TTI SUCCESS INSIGHTS®

Workplace Behaviors™

John Sample

Account Manager
Sample Co.
5-22-2013

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company

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Introduction

Jobs today are forever changing and people have to adapt to these changes at a faster rate than ever before. The changes may be the job skills needed, the working environment, the technical skills needed or simply the way in which the job needs to be done. Jobs are also becoming more complex. One job description today may encompass the duties of three or four jobs ten years ago. Therefore people in the positions need to be able to perform a variety of functions that call for different ways of getting things done.

The TTI Success Insights Workplace Behaviors report is designed to give an overview of how the job needs to be done. This will allow an organization to determine the type of individual that would be most successful in a given position. Some jobs require the incumbent to be all things to all people. This can cause extreme stress for an individual. Often times, an organization can reevaluate the position in order to make it more realistic for one person to perform successfully. Doing so will lead to increased retention, productivity and job satisfaction.

As you read through this report, remember to think of the job, not the person!

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Job Characteristics Dominance—Problems—Challenges

Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.

This job calls for an individual

- To have and exhibit the authority to carry out responsibilities.
- To be able to respond quickly to problems or crisis situations.
- To have a demanding attitude of self and others.
- Who thrives on challenging assignments.
- With creative and original thinking abilities.
- Who performs well with freedom from routine and details.
- Who desires some independence in decision making.
- Who has a sense of urgency for getting things done.
- Who desires an appropriate title to acknowledge status and prestige.
- Who is good at accepting and initiating change.
- Who is decisive and firm in decision making.
- Who is a self-starter who enjoys competition.
- Who has good leadership and directive skills.
- Who has future orientation and an abstract thinking ability.

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Job Characteristics Influence—People—Contact

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This job calls for an individual

- Who enjoys social interactions.
- With a high trust level.
- With an optimistic outlook.
- With good verbal skills.
- With the ability to get people emotionally involved.
- Who desires to work with people.
- Who has openness to new ideas.
- With the ability to move from one activity to another quickly.
- Who desires participatory management.
- Who desires an environment with flexible use of time.
- With an outgoing personality.
- Who demonstrates a creative approach to problem solving.
- Who can develop democratic relationships with others.
- Who enjoys working with people more than working with things.
- Who desires a team approach.
- With the ability to initiate contact with others.
- With the ability to get things done through people.

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Job Characteristics Steadiness—Pace—Consistency

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This job calls for an individual

- With patience.
- With the ability to listen.
- Who enjoys working within the system.
- Who has a task oriented concentration.
- Who follows through on tasks.
- Who desires limited change in work activities.
- Who enjoys team participation.
- Who desires security for self and others.
- Who works best with a job description in writing.
- Who exhibits consistent performance.
- Who demonstrates a sincere approach to working with people.
- Who desires a friendly environment.

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Job Characteristics Compliance—Procedures—Constraints

Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.

This job calls for an individual

- With awareness and sensitivity to rules and procedures.
- Who desires practical work.
- Who demonstrates persistence in getting the job completed.
- Who desires freedom from direct control and supervision.
- Who can express new ideas.
- Who desires limited independence to question procedures.
- Who has the ability to test new ideas and procedures.
- Who takes calculated risks.
- Who questions the status quo.

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Conflicting Job Requirements

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.

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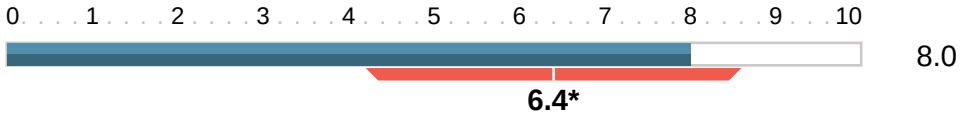
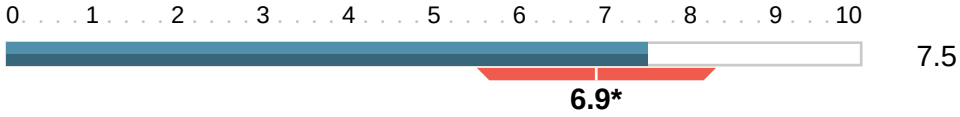
Behavioral Hierarchy

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.

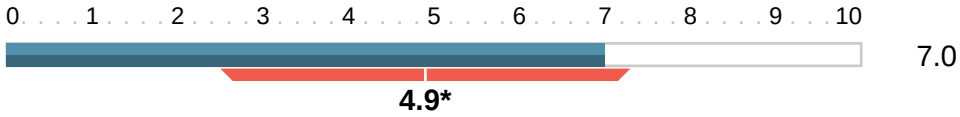
1. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



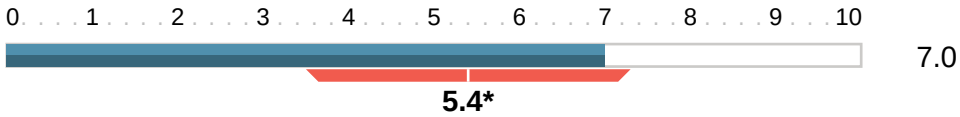
2. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



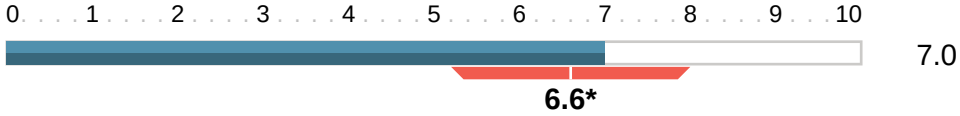
3. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



4. 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.



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



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

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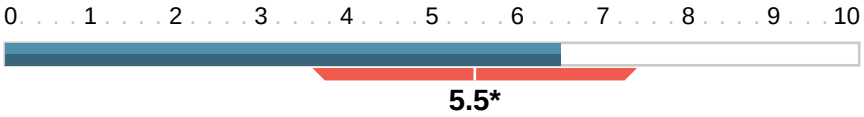
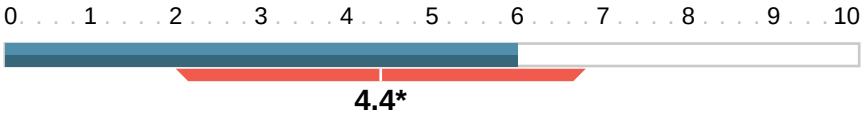
Behavioral Hierarchy

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.



6.5

7. 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.



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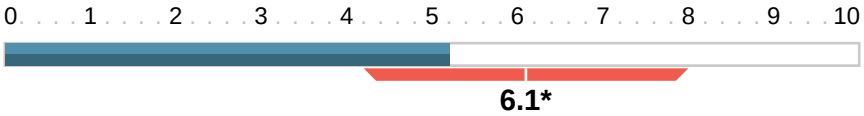
8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



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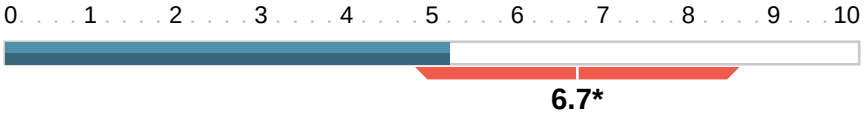
9. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



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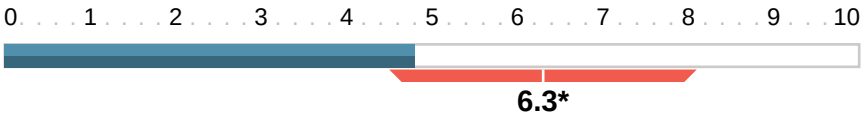
10. Consistency - The job requires the ability to do the job the same way on a repeated basis.



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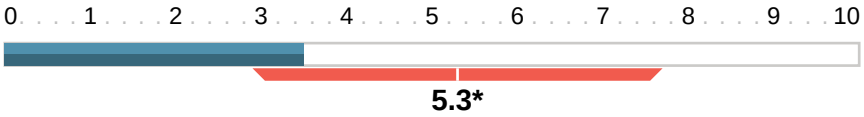
11. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



3.5

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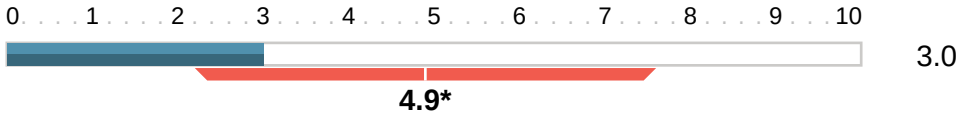
12. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



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Interview Questions

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. Frequent Interaction with Others
   - How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
   - Are you more comfortable with details or people with the big picture or with bits of data?

2. Customer Oriented
   - How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
   - Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

3. 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?

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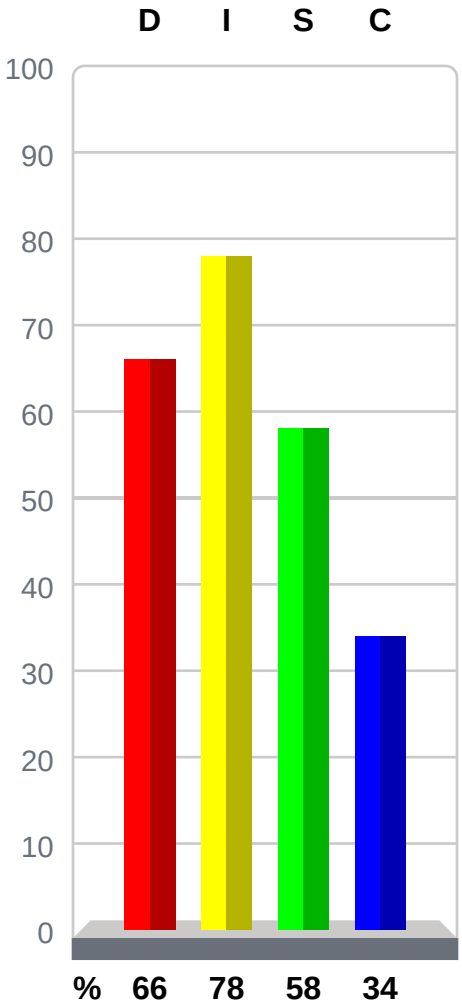

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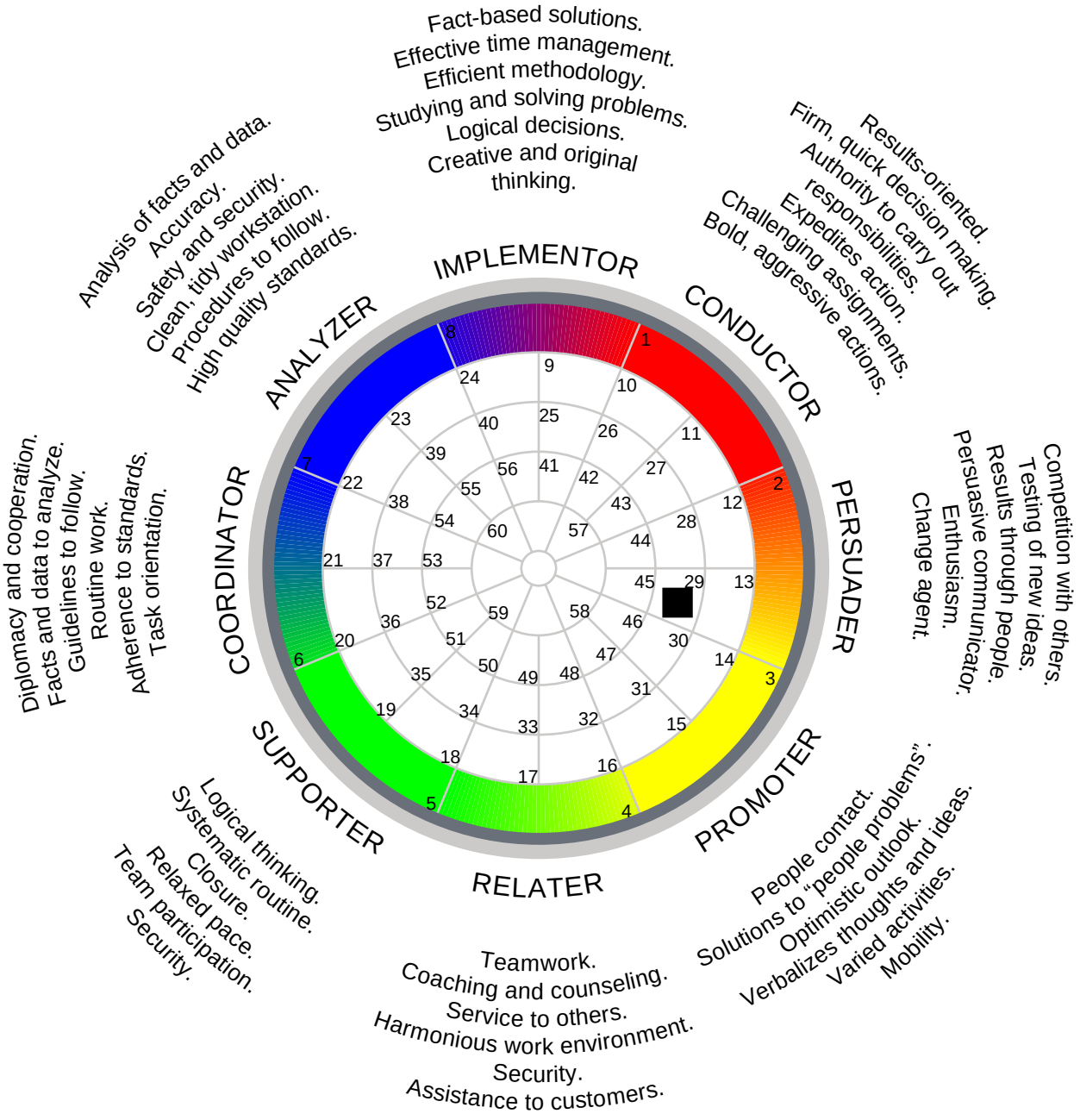
The Success Insights® Wheel



Workplace Behaviors: ■ (29) PROMOTING PERSUADER (FLEXIBLE)

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