



**Todd Smith**  
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



Research has proven that job-related talents are directly related to job satisfaction and personal performance. People are well positioned to achieve success when they are engaged in work suited to their inherent skills, behavioral style and unique values. Your TTI TriMetrix Talent Report can be compared with specific job requirements outlined in TTI TriMetrix Job Reports. When the talent required by the job is clearly defined and in turn matched to the individual, everyone wins!

The following is a highly-personalized portrait of your talent in three main sections:

#### SECTION 1: PERSONAL SKILLS HIERARCHY (23 AREAS)

This section presents 23 key personal skills and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.

#### SECTION 2: PERSONAL INTERESTS, ATTITUDES AND VALUES (6 AREAS)

This section identifies what motivates you. In order to be successful and energized on the job, it is important that your underlying values are satisfied through the nature of your work. When they are, you feel personally rewarded by your work.

#### SECTION 3: BEHAVIORAL HIERARCHY (8 AREAS)

This section ranks the traits that most closely describe your natural behavior. When your job requires the use of your top behavioral traits, your potential for success increases, as do your levels of personal and professional satisfaction.

#### SECTION 4: PERSONAL SKILLS FEEDBACK

This section provides detail on your top seven talents. Apply your strongest talents to your job as appropriate and develop further talents as required.

#### SECTION 5: PERSONAL INTERESTS, ATTITUDES AND VALUES FEEDBACK

This section expands on three areas that you value most. When your job emphasizes what you value, you will feel personally rewarded.

#### SECTION 6: BEHAVIORAL FEEDBACK

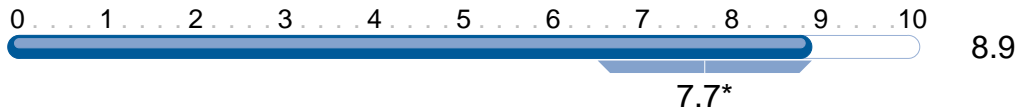
This section gives you insight into your top three behavioral traits to further identify your unique strengths.



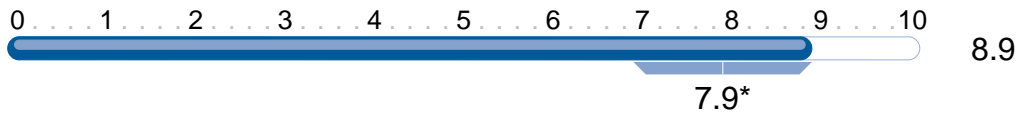
# PERSONAL SKILLS HIERARCHY

Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your personal skills from top to bottom.

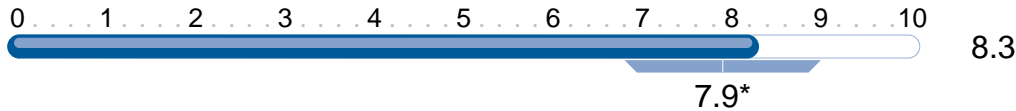
**1. OBJECTIVE LISTENING** - The ability to listen to many points of view without bias.



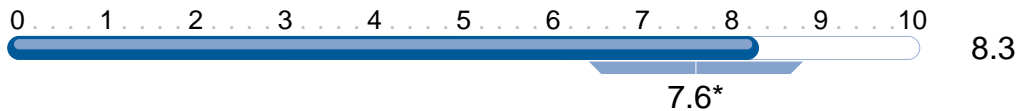
**2. LEADING OTHERS** - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



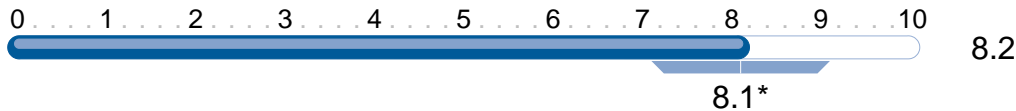
**3. CUSTOMER FOCUS** - A commitment to customer satisfaction.



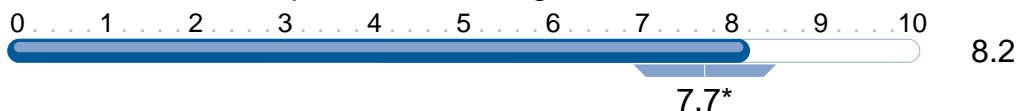
**4. FLEXIBILITY** - The ability to readily modify, respond to and integrate change with minimal personal resistance.



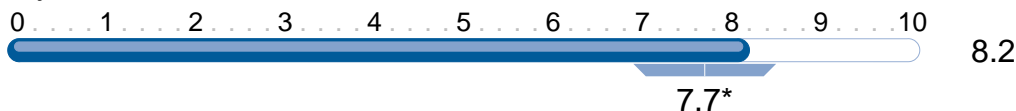
**5. EMPATHETIC OUTLOOK** - The capacity to perceive and understand the feelings and attitudes of others.



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



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



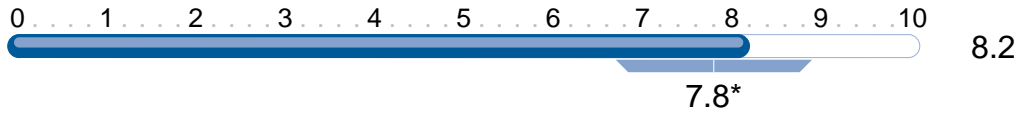
Rev: 0.93-0.86

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

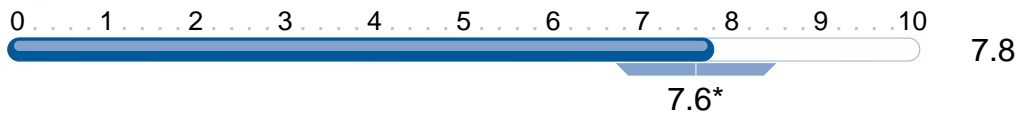


# PERSONAL SKILLS HIERARCHY

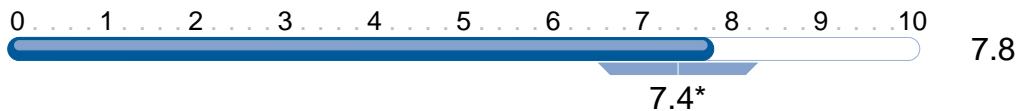
**8. CONFLICT MANAGEMENT** - The ability to resolve different points of view constructively.



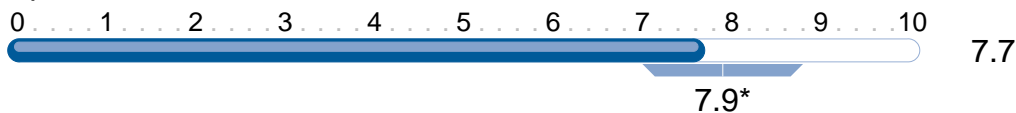
**9. DIPLOMACY AND TACT** - The ability to treat others fairly, regardless of personal biases or beliefs.



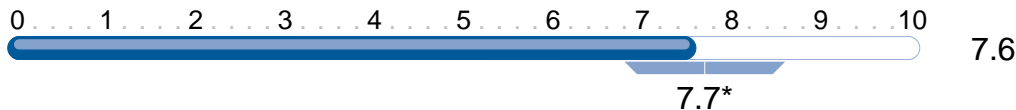
**10. DEVELOPING OTHERS** - The ability to contribute to the growth and development of others.



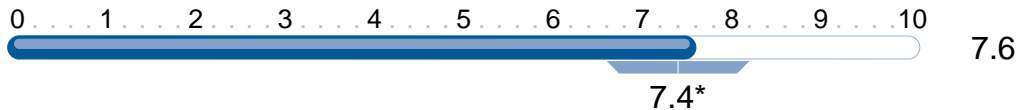
**11. INTERPERSONAL SKILLS** - The ability to interact with others in a positive manner.



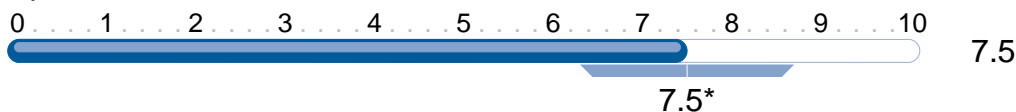
**12. PLANNING AND ORGANIZATION** - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



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



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

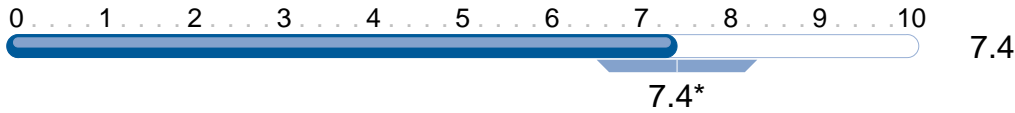


\* 68% of the population falls within the shaded area.

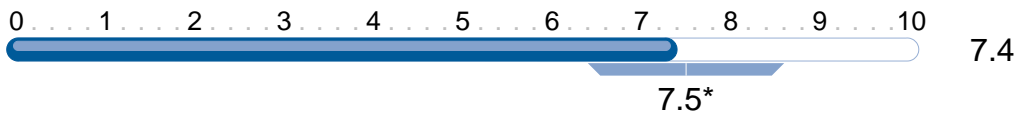


# PERSONAL SKILLS HIERARCHY

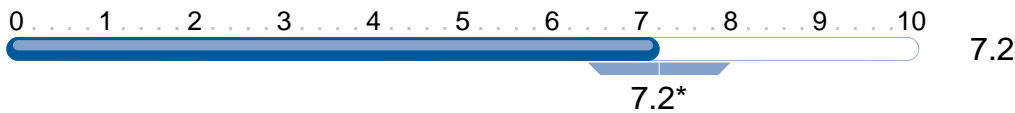
**15. SELF MANAGEMENT** - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



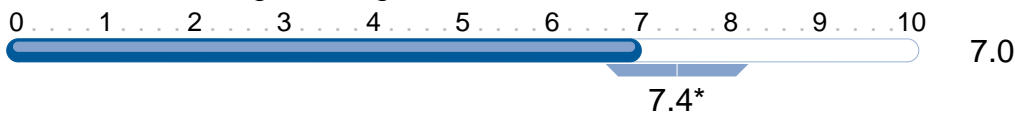
**16. ACCOUNTABILITY FOR OTHERS** - The ability to take responsibility for others' actions.



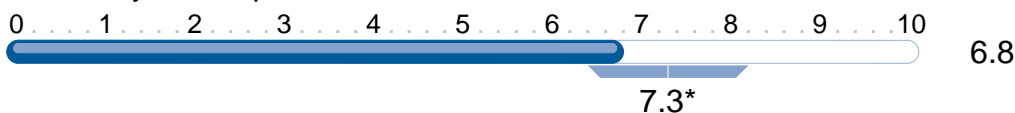
**17. PERSONAL ACCOUNTABILITY** - A measure of the capacity to be answerable for personal actions.



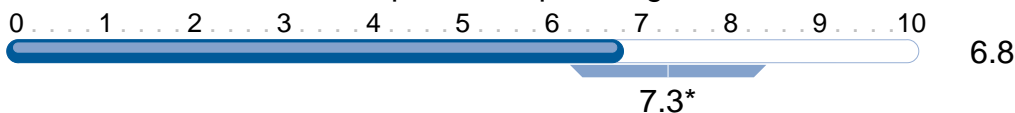
**18. GOAL ACHIEVEMENT** - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



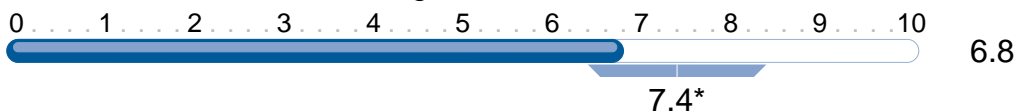
**19. RESULTS ORIENTATION** - The ability to identify actions necessary to complete tasks and obtain results.



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



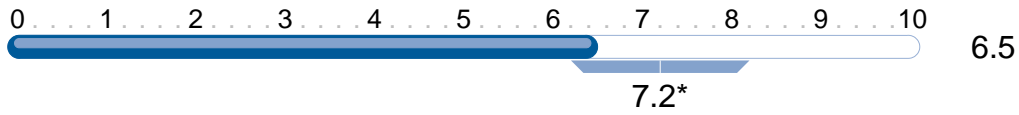
**21. CONTINUOUS LEARNING** - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



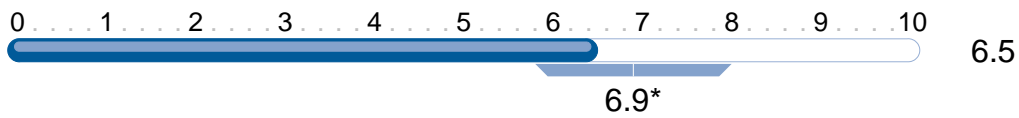
\* 68% of the population falls within the shaded area.



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



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



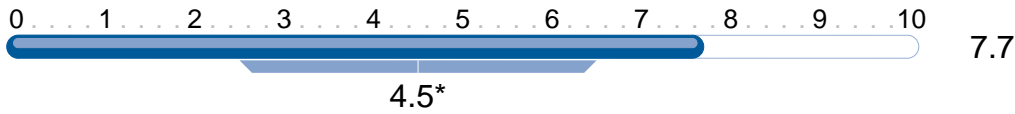
\* 68% of the population falls within the shaded area.



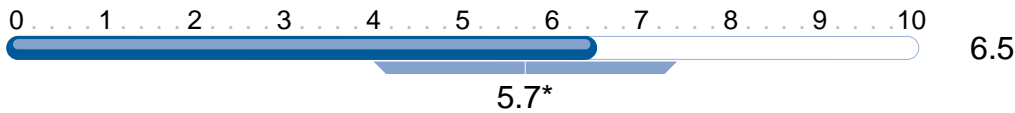
# PERSONAL INTERESTS, ATTITUDES AND VALUES

Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

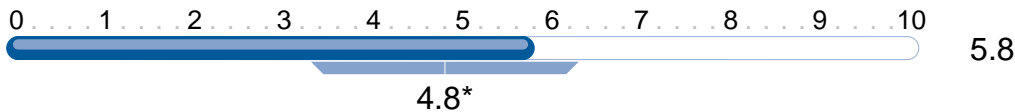
## 1. TRADITIONAL/REGULATORY



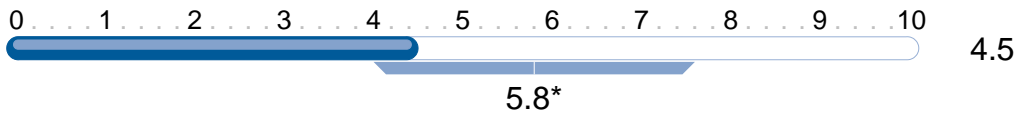
## 2. SOCIAL



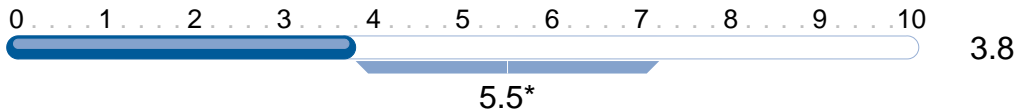
## 3. INDIVIDUALISTIC/POLITICAL



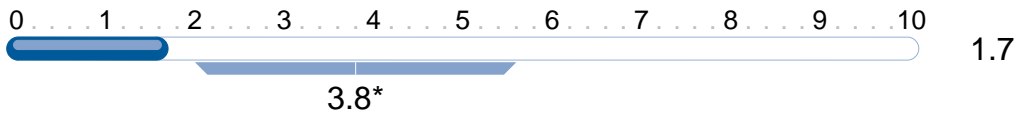
## 4. UTILITARIAN/ECONOMIC



## 5. THEORETICAL



## 6. AESTHETIC



PIAV: 35-39-22-51-47-58 (THE.-UTI.-AES.-SOC.-IND.-TRA.)

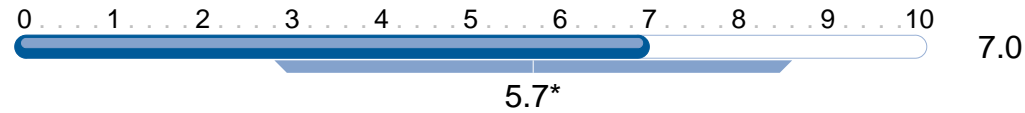
\* 68% of the population falls within the shaded area.



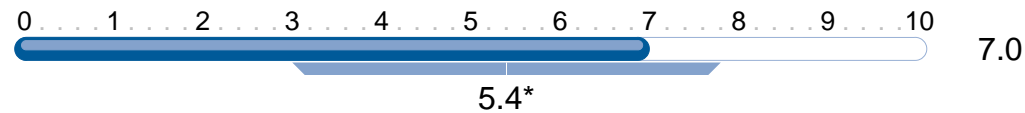
# BEHAVIORAL HIERARCHY

Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.

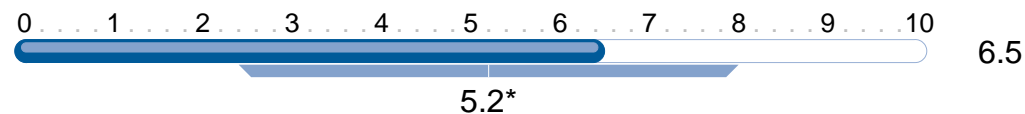
## 1. FREQUENT INTERACTION WITH OTHERS



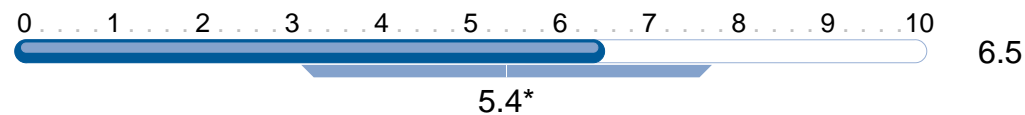
## 2. VERSATILITY



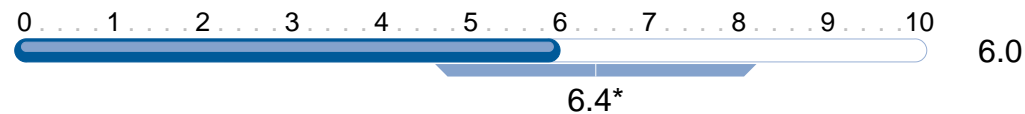
## 3. URGENCY



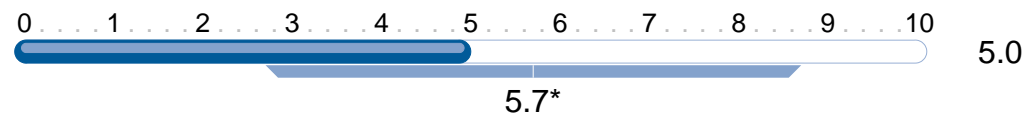
## 4. FREQUENT CHANGE



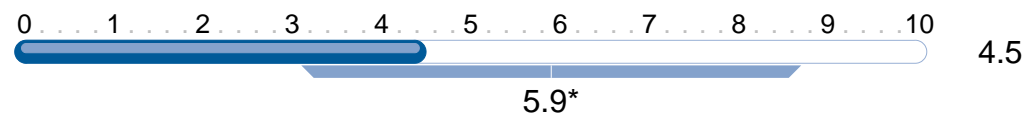
## 5. CUSTOMER ORIENTED



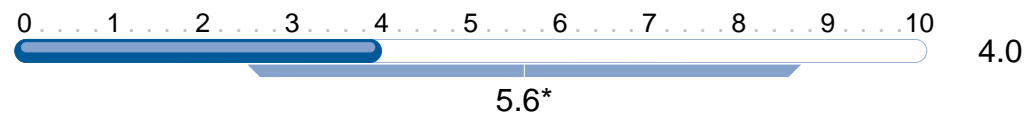
## 6. COMPETITIVENESS



## 7. ANALYSIS OF DATA



## 8. ORGANIZED WORKPLACE



SIA: 64-74-23-72 (46) SIN: 58-62-34-41 (13)

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



Most people, when asked to describe their talents, have difficulty describing them. The purpose of this section is to provide insights into your top talents in three areas: Personal Skills, Values (motivators) and Behavioral Traits. Everyone has a unique set of strengths within these three areas that will be instrumental to success and self-fulfillment. No one is equally talented in everything. In fact, the quickest way to burn out is to try to be all things to all people.



*Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The following are your 7 highest ranked personal skills:*

1. **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
  
2. **LEADING OTHERS:** The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
  - Inspires others with a compelling vision
  - Empowers others to accomplish common goals
  - Represents a positive, motivational example for others to emulate in becoming leaders
  - Supports others through providing clarity, direction, organization and purpose
  
3. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
  - Consistently places a high value on customers and all issues related to customers
  - Objectively listens to, understands and represents customer feedback
  - Anticipates customer needs and develops appropriate solutions
  - Meets all promises and commitments made to customers
  
4. **FLEXIBILITY:** The ability to readily modify, respond to and integrate change with minimal personal resistance.
  - Adapts effectively to changing plans and priorities
  - Demonstrates the capacity to handle multiple tasks at one time
  - Deals comfortably with ambiguity
  - Adjusts preset plans as necessary with minimal resistance



5. **EMPATHETIC OUTLOOK:** The capacity to perceive and understand the feelings and attitudes of others.
  - Demonstrates awareness of how actions will directly and indirectly impact others
  - Listens to others attentively
  - Demonstrates regard for and sensitivity to the feelings of others
  - Values and respects the diversity of others and their beliefs
  
6. **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
  
7. **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



*Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. The following are your 3 highest ranked personal values:*

## 1. TRADITIONAL/REGULATORY

- You value traditions inherent in social structure, rules, regulations and principles.
- The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

## 2. SOCIAL

- You value opportunities to be of service to others and contribute to the progress and well being of society.
- Those who score very high in this value have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic value, the Social person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social interest is selfless.

## 3. INDIVIDUALISTIC/POLITICAL

- You value personal recognition, freedom and control over your own destiny and others.
- The primary interest for this value is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.



*Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The following are your 3 highest ranked behavioral traits:*

1. FREQUENT INTERACTION WITH OTHERS

- You prefer to interact with others rather than deal with tasks. You are able to maintain a friendly interface with others when faced with multiple interruptions on a continual basis.

2. VERSATILITY

- You are multi-talented and easily adapt to changes with a high level of optimism and a "can do" orientation.

3. URGENCY

- You are decisive and quick to respond. You are able to make on-the-spot decisions with good judgment and meet deadlines on time.



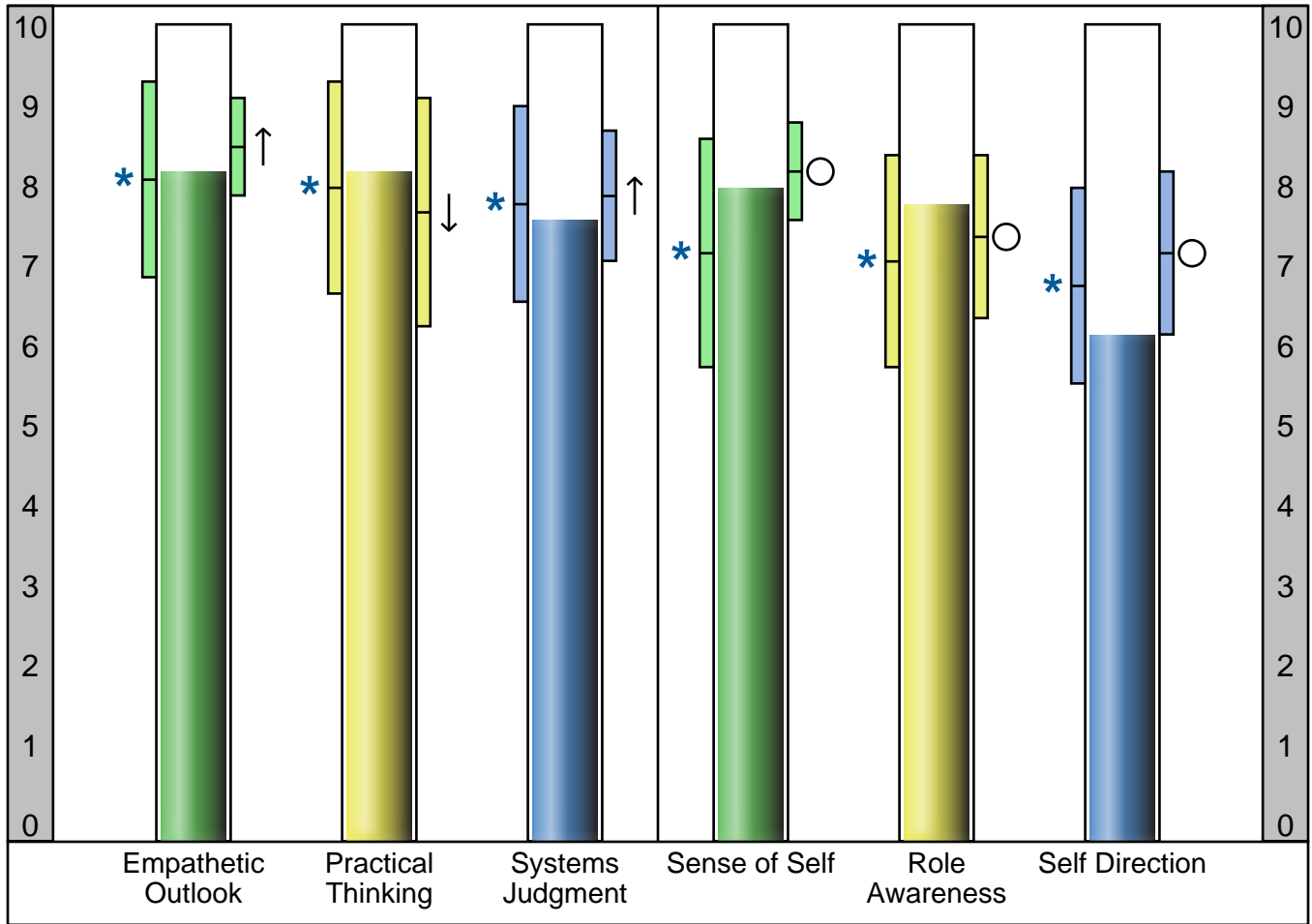
Todd tends to trust people and may be taken advantage of because of his high trust level. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He likes feedback from his manager on how he is doing. He has a good sense of urgency. Todd places his focus on people. To him, strangers are just friends he hasn't met! He likes to get results through others. He is at his best when he has people working with him. He is optimistic and usually has a positive sense of humor. He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition."



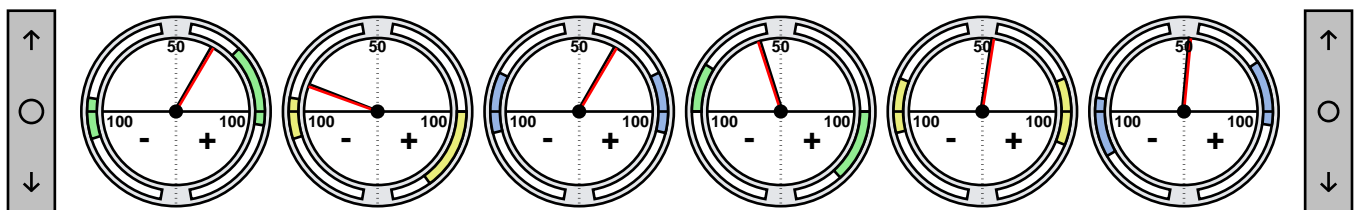
\* Population mean  
↑ Overvaluation  
○ Neutral valuation  
↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	8.2	8.2	7.6	8.0	7.8	6.2
Bias	↑	↓	↑	○	○	○



Rev: 0.93-0.86



## Accountability for Others

## Conceptual Thinking

## Conflict Management

- Correcting Others
- Problem Solving
- Sensitivity to Others

## Continuous Learning

- Self Improvement
- Personal Drive

## Customer Focus

- Evaluating What is Said
- Empathetic Outlook
- Freedom from Prejudices

## Decision Making

- Conceptual Thinking
- Theoretical Problem Solving
- Role Confidence
- Balanced Decision Making

## Developing Others

## Diplomacy and Tact

- Empathetic Outlook
- Balanced Decision Making
- Freedom from Prejudices

## Empathetic Outlook

## Flexibility

- Surrendering Control
- Integrative Ability
- Understanding Motivational Needs

## Goal Achievement

- Results Orientation
- Realistic Personal Goal Setting
- Project and Goal Focus
- Persistence

## Influencing Others

- Conveying Role Value
- Gaining Commitment
- Understanding Motivational Needs

## Interpersonal Skills

- Evaluating Others
- Personal Relationships
- Persuading Others

## Leading Others

## Personal Accountability

## Objective Listening

- Evaluating What is Said

## Planning and Organization

- Long Range Planning
- Concrete Organization
- Proactive Thinking

## Problem Solving

## Resiliency

- Persistence
- Handling Rejection
- Initiative

## Results Orientation

## Self Management

## Self-Starting Ability

- Initiative

## Teamwork

- Surrendering Control
- Relating to Others
- Sense of Belonging
- Sensitivity to Others



Score	Mean	Description	Score	Mean	Description
9.5	7.6	Integrative Ability	7.4	7.4	Self Management
9.2	8.2	Respect for Property	7.3	7.4	Self Confidence
9.1	7.8	Relating to Others	7.2	7.2	Personal Accountability
8.9	7.9	Leading Others	7.2	7.8	Monitoring Others
8.9	7.7	Evaluating What is Said	7.2	7.2	Taking Responsibility
8.7	7.9	Attitude Toward Others	7.0	7.6	Long Range Planning
8.7	7.9	Sensitivity to Others	7.0	7.3	Job Ethic
8.7	8.1	Personal Relationships	6.9	7.3	Surrendering Control
8.6	8.2	Realistic Goal Setting for Others	6.9	7.8	Persuading Others
8.6	8.1	Understanding Motivational Needs	6.8	7.3	Conceptual Thinking
8.5	8.0	Attention to Detail	6.8	7.4	Project and Goal Focus
8.4	7.9	Correcting Others	6.8	7.3	Results Orientation
8.3	8.3	Theoretical Problem Solving	6.8	7.2	Persistence
8.3	7.9	Proactive Thinking	6.7	6.9	Meeting Standards
8.2	7.0	Intuitive Decision Making	6.7	7.3	Sense of Mission
8.2	7.6	Using Common Sense	6.5	7.3	Consistency and Reliability
8.2	8.1	Empathetic Outlook	6.5	6.9	Initiative
8.2	8.0	Material Possessions	6.2	7.1	Personal Drive
8.2	8.0	Practical Thinking	6.2	6.9	Self Direction
8.1	8.0	Following Directions	6.1	7.4	Handling Rejection
8.1	7.9	Conveying Role Value			
8.1	8.0	Respect for Policies			
8.0	7.5	Quality Orientation			
8.0	7.9	Emotional Control			
8.0	7.3	Sense of Self			
8.0	7.1	Internal Self Control			
8.0	7.6	Status and Recognition			
8.0	7.7	Sense of Belonging			
8.0	8.1	Self Improvement			
8.0	7.4	Enjoyment of the Job			
7.9	7.1	Gaining Commitment			
7.8	7.4	Developing Others			
7.8	7.1	Role Confidence			
7.8	7.1	Role Awareness			
7.7	7.8	Freedom from Prejudices			
7.7	7.0	Handling Stress			
7.6	7.0	Balanced Decision Making			
7.6	6.7	Self Assessment			
7.6	7.8	Systems Judgment			
7.5	7.5	Problem Solving			
7.5	7.5	Sense of Timing			
7.4	7.6	Concrete Organization			
7.4	7.5	Accountability for Others			
7.4	7.7	Realistic Expectations			
7.4	7.6	Realistic Personal Goal Setting			
7.4	7.7	Evaluating Others			
7.4	7.3	Project Scheduling			



Score	Mean	Description	Score	Mean	Description
7.4	7.5	Accountability for Others	6.8	7.3	Results Orientation
8.5	8.0	Attention to Detail	7.8	7.1	Role Awareness
8.7	7.9	Attitude Toward Others	7.8	7.1	Role Confidence
7.6	7.0	Balanced Decision Making	7.6	6.7	Self Assessment
6.8	7.3	Conceptual Thinking	7.3	7.4	Self Confidence
7.4	7.6	Concrete Organization	6.2	6.9	Self Direction
6.5	7.3	Consistency and Reliability	8.0	8.1	Self Improvement
8.1	7.9	Conveying Role Value	7.4	7.4	Self Management
8.4	7.9	Correcting Others	8.0	7.7	Sense of Belonging
7.8	7.4	Developing Others	6.7	7.3	Sense of Mission
8.0	7.9	Emotional Control	8.0	7.3	Sense of Self
8.2	8.1	Empathetic Outlook	7.5	7.5	Sense of Timing
8.0	7.4	Enjoyment of the Job	8.7	7.9	Sensitivity to Others
7.4	7.7	Evaluating Others	8.0	7.6	Status and Recognition
8.9	7.7	Evaluating What is Said	6.9	7.3	Surrendering Control
8.1	8.0	Following Directions	7.6	7.8	Systems Judgment
7.7	7.8	Freedom from Prejudices	7.2	7.2	Taking Responsibility
7.9	7.1	Gaining Commitment	8.3	8.3	Theoretical Problem Solving
6.1	7.4	Handling Rejection	8.6	8.1	Understanding Motivational Needs
7.7	7.0	Handling Stress	8.2	7.6	Using Common Sense
6.5	6.9	Initiative			
9.5	7.6	Integrative Ability			
8.0	7.1	Internal Self Control			
8.2	7.0	Intuitive Decision Making			
7.0	7.3	Job Ethic			
8.9	7.9	Leading Others			
7.0	7.6	Long Range Planning			
8.2	8.0	Material Possessions			
6.7	6.9	Meeting Standards			
7.2	7.8	Monitoring Others			
6.8	7.2	Persistence			
7.2	7.2	Personal Accountability			
6.2	7.1	Personal Drive			
8.7	8.1	Personal Relationships			
6.9	7.8	Persuading Others			
8.2	8.0	Practical Thinking			
8.3	7.9	Proactive Thinking			
7.5	7.5	Problem Solving			
6.8	7.4	Project and Goal Focus			
7.4	7.3	Project Scheduling			
8.0	7.5	Quality Orientation			
7.4	7.7	Realistic Expectations			
8.6	8.2	Realistic Goal Setting for Others			
7.4	7.6	Realistic Personal Goal Setting			
9.1	7.8	Relating to Others			
8.1	8.0	Respect for Policies			
9.2	8.2	Respect for Property			