TTI Job Fit® Plus

Program Director

ABC Company

8-22-2007

INTRODUCTION

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the Job Fit benchmarking process. The result is an evaluative report that analyzes a total of 17 separate areas, presented in Sections 1, 2 and 3. Additional feedback on each area is presented in Sections 4, 5 and 6. Suggested interview questions that pertain to each area complete this report in Sections 7, 8 and 9.

SECTION 1: REWARDS/CULTURE HIERARCHY (6 AREAS)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

SECTION 2: BEHAVIORAL HIERARCHY (8 AREAS)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of each area are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.

SECTION 3: TASK QUOTIENT (3 AREAS)

TQ™ defines the ideal mixture of task types (Routine, Troubleshooting and Project) that provide an individual the most intrinsic motivation, or personal satisfaction. William Daniels, in his book **Breakthrough Performance** defines 4 types of tasks that we perform:

 A) **Routine Tasks -** highly predictable and have a low delay tolerance (must be accomplished immediately)
 B) **Troubleshooting Tasks -** highly unpredictable and have a low delay tolerance (must be accomplished immediately)
 C) **Project Tasks -** highly predictable and have a high delay tolerance (do not have to be accomplished immediately)
 D) **Negotiable Tasks -** low predictability and have a high delay tolerance (do not have to be accomplished immediately). Daniels states that these tasks when they are frequent should be considered as Troubleshooting Tasks, and when they are infrequent they should be considered Project Tasks.

INTRODUCTION

SECTION 4: REWARDS/CULTURE FEEDBACK

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

SECTION 5: BEHAVIORAL FEEDBACK

This section clarifies the nature of the behavioral traits demanded by the job.

SECTION 6: TASK QUOTIENT FEEDBACK

This section clarifies the three task types found in combination in most jobs.

SECTION 7: REWARDS/CULTURE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

SECTION 8: BEHAVIORAL INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.
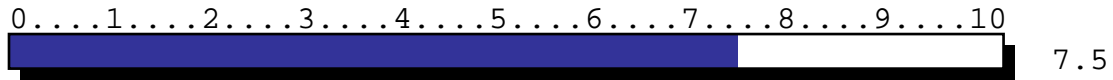
SECTION 9: TASK QUOTIENT INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the task types required by the job.
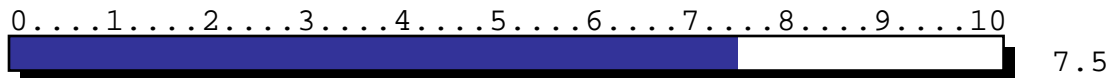
REWARDS/CULTURE HIERARCHY

This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.
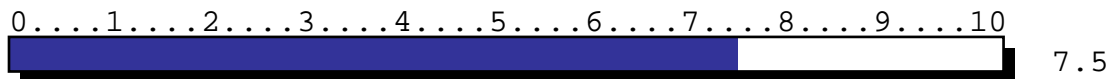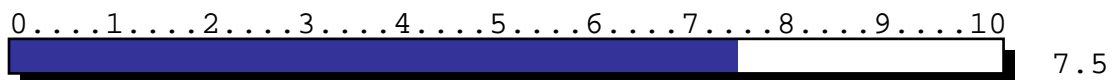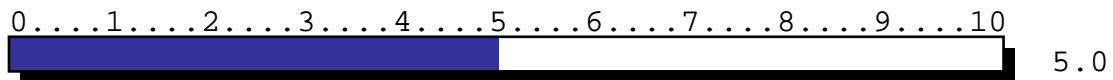
1. THEORETICAL
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0....1....2....3....4....5....6....7....8....9....10
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7.5

2. UTILITARIAN/ECONOMIC
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0....1....2....3....4....5....6....7....8....9....10
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7.5

3. SOCIAL
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0....1....2....3....4....5....6....7....8....9....10
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7.5

4. TRADITIONAL/REGULATORY
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0....1....2....3....4....5....6....7....8....9....10
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7.5

5. AESTHETIC
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0....1....2....3....4....5....6....7....8....9....10
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5.0

6. INDIVIDUALISTIC/POLITICAL
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0....1....2....3....4....5....6....7....8....9....10
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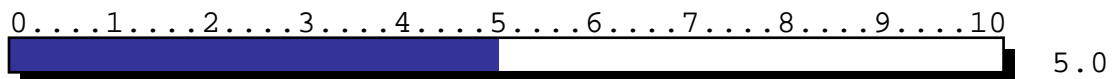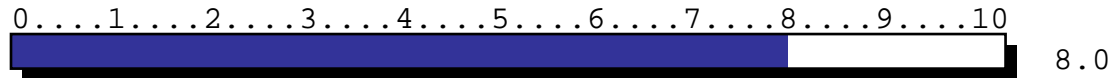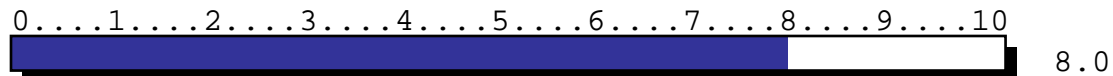
BEHAVIORAL HIERARCHY

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.
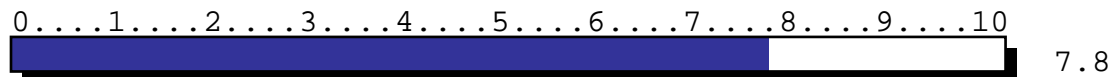
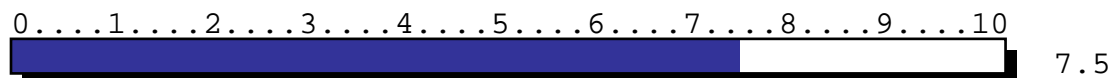### 1. FREQUENT INTERACTION WITH OTHERS
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0....1....2....3....4....5....6....7....8....9....10
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8.0

2. VERSATILITY
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0....1....2....3....4....5....6....7....8....9....10
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8.0

3. FREQUENT CHANGE
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0....1....2....3....4....5....6....7....8....9....10
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7.8

4. URGENCY
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0....1....2....3....4....5....6....7....8....9....10
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7.5

5. COMPETITIVENESS
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0....1....2....3....4....5....6....7....8....9....10
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7.0

6. CUSTOMER ORIENTED
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0....1....2....3....4....5....6....7....8....9....10
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7.0

7. ANALYSIS OF DATA
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0....1....2....3....4....5....6....7....8....9....10
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3.5

8. ORGANIZED WORKPLACE
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0....1....2....3....4....5....6....7....8....9....10
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3.0

WE: 64-79-24-33 (13)
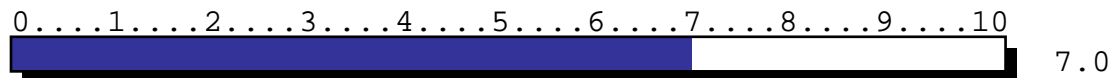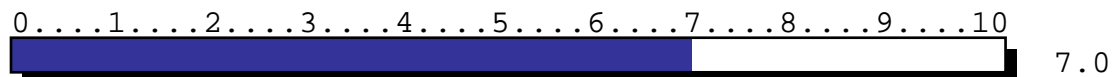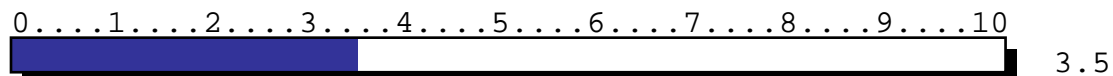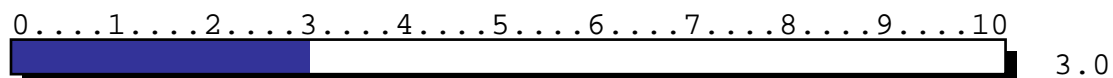
YOUR OPTIMIZED WORK DISTRIBUTION

This graph describes your view of what the desired work distribution would be needed to optimize the current work environment.

The optimized work distribution would include:

- 14% routine tasks. This work is highly predictable and needs to be accomplished immediately

- 41% troubleshooting tasks. This work is highly unpredictable and needs to be accomplished immediately

- 45% project tasks. This work is highly predictable and does not have to be accomplished immediately

A person with a Task Quotient of 14-41-45 would be needed to work in the current work environment if it were optimized.

NEEDED TQ

ROUTINE
14%

TROUBLESHOOTING
41%

PROJECT
45%

41%

14%

45%
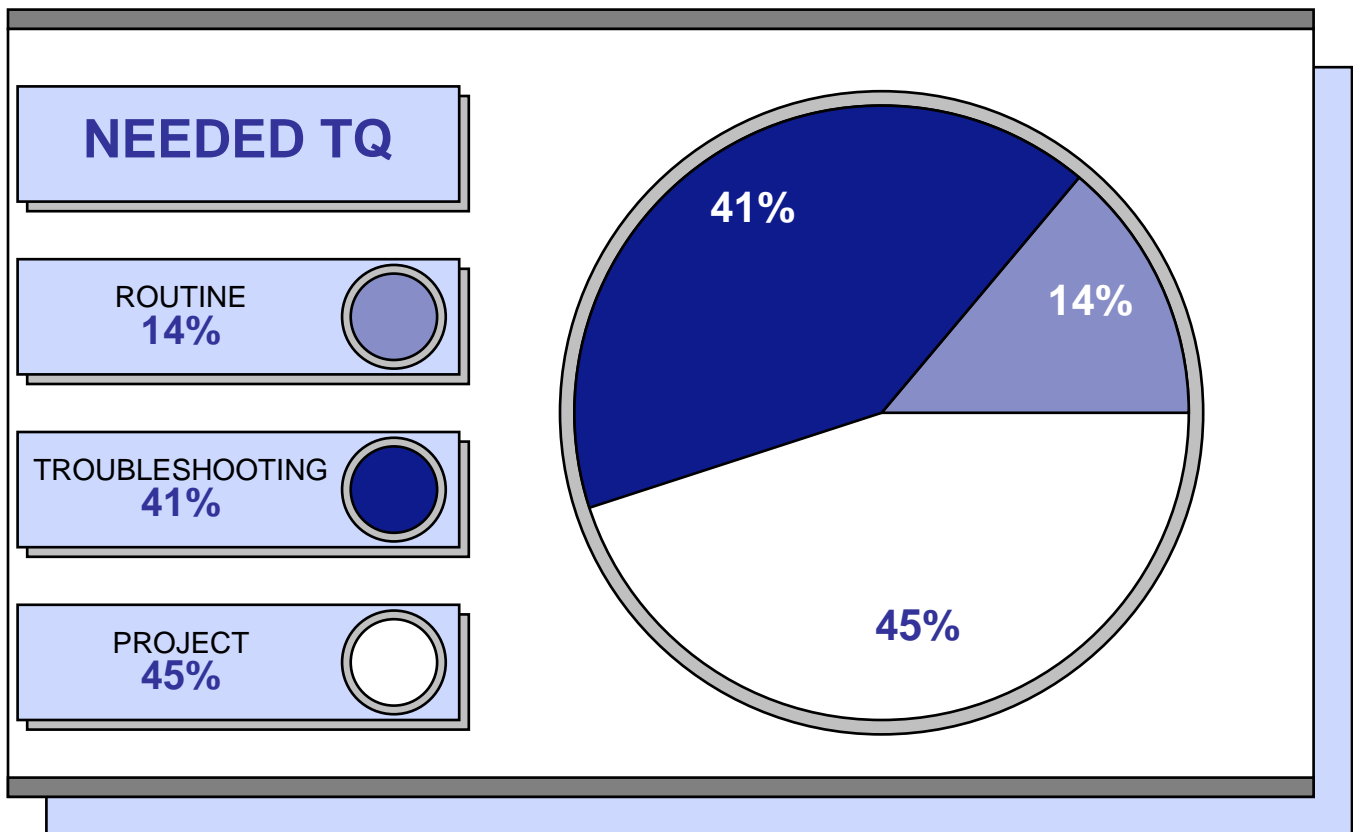
1. THEORETICAL
   • Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

2. UTILITARIAN/ECONOMIC
   • Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

3. SOCIAL
   • Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

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

2. FREQUENT CHANGE
    *   The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished, and easily move on to new tasks with little or no notice.

3. URGENCY
    *   The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.

1. ROUTINE TASKS
   - Require performing the same tasks over and over. These tasks must be done immediately.

3. TROUBLE SHOOTING TASKS
   - Require solving problems which often arize unpredicatbly and must be done immediately.

5. PROJECT TASKS
   - Require planning and are done over time to reach an end goal.

REWARDS/CULTURE QUESTIONS

Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. THEORETICAL
   - Which is more important, action or knowledge?
   - Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
   - Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
   - How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

2. UTILITARIAN/ECONOMIC
   - How important is earning a lot of money to you? What do you consider to be a "lot of money"?
   - Where would you like to be, financially, in 5 years? 10 years? Why?
   - What role does earning a significant income play in your job choices? In staying in a job?
   - Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?

3. SOCIAL
   - Is there such a thing as "too much" service to others? Explain your answer to me, please.
   - Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
   - Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
   - What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take corrective action? What would that action be?

BEHAVIORAL QUESTIONS

Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job.
Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. ANALYSIS OF DATA
   • How do you organize details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
   • What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.

2. FREQUENT CHANGE
   • When you are forced to change priorities or direction, how do you respond?
   • When things keep coming at you and nothing seems to get completed, how do you feel? When this happens, how do you handle the situation?

3. URGENCY
   • When faced with a deadline, how do you respond?
   • How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did it work out?

TASK QUOTIENT INTERVIEW QUESTIONS

Read the following suggested interview questions as they relate to the Task Quotient mixture required by the job. A job may require a blend of all three tasks types or may have one or two strong task type requirements, with the remaining task type requirement being relatively low. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. ROUTINE
   - Give me an example of a time when you worked on something in a repetitious way so that you got continually better.
   - Describe a situation when you got many things completed, that you knew how to do, in a short period of time.
   - Give me an example of a time when you were part of either an information or manual assembly process.
   - Tell me about a time when you had short-term deliverables where you could see quantities of items done at the end of the day or week.

2. TROUBLE-SHOOTING
   - Describe a situation when you were fighting fires or solving urgent unplanned issues.
   - Tell me about a time when you had to solve problems that occurred unexpectedly.
   - Give me an example of a time when you were provided with problem solving challenges outside of what you were normally expected to do.
   - Tell me how your felt when you did not know ahead of time what you would have to do for the day or for the week.

3. PROJECT
   - Give me an example of a time when you were a part of a team that you could work on independently, or collaboratively, for a bigger picture activity.
   - Describe a situation when you had a clear plan with a long-term goal and deliverables.
   - Tell me about a time when you had to work on activities that have a specific goal but required a non-routine set of tasks to complete.
   - Describe a situation when you had to work in an environment where your contribution is a part of a larger activity, and you could plan to contribute.