



TTI
SUCCESS
INSIGHTS®

TriMetrix® DNA

Multiple Respondent Job Report

Job Benchmark
Director of R & D
5-24-2013



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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® DNA Job benchmarking process. The result is an evaluative report that analyzes a total of 41 separate areas, presented in three sections:

Job Competencies Hierarchy (23 Areas)

This section presents 23 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 each area 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.



Introduction

Summary Of Top Competencies

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.

Job 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.

Job Competency Questions

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

Job Rewards/Culture Questions

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

Behavioral 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.

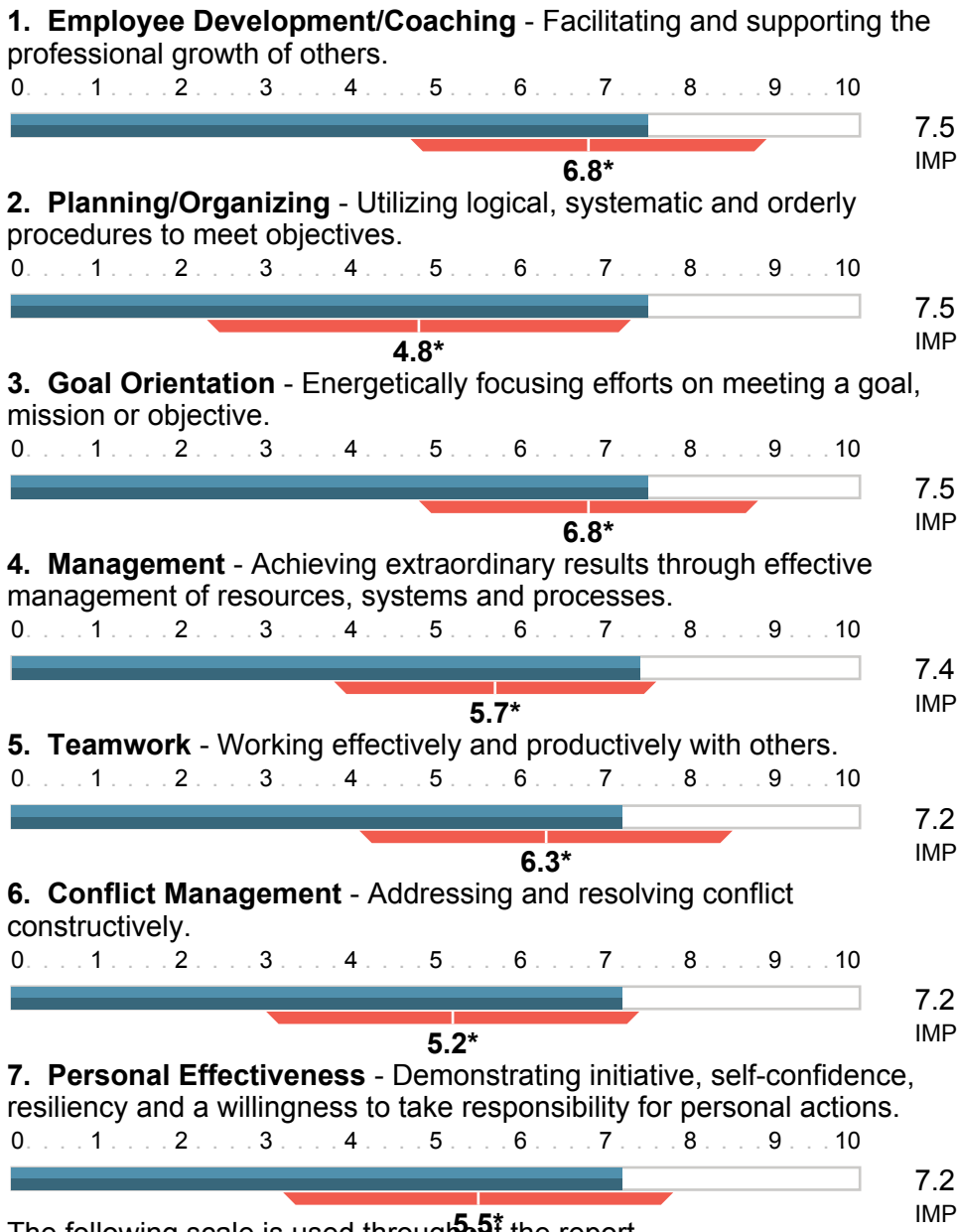
HIERARCHY OF COMPETENCIES	
1	Employee Development/Coaching
2	Planning/Organizing
3	Goal Orientation
4	Management
5	Teamwork
6	Conflict Management
7	Personal Effectiveness
8	Leadership
9	Self-Management (time and priorities)
10	Negotiation
11	Decision Making
12	Analytical Problem Solving
13	Futuristic Thinking
14	Creativity/Innovation
15	Presenting
16	Flexibility
17	Interpersonal Skills
18	Empathy
19	Persuasion
20	Customer Service
21	Diplomacy
22	Written Communication
23	Continuous Learning

 Very Important  Important  Somewhat Important  Not Important



Job Competencies Hierarchy

All human 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.

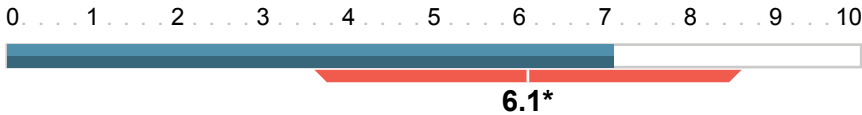
- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 6.9 = SOMEWHAT IMPORTANT
- 7.0 - 8.9 = IMPORTANT
- 9.0 - 10 = VERY IMPORTANT

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



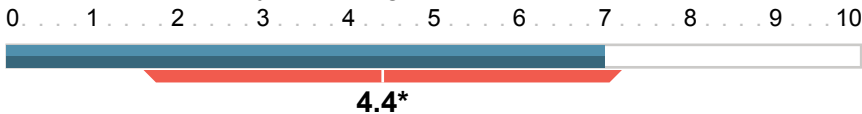
Job Competencies Hierarchy

8. Leadership - Achieving extraordinary business results through people.



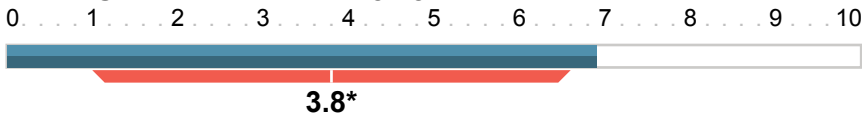
7.1
IMP

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



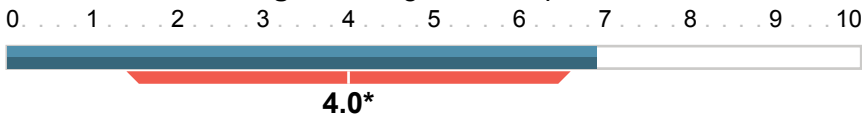
7.0
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10. Negotiation - Facilitating agreements between two or more parties.



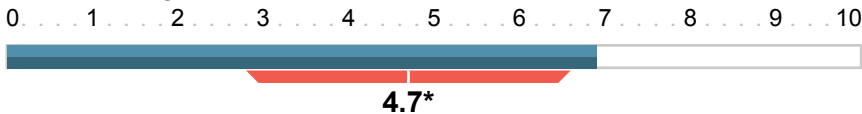
6.9
SWI

11. Decision Making - Utilizing effective processes to make decisions.



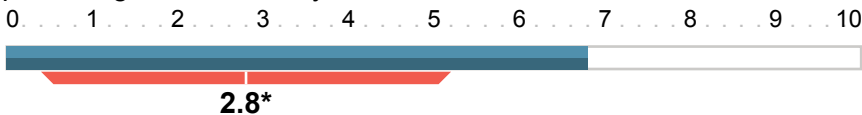
6.9
SWI

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



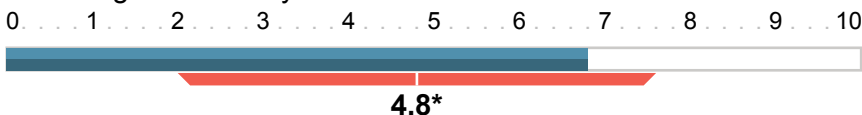
6.9
SWI

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



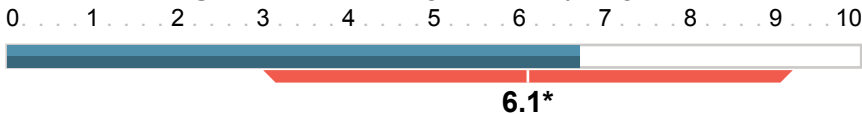
6.8
SWI

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



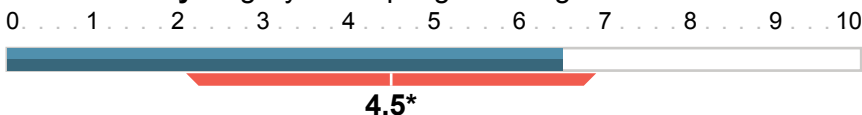
6.8
SWI

15. Presenting - Communicating effectively to groups.



6.7
SWI

16. Flexibility - Agility in adapting to change.



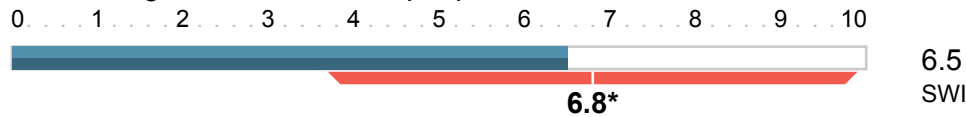
6.5
SWI

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

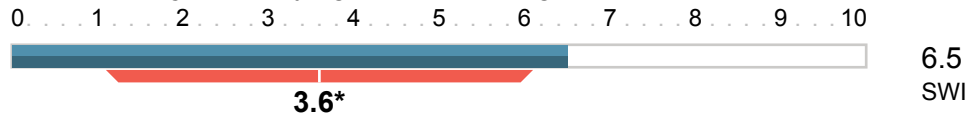


Job Competencies Hierarchy

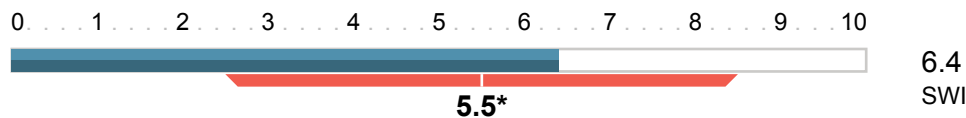
17. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



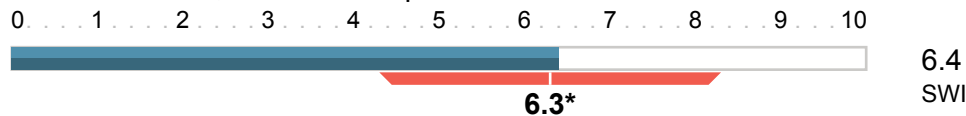
18. Empathy - Identifying with and caring about others.



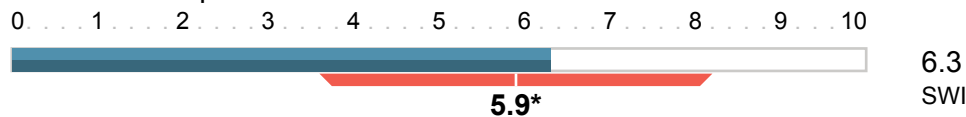
19. Persuasion - Convincing others to change the way they think, believe or behave.



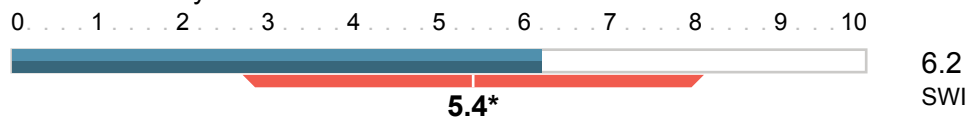
20. Customer Service - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



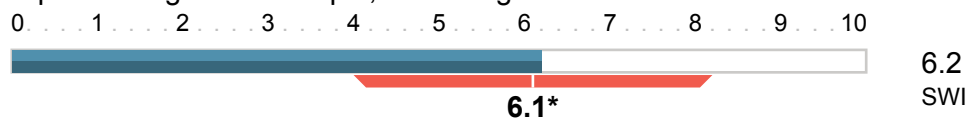
21. Diplomacy - Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.



22. Written Communication - Writing clearly, succinctly and understandably.



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

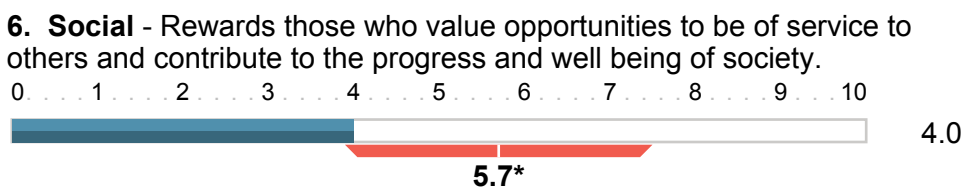
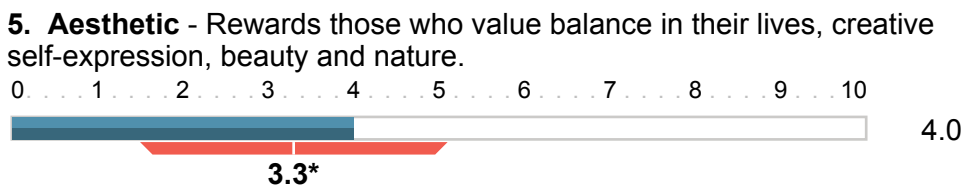
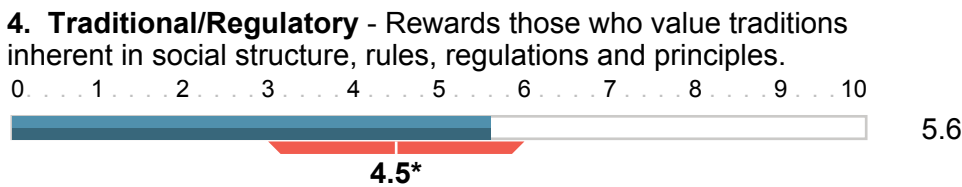
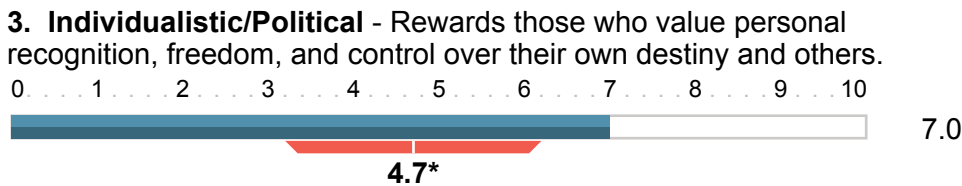
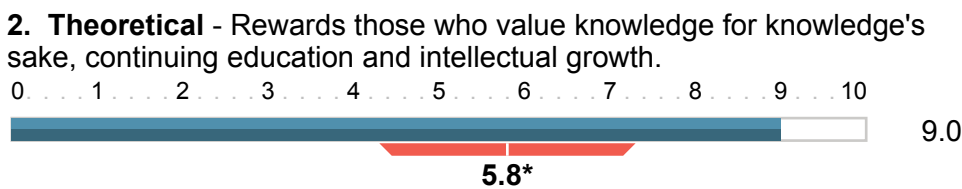
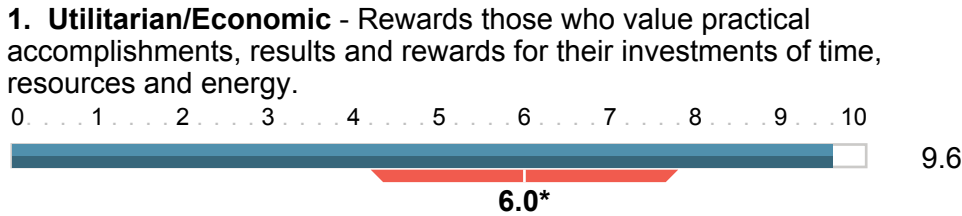


* 68% of the population falls within the shaded area.



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.



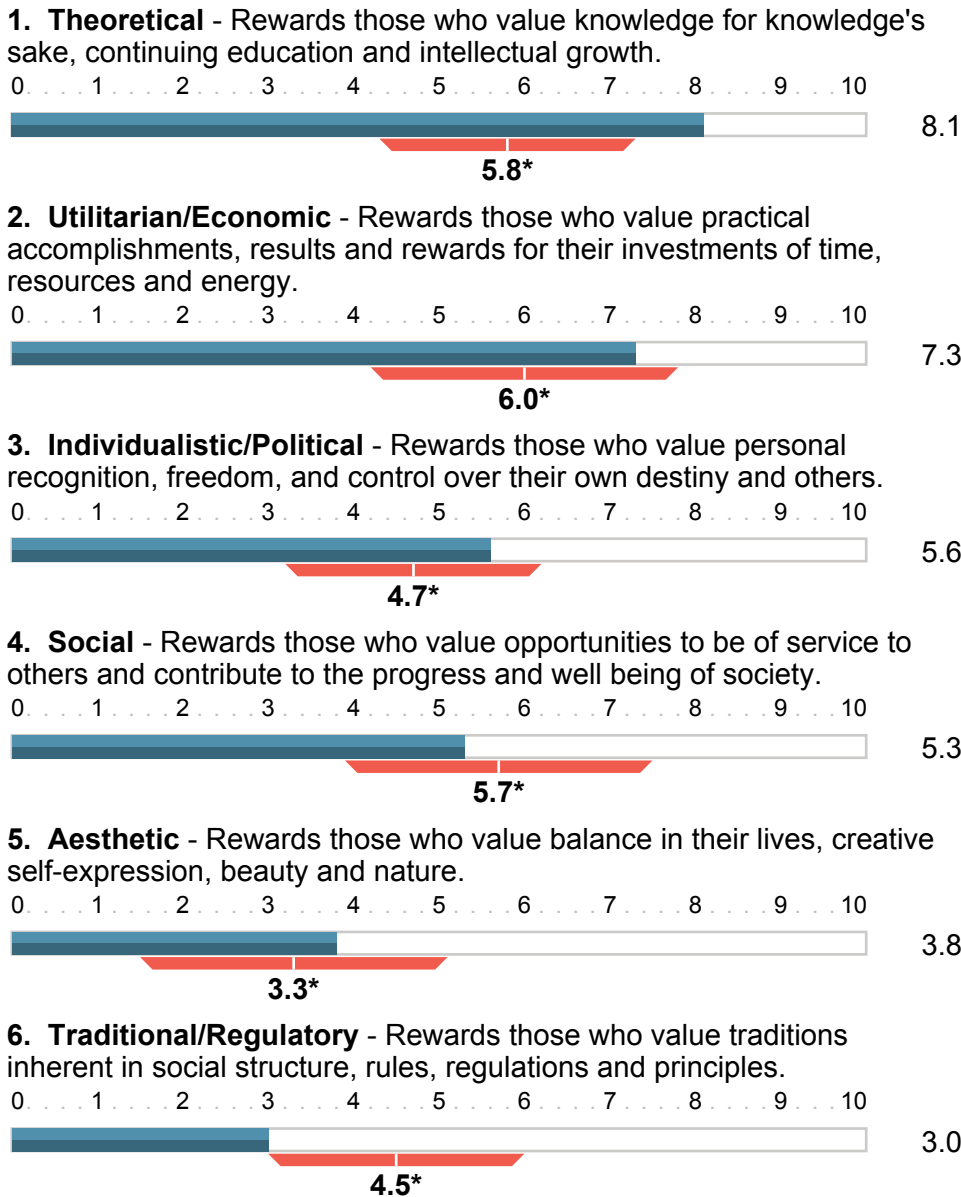
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Job Rewards/Culture Hierarchy

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.



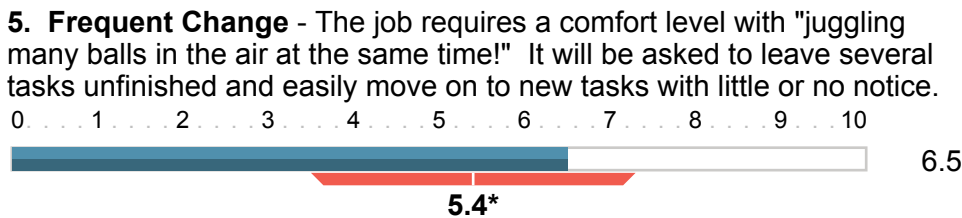
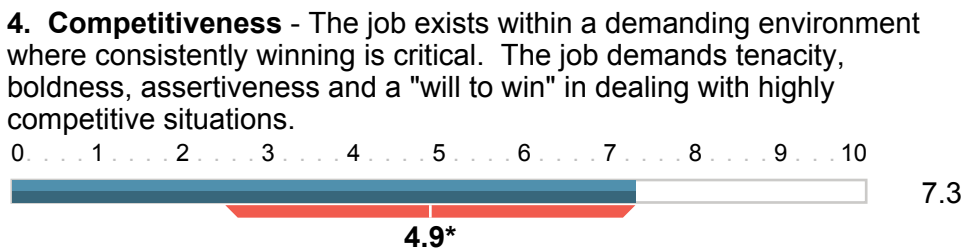
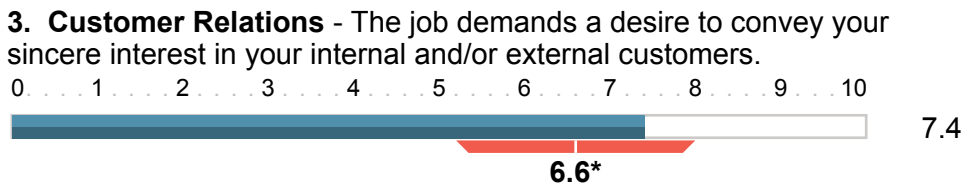
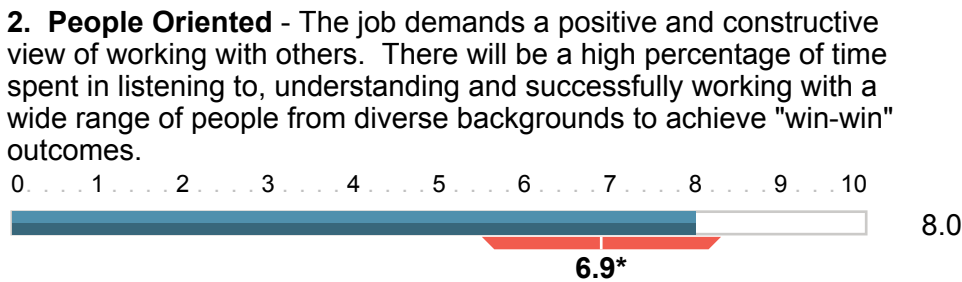
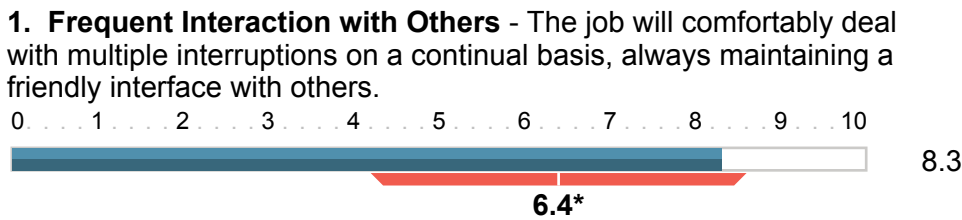
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Behavioral Hierarchy

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

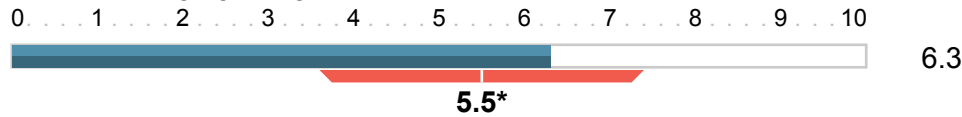


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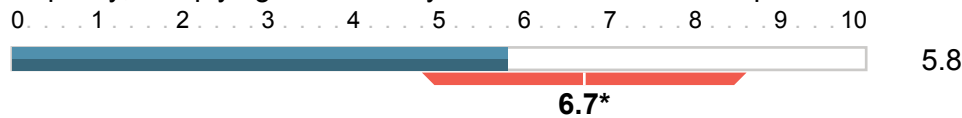


Behavioral Hierarchy

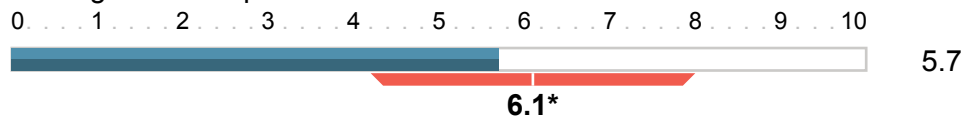
6. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



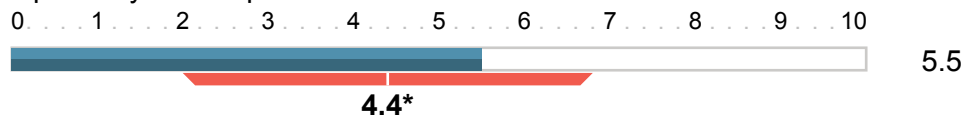
7. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



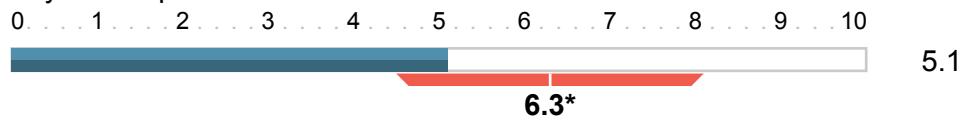
8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



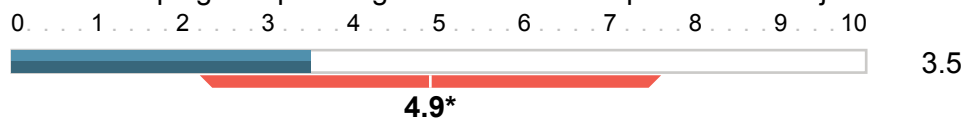
9. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



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.



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Job Competencies Composite

This last section lists each respondent's individual rankings, produces an average of them, and displays a resulting composite score. Respondents are listed separately under "R1, R2," etc. The composite score for each competency is indicated under "C."

	COMPETENCIES	C	R1	R2	R3
1	Employee Development/Coaching	7.5	6.9	8.1	7.6
2	Planning/Organizing	7.5	8.5	7.4	6.5
3	Goal Orientation	7.5	7.8	8.0	6.7
4	Management	7.4	6.7	7.8	7.6
5	Teamwork	7.2	7.4	7.4	6.7
6	Conflict Management	7.2	7.4	7.8	6.5
7	Personal Effectiveness	7.2	7.4	8.0	6.1
8	Leadership	7.1	7.0	7.4	6.9
9	Self-Management (time and priorities)	7.0	8.5	7.2	5.4
10	Negotiation	6.9	6.7	7.6	6.3
11	Decision Making	6.9	6.3	7.6	6.7
12	Analytical Problem Solving	6.9	6.3	7.6	6.9
13	Futuristic Thinking	6.8	7.6	7.0	5.9
14	Creativity/Innovation	6.8	7.0	7.2	6.3
15	Presenting	6.7	6.1	6.9	7.2
16	Flexibility	6.5	6.9	6.5	6.1
17	Interpersonal Skills	6.5	6.9	6.9	5.6
18	Empathy	6.5	7.0	6.9	5.7
19	Persuasion	6.4	6.7	7.0	5.6
20	Customer Service	6.4	6.7	7.0	5.4
21	Diplomacy	6.3	6.9	6.7	5.2
22	Written Communication	6.2	6.5	5.9	6.1
23	Continuous Learning	6.2	6.9	5.9	5.9



Organizational Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3
1	Utilitarian/Economic	9.6	10.0	9.0	10.0
2	Theoretical	9.0	9.0	9.0	9.0
3	Individualistic/Political	7.0	9.0	7.0	5.0
4	Traditional/Regulatory	5.6	2.0	7.0	8.0
5	Aesthetic	4.0	5.0	4.0	3.0
6	Social	4.0	2.0	7.0	3.0



Job Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3
1	Theoretical	8.1	6.0	10.0	8.4
2	Utilitarian/Economic	7.3	7.2	7.6	7.2
3	Individualistic/Political	5.6	7.2	4.4	5.2
4	Social	5.3	4.4	6.0	5.6
5	Aesthetic	3.8	4.8	4.0	2.8
6	Traditional/Regulatory	3.0	2.0	4.0	3.2



Behaviors Composite

	BEHAVIORS	C	R1	R2	R3
1	Frequent Interaction with Others	8.3	8.0	9.0	8.0
2	People Oriented	8.0	7.5	8.5	8.0
3	Customer Relations	7.4	7.0	8.0	7.2
4	Competitiveness	7.3	7.0	8.0	7.0
5	Frequent Change	6.5	7.0	6.5	6.2
6	Versatility	6.3	6.5	6.5	6.0
7	Following Policy	5.8	5.2	6.0	6.2
8	Follow Up and Follow Through	5.7	5.2	6.0	6.0
9	Urgency	5.5	6.0	5.5	5.0
10	Consistency	5.1	4.8	5.2	5.5
11	Organized Workplace	3.5	3.0	3.5	4.0
12	Analysis of Data	3.5	3.5	3.0	4.0



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Respondent Key

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

