



TTI
SUCCESS
INSIGHTS®

TriMetrix® HD

Job Report

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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 65 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics (4 Areas)

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.

Driving Forces Hierarchy (12 Areas)

This section clearly identifies the rewards the job may provide. More specifically it identifies sources of motivation for the individual performing the job. It clarifies what is necessary for superior performance and engagement on the job.

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.

Driving Forces Feedback

This section provides a brief description of the Primary Driving Forces in this position and expands on the fact that every job in every organization is unique. Superior performance requires an alignment between the individual's driving forces and the rewards the job can provide.

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.

Driving Forces Interview Questions

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

Behavioral Interview Questions

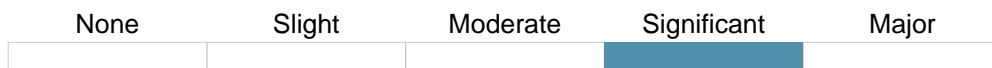
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



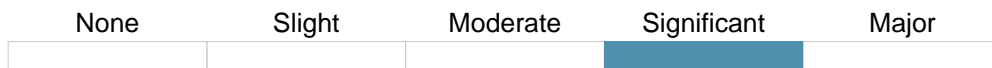
Key Characteristics of the Position

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.

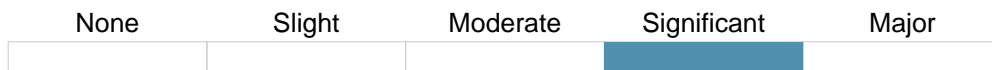
Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



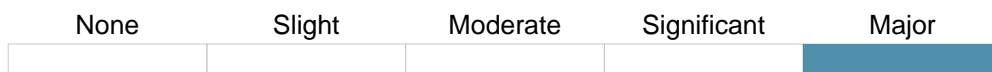
Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily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



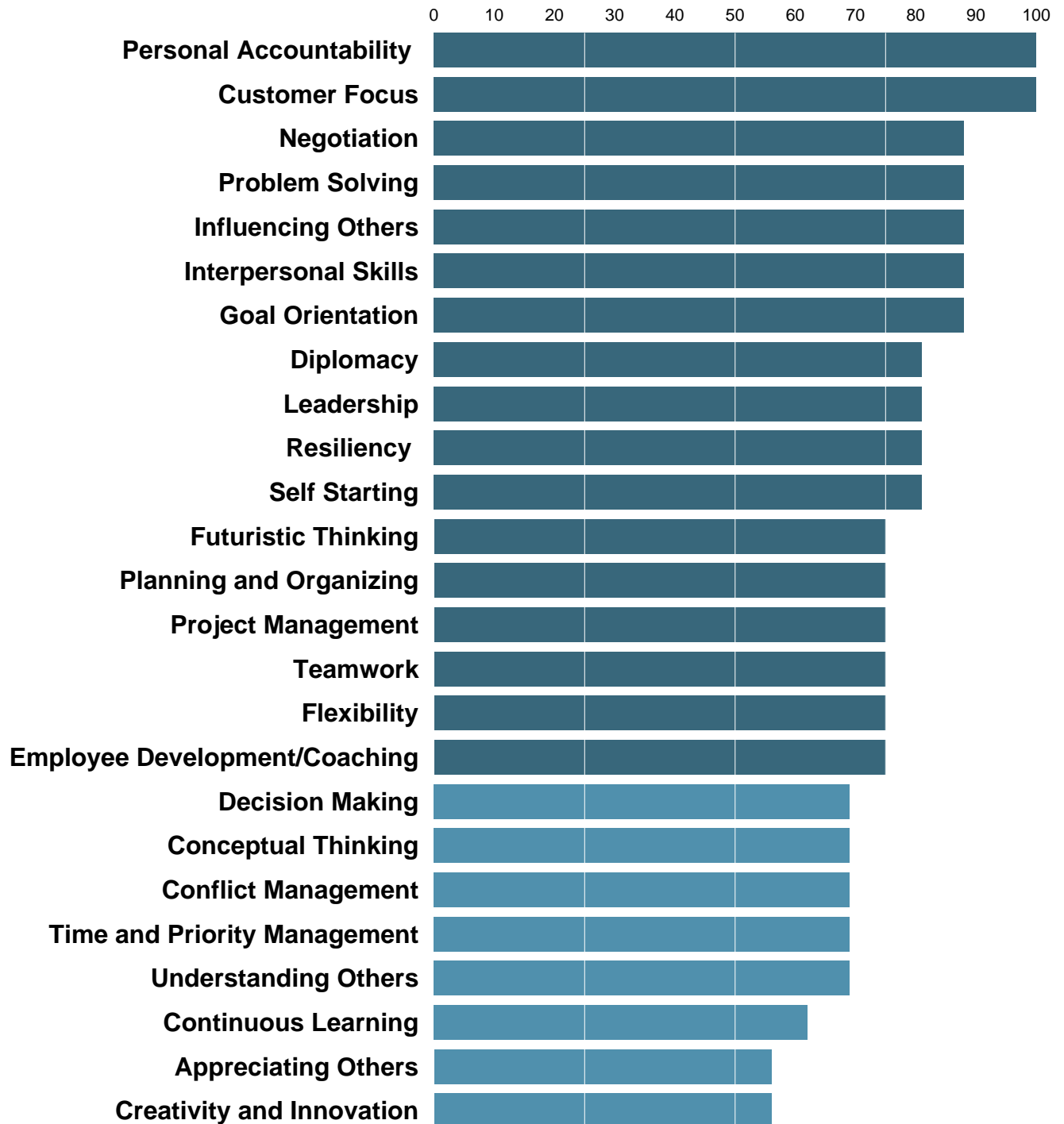
Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other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





Hierarchy of Competencies

The competencies required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the competencies represents their relative importance to each other in producing superior performance in the job.

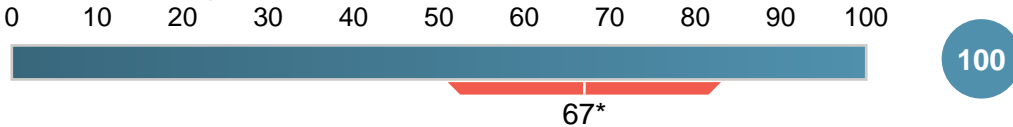




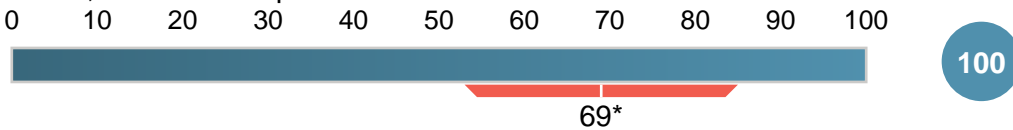
Job Competencies Hierarchy

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.

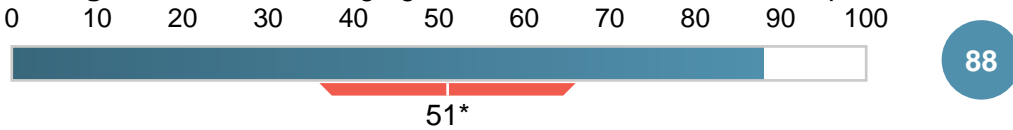
1. Personal Accountability - A measure of the capacity to be answerable for personal actions.



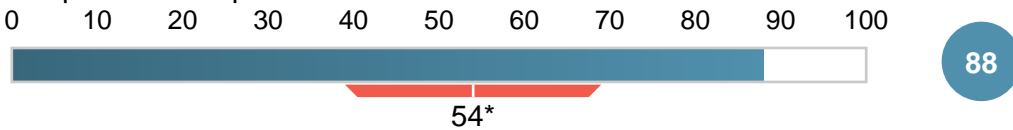
2. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



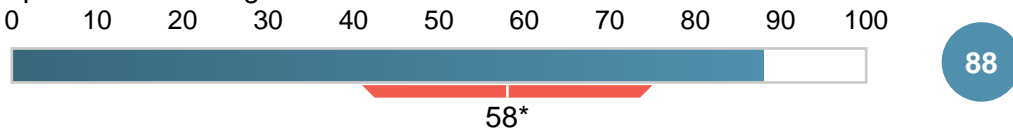
3. Negotiation - Facilitating agreements between two or more parties.



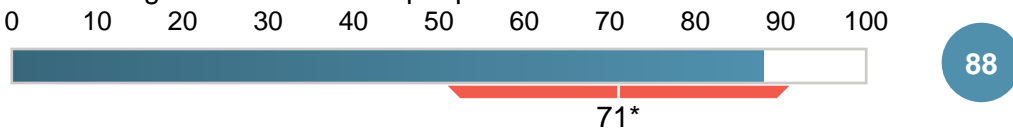
4. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



5. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.



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

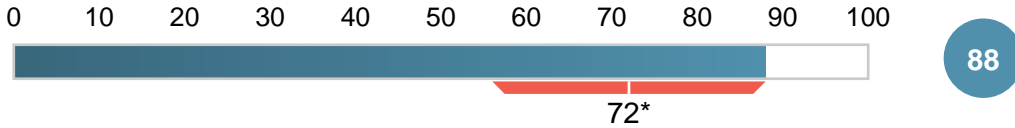


* 68% of the population falls within the shaded area.

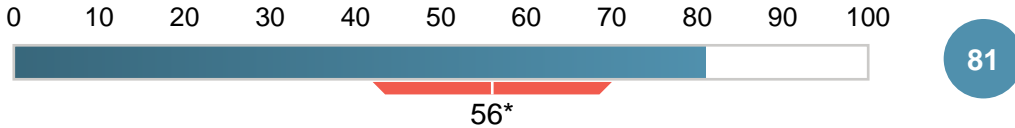


Job Competencies Hierarchy

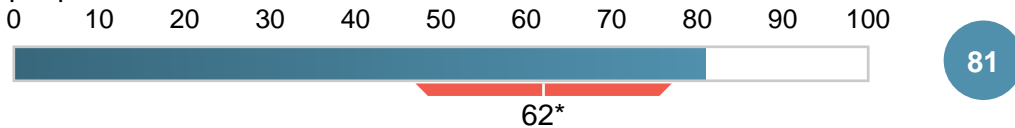
7. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



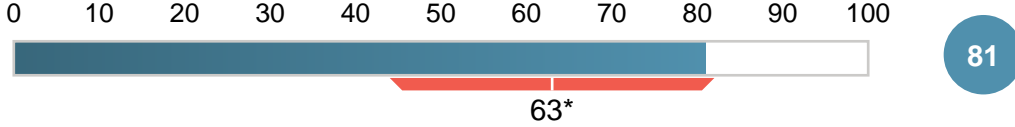
8. Diplomacy - The ability to treat others fairly, regardless of personal biases or beliefs.



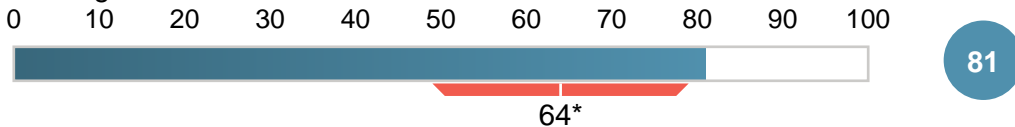
9. Leadership - Achieving extraordinary business results through people.



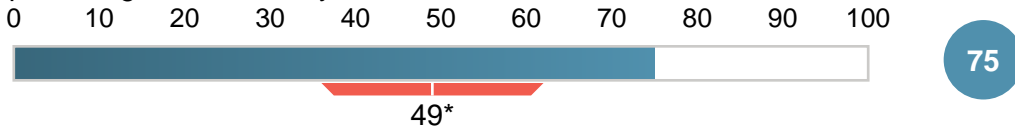
10. Resiliency - The ability to quickly recover from adversity.



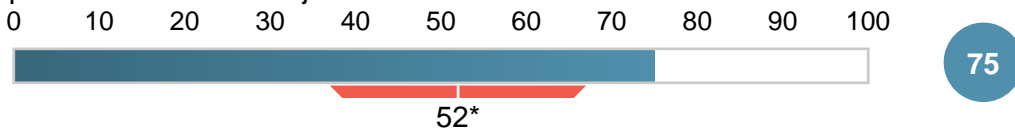
11. Self Starting - Demonstrating initiative and willingness to begin working.



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



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

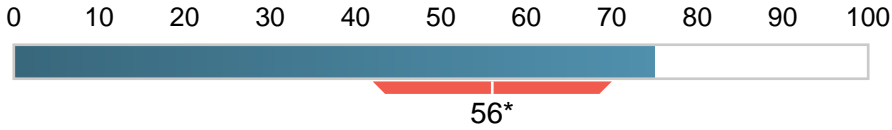


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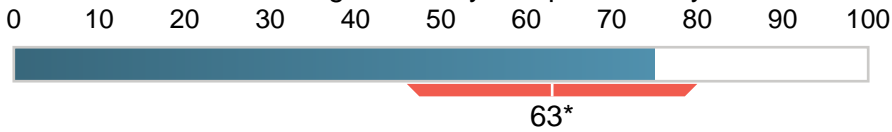
Job Competencies Hierarchy

14. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



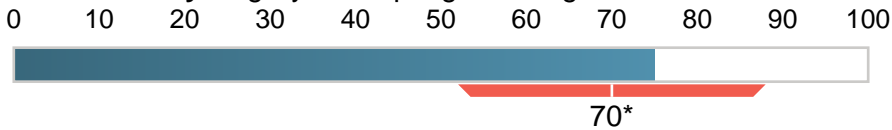
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15. Teamwork - Working effectively and productively with others.



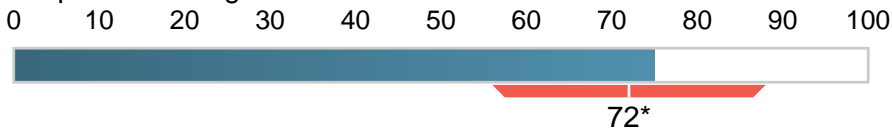
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16. Flexibility - Agility in adapting to change.



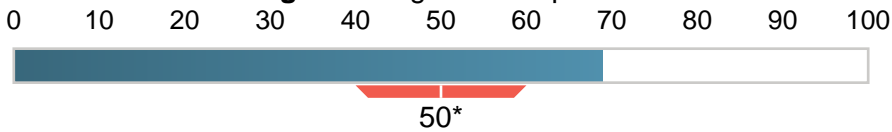
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17. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



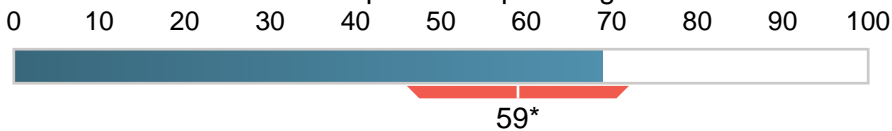
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18. Decision Making - Utilizing effective processes to make decisions.



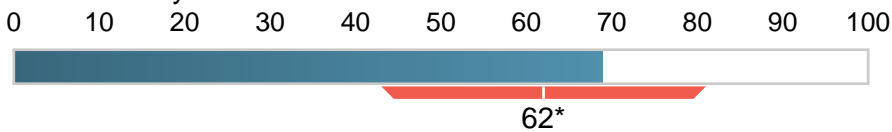
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19. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



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20. Conflict Management - Addressing and resolving conflict constructively.



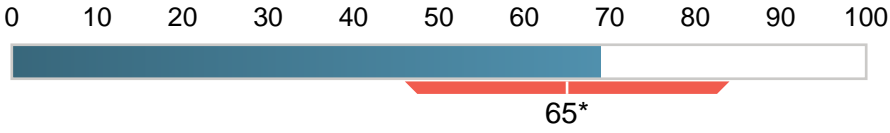
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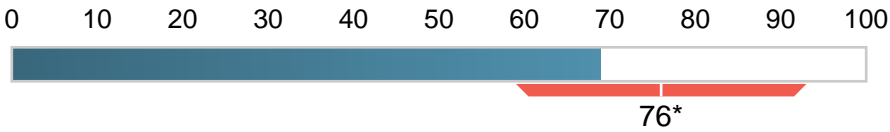
Job Competencies Hierarchy

21. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.



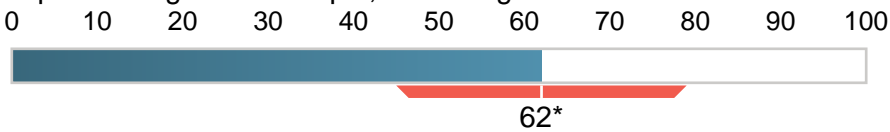
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22. Understanding Others - Understanding the uniqueness and contributions of others.



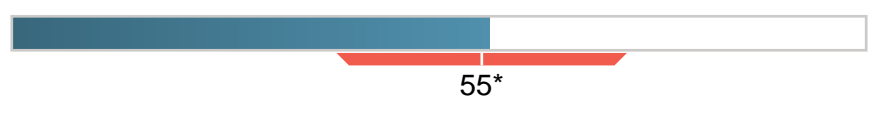
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23. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



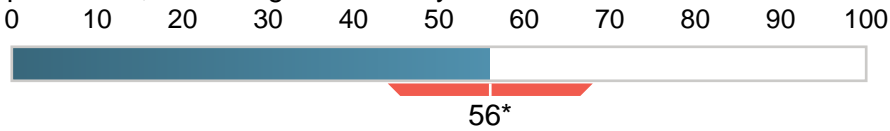
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24. Appreciating Others - Identifying with and caring about others.



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25. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



56



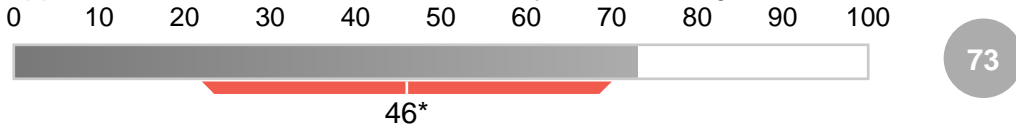
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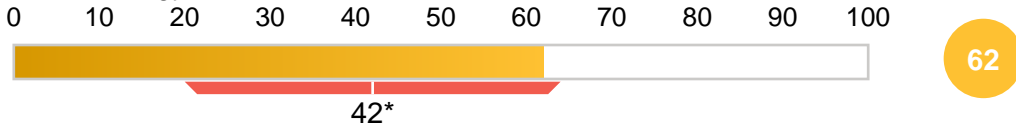
Primary Driving Forces Cluster

This section is designed to give a visual understanding of the primary driving forces rewarded by the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

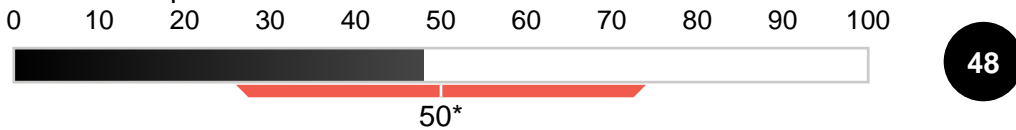
1. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



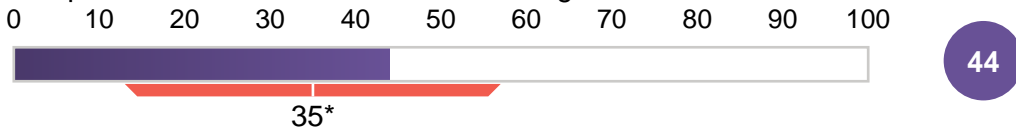
2. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



3. Commanding - People who are driven by status, recognition and control over personal freedom.



4. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.

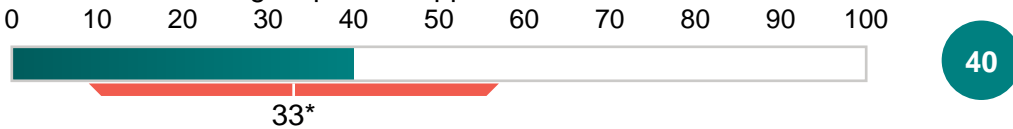




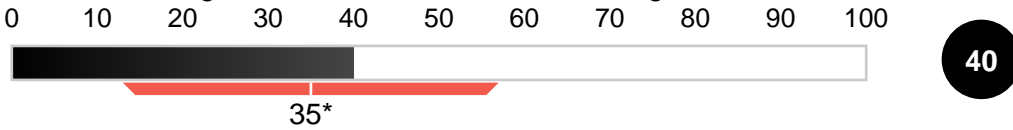
Situational Driving Forces Cluster

This section is designed to give a visual understanding of the situational driving forces rewarded by the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

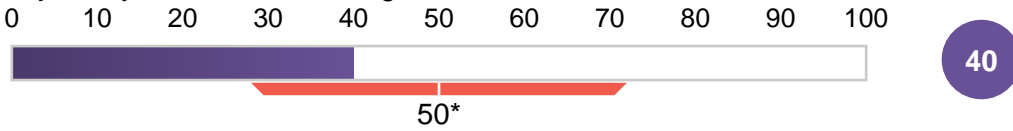
5. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



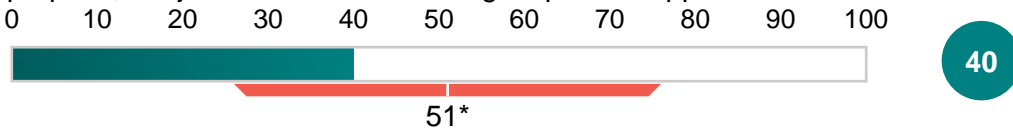
6. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



7. Objective - People who are driven by the functionality and objectivity of their surroundings.



8. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

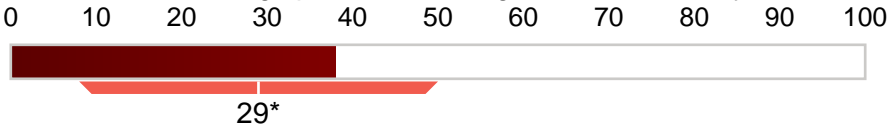




Indifferent Driving Forces Cluster

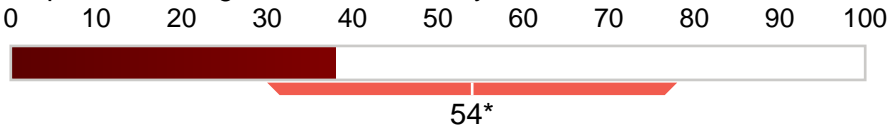
This section is designed to give a visual understanding of the driving forces that are indifferent to the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

9. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



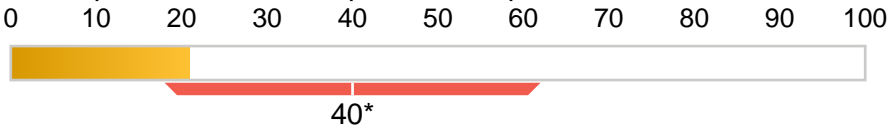
38

10. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



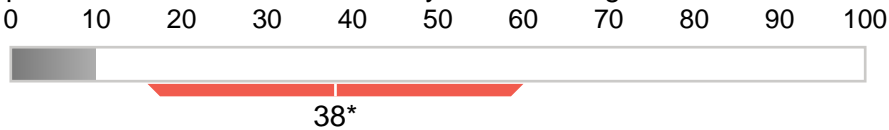
38

11. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



21

12. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



10





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.

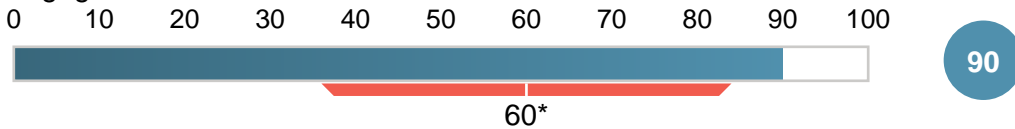




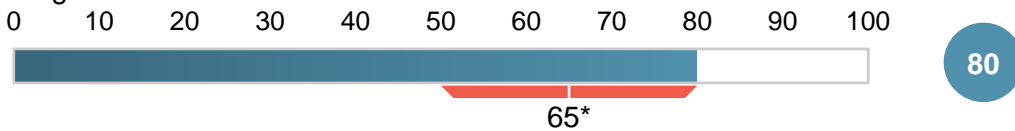
Behavioral Hierarchy

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.

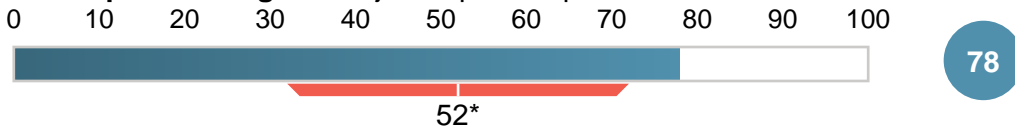
1. Interaction - The job requires frequent communication and engagement with others.



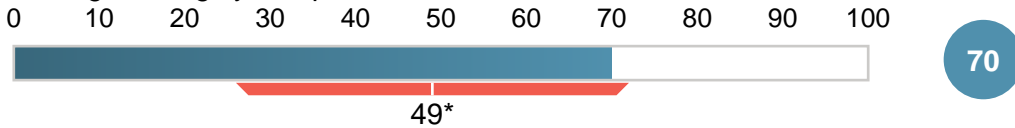
2. People-Oriented - The job requires building rapport with a wide range of individuals.



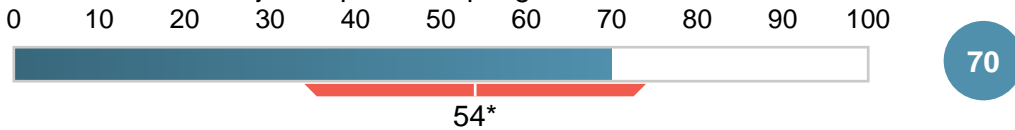
3. Frequent Change - The job requires rapid shifts between tasks.



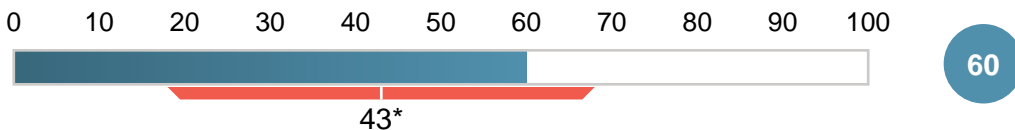
4. Competitive - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.



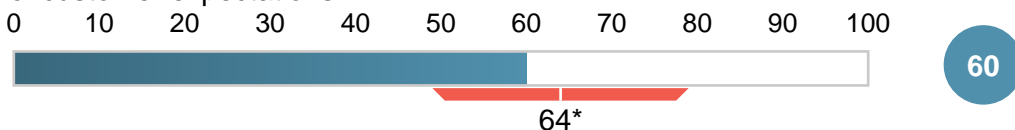
5. Versatile - The job requires adapting to various situations with ease.



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



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



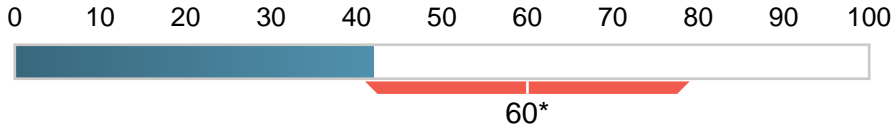
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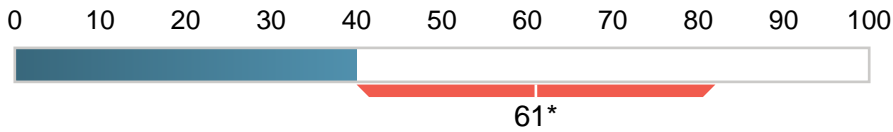
Behavioral Hierarchy

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



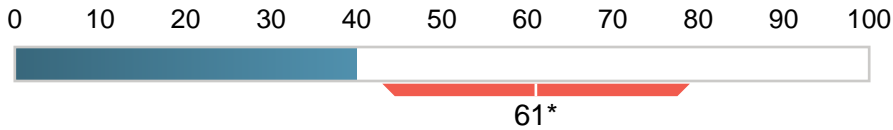
42

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



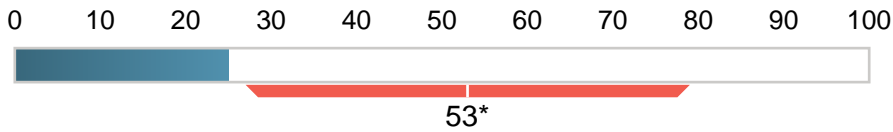
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10. Persistence - The job requires finishing tasks despite challenges or resistance.



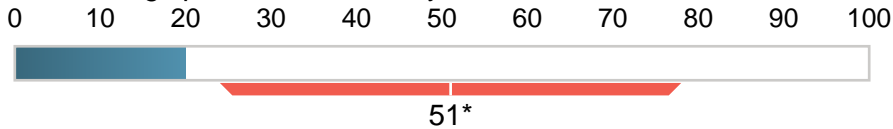
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11. Analysis - The job requires compiling, confirming, and organizing information.



25

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



20



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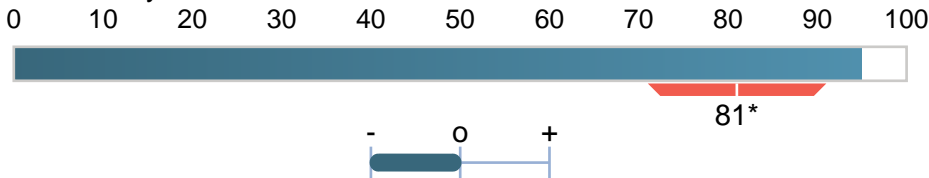
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Acumen Indicators

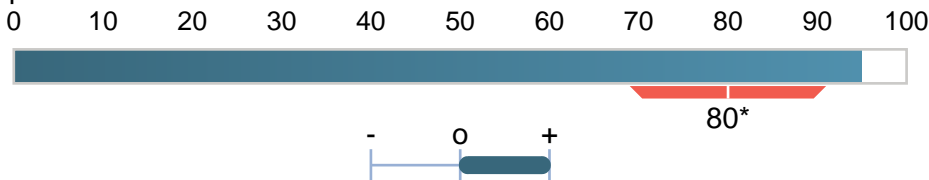
This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued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

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



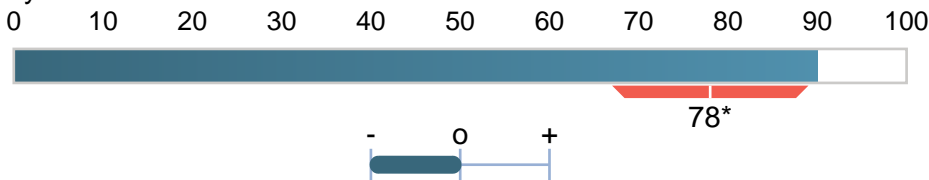
95

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



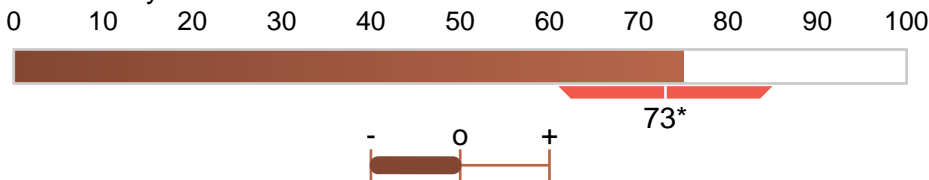
95

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



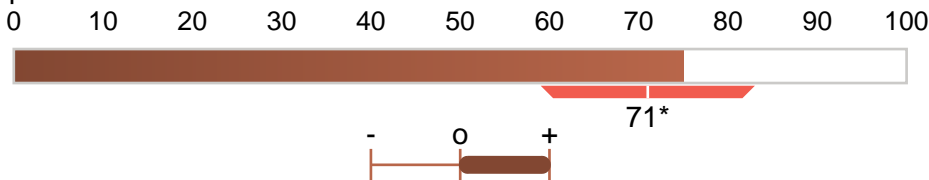
90

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



75

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



75

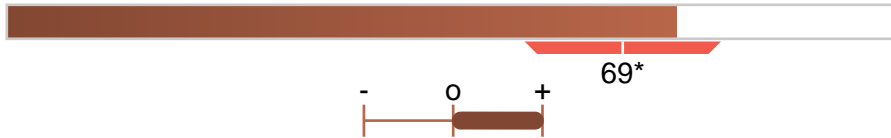


Acumen Indicators

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

0 10 20 30 40 50 60 70 80 90 100



75



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. Personal Accountability: Being answerable for personal actions.

- Demonstrates the ability to self evaluate.
- Strives to take responsibility for his actions.
- Evaluates many aspects of his personal actions.
- Recognizes when he has made a mistake.
- Accepts personal responsibility for outcomes.
- Utilizes feedback.
- Observes and analyzes data to learn from mistakes.
- Sees new possibilities by examining personal performance.
- Accepts responsibility for actions and results.
- Willing to take ownership of situations.

2. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Strives to anticipate, identify and understand customers' wants, needs and concerns.
- Responds to customers with a sense of urgency.
- Follows through on customer requests.
- Is patient and courteous with customers.
- Resolves issues and complaints to the satisfaction of customers.
- Expend extraordinary effort to satisfy customers.
- Develops relationships with customers.
- Partners with customers to assist them in achieving their objectives.
- Acts as an advocate for customers' needs.
- Takes professional risks for the sake of customers' needs.



Summary of Top Competencies

3. Negotiation: Listening to many points of view and facilitating agreements between two or more parties.
 - Understands both parties must get something they want before agreement is feasible.
 - Listens to identify and understand what each party wants.
 - Determines what each party is willing to accept in an agreement.
 - Establishes a non-threatening environment conducive to open communication for discussing possible terms of agreement.
 - Develops the terms for an agreement.
 - Ensures each party understands the terms of agreement.
 - Binds agreements between parties with verbal and/or written contracts.
 - Listens to all sides involved and ensures all parties understands the issues.
 - Allows all parties to express their viewpoints.
 - Facilitates mutually beneficial outcomes to satisfy various interests.

4. Problem Solving: Defining, analyzing and diagnosing key components of a problem to formulate a solution.
 - Anticipates, identifies and resolves problems or obstacles.
 - Utilizes logical 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 a solution.
 - Defines and develops criteria for optimum solutions.
 - Evaluates the potential impact of possible solutions.
 - Looks for specific goals, clearly defined solution paths, and/or clear expected solutions.
 - Allows for initial planning including some abstract thinking to come up with creative solutions.
 - Understands and defines the problem before jumping to a solution.





Summary of Top Competencies

5. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.

- Utilizes the knowledge of others' needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
- Builds trust and credibility before attempting to promote concepts, products or services.
- Understands and utilizes the behaviors of others to personally affect an outcome.
- Uses logic and reason to develop rational arguments that challenge current assumptions.
- Identifies and addresses the barriers that prevent people from seeing the benefits.
- Adapts techniques to understand and meet the needs and wants of those being influenced.
- Understands the role self-awareness plays in influencing others.
- Leverages a person in an indirect but important way.
- Produces effects on the actions, behavior and opinions of others.
- Brings others to their way of thinking without force or coercion.

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

- Strives for self-awareness in a social setting.
- Demonstrates sincere interest in others.
- Treats all people with respect, courtesy and consideration.
- Respects differences in the attitudes and perspectives of others.
- Listens, observes and strives to gain understanding of others.
- Communicates effectively.
- Shows sensitivity to diversity issues.
- Develops and maintains relationships with many different kinds of people regardless of differences.
- Handles any situation gracefully by using non-verbal communication, in-depth questioning and listening skills.
- Recognizing other's perspectives, by actively listening, thus providing many views of a given situation.





Summary of Top Competencies



7. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

- Acts instinctively to achieve objectives without supervision.
- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress to meet goals.
- Establishes and works toward ambitious and challenging goals.
- Develops and implements strategies to meet objectives.
- Measures effectiveness and performance to ensure results are attained.
- Acts with a determination to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.
- Employs a strategy that affects how they approach tasks and future projects.



Behavioral Feedback

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

1. Interaction
 - The job requires frequent communication and engagement with others.
2. People-Oriented
 - The job requires building rapport with a wide range of individuals.
3. Frequent Change
 - The job requires rapid shifts between tasks.
4. Competitive
 - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.



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. Personal Accountability: Being answerable for personal actions.
 - Describe a situation when you made a mistake and had to deal with the consequences.
 - What reaction did you have to this situation?
 - Give me an example of when you identified something that went wrong in your department, organization or industry.
 - What caused you to identify the problem?
 - What, in your opinion, are the consequences when people try to hide a mistake?
 - Describe a work situation when something good came from admitting a failure.
 - What caused you to take this approach?
 - Describe a situation where a failure occurred and who was at fault.
 - What was the solution?
 - Give me an example of when you had to defend your actions.

2. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
 - Give me an example of when you went out of your way for a customer.
 - What was the outcome?
 - Describe the most difficult customer you've ever had to deal with and how you handled them.
 - Describe a situation when you were given outstanding customer service.
 - What made it stand out?
 - Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
 - What was the outcome?
 - Give me an example of a situation when you improved the level of customer service in your organization.
 - What did you do to improve it?
 - What was the outcome?
 - Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
 - Question: Describe a situation when you took a stand for a customer.





Job Competency Questions

3. Negotiation: Listening to many points of view and facilitating agreements between two or more parties.

 - Give an example of when you were able to facilitate a win-win agreement between two or more parties.
 - How did you get them to agree?
 - What were the obstacles?
 - How were you able to get the parties to see the obstacles from a different point of view?
 - What was the outcome?
 - Give an example of when you were able to facilitate an agreement concerning a very sensitive issue.
 - What factors facilitated the agreement?
 - What, if anything, would you do differently?
 - Describe a situation when you had to negotiate an agreement with someone who took an unreasonable position.
 - What did you do to bring them closer to agreement?
 - Give an example of when you played a key role in negotiating a significant contract.
4. Problem Solving: Defining, analyzing and diagnosing key components of a problem to formulate a solution.

 - Describe a situation when you identified and defined a problem.
 - What, if anything, were the next steps?
 - Give me an example of when your diagnosis of a problem proved to be incorrect.
 - What approach did you take to correct the diagnoses?
 - What was the outcome?
 - Describe a difficult problem you've 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 Competency Questions

5. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.

- Describe a situation where you were able to convince others to your way of thinking.
- How did you do it?
- Describe a situation when the only way you could accomplish a goal was to get buy-in from others.
- What obstacles did you have in obtaining their buy-in?
- How did you overcome them?
- What was the outcome?
- Give me an example of when you were able to facilitate a dramatic shift in the thinking, actions or beliefs of others.
- What techniques or methods did you use?
- Give me an example of a situation when you were acknowledged for your ability to get others to say yes.
- Describe a situation when you accomplished something significant as a result of your persuasive ability.

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

- Describe the most difficult working relationship.
- What specific actions did you take to improve the relationship?
- What was the outcome?
- Describe the types of people you prefer to be around and why.
- Describe the types of people you have difficulty getting along with and why.
- Give me an example of a situation when you demonstrated sensitivity to diversity issues.
- Describe a situation when you were able to strengthen a relationship by communicating effectively.
- What made your communication effective?
- Describe a relationship that requires a great deal of effort.
- What have you done in the past to build rapport and relationships with people?
- Give me an example of your ability to communicate effectively and build relationships with people regardless of differences.
- Describe how your ability to communicate effectively and build relationships has contributed to one of your greatest accomplishments.





Job Competency Questions

7. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
- Give me an example of the most significant professional goal you have met.
 - How did you achieve it?
 - What were the obstacles?
 - How did you overcome them?
 - Give me an example of when you took a risk to achieve a goal.
 - What was the outcome?
 - What are your future professional goals?
 - How do you plan to achieve them?
 - What might keep you from achieving them?
 - Tell me about a time when you overcame great obstacles to achieve something significant.
 - Give me an example of when you achieved something by your persistence that others couldn't.



Driving Forces Questions

4. Harmonious: People who are driven by the experience, subjective viewpoints and balance in their surroundings.
- How would you rank the importance of harmony and balance in your work? Give an example of when you created harmony and balance.
 - Within your environment, what single event, problem and/or unexpected situation has the potential to throw off your balance more than anything else?
 - Describe how you would feel if you were to discover an organization you worked for was focused on tangible outcomes and did not understand the effects on customer experience. How would you express your concerns?
 - Describe an experience when your surroundings had an impact on your performance. What are the most sensitive issues you encounter in your surroundings?





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. Interaction: The job requires frequent communication and engagement 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. People-Oriented: The job requires building rapport with a wide range of individuals.
 - 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. 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?

4. 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?
