TTI SUCCESS INSIGHTS®

TriMetrix®
Job

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Arbeitsstelle
INSIGHTS MDI International® Deutschland GmbH
10/6/2013

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Introduction

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behaviour 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 analyses a total of 41 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.

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.

Behavioural Hierarchy (12 Areas)

This section explores the behavioural traits demanded of the job. The higher the ranking, the more important the behavioural 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 organisation.

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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 organisation has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

Behavioural Feedback

This section clarifies the nature of the behavioural 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.

Behavioural Interview Questions

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

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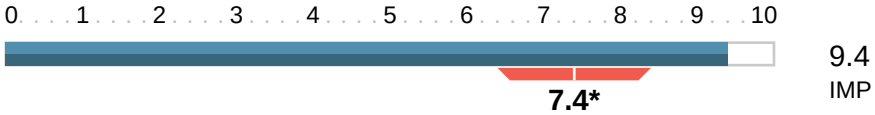
Job Attributes Hierarchy

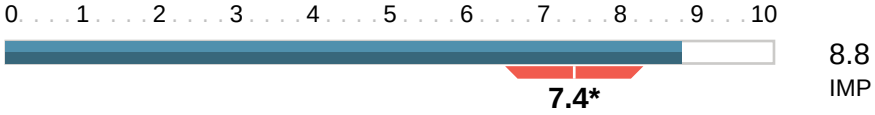
All human jobs require certain people attributes. This section of the report identifies those human attributes that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated attributes required by the job to the lowest.

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



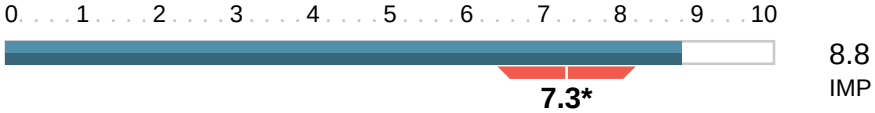
9.4 IMP

2. Self Management - The ability to prioritise and complete tasks in order to deliver desired outcomes within allotted time frames.



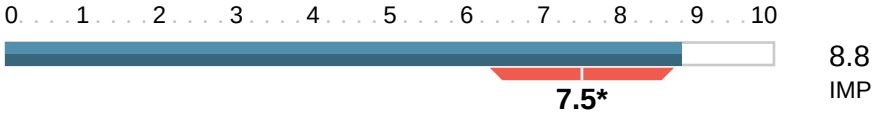
8.8 IMP

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



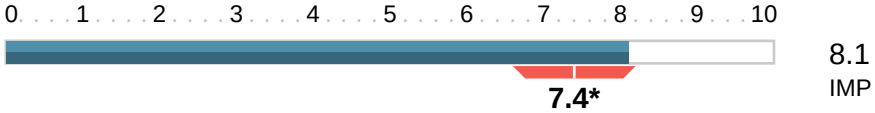
8.8 IMP

4. Problem Solving - The ability to identify key components of a problem to formulate a solution or solutions.



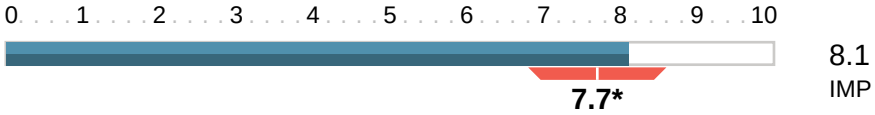
8.8 IMP

5. Goal Achievement - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



8.1 IMP

6. Planning and Organisation - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



8.1 IMP

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

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

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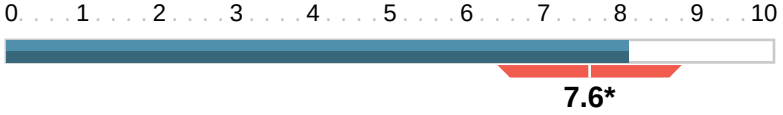
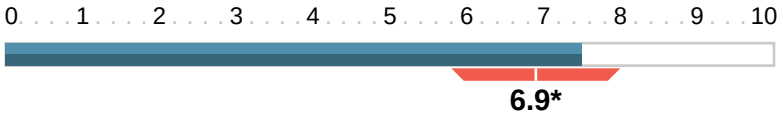
Job Attributes Hierarchy

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



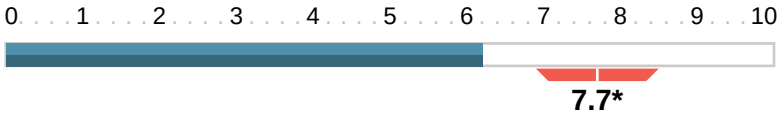
8.1
IMP

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



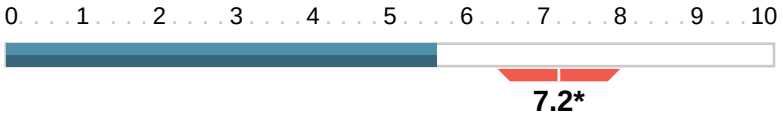
7.5
IMP

9. Teamwork - The ability to cooperate with others to meet objectives.



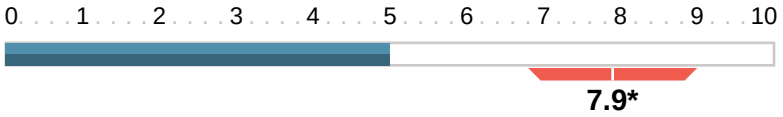
6.2
SWI

10. Personal Accountability - A measure of the capacity to be answerable for personal actions.



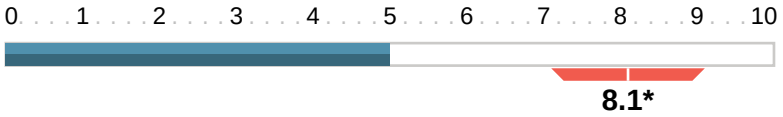
5.6
SWI

11. Customer Focus - A commitment to customer satisfaction.



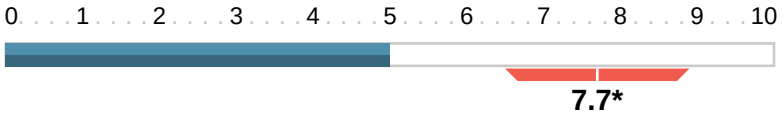
5.0
SWI

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



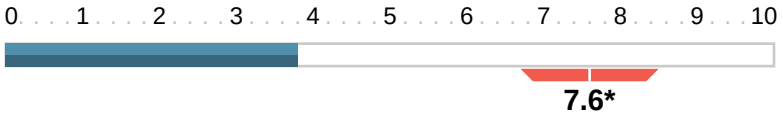
5.0
SWI

13. Objective Listening - The ability to listen to many points of view without bias.



5.0
SWI

14. Diplomacy And Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



3.8
NI

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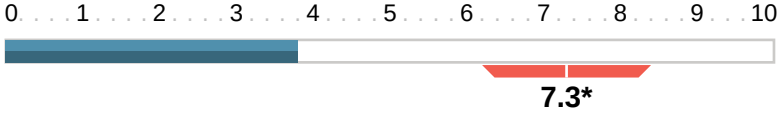
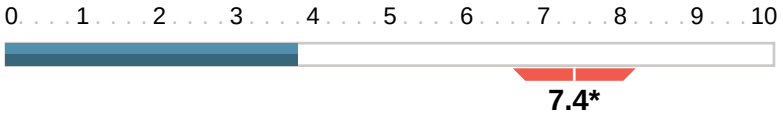
Job Attributes Hierarchy

15. Conceptual Thinking - The ability to analyse hypothetical situations or abstract concepts to compile insight.



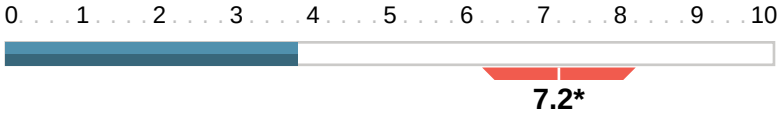
3.8
NI

16. Decision Making - The ability to analyse all aspects of a situation to gain thorough insight to make decisions.



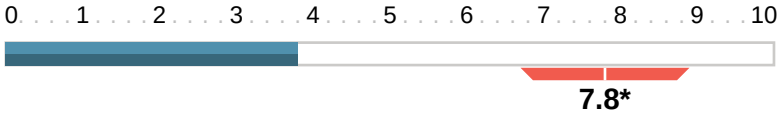
3.8
NI

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



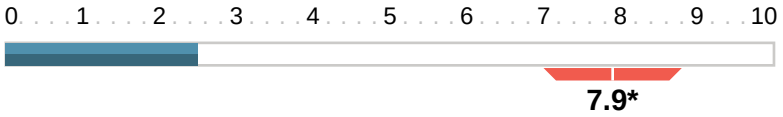
3.8
NI

18. Conflict Management - The ability to resolve different points of view constructively.



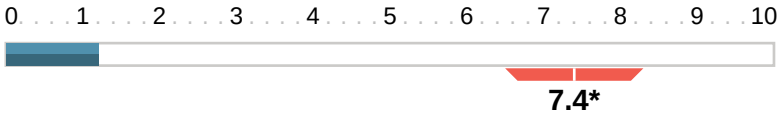
3.8
NI

19. Interpersonal Skills - The ability to interact with others in a positive manner.



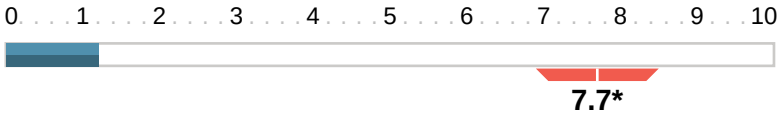
2.5
NI

20. Developing Others - The ability to contribute to the growth and development of others.



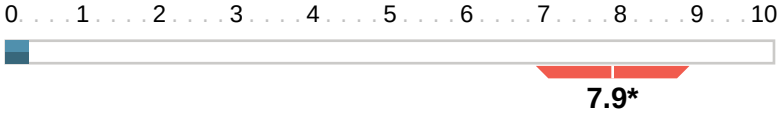
1.2
NI

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



1.2
NI

22. Leading Others - The ability to organise and motivate people to accomplish goals while creating a sense of order and direction.



0.0
NI

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

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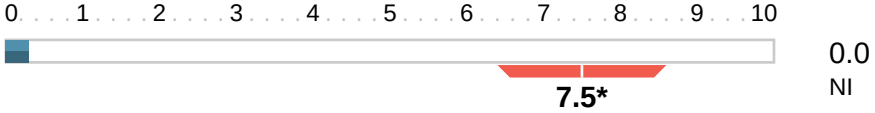
Job Attributes Hierarchy

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



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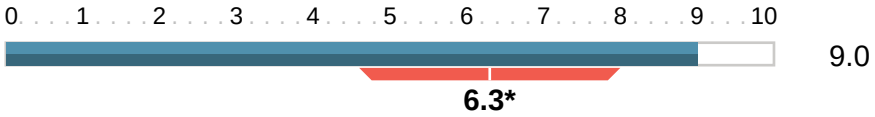
Organisational Rewards/Culture Hierarchy

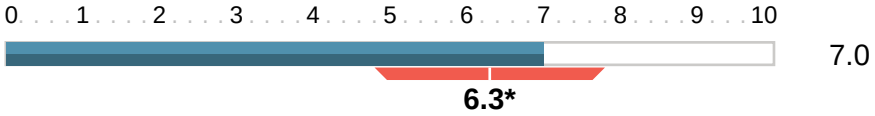
This section identifies the rewards/culture system of a specific organisation. Matching a person's passion to an organisation that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organisation to the lowest.

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



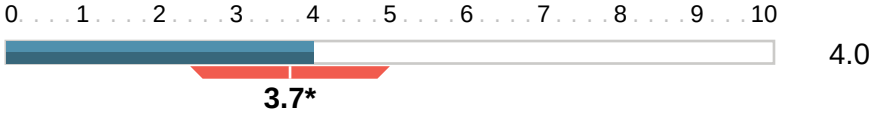
9.0

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



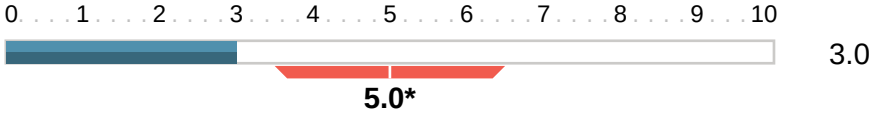
7.0

3. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



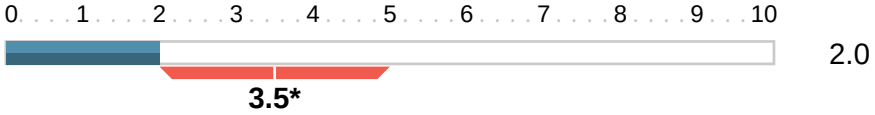
4.0

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



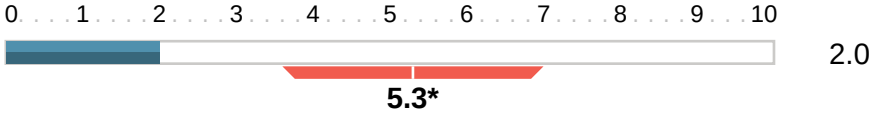
3.0

5. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



2.0

6. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



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Job Rewards/Culture Hierarchy

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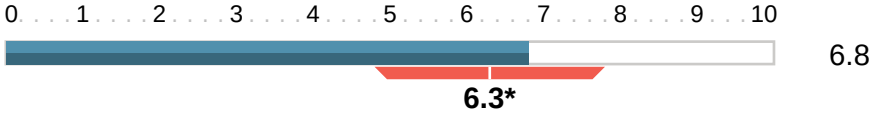
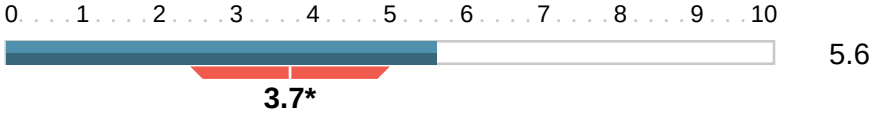


6.8

2. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



5.6

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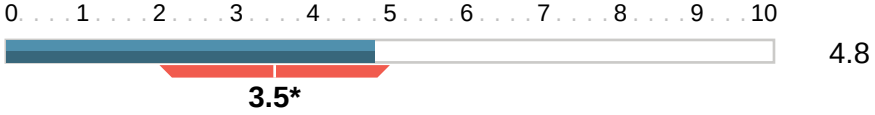

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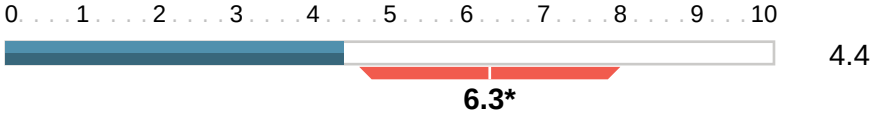

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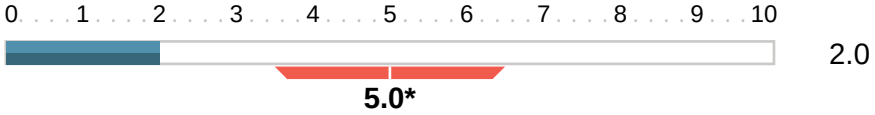

2.0

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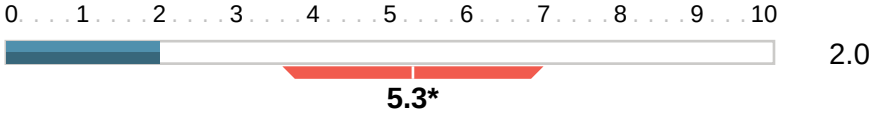

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Conflicting Job Requirements

The TTI Success Insights Workplace Behaviours assessment is designed to analyse the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position. In some cases an organisation may choose to re-evaluate the position or its key accountabilities.

Congratulations! Based on the information analysed, this position does not have immediate potential for internal behavioural conflicts. Please be aware that any variance from how the position was described in the assessment responses could lead to me-me conflicts or behavioural stress.

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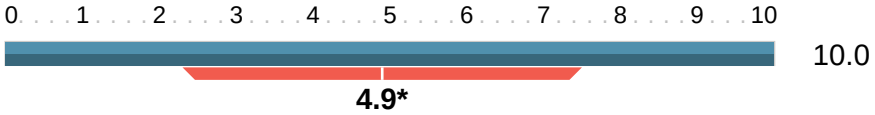
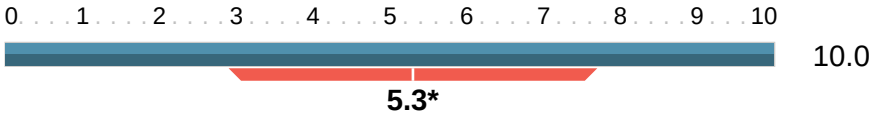
Behavioural Hierarchy

This section is designed to give a visual understanding of the behavioural traits demanded of the position. The graphs below are in descending order from the highest rated behavioural traits required by the job to the lowest. This means the higher the score the more important that behavioural trait is to stress reduction and superior job performance.

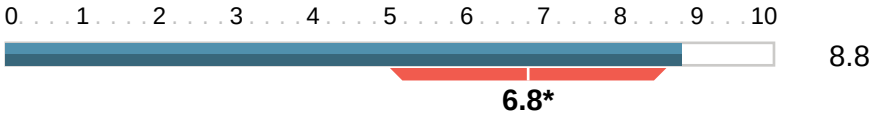
1. Organised Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organisation of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



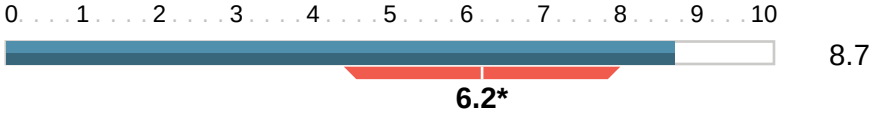
2. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analysed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



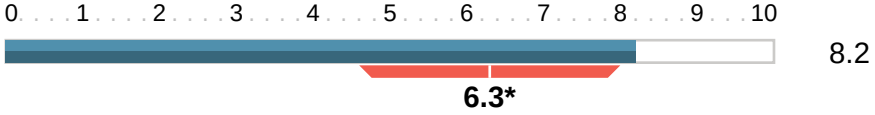
3. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



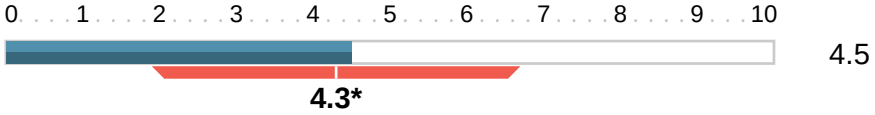
4. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



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



6. 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.



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

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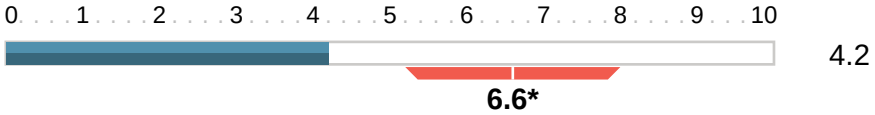
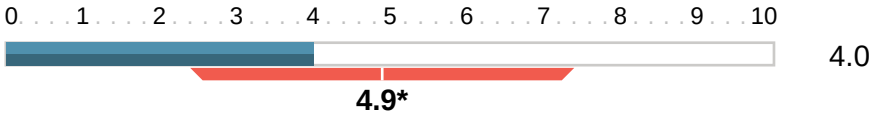
Behavioural Hierarchy

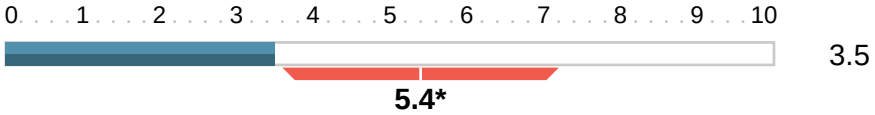
7. Customer Relations - The job demands a desire to convey your sincere interest in your internal and/or external customers.



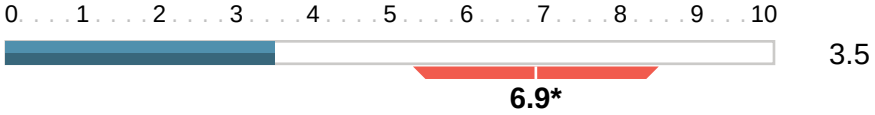
8. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



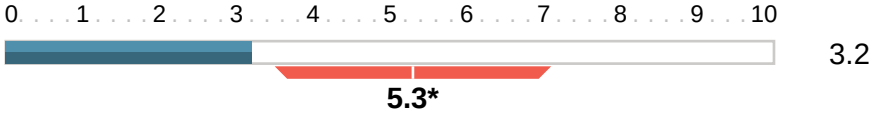
9. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



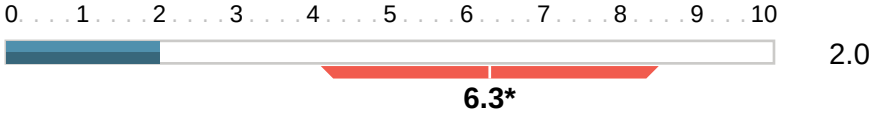
10. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



11. Frequent Change - The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished and easily move on to new tasks with little or no notice.



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



WB: 32-16-44-89 (07)
* 68% of the population falls within the shaded area.

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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. Continuous Learning: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
   - Researches job related topics to improve understanding, expertise and personal performance
   - Continually updates business skills
   - Activity seeks suitable opportunities to implement newly acquired skills and knowledge
   - Provides expertise, knowledge and information to others as required

2. Self Management: The ability to prioritise and complete tasks in order to deliver desired outcomes within allotted time frames.
   - Independently pursues business objectives in an organised and efficient manner
   - Prioritises activities as necessary to meet job responsibilities
   - Maintains required level of activity toward achieving goals without direct supervision
   - Minimises work flow disruptions and time wasters to complete high quality work within a specified time frame

3. 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

4. Problem Solving: The ability to identify key components of a problem to formulate a solution or solutions.
   - Analyses all data relative to a problem
   - Divides complex issues into simpler components in order to achieve clarity
   - Selects the best options available to solve specific problems
   - Applies all relevant resources to implement suitable solutions

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Job Attributes Feedback

5. 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

6. Planning and Organisation: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
   - Defines plans and organises activities necessary to reach targeted goals
   - Organises and utilises resources in ways that maximise their effectiveness
   - Implements appropriate plans and adjusts them as necessary
   - Consistently demonstrates organisation and detail orientation

7. 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

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Job Rewards/Culture Feedback

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

2. Traditional/Regulatory
   - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

3. Aesthetic
   - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

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Behavioural Feedback

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

2. Analysis of Data
   - The job deals with a large number of details. It requires that details, data and facts are analysed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.

3. 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.

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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. Continuous Learning: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
   - Tell me about the last book you read or seminar you attended. What was it? What were two important ideas you have learned? How did you put these things into practice?
   - Describe for me how you have invested in your own professional growth in the last 12 months.
   - What are the 3 biggest trends or concepts that you need to learn about in order to stay ahead in your areas of expertise? How do you plan to learn them?
   - Give me an example of a creative or innovative way in which you applied something you learned.
   - Tell me about the most exciting book you have read in the last year that has helped you on the job. What led you to read this book?
   - What do you enjoy learning about? Why is that? How does it help you?

2. Self Management: The ability to prioritise 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 fulfil 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 prioritising your time.
   - How much time do you spend getting organised 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?

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Job Attributes Questions

3. 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 did not 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 will not 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?

4. Problem Solving: The ability to identify key components of a problem to formulate a solution or solutions.
   - Give me an example of a difficult problem you solved at work and describe how you went about solving it.
   - What problem have you solved in your career that has provided you the greatest sense of fulfilment?
   - Give me an example of a problem at work that you just couldn't solve. What did you do?
   - Give me an example of how you approach a complex or difficult problem.
   - How do you identify resources and data and go about organizing them when working on a project or problem?
   - When confronted with a difficult or complex issue how do you prepare yourself with the right attitude and expectation?

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Job Attributes Questions

5. 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 did not 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?

6. Planning and Organisation: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
   - How much time do you normally spend planning on a weekly basis? Daily basis? Specifically, when do you plan for a specific week? For a day? How does your weekly planning differ from your daily planning?
   - Tell me about your personal organisation system. How do you organise your work area?
   - What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set?
   - When you find yourself losing focus on a project, how do you get back on track?
   - Give me an example of a specific plan that you personally had established and then had to totally restructure it. How did you do it? Was it done on time?
   - Give me an example of how you planned a specific event, project or activity.

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Job Attributes Questions

7. Flexibility: The ability to readily modify, respond to and integrate change with minimal personal resistance.
   - Give me an example of a time when you had to make a difficult transition. What made it difficult? How did you feel about it at the time? How did it work out?
   - Give me an example of a time when you had to suddenly change directions on an assignment or project at work. How did you accomplish this? Were deadlines still met?
   - How do you regroup when things have not gone as planned?
   - Describe a situation where you have had to be flexible. How did you feel about having to be so flexible? How did it work out for you on a long-term basis?
   - Describe a work situation where you had to accommodate someone else. How did it work out long term?
   - Describe a conceivable situation where you might have to adjust a plan or make significant changes (i.e. budget cut, deadline moved, etc.). Describe how you would go about doing that.

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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. Traditional/Regulatory: Rewards those who value traditions inherent in social structure, rules, regulations and principles.
   - Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
   - Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
   - Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
   - Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.

3. Aesthetic: Rewards those who value balance in their lives, creative self-expression, beauty and nature.
   - How would you rank the importance of creativity and self-expression in your work? How do you personally express your unique creative side?
   - Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off balance more than anything else?
   - Describe how you would feel if you were to discover that an organisation you worked for was misusing the earth's natural resources. How would you show your feelings?
   - Describe your strategy for achieving and maintaining a comfortable level of balance and harmony in your life. What would you say you are most sensitive to in your work environment and/or in general?

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Behavioural Questions

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

1. Organised Workplace: The job's success depends on systems and procedures, its successful performance is tied to careful organisation 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 organise activities, tasks and projects. Explain your system for keeping organised.
   - 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.

2. Analysis of Data: The job deals with a large number of details. It requires that details, data and facts are analysed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.
   - How do you organise details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
   - What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.

3. 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.
   - Do you tend to stick with established policies, standards and procedures or fluctuate based on customer requests? Do rules and policies serve or hinder your work?
   - Give me an example of a time when a client wanted an exception to a policy. How did you respond and how did it make you feel?

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