

TriMetrix DNA Competency Definitions



Selection and Development Programs

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COMPETENCIES (Talents) 23

Analytical Problem Solving - Anticipating, analyzing, diagnosing, and resolving problems.

- Anticipates, identifies and resolves problems or obstacles
- Utilizes logic and systematic processes to analyze and solve problems
- Defines the causes, effects, impact and scope of problems
- Identifies the multiple components of problems and their relationships
- Prioritizes steps to solution
- Develops criteria for optimum solutions
- Evaluates the potential impact of possible solutions and selects the best one

Conflict Management - Addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts
- Recognizes opportunities for positive outcomes in conflict situations
- Reads situations quickly and accurately to pinpoint critical issues
- Listens to gain understanding of an issue from different perspectives
- Diffuses tension and effectively handles emotional situations
- Assists people in adversarial positions to identify common interests
- Strives to settle differences equitably
- Settles differences without damaging relationships

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

- Demonstrates curiosity and enthusiasm for learning
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position
- Keeps abreast of current or new information through reading and other learning methods
- Actively interested in new technologies, processes and methods
- Welcomes or seeks assignments requiring new skills and knowledge
- Expends considerable effort and/or expense on learning
- Genuinely enjoys learning
- Identifies applications for knowledge
- Is considered a knowledgeable resource by others

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

- Notices unique patterns, variables, processes, systems or relationships
- Expresses non-traditional perspectives and/or novel approaches
- Synthesizes and/or simplifies data, ideas, models, processes or systems
- Challenges established theories, methods and/or protocols
- Encourages and promotes creativity and innovation
- Modifies existing concepts, methods, models, designs, processes, technologies and systems
- Develops and tests new theories to explain or resolve complex issues
- Applies unorthodox theories and/or methods
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.

Customer Service - Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Strives to anticipate, identify and understand customers' wants, needs and concerns
- Responds to customers with a sense of urgency
- Follows through on customer requests
- Is patient and courteous with customers
- Resolves issues and complaints to the satisfaction of customers
- Expend extraordinary effort to satisfy customers
- Develops relationships with customers
- Partners with customers to assist them in achieving their objectives
- Acts as an advocate for customers' needs
- Takes professional risks for the sake of customers' needs

Decision Making - Utilizing effective processes to make decisions.

- Demonstrates an ability to make difficult decisions in a timely manner
- Gathers relevant input and develops a rationale for making decisions
- Evaluates the impact or consequences of decisions before making them
- Acts decisively despite obstacles, resistance or opposition
- Accepts consequences of decisions
- Willing to correct erroneous decisions when necessary
- Defends rationale for decisions when necessary

Diplomacy - Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.

- Effectively utilizes tact and diplomacy in working with people across hierarchical, functional and/or cultural borders
- Understands cultural, climate and organizational issues
- Adapts conduct and communications to "politically correct" standards
- Effectively leverages networks of influence to get things done
- Is sensitive to the needs of "special interest" groups within organizations
- Builds relationships and networks with key people of influence
- Provides advice, counsel and mentoring on organizational issues
- Utilizes both formal and informal networks internally to obtain support and achieve results
- Utilizes both formal and informal networks externally to obtain support and achieve Results

Empathy - Identifying with and caring about others.

- Demonstrates genuine concern for others
- Respects and values people
- Perceives and is sensitive to the emotions people experience
- Expend considerable effort to understand the real needs, concerns and feelings of others
- Advocates for the interests, needs and wants of others
- Demonstrates cross-cultural sensitivity and understanding
- Takes personal and/or professional risks for the sake of others

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

- Expresses confidence in others' ability to perform
- Identifies developmental needs
- Encourages initiative and improvement
- Provides opportunities for training
- Gives new, difficult and/or challenging work assignments
- Acknowledges and praises improvements
- Trains, coaches and mentors others to develop
- Views mistakes as opportunities for learning
- Promotes learning and growth

Flexibility - Agility in adapting to change.

- Responds promptly to shifts in direction, priorities and schedules
- Demonstrates agility in accepting new ideas, approaches and/or methods
- Effective in juggling multiple priorities and tasks
- Modifies methods or strategies to fit changing circumstances
- Adapts personal style to work with different people
- Maintains productivity during transitions, even in the midst of chaos
- Embraces and/or champions change

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

- Demonstrates an ability to connect the dots and see the big-picture
- Observes and analyzes the forces driving current reality that may have long-term effects
- Utilizes foresight and intuitive perception as well as factual events to draw inferences
- Recognizes, supports and/or champions progressive ideas
- Anticipates future trends or events
- Envisions possibilities others may not
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning

Goal Orientation - Energetically focusing efforts on meeting a goal, mission or objective.

- Acts independently to achieve objectives without supervision
- Expends the necessary time and effort to achieve goals
- Recognizes and acts on opportunities to advance progress towards meeting goals
- Establishes and works toward ambitious and challenging goals
- Develops and implements strategies to meet objectives
- Measures effectiveness and performance to ensure results are attained
- Acts with a sense of urgency to achieve goals
- Demonstrates persistence in overcoming obstacles to meet objectives
- Takes calculated risks to achieve results

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

Leadership - Achieving extraordinary business results through people.

- Inspires others with compelling visions
- Takes risks for the sake of principles, values or mission
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk)
- Demonstrates optimism and positive expectations of others
- Delegates appropriate responsibilities and authority
- Involves people in decisions that affect them
- Addresses performance issues promptly, fairly and consistently
- Adapts methods and approaches to the needs and motivations of others
- Makes decisions to avoid or mitigate the negative consequences for people
- Demonstrates loyalty to constituents

Management - Achieving extraordinary results through effective management of resources, systems and processes.

- Takes risks for the sake of goals, objectives or results
- Demonstrates optimism and positive expectations of others
- Establishes high performance standards
- Holds people accountable and focused on goals and priorities
- Identifies barriers to objectives and removes them
- Delegates appropriate responsibilities and authority
- Ensures adequate resources are available to achieve objectives
- Makes decisions that benefit the bottom line or return on investment

Negotiation - Facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible
- Listens to identify and understand what each party wants
- Determines what each party is willing to accept in an agreement
- Establishes a non-threatening environment, conducive to open communication for discussing possible terms of agreement
- Develops the terms for an agreement
- Ensures each party understands the terms of agreement
- Binds agreements between parties with verbal and/or written contracts

Personal Effectiveness - Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

- Possesses unwavering confidence and belief in personal capabilities
- Takes initiative and does what ever it takes to achieve goals
- Projects confidence and self-assurance
- Bounces back after setbacks
- Asserts self in personal and professional life
- Admits mistakes and works to avoid repeating them
- Accepts personal responsibility for achieving personal and professional goals
- Functions effectively and achieves results even in adverse circumstances

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

- Utilizes the knowledge of other's needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service
- Builds trust and credibility before attempting to promote concepts, products or services
- Understands and utilizes compliance-producing behaviors to influence others such as authority, being likeable, proof of the prior compliance of others, limited availability, sampling or giving something away to create a sense of obligation
- Uses logic and reason to develop rational arguments that challenge current assumptions, attitudes, beliefs, and behaviors
- Identifies and addresses the social, emotional, economic, and practical barriers that prevent people from complying
- Adapts techniques and approaches to the needs and wants of those being influenced

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

- Works effectively within established time frames and priorities
- Utilizes logical, practical and efficient approaches
- Prioritizes tasks for optimum productivity
- Develops procedures, processes and systems for order, accuracy, efficiency and productivity
- Anticipates probable effects, outcomes and risks
- Develops contingency plans to minimize waste, error and risk
- Allocates, adjusts and manages resources according to priorities
- Monitors implementation of plans and makes adjustments as needed

Presenting - Communicating effectively to groups.

- Organizes information to be presented in succinct, logical sequence
- Presents information in ways that makes abstract or complex concepts clear and understandable
- Effectively utilizes language, word-pictures, stories, metaphors and humor
- Utilizes a wide range of non-verbal communication or body language such as speech inflection, voice modulation, eye contact, facial expression and gestures
- Implements a variety of visual and auditory devices to capture and invoke the audience's senses, participation and interest
- Projects authenticity, confidence, conviction and passion
- Appeals to and engages the heart and mind of the audience
- Tailors presentation to the interests, needs and wants of audiences
- Establishes and delivers content objectives
- Communicates in ways that elevate audience awareness and understanding
- Communicates in ways that enlighten, educate, challenge and persuade the audience to think, believe or behave in a specific way
- Is recognized and relied upon as an effective spokesperson

Self Management (Time and Priorities) - Demonstrating self control and an ability to manage time and priorities.

- Effectively manages emotions and impulses
- Effectively manages time and priorities to meet deadlines
- Presents self assertively
- Demonstrates an ability to maintain composure in the midst of crisis
- Strives for continuous improvement
- Balances personal and professional life
- Takes initiative and acts without waiting for direction
- Accepts responsibility for actions and results

Teamwork - Working effectively and productively with others.

- Respects team members and their individual perspectives
- Makes team mission and objectives a priority
- Works toward consensus when team decisions are required
- Meets agreed-upon deadlines on team assignments and commitments
- Shares responsibility with team members for successes and failures
- Keeps team members informed regarding projects
- Supports team decisions
- Recognizes and appreciates the contributions of team members
- Behaves in a manner consistent with team values and mission
- Provides constructive feedback to team and its members
- Responds positively to feedback from team members
- Raises and/or confronts issues limiting team effectiveness

Written Communication - Writing clearly, succinctly and understandably.

- Writes in ways that make abstract concepts, issues and information clear and understandable
- Utilizes a wide range of appropriate writing techniques and methods
- Succinctly presents objective or subjective viewpoints and arguments
- Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions
- Determines what information needs to be communicated
- Skillfully utilizes written language to convey key messages and meaning
- Effectively involves readers in the material
- Adjusts writing style to specific audiences as needed

REWARDS CULTURE (Values/Motivators - Individual & Corporate) 8

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

- A higher Aesthetic score indicates a relative interest in "form and harmony."
- Each experience is judged from the standpoint of grace, symmetry or fitness.
- Life may be regarded as a procession of events, and each is enjoyed for its own sake.
- A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.

Individualistic/Political - Values personal recognition, freedom and control over their own destiny and others. The primary interest for this motivator is POWER, not necessarily politics.

- Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives.
- There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

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

- Those who score very high for this motivator have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish.
- They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman.
- Compared to the Individualistic motivator, the Social person regards helping others as the only suitable form for human relationships.
- Research indicates that in its purest form, the Social interest is selfless.

Theoretical – The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, an individual takes a "cognitive" attitude.

- Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason.
- Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual.
- The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.
- Values knowledge, continuing education and intellectual growth.

Traditional/Regulatory - The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator seek a system for living.

- This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.
- Values traditions inherent in social structure, rules, regulations and principles.

Utilitarian/Economic - The Utilitarian score shows a characteristic interest in money and what is useful.

- This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family.
- This motivator includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth.
- This type of individual is thoroughly practical and conforms well to the stereotype of the average business person. A person with a high score is likely to have a high need to surpass others in wealth.
- Values practical accomplishments, results and rewards for your investments of time, resources, and energy.

BEHAVIORS (DISC / Personality) 12

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

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.

Consistency - The ability to do the job the same way.

Customer Relations - 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. You have a sincere interest in your customers. You Demonstrate credibility, effective problem solving and the ability to maintain a positive attitude.

Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

Follow Up and Follow Through - A need to be thorough.

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.

Frequent Interaction with Others - The job requires a strong “people orientation”, versus a task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

Organized Workplace -

The job's success depends on systems and procedures. It's 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.

People Oriented - You have a positive and constructive view of working with others. You prefer to spend a high percentage of your time listening and understanding others and are able to successfully work with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

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.

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.

