



TTI
SUCCESS
INSIGHTS®

Talent Insights®

Multiple Respondent Job Report

Job Benchmark

Account Manager
5-21-2013

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company



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 TTI Talent Insights® Job benchmarking process. The result is an evaluative report that analyzes a total of 18 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

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.

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.

Rewards/Culture Interview Questions

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

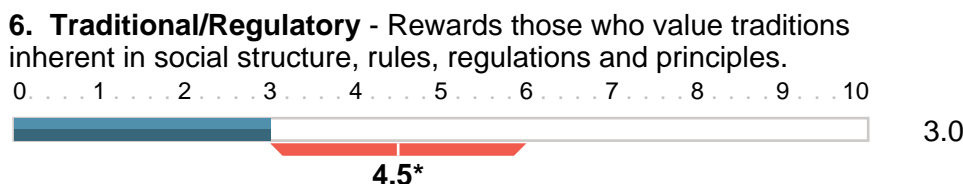
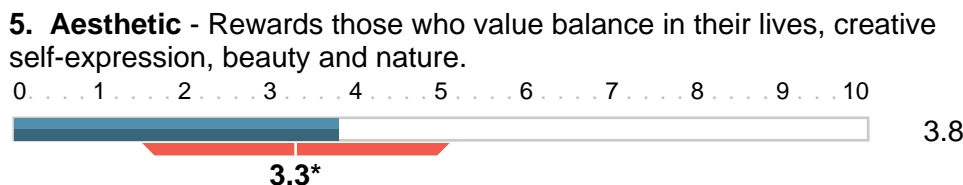
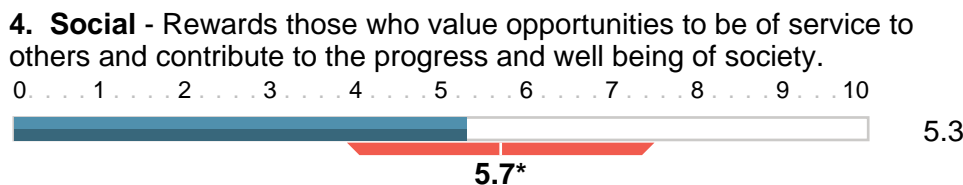
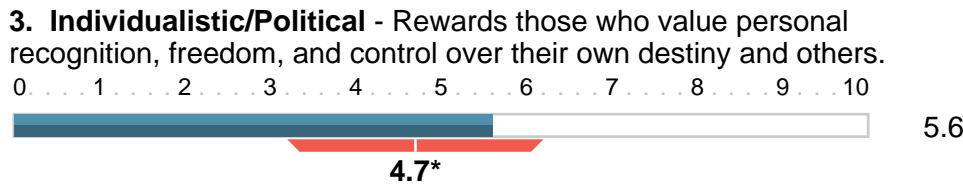
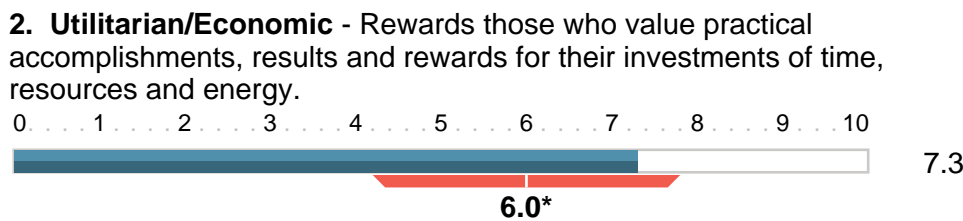
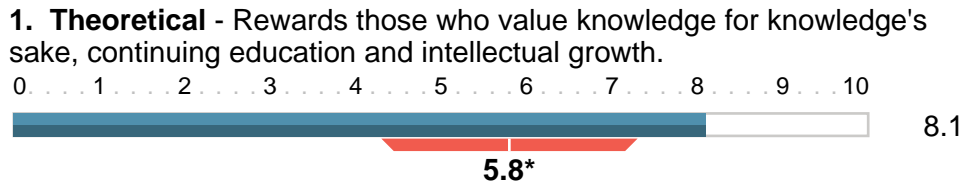
Behavioral Interview Questions

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



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.

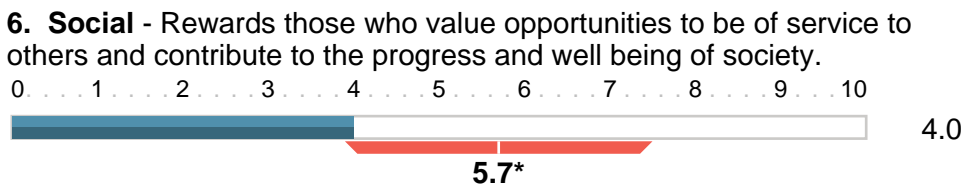
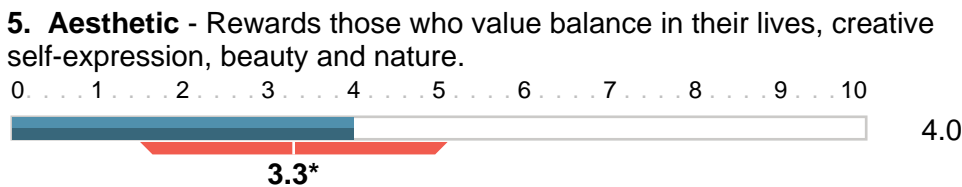
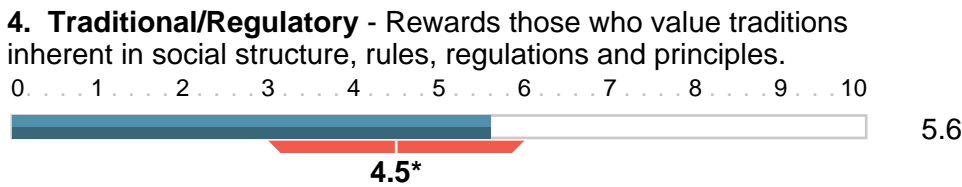
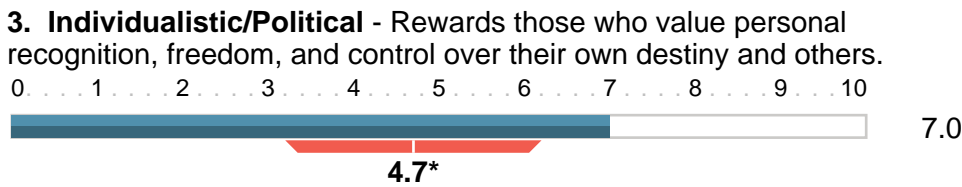
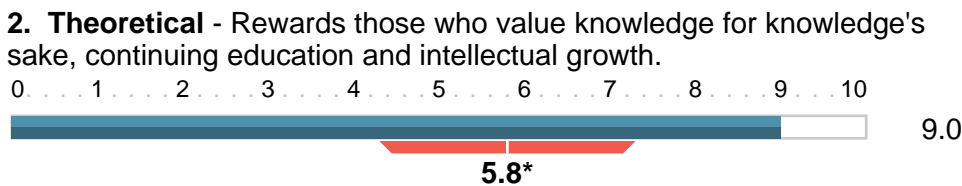
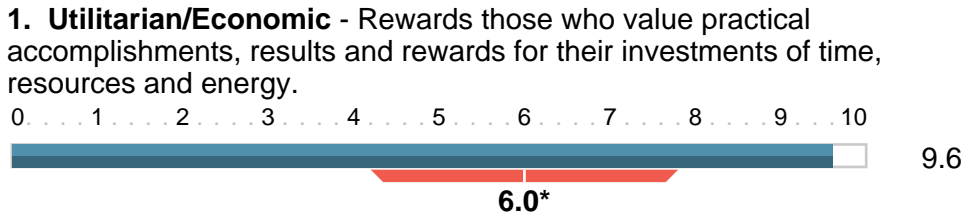


* 68% of the population falls within the shaded area.



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.



* 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.

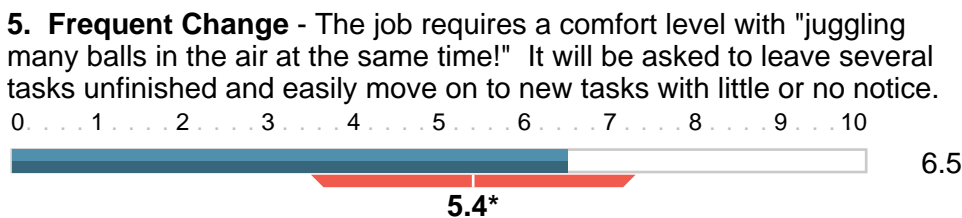
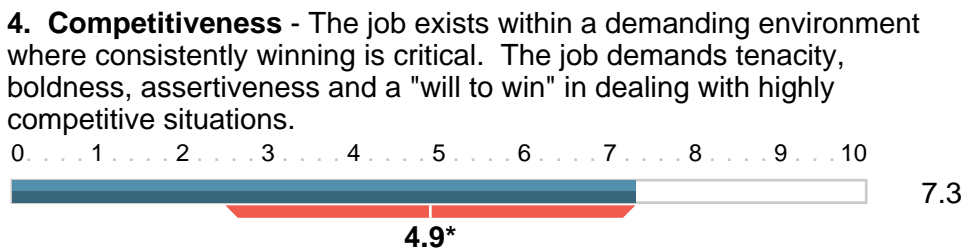
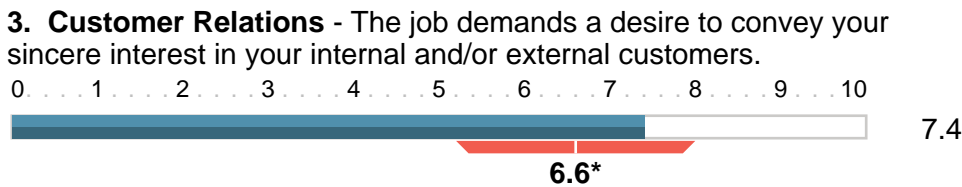
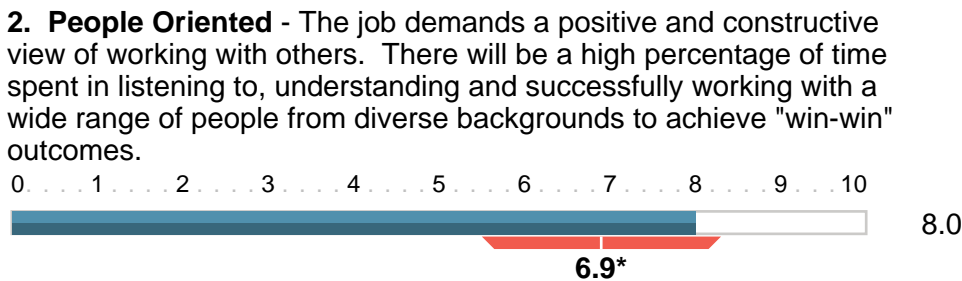
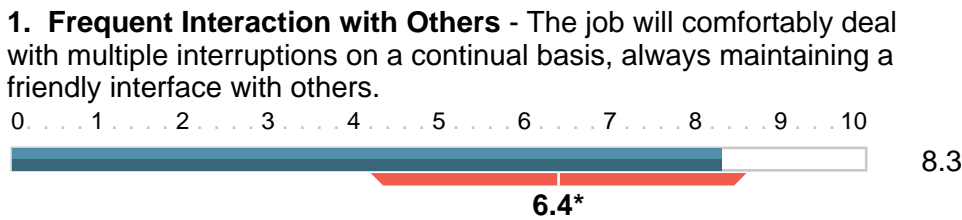
This position is requiring the incumbent to have a behavioral style with the potential for me-me conflicts. This is quite common in positions and normal for individuals to possess such behavioral styles. Based on the incumbent's behavioral style, the organization may need to make modifications to the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

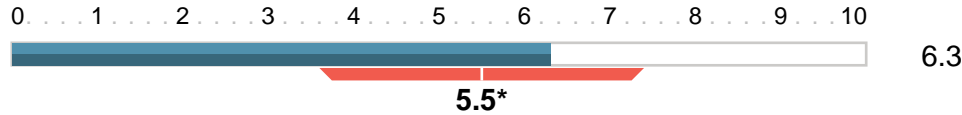


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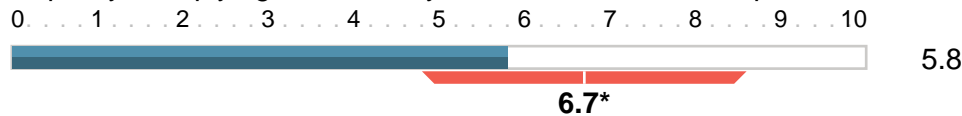


Behavioral Hierarchy

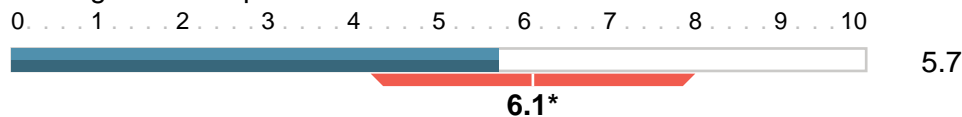
6. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



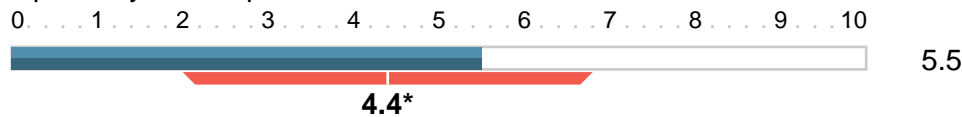
7. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



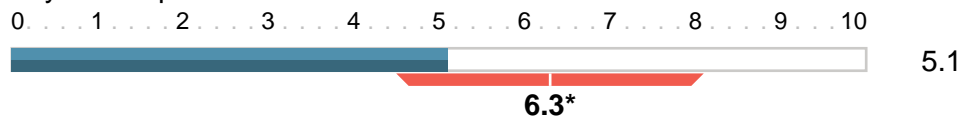
8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



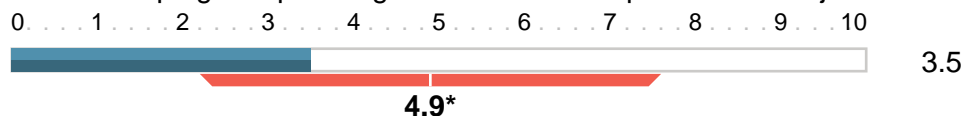
9. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



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



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



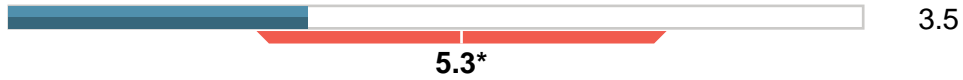
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Behavioral Hierarchy

12. 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.

0 1 2 3 4 5 6 7 8 9 10



WB: 68-81-62-46 (29)
* 68% of the population falls within the shaded area.



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

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

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





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. Frequent Interaction with Others

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

2. People Oriented

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

3. Customer Relations

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





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

3. 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.





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. **Frequent Interaction with Others:** The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.
 - How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
 - Are you more comfortable with details or people with the big picture or with bits of data?
2. **People Oriented:** The job 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.
 - 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. **Customer Relations:** The job demands a desire to convey your sincere interest in your internal and/or external customers.
 - Give an example of how you build loyalty and trust with a client.
 - Describe how you take responsibility for an issue the client is having. Tell me about a time when you turned a disgruntled customer into a satisfied one.





Job Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3
1	Theoretical	8.1	8.4	6.0	10.0
2	Utilitarian/Economic	7.3	7.2	7.2	7.6
3	Individualistic/Political	5.6	5.2	7.2	4.4
4	Social	5.3	5.6	4.4	6.0
5	Aesthetic	3.8	2.8	4.8	4.0
6	Traditional/Regulatory	3.0	3.2	2.0	4.0



Organizational Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3
1	Utilitarian/Economic	9.6	10.0	10.0	9.0
2	Theoretical	9.0	9.0	9.0	9.0
3	Individualistic/Political	7.0	5.0	9.0	7.0
4	Traditional/Regulatory	5.6	8.0	2.0	7.0
5	Aesthetic	4.0	3.0	5.0	4.0
6	Social	4.0	3.0	2.0	7.0



Behaviors Composite

	BEHAVIORS	C	R1	R2	R3
1	Frequent Interaction with Others	8.3	8.0	8.0	9.0
2	People Oriented	8.0	8.0	7.5	8.5
3	Customer Relations	7.4	7.2	7.0	8.0
4	Competitiveness	7.3	7.0	7.0	8.0
5	Frequent Change	6.5	6.2	7.0	6.5
6	Versatility	6.3	6.0	6.5	6.5
7	Following Policy	5.8	6.2	5.2	6.0
8	Follow Up and Follow Through	5.7	6.0	5.2	6.0
9	Urgency	5.5	5.0	6.0	5.5
10	Consistency	5.1	5.5	4.8	5.2
11	Organized Workplace	3.5	4.0	3.0	3.5
12	Analysis of Data	3.5	4.0	3.5	3.0



Respondent Key

- R1: SUBJECT MATTER EXPERT (SME) #3
- R2: SUBJECT MATTER EXPERT (SME) #1
- R3: SUBJECT MATTER EXPERT (SME) #2