TTI SUCCESS INSIGHTS®

TriMetrix® DNA

Talent

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TTI
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Table of Contents

Introduction

Research has proven that job-related talents are directly related to job satisfaction and personal performance. People are well positioned to achieve success when they are engaged in work suited to their inherent skills, behavioral style and unique values. Your TriMetrix® DNA Talent Report can be compared with specific job requirements outlined in the TriMetrix® DNA Job Report. When the talent required by the job is clearly defined and in turn matched to the individual, everyone wins!

The following is a highly-personalized portrait of your talent in three main sections:

Competencies Hierarchy (25 Areas)

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.

Driving Forces Clusters (12 Areas)

This section identifies what drives you. In order to be successful and energized on the job, it is important that your driving forces are in alignment with the rewards of your role.

Behavioral Hierarchy (12 Areas)

This section ranks the traits that most closely describe your natural behavior. When your job requires the use of your top behavioral traits, your potential for success increases, as do your levels of personal and professional satisfaction.

Summary of Top Competencies

This section provides detail on your top seven competencies. Apply your strongest competencies to your job as appropriate and develop further competencies as required.

Driving Forces Feedback

This section expands on your Primary Driving Forces Cluster. You will feel energized and successful at work when your job supports and satisfies these driving forces.
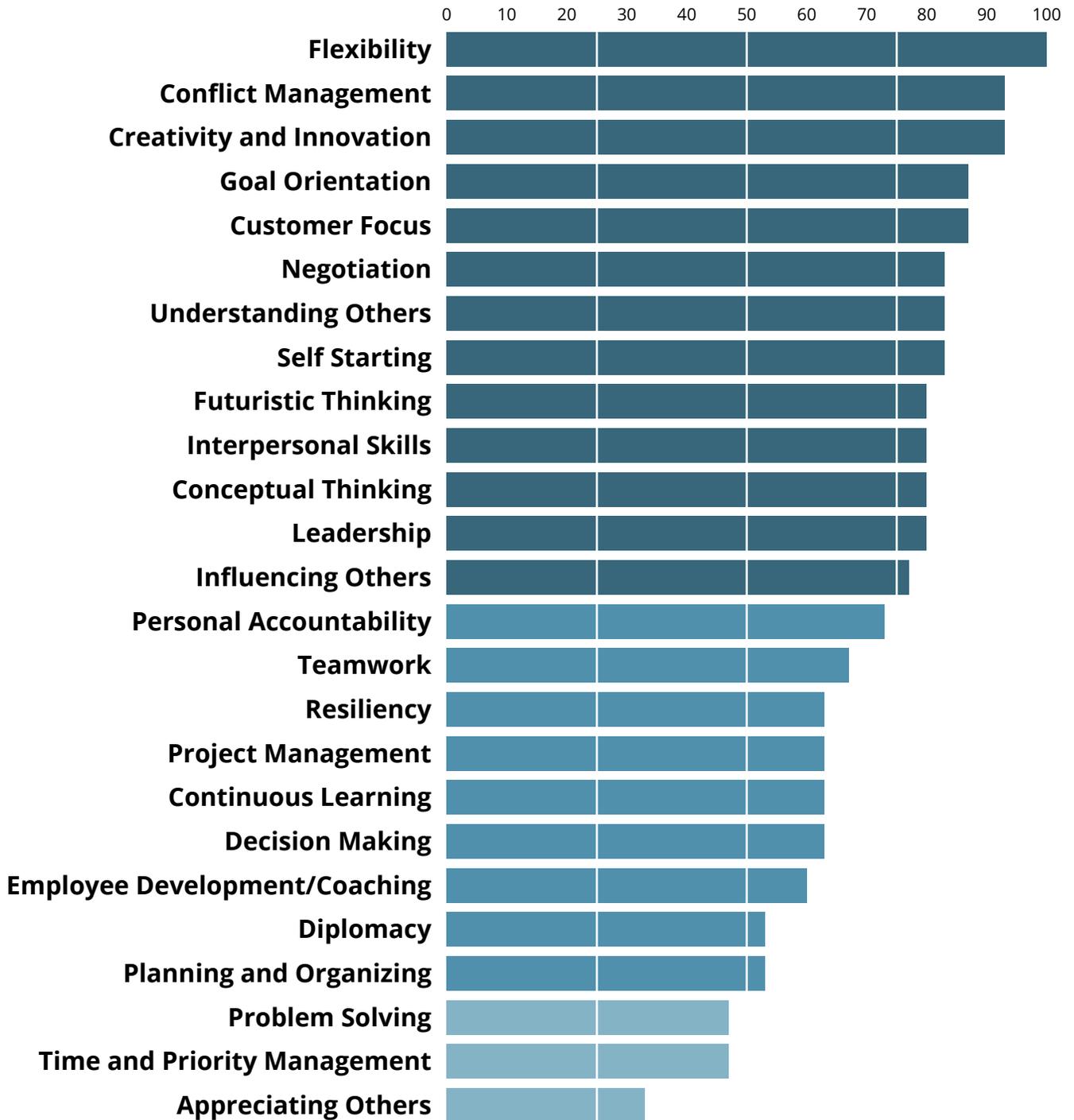
Behavioral Feedback

This section gives you insight into your top four behavioral traits to further identify your unique strengths.

Development Indicator
Based on Scores

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

Skill	Score (0–100)
Flexibility	100
Conflict Management	93
Creativity and Innovation	93
Goal Orientation	87
Customer Focus	87
Negotiation	83
Understanding Others	83
Self Starting	83
Futuristic Thinking	80
Interpersonal Skills	80
Conceptual Thinking	80
Leadership	80
Influencing Others	77
Personal Accountability	73
Teamwork	67
Resiliency	63
Project Management	63
Continuous Learning	63
Decision Making	63
Employee Development/Coaching	60
Diplomacy	53
Planning and Organizing	53
Problem Solving	47
Time and Priority Management	47
Appreciating Others	33

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Development Indicator
Based on Means

This section of your report shows your development level of 25 personal skills, based on your responses to the questionnaire. The 25 personal skills have been categorized into four levels, based on means and standard deviations.
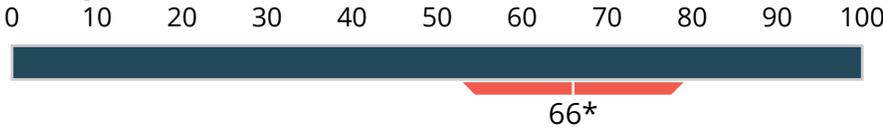
Skill	Score
Flexibility	+34
Conflict Management	+32
Goal Orientation	+32
Creativity and Innovation	+25
Futuristic Thinking	+17
Customer Focus	+16
Negotiation	+16
Understanding Others	+15

Well Developed

Skill	Score
Influencing Others	+14
Self Starting	+14
Interpersonal Skills	+12
Conceptual Thinking	+10
Leadership	+10
Teamwork	+9
Personal Accountability	+7
Resiliency	+1

Developed

Skill	Score
Diplomacy	-2
Project Management	-2
Continuous Learning	-7
Employee Development/Coaching	-12

Moderately Developed

Skill	Score
Decision Making	-16
Planning and Organizing	-16
Problem Solving	-17
Time and Priority Management	-18
Appreciating Others	-33

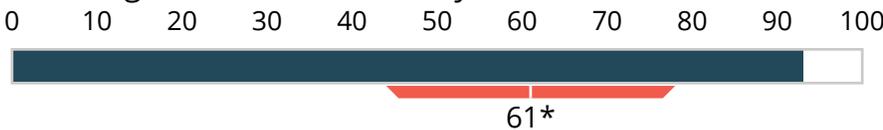**Needs Development**

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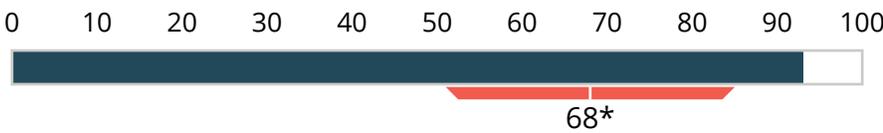
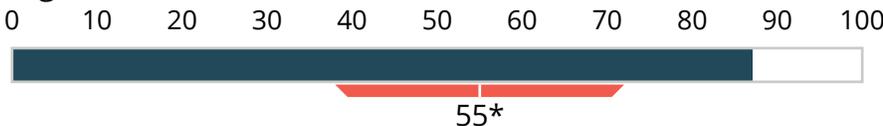**1. Flexibility** - Readily modifying, responding and adapting to change with minimal resistance.

0 10 20 30 40 50 60 70 80 90 100

100

66*

2. Conflict Management - Understanding, addressing and resolving conflict constructively.

0 10 20 30 40 50 60 70 80 90 100

93

61*

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

0 10 20 30 40 50 60 70 80 90 100

93

68*

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

0 10 20 30 40 50 60 70 80 90 100

87

55*

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

0 10 20 30 40 50 60 70 80 90 100

87

71*

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

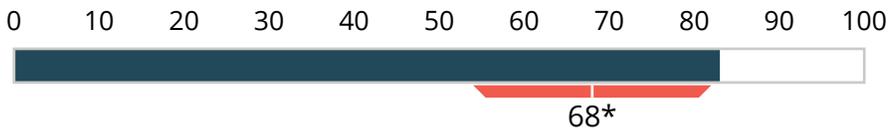0 10 20 30 40 50 60 70 80 90 100

83

67*
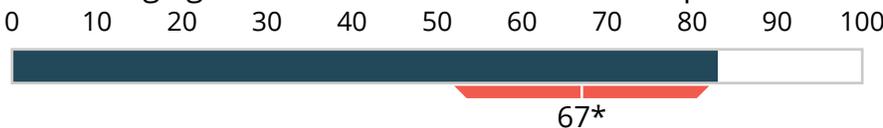
* 68% of the population falls within the shaded area.

Competencies Hierarchy

7. Understanding Others - Understanding the uniqueness and contributions of others.
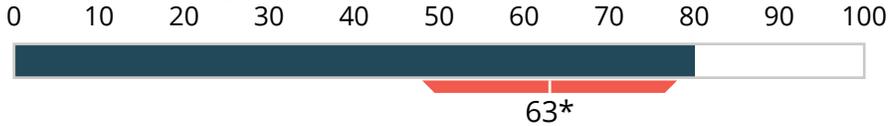
0 10 20 30 40 50 60 70 80 90 100

83

68*

8. Self Starting - Demonstrating initiative and willingness to begin working.

0 10 20 30 40 50 60 70 80 90 100

83

69*

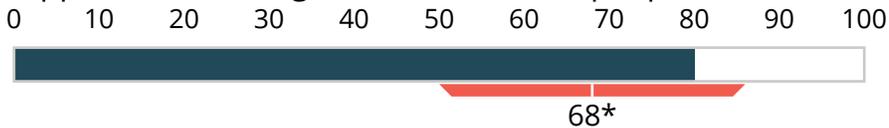**9. Futuristic Thinking** - Imagining, envisioning, projecting and/or creating what has not yet been actualized.
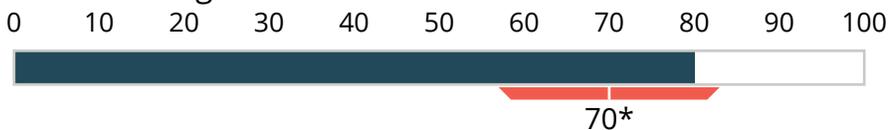
0 10 20 30 40 50 60 70 80 90 100

80

63*

10. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.
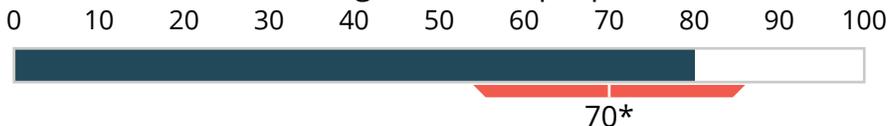
0 10 20 30 40 50 60 70 80 90 100

80

68*

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

0 10 20 30 40 50 60 70 80 90 100

80

70*

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

0 10 20 30 40 50 60 70 80 90 100

80

70*

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

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Competencies Hierarchy

13. Influencing Others - Personally affecting others' actions, decisions, opinions or thinking.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

77

63*

14. Personal Accountability - Being answerable for personal actions.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

73

66*

15. Teamwork - Cooperating with others to meet objectives.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

67

58*

16. Resiliency - Quickly recovering from adversity.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

63

62*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

63

65*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

63

70*

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

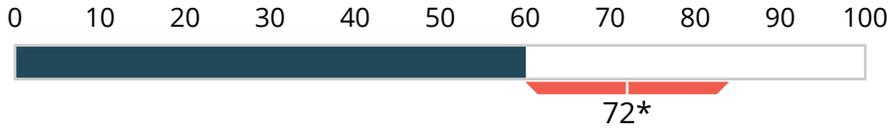| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

63

79*

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

Competencies Hierarchy

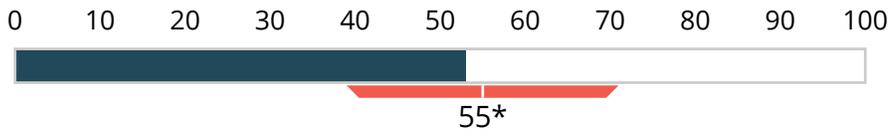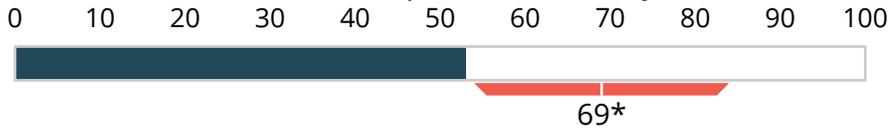**20. Employee Development/Coaching** - Facilitating, supporting and contributing to the professional growth of others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

60

72*

21. Diplomacy - Effectively and tactfully handling difficult or sensitive issues.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

53

55*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

53

69*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

47

64*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

47

65*

25. Appreciating Others - Identifying with and caring about others.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

33

66*

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

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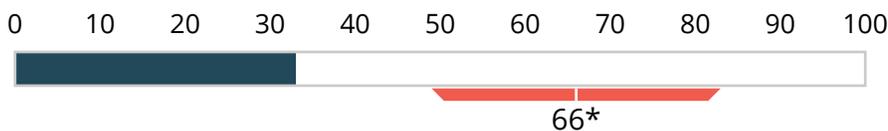
Primary Driving Forces Cluster

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

0	10	20	30	40	50	60	70	80	90	100

100

42*
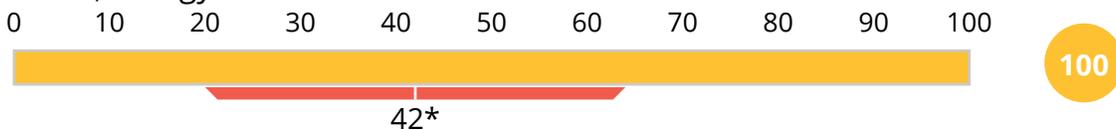
2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

0	10	20	30	40	50	60	70	80	90	100

97

49*
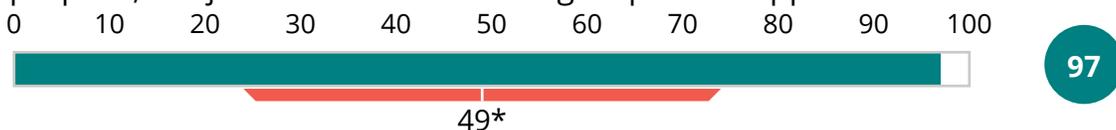
3. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.

0	10	20	30	40	50	60	70	80	90	100

85

47*
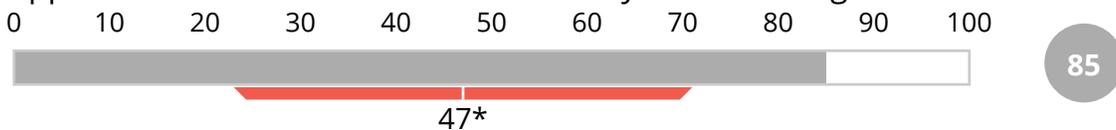
4. Commanding - People who are driven by status, recognition and control over personal freedom.

0	10	20	30	40	50	60	70	80	90	100

76

49*

Norm 2021

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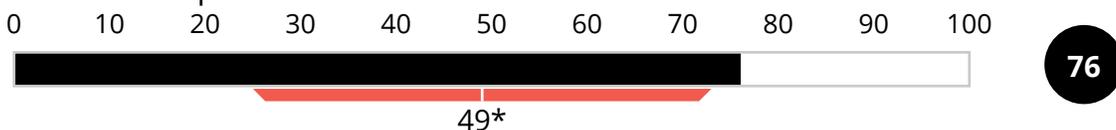
Situational Driving Forces Cluster

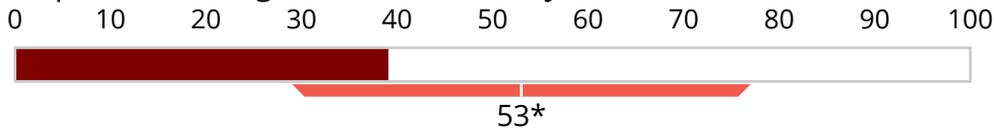*Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

39

53*

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

35

36*
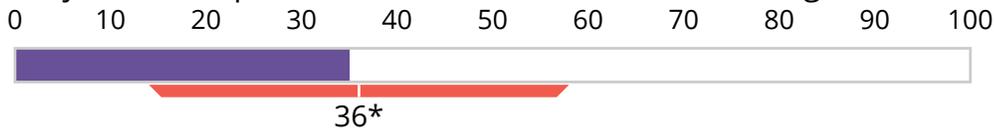
7. Objective - People who are driven by the functionality and objectivity of their surroundings.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

33

49*
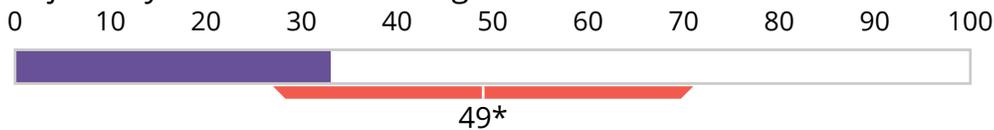
8. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

29

29*

Norm 2021

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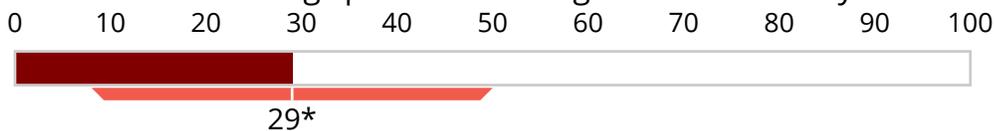
Indifferent Driving Forces Cluster

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

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

35*

6

10. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.
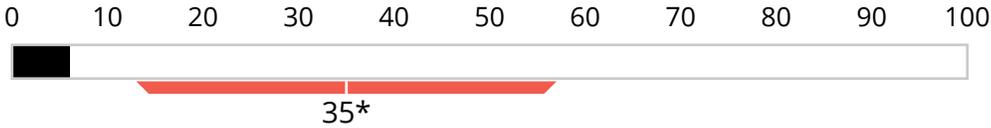
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

35*

0
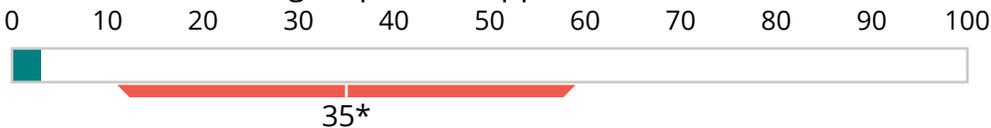
11. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

36*

0
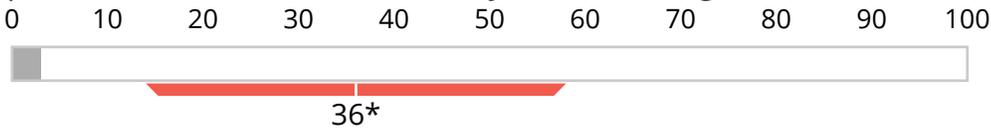
12. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

40*

0

Norm 2021

Samantha Sample
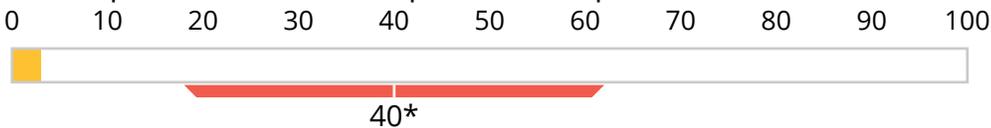
Behavioral Hierarchy

Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.

1. **Urgency** - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100

100 **Natural**
43*

100 **Adapted**
43*
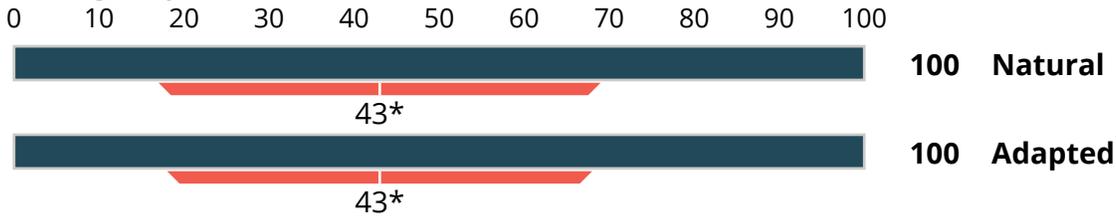
2. **Versatile** - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100

100 **Natural**
54*

85 **Adapted**
53*
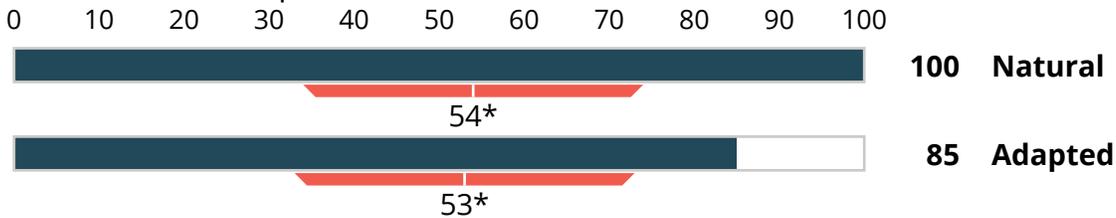
3. **Interaction** - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100

90 **Natural**
58*
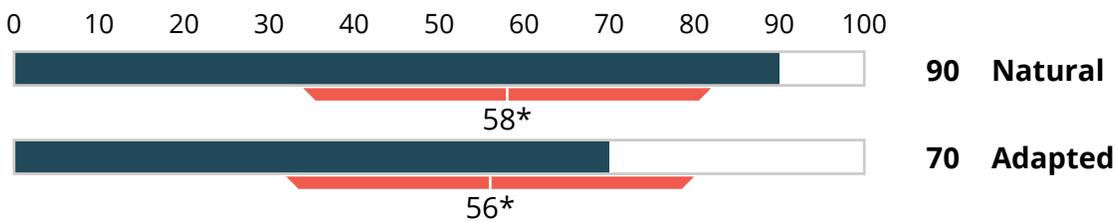
70 **Adapted**
56*

4. **Competitive** - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100

90 **Natural**
49*

100 **Adapted**
47*

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

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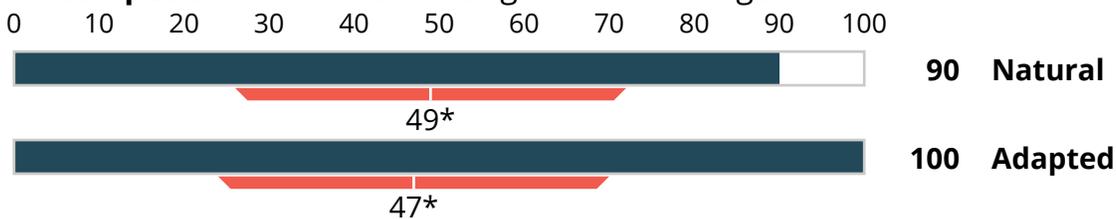
Behavioral Hierarchy

Continued

5. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100

90 Natural

52*

88 Adapted

51*

6. People-Oriented - Build rapport with a wide range of individuals.

0 10 20 30 40 50 60 70 80 90 100

60 Natural

64*

50 Adapted

62*

7. Customer-Oriented - Identify and fulfill customer expectations.

0 10 20 30 40 50 60 70 80 90 100

43 Natural

63*

37 Adapted

62*

8. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100

30 Natural

62*

35 Adapted

63*

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

9. Analysis - Compile, confirm and organize information.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

25 Natural

54*

35 Adapted

57*

10. Following Policy - Adhere to rules, regulations, or existing methods.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

25 Natural

61*

28 Adapted

62*

11. Organized Workplace - Establish and maintain specific order in daily activities.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

22 Natural

53*

25 Adapted

56*

12. Consistent - Perform predictably in repetitive situations.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

20 Natural

62*

25 Adapted

63*

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* 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. **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.

2. **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.

3. **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.

Summary of Competencies

4. **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.

5. **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.
   - Expends 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.

6. **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 understand the issues.
   - Allows all parties to express their viewpoints.
   - Facilitates mutually beneficial outcomes to satisfy various interests.

Summary of Competencies

7. **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.

8. **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.

9. **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.

Summary of Competencies

10. **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.

11. **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.

Summary of Competencies

12. **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.

13. **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.

14. **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.

15. 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.

16. 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.

17. 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.

Summary of Competencies

18. **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.

19. **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.

20. **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.

Summary of Competencies

21. **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.
   - Expresses the context of a situation in a non-confrontational or positive manner.

22. **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.

23. **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.

Summary of Competencies

24. **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.

25. **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.

Driving Forces Feedback

Your motivation to succeed is, in part, determined by your underlying driving forces. You will feel energized and successful at work when your job supports and satisfies these driving forces. The following 4 factors make up your primary driving forces cluster.

1. Resourceful

- You are driven by practical results, maximizing both efficiency and returns for your investments of time, talent, energy and resources.

2. Intentional

- You are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

3. Receptive

- You are driven by new ideas, methods and opportunities that fall outside a defined system for living.

4. Commanding

- You are driven by status, recognition and control over personal freedom.

Behavioral Feedback

Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The following are your 3 highest ranked behavioral traits:

1. Urgency

- You are decisive and quick to respond. You are able to make on-the-spot decisions with good judgment and meet deadlines on time.

2. Versatile

- You easily adapt to changes with a high level of optimism and a "can do" orientation.

3. Interaction

- You prefer to interact with others rather than deal with tasks.

4. Competitive

- Consistent winning is critical. You are tenacious, bold, assertive and have a "will to win" in highly competitive situations.

Graph I

Adapted Style

D   I   S   C

100
80
60
40
20
0

94   62   12   25

Graph II

Natural Style

D   I   S   C

100
80
60
40
20
0

93   82   6   38

Samantha Sample

Behavioral Feedback

Samantha embraces visions not always seen by others. Samantha's creative mind allows her to see the "big picture." She is goal-oriented and driven by results. She is the team member who will try to keep the others on task. Most people see her as a high risk-taker. Her view is, "nothing ventured, nothing gained." She prefers an environment with variety and change. She is at her best when many projects are underway at once. Samantha is extremely results-oriented, with a sense of urgency to complete projects quickly. She is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see her as a self-starter dedicated to achieving results. She needs to learn to relax and pace herself. She may expend too much energy trying to control herself and others.

Graph I

Adapted Style

D	I	S	C
94	62	12	25

Graph II

Natural Style

D	I	S	C
93	82	6	38

Samantha Sample