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4-5-2010

Your Road to Leadership Resilience

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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 TTI TriMetrix Talent Report can be compared with specific job requirements outlined in TTI TriMetrix Job Reports. 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:

SECTION 1: PERSONAL SKILLS HIERARCHY (23 AREAS)

This section presents 23 key personal skills 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.

SECTION 2: PERSONAL INTERESTS, ATTITUDES AND VALUES (6 AREAS)

This section identifies what motivates you. In order to be successful and energized on the job, it is important that your underlying values are satisfied through the nature of your work. When they are, you feel personally rewarded by your work.

SECTION 3: BEHAVIORAL HIERARCHY (8 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.

SECTION 4: PERSONAL SKILLS FEEDBACK

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

SECTION 5: PERSONAL INTERESTS, ATTITUDES AND VALUES FEEDBACK

This section expands on three areas that you value most. When your job emphasizes what you value, you will feel personally rewarded.

SECTION 6: BEHAVIORAL FEEDBACK

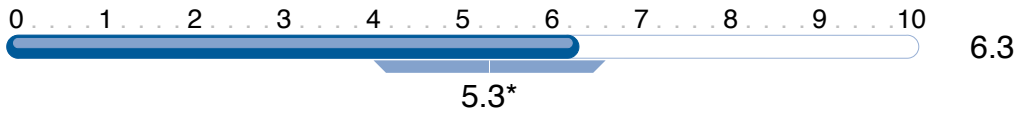
This section gives you insight into your top three behavioral traits to further identify your unique strengths.



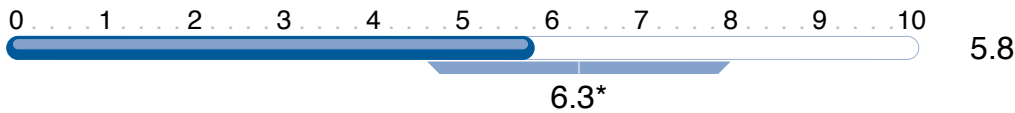
PERSONAL INTERESTS, ATTITUDES AND VALUES

Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

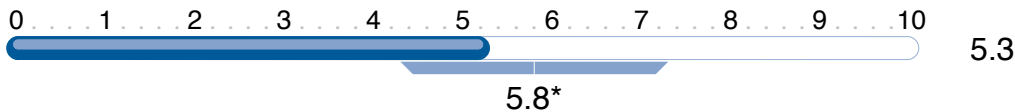
1. INDIVIDUALISTIC/POLITICAL



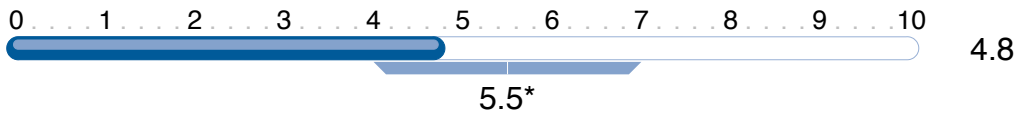
2. UTILITARIAN/ECONOMIC



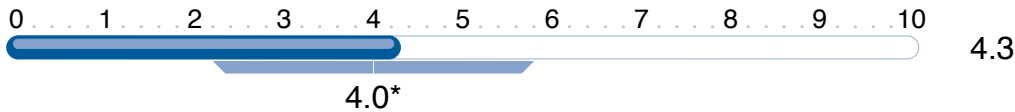
3. SOCIAL



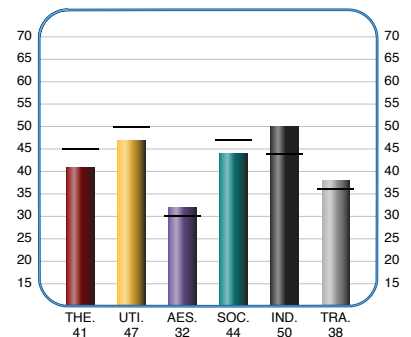
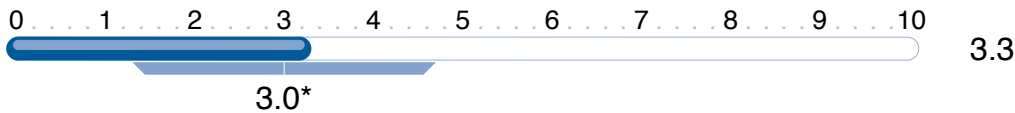
4. THEORETICAL



5. TRADITIONAL/REGULATORY



6. AESTHETIC



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

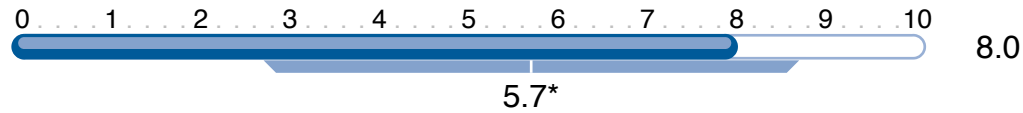
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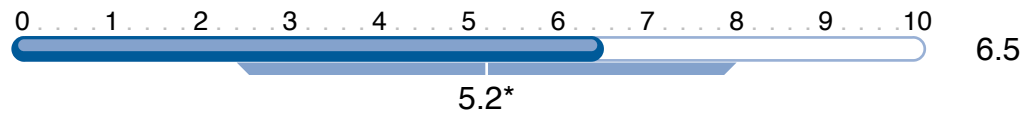
BEHAVIORAL HIERARCHY

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.

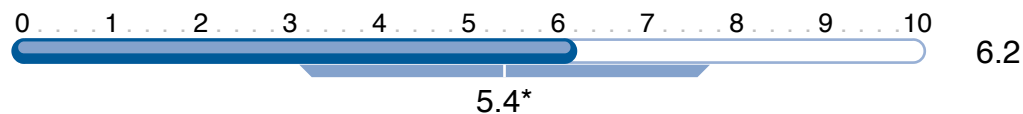
1. COMPETITIVENESS



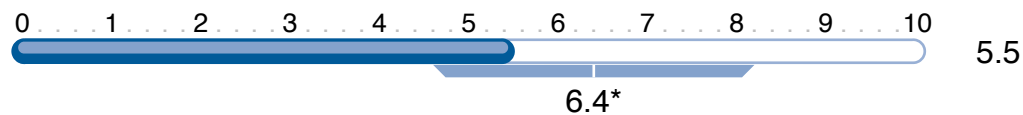
2. URGENCY



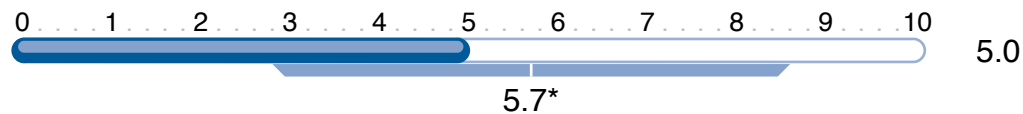
3. FREQUENT CHANGE



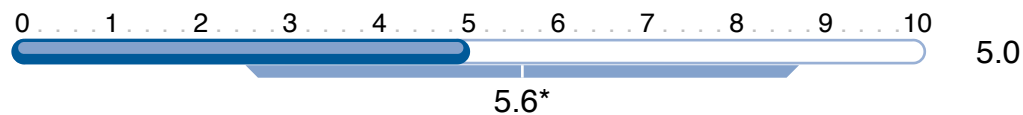
4. CUSTOMER ORIENTED



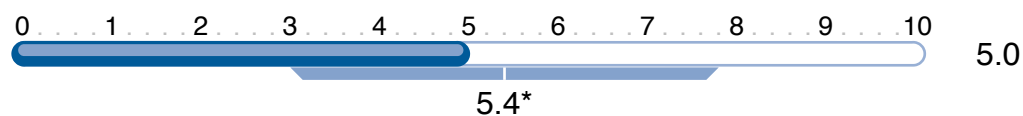
5. FREQUENT INTERACTION WITH OTHERS



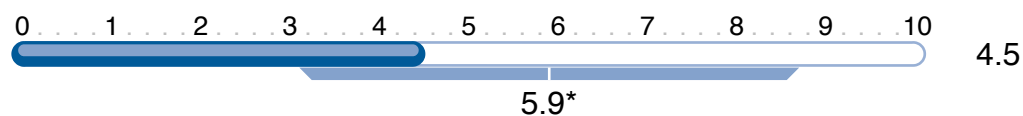
6. ORGANIZED WORKPLACE



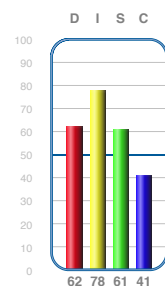
7. VERSATILITY



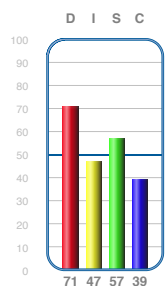
8. ANALYSIS OF DATA



Adapted Style



Natural Style



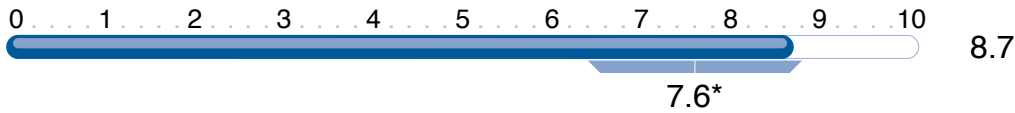
* 68% of the population falls within the shaded area.



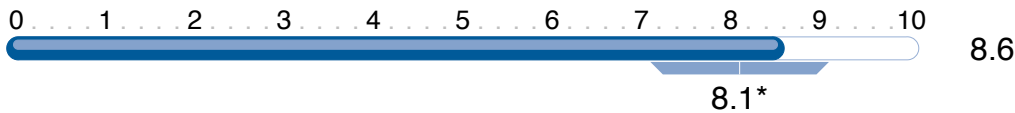
PERSONAL SKILLS HIERARCHY

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

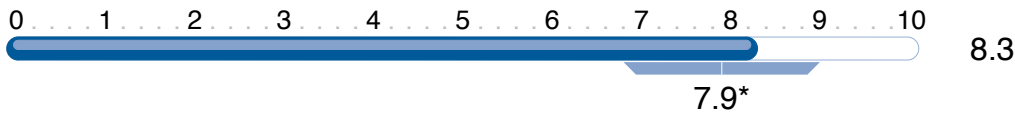
1. FLEXIBILITY - The ability to readily modify, respond to and integrate change with minimal personal resistance.



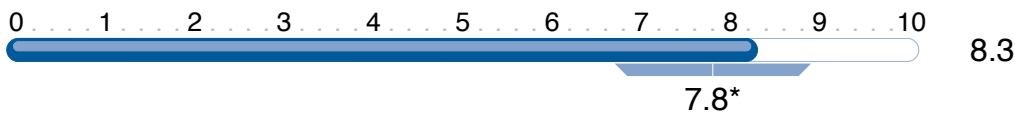
2. EMPATHETIC OUTLOOK - The capacity to perceive and understand the feelings and attitudes of others.



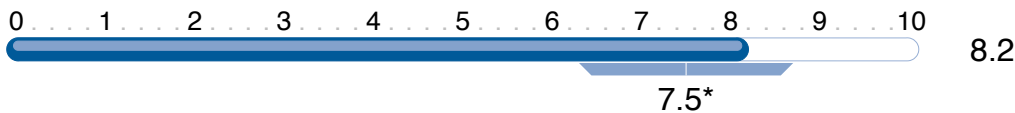
3. CUSTOMER FOCUS - A commitment to customer satisfaction.



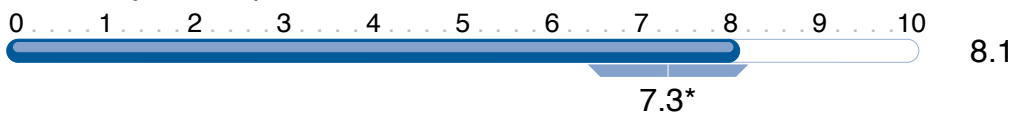
4. CONFLICT MANAGEMENT - The ability to resolve different points of view constructively.



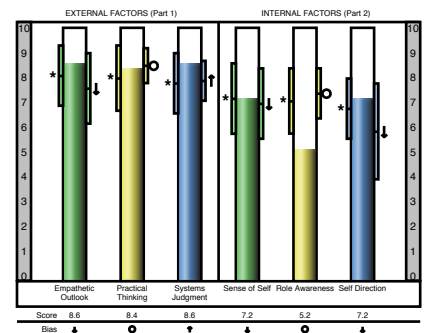
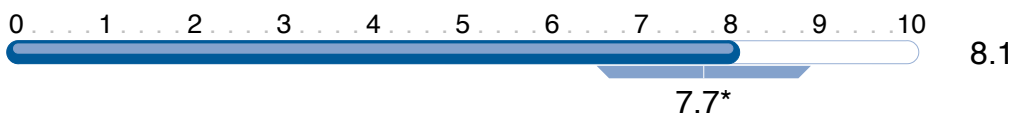
5. PROBLEM SOLVING - The ability to identify key components of a problem to formulate a solution or solutions.



6. RESULTS ORIENTATION - The ability to identify actions necessary to complete tasks and obtain results.



7. OBJECTIVE LISTENING - The ability to listen to many points of view without bias.



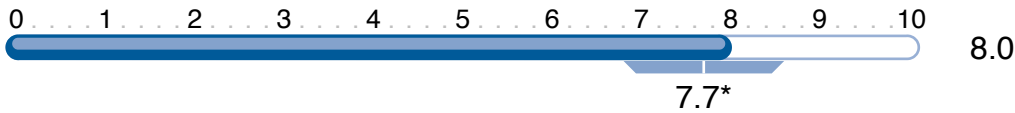
Rev: 0.95-0.78

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

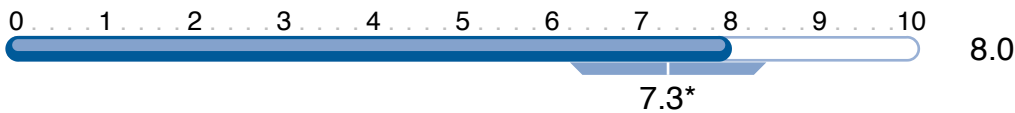
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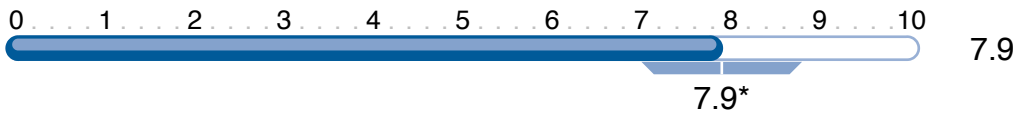
8. PLANNING AND ORGANIZATION - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



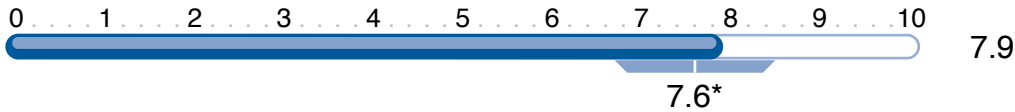
9. CONCEPTUAL THINKING - The ability to analyze hypothetical situations or abstract concepts to compile insight.



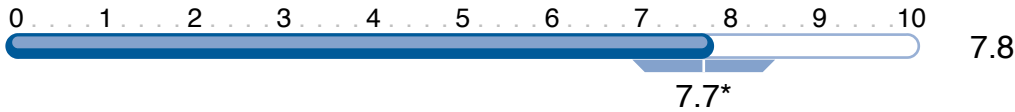
10. INTERPERSONAL SKILLS - The ability to interact with others in a positive manner.



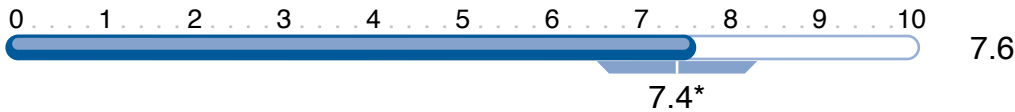
11. DIPLOMACY AND TACT - The ability to treat others fairly, regardless of personal biases or beliefs.



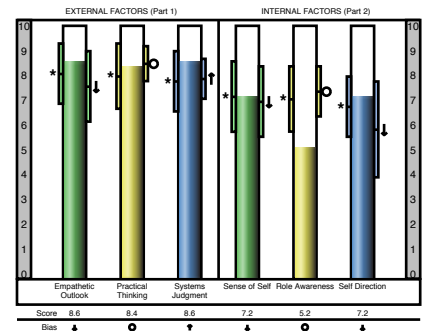
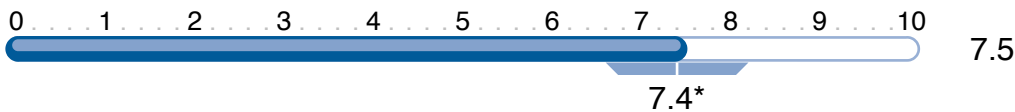
12. TEAMWORK - The ability to cooperate with others to meet objectives.



13. DEVELOPING OTHERS - The ability to contribute to the growth and development of others.



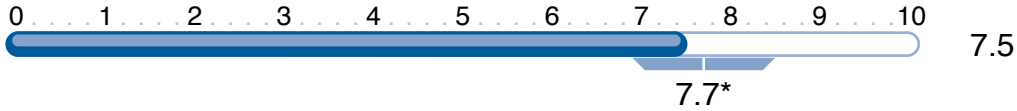
14. DECISION MAKING - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



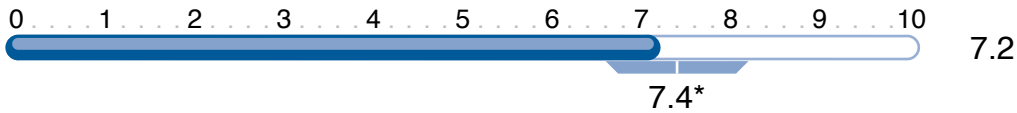
* 68% of the population falls within the shaded area.



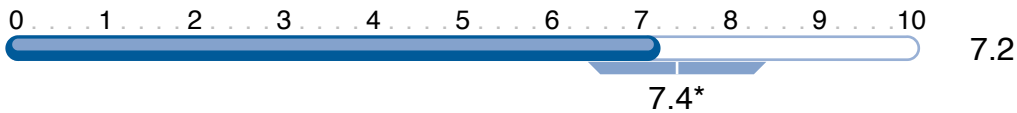
15. INFLUENCING OTHERS - The ability to personally affect others' actions, decisions, opinions or thinking.



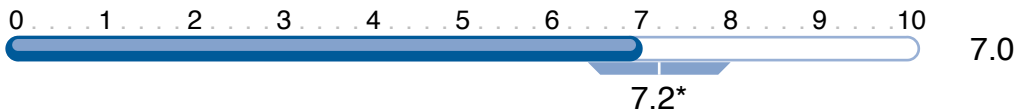
16. GOAL ACHIEVEMENT - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



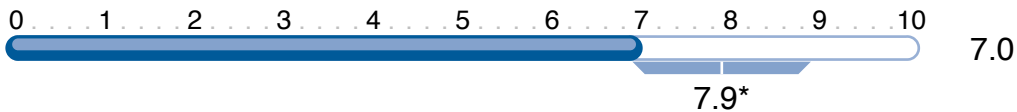
17. CONTINUOUS LEARNING - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



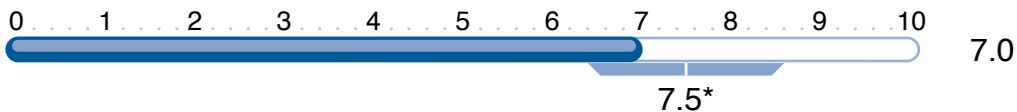
18. PERSONAL ACCOUNTABILITY - A measure of the capacity to be answerable for personal actions.



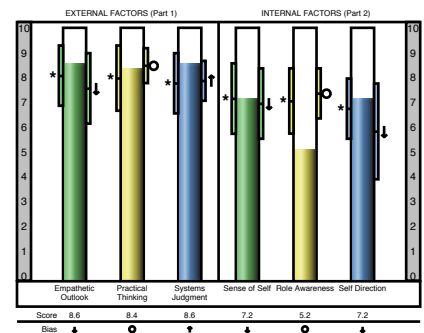
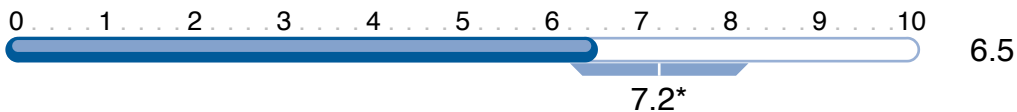
19. LEADING OTHERS - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



20. ACCOUNTABILITY FOR OTHERS - The ability to take responsibility for others' actions.



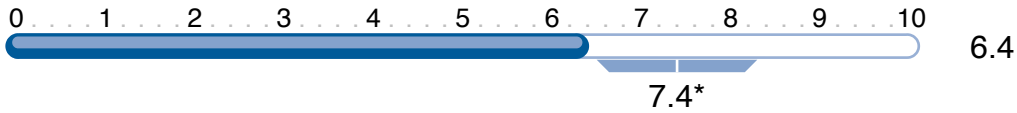
21. RESILIENCY - The ability to quickly recover from adversity.



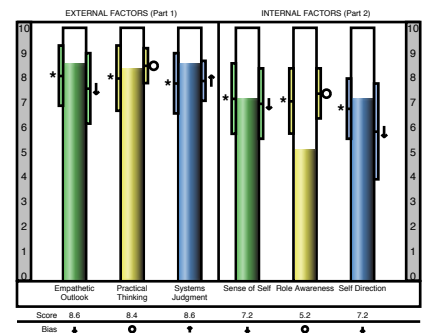
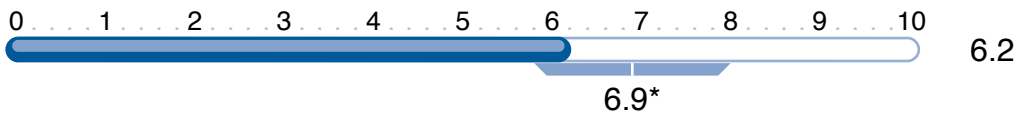
* 68% of the population falls within the shaded area.



22. SELF MANAGEMENT - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



23. SELF STARTING - The ability to initiate and sustain momentum without external stimulation.



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

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Most people, when asked to describe their talents, have difficulty describing them. The purpose of this section is to provide insights into your top talents in three areas: Personal Skills, Values (motivators) and Behavioral Traits. Everyone has a unique set of strengths within these three areas that will be instrumental to success and self-fulfillment. No one is equally talented in everything. In fact, the quickest way to burn out is to try to be all things to all people.



PERSONAL INTERESTS, ATTITUDES AND VALUES FEEDBACK

Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. The following are your 3 highest ranked personal values:

1. INDIVIDUALISTIC/POLITICAL

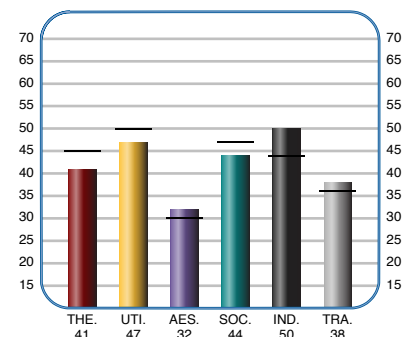
- You value personal recognition, freedom and control over your own destiny and others.
- The primary interest for this value is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

2. UTILITARIAN/ECONOMIC

- You value practical accomplishments, results and rewards for your investments of time, resources, and energy.
- The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average American business person. A person with a high score is likely to have a high need to surpass others in wealth.

3. SOCIAL

- You value opportunities to be of service to others and contribute to the progress and well being of society.
- Those who score very high in this value have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic value, the Social person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social interest is selfless.



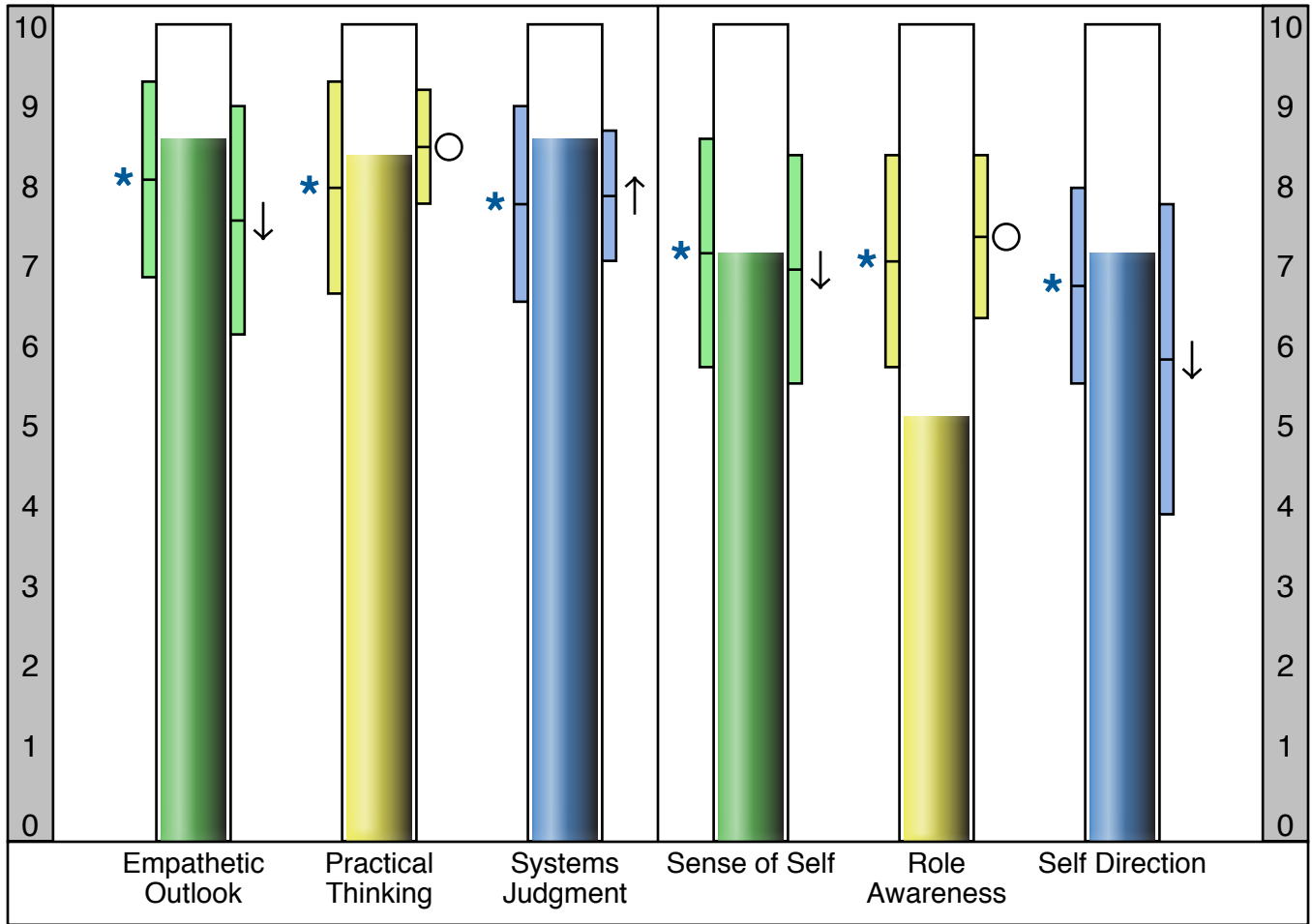
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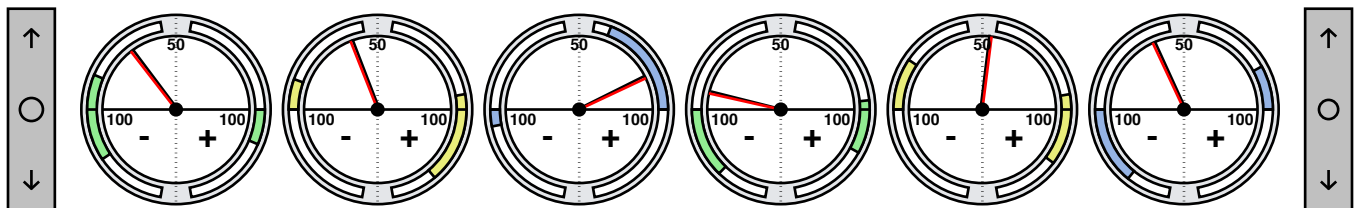
* Population mean
 ↑ Overvaluation
 ○ Neutral valuation
 ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	8.6	8.4	8.6	7.2	5.2	7.2
Bias	↓	○	↑	↓	○	↓



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Accountability for Others

Conceptual Thinking

Conflict Management

- Correcting Others
- Problem Solving
- Sensitivity to Others

Continuous Learning

- Self Improvement
- Personal Drive

Customer Focus

- Evaluating What is Said
- Empathetic Outlook
- Freedom from Prejudices

Decision Making

- Conceptual Thinking
- Theoretical Problem Solving
- Role Confidence
- Balanced Decision Making

Developing Others

Diplomacy and Tact

- Empathetic Outlook
- Balanced Decision Making
- Freedom from Prejudices

Empathetic Outlook

Flexibility

- Surrendering Control
- Integrative Ability
- Understanding Motivational Needs

Goal Achievement

- Results Orientation
- Realistic Personal Goal Setting
- Project and Goal Focus
- Persistence

Influencing Others

- Conveying Role Value
- Gaining Commitment
- Understanding Motivational Needs

Interpersonal Skills

- Evaluating Others
- Personal Relationships
- Persuading Others

Leading Others

Personal Accountability

Objective Listening

- Evaluating What is Said

Planning and Organization

- Long Range Planning
- Concrete Organization
- Proactive Thinking

Problem Solving

Resiliency

- Persistence
- Handling Rejection
- Initiative

Results Orientation

Self Management

Self-Starting Ability

- Initiative

Teamwork

- Surrendering Control
- Relating to Others
- Sense of Belonging
- Sensitivity to Others



Score	Mean	Description	Score	Mean	Description
9.6	7.6	Using Common Sense	6.8	7.5	Sense of Timing
9.3	7.6	Integrative Ability	6.8	7.6	Status and Recognition
9.1	8.0	Following Directions	6.8	7.7	Sense of Belonging
9.1	8.0	Respect for Policies	6.7	7.1	Personal Drive
8.9	8.2	Realistic Goal Setting for Others	6.7	7.4	Handling Rejection
8.8	8.3	Theoretical Problem Solving	6.6	7.2	Persistence
8.6	8.0	Attention to Detail	6.5	7.1	Gaining Commitment
8.6	7.9	Correcting Others	6.5	6.9	Meeting Standards
8.6	8.1	Empathetic Outlook	6.4	6.7	Self Assessment
8.6	7.8	Systems Judgment	6.4	7.6	Realistic Personal Goal Setting
8.5	7.6	Concrete Organization	6.4	7.4	Self Management
8.5	7.7	Evaluating Others	6.2	6.9	Initiative
8.5	8.1	Understanding Motivational Needs	6.1	7.1	Role Confidence
8.5	7.9	Emotional Control	6.0	7.4	Self Confidence
8.5	7.8	Monitoring Others	6.0	7.3	Sense of Mission
8.4	7.3	Surrendering Control	5.9	7.0	Handling Stress
8.4	8.0	Material Possessions	5.7	7.3	Consistency and Reliability
8.4	8.0	Practical Thinking	5.7	7.3	Job Ethic
8.2	7.5	Problem Solving	5.4	7.4	Enjoyment of the Job
8.2	8.1	Self Improvement	5.2	7.1	Role Awareness
8.1	7.3	Results Orientation			
8.1	7.9	Attitude Toward Others			
8.1	7.8	Freedom from Prejudices			
8.1	7.9	Proactive Thinking			
8.1	7.9	Sensitivity to Others			
8.1	7.7	Evaluating What is Said			
8.1	8.1	Personal Relationships			
8.0	7.3	Conceptual Thinking			
8.0	7.7	Realistic Expectations			
7.9	7.8	Relating to Others			
7.9	8.2	Respect for Property			
7.6	7.4	Project and Goal Focus			
7.6	7.4	Developing Others			
7.4	7.3	Project Scheduling			
7.4	7.9	Conveying Role Value			
7.3	7.6	Long Range Planning			
7.2	7.0	Intuitive Decision Making			
7.2	7.3	Sense of Self			
7.2	6.9	Self Direction			
7.0	7.2	Personal Accountability			
7.0	7.5	Accountability for Others			
7.0	7.0	Balanced Decision Making			
7.0	7.9	Leading Others			
7.0	7.5	Quality Orientation			
7.0	7.8	Persuading Others			
7.0	7.2	Taking Responsibility			
6.8	7.1	Internal Self Control			



Score	Mean	Description	Score	Mean	Description
7.0	7.5	Accountability for Others	8.1	7.3	Results Orientation
8.6	8.0	Attention to Detail	5.2	7.1	Role Awareness
8.1	7.9	Attitude Toward Others	6.1	7.1	Role Confidence
7.0	7.0	Balanced Decision Making	6.4	6.7	Self Assessment
8.0	7.3	Conceptual Thinking	6.0	7.4	Self Confidence
8.5	7.6	Concrete Organization	7.2	6.9	Self Direction
5.7	7.3	Consistency and Reliability	8.2	8.1	Self Improvement
7.4	7.9	Conveying Role Value	6.4	7.4	Self Management
8.6	7.9	Correcting Others	6.8	7.7	Sense of Belonging
7.6	7.4	Developing Others	6.0	7.3	Sense of Mission
8.5	7.9	Emotional Control	7.2	7.3	Sense of Self
8.6	8.1	Empathetic Outlook	6.8	7.5	Sense of Timing
5.4	7.4	Enjoyment of the Job	8.1	7.9	Sensitivity to Others
8.5	7.7	Evaluating Others	6.8	7.6	Status and Recognition
8.1	7.7	Evaluating What is Said	8.4	7.3	Surrendering Control
9.1	8.0	Following Directions	8.6	7.8	Systems Judgment
8.1	7.8	Freedom from Prejudices	7.0	7.2	Taking Responsibility
6.5	7.1	Gaining Commitment	8.8	8.3	Theoretical Problem Solving
6.7	7.4	Handling Rejection	8.5	8.1	Understanding Motivational Needs
5.9	7.0	Handling Stress	9.6	7.6	Using Common Sense
6.2	6.9	Initiative			
9.3	7.6	Integrative Ability			
6.8	7.1	Internal Self Control			
7.2	7.0	Intuitive Decision Making			
5.7	7.3	Job Ethic			
7.0	7.9	Leading Others			
7.3	7.6	Long Range Planning			
8.4	8.0	Material Possessions			
6.5	6.9	Meeting Standards			
8.5	7.8	Monitoring Others			
6.6	7.2	Persistence			
7.0	7.2	Personal Accountability			
6.7	7.1	Personal Drive			
8.1	8.1	Personal Relationships			
7.0	7.8	Persuading Others			
8.4	8.0	Practical Thinking			
8.1	7.9	Proactive Thinking			
8.2	7.5	Problem Solving			
7.6	7.4	Project and Goal Focus			
7.4	7.3	Project Scheduling			
7.0	7.5	Quality Orientation			
8.0	7.7	Realistic Expectations			
8.9	8.2	Realistic Goal Setting for Others			
6.4	7.6	Realistic Personal Goal Setting			
7.9	7.8	Relating to Others			
9.1	8.0	Respect for Policies			
7.9	8.2	Respect for Property			



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. COMPETITIVENESS

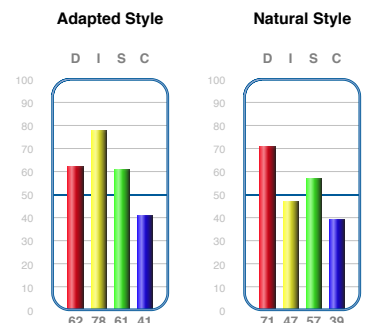
- Consistent winning is critical. You are tenacious, bold, assertive and have a "will to win" in highly competitive situations.

2. 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.

3. FREQUENT CHANGE

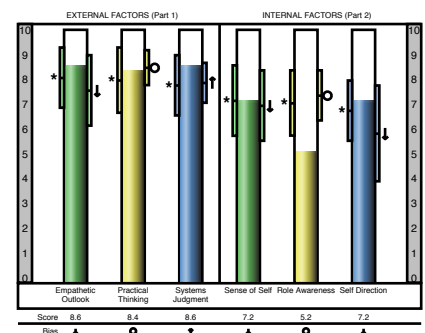
- You have a high level of comfort "juggling many balls in the air at the same time". You can easily move on to new tasks with little or no notice, leaving several tasks to be completed at a later time.





Your unique hierarchy of personal skills is key to your success. Knowing what they are is essential to reaching your goals. The following are your 7 highest ranked personal skills:

1. **FLEXIBILITY:** The ability to readily modify, respond to and integrate change with minimal personal resistance.
 - Adapts effectively to changing plans and priorities
 - Demonstrates the capacity to handle multiple tasks at one time
 - Deals comfortably with ambiguity
 - Adjusts preset plans as necessary with minimal resistance
2. **EMPATHETIC OUTLOOK:** The capacity to perceive and understand the feelings and attitudes of others.
 - Demonstrates awareness of how actions will directly and indirectly impact others
 - Listens to others attentively
 - Demonstrates regard for and sensitivity to the feelings of others
 - Values and respects the diversity of others and their beliefs
3. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
 - Consistently places a high value on customers and all issues related to customers
 - Objectively listens to, understands and represents customer feedback
 - Anticipates customer needs and develops appropriate solutions
 - Meets all promises and commitments made to customers
4. **CONFLICT MANAGEMENT:** The ability to resolve different points of view constructively.
 - Faces difficult issues with objectivity
 - Considers all opinions and facts before drawing conclusions
 - Identifies appropriate solutions for volatile situations
 - Negotiates acceptable solutions between parties to successfully move beyond confrontation



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5. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.
 - Analyzes all data relative to a problem
 - Divides complex issues into simpler components in order to achieve clarity
 - Selects the best options available to solve specific problems
 - Applies all relevant resources to implement suitable solutions

6. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
 - Maintains focus on goals
 - Identifies and acts on removing potential obstacles to successful goal attainment
 - Implements thorough and effective plans and applies appropriate resources to produce desired results
 - Follows through on all commitments to achieve results

7. **OBJECTIVE LISTENING:** The ability to listen to many points of view without bias.
 - Values others' points of view
 - Regularly solicits input from others and listens to them without interrupting
 - Represents others' points of view impartially
 - Verifies understanding of others' feedback

