



TTI
SUCCESS
INSIGHTS®

TriMetrix® HD

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 TriMetrix® HD Job benchmarking process. The result is an evaluative report that analyzes a total of 55 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 Competencies Hierarchy (25 Areas)

This section presents 25 key job competencies and quantifies their importance to this specific job. Each job has a unique ranking of competencies, 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 Competencies Feedback

This section will assist in understanding the type and kind of competencies that are needed for superior job performance. Read the feedback on each of the top seven competencies 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.

Competencies Interview Questions

This section contains suggested interview questions that pertain specifically to the competencies 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 Competencies

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

HIERARCHY OF COMPETENCIES	
1	Customer Focus
2	Interpersonal Skills
3	Diplomacy & Tact
4	Written Communication
5	Self-Management
6	Personal Accountability
7	Empathy
8	Teamwork
9	Flexibility
10	Persuasion
11	Problem Solving Ability
12	Decision Making
13	Negotiation
14	Conceptual Thinking
15	Goal Achievement
16	Continuous Learning
17	Resiliency
18	Presenting
19	Creativity
20	Futuristic Thinking
21	Planning & Organizing
22	Employee Development/Coaching
23	Understanding & Evaluating Others
24	Conflict Management
25	Leadership



Very Important
 Important
 Somewhat Important
 Not Important



Job Competencies Hierarchy

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



The following scale is used throughout the report.

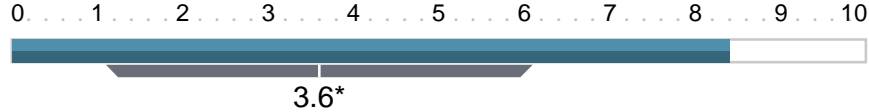
- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 6.9 = SOMEWHAT IMPORTANT
- 7.0 - 8.9 = IMPORTANT
- 9.0 - 10 = VERY IMPORTANT

Please note that the population means and standard deviations shown are based on the entire population and are not job/position specific.
* 68% of the population falls within the shaded area.



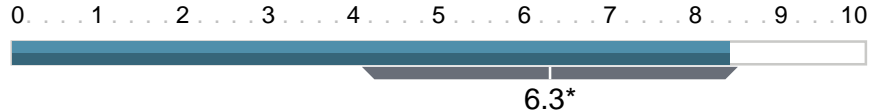
Job Competencies Hierarchy

7. Empathy - Identifying with and caring about others.



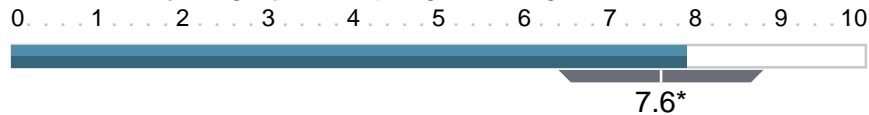
8.4
IMP

8. Teamwork - Working effectively and productively with others.



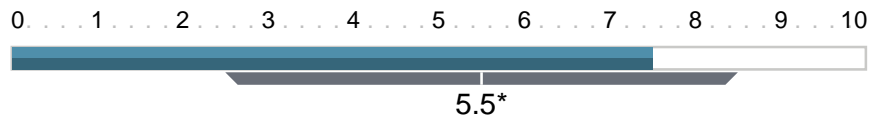
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9. Flexibility - Agility in adapting to change.



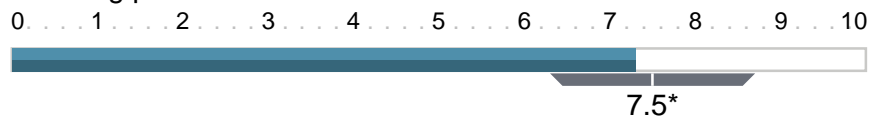
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10. Persuasion - Convincing others to change the way they think, believe or behave.



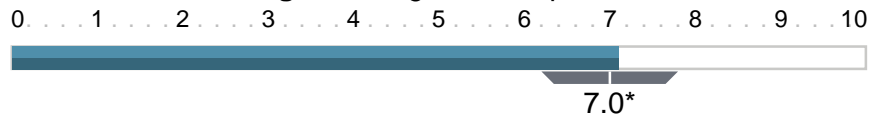
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11. Problem Solving Ability - Anticipating, analyzing, diagnosing, and resolving problems.



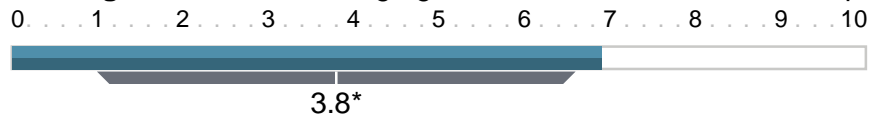
7.3
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12. Decision Making - Utilizing effective processes to make decisions.



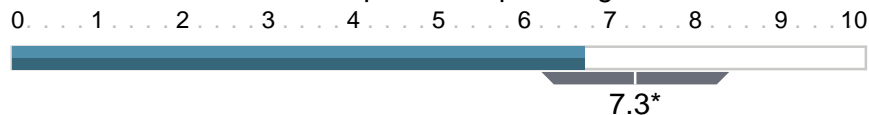
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13. Negotiation - Facilitating agreements between two or more parties.



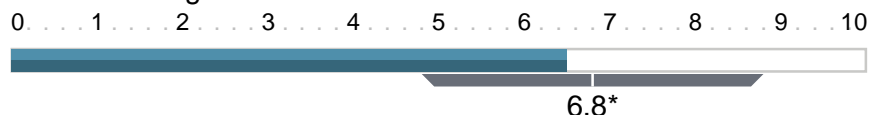
6.9
SWI

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



6.7
SWI

15. Goal Achievement - The ability to identify and prioritize activities that lead to a goal.



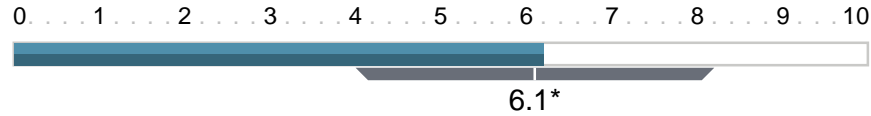
6.5
SWI

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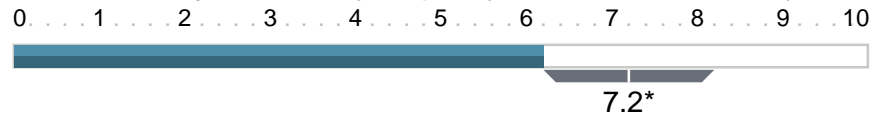
Job Competencies Hierarchy

16. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



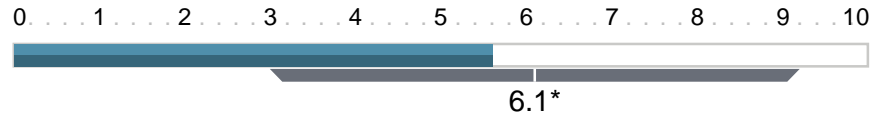
6.2
SWI

17. Resiliency - The ability to quickly recover from adversity.



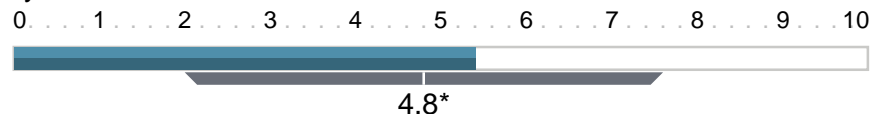
6.2
SWI

18. Presenting - Communicating effectively to groups.



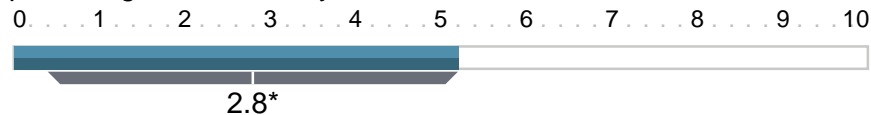
5.6
SWI

19. Creativity - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



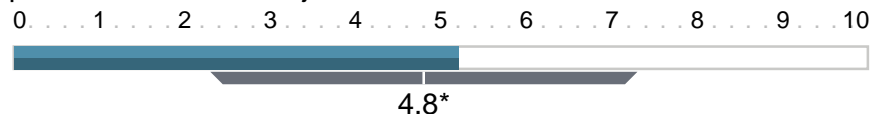
5.4
SWI

20. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



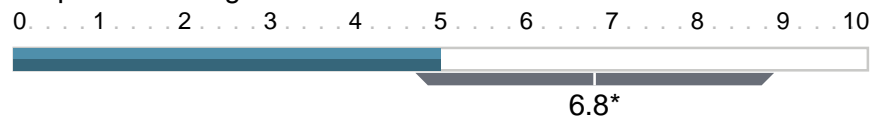
5.2
SWI

21. Planning & Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



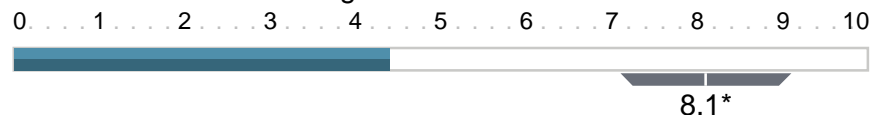
5.2
SWI

22. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



5.0
SWI

23. Understanding & Evaluating Others - The capacity to perceive and understand the feelings and attitudes of others.



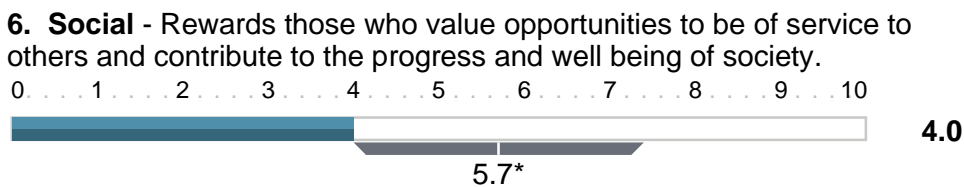
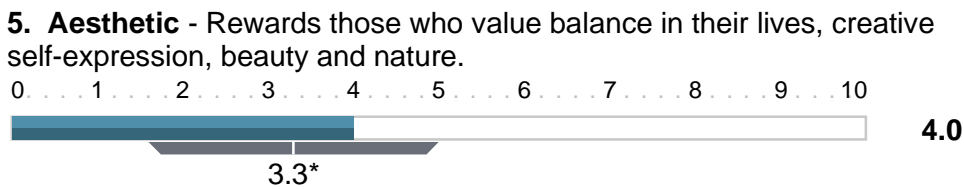
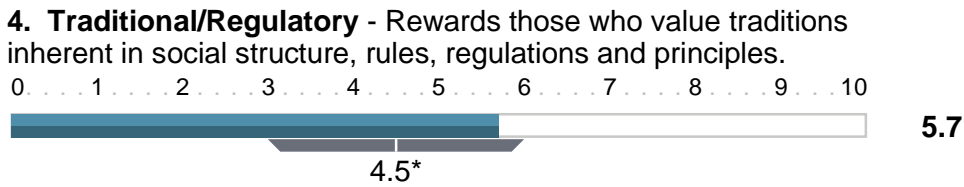
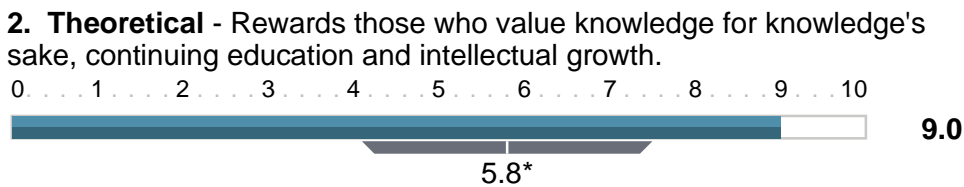
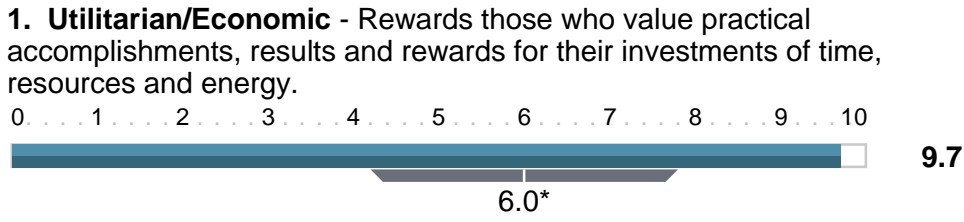
4.4
NI

* 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.

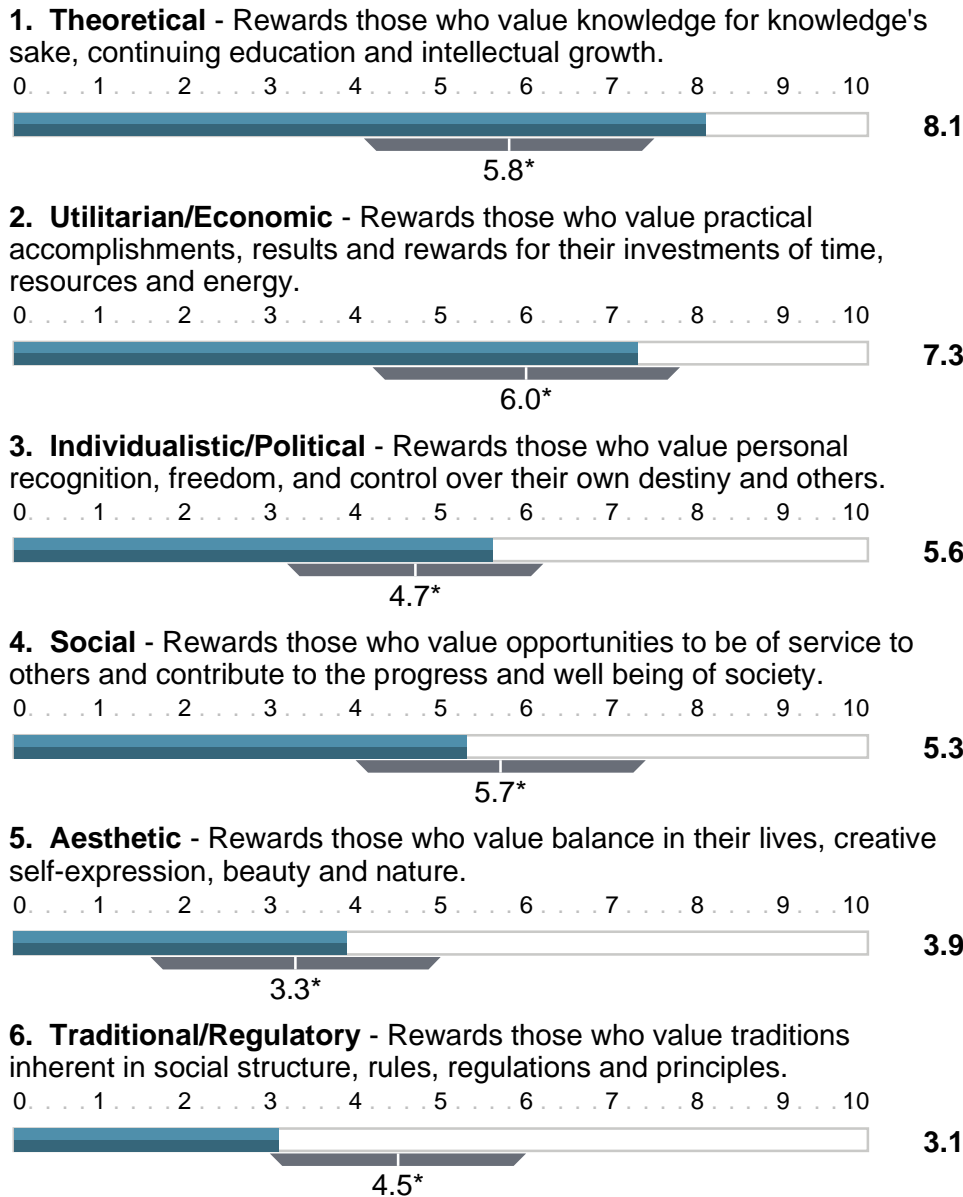


* 68% of the population falls within the shaded area.



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.

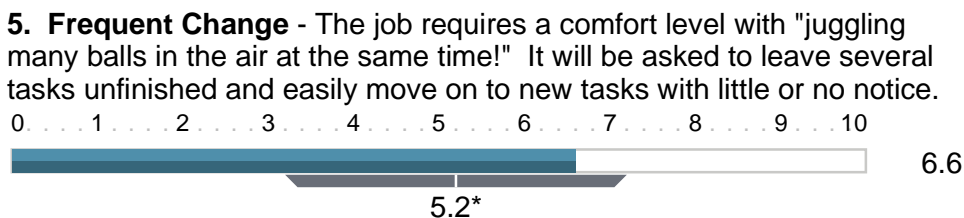
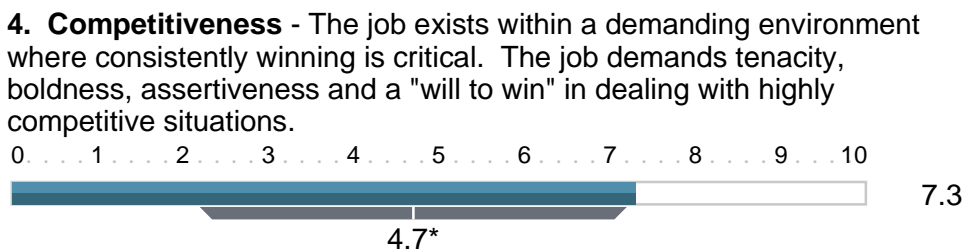
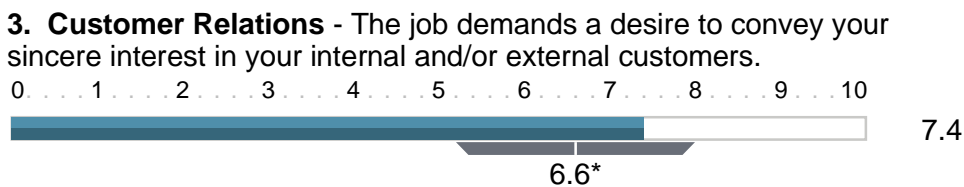
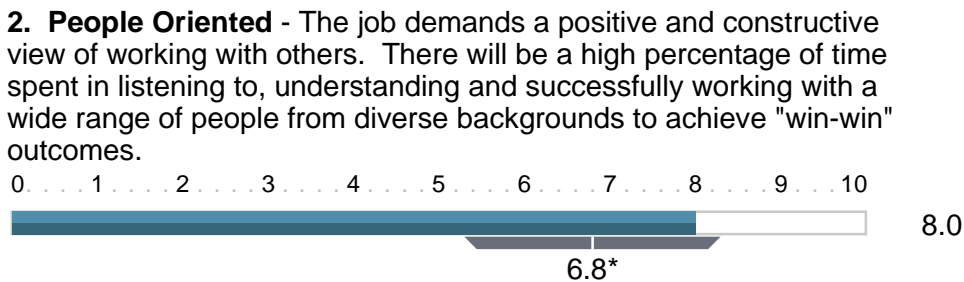
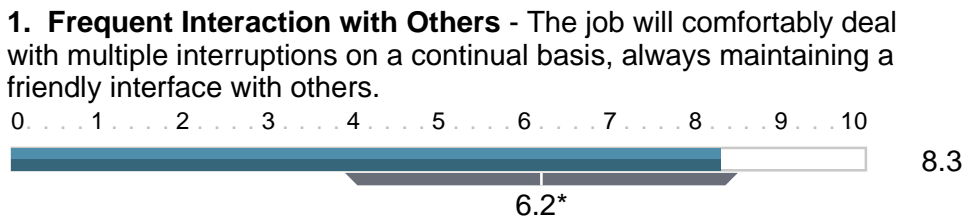


* 68% of the population falls within the shaded area.



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.

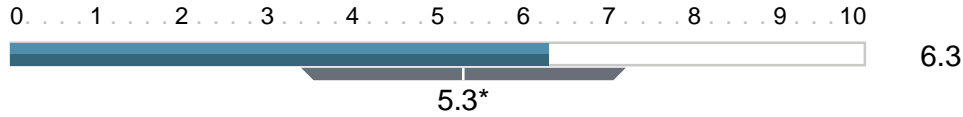


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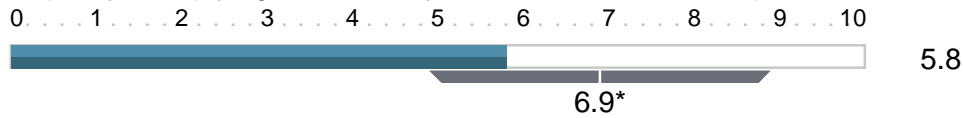


Behavioral Hierarchy

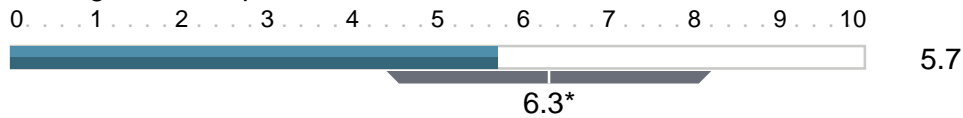
6. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



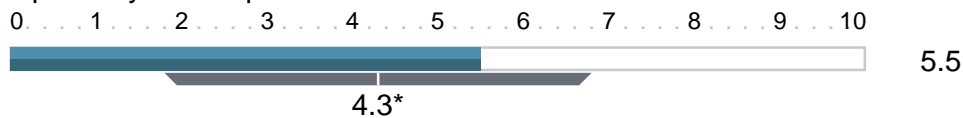
7. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



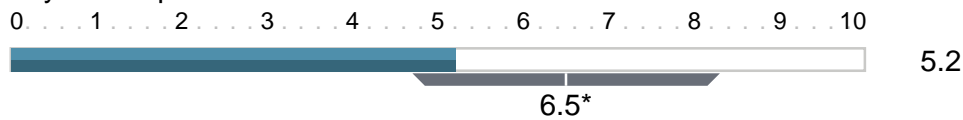
8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



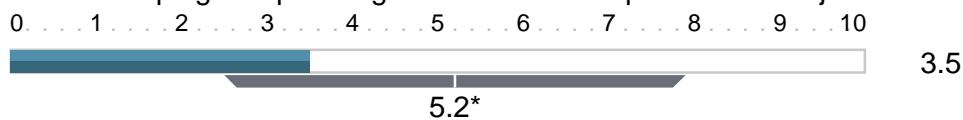
9. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



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.



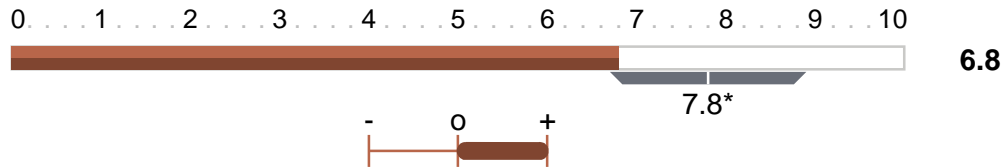
* 68% of the population falls within the shaded area.



Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

SELF DIRECTION - The development of the capacity to discern systems and order within oneself.





Summary of Top Competencies

This section of the report focuses on competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. 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

2. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.
 - Strives for self-awareness.
 - Demonstrates sincere interest in others.
 - Treats all people with respect, courtesy and consideration.
 - Respects differences in the attitudes and perspectives of others.
 - Listens, observes and strives to gain understanding of others.
 - Communicates effectively.
 - Sensitive to diversity issues.
 - Develops and maintains relationships with many different kinds of people regardless of cultural differences.

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



Job Competency Composite

HIERARCHY		C	R1	R2	R3
1	CUSTOMER FOCUS	9.6	9.4	9.4	10.0
2	INTERPERSONAL SKILLS	9.6	9.4	9.4	10.0
3	DIPLOMACY & TACT	9.4	10.0	8.1	10.0
4	WRITTEN COMMUNICATION	9.4	9.4	8.8	10.0
5	SELF-MANAGEMENT	9.0	8.1	10.0	8.8
6	PERSONAL ACCOUNTABILITY	8.6	6.9	9.4	9.4
7	EMPATHY	8.4	8.8	7.5	8.8
8	TEAMWORK	8.4	8.8	7.5	8.8
9	FLEXIBILITY	7.9	9.4	5.6	8.8
10	PERSUASION	7.5	6.2	8.8	7.5
11	PROBLEM SOLVING ABILITY	7.3	8.8	5.6	7.5
12	DECISION MAKING	7.1	8.1	5.6	7.5
13	NEGOTIATION	6.9	6.9	4.4	9.4
14	CONCEPTUAL THINKING	6.7	3.8	8.8	7.5
15	GOAL ACHIEVEMENT	6.5	5.0	7.5	6.9
16	CONTINUOUS LEARNING	6.2	7.5	5.0	6.2
17	RESILIENCY	6.2	4.4	6.2	8.1
18	PRESENTING	5.6	4.4	5.0	7.5
19	CREATIVITY	5.4	5.0	4.4	6.9
20	FUTURISTIC THINKING	5.2	3.8	6.9	5.0
21	PLANNING & ORGANIZING	5.2	3.1	6.9	5.6
22	EMPLOYEE DEVELOPMENT/COACHING	5.0	6.2	5.0	3.8
23	UNDERSTANDING & EVALUATING OTHERS	4.4	5.6	3.8	3.8
24	CONFLICT MANAGEMENT	3.5	2.5	2.5	5.6
25	LEADERSHIP	3.1	0.0	5.0	4.4



Organizational Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3
1	Utilitarian/Economic	9.7	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	5.7	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



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	3.9	2.8	4.8	4.0
6	Traditional/Regulatory	3.1	3.2	2.0	4.0



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	6.6	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	5.2	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



Acumen Indicators Composite

	ACUMEN INDICATORS	C	R1	R2	R3
1	UNDERSTANDING OTHERS	9.5	9.5	9.5	9.5
2	UNDERSTANDING OTHERS BIAS	-	-	-	-
3	PRACTICAL THINKING	8.7	8.5	9.0	8.5
4	PRACTICAL THINKING BIAS	+	+	+	+
5	SYSTEMS JUDGMENT	8.5	8.5	8.5	8.5
6	SYSTEMS JUDGMENT BIAS	-	-	-	-
7	SENSE OF SELF	7.2	7.0	7.5	7.0
8	SENSE OF SELF BIAS	-	-	-	-
9	ROLE AWARENESS	6.8	6.5	7.5	6.5
10	ROLE AWARENESS BIAS	+	+	+	+
11	SELF DIRECTION	6.8	6.5	7.5	6.5
12	SELF DIRECTION BIAS	+	0	+	+



Respondent Key

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