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## TriMetrix® ACI Gap Report

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*Creating Solutions with Assessments*

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# Introduction

Long-term superior performance is directly related to job fit. Job fit, in simple terms, is having the talent that the job requires.

Most people match some, but not necessarily all, job requirements. When this happens, we have a gap. The gap is nothing more than an area for development.

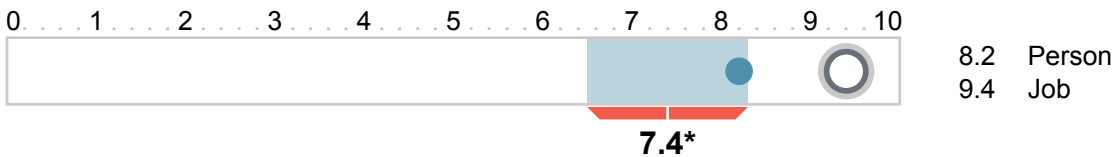
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



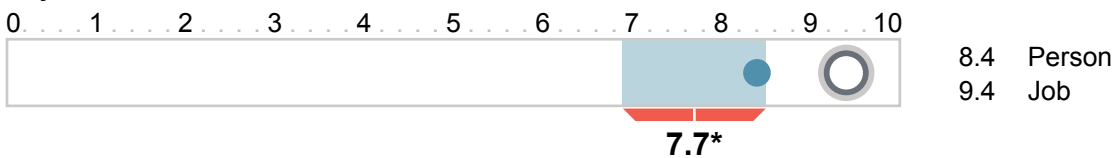
# Personal Skills Hierarchy

This section identifies which people attributes are important to the job benchmark from its highest to lowest rankings. In comparing talent, it is important to note that gaps may point to a job attribute that is of significant importance to the job but has a low ranking by the person. In turn, a job attribute may be of low importance to the job but has a high ranking by the person.

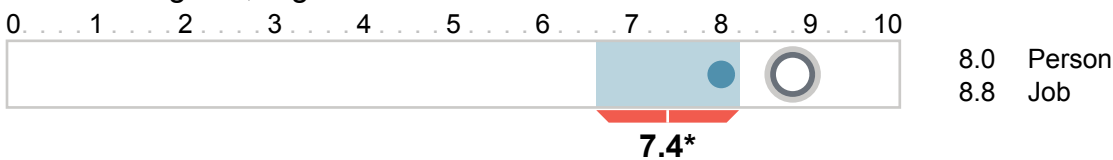
**1. Self Management** - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



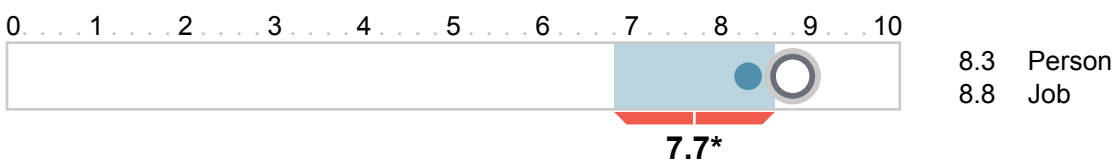
**2. Teamwork** - The ability to cooperate with others to meet objectives.



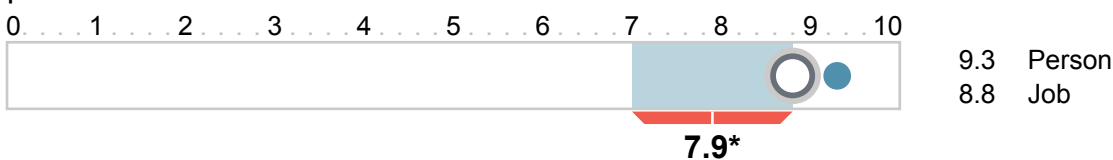
**3. Goal Achievement** - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



**4. Planning and Organization** - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



**5. Interpersonal Skills** - The ability to interact with others in a positive manner.

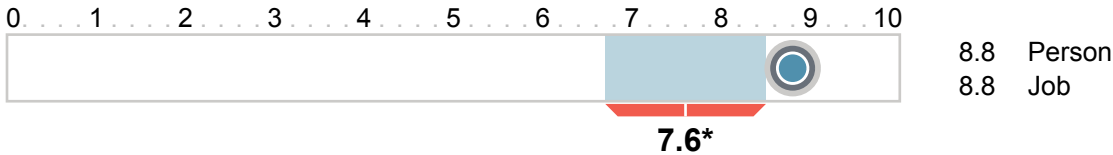


\* 68% of the population falls within the shaded area.

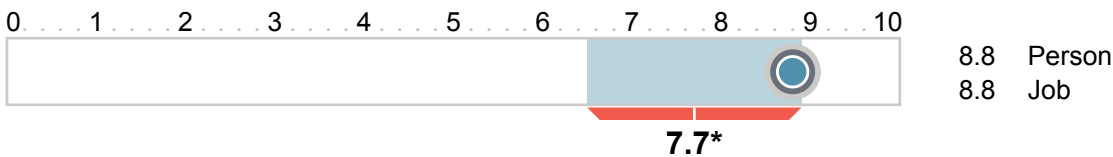


# Personal Skills Hierarchy

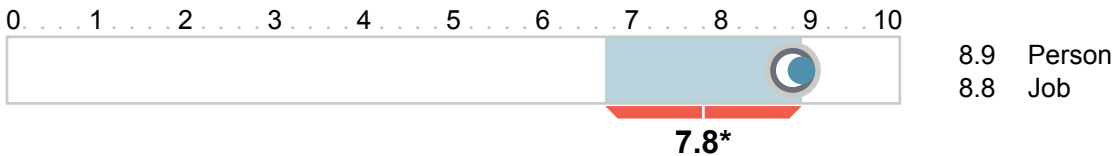
**6. Diplomacy And Tact** - The ability to treat others fairly, regardless of personal biases or beliefs.



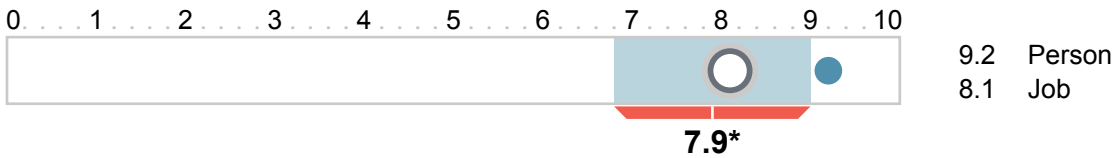
**7. Objective Listening** - The ability to listen to many points of view without bias.



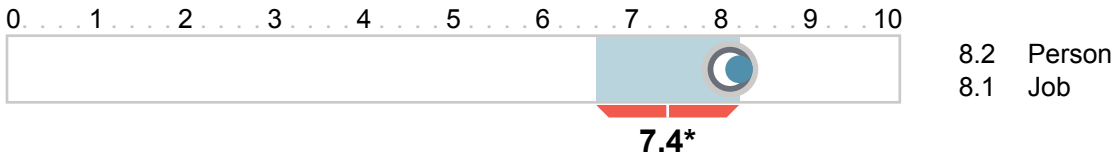
**8. Conflict Management** - The ability to resolve different points of view constructively.



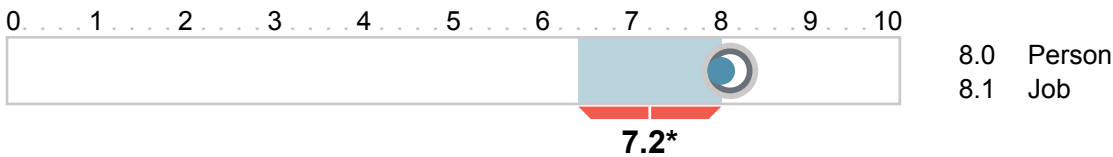
**9. Customer Focus** - A commitment to customer satisfaction.



**10. Decision Making** - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



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

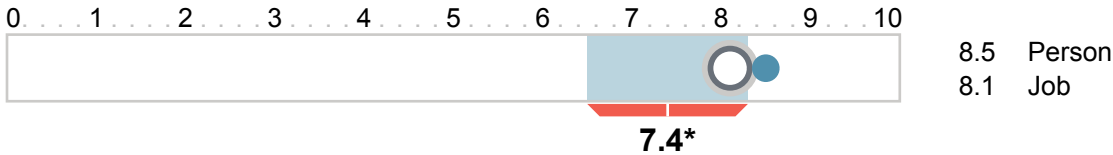


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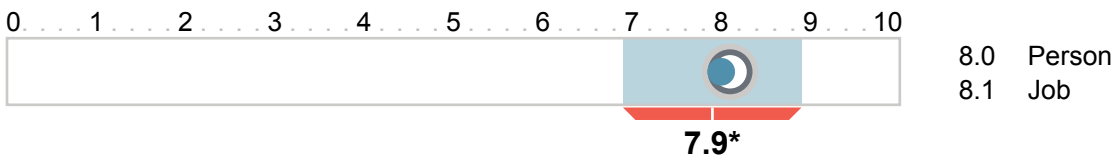


# Personal Skills Hierarchy

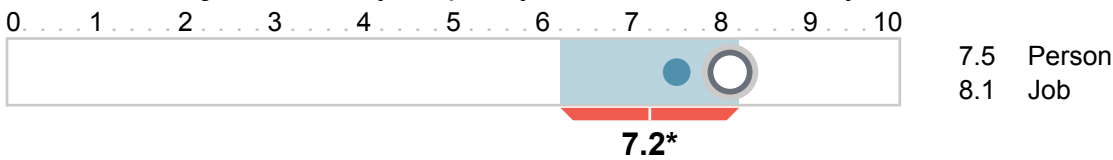
**12. Developing Others** - The ability to contribute to the growth and development of others.



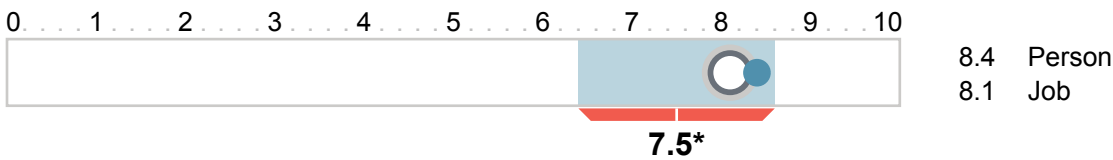
**13. Leading Others** - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



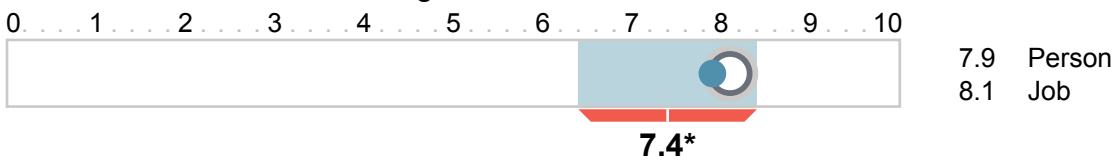
**14. Resiliency** - The ability to quickly recover from adversity.



**15. Accountability for Others** - The ability to take responsibility for others' actions.



**16. Continuous Learning** - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



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



# Personal Skills Hierarchy

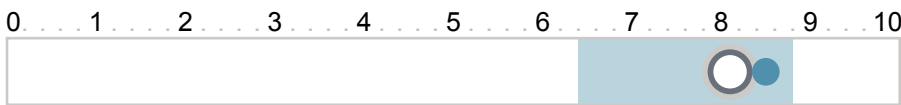
**17. Self Starting** - The ability to initiate and sustain momentum without external stimulation.



7.9 Person  
8.1 Job

6.9\*

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



8.5 Person  
8.1 Job

7.6\*

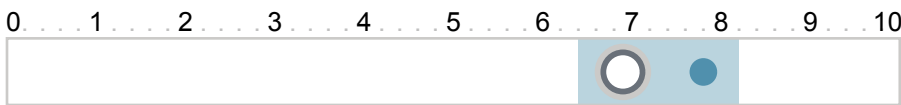
**19. Empathetic Outlook** - The capacity to perceive and understand the feelings and attitudes of others.



9.4 Person  
7.5 Job

8.1\*

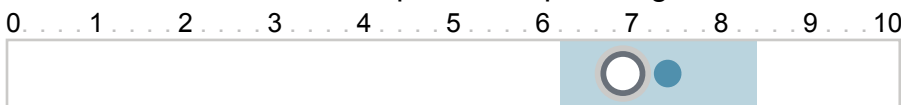
**20. Results Orientation** - The ability to identify actions necessary to complete tasks and obtain results.



7.8 Person  
6.9 Job

7.3\*

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



7.4 Person  
6.9 Job

7.3\*

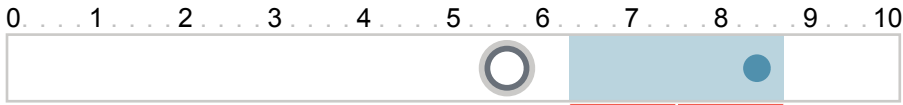
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○ - Job ● - Person



# Personal Skills Hierarchy

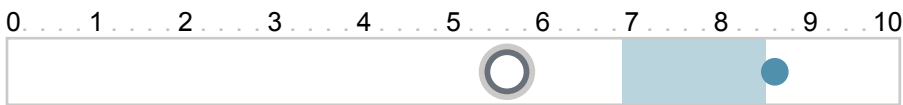
**22. Problem Solving** - The ability to identify key components of a problem to formulate a solution or solutions.



8.4 Person  
5.6 Job

7.5\*

**23. Influencing Others** - The ability to personally affect others' actions, decisions, opinions or thinking.



8.6 Person  
5.6 Job

7.7\*

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

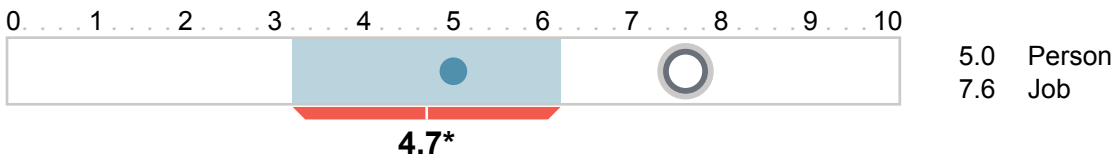
○ - Job    ● - Person



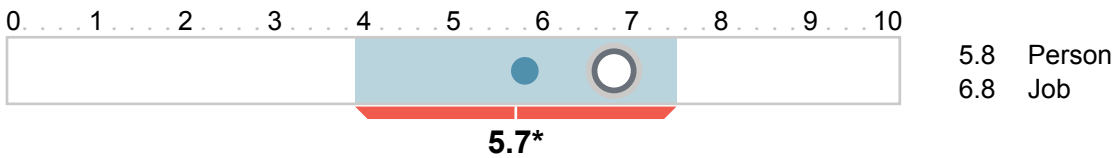
# Job Rewards/Culture Hierarchy

These graphs are based on the hierarchy of the job benchmark's rewards/culture in descending order from highest required by the job to the lowest. Gaps may point to a job culture that does not match the person's passion and may produce negative feelings about the job.

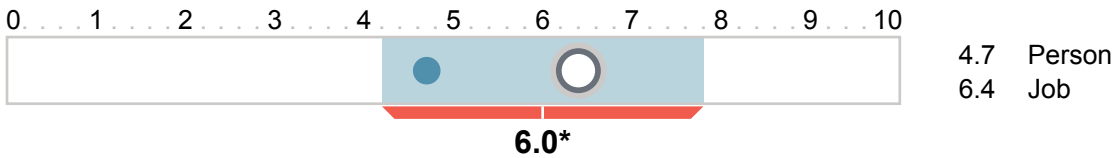
**1. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



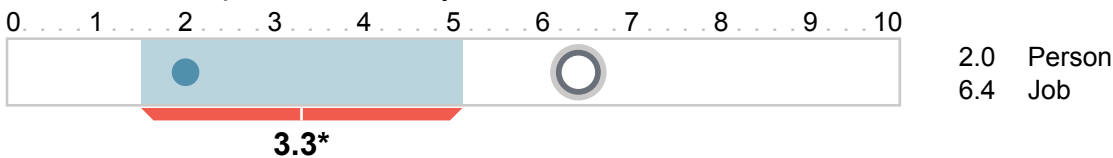
**2. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



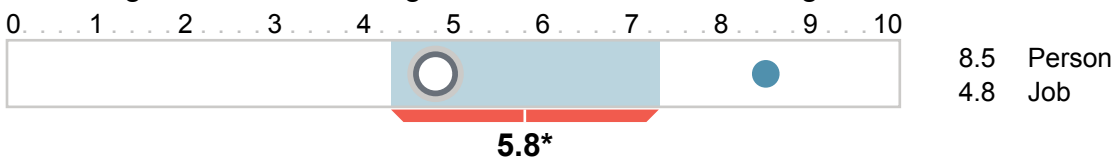
**3. Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



**4. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



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



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

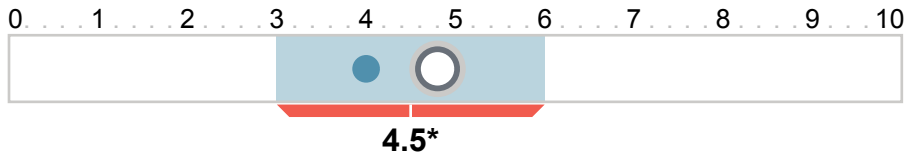
○ - Job    ● - Person





# Job Rewards/Culture Hierarchy

**6. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



4.0 Person  
4.8 Job

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

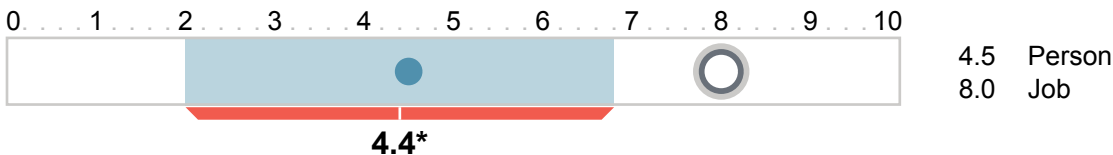
○ - Job ● - Person



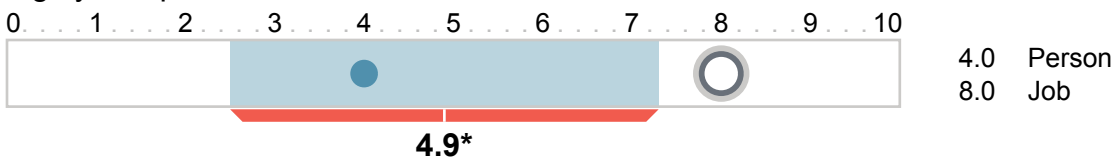
# Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the job and the natural behavioral style(s) of the individual(s). The graphs are in descending order from the highest rated behavioral traits required by the job to the lowest. In comparing the results in this section, it is important to note how gaps may indicate a level of stress that could be created when a person is forced to adapt behavior that is not his/her natural style.

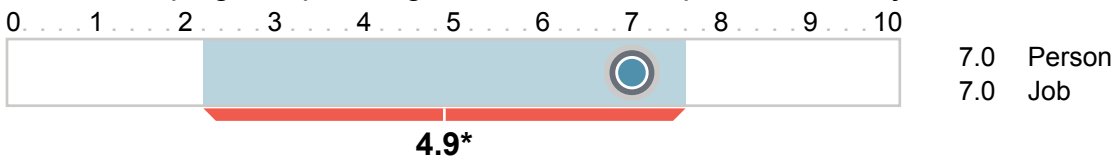
**1. Urgency** - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



**2. Competitiveness** - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



**3. Organized Workplace** - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



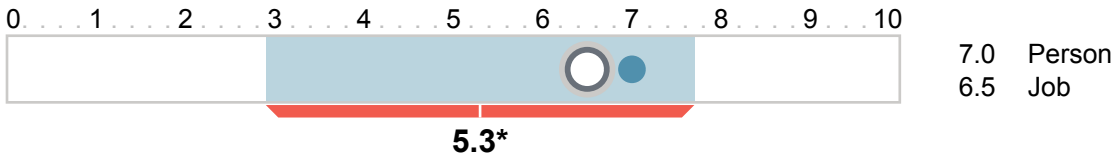
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○ - Job    ● - Person

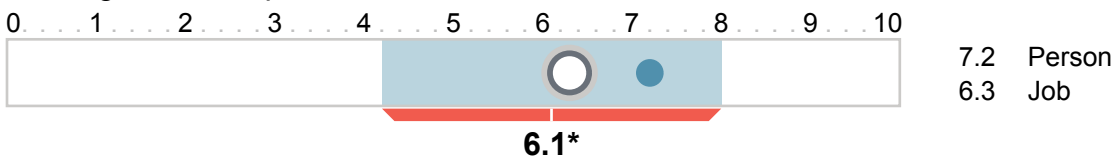


# Behavioral Hierarchy

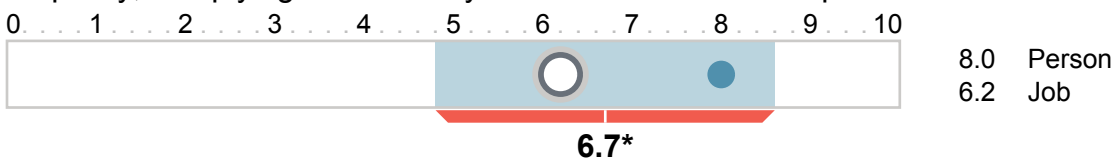
**4. Analysis of Data** - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



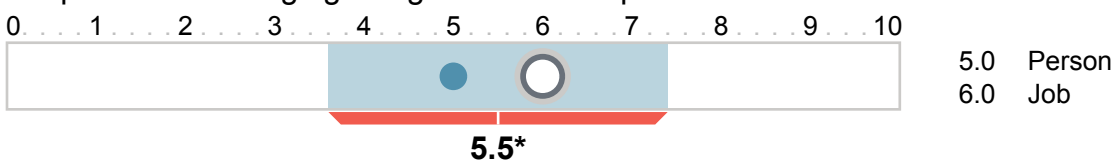
**5. Follow Up and Follow Through** - The job requires a need to be thorough and complete tasks that have been started.



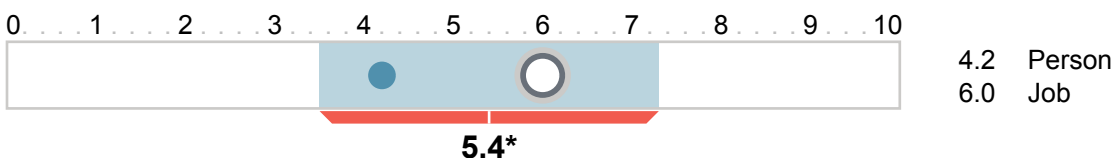
**6. Following Policy** - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



**7. 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.



**8. Frequent Change** - The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished and easily move on to new tasks with little or no notice.



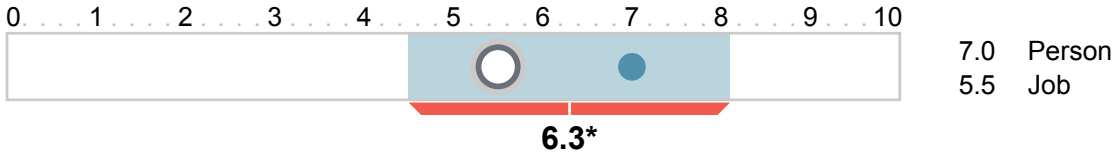
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○ - Job    ● - Person

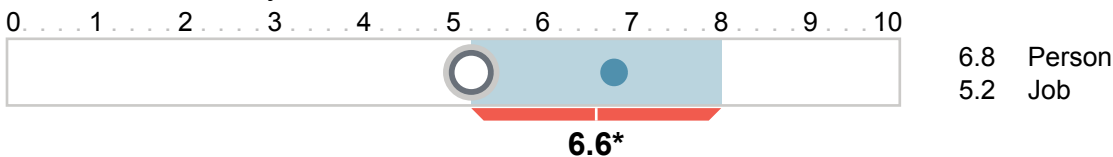


# Behavioral Hierarchy

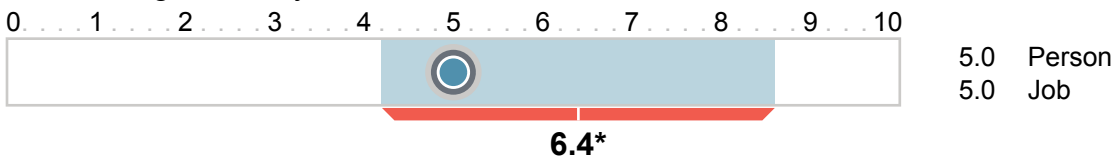
**9. Consistency** - The job requires the ability to do the job the same way on a repeated basis.



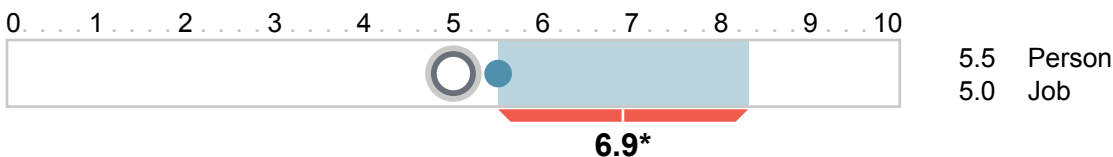
**10. Customer Relations** - The job demands a desire to convey your sincere interest in your internal and/or external customers.



**11. Frequent Interaction with Others** - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



**12. People 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.



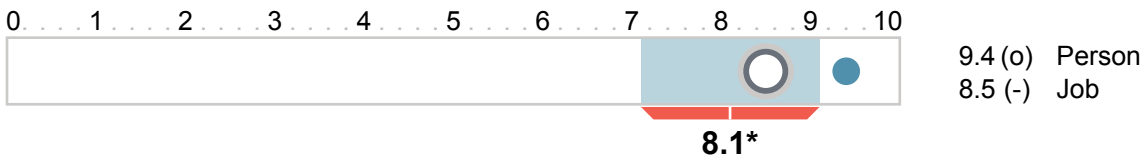
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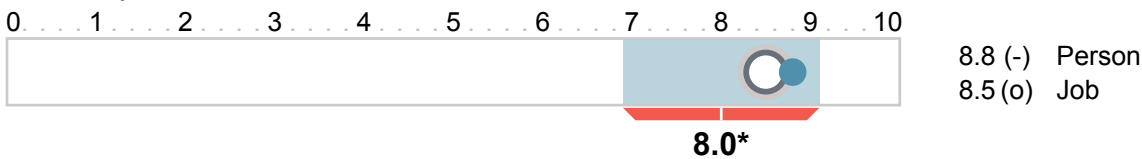
# Acumen Indicators

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.

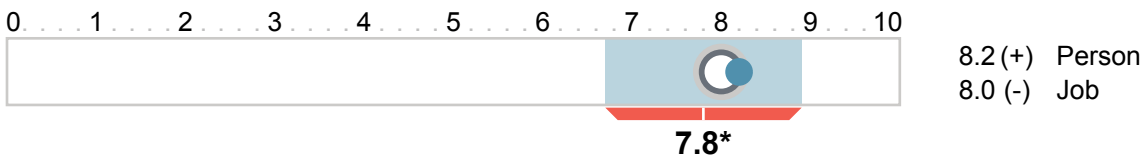
**UNDERSTANDING OTHERS** - The development of the capacity to discern individuality in others.



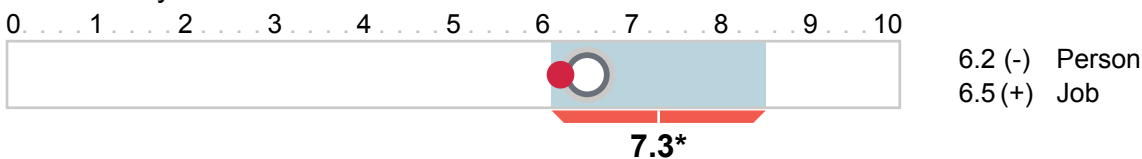
**PRACTICAL THINKING** - The development of the capacity to discern practical values in situations in the outside world.



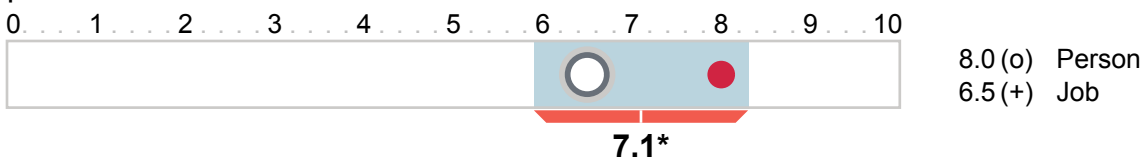
**SYSTEMS JUDGMENT** - The development of the capacity to discern systems and order in the world.



**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.



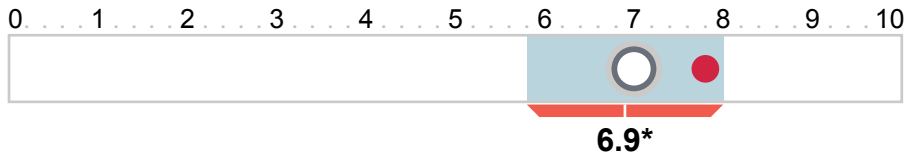
\* 68% of the population falls within the shaded area.

○ - Job ● - Person



# Acumen Indicators

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



7.8 (+) Person  
7.0 (+) Job

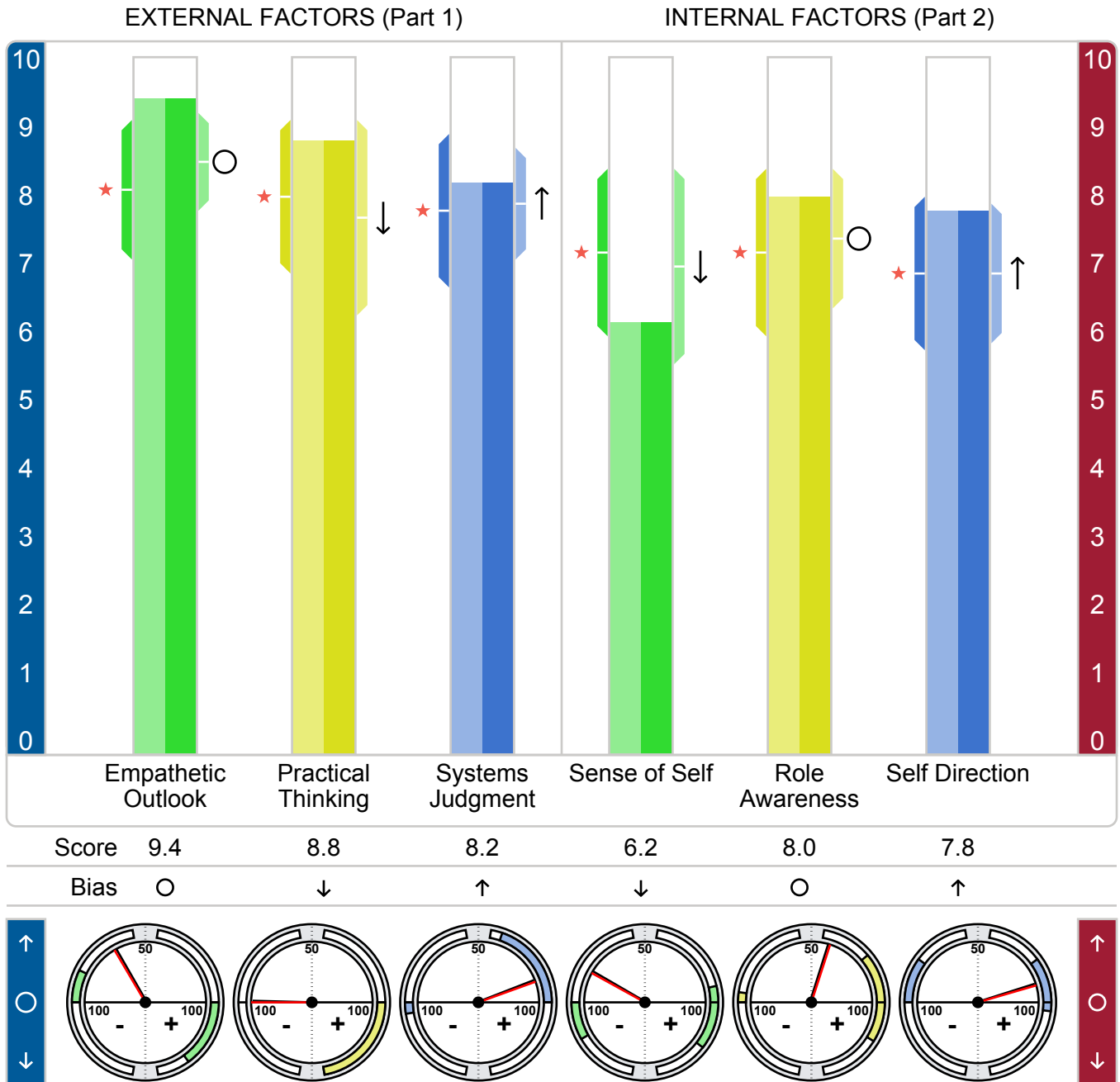
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○ - Job   ● - Person



# Dimensional Balance

- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation



Rev: 0.95-0.86



# Comparison Analysis For Consulting and Coaching

Job Attributes Hierarchy	Zone Range	Person
1. Self Management	8.4 — 10.0	8.2
2. Teamwork	8.6 — 10.0	8.4
3. Goal Achievement	8.3 — 10.0	8.0
4. Planning And Organization	8.7 — 10.0	8.3
5. Interpersonal Skills	8.9 — 10.0	9.3
6. Diplomacy And Tact	8.6 — 10.0	8.8
7. Objective Listening	7.8 — 8.9	8.8

Job Rewards/Culture Hierarchy	Zone Range	Person
1. Individualistic/Political	6.3 — 10.0	5.0
2. Social	5.8 — 7.5	5.8
3. Utilitarian/Economic	6.1 — 7.8	4.7

Job Behavioral Hierarchy	Zone Range	Person
1. Urgency	6.9 — 10.0	4.5
2. Competitiveness	7.4 — 10.0	4.0
3. Organized Workplace	5.0 — 7.6	7.0

- Exact match
- Fair compatibility
- Good compatibility
- Poor compatibility
- Over-focused