



TTI
SUCCESS
INSIGHTS®

TriMetrix® ACI Job Report

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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 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.



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

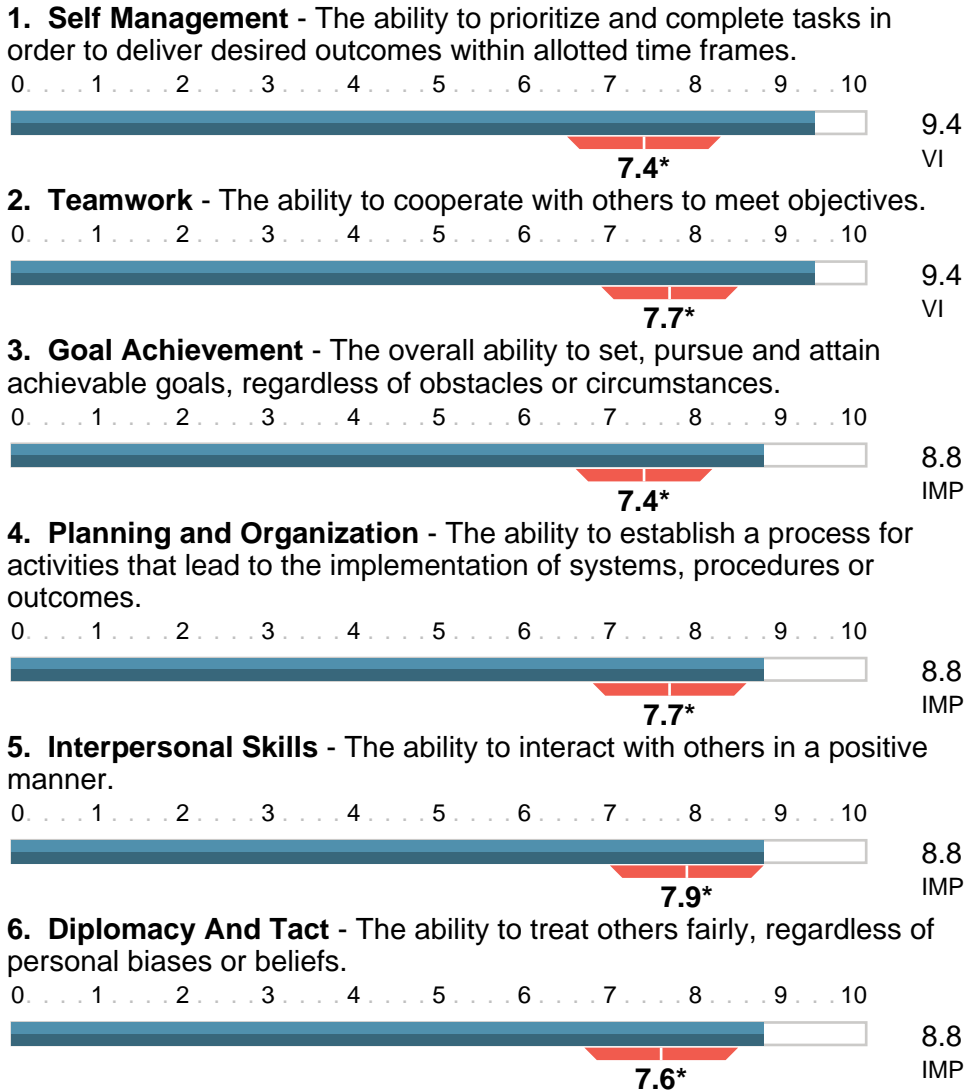


Very Important
 Important
 Somewhat Important
 Not Important



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.

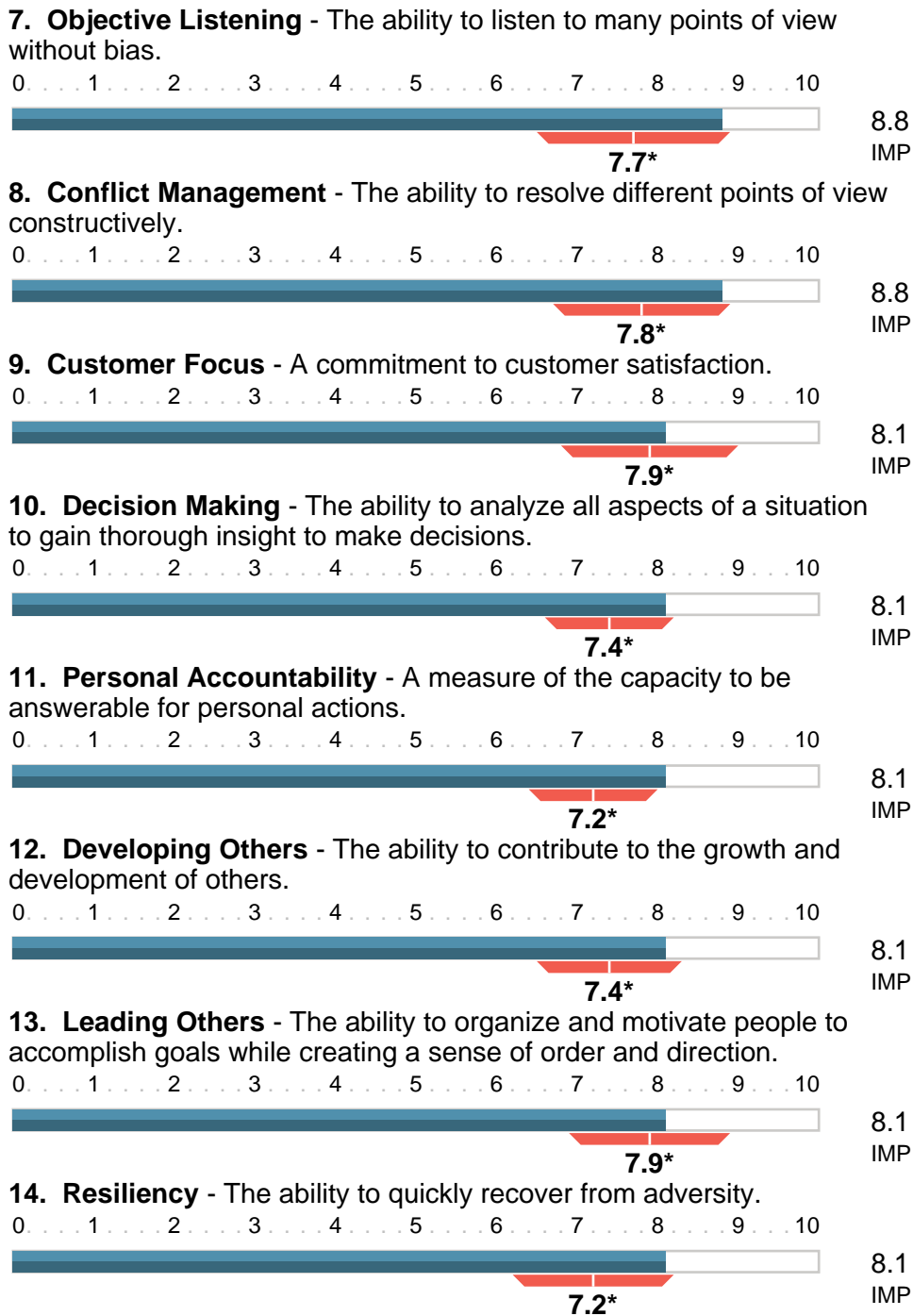
- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 6.9 = SOMEWHAT IMPORTANT
- 7.0 - 8.9 = IMPORTANT
- 9.0 - 10 = VERY IMPORTANT

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.

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Job Attributes Hierarchy

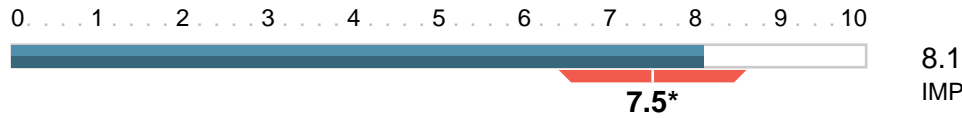


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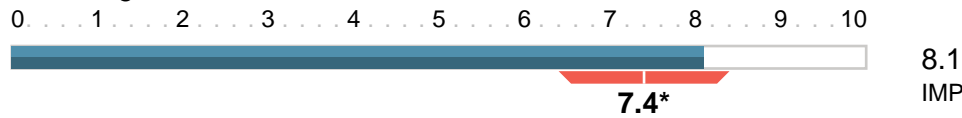


Job Attributes Hierarchy

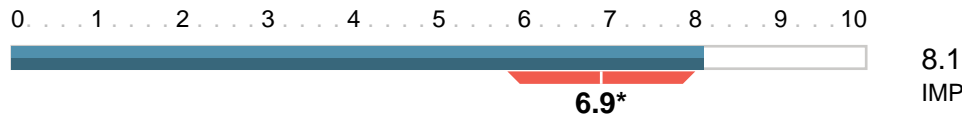
15. Accountability for Others - The ability to take responsibility for others' actions.



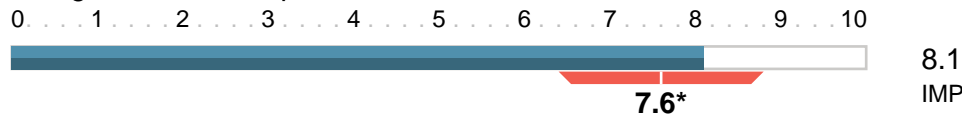
16. Continuous Learning - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



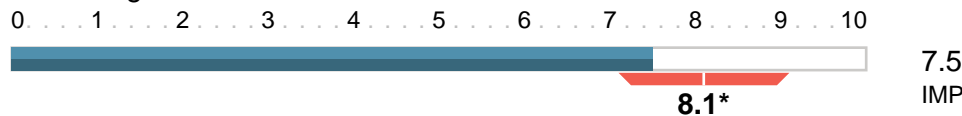
17. Self Starting - The ability to initiate and sustain momentum without external stimulation.



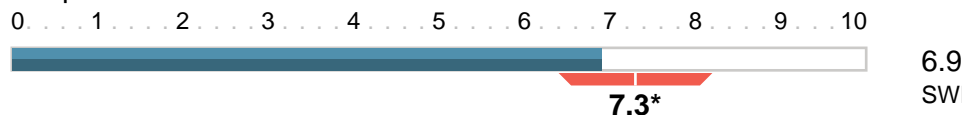
18. Flexibility - The ability to readily modify, respond to and integrate change with minimal personal resistance.



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



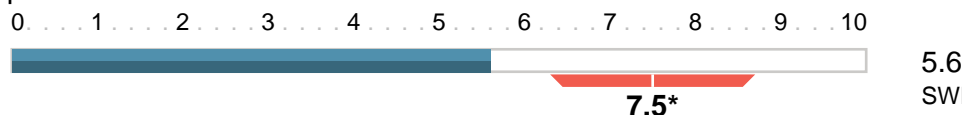
20. Results Orientation - The ability to identify actions necessary to complete tasks and obtain results.



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.

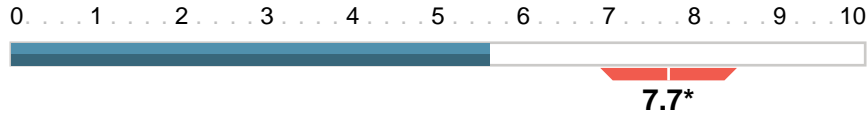


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Job Attributes Hierarchy

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



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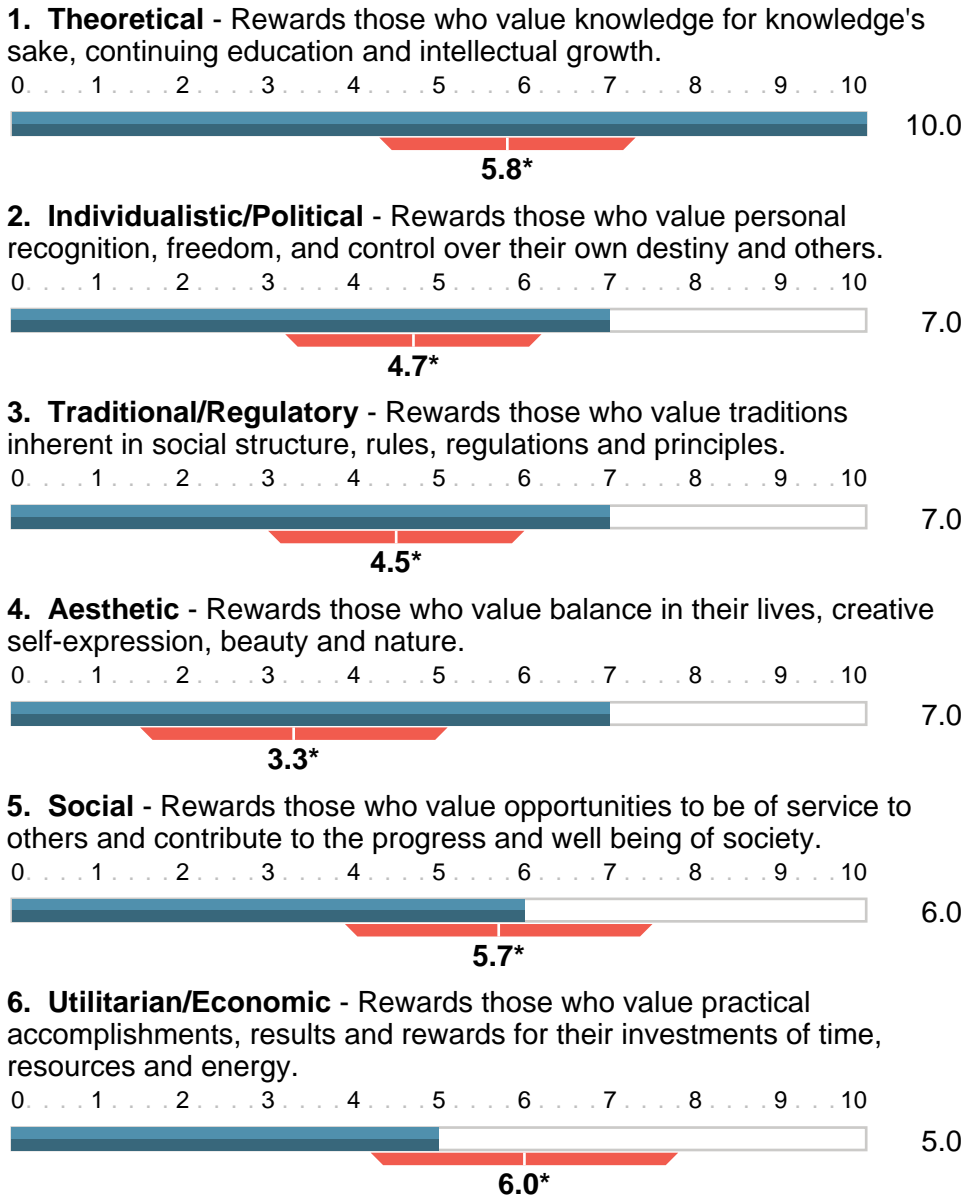


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Organizational Rewards/Culture Hierarchy

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.

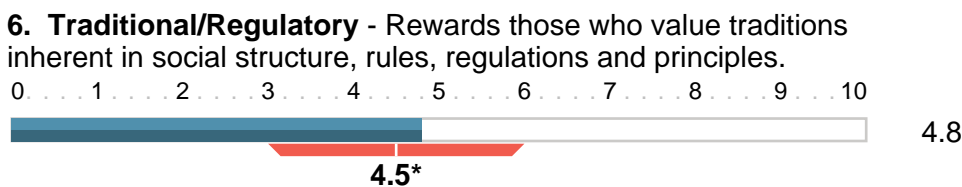
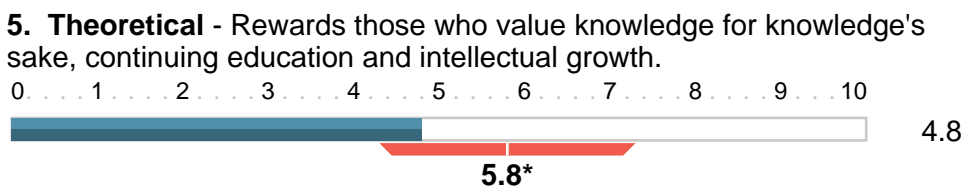
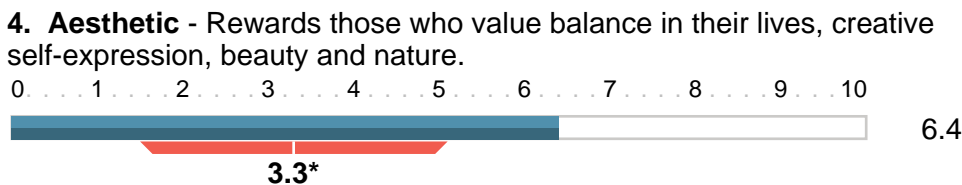
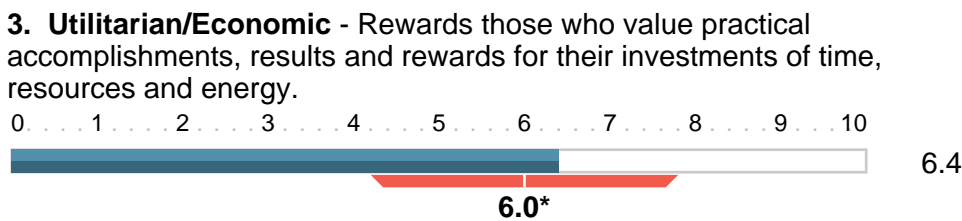
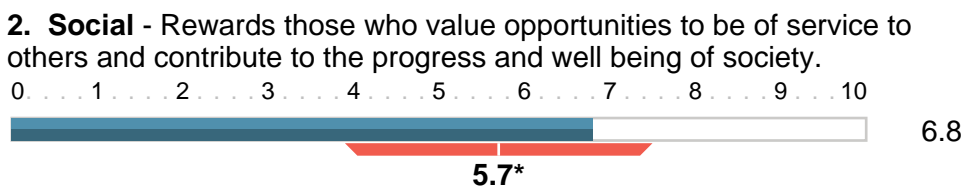
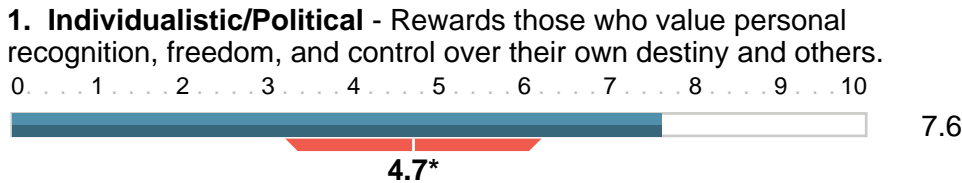


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Job Rewards/Culture Hierarchy

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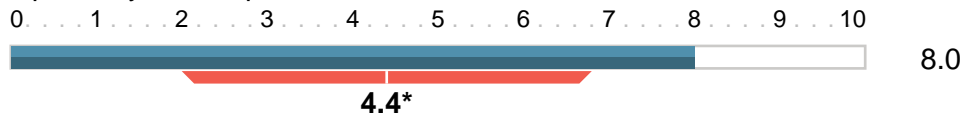
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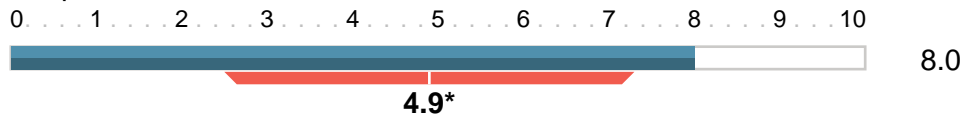
Behavioral Hierarchy

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.

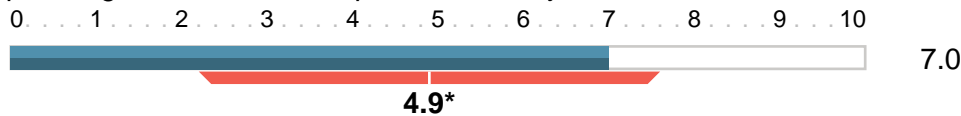
1. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



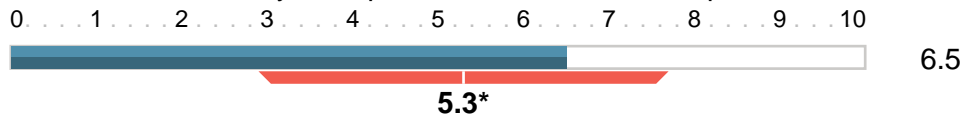
2. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



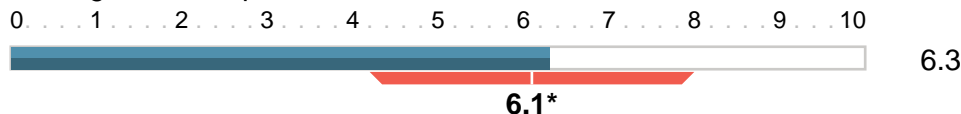
3. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



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.



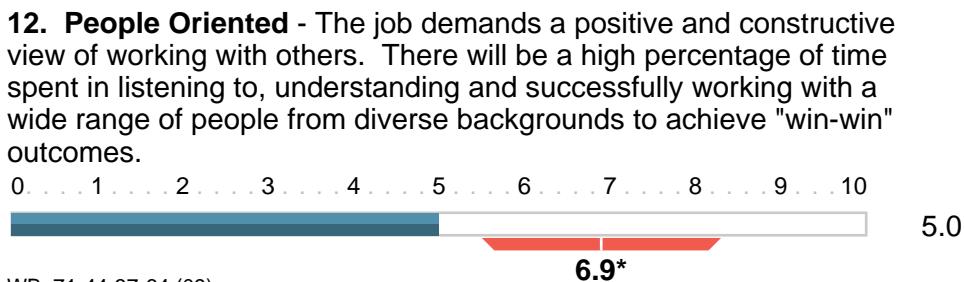
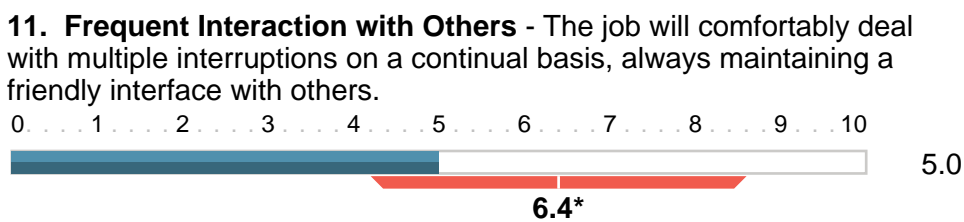
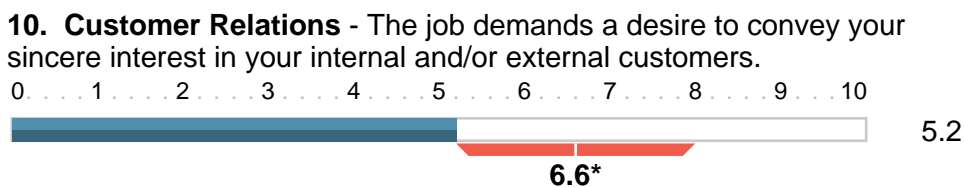
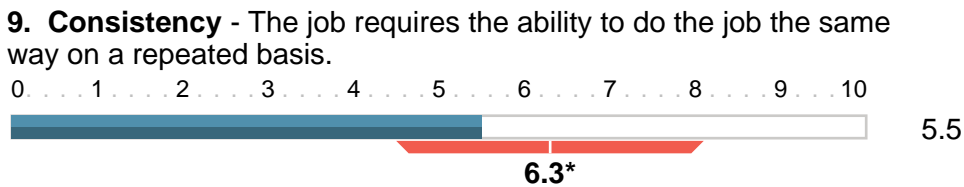
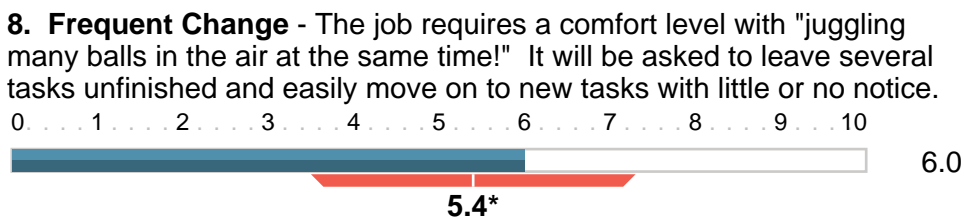
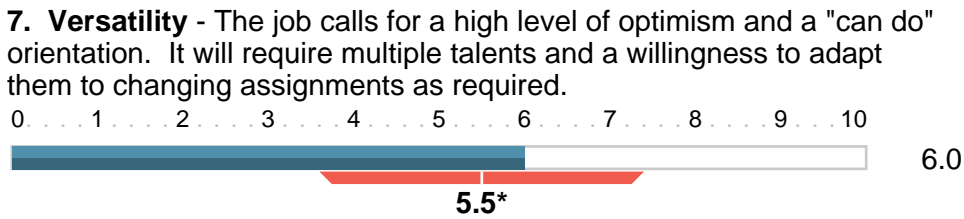
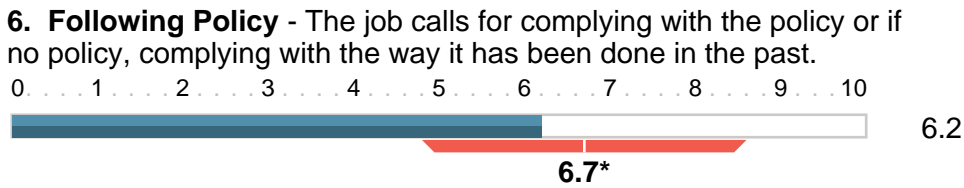
5. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



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



Behavioral Hierarchy



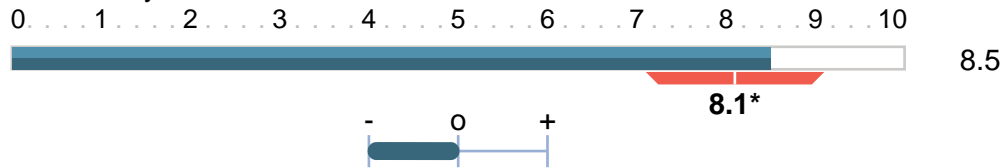
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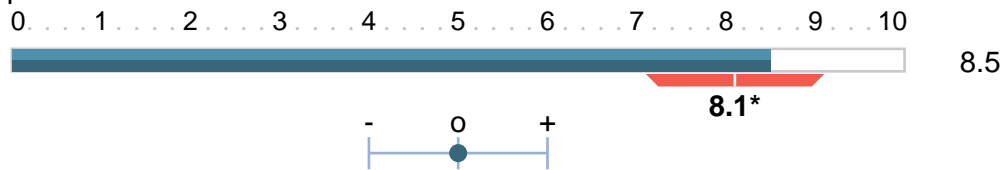
Acumen Indicators

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.

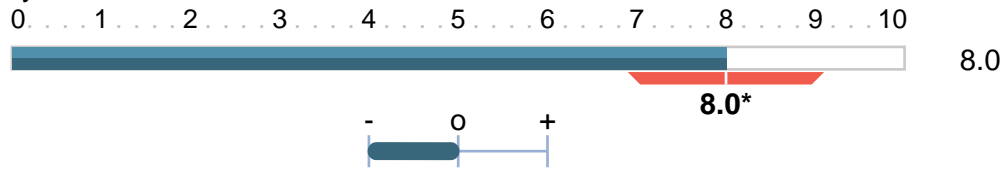
UNDERSTANDING OTHERS - The development of the capacity to discern individuality in others.



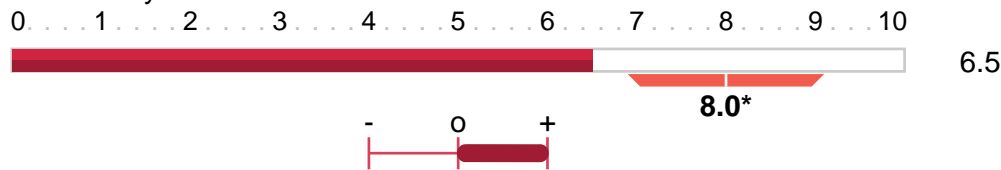
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



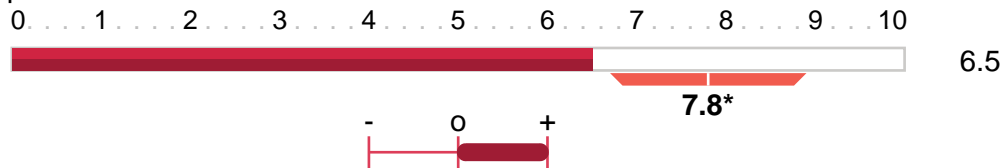
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



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.



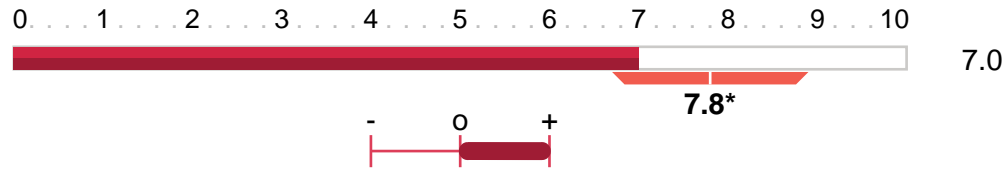
Horizontal lines for notes or additional information.



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 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

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?



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.