



**TTI TriMetrix®**  
Job Report



**M Smith**  
**Alliance Manager**  
Job Benchmark  
4-23-2010

**Cool Springs Insights**

Insights To Great People  
Cool Springs Insights  
9050 Carothers Pkway, Ste 104-5  
Franklin, TN  
615.568.5327  
customerservice@coolspringsinsights.com



If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TTI TriMetrix Job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area complete this report in Sections 7 through 9.

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

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

## SECTION 2: REWARDS/CULTURE HIERARCHY (6 AREAS)

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

## SECTION 3: BEHAVIORAL HIERARCHY (8 AREAS)

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

The results of Sections 1 through 3 (above) are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.



## SECTION 4: JOB ATTRIBUTES FEEDBACK

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

## SECTION 5: REWARDS/CULTURE FEEDBACK

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

## SECTION 6: BEHAVIORAL FEEDBACK

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

## SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

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

## SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

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

## SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

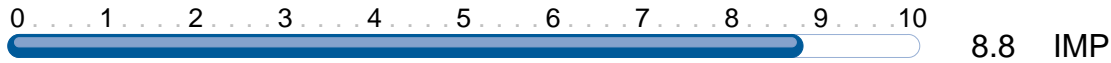
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



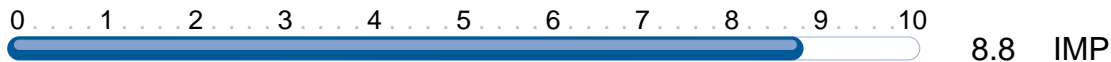
# JOB ATTRIBUTES HIERARCHY

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.

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



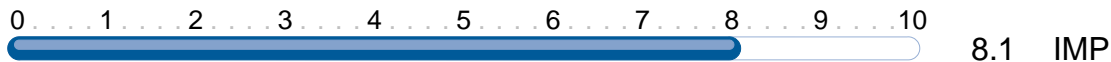
**2. INFLUENCING OTHERS** - The ability to personally affect others' actions, decisions, opinions or thinking.



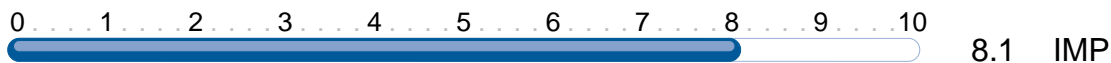
**3. SELF MANAGEMENT** - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



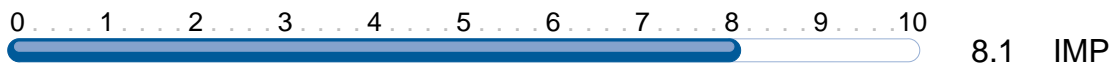
**4. GOAL ACHIEVEMENT** - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



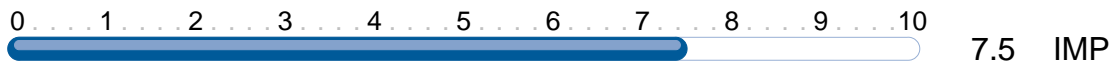
**5. PERSONAL ACCOUNTABILITY** - A measure of the capacity to be answerable for personal actions.



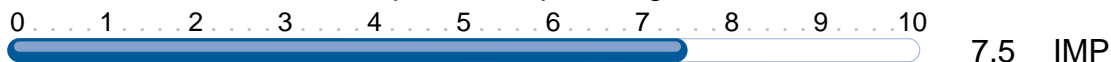
**6. SELF STARTING** - The ability to initiate and sustain momentum without external stimulation.



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



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



The following scale is used throughout the report.

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



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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



7.5 IMP

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



7.5 IMP

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



7.5 IMP

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.9 SWI

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.9 SWI

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.9 SWI

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.9 SWI

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.9 SWI

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.2 SWI

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

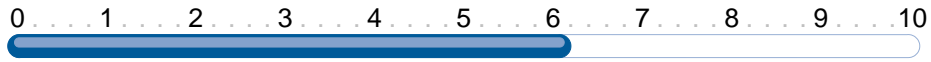
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6.2 SWI

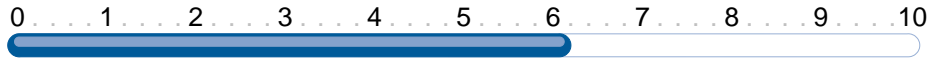


**19. EMPATHETIC OUTLOOK** - The capacity to perceive and understand the feelings and attitudes of others.



6.2 SWI

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



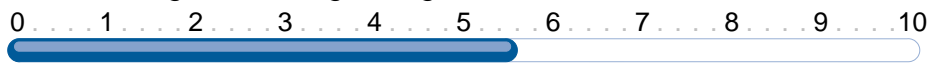
6.2 SWI

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



6.2 SWI

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



5.6 SWI

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



5.6 SWI



# JOB REWARDS/CULTURE HIERARCHY

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

## 1. THEORETICAL



## 2. INDIVIDUALISTIC/POLITICAL



## 3. UTILITARIAN/ECONOMIC



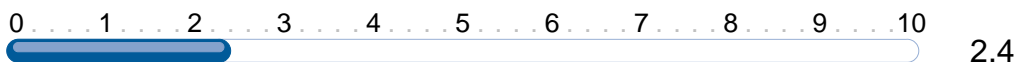
## 4. SOCIAL



## 5. TRADITIONAL/REGULATORY



## 6. AESTHETIC





# ORGANIZATIONAL REWARDS/CULTURE HIERARCHY

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

## 1. UTILITARIAN/ECONOMIC



## 2. INDIVIDUALISTIC/POLITICAL



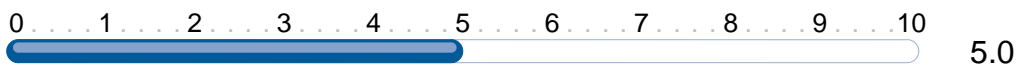
## 3. SOCIAL



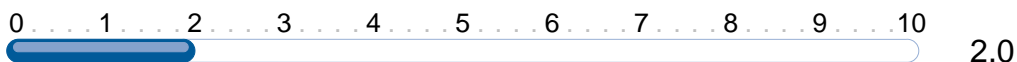
## 4. TRADITIONAL/REGULATORY



## 5. THEORETICAL



## 6. AESTHETIC





## 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. FREQUENT INTERACTION WITH OTHERS



## 2. CUSTOMER ORIENTED



## 3. COMPETITIVENESS



## 4. FREQUENT CHANGE



## 5. VERSATILITY



## 6. URGENCY



## 7. ANALYSIS OF DATA



## 8. ORGANIZED WORKPLACE





## JOB ATTRIBUTES FEEDBACK

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

1. **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
  
2. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.
  - Effectively impacts others' actions
  - Gains commitment from others to achieve desired results
  - Analyzes others' opinions and leads them to understand and willingly accept desired alternatives
  - Persuades others in a positive manner
  
3. **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



## JOB ATTRIBUTES FEEDBACK

4. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
  - Establishes goals that are relevant, realistic and attainable
  - Identifies and implements required plans and milestones to achieve specific business goals
  - Initiates activity toward goals without unnecessary delay
  - Stays on target to complete goals regardless of obstacles or adverse circumstances
  
5. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
  - Accepts personal responsibility for the consequences of personal actions
  - Avoids placing unnecessary blame on others
  - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
  - Applies personal lessons learned from past failures to moving forward in achieving future successes
  
6. **SELF STARTING:** The ability to initiate and sustain momentum without external stimulation.
  - Initiates relevant activities toward achieving business goals
  - Independently completes projects and produces desired results
  - Requires little or no supervision to stay focused on necessary activities
  - Readily identifies and pursues business opportunities without outside direction
  
7. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
  - Maintains focus on goals
  - Identifies and acts on removing potential obstacles to successful goal attainment
  - Implements thorough and effective plans and applies appropriate resources to produce desired results
  - Follows through on all commitments to achieve results



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. UTILITARIAN/ECONOMIC

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



### 1. FREQUENT INTERACTION WITH OTHERS

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

### 2. CUSTOMER ORIENTED

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

### 3. 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.



*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. **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?



2. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.
- What do you consider to be the most effective way to influence someone to a particular point of view? Give me an example of when you have done that successfully.
  - Who is the most convincing person you have ever known? What did that person do that made them so convincing?
  - What steps do you take when trying to gain the support for an idea of another person(s)? What is the biggest mistake someone could make when doing that?
  - Give me an example of a time when you listened carefully and you learned something that helped you gain support or convince someone of something. What is the one, single thing you listened to and how did it help you?
  - Have you ever seen someone continue to persuade someone even though the other person had already committed to the first person's point of view? What are some signs that communicate that this has happened?
  - How often do you use tools or aids to help you persuade someone to your point of view? Give me several examples of what you have used and how you used them. How successful were you?



3. **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?



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



## JOB ATTRIBUTES QUESTIONS

5. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
- Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
  - Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
  - What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
  - Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
  - Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?
  - What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?
6. **SELF STARTING:** The ability to initiate and sustain momentum without external stimulation.
- What time of the day are you at your best? How do you organize your activities around your most productive times?
  - Tell me about the most aggressive, self-starting person you ever knew. What did you admire most about that person? Least?
  - Give me an example of a time when you went and made something happen without much outside prodding.
  - How would you approach a new task that you've been assigned without being given much direction?
  - Describe a time when you were proactive. Describe a time when you were reactive. How did the results differ?
  - As part of our reference checking, we will contact your former manager at some point. What will he/she tell us about your capacity as a self-starter? What example do you think your former manager will use to illustrate his/her point?



7. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
- Give me an example of one thing in your life that you have worked on for what you consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long a time did you work it?
  - Give me an example of a time when someone didn't follow-through on a commitment to you. What did you do about it? How do you make sure that others around you follow through on their commitments? How do you ensure that you do?
  - Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
  - Describe a plan you've developed for something you are currently working on. What are the most essential components of that plan...the things that must be accomplished or the plan won't work?
  - Tell me about a time when you missed a deadline. What were the consequences? What did you do differently the next time you faced a deadline?
  - Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?



## JOB REWARDS/CULTURE QUESTIONS

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

### 1. THEORETICAL

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

### 2. INDIVIDUALISTIC/POLITICAL

- What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How good are you in taking directions from others? How much do you like doing so?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.

### 3. UTILITARIAN/ECONOMIC

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?



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

### 1. FREQUENT INTERACTION WITH OTHERS

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

### 2. CUSTOMER ORIENTED

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

### 3. COMPETITIVENESS

- 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?