



**TTI TriMetrix®**

Multiple Respondent Job Report



**Sample Job**  
Sales Manager  
5-14-2010

The Steering  
Group Inc.

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800-405-3068  
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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 TTI TriMetrix Job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area are in Sections 7 through 9. Finally, Section 10 contains composite rankings in all areas.

## SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job. Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

## SECTION 2: 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.

## SECTION 3: BEHAVIORAL HIERARCHY (8 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 Sections 1 through 3 (above) 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.



## SECTION 4: JOB ATTRIBUTES FEEDBACK

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

## SECTION 5: 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.

## SECTION 6: BEHAVIORAL FEEDBACK

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

## SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

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

## SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

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

## SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

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

## SECTION 10: COMPOSITE RANKINGS

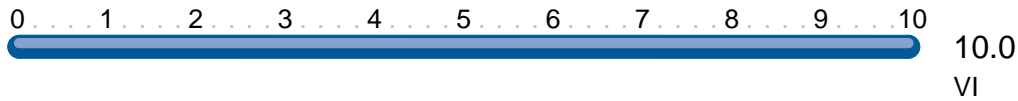
This last section details the individual input contributed by each respondent and shows the final composite rankings (averages of all responses) in Job Attributes, Rewards/Culture and Behaviors.



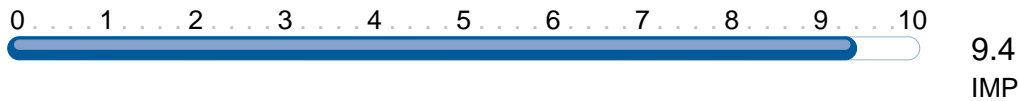
# JOB ATTRIBUTES HIERARCHY

All human jobs require certain people attributes. This section of the report identifies the composite of the respondents to show which attributes are most important to the job in question. Input from all respondents has been averaged. (Details of individual respondents' input are listed in a later section, JOB ATTRIBUTES COMPOSITE). The graphs below are in hierarchical order, from highest to lowest rankings.

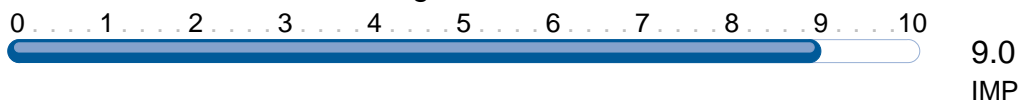
**1. CUSTOMER FOCUS** - A commitment to customer satisfaction.



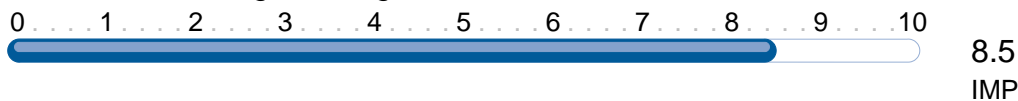
**2. DEVELOPING OTHERS** - The ability to contribute to the growth and development of others.



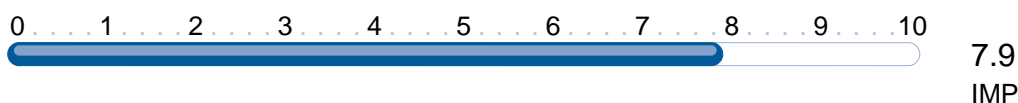
**3. CONTINUOUS LEARNING** - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



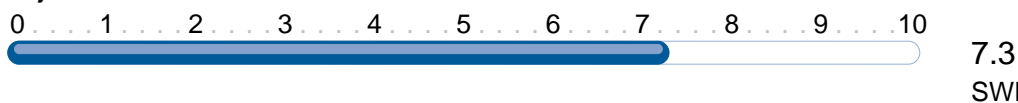
**4. GOAL ACHIEVEMENT** - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



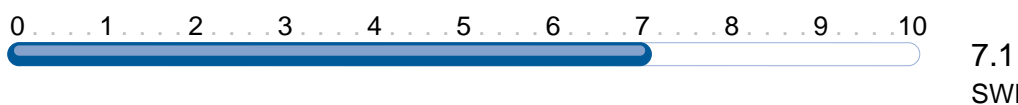
**5. OBJECTIVE LISTENING** - The ability to listen to many points of view without bias.



**6. TEAMWORK** - The ability to cooperate with others to meet objectives.



**7. SELF MANAGEMENT** - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

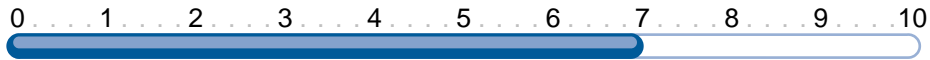


The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

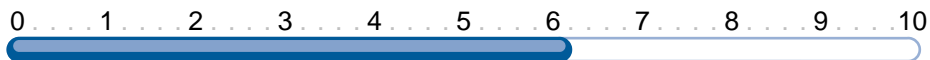


**8. SELF STARTING** - The ability to initiate and sustain momentum without external stimulation.



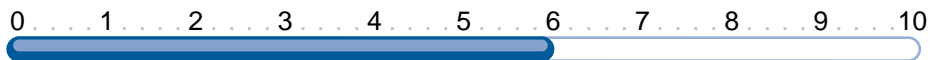
7.0  
SWI

**9. RESULTS ORIENTATION** - The ability to identify actions necessary to complete tasks and obtain results.



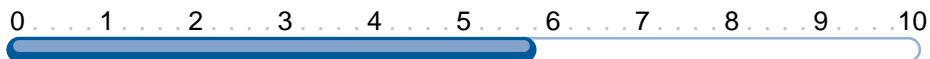
6.2  
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**10. PERSONAL ACCOUNTABILITY** - A measure of the capacity to be answerable for personal actions.



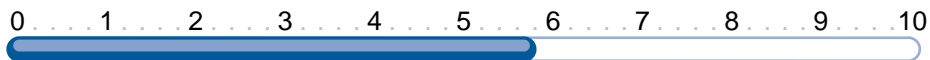
6.0  
SWI

**11. PROBLEM SOLVING** - The ability to identify key components of a problem to formulate a solution or solutions.



5.8  
SWI

**12. INTERPERSONAL SKILLS** - The ability to interact with others in a positive manner.



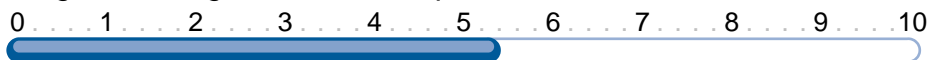
5.8  
SWI

**13. ACCOUNTABILITY FOR OTHERS** - The ability to take responsibility for others' actions.



5.6  
SWI

**14. FLEXIBILITY** - The ability to readily modify, respond to and integrate change with minimal personal resistance.



5.4  
SWI

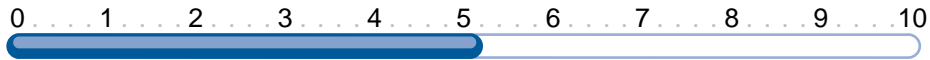
**15. CONCEPTUAL THINKING** - The ability to analyze hypothetical situations or abstract concepts to compile insight.



5.2  
SWI

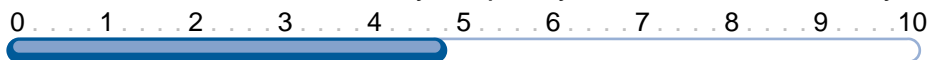


**16. LEADING OTHERS** - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



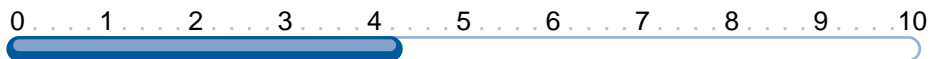
5.2  
SWI

**17. RESILIENCY** - The ability to quickly recover from adversity.



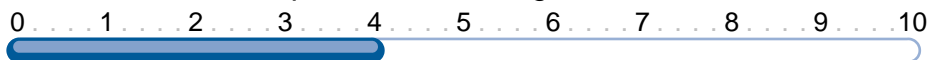
4.8  
NI

**18. DIPLOMACY AND TACT** - The ability to treat others fairly, regardless of personal biases or beliefs.



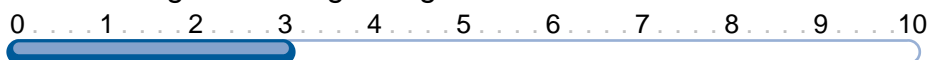
4.3  
NI

**19. INFLUENCING OTHERS** - The ability to personally affect others' actions, decisions, opinions or thinking.



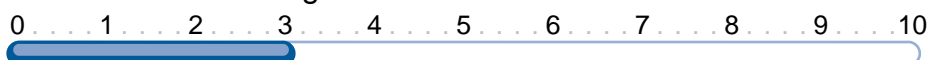
4.1  
NI

**20. DECISION MAKING** - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



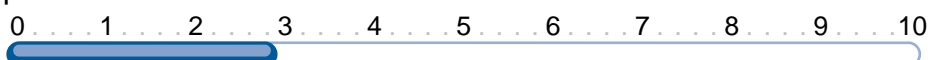
3.1  
NI

**21. EMPATHETIC OUTLOOK** - The capacity to perceive and understand the feelings and attitudes of others.



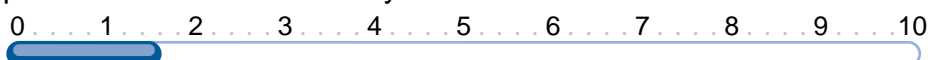
3.1  
NI

**22. PLANNING AND ORGANIZATION** - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



2.9  
NI

**23. CONFLICT MANAGEMENT** - The ability to resolve different points of view constructively.



1.6  
NI



# JOB REWARDS/CULTURE HIERARCHY

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

## 1. THEORETICAL



## 2. TRADITIONAL/REGULATORY



## 3. UTILITARIAN/ECONOMIC



## 4. INDIVIDUALISTIC/POLITICAL



## 5. SOCIAL



## 6. AESTHETIC





# 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.*

## 1. INDIVIDUALISTIC/POLITICAL



## 2. THEORETICAL



## 3. UTILITARIAN/ECONOMIC



## 4. AESTHETIC



## 5. TRADITIONAL/REGULATORY



## 6. SOCIAL







## 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.*

This position is requiring the incumbent to have a behavioral style with the potential for me-me conflicts. This is quite common in positions and normal for individuals to possess such behavioral styles. Based on the incumbent's behavioral style, the organization may need to make modifications to the communication flow and activity levels of the position. Please review the incumbent's behavioral report for ideas that may help decrease the risk of behavioral job stress.



*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. FREQUENT INTERACTION WITH OTHERS



### 2. CUSTOMER ORIENTED



### 3. VERSATILITY



### 4. FREQUENT CHANGE



### 5. URGENCY



### 6. COMPETITIVENESS



### 7. ANALYSIS OF DATA



### 8. ORGANIZED WORKPLACE





## JOB ATTRIBUTES FEEDBACK

*This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.*

1. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
  - Consistently places a high value on customers and all issues related to customers
  - Objectively listens to, understands and represents customer feedback
  - Anticipates customer needs and develops appropriate solutions
  - Meets all promises and commitments made to customers
  
2. **DEVELOPING OTHERS:** The ability to contribute to the growth and development of others.
  - Strongly advocates for the growth and development of others
  - Devotes appropriate time to training, coaching and developing others
  - Understands the implications of varied learning styles and their importance to individual development
  - Regularly follows up and holds others accountable for their performance
  
3. **CONTINUOUS LEARNING:** The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
  - Researches job related topics to improve understanding, expertise and personal performance
  - Continually updates business skills
  - Actively seeks suitable opportunities to implement newly acquired skills and knowledge
  - Provides expertise, knowledge and information to others as required



## JOB ATTRIBUTES FEEDBACK

4. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
  - 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
  
5. **OBJECTIVE LISTENING:** The ability to listen to many points of view without bias.
  - Values others' points of view
  - Regularly solicits input from others and listens to them without interrupting
  - Represents others' points of view impartially
  - Verifies understanding of others' feedback
  
6. **TEAMWORK:** The ability to cooperate with others to meet objectives.
  - Discards personal agenda to cooperate with other team members in meeting objectives
  - Contributes positively and productively to team projects
  - Builds and sustains a trust relationship with each member of the team
  - Supports other team members and team decisions
  
7. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
  - 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



1. THEORETICAL

- Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

2. TRADITIONAL/REGULATORY

- Rewards those who value traditions inherent in social structure, rules, regulations and principles.

3. UTILITARIAN/ECONOMIC

- Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



### 1. FREQUENT INTERACTION WITH OTHERS

- The job requires a strong "people orientation," versus a task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

### 2. CUSTOMER ORIENTED

- The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

### 3. VERSATILITY

- The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



*Below are suggested interview questions on each of the top seven attributes. 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. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
  - Give me an example of a time when you knew the customer was wrong but you had to accommodate their wishes. How did you handle it? What did you say? What did you do? How did you feel about it?
  - Tell me about a situation where you were able to anticipate a customer's needs before the customer even brought up what they wanted.
  - Describe a situation where you went over and above what was expected to exceed a customer's expectations. How did you feel about that? How comfortable would you feel about doing that regularly?
  - In your view, what makes some customers more valuable than others? Should all customers be treated the same?
  - Give me an example of when you had to go the extra mile to meet a commitment that someone else had made to a customer. What, specifically, did you do? How did you feel about having to meet a commitment made by someone else?
  - Is there ever a time when a customer who is in error should be confronted? If so, give me an example of when that would be and how you would do that.



2. **DEVELOPING OTHERS:** The ability to contribute to the growth and development of others.
- Tell me about someone in your career who put time and energy into your development.
  - Give me an example of a time when you recommended a book or seminar to a subordinate for development purposes. Why did you select what you did? How did you follow up with that person?
  - How important are training and development for the ongoing success of your group? Department? Company? What percentage of an annual budget should be set aside for education and training purposes?
  - What is the difference between training and coaching? Which are you better at doing?
  - How would you go about identifying and developing a training plan to improve someone's performance?
  - Give me an example of a time when you delegated a project to someone for the purpose of developing that individual. How did you stay in the loop? How successful were they?





3. **CONTINUOUS LEARNING:** The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
- Tell me about the last book you read or seminar you attended. What was it? What were two important ideas you have learned? How did you put these things into practice?
  - Describe for me how you have invested in your own professional growth in the last 12 months.
  - What are the 3 biggest trends or concepts that you need to learn about in order to stay ahead in your areas of expertise? How do you plan to learn them?
  - Give me an example of a creative or innovative way in which you applied something you learned.
  - Tell me about the most exciting book you have read in the last year that has helped you on the job. What led you to read this book?
  - What do you enjoy learning about? Why is that? How does it help you?



4. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
- 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?



5. **OBJECTIVE LISTENING:** The ability to listen to many points of view without bias.
- Give me an example of a time when someone else provided you a solution to a problem or situation that you would not have been able to arrive at yourself. Did you give credit to the other person? How?
  - How often do you implement ideas suggested by someone else? Could you give me an example of when you did that? Did you give public credit to that person?
  - Demonstrate for me how you confirm to other people that you have clearly understood what they have said to you.
  - Explain a situation where you empowered others to enthusiastically submit their ideas.
  - Describe a time when you acted on someone's suggestion.
  - Explain a situation where you have seen a person prematurely present his or her point of view or opinion to someone else. What is the downside of doing that? Have you ever done that?



6. TEAMWORK: The ability to cooperate with others to meet objectives.
- Describe a team in which you have participated that you feel was effective. What made it a good team? Describe a team that was less effective. What was the difference between the two?
  - What, in your opinion, is the most important thing to always remember when you are on a team? What is the worst mistake a person on a team can make?
  - Have you ever seen someone violate a trust relationship with another team member? What was the trust issue that was violated? What was the result? How could it have been avoided?
  - Give me an example of a group or team decision that was made and you felt that it was wrong or was something you disagreed with. How did you handle it? Were there others who agreed with you? What was the end result?
  - List some things you think are important to remember in order to be a productive team member?
  - What would you do if you were on a team and one of the members failed to meet the promises and commitments they had made to the others and did this consistently?



## JOB ATTRIBUTES QUESTIONS

7. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
- 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 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. THEORETICAL

- 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?

### 2. TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.

### 3. UTILITARIAN/ECONOMIC

- 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?



## 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. FREQUENT INTERACTION WITH OTHERS

- How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
- Are you more comfortable with details or people with the big picture or with bits of data?

### 2. CUSTOMER ORIENTED

- How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
- Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

### 3. VERSATILITY

- Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
- How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.



*This last section lists each respondent's individual rankings, produces an average of them, and displays a resulting composite score. Respondents are listed separately under "R1, R2," etc. The composite score for each factor is indicated under "C."*

	<b>PERSONAL ATTRIBUTES</b>	<b>C</b>	<b>R1</b>	<b>R2</b>	<b>R3</b>
1	CUSTOMER FOCUS	10.0	10.0	10.0	10.0
2	DEVELOPING OTHERS	9.4	9.4	9.4	9.4
3	CONTINUOUS LEARNING	9.0	8.8	8.8	9.4
4	GOAL ACHIEVEMENT	8.5	7.5	8.8	9.4
5	OBJECTIVE LISTENING	7.9	8.1	8.1	7.5
6	TEAMWORK	7.3	8.1	9.4	4.4
7	SELF MANAGEMENT	7.1	6.9	7.5	6.9
8	SELF STARTING	7.0	6.2	7.5	7.5
9	RESULTS ORIENTATION	6.2	6.2	6.9	5.6
10	PERSONAL ACCOUNTABILITY	6.0	6.9	4.4	6.9
11	PROBLEM SOLVING	5.8	5.0	5.0	7.5
12	INTERPERSONAL SKILLS	5.8	7.5	6.9	3.1
13	ACCOUNTABILITY FOR OTHERS	5.6	5.0	5.6	6.2
14	FLEXIBILITY	5.4	5.6	5.0	5.6
15	CONCEPTUAL THINKING	5.2	5.0	3.8	6.9
16	LEADING OTHERS	5.2	6.2	5.6	3.8
17	RESILIENCY	4.8	5.6	5.0	3.8
18	DIPLOMACY AND TACT	4.3	6.2	5.0	1.9
19	INFLUENCING OTHERS	4.1	5.0	3.1	4.4
20	DECISION MAKING	3.1	2.5	1.2	5.6
21	EMPATHETIC OUTLOOK	3.1	2.5	1.9	5.0
22	PLANNING AND ORGANIZATION	2.9	3.8	1.2	3.8
23	CONFLICT MANAGEMENT	1.6	1.2	2.5	1.2



**JOB REWARDS/CULTURE COMPOSITE**

	<b>REWARDS/CULTURE</b>	<b>C</b>	<b>R1</b>	<b>R2</b>	<b>R3</b>
1	THEORETICAL	6.4	6.8	7.6	4.8
2	TRADITIONAL/REGULATORY	5.6	5.6	6.0	5.2
3	UTILITARIAN/ECONOMIC	5.0	4.8	5.6	4.8
4	INDIVIDUALISTIC/POLITICAL	4.8	4.8	5.2	4.4
5	SOCIAL	4.4	4.0	3.2	6.0
6	AESTHETIC	3.2	2.8	2.8	4.0

**ORGANIZATIONAL REWARDS/CULTURE COMPOSITE**

	<b>REWARDS/CULTURE</b>	<b>C</b>	<b>R1</b>	<b>R2</b>	<b>R3</b>
1	INDIVIDUALISTIC/POLITICAL	9.6	10.0	10.0	9.0
2	THEORETICAL	8.6	9.0	9.0	8.0
3	UTILITARIAN/ECONOMIC	8.3	9.0	9.0	7.0
4	AESTHETIC	5.3	5.0	5.0	6.0
5	TRADITIONAL/REGULATORY	3.0	4.0	3.0	2.0
6	SOCIAL	2.0	2.0	2.0	2.0



	<b>BEHAVIORS</b>	<b>C</b>	<b>R1</b>	<b>R2</b>	<b>R3</b>
1	FREQUENT INTERACTION WITH OTHERS	8.3	9.0	7.0	9.0
2	CUSTOMER ORIENTED	7.3	8.0	6.0	8.0
3	VERSATILITY	7.0	7.0	7.0	7.0
4	FREQUENT CHANGE	6.5	6.2	6.8	6.5
5	URGENCY	5.5	5.0	6.5	5.0
6	COMPETITIVENESS	5.0	5.0	5.0	5.0
7	ANALYSIS OF DATA	3.1	3.0	4.0	2.5
8	ORGANIZED WORKPLACE	3.0	3.0	3.5	2.5



R1: JOHN JOBHUNTER  
R2: PAT POTENTIAL  
R3: PAULA PROJECT