



**TTI TriMetrix®**

Job Report



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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 TriMetrix Job benchmarking process. The result is an evaluative report that analyzes a total of 37 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.

## SECTION 1: 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.

## SECTION 2: 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.

## SECTION 3: BEHAVIORAL HIERARCHY (8 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 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 organization.



## SECTION 4: 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.

## SECTION 5: 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.

## SECTION 6: BEHAVIORAL FEEDBACK

This section clarifies the nature of the behavioral traits demanded by the job.

## SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the attributes of the job.

## SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

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

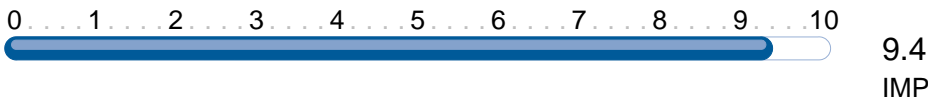
## SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

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

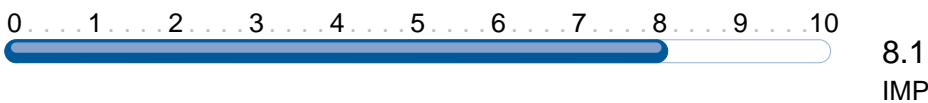


All human jobs require certain people attributes. This section of the report identifies those human attributes that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated attributes required by the job to the lowest.

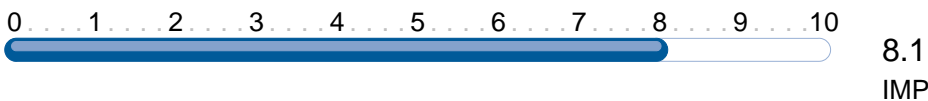
**1. CONTINUOUS LEARNING** - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



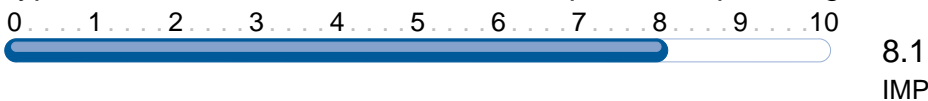
**2. SELF MANAGEMENT** - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



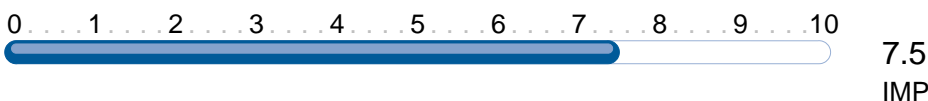
**3. PROBLEM SOLVING** - The ability to identify key components of a problem to formulate a solution or solutions.



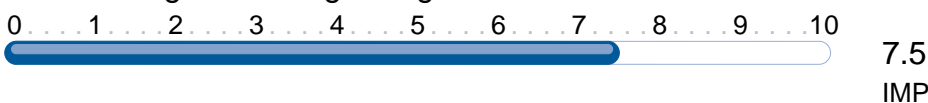
**4. CONCEPTUAL THINKING** - The ability to analyze hypothetical situations or abstract concepts to compile insight.



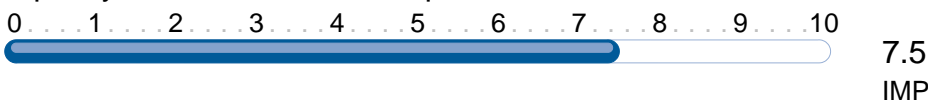
**5. GOAL ACHIEVEMENT** - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



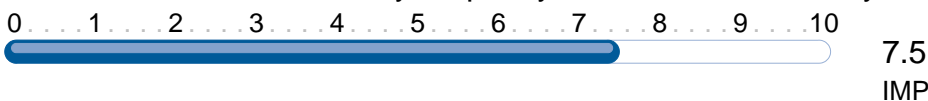
**6. DECISION MAKING** - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



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



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

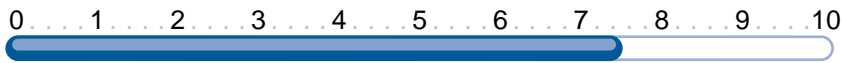


The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

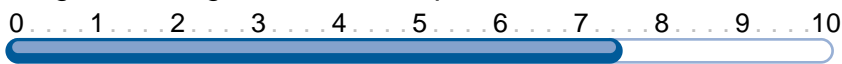


**9. SELF STARTING** - The ability to initiate and sustain momentum without external stimulation.



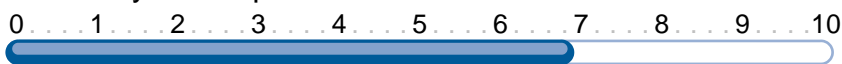
7.5  
IMP

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



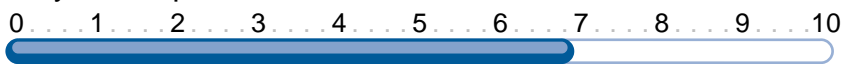
7.5  
IMP

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



6.9  
SWI

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



6.9  
SWI

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



5.6  
SWI

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



5.6  
SWI

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



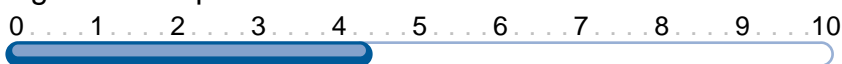
5.0  
SWI

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



5.0  
SWI

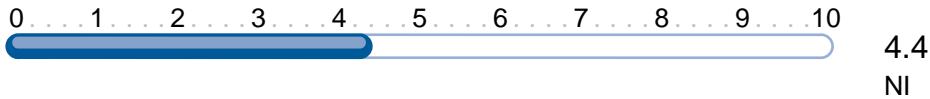
**17. DIPLOMACY AND TACT** - The ability to treat others fairly, regardless of personal biases or beliefs.



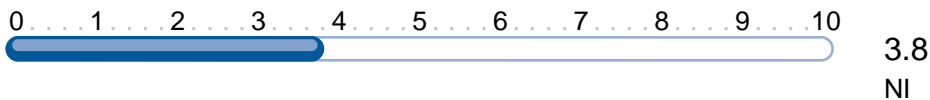
4.4  
NI



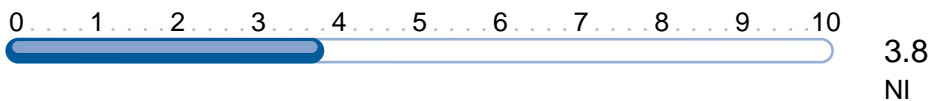
**18. OBJECTIVE LISTENING** - The ability to listen to many points of view without bias.



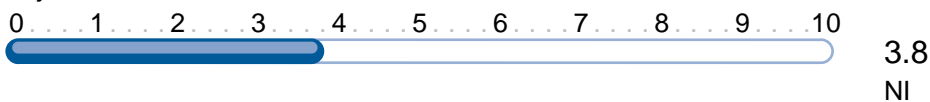
**19. INFLUENCING OTHERS** - The ability to personally affect others' actions, decisions, opinions or thinking.



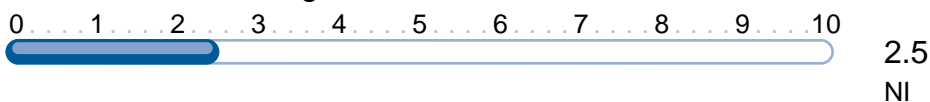
**20. LEADING OTHERS** - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



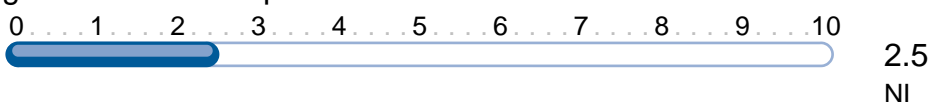
**21. TEAMWORK** - The ability to cooperate with others to meet objectives.



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



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





*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.*

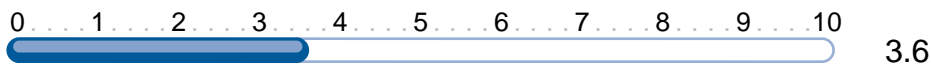
## 1. THEORETICAL



## 2. TRADITIONAL/REGULATORY



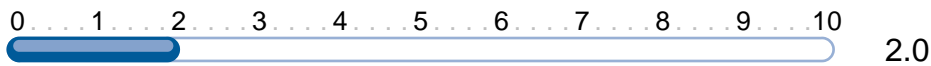
## 3. INDIVIDUALISTIC/POLITICAL



## 4. SOCIAL



## 5. UTILITARIAN/ECONOMIC



## 6. AESTHETIC

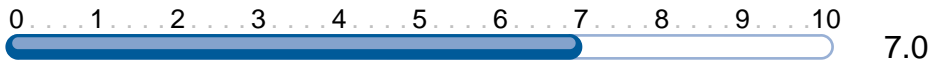




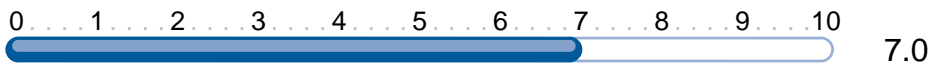
# ORGANIZATIONAL REWARDS/CULTURE HIERARCHY

*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.*

## 1. THEORETICAL



## 2. TRADITIONAL/REGULATORY



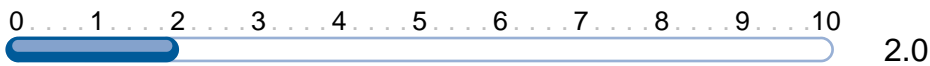
## 3. INDIVIDUALISTIC/POLITICAL



## 4. UTILITARIAN/ECONOMIC



## 5. SOCIAL



## 6. AESTHETIC







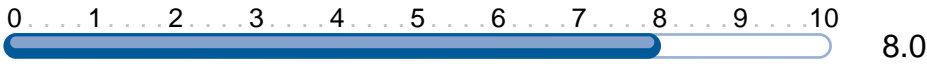
*The TTI Success Insights Workplace Behaviors assessment is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position. In some cases an organization may choose to re-evaluate the position or its key accountabilities.*

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.

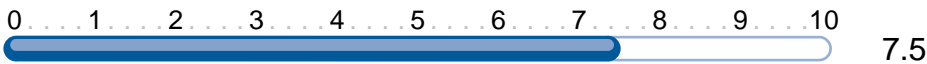


*This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is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

### 1. COMPETITIVENESS



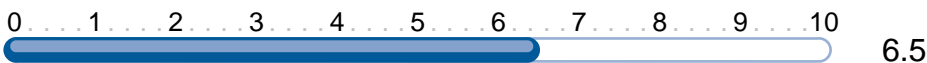
### 2. ORGANIZED WORKPLACE



### 3. ANALYSIS OF DATA



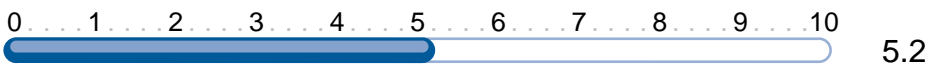
### 4. URGENCY



### 5. CUSTOMER ORIENTED



### 6. FREQUENT CHANGE



### 7. FREQUENT INTERACTION WITH OTHERS



### 8. VERSATILITY





*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 prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
  - Independently pursues business objectives in an organized and efficient manner
  - Prioritizes activities as necessary to meet job responsibilities
  - Maintains required level of activity toward achieving goals without direct supervision
  - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame
  
3. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.
  - Analyzes 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



4. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
  - Demonstrates ability to forecast long range outcomes and develop suitable business strategies
  - Identifies, evaluates and communicates potential impacts of hypothetical situations
  - Defines options to leverage opportunities in achieving business goals
  - Develops plans and strategies that lead to desired strategic outcomes
  
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. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
  - Analyzes data necessary for decision-making
  - Makes major decisions impacting strategic outcomes appropriately and effectively
  - Makes decisions in a timely manner
  - Demonstrates ability to make unpopular and difficult decisions when necessary
  
7. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
  - Accepts personal responsibility for the consequences of personal actions
  - Avoids placing unnecessary blame on others
  - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
  - Applies personal lessons learned from past failures to moving forward in achieving future successes



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. INDIVIDUALISTIC/POLITICAL

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



1. **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.

2. **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.

3. **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.



*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 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?
3. **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 fulfillment?
  - 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?





4. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
- Describe a situation where you formulated a hypothetical outcome of a situation and developed a tangible plan to make that outcome a reality.
  - Give me an example of a conceptual idea you had. Walk me through how you implemented it.
  - What will your industry look like in five years? Who will your biggest competitors be and why? Describe our competition as you see it. Point out strengths and weaknesses of the competitors.
  - What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
  - Give me an example of a specific plan you developed that was deemed successful or improved a situation.
  - How have your career plans changed over the past few years?
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 didn't 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. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
- How much of your decision making is based strictly on data? What other input do you use for making decisions? What role does "gut instinct" play?
  - What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
  - Give me an example of a decision you made quickly? Why were you able to make it so quickly? Give me an example of a decision that took a very long time to make. How long did it take and why?
  - Describe a decision you had to make where you put the needs of the organization before your personal preferences.
  - What decision have you made that had the most strategic impact on others or an organization? What were those implications? Which were good? Bad?
  - Describe a situation when you had to explain the rationale for a decision you made to other people? How did you communicate your rationale? What were the reactions of others? How did you handle any negative reactions?
7. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
- Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
  - Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
  - What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
  - Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
  - Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?
  - What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?



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

- 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

- 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. INDIVIDUALISTIC/POLITICAL

- 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.



*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. COMPETITIVENESS

- 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?

### 2. ORGANIZED WORKPLACE

- 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.

### 3. ANALYSIS OF DATA

- How do you organize 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.