



TTI
SUCCESS
INSIGHTS®

TriMetrix® ACI Job Report

Bob Sample
Sales
Sample Co.
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Creating Solutions with Assessments

assessmentsforyou.com
540.635.4843
info@assessmentsforyou.com



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® ACI Job benchmarking process. The result is an evaluative report that analyzes a total of 53 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 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.

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 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.

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.

Attribute Interview Questions

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

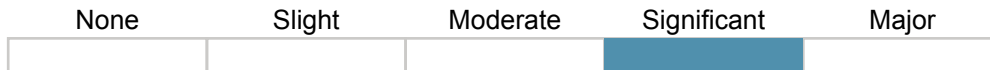
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



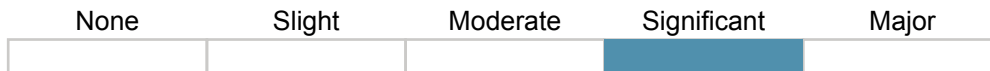
Key Characteristics of the Position

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.

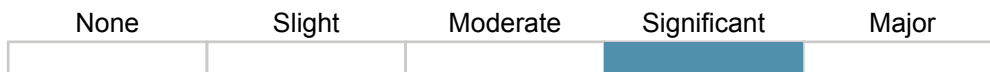
Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



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.





Hierarchy of Attributes

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



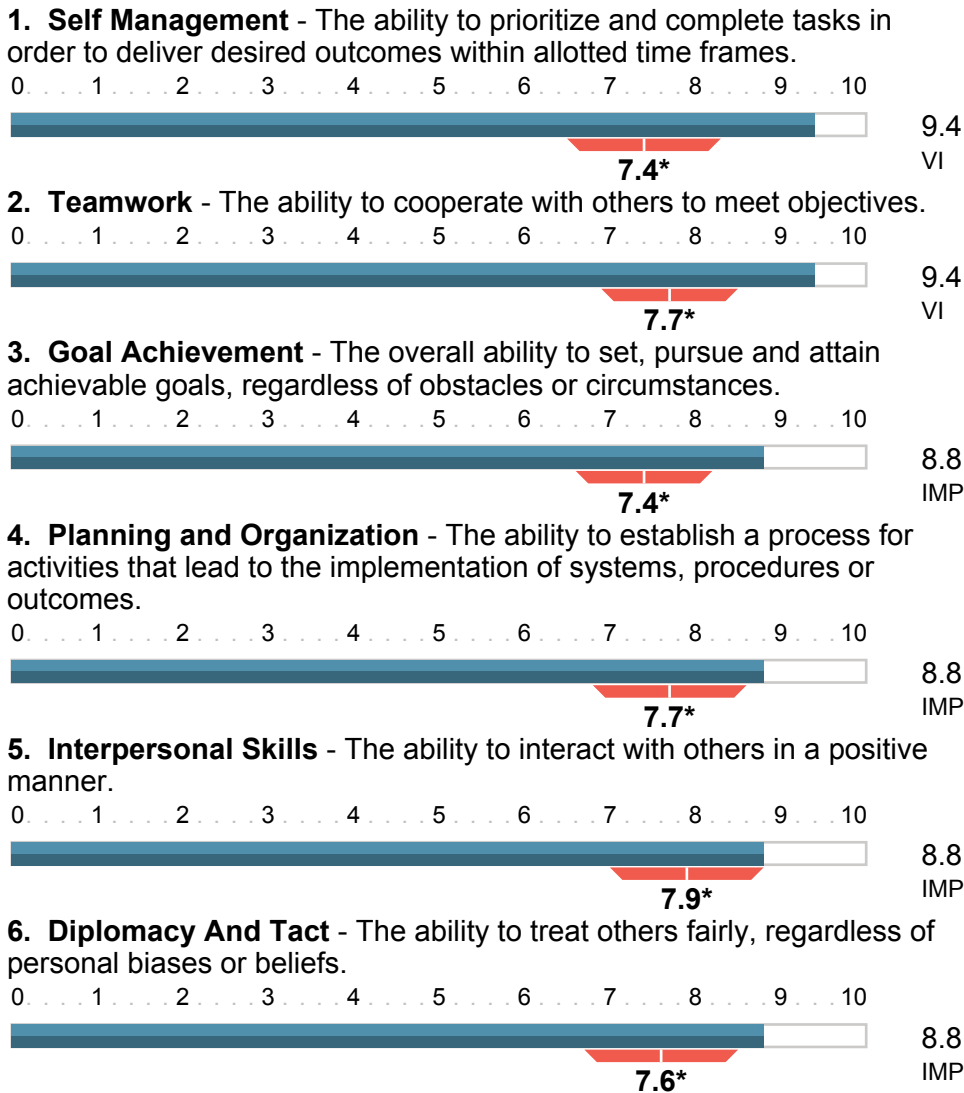
HIERARCHY OF ATTRIBUTES	
1	Self Management
2	Teamwork
3	Goal Achievement
4	Planning and Organization
5	Interpersonal Skills
6	Diplomacy and Tact
7	Objective Listening
8	Conflict Management
9	Customer Focus
10	Decision Making
11	Taking Responsibility
12	Developing Others
13	Leading Others
14	Resiliency
15	Accountability for Others
16	Continuous Learning
17	Self-Starting Ability
18	Flexibility
19	Empathetic Outlook
20	Results Orientation
21	Conceptual Thinking
22	Problem Solving
23	Influencing Others

- Very Important
- Important
- Somewhat Important
- Not Important



Job Attributes Hierarchy

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



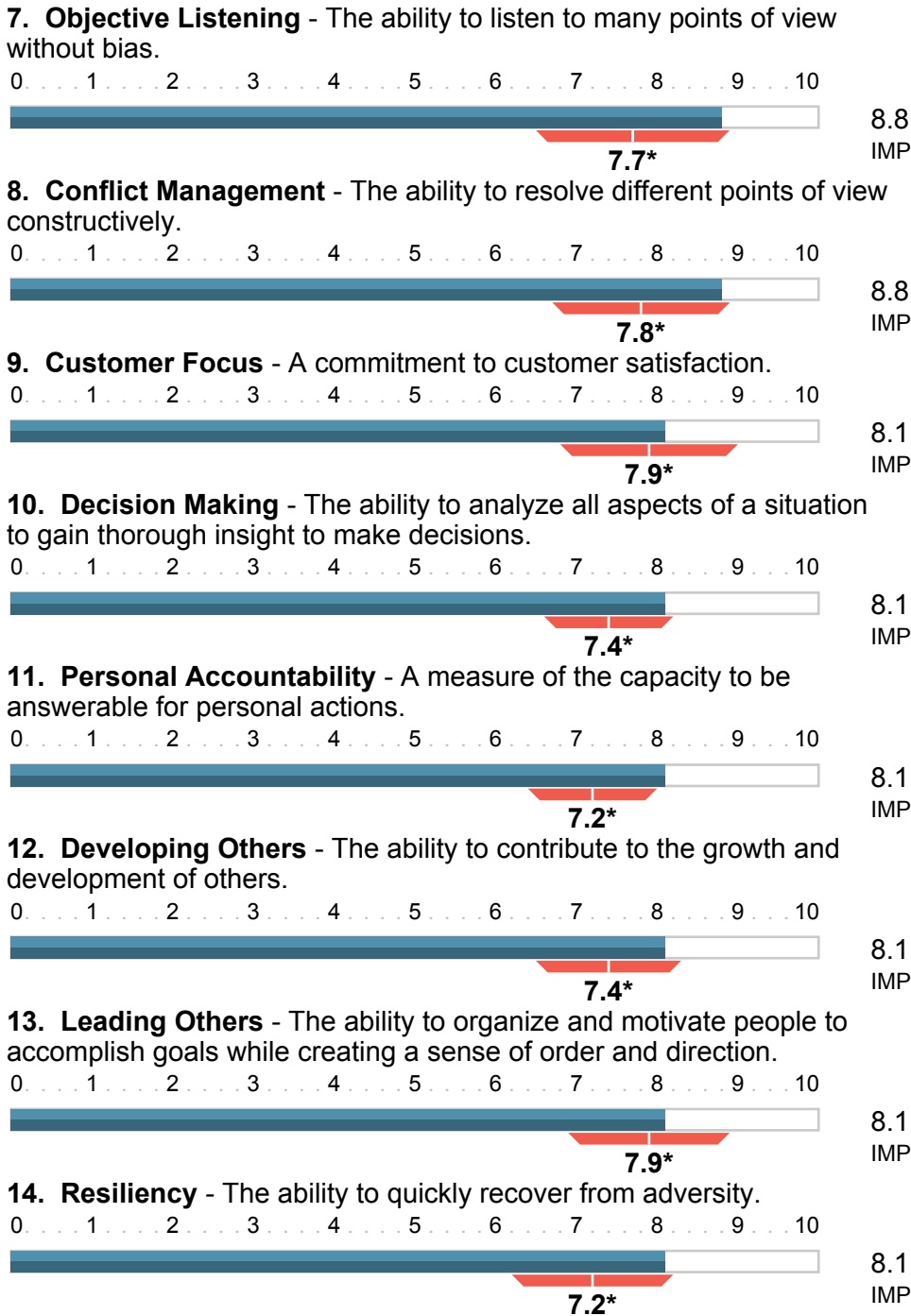
The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 6.9 = SOMEWHAT IMPORTANT
- 7.0 - 8.9 = IMPORTANT
- 9.0 - 10 = 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 Attributes Hierarchy



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





Job Attributes Hierarchy

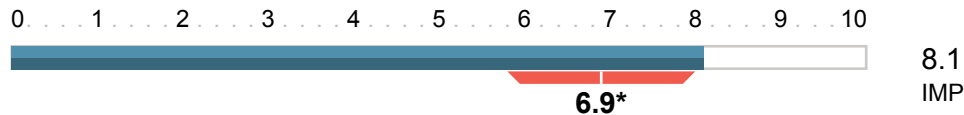
15. Accountability for Others - The ability to take responsibility for others' actions.



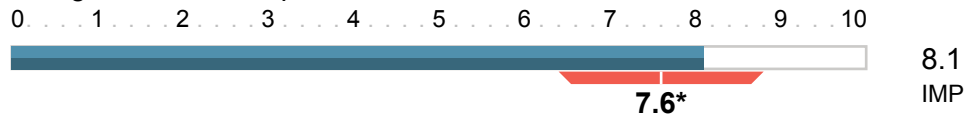
16. Continuous Learning - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



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



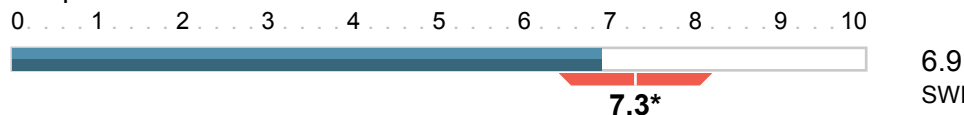
18. Flexibility - The ability to readily modify, respond to and integrate change with minimal personal resistance.



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



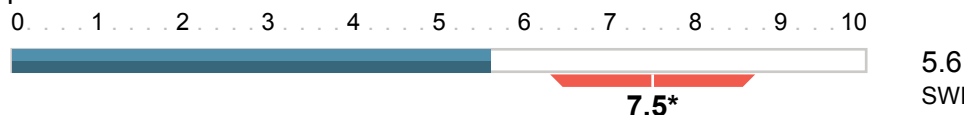
20. Results Orientation - The ability to identify actions necessary to complete tasks and obtain results.



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



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

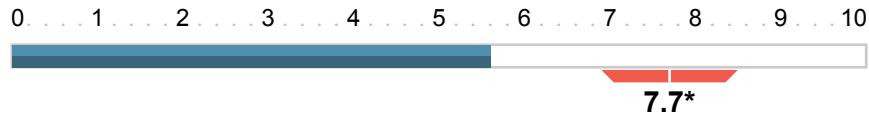


* 68% of the population falls within the shaded area.



Job Attributes Hierarchy

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



5.6
SWI

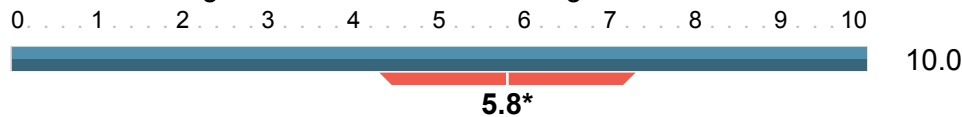
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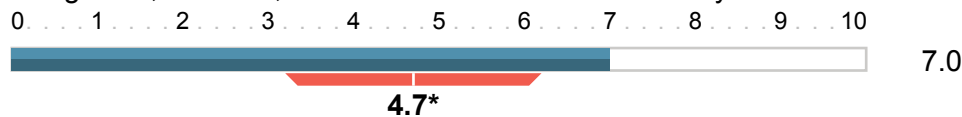
Organizational Rewards/Culture Hierarchy

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.

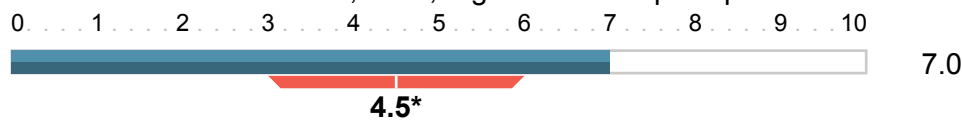
1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



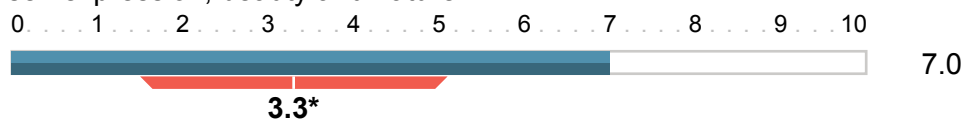
2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



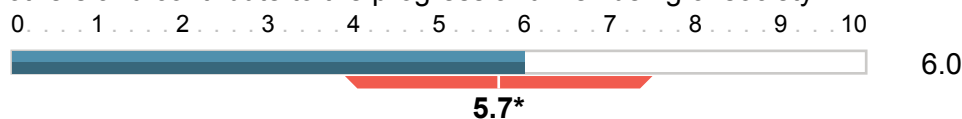
3. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



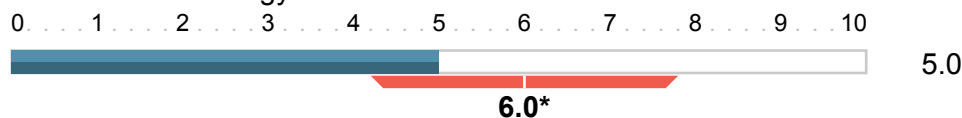
4. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



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



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

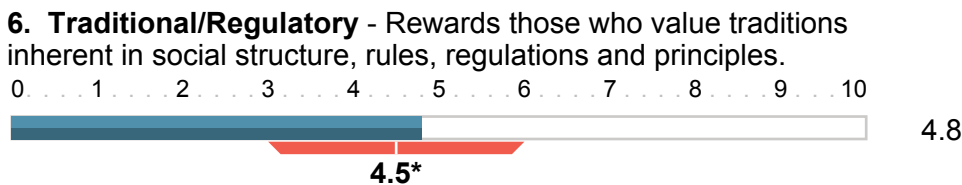
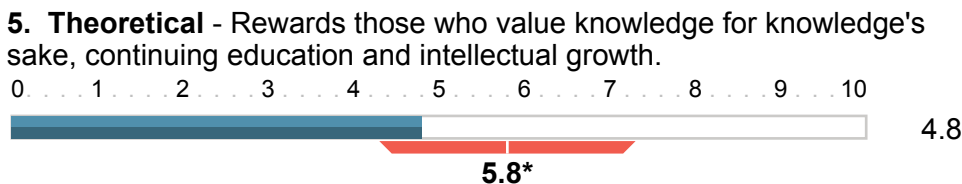
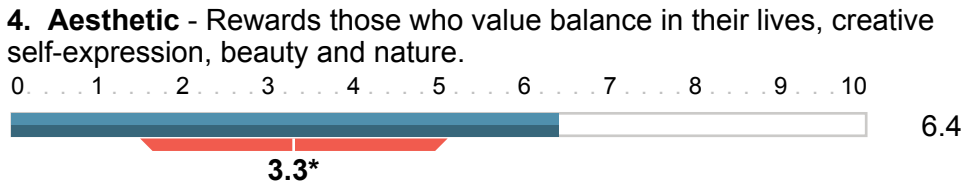
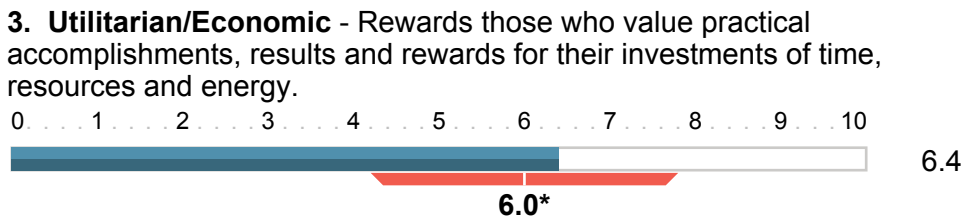
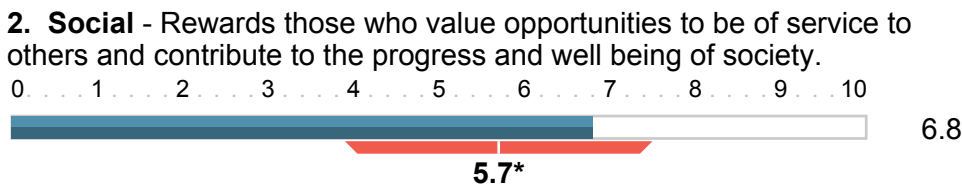
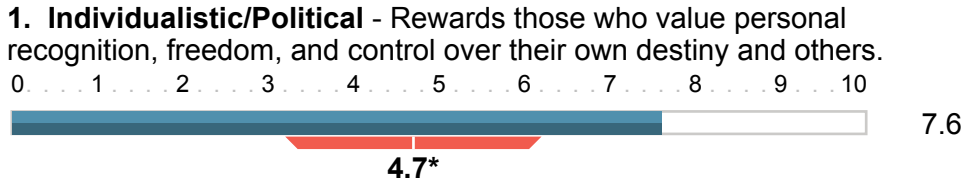


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Job Rewards/Culture Hierarchy

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.



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



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.

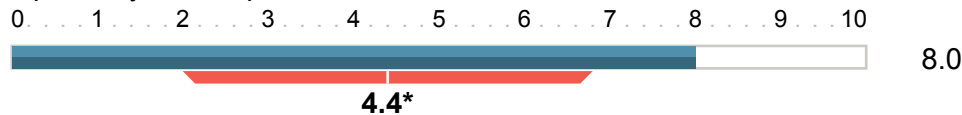
This position is requiring the incumbent to have a behavioral style with the potential for me-me conflicts. This is quite common in positions and normal for individuals to possess such behavioral styles. Based on the incumbent's behavioral style, the organization may need to make modifications to the 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.



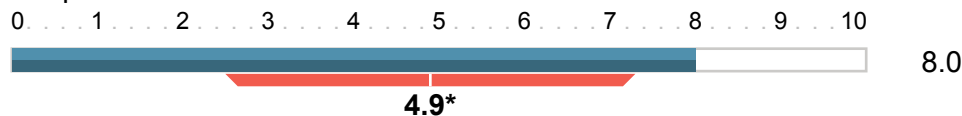
Behavioral Hierarchy

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.

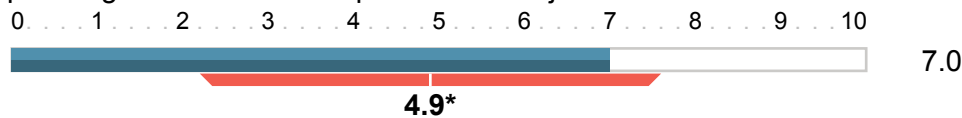
1. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



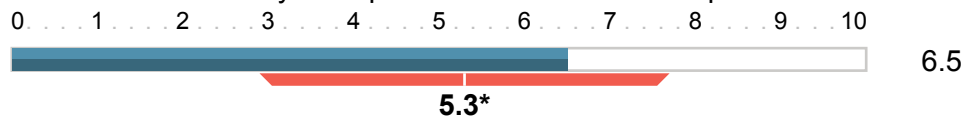
2. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



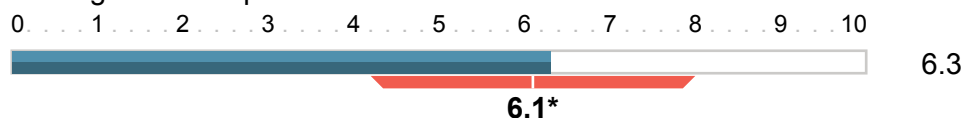
3. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



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.



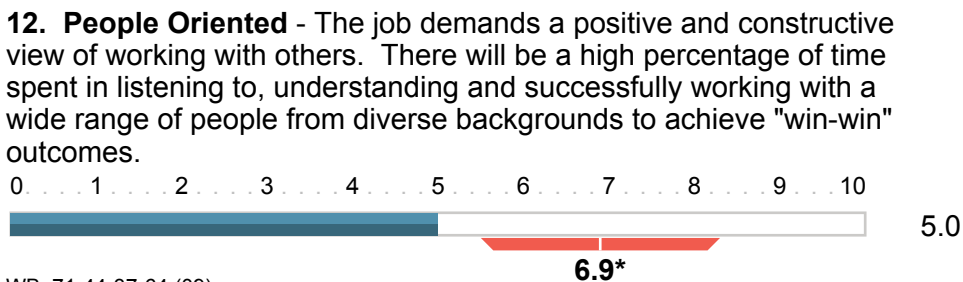
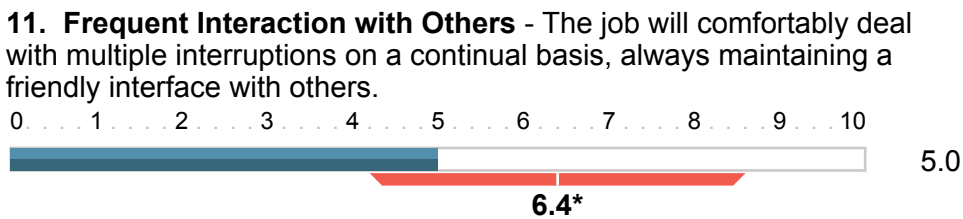
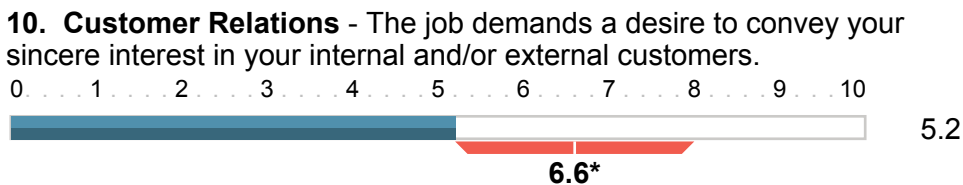
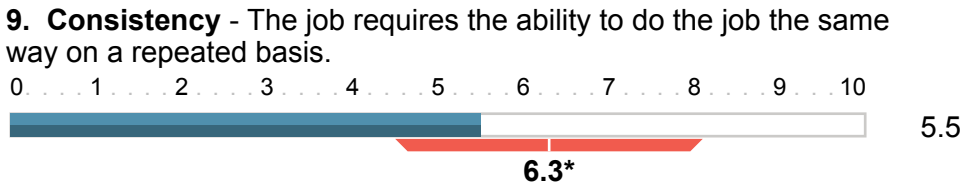
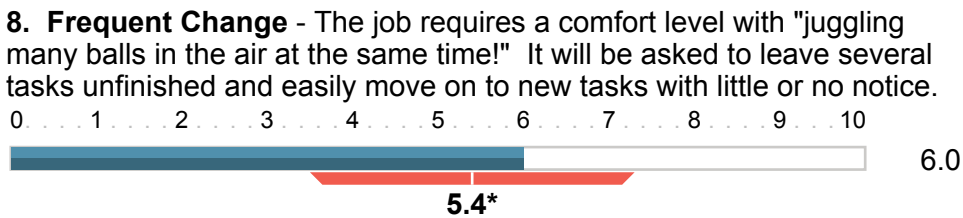
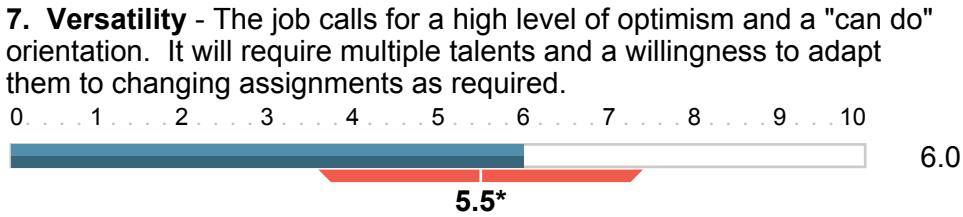
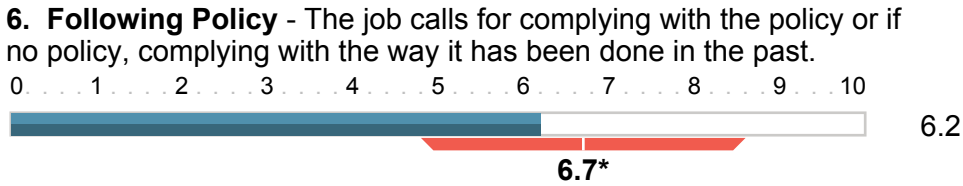
5. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



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



Behavioral Hierarchy



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

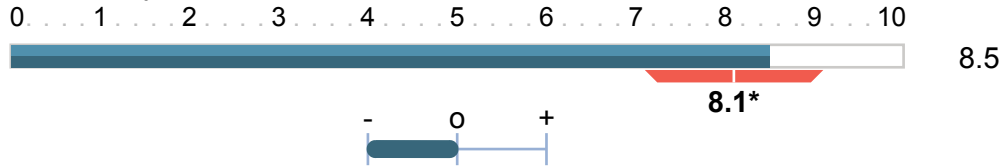




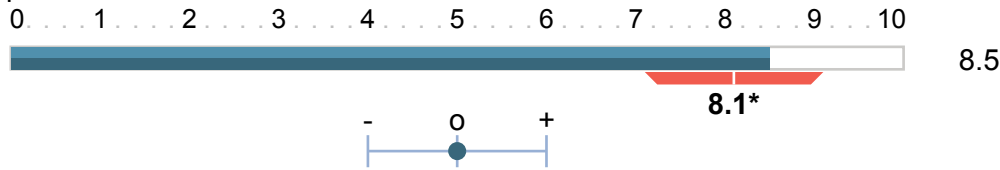
Acumen Indicators

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.

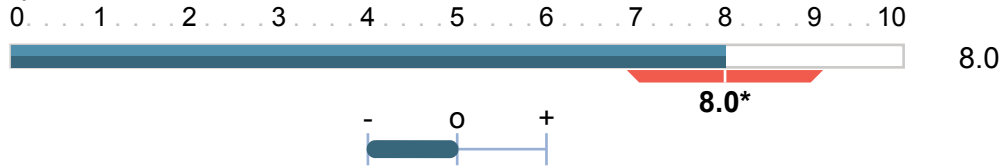
UNDERSTANDING OTHERS - The development of the capacity to discern individuality in others.



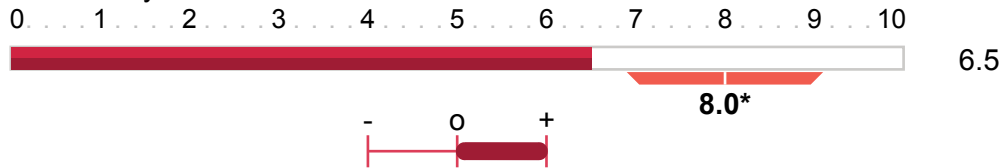
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



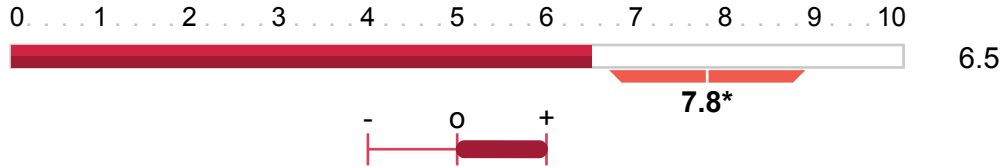
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



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.

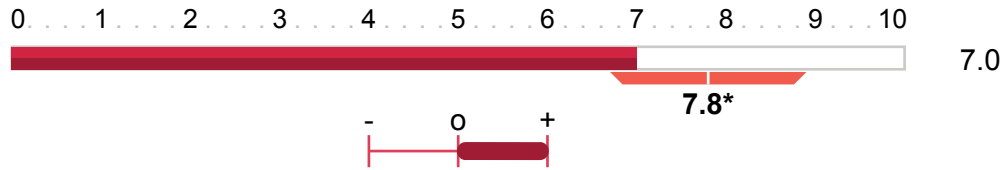




Acumen Indicators

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.





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. **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

2. **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

3. **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

4. **Planning and Organization:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
 - Defines plans and organizes activities necessary to reach targeted goals
 - Organizes and utilizes resources in ways that maximize their effectiveness
 - Implements appropriate plans and adjusts them as necessary
 - Consistently demonstrates organization and detail orientation



Job Attributes Feedback

- 5. Interpersonal Skills: The ability to interact with others in a positive manner.
 - Initiates and develops business relationships in positive ways
 - Successfully works with a wide range of people at varying levels of organizations
 - Communicates with others in ways that are clear, considerate and understandable
 - Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

- 6. Diplomacy And Tact: The ability to treat others fairly, regardless of personal biases or beliefs.
 - Maintains positive relationships with others through treating them fairly
 - Demonstrates respect for others
 - Understands and values differences between people
 - Respects diversity in race, national origin, religion, gender, life style, age and disability.

- 7. 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





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. 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.





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. 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.





Job Attributes Questions

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. 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?

2. 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

3. 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?
4. Planning and Organization: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
- How much time do you normally spend planning on a weekly basis? Daily basis? Specifically, when do you plan for a specific week? For a day? How does your weekly planning differ from your daily planning?
 - Tell me about your personal organization system. How do you organize your work area?
 - What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set?
 - When you find yourself losing focus on a project, how do you get back on track?
 - Give me an example of a specific plan that you personally had established and then had to totally restructure it. How did you do it? Was it done on time?
 - Give me an example of how you planned a specific event, project or activity.





Job Attributes Questions

5. Interpersonal Skills: The ability to interact with others in a positive manner.
- Describe for me the most difficult business relationship you have ever had to deal with. Why was it so difficult? What did you do to make the relationship go more smoothly?
 - What is the most stressful or difficult situation where you had to maintain your composure at work? What did you do to maintain the composure? How do you think you did? If you had it to do over, what would you do the same? Differently?
 - What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
 - Describe the most difficult, demanding person you have ever encountered. What made them so difficult? What did you do to better understand and relate to them?
 - Give me an example of a situation when a personal relationship you had or developed was helpful in a business situation. How did you cultivate that relationship without appearing to be patronizing?
 - Give me a specific example of a situation where you had to develop a productive relationship with someone whose point of view was different from your own. How did you go about sustaining the relationship?

6. Diplomacy And Tact: The ability to treat others fairly, regardless of personal biases or beliefs.
- Give me an example of a time when you had to exhibit diplomacy while under pressure on the job. How did you do that?
 - Give me an example of a time when you or someone you know set aside their personal agenda for the sake of larger, business-oriented issues? What did you think of that?
 - How do you identify key stakeholders in a relationship? Give me an example of a time when you not only identified them but also maintained a positive relationship with a diverse group of people at all levels of an organization.
 - Give me an example of a time when you overcame internal resistance or "politics" to an idea or project. How did you go about doing that?
 - Is there ever a time when your personal agenda should supersede the needs of your organization? If so, when?
 - Describe the most politically sensitive situation in which you ever found yourself. What were the three things you did to ensure that you maintained your position in that situation without offending anyone?





Job Attributes Questions

7. 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?





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. 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.

2. Social: Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.
 - Is there such a thing as "too much" service to others? Explain your answer to me, please.
 - Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
 - Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
 - What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take corrective action? What would that action be?

3. 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?





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. **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.

 - 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?
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.

 - 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?
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.

 - How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
 - How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success.