# TTI SUCCESS INSIGHTS®

## DNA® 25

## Multiple Respondent Job Report

**Sample Job Benchmark**

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# Introduction

The purpose of this report is to provide insight into the most personal skill criteria for the position.  Managers or leaders are encouraged to discuss the results of the report with new hires and incumbents to enhance their understanding of performance expectations.  The information in this report is particularly valuable to organizations in the following Human Resource activities

- BUILDING COMPETENCY PROFILES OR MODELS
- DESIGNING PERFORMANCE EVALUATION PROCESSES
- ASSESSING TRAINING AND DEVELOPMENT NEEDS
- DESIGNING SUCCESSION PLANNING PROCESSES
- DEVELOPING BEHAVIORAL INTERVIEWS

Information in the report is based on an objective analysis of data collected from specially selected individuals who understand the position well.  The report results are generated by a computer analysis of all responses.  Thousands of calculations are performed to determine the key performance criteria of the position.

Each section of the report is designed to address important aspects of the position.  Clarity, understanding and consensus on what competencies are required for superior performance is essential to optimize training and development, performance evaluation, behavioral interviewing, and succession planning programs.
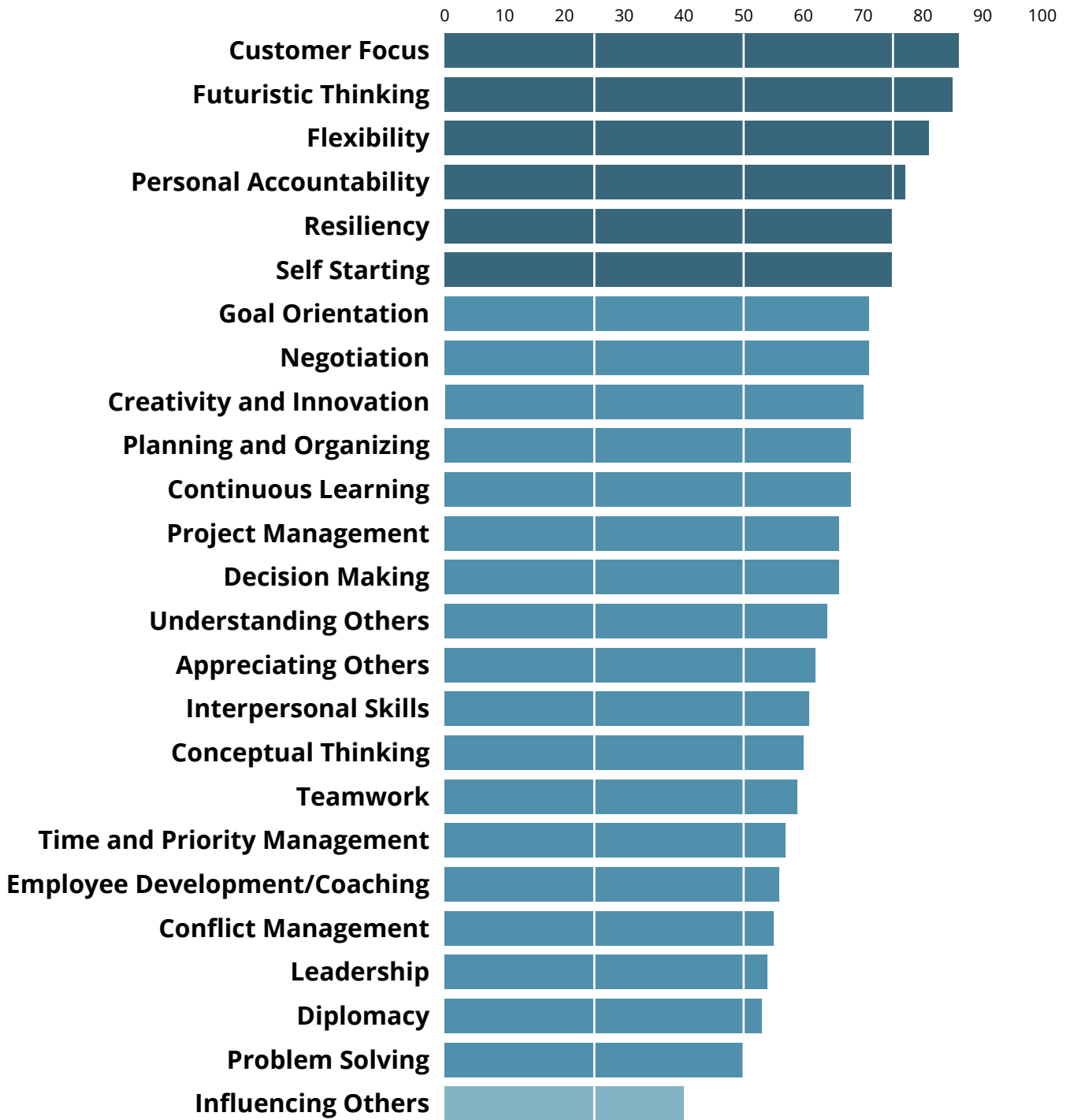
Research indicates that a specific group of competencies are required to produce superior performance in most positions.  This report provides detailed descriptions on seven (7) of the most important competencies required for superior performance in the position.  It is recommended that the results of the report be discussed with incumbents and management to obtain consensus before integrating the information into Human Resource processes.

The last section of the report provides samples of behavioral interview questions designed to assist hiring authorities to plan structured selection interviews.  The questions provide a framework for comparing candidate competency strengths with the competency requirements of the position.  Select the questions that seem most appropriate to the position being analyzed.

# Hierarchy of Competencies

*The competencies required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the competencies represents their relative importance to each other in producing superior performance in the job.*
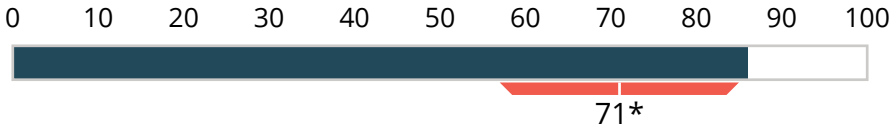
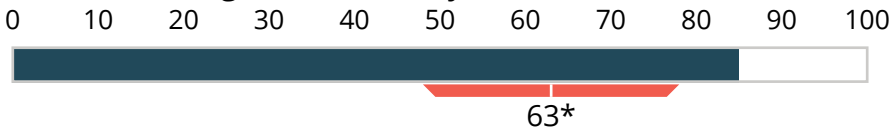| Competency | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Customer Focus | | | | | | | | | | | |
| Futuristic Thinking | | | | | | | | | | | |
| Flexibility | | | | | | | | | | | |
| Personal Accountability | | | | | | | | | | | |
| Resiliency | | | | | | | | | | | |
| Self Starting | | | | | | | | | | | |
| Goal Orientation | | | | | | | | | | | |
| Negotiation | | | | | | | | | | | |
| Creativity and Innovation | | | | | | | | | | | |
| Planning and Organizing | | | | | | | | | | | |
| Continuous Learning | | | | | | | | | | | |
| Project Management | | | | | | | | | | | |
| Decision Making | | | | | | | | | | | |
| Understanding Others | | | | | | | | | | | |
| Appreciating Others | | | | | | | | | | | |
| Interpersonal Skills | | | | | | | | | | | |
| Conceptual Thinking | | | | | | | | | | | |
| Teamwork | | | | | | | | | | | |
| Time and Priority Management | | | | | | | | | | | |
| Employee Development/Coaching | | | | | | | | | | | |
| Conflict Management | | | | | | | | | | | |
| Leadership | | | | | | | | | | | |
| Diplomacy | | | | | | | | | | | |
| Problem Solving | | | | | | | | | | | |
| Influencing Others | | | | | | | | | | | |

T: N/A

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# Job Competencies Hierarchy

*All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.*

**1. Customer Focus** - Anticipating, meeting and/or exceeding customer needs, wants and expectations.
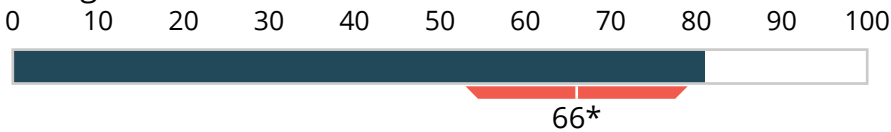
0    10    20    30    40    50    60    70    80    90    100

71*

**86**

**2. 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

63*

**85**

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

0    10    20    30    40    50    60    70    80    90    100

66*

**81**

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

0    10    20    30    40    50    60    70    80    90    100

66*

**77**

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

0    10    20    30    40    50    60    70    80    90    100

62*

**75**

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

0    10    20    30    40    50    60    70    80    90    100
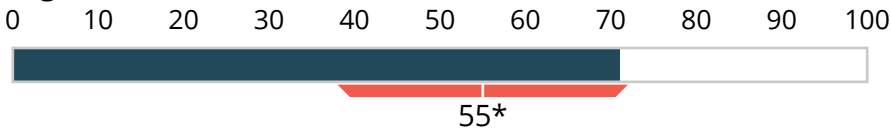
69*
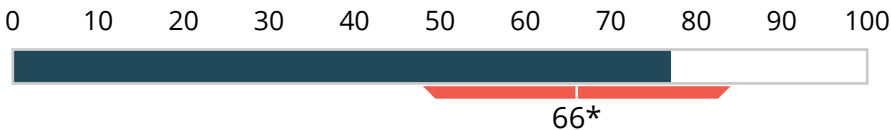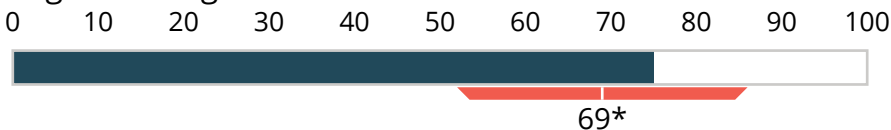
**75**
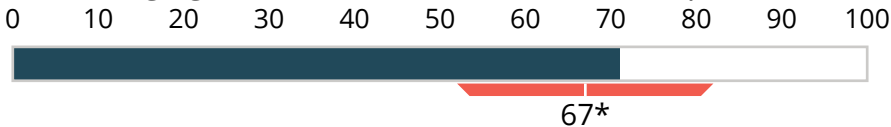
* 68% of the population falls within the shaded area.

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# Job Competencies Hierarchy

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

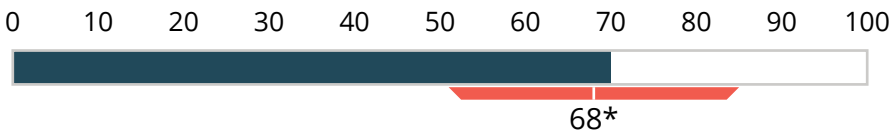0  10  20  30  40  50  60  70  80  90  100

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**8. Negotiation** - Listening to many points of view and facilitating agreements between two or more parties.
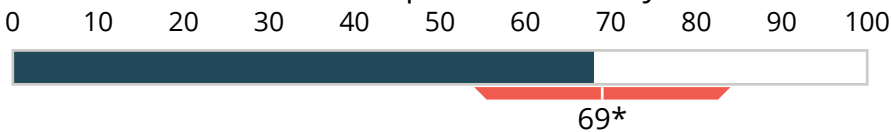
0  10  20  30  40  50  60  70  80  90  100

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**9. Creativity and Innovation** - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.
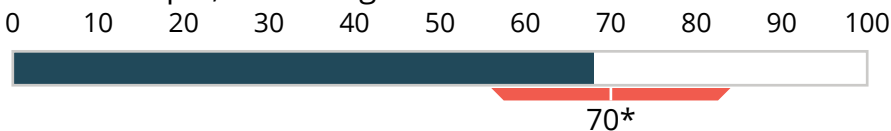
0  10  20  30  40  50  60  70  80  90  100

**70**

68*

**10. 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

**68**

69*

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

0  10  20  30  40  50  60  70  80  90  100

**68**

70*

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

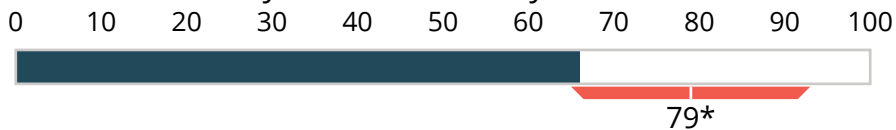0  10  20  30  40  50  60  70  80  90  100

**66**
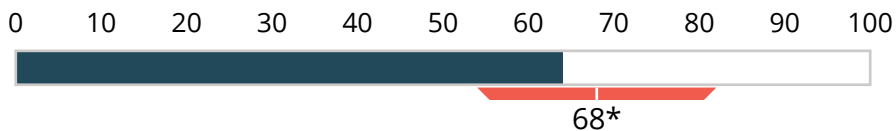
65*
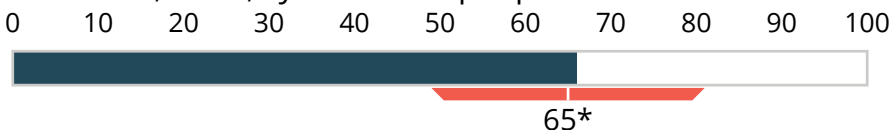
* 68% of the population falls within the shaded area.

# Job Competencies Hierarchy

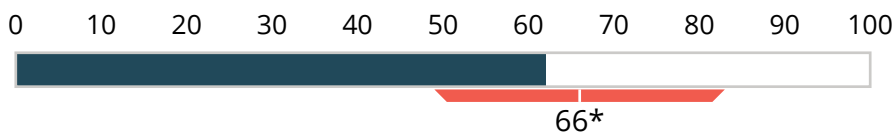**13. Decision Making** - Analyzing all aspects of a situation to make consistently sound and timely decisions.

0   10   20   30   40   50   60   70   80   90   100

79*

**66**

**14. Understanding Others** - Understanding the uniqueness and contributions of others.

0   10   20   30   40   50   60   70   80   90   100

68*

**64**

**15. Appreciating Others** - Identifying with and caring about others.

0   10   20   30   40   50   60   70   80   90   100

66*

**62**

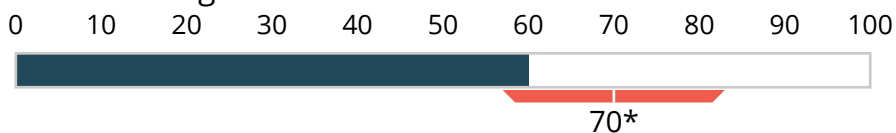**16. Interpersonal Skills** - Effectively communicating, building rapport and relating well to all kinds of people.

0   10   20   30   40   50   60   70   80   90   100

68*
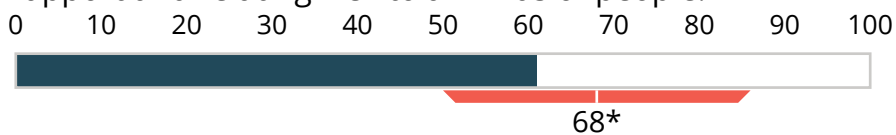
**61**

**17. 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

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**60**

**18. Teamwork** - Cooperating with others to meet objectives.

0   10   20   30   40   50   60   70   80   90   100

58*
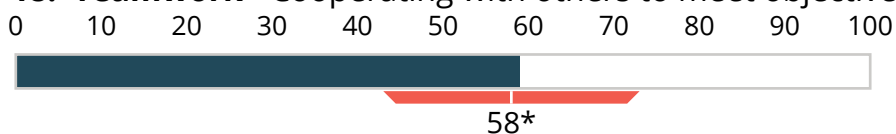
**59**

**19. 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

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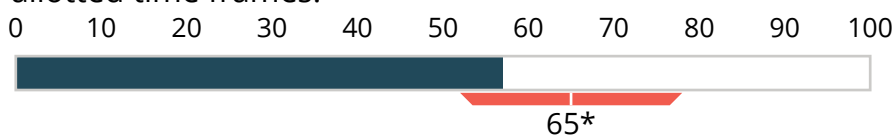
**57**

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

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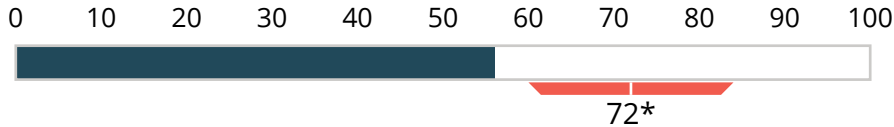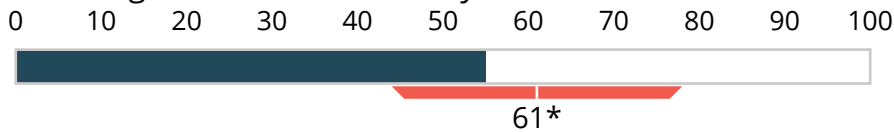**20. Employee Development/Coaching** - Facilitating, supporting and contributing to the professional growth of others.

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

72*

**56**

**21. Conflict Management** - Understanding, addressing and resolving conflict constructively.

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

61*

**55**

**22. 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 |

70*
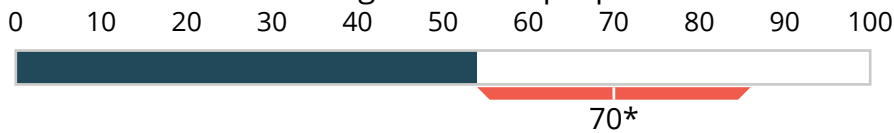
**54**

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

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

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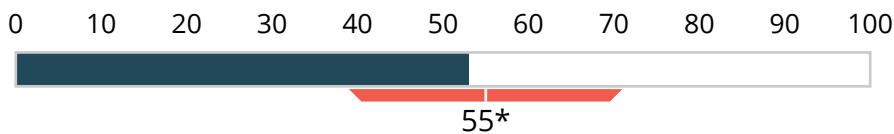
**53**

**24. 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 |

64*
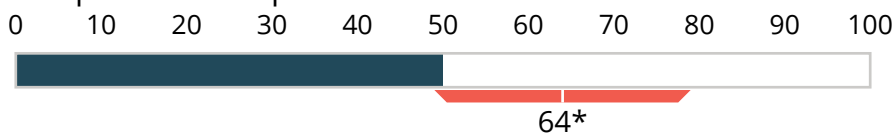
**50**

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

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

63*
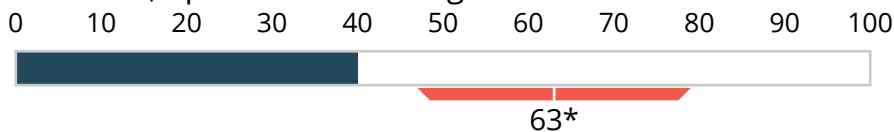
**40**

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

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# Summary of Top Competencies

*This section of the report focuses on competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.*

1. 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.

2. 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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3. 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.

4. Personal Accountability: Being answerable for personal actions.
   - Demonstrates the ability to self evaluate.
   - Strives to take responsibility for his actions.
   - Evaluates many aspects of his personal actions.
   - Recognizes when he 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.

5. 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.

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6.  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.

7.  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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# Job Competency Questions

*Below are suggested interview questions on each of the top seven competencies. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.*

1. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
   - Give me an example of when you went out of your way for a customer.
   - What was the outcome?
   - Describe the most difficult customer you've ever had to deal with and how you handled them.
   - Describe a situation when you were given outstanding customer service.
   - What made it stand out?
   - Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
   - What was the outcome?
   - Give me an example of a situation when you improved the level of customer service in your organization.
   - What did you do to improve it?
   - What was the outcome?
   - Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
   - Question: Describe a situation when you took a stand for a customer.

2. Futuristic Thinking: Imagining, envisioning, projecting and/or creating what has not yet been actualized.
   - Describe a situation when you were correct in seeing a future trend that others didn't.
   - What reaction did you have to those who did not see the trend?
   - Give me an example of when you predicted something that would happen in your department, organization or industry.
   - What caused you to make that prediction?
   - What was the most "far-out" concept you've ever had or supported?
   - Why did you believe in it?
   - What was the outcome?
   - What, in your opinion, are the trends or events that could impact this organization and its industry?
   - Give me an example of an idea you had that others thought was too far out but has since proved to be visionary.
   - Describe a situation when you maintained your commitment to a futuristic idea or venture even though others predicted failure.

3. Flexibility: Readily modifying, responding and adapting to change with minimal resistance.
   - Give me an example of when you were forced to change priorities or direction.
   - How did you feel when you were first confronted with this change?
   - Describe a time when there was an extraordinary amount of change in your life.
   - How did you handle it?
   - Describe a situation when you were a part of or an architect of a change.
   - What were the barriers to implementing the change and how did you get beyond them?
   - What was the reaction of others?
   - What was the outcome?
   - Give me an example of when you were one of the first to get on board when a major change was introduced.
   - Describe a situation when you were acknowledged for your ability to adapt quickly to a change.

4. Personal Accountability: Being answerable for personal actions.
   - Describe a situation when you made a mistake and had to deal with the consequences.
   - What reaction did you have to this situation?
   - Give me an example of when you identified something that went wrong in your department, organization or industry.
   - What caused you to identify the problem?
   - What, in your opinion, are the consequences when people try to hide a mistake?
   - Describe a work situation when something good came from admitting a failure.
   - What caused you to take this approach?
   - Describe a situation where a failure occurred and who was at fault.
   - What was the solution?
   - Give me an example of when you had to defend your actions.

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# Job Competency Questions

5. Resiliency: Quickly recovering from adversity.
   - Describe a situation when you overcame a challenge to positively impact the organization.
   - What was the reaction to this impact?
   - Describe a situation when the only way you could accomplish a goal was to confront a negative situation.
   - What were the outcomes?
   - What, in your opinion, are the consequences when you let an adverse situation get the best of you?
   - What obstacles did you have to overcome during a successful venture?
   - Give an example of when you were able to facilitate a dramatic shift to overcome a major setback.
   - Describe a situation where a failure occurred because someone could not handle personal criticism.
   - What could they have done differently?
   - Describe a situation when you accomplished something significant as a result of overcoming adversity.

6. Self Starting: Demonstrating initiative and willingness to begin working.
   - Why is it important for you to jump in and get started?
   - Give an example of when you were able to accomplish something others didn't believe you could.
   - What allowed you to accomplish it?
   - Describe a time when getting started quickly allowed you to accomplish a difficult task.
   - What were your thoughts during this time?
   - Describe a situation when other peoples' procrastination allowed you to excel.
   - How did that impact the organization?
   - What happened next?
   - Describe how taking initiative has affected your career.
   - Describe a difficult circumstance you had to overcome to get a project started.

7. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
   - Give me an example of the most significant professional goal you have met.
   - How did you achieve it?
   - What were the obstacles?
   - How did you overcome them?
   - Give me an example of when you took a risk to achieve a goal.
   - What was the outcome?
   - What are your future professional goals?
   - How do you plan to achieve them?
   - What might keep you from achieving them?
   - Tell me about a time when you overcame great obstacles to achieve something significant.
   - Give me an example of when you achieved something by your persistence that others couldn't.

# Job Competency Composite

| | Hierarchy | C | R1 | R2 | R3 | R4 | R5 |
|---|---|---|---|---|---|---|---|
| 1 | Customer Focus | 86 | 81 | 88 | 88 | 94 | 81 |
| 2 | Futuristic Thinking | 85 | 88 | 81 | 75 | 94 | 88 |
| 3 | Flexibility | 81 | 81 | 81 | 62 | 100 | 81 |
| 4 | Personal Accountability | 77 | 81 | 69 | 75 | 81 | 81 |
| 5 | Resiliency | 75 | 69 | 62 | 88 | 88 | 69 |
| 6 | Self Starting | 75 | 81 | 56 | 62 | 94 | 81 |
| 7 | Goal Orientation | 71 | 75 | 44 | 75 | 88 | 75 |
| 8 | Negotiation | 71 | 75 | 62 | 75 | 69 | 75 |
| 9 | Creativity and Innovation | 70 | 81 | 81 | 19 | 88 | 81 |
| 10 | Planning and Organizing | 68 | 50 | 69 | 81 | 88 | 50 |
| 11 | Continuous Learning | 68 | 75 | 38 | 62 | 88 | 75 |
| 12 | Project Management | 66 | 56 | 62 | 69 | 88 | 56 |
| 13 | Decision Making | 66 | 44 | 81 | 69 | 94 | 44 |
| 14 | Understanding Others | 64 | 56 | 75 | 44 | 88 | 56 |
| 15 | Appreciating Others | 62 | 50 | 69 | 62 | 81 | 50 |
| 16 | Interpersonal Skills | 61 | 50 | 62 | 50 | 94 | 50 |
| 17 | Conceptual Thinking | 60 | 50 | 75 | 56 | 69 | 50 |
| 18 | Teamwork | 59 | 50 | 62 | 56 | 75 | 50 |
| 19 | Time and Priority Management | 57 | 31 | 81 | 50 | 94 | 31 |
| 20 | Employee Development/Coaching | 56 | 50 | 50 | 50 | 81 | 50 |
| 21 | Conflict Management | 55 | 38 | 50 | 50 | 100 | 38 |
| 22 | Leadership | 54 | 19 | 69 | 100 | 62 | 19 |
| 23 | Diplomacy | 53 | 19 | 62 | 69 | 94 | 19 |
| 24 | Problem Solving | 50 | 19 | 56 | 56 | 100 | 19 |
| 25 | Influencing Others | 40 | 38 | 25 | 31 | 69 | 38 |

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# Respondent Key

R1:  JOHN SMITH
R2:  FRANK JONES
R3:  AMANDA DOE
R4:  SUE ANDERSON
R5:  JOE WILLIAMS

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