



TTI Personal Talent Skills Inventory[®]

Coaching Report

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

Mason Roberts

District Manager

YMCA

8-1-2008



WORLD VIEW

This is how Mason sees the world around him. This view measures his clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions on the left side of the dimensional balance page and are in a random order.

- Mason can relate to and deal with other people well.
- He may benefit from an environment where responsibilities and decisions are shared, and his input and ideas are appreciated and challenged on a regular basis.
- He has the ability to focus on the objective at hand.
- He can see the practical side of things in order to evaluate the pros and cons of each situation.
- Mason will perform best in an atmosphere where there is an open exchange of ideas and where feedback is readily available.
- He has a high understanding of people and can build and maintain relationships.
- He understands people and has the ability to be empathic and sensitive.
- He has good thinking and planning abilities.
- Mason tends to be flexible while maintaining objectivity.



SELF VIEW

This is how Mason sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him from both personal and professional viewpoints. The statements below are based primarily on the 3 dimensions on the right side of the dimensional balance page and are in a random order.

- Mason places great emphasis on who he is, as a unique individual.
- He puts less emphasis on what he can achieve through his roles and in his future.
- He has confidence in himself.
- He could benefit from asking the questions, "Where do I want to go, and who do I want to become?"
- Mason has a good understanding of who he is, and his inner sense of self worth is strong.
- He tends to be content with himself as a person and therefore may put less emphasis on his life roles and future.
- He could benefit from a clearer understanding of what direction to take or what goals to set for the future.
- He may be experiencing some kind of "disconnect" with his roles.
- Mason has a deep understanding of himself, which results in a strong sense of self.



SUMMARY OF STRENGTHS AND WEAKNESSES

The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your Core Skills List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

Strengths

- USING COMMON SENSE
- FOLLOWING DIRECTIONS
- PROACTIVE THINKING
- RESPECT FOR POLICIES
- UNDERSTANDING MOTIVATIONAL NEEDS

Weaknesses

- MEETING STANDARDS
- ENJOYMENT OF THE JOB
- ROLE CONFIDENCE
- ROLE AWARENESS
- INITIATIVE



USING COMMON SENSE

Using Common Sense as a capacity is determined by an individual's focus on practical thinking. It is the ability to see the world clearly and the general ability to combine abilities for empathy, practical thinking, and organizational ability into cohesive decisions and actions.

Possible Strengths:

- Maintains focus on the immediate issues requiring attention.
- Develops analytical skills through practice and careful thought.
- Capable of managing unforeseen situations without getting frustrated.

Continuous Development:

- Remember to stay organized.
- Put time frames around objectives.
- Communicate proposed solutions and objectives clearly.



FOLLOWING DIRECTIONS

Following Directions is an individual's ability to effectively hear, understand and follow directions or instructions. It is the willingness to postpone making personal decisions, or taking action, until one has openly listened to what they are being asked to do. Don't judge whether this assumption is right or wrong. Whether the person may in fact be perfectly capable of accomplishing the goal with no external instruction is irrelevant here. A low score in this area simply indicates a person's tendency to discount outside instructions and rely on their own innate abilities, regardless of competency.

Possible Strengths:

- Good listening skills.
- Is able to work independently on tasks that require specific steps to complete.
- Is open-minded and flexible about ways to accomplish required tasks.

Continuous Development:

- Don't add steps that are not a part of the original instructions.
- Enlist a friend or manager to audit activities.
- If you do see steps that need adding or altering, get approval from the proper source.



PROACTIVE THINKING

Proactive Thinking is an individual's ability to evaluate future implications of current decisions and actions. This would include examining the long-range effects of a decision. It is the ability to mentally create the scenarios and outcomes of situations that could develop from decisions or plans of action.

Possible Strengths:

- Is mentally flexible, can be imaginative and creative.
- Is a good planner, taking time and spending energy making thoughtful project plans.
- Is able to make difficult or unpopular choices now based on knowledge of positive future effects or results.

Continuous Development:

- Develop a crisis plan.
- Evaluate possible solutions to problems against one another.
- Ask a series of what if questions when making plans or decisions.



RESPECT FOR POLICIES

Respect for Policies is the ability to see and appreciate the value of conducting business affairs according to the intent of company policies and standards without necessarily having to agree with them completely.

Possible Strengths:

- Respects and utilizes policies and procedures in order to efficiently complete job tasks.
- Makes a point of understanding and respecting the corporate structures.

Continuous Development:

- Join and participate on a corporate policy review board.
- Develop logical extensions of policies to cover activities on uncharted ground.



UNDERSTANDING MOTIVATIONAL NEEDS

Understanding Motivational Needs is an individual's ability to understand the needs and desires of others enough that this knowledge may be used to motivate them to succeed. This requires objectivity, lack of prejudice, empathy and an open mind.

Possible Strengths:

- Is an active and effective listener.
- Tailors his or her solution to solve the prospect's problem and add value.
- Asks intelligent questions with the goal of understanding what the client values.

Continuous Development:

- Ask open-ended questions whenever possible.
- Always prepare questions in advance.
- Remember that most people's primary motivator is making themselves look and/or feel valuable.



MEETING STANDARDS

Meeting Standards is the ability to see and understand the standard requirements established for a job and an individual's commitment to meeting them. This comes more from an internal place than simply being driven toward such commitment by outside forces like management or reward. This combines the capacities of quality orientation and one's focus on structure and order.

Possible Limitations:

- May focus too little or too much on achieving standards.
- May not believe strongly enough or too strongly in oneself.

Developmental Suggestions:

- Learn how required standards are related to overall corporate expectations.
- Pay attention! Changing priorities can change expectations.
- Think about why standards are there to be met.



ENJOYMENT OF THE JOB

Enjoyment of the Job is the feeling that a job is both fulfilling and rewarding and that it has a positive and useful benefit.

Possible Limitations:

- May lack the time or resources to do the job.
- May lack a skill set required for the position.
- May have insufficient self-confidence to enjoy the job.

Developmental Suggestions:

- Find a mentor.
- Set exciting goals and continually update them.
- Be optimistic. We generally get what we expect.



ROLE CONFIDENCE

Role Confidence is a combination of an ability to see a role clearly, to view it as being positive, practical, functional, and to see oneself as valuable in that role: an individual's ability to develop and maintain an inner strength based on the belief of success.

Possible Limitations:

- May not be assertive in the majority of professional situations.
- May lack security in decisions.
- May be indecisive or unsure how to proceed.

Developmental Suggestions:

- Define your own core values and keep them at the front of your mind at all times.
- Know personal capabilities and strengths and use them to achieve goals.
- Think in terms of past successes not past failures.



ROLE AWARENESS

Role Awareness is the ability to be aware of one's role in the world or within a given environment. This is the ability to understand the expectations placed on a position and to clearly see how those expectations are to be met.

Possible Limitations:

- May lack understanding of the role.
- Unclear or uninformed of expectations.
- May not ask for clarification of role or responsibilities.

Developmental Suggestions:

- Get familiar with the job description.
- Ask management to spend time to define the role.
- Talk to peers to learn what is expected.



INITIATIVE

Initiative is an individual's ability to direct energies towards the completion of a goal, without an external catalyst. The ability to initiate actions based on interpretations or understanding of a situation.

Possible Limitations:

- Not comfortable with own abilities to take independent action.
- May have unrealistic expectations of self.
- May not see potential in uncertain or difficult situations.

Developmental Suggestions:

- Try to take charge in uncertain situations by identifying tasks.
- Develop realistic, positive expectations.
- Try not to put unnecessary time pressure on self.

DIMENSIONAL BALANCE

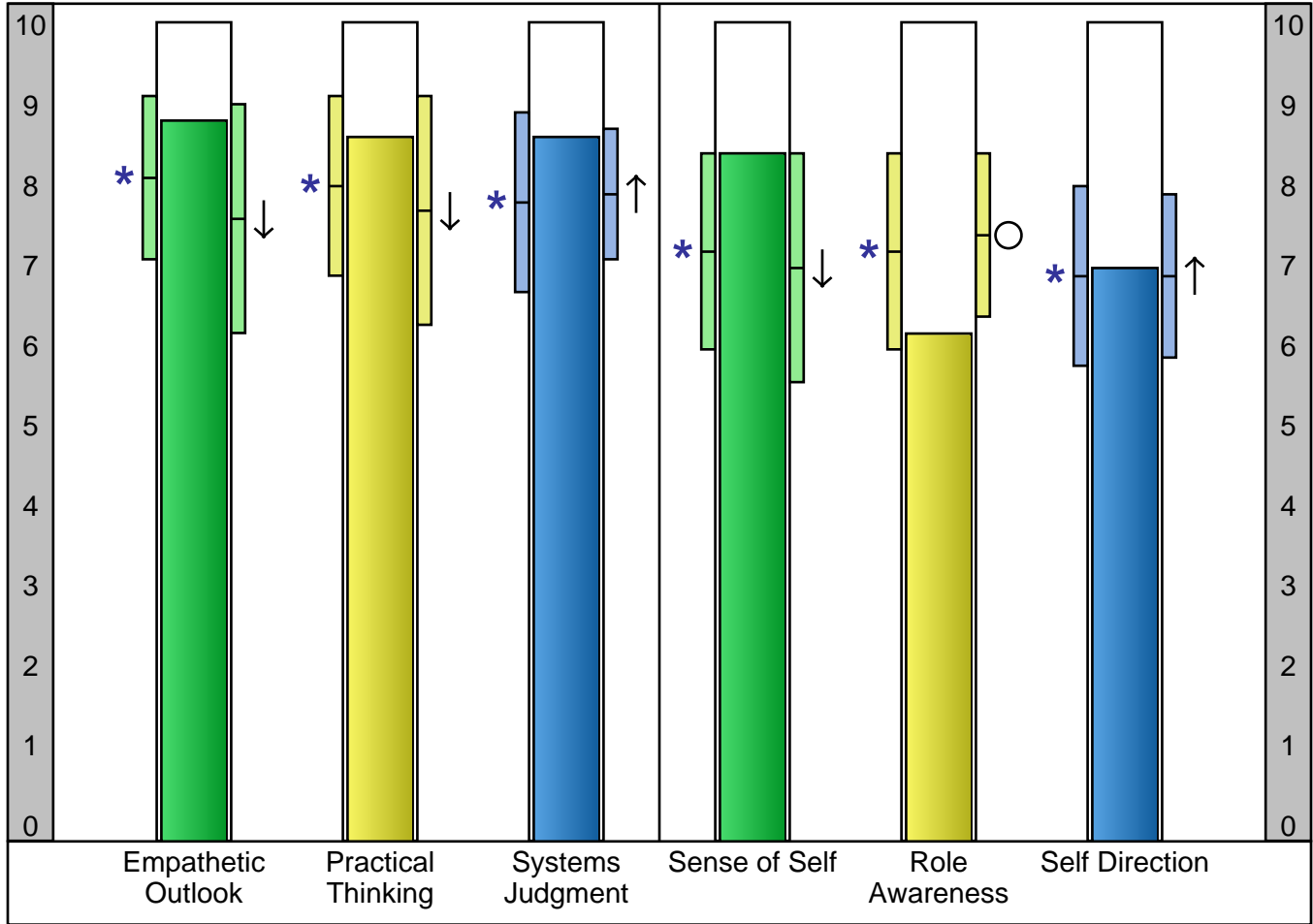
For consulting and coaching

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- * Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

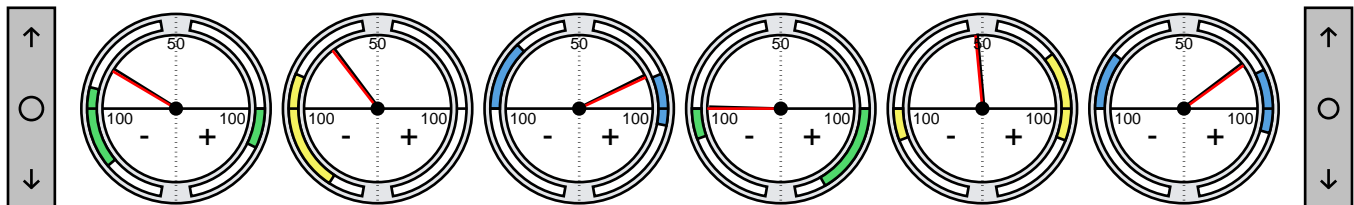
EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score 8.8 8.6 8.6 8.4 6.2 7.0

Bias ↓ ↓ ↑ ↓ ○ ↑





CORE SKILLS LIST

For consulting and coaching

Score	Mean	Description	Score	Mean	Description
9.8	7.6	Using Common Sense	7.4	7.6	Status and Recognition
9.4	8.1	Self Improvement	7.4	7.7	Sense of Belonging
9.1	8.0	Following Directions	7.3	7.2	Personal Accountability
9.1	7.9	Proactive Thinking	7.3	7.5	Accountability for Others
9.1	8.0	Respect for Policies	7.3	7.3	Project Scheduling
9.0	8.1	Understanding Motivational Needs	7.3	7.1	Internal Self Control
8.8	8.1	Empathetic Outlook	7.3	8.2	Respect for Property
8.7	7.9	Correcting Others	7.3	7.4	Self Management
8.7	8.2	Realistic Goal Setting for Others	7.3	7.2	Taking Responsibility
8.7	7.4	Handling Rejection	7.2	7.0	Balanced Decision Making
8.6	8.3	Theoretical Problem Solving	7.2	6.7	Self Assessment
8.6	7.8	Relating to Others	7.2	7.3	Sense of Mission
8.6	7.8	Systems Judgment	7.1	7.3	Consistency and Reliability
8.6	8.0	Practical Thinking	7.1	7.3	Job Ethic
8.5	7.9	Emotional Control	7.0	7.5	Quality Orientation
8.4	7.6	Integrative Ability	7.0	6.9	Self Direction
8.4	7.3	Sense of Self	6.9	7.5	Sense of Timing
8.3	7.9	Attitude Toward Others	6.8	7.0	Handling Stress
8.3	7.8	Freedom from Prejudices	6.8	7.1	Gaining Commitment
8.3	7.6	Long Range Planning	6.8	6.9	Meeting Standards
8.3	7.8	Persuading Others	6.4	7.4	Enjoyment of the Job
8.3	7.9	Sensitivity to Others	6.2	7.1	Role Confidence
8.3	8.1	Personal Relationships	6.2	7.1	Role Awareness
8.2	8.0	Attention to Detail	6.1	6.9	Initiative
8.2	7.5	Problem Solving			
8.2	7.7	Evaluating What is Said			
8.2	7.8	Monitoring Others			
8.1	7.6	Concrete Organization			
8.1	7.4	Project and Goal Focus			
8.1	7.7	Realistic Expectations			
7.9	7.7	Evaluating Others			
7.9	7.9	Leading Others			
7.9	7.9	Conveying Role Value			
7.8	7.3	Surrendering Control			
7.8	7.6	Realistic Personal Goal Setting			
7.8	8.0	Material Possessions			
7.7	7.4	Self Confidence			
7.6	7.3	Conceptual Thinking			
7.6	7.3	Results Orientation			
7.6	7.4	Developing Others			
7.6	7.2	Persistence			
7.5	7.0	Intuitive Decision Making			
7.5	7.1	Personal Drive			



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For consulting and coaching

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