



TTI  
SUCCESS  
INSIGHTS®

**TriMetrix® DNA**  
Management-Staff

**Sylvia Sales**  
Manager  
ABC Corp.  
11-27-2015



# Introduction

The TTI TriMetrix® DNA Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and competencies. Understanding strengths and weaknesses in each of the three areas will lead to personal and professional development and a higher level of satisfaction.

**The following is an in-depth look at your personal talents in the three main sections:**

## Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

## Driving Forces

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

## Integrating Behaviors And Driving Forces

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.

## Competencies

This section presents 25 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.



## Introduction Behaviors

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors  
in varying degrees of intensity."  
—W.M. Marston*





## General Characteristics Continued

Sylvia will know many people. She has a tendency to be a name dropper. She may do this without thinking, trying to establish rapport with people she may not know well. She will optimistically interact with people in an assured, diplomatic and poised manner. She usually uses many gestures when talking. She has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. Sylvia is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! Some see her as too talkative and emotional. She tends to mask some of her directness in friendly terms and is usually recognized as a friendly and trusting person. She is people-oriented and verbally fluent.




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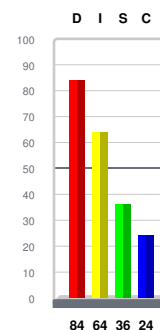
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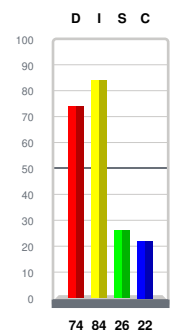
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Adapted Style



Natural Style





## Value to the Organization

*This section of the report identifies the specific talents and behavior Sylvia brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.*

- Negotiates conflicts.
- Verbalizes her feelings.
- Bottom line-oriented.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Team player.
- Pioneering.
- Can support or oppose strongly.
- Has the confidence to do the difficult assignments.
- Optimistic and enthusiastic.



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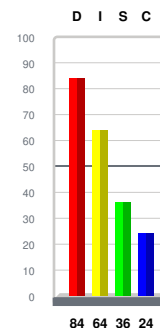
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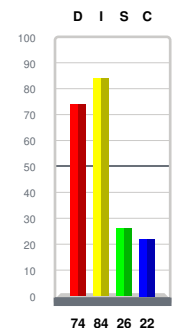
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Adapted Style



Natural Style





# Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sylvia. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Sylvia most frequently.

## Ways to Communicate

- Clarify any parameters in writing.
- Deal with details in writing, have her commit to modes of action.
- Offer special, immediate and continuing incentives for her willingness to take risks.
- Leave time for relating, socializing.
- Understand her defiant nature.
- Speak at a rapid pace.
- Provide ideas for implementing action.
- Appeal to the benefits she will receive.
- Read the body language for approval or disapproval.
- Plan interaction that supports her dreams and intentions.
- Provide a warm and friendly environment.

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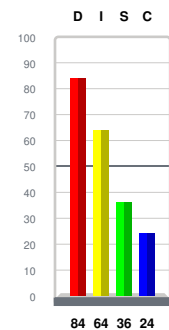
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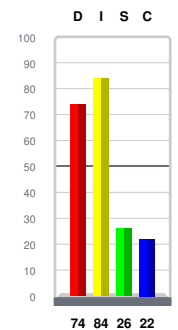
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Adapted Style



Natural Style





# Checklist for Communicating Continued

*This section of the report is a list of things NOT to do while communicating with Sylvia. Review each statement with Sylvia and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.*

## Ways NOT to Communicate

- "Dream" with her or you'll lose time.
- Be paternalistic.
- Let her overpower you with verbiage.
- Hesitate when confronted.
- Talk down to her.
- Drive on to facts, figures, alternatives or abstractions.
- Be dictatorial.
- Give her your opinion unless asked.
- Leave decisions hanging in the air.
- Ramble.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Legislate or muffle--don't overcontrol the conversation.
- Be curt, cold or tight-lipped.




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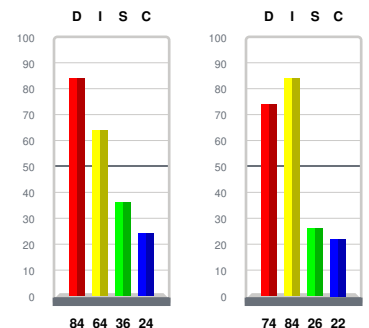
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Adapted Style      Natural Style







# Communication Tips

*This section provides suggestions on methods which will improve Sylvia's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Sylvia will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

## **When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:**

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

### **Factors that will create tension or dissatisfaction:**

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

## **When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:**

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

### **Factors that will create tension or dissatisfaction:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

## **When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:**

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

### **Factors that will create tension or dissatisfaction:**

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

## **When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:**

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

### **Factors that will create tension or dissatisfaction:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.







# Descriptors

Based on Sylvia's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending























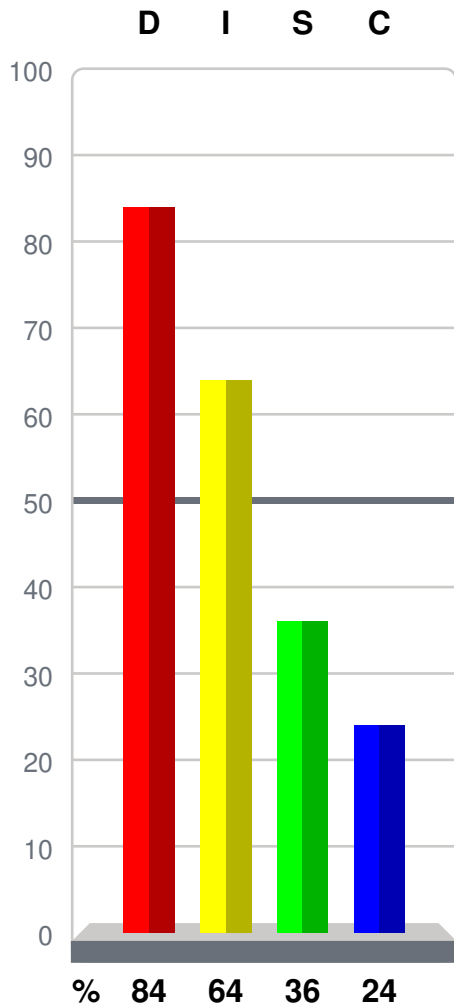


# Style Insights® Graphs

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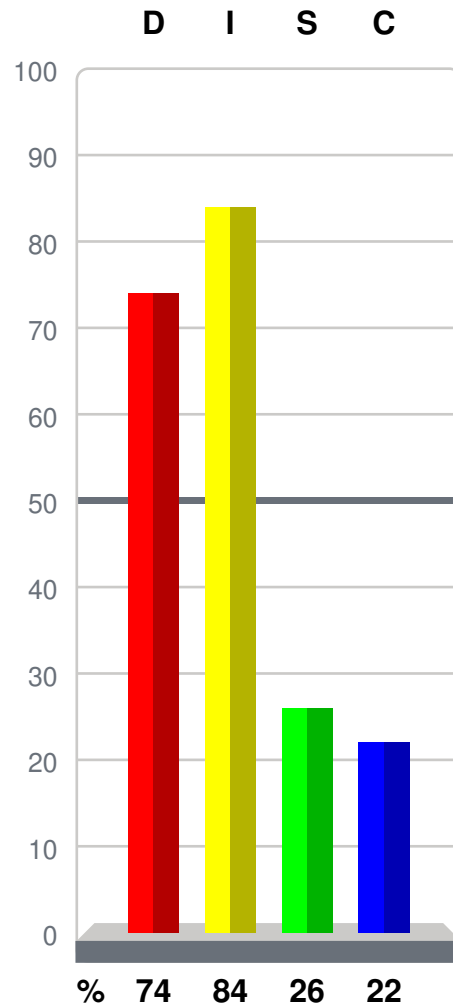
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



## The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

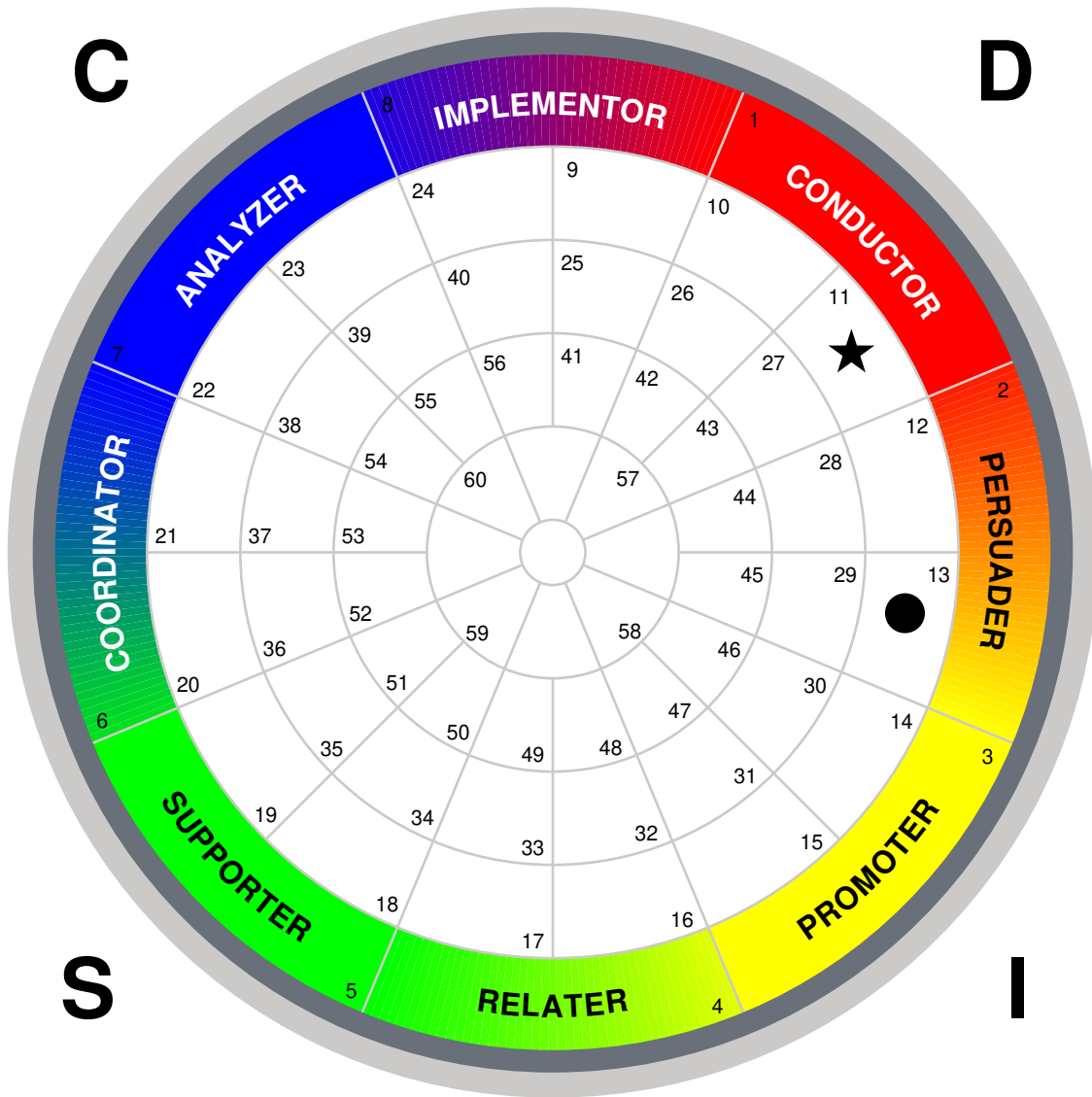
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.





# The Success Insights® Wheel

11-27-2015



Adapted: ★ (11) PERSUADING CONDUCTOR  
Natural: ● (13) PROMOTING PERSUADER

Norm 2015 R4

T: N/A



# Understanding Your Driving Forces

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces™ came to life. The 12 Driving Forces are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Understand how your driving forces are at play in your career and relationships
- Be able to apply your understanding of your driving forces to your relationships and job-related performance
- Have a clearer impression of your purpose and direction in life, which can lead to greater satisfaction in work and life



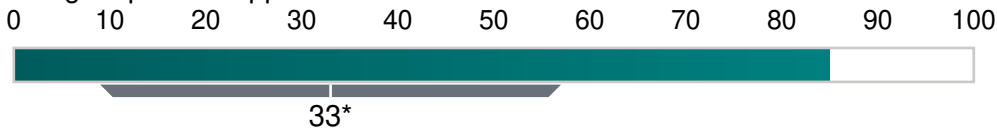




# Primary Driving Forces Cluster

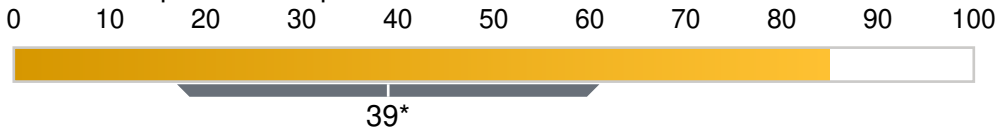
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

**1. Altruistic** - People who are driven to assist others for the satisfaction of being helpful or supportive.



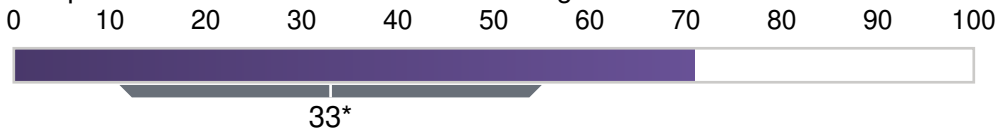
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**2. Selfless** - People who are driven by completing tasks for the greater good, with little expectation of personal return.



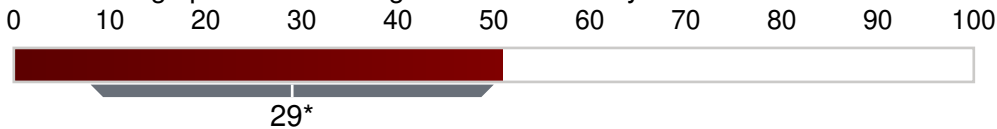
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**3. Harmonious** - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



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**4. Instinctive** - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



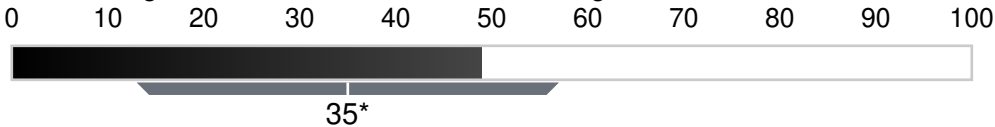
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# Situational Driving Forces Cluster

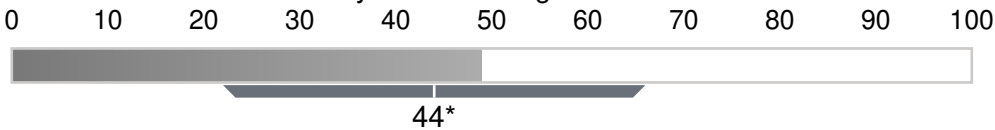
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

**5. Collaborative** - People who are driven by being in a supporting role and contributing with little need for individual recognition.



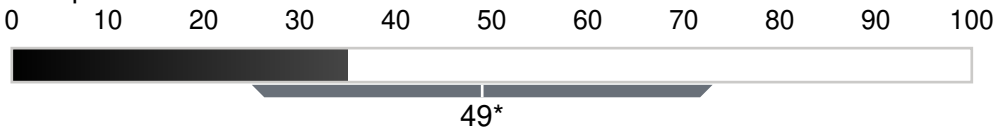
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**6. Receptive** - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



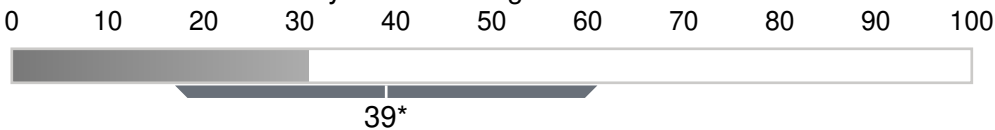
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**7. Commanding** - People who are driven by status, recognition and control over personal freedom.



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**8. Structured** - People who are driven by traditional approaches, proven methods and a defined system for living.



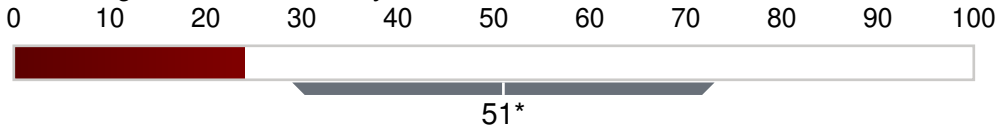
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# Indifferent Driving Forces Cluster

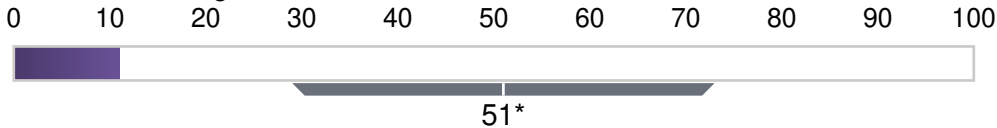
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

**9. Intellectual** - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



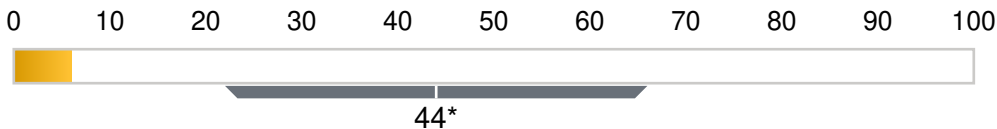
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**10. Objective** - People who are driven by the functionality and objectivity of their surroundings.



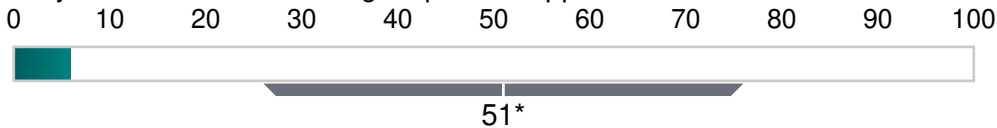
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**11. Resourceful** - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



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**12. Intentional** - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



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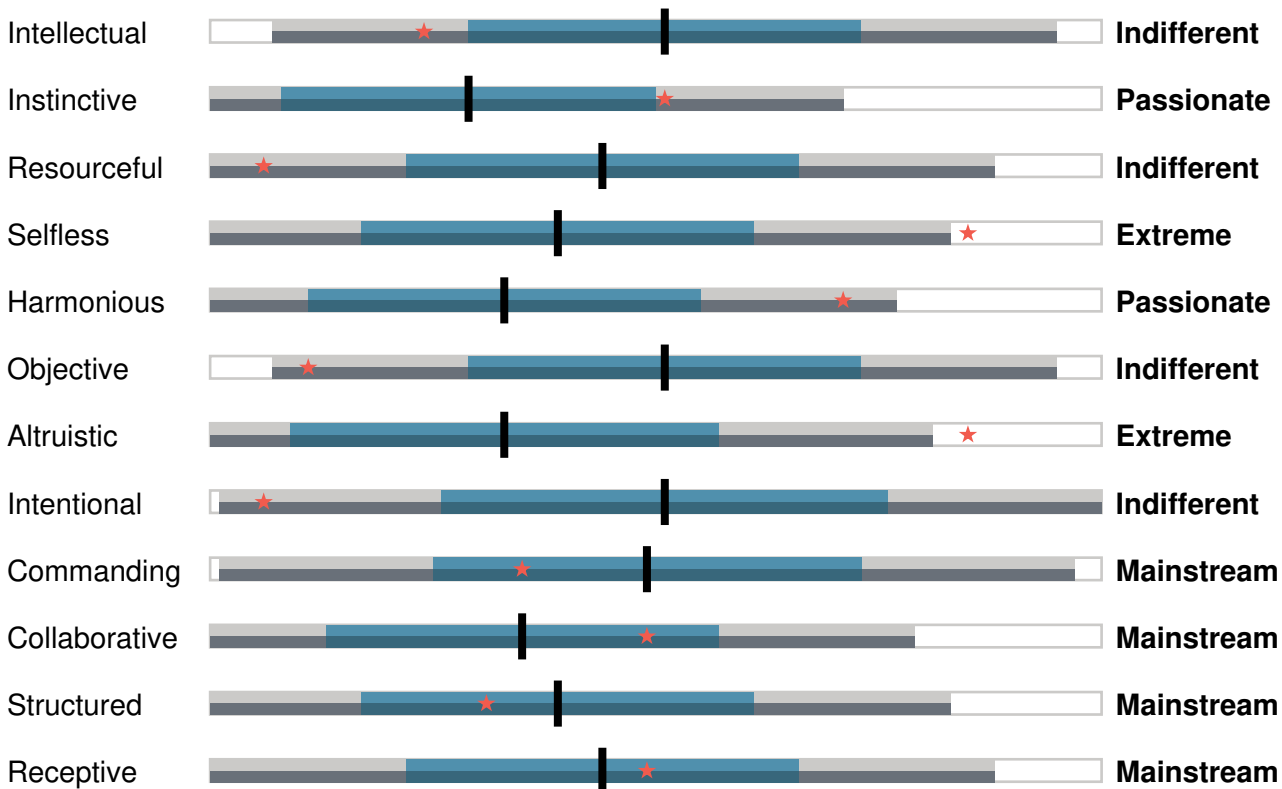


# Areas for Awareness

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

## Norms & Comparisons Table - Norm 2015



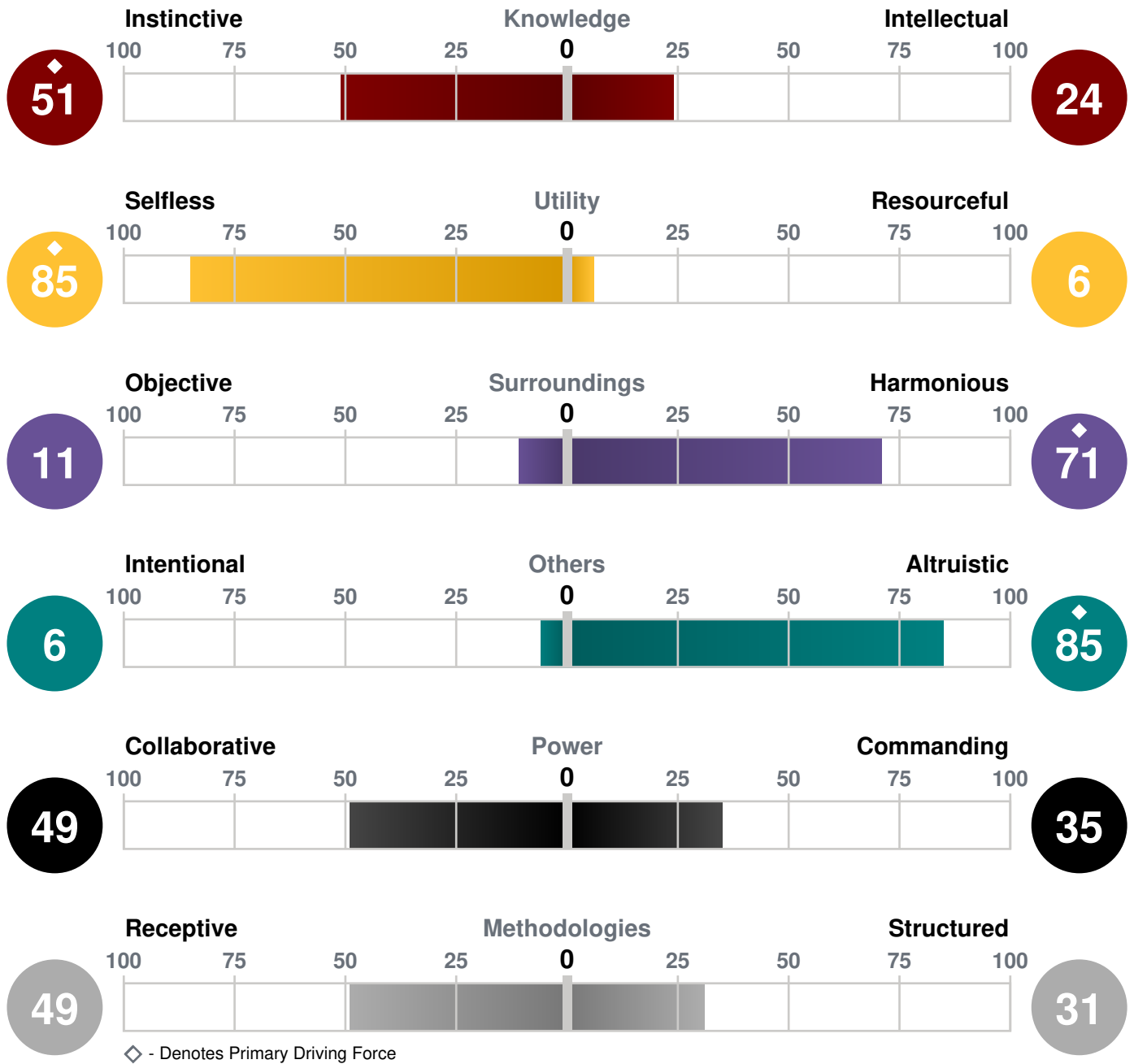
■ - 1st Standard Deviation - \* 68% of the population falls within the shaded area. ■ - national mean ★ - your score  
 ■ - 2nd Standard Deviation  
 □ - 3rd Standard Deviation

**Mainstream** - one standard deviation of the national mean  
**Passionate** - two standard deviations above the national mean  
**Indifferent** - two standard deviations below the national mean  
**Extreme** - three standard deviations from the national mean



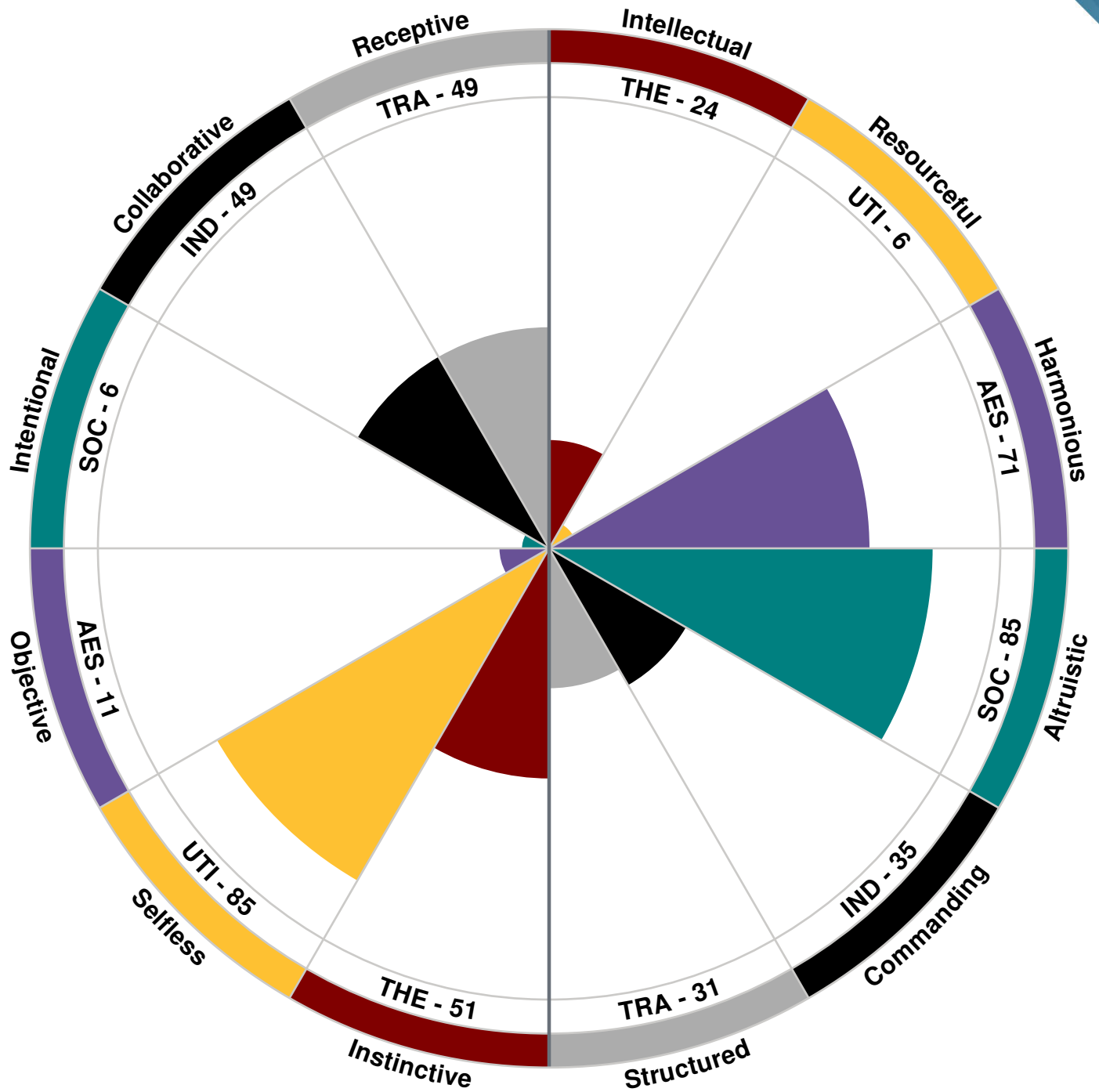


# Driving Forces Graph





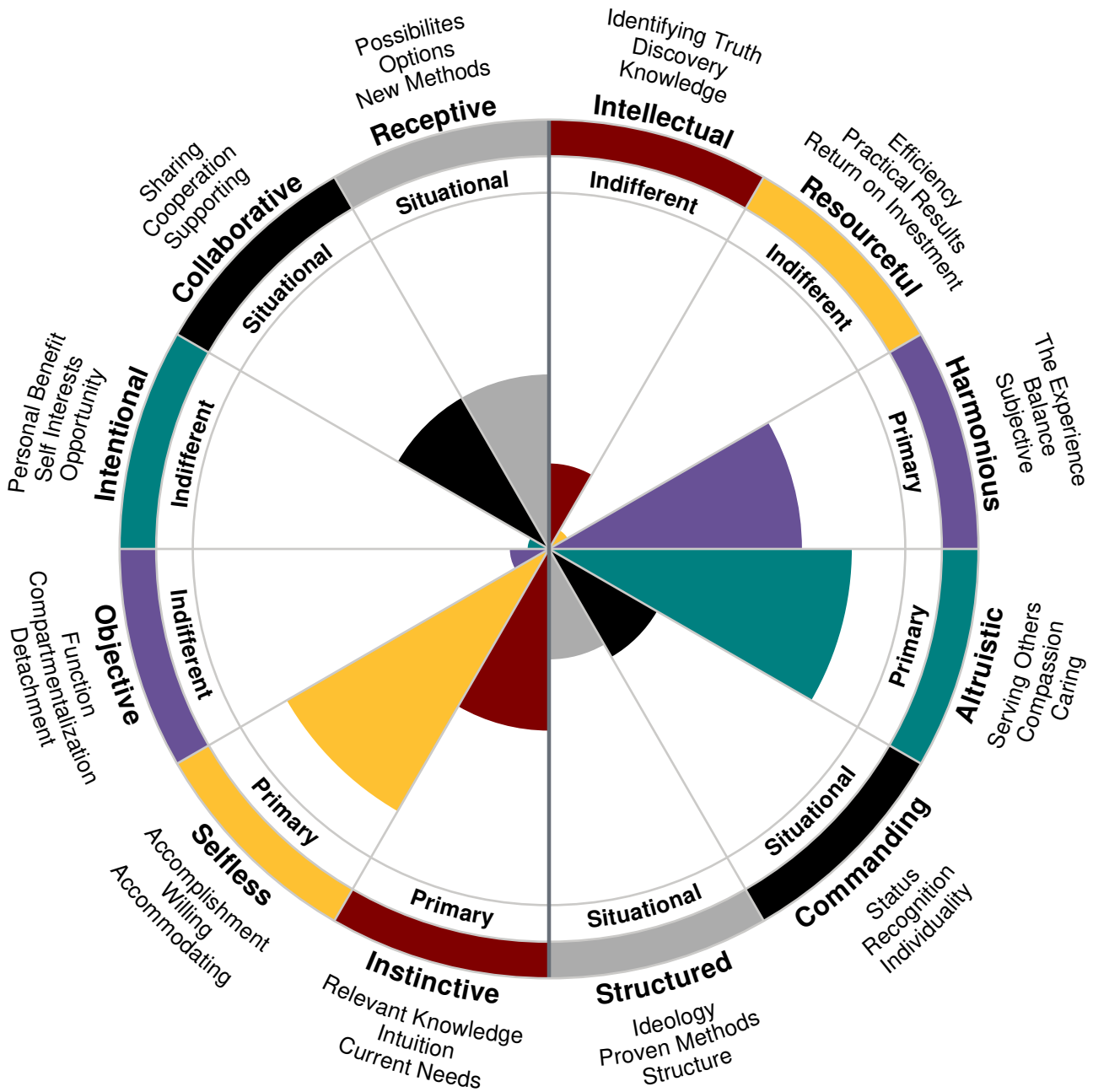
# Driving Forces Wheel



T: N/A



# Descriptors Wheel





## Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

### **In this section you will find:**

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



# Potential Behavioral and Motivational Strengths

*This section describes the potential areas of strengths between Sylvia's behavioral style and top four driving forces. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.*

- Always willing to offer her time and perspective.
- Wants to be seen as a leader in humanitarian issues.
- Good at promoting causes that improve society.
- Promotes accomplishments for the greater good of the organization.
- Optimistic about process improvement related to people.
- Looks for the positive in people, processes and resources.
- Motivates others to express themselves.
- Brings balance to the organization in a positive and friendly way.
- Expresses and strives for a balanced team.
- Will bring high energy and intuition to the researching process.
- Motivates others to look for the right information.
- Willing to share knowledge and past experience to benefit the team or organization.

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# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Sylvia's behavioral style and top four driving forces. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.*

- High trust and a desire to help could lead to being taken advantage of.
- When helping others, may talk too much about herself.
- Would rather take responsibility for others' actions than have a difficult conversation with a direct report.
- Struggles balancing advice with actual results.
- Struggles with balancing efficiency and interaction with others.
- May overlook details when completing objectives.
- Overly optimistic in her ability to bring balance to any situation.
- Spends too much time self-reflecting and not enough time following through.
- Has difficulty looking at situations objectively.
- Desire to learn is diminished due to her lack of focus on specific ideas.
- A desire to share past experiences can impede her ability to listen and learn.
- May be too trusting of intuition as a resource.

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## Ideal Environment

*People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Sylvia's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Sylvia enjoys.*

- Groups and committees are present in order to assist charities and social causes.
- An environment where interacting with others in an effort to help each person is rewarded.
- Ability to showcase altruistic achievements in order to get others involved.
- The experience is seen as a part of the desired accomplishment.
- Rewards determined by contributions to group efforts.
- A manager that focuses on people and brings excitement into the business.
- Working conditions that allow for creativity and people-interaction.
- The need to be liked and to feel a part of a harmonious team.
- A forum to participate in meetings with others in an inviting meeting space.
- A forum to collect information when needed.
- Flexibility to acquire necessary knowledge in a people-rich environment.
- A team atmosphere where people share information openly.

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# Keys to Motivating

*All people are different and motivated in various ways. This section of the report was produced by analyzing Sylvia's driving forces. Review each statement produced in this section with Sylvia and highlight those that are present "wants."*

## Sylvia wants:

- The flexibility to be creative in ways that help others.
- An opportunity to express how she can improve society.
- To be a part of the team that contributes to causes and helping others.
- The chance to include others as part of the agenda.
- The opportunity to express accomplishments of the company to others.
- The opportunity to discuss team and organizational accomplishments.
- The ability to express enthusiasm and creativity necessary for successful projects.
- To demonstrate the ways she has worked on the beautification of surroundings, either materialistically or environmentally.
- To be involved in keeping morale high and an overall harmonious work environment.
- To be able to seek out critical information that is valuable to share with others.
- Praise for her experience and ability to gather timely information.
- To gather pertinent information in a team environment requiring people interaction.

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# Keys to Managing

*This section discusses the needs which must be met in order for Sylvia to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Sylvia and identify 3 or 4 statements that are most important to her. This allows Sylvia to participate in forming her own personal management plan.*

## Sylvia needs:

- Assistance in managing time to meet own goals while helping other people.
- Support in handling situations when others take advantage.
- To help balance socialization and tangible assistance for others.
- Help balancing the desire for accomplishment and the need for people interactions.
- To listen for the answer she wants in order to benefit the organization.
- Assistance in establishing realistic expectations while increasing involvement of others.
- To find opportunities for self-expression.
- To set clear objectives of their role in a work or team dynamic.
- Assistance in setting realistic and balanced expectations with tangible outcomes that allow for creativity and expression.
- To seek out ways to organize thoughts in order to effectively convey the relevant information.
- To prioritize and connect past experiences and thoughts to organizational objectives.
- To establish a method for bringing the ideal to the practical.




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## Introduction Competencies

Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Based on your responses to the DNA 25 questionnaire, this report indicates your development of 25 personal skills. These 25 personal skills contribute to superior performance in many jobs. Your development of these personal skills are categorized into four levels:

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



# Development Indicator

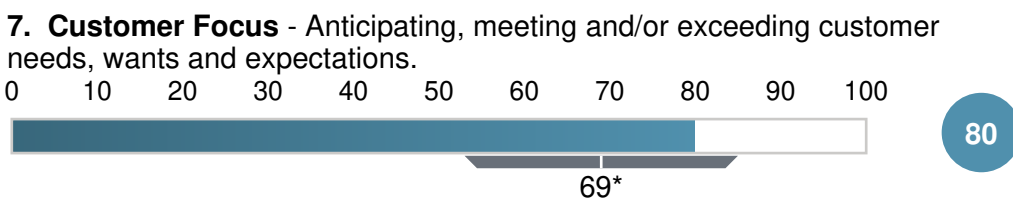
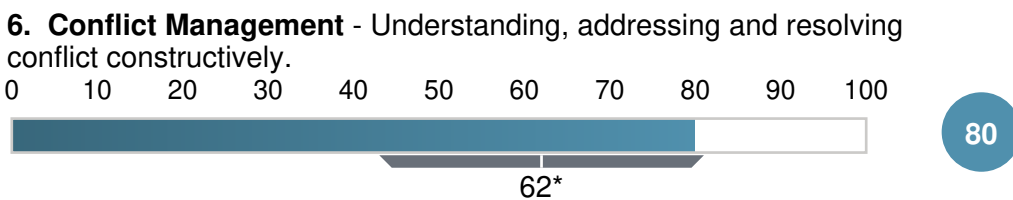
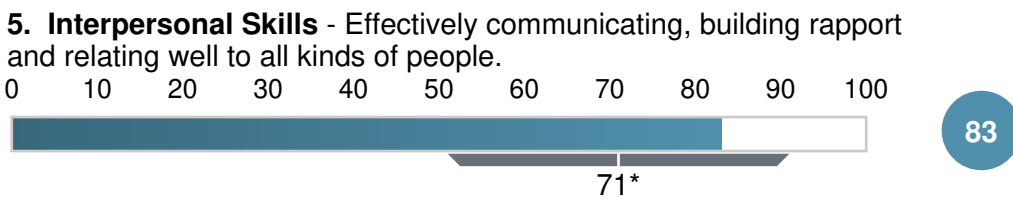
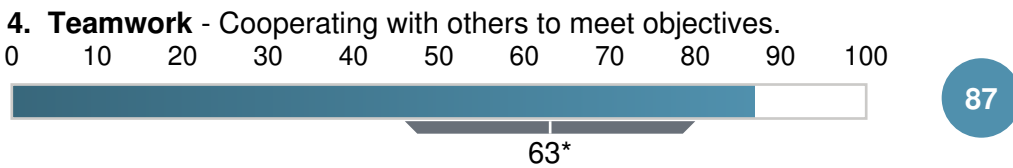
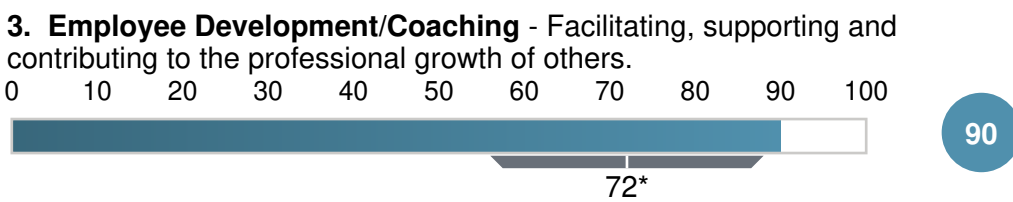
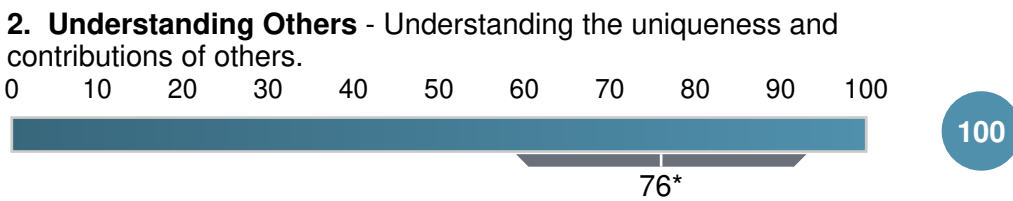
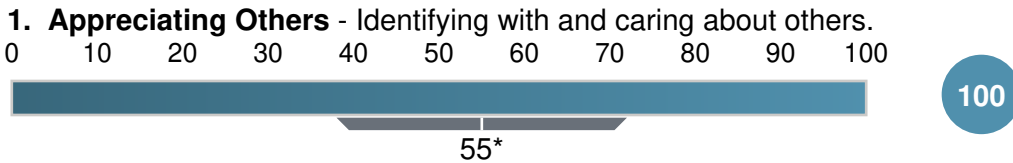
This section of your report shows your development level of 25 personal skills based on your responses to the questionnaire.





# Competencies Hierarchy

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.



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

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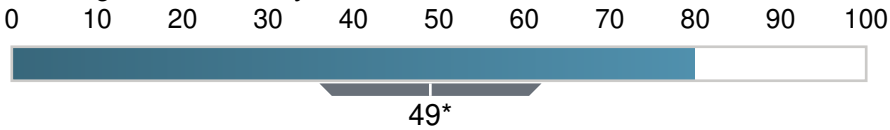
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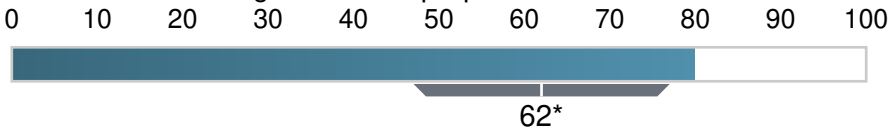
# Competencies Hierarchy

**8. Futuristic Thinking** - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



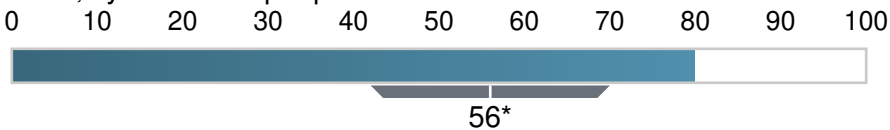
80

**9. Leadership** - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



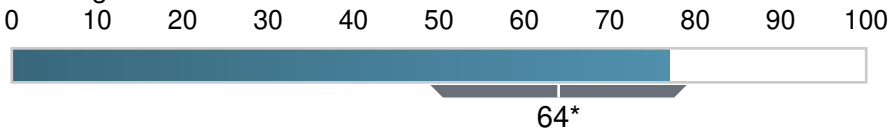
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**10. Project Management** - Identifying and overseeing all resources, tasks, systems and people to obtain results.



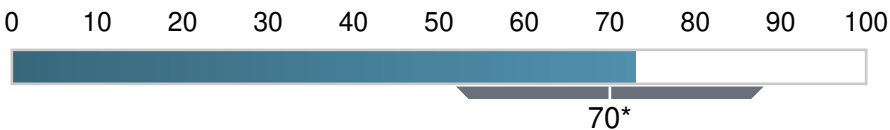
80

**11. Self Starting** - Demonstrating initiative and willingness to begin working.



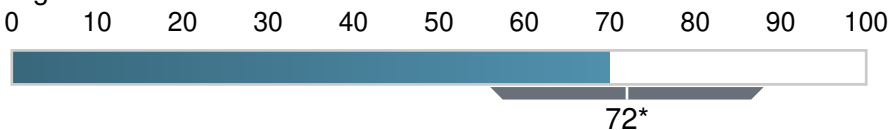
77

**12. Flexibility** - Readily modifying, responding and adapting to change with minimal resistance.



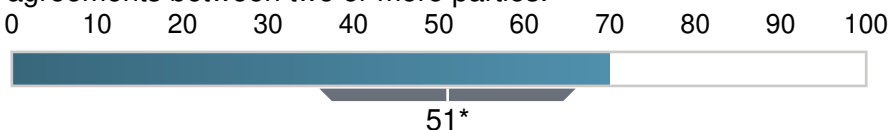
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**13. Goal Orientation** - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



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**14. Negotiation** - Listening to many points of view and facilitating agreements between two or more parties.



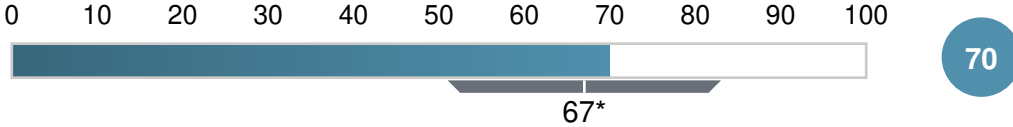
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\* 68% of the population falls within the shaded area.

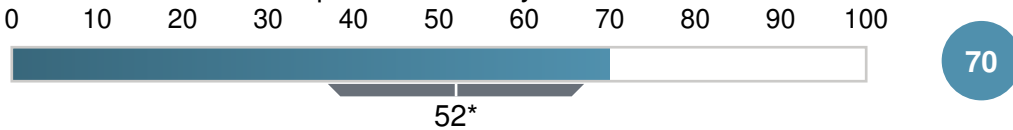


# Competencies Hierarchy

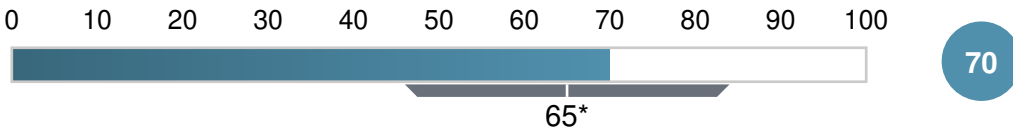
**15. Personal Accountability** - Being answerable for personal actions.



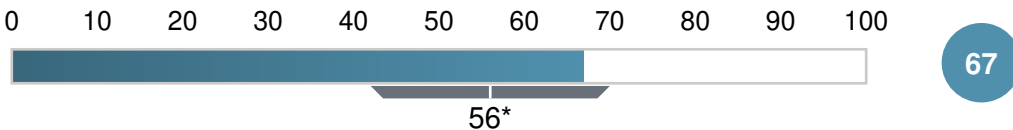
**16. Planning and Organizing** - Establishing courses of action to ensure that work is completed effectively.



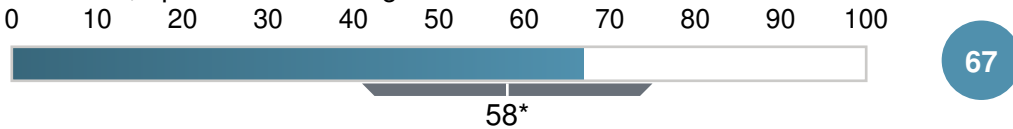
**17. Time and Priority Management** - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



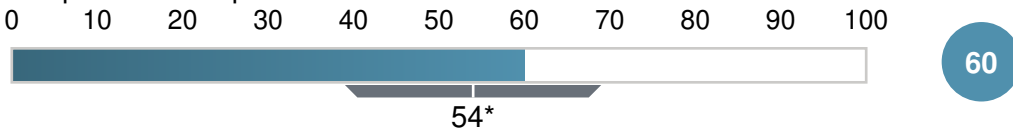
**18. Diplomacy** - Effectively and tactfully handling difficult or sensitive issues.



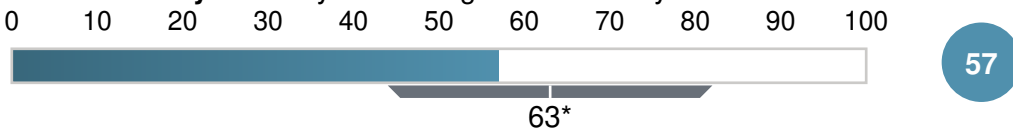
**19. Influencing Others** - Personally affecting others actions, decisions, opinions or thinking.



**20. Problem Solving** - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



**21. Resiliency** - Quickly recovering from adversity.

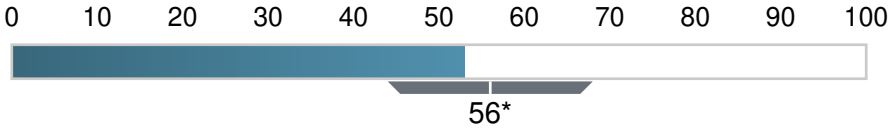


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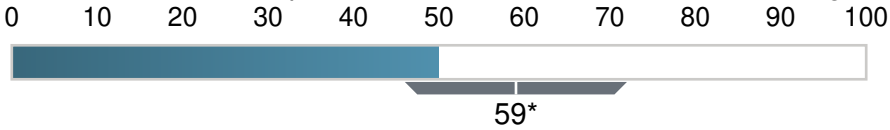
# Competencies Hierarchy

**22. Creativity and Innovation** - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



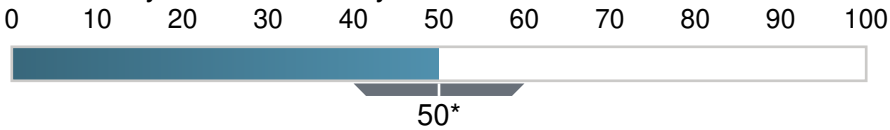
53

**23. Conceptual Thinking** - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



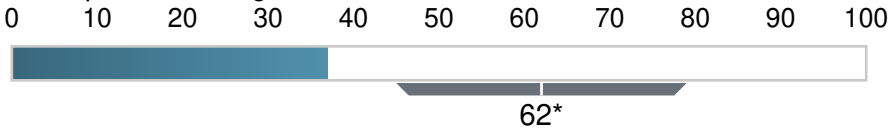
50

**24. Decision Making** - Analyzing all aspects of a situation to make consistently sound and timely decisions.



50

**25. Continuous Learning** - Taking initiative to regularly learn new concepts, technologies and/or methods.



37

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



# Summary of Competencies

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals.

1. Appreciating Others: Identifying with and caring about others.
  - Demonstrates genuine concern for others.
  - Respects and values people.
  - Wants to ensure people experience positive emotions.
  - Expends considerable effort to impact the needs, concerns and feelings of others.
  - Advocates for the interests, needs and wants of others.
  - Demonstrates sensitivity and understanding.
  - Takes personal and/or professional risks for the sake of others.
  - Recognizes and enjoys the good qualities of others.
  - Provides support, appreciation and recognition.
  - Displays kindness and concern for others.
  
2. Understanding Others: Understanding the uniqueness and contributions of others.
  - Demonstrates the ability to evaluate others.
  - Strives to understand the unique qualities of all people.
  - Evaluates many aspects of the people in her surroundings.
  - Recognizes how other people can contribute.
  - Accepts individuals' unique abilities and looks for ways for them to contribute.
  - Utilizes feedback to identify strengths in other people.
  - Seeks to understand how certain decisions can impact others.
  - Sees the unique contributions of colleagues.
  - Relates and connects with others.
  - Understands the unique motivations, needs and aspirations of others.
  
3. Employee Development/Coaching: Facilitating, supporting and contributing to the professional growth of others.
  - Inspires confidence in others' ability to grow professionally.
  - Identifies and facilitates developmental opportunities.
  - Encourages initiative and improvement.
  - Provides opportunities for enhancement.
  - Gives new and challenging work assignments.
  - Acknowledges and praises improvements.
  - Supports, coaches and mentors the development of others.
  - Views mistakes as opportunities for learning.
  - Promotes learning and professional growth.
  - Understands the uniqueness and current level of each participant.

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# Summary of Competencies



4. Teamwork: Cooperating with others to meet objectives.
  - Respects team members and their individual perspectives.
  - Makes team 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 members.
  - Responds positively to feedback from team members.
  - Raises and/or confronts issues limiting team effectiveness.
  
5. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.
  - Strives for self-awareness in a social setting.
  - 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.
  - Shows sensitivity to diversity issues.
  - Develops and maintains relationships with many different kinds of people regardless of differences.
  - Handles any situation gracefully by using non-verbal communication, in-depth questioning and listening skills.
  - Recognizing other's perspectives, by actively listening, thus providing many views of a given situation.
  
6. Conflict Management: Understanding, addressing and resolving conflict constructively.
  - Readily identifies and addresses issues, concerns or conflicts.
  - Recognizes opportunities for positive outcomes in conflict situations.
  - Reads situations 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.
  - Strives to limit the negative aspects of conflict while increasing the positive.
  - Focuses on enhancing learning and group outcomes, including effectiveness or performance.

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# Summary of Competencies

- 7. Customer Focus: 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.
  
- 8. Futuristic Thinking: Imagining, envisioning, projecting and/or creating what has not yet been actualized.
  - Demonstrates an ability to connect the dots and see the big picture.
  - Looks beyond the forces driving the 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 cutting-edge 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.
  - Creates an environment where forward thinking is the norm not the exception.
  - Envisions ideas that may be seen as unobtainable by others.
  - Mentally lives in the future and does not allow current technology to cloud their vision.

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# Summary of Competencies

## 9. Leadership: Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.

- Inspires others with compelling visions.
- Takes risks for the sake of purpose, vision or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions.
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate levels of responsibility and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to create an environment to allow others to be successful.
- Makes decisions that are best for the organization and attempts to mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.

## 10. Project Management: Identifying and overseeing all resources, tasks, systems and people to obtain results.

- Identifies all required components to achieve goals, objectives or results.
- Demonstrates the ability to utilize the right people to complete the project.
- Establishes high performance standards.
- Holds people accountable and is 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 outcome of the project.
- Plans, organizes, motivates and controls resources, procedures and protocols to achieve specific goals.
- Maintains the objectives while honoring designated constraints.




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# Summary of Competencies

## 11. Self Starting: Demonstrating initiative and willingness to begin working.

- Possesses a strong work ethic and belief in getting results.
- Takes initiative and does whatever it takes to achieve objectives.
- Projects self-assurance in getting the task started.
- Starts quickly to avoid setbacks.
- Asserts self in personal and professional life.
- Willing to begin working regardless of circumstances.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results regardless of circumstances.
- Takes initiative and acts without waiting for direction.
- Displays self-confidence, conscientiousness, assertiveness, persistence and is achievement-oriented.

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## 12. Flexibility: Readily modifying, responding and adapting to change with minimal resistance.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in shifting priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions.
- Embraces and/or champions a shift in activity.
- Strives to adapt to situational demands.
- Capable of changing or adjusting to meet particular or varied needs.
- Able to step outside their comfort zone and try something they haven't done before.

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## 13. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

- Acts instinctively to achieve objectives without supervision.
- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress to meet 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 determination to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.
- Employs a strategy that affects how they approach tasks and future projects.

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# Summary of Competencies



## 14. Negotiation: Listening to many points of view and 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.
- Listens to all sides involved and ensures all parties understands the issues.
- Allows all parties to express their viewpoints.
- Facilitates mutually beneficial outcomes to satisfy various interests.

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## 15. Personal Accountability: Being answerable for personal actions.

- Demonstrates the ability to self evaluate.
- Strives to take responsibility for her actions.
- Evaluates many aspects of her personal actions.
- Recognizes when she has made a mistake.
- Accepts personal responsibility for outcomes.
- Utilizes feedback.
- Observes and analyzes data to learn from mistakes.
- Sees new possibilities by examining personal performance.
- Accepts responsibility for actions and results.
- Willing to take ownership of situations.

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## 16. Planning and Organizing: Establishing courses of action to ensure that work is completed effectively.

- Works effectively within established systems.
- 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.
- Establishes action plans to ensure desired results.
- Allows for practical, systematic and organized conclusions.

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# Summary of Competencies

17. Time and Priority Management: Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.

- Effectively manages difficulties and delays to complete tasks on time.
- Effectively manages time and priorities to meet deadlines.
- Presents completed tasks on or before the deadline.
- Demonstrates an ability to maintain deadlines in the midst of crisis.
- Strives to improve prioritization.
- Balances timelines and desired outcomes.
- Takes initiative and prioritizes tasks to stay on schedule.
- Accepts responsibility for deadlines and results.
- Creates an environment conducive to effectiveness.
- Reduces the amount of time spent on non-priorities.

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18. Diplomacy: Effectively and tactfully handling difficult or sensitive issues.

- 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 enable progress.
- 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.
- Expresses the context of a situation in a non-confrontational or positive manner.

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# Summary of Competencies

## 19. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.

- Utilizes the knowledge of others' 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 the behaviors of others to personally affect an outcome.
- Uses logic and reason to develop rational arguments that challenge current assumptions.
- Identifies and addresses the barriers that prevent people from seeing the benefits.
- Adapts techniques to understand and meet the needs and wants of those being influenced.
- Understands the role self-awareness plays in influencing others.
- Leverages a person in an indirect but important way.
- Produces effects on the actions, behavior and opinions of others.
- Brings others to their way of thinking without force or coercion.

## 20. Problem Solving: Defining, analyzing and diagnosing key components of a problem to formulate a solution.

- Anticipates, identifies and resolves problems or obstacles.
- Utilizes logical 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 a solution.
- Defines and develops criteria for optimum solutions.
- Evaluates the potential impact of possible solutions.
- Looks for specific goals, clearly defined solution paths, and/or clear expected solutions.
- Allows for initial planning including some abstract thinking to come up with creative solutions.
- Understands and defines the problem before jumping to a solution.



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# Summary of Competencies

## 21. Resiliency: Quickly recovering from adversity.

- Demonstrates the ability to overcome setbacks.
- Strives to remain optimistic in light of adversity.
- Evaluates many aspects of the situations to create a positive outcome.
- Recognizes criticism is an opportunity to improve.
- Accepts setbacks and looks for ways to progress.
- Utilizes feedback to forge forward.
- Seeks to understand how certain obstacles can impact results.
- Sees the unique opportunities by overcoming challenges.
- Swiftly works through the emotions and effects of stressful events.
- Copes with the inevitable bumps in life.

## 22. Creativity and Innovation: Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes data, ideas, models, processes or systems to create new insights.
- 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.
- Combines knowledge, curiosity, imagination, and evaluation to achieve desired results.




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# Summary of Competencies

23. Conceptual Thinking: Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.
- Demonstrates the ability to identify patterns, themes or connections not noticed by others.
  - Gathers hypothetical or abstract concepts to formulate new insights.
  - Evaluates many patterns to formulate connections.
  - Recognizes unique or unusual perspectives.
  - Envisions hypothetical situations to formulate new concepts.
  - Utilizes patterns to develop new ways to process information.
  - Observes and analyzes data to create new methods, techniques or processes.
  - Sees new possibilities by dissecting the situation and examining the parts.
  - Integrates issues and factors into a practical framework.
  - Understands a situation or problem by identifying patterns or connections, to address key underlying issues.

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24. Decision Making: Analyzing all aspects of a situation to make consistently sound and timely decisions.
- Demonstrates an ability to make thorough 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 once all aspects have been analyzed.
  - Focuses on timely decisions after the situations have been completely diagnosed.
  - Willing to update decisions if more information becomes available.
  - Provides a rationale for decisions when necessary.
  - Systematically analyzes information before making a decision.
  - Looks at all aspects of a situation including historical components.
  - Asks the right questions rather than making assumptions to produce a timely decision.

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# Summary of Competencies



25. Continuous Learning: Taking initiative to regularly learn 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 time on learning.
- Genuinely enjoys learning.
- Identifies opportunities to gain knowledge.
- May be considered a knowledgeable resource by others.
- Enjoys new resources or methods for learning.

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# Getting the Most From Your Report

Questions about the personal skills you are well developed in:

- Are you using the personal skills you are well developed in more in your personal or professional life?
- How is your development of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you are well developed in these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you are developed and moderately developed:

- How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you developed them more thoroughly?
- Which of these personal skills might help you the most professionally, if you developed them more thoroughly?

Questions about the personal skills you have not yet developed:

- Which of these personal skills might help you the most personally, if you developed them?
- Which of these personal skills might help you the most professionally, if you developed them?