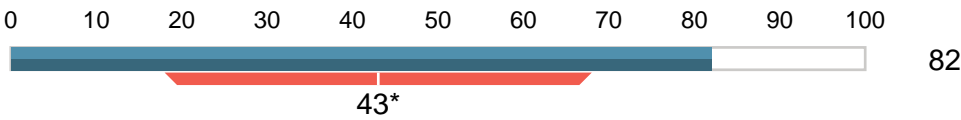
Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

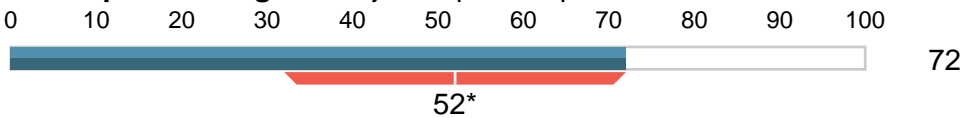
1. Competitive - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.



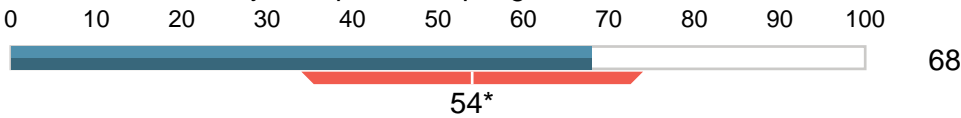
2. Urgency - The job requires decisiveness, quick response, and fast action.



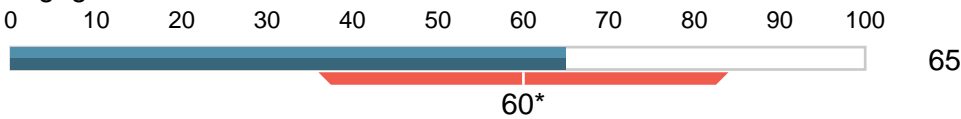
3. Frequent Change - The job requires rapid shifts between tasks.



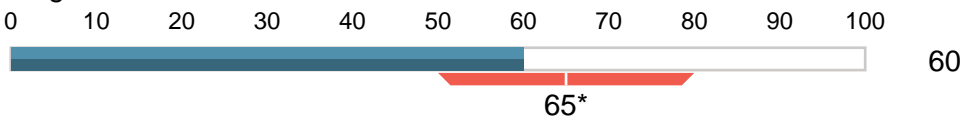
4. Versatile - The job requires adapting to various situations with ease.



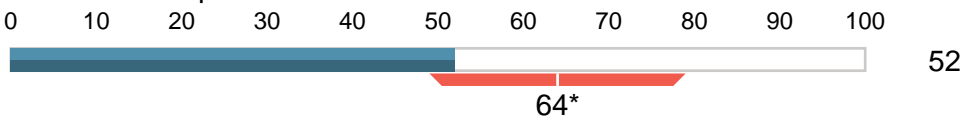
5. Interaction - The job requires frequent communication and engagement with others.



6. People-Oriented - The job requires building rapport with a wide range of individuals.



7. Customer-Oriented - The job requires identification and fulfillment of customer expectations.

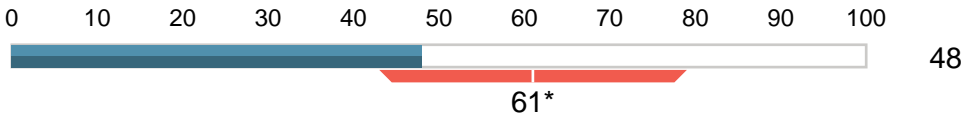


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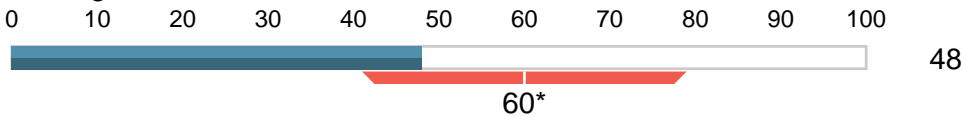


Behavioral Hierarchy

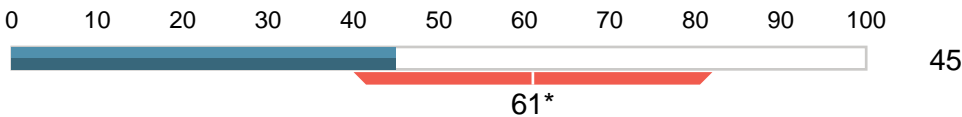
8. Persistence - The job requires finishing tasks despite challenges or resistance.



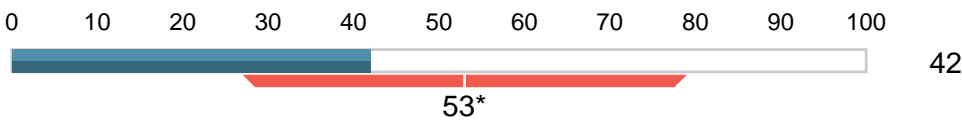
9. Following Policy - The job requires adhering to rules, regulations or existing methods.



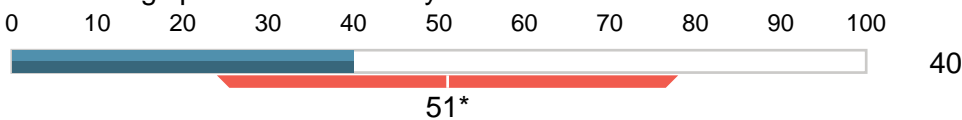
10. Consistent - The job requires predictable performance in repetitive situations.



11. Analysis - The job requires compiling, confirming, and organizing information.



12. Organized Workplace - The job requires establishing and maintaining specific order in daily activities.



WB: 83-59-38-36 (11)

* 68% of the population falls within the shaded area.



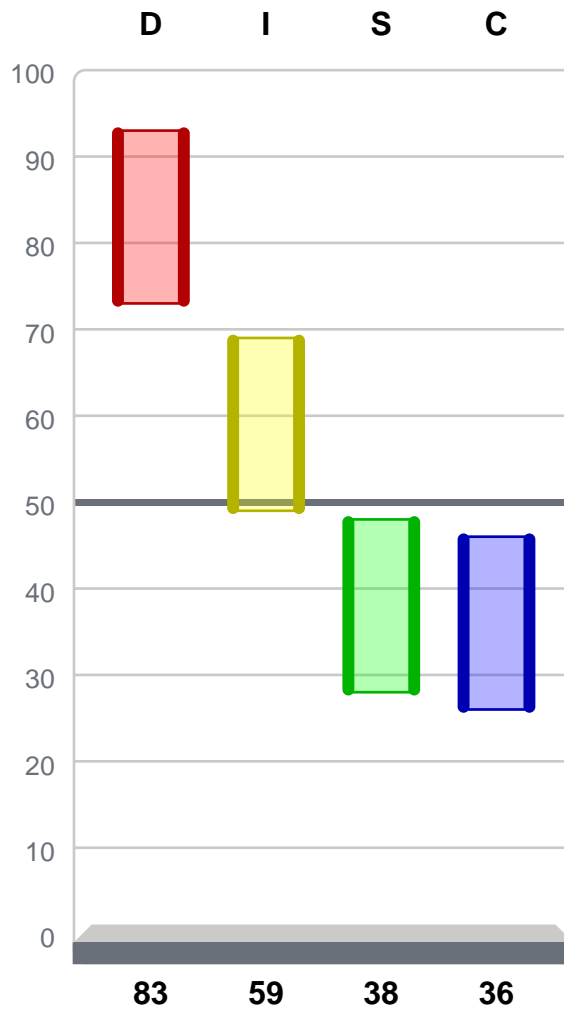
Workplace Behaviors®

The following graph represents the score range of each behavioral factor for the identified position. The ranges are denoted by the highlighted areas.

ABC Company

Operations Director

4-15-2017

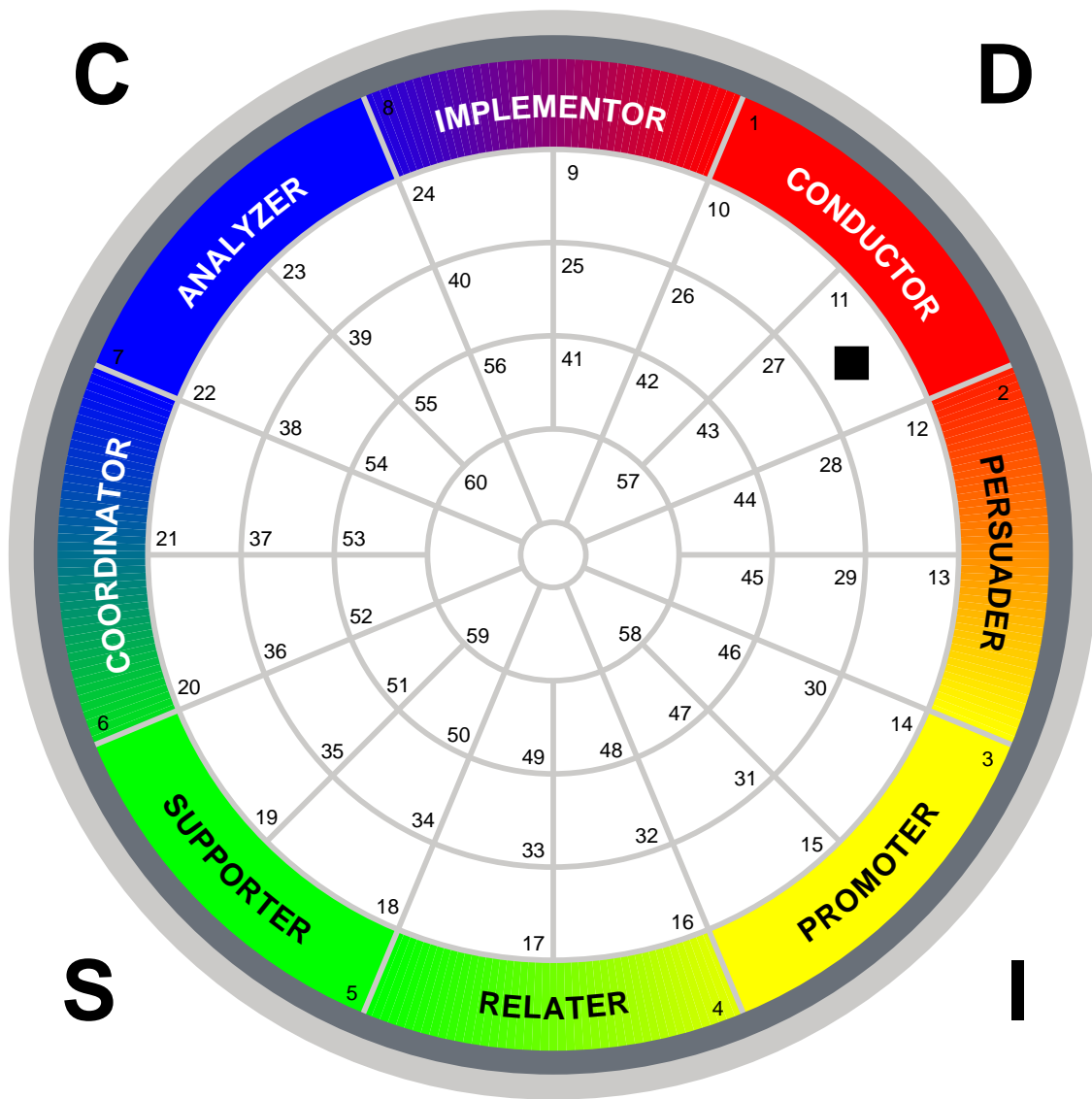


Job Range (20 point range)



The Success Insights® Wheel

4-15-2017



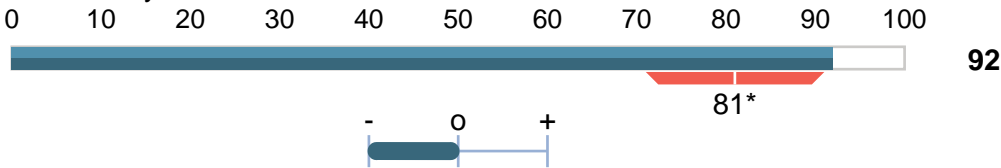
Workplace Behaviors: ■ (11) PERSUADING CONDUCTOR



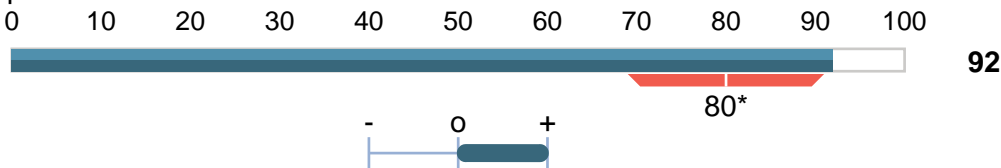
Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

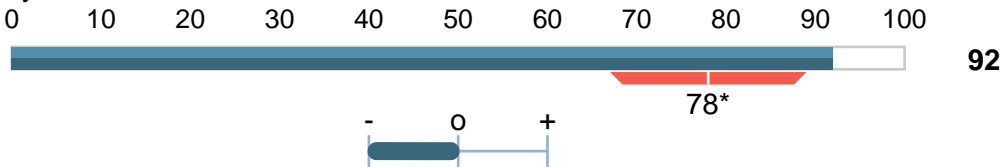
UNDERSTANDING OTHERS - The development of the capacity to discern individuality in others.



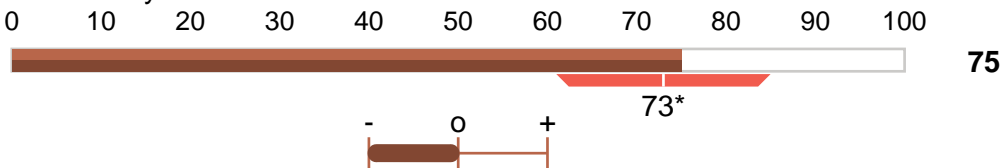
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



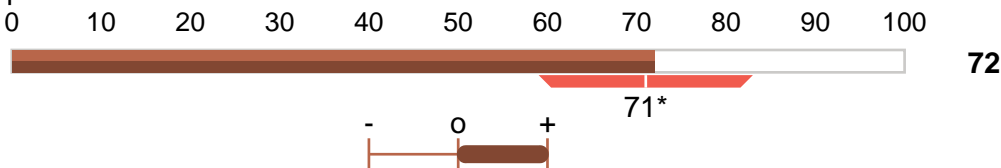
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



SENSE OF SELF - The development of the capacity to discern individuality in one's self.



ROLE AWARENESS - The development of the capacity to discern practical values in situations in one's own roles in the world.

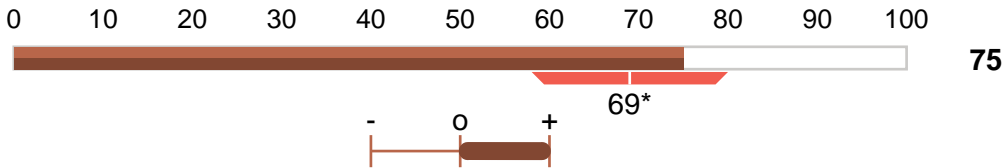




Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

SELF DIRECTION - The development of the capacity to discern systems and order within oneself.





Summary of Top Competencies

This section of the report focuses on competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. **Goal Achievement:** The ability to identify and prioritize activities that lead to a goal.
 - Establishes goals that are relevant, realistic and attainable
 - Identifies and implements required plans and milestones to achieve specific business goals
 - Initiates activity toward goals without unnecessary delay
 - Stays on target to complete goals regardless of obstacles or adverse circumstances

2. **Self-Management:** Demonstrating self control and an ability to manage time and priorities.
 - Independently pursues business objectives in an organized and efficient manner
 - Prioritizes activities as necessary to meet job responsibilities
 - Maintains required level of activity toward achieving goals without direct supervision
 - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

3. **Personal Accountability:** A measure of the capacity to be answerable for personal actions.
 - Accepts personal responsibility for the consequences of personal actions
 - Avoids placing unnecessary blame on others
 - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
 - Applies personal lessons learned from past failures to moving forward in achieving future successes



Summary of Top Competencies

4. Decision Making: Utilizing effective processes to make decisions.
 - Demonstrates an ability to make difficult decisions in a timely manner.
 - Gathers relevant input and develops a rationale for making decisions.
 - Evaluates the impact or consequences of decisions before making them.
 - Acts decisively despite obstacles, resistance or opposition.
 - Accepts consequences of decisions.
 - Willing to correct erroneous decisions when necessary.
 - Defends rationale for decisions when necessary.

5. Leadership: Achieving extraordinary business results through people.
 - Inspires others with compelling visions.
 - Takes risks for the sake of principles, values or mission.
 - Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk).
 - Demonstrates optimism and positive expectations of others.
 - Delegates appropriate responsibilities and authority.
 - Involves people in decisions that affect them.
 - Addresses performance issues promptly, fairly and consistently.
 - Adapts methods and approaches to the needs and motivations of others.
 - Makes decisions to avoid or mitigate the negative consequences for people.
 - Demonstrates loyalty to constituents.

6. Teamwork: Working effectively and productively with others.
 - Respects team members and their individual perspectives.
 - Makes team mission and objectives a priority.
 - Works toward consensus when team decisions are required.
 - Meets agreed-upon deadlines on team assignments and commitments.
 - Shares responsibility with team members for successes and failures.
 - Keeps team members informed regarding projects.
 - Supports team decisions.
 - Recognizes and appreciates the contributions of team members.
 - Behaves in a manner consistent with team values and mission.
 - Provides constructive feedback to team and its members.
 - Responds positively to feedback from team members.
 - Raises and/or confronts issues limiting team effectiveness.



Summary of Top Competencies

7. Problem Solving Ability: Anticipating, analyzing, diagnosing, and resolving problems.
 - Anticipates, identifies and resolves problems or obstacles.
 - Utilizes logic and systematic processes to analyze and solve problems.
 - Defines the causes, effects, impact and scope of problems.
 - Identifies the multiple components of problems and their relationships.
 - Prioritizes steps to solution.
 - Develops criteria for optimum solutions.
 - Evaluates the potential impact of possible solutions and selects the best one.



Job Rewards/Culture Feedback

This section provides a brief description of the top three Job Rewards for this position. These rewards are listed in hierarchical order, with the most important listed at the top.

1. Utilitarian/Economic
 - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.
2. Individualistic/Political
 - Rewards those who value personal recognition, freedom and control over their own destiny and others.
3. Theoretical
 - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



Behavioral Feedback

This section provides a brief description of the top three Behaviors required for this position. These are the behaviors that will need to be demonstrated most often for superior performance.

1. Competitive
 - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.
2. Urgency
 - The job requires decisiveness, quick response, and fast action.
3. Frequent Change
 - The job requires rapid shifts between tasks.



Job Competency Questions

Below are suggested interview questions on each of the top seven competencies. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.

1. **Goal Achievement:** The ability to identify and prioritize activities that lead to a goal.
 - Describe the most complex project you ever worked on. How did you establish action steps and milestones for that project? What was the most difficult part of that project for you?
 - Share with me 5 goals you have previously set for yourself in your career. How many have you accomplished? What have been the reasons for your successful completion of them? How about those you have not completed?
 - Give me an example of a time when you really procrastinated before getting started on something. How did you get started? Did you complete that goal or project?
 - Is there one thing in your life that you have accomplished that gives you the most satisfaction? What is it? How tough was it to accomplish?
 - What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration? Why didn't you complete it? How could you complete it?
 - Give me an example of a time when you were really able to focus your efforts on a single goal. How were you able to do that?

2. **Self-Management:** Demonstrating self control and an ability to manage time and priorities.
 - Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
 - Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
 - Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
 - We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
 - How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
 - What is the difference between activity and results? How do you personally define this difference?



Job Competency Questions

3. **Personal Accountability:** A measure of the capacity to be answerable for personal actions.
 - Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
 - Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
 - What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
 - Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
 - Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?
 - What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?

4. **Decision Making:** Utilizing effective processes to make decisions.
 - Give me an example of when you had to make a quick decision when the risk of making an error was high.
 - What concerns did you have about your decision?
 - What was the outcome?
 - Describe how you handled a situation when a decision you made was challenged.
 - Give me an example of when you solved a particularly difficult problem when others couldn't.
 - What actions did you take to resolve the problem?
 - What made your solution work?
 - What kinds of problems have you been most successful at resolving?
 - What decision are you most proud of making?



Job Competency Questions

5. Leadership: Achieving extraordinary business results through people.
 - If you have held a leadership position in the past, draw the organizational chart above and below your position to illustrate the scope of your leadership responsibilities.
 - Give me an example of when you inspired people with a vision.
 - Tell me about a time when you significantly improved the performance of a group of people who reported directly to you.
 - How did you motivate the top performers?
 - Did you use the same techniques with the poor performers?
 - If not, what did you do differently?
 - What actions did you take to improve poor performance?
 - Describe your leadership style.
 - Tell me about a situation when you were able to maintain the trust and commitment of people after making or implementing a decision that negatively impacted them.
 - Give me an example of when you took a significant risk for the sake of a principle, value or mission.
 - Describe a situation when you failed to obtain the commitment, dedication and trust of others.
 - What, if anything, would you do differently?

6. Teamwork: Working effectively and productively with others.
 - Give me an example of one of the most significant contributions you made as a member of a high performing team.
 - What, in your opinion, made it a high performing team?
 - Describe how you felt about the contributions of the others on the team.
 - Give me an example of a situation where you had difficulties with a team member.
 - What, if anything, did you do to resolve the difficulties?
 - Describe how you felt about a decision the team wanted to make that you didn't agree with.
 - Describe a situation where the team was having trouble agreeing on a decision and what you did to facilitate consensus.
 - Give me an example of when you were on a team that failed to meet its objectives.
 - What could the team have done differently?



Job Competency Questions

7. Problem Solving Ability: Anticipating, analyzing, diagnosing, and resolving problems.
- Describe a situation when you anticipated a problem.
 - What, if anything, did you do about it?
 - Give me an example of when your diagnosis of a problem proved to be correct.
 - What approach did you take to diagnose the problem?
 - What was the outcome?
 - Describe the most difficult work problem you've ever encountered.
 - What made it difficult?
 - What steps did you take towards developing a solution?
 - What factors did you consider in evaluating solutions?
 - What solution was implemented and how successful was it in solving the problem?



Job Rewards/Culture Questions

Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. Utilitarian/Economic: Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.
 - How important is earning a lot of money to you? What do you consider to be a "lot of money"?
 - Where would you like to be, financially, in 5 years? 10 years? Why?
 - What role does earning a significant income play in your job choices? In staying in a job?
 - Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?
2. Individualistic/Political: Rewards those who value personal recognition, freedom, and control over their own destiny and others.
 - What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
 - How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
 - How good are you in taking directions from others? How much do you like doing so?
 - How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.
3. Theoretical: Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.
 - Which is more important, action or knowledge?
 - Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
 - Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
 - How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?



Behavioral Questions

Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. **Competitive:** The job requires assertiveness and a "will to win" in dealing with highly competitive situations.
 - How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
 - How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?
2. **Urgency:** The job requires decisiveness, quick response, and fast action.
 - When faced with a deadline, how do you respond?
 - How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did the it work out?
3. **Frequent Change:** The job requires rapid shifts between tasks.
 - When you are forced to change priorities or direction, how do you respond?
 - When things keep coming at you and nothing seems to get completed, how do you feel? When this happens, how do you handle the situation?



Job Competency Composite

HIERARCHY		C	R1	R2
1	GOAL ACHIEVEMENT	100	100	100
2	SELF-MANAGEMENT	100	100	100
3	PERSONAL ACCOUNTABILITY	97	94	100
4	DECISION MAKING	94	94	94
5	LEADERSHIP	94	100	88
6	TEAMWORK	91	88	94
7	PROBLEM SOLVING ABILITY	88	88	88
8	FLEXIBILITY	84	88	81
9	RESILIENCY	84	81	88
10	UNDERSTANDING & EVALUATING OTHERS	84	88	81
11	CREATIVITY	82	88	75
12	CUSTOMER FOCUS	82	88	75
13	EMPLOYEE DEVELOPMENT/COACHING	81	81	81
14	CONCEPTUAL THINKING	78	88	69
15	CONTINUOUS LEARNING	78	81	75
16	PERSUASION	75	75	75
17	PLANNING & ORGANIZING	75	88	62
18	DIPLOMACY & TACT	72	81	62
19	FUTURISTIC THINKING	72	88	56
20	INTERPERSONAL SKILLS	68	75	62
21	NEGOTIATION	68	75	62
22	CONFLICT MANAGEMENT	66	62	69
23	EMPATHY	60	50	69
24	WRITTEN COMMUNICATION	54	69	38
25	PRESENTING	38	50	25



Organizational Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2
1	Utilitarian/Economic	100	100	100
2	Traditional/Regulatory	80	70	90
3	Theoretical	60	60	60
4	Individualistic/Political	60	70	50
5	Social	50	50	50
6	Aesthetic	35	50	20



Job Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2
1	Utilitarian/Economic	90	88	92
2	Individualistic/Political	76	72	80
3	Theoretical	60	64	56
4	Traditional/Regulatory	54	60	48
5	Social	46	48	44
6	Aesthetic	42	64	20



Behaviors Composite

	BEHAVIORS	C	R1	R2
1	Competitive	90	80	100
2	Urgency	82	80	85
3	Frequent Change	72	72	72
4	Versatile	68	75	60
5	Interaction	65	80	50
6	People-Oriented	60	70	50
7	Customer-Oriented	52	65	40
8	Persistence	48	47	50
9	Following Policy	48	48	48
10	Consistent	45	45	45
11	Analysis	42	40	45
12	Organized Workplace	40	35	45



Acumen Indicators Composite

	ACUMEN INDICATORS	C	R1	R2
1	UNDERSTANDING OTHERS	92	95	90
2	UNDERSTANDING OTHERS BIAS	-	-	-
3	PRACTICAL THINKING	92	90	95
4	PRACTICAL THINKING BIAS	+	0	+
5	SYSTEMS JUDGMENT	92	95	90
6	SYSTEMS JUDGMENT BIAS	-	-	-
7	SENSE OF SELF	75	75	75
8	SENSE OF SELF BIAS	-	-	-
9	ROLE AWARENESS	72	70	75
10	ROLE AWARENESS BIAS	+	+	+
11	SELF DIRECTION	75	75	75
12	SELF DIRECTION BIAS	+	+	+



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Respondent Key

R1: Tim Tony
R2: Mike Smith



Job Summary

The following page is a summary of the behaviors, motivators and skills of the position.

