



TTI DNA™
Job/Talent Comparison

ABC Company Benchmark Comparison
Programmer
7-2-2008



INTRODUCTION

This comparison report is based on the hierarchy of the job benchmark. The report uses raw numbers generated from the job and talent scoring. The job may call for something to be very important; however, people rarely bring perfection and complete mastery to any job. The job could call for the person to be a perfect 10; however, do not exclude people from consideration based solely on the gap(s) between the job benchmark and their talent score.

If a person is poor in an area that the job benchmark has identified as "very important," you must ask the difficult questions to determine if that would keep a person from achieving and maintaining superior performance.

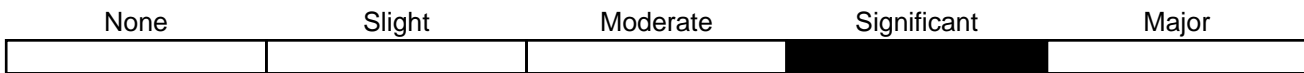
Note: THE ORDER IN WHICH A PERSON'S NAME APPEARS IS NOT BASED ON THE PERSON'S MATCH TO THE JOB. THE ORDER IS BASED SOLELY ON THE ORDER IN WHICH PERSONAL REPORTS WERE SELECTED BY THE ORIGINATOR OF THIS REPORT.



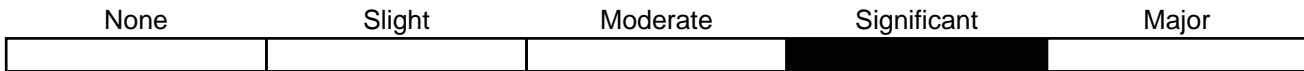
KEY CHARACTERISTICS OF THE POSITION

The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar graph. The scale range includes none, slight, moderate, significant, and major.

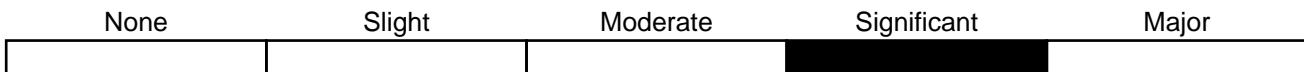
Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



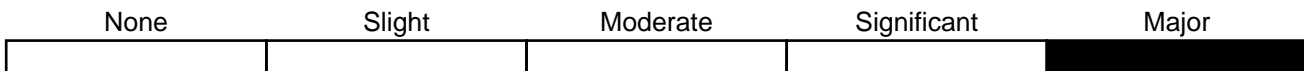
Results through People: This characteristic addresses the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily upon the efforts and cooperation of people to produce results.



Authority: This characteristic addresses the level of authority that exists in the position. Evidence of authority can be found in the ability to make decisions or changes without prior approval from upper management. This characteristic is not limited to management or leadership positions. In their efforts to become more responsive, many large organizations are finding it necessary to drive decision-making downward. In these organizations, many positions can be characterized by a moderate to significant amount of authority but are not considered management or leadership.



Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other appropriate assessments in their selection and management systems.



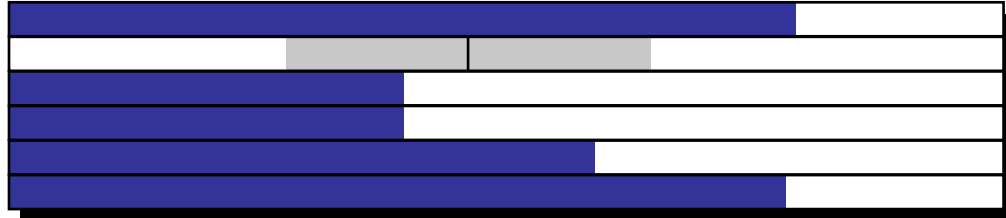


JOB COMPETENCIES HIERARCHY

All human 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. ANALYTICAL PROBLEM SOLVING: Anticipating, analyzing, diagnosing, and resolving problems.

0 1 2 3 4 5 6 7 8 9 10



8.1 **Job**
 4.7 *
 4.0 Jennifer Wallace
 4.0 Peter Toffe
 6.0 Bryce Jennings
 8.0 Lynn Marcos

2. CONTINUOUS LEARNING: Taking initiative in learning and implementing new concepts, technologies and/or methods.

0 1 2 3 4 5 6 7 8 9 10



7.9 **Job**
 6.1 *
 5.7 Jennifer Wallace
 9.3 Peter Toffe
 4.7 Bryce Jennings
 5.3 Lynn Marcos

3. GOAL ORIENTATION: Energetically focusing efforts on meeting a goal, mission or objective.

0 1 2 3 4 5 6 7 8 9 10



7.8 **Job**
 6.8 *
 9.3 Jennifer Wallace
 5.3 Peter Toffe
 10.0 Bryce Jennings
 5.0 Lynn Marcos

4. SELF-MANAGEMENT (TIME AND PRIORITIES): Demonstrating self control and an ability to manage time and priorities.

0 1 2 3 4 5 6 7 8 9 10



7.6 **Job**
 4.4 *
 5.0 Jennifer Wallace
 4.0 Peter Toffe
 10.0 Bryce Jennings
 4.0 Lynn Marcos

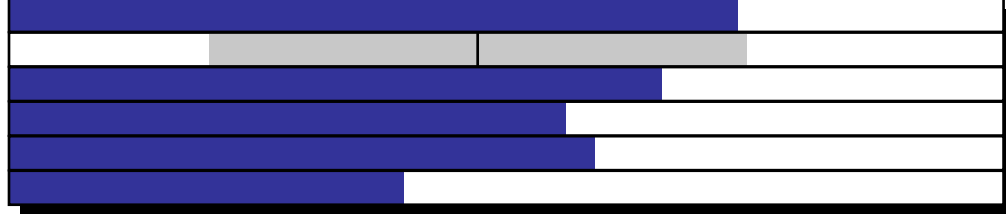
* 68% of the population falls within the shaded area.



JOB COMPETENCIES HIERARCHY

5. CREATIVITY/INNOVATION: Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

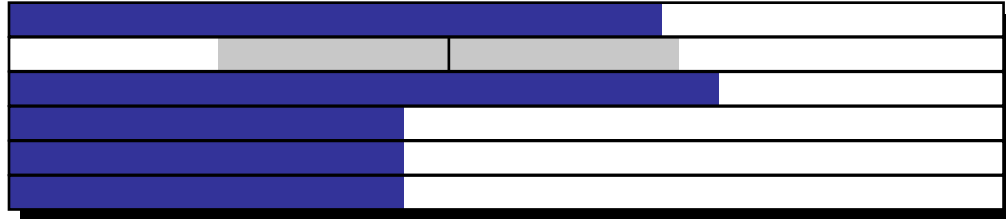
0 1 2 3 4 5 6 7 8 9 10



7.5 **Job**
4.8 *
6.7 Jennifer Wallace
5.7 Peter Toffe
6.0 Bryce Jennings
4.0 Lynn Marcos

6. FLEXIBILITY: Agility in adapting to change.

0 1 2 3 4 5 6 7 8 9 10



6.7 **Job**
4.5 *
7.3 Jennifer Wallace
4.0 Peter Toffe
4.0 Bryce Jennings
4.0 Lynn Marcos

7. PLANNING/ORGANIZING: Utilizing logical, systematic and orderly procedures to meet objectives.

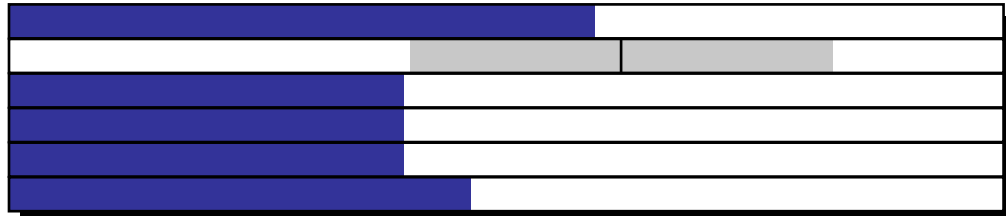
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6.4 **Job**
4.8 *
4.0 Jennifer Wallace
4.0 Peter Toffe
6.7 Bryce Jennings
8.7 Lynn Marcos

8. TEAMWORK: Working effectively and productively with others.

0 1 2 3 4 5 6 7 8 9 10



6.0 **Job**
6.3 *
4.0 Jennifer Wallace
4.0 Peter Toffe
4.0 Bryce Jennings
4.7 Lynn Marcos

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JOB COMPETENCIES HIERARCHY

9. FUTURISTIC THINKING: Imagining, envisioning, projecting and/or predicting what has not yet been realized.

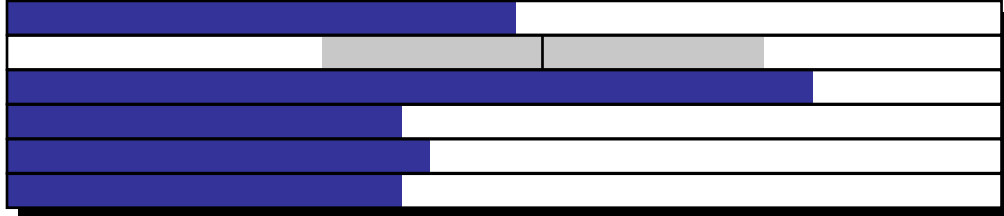
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5.6 **Job**
 2.8 *
 6.3 Jennifer Wallace
 4.0 Peter Toffe
 4.0 Bryce Jennings
 4.0 Lynn Marcos

10. PERSONAL EFFECTIVENESS: Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

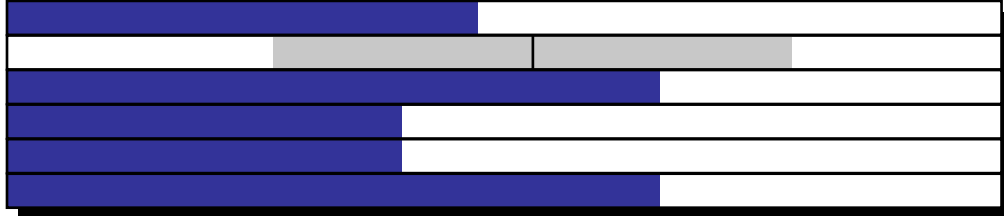
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5.2 **Job**
 5.5 *
 8.3 Jennifer Wallace
 4.0 Peter Toffe
 4.3 Bryce Jennings
 4.0 Lynn Marcos

11. WRITTEN COMMUNICATION: Writing clearly, succinctly and understandably.

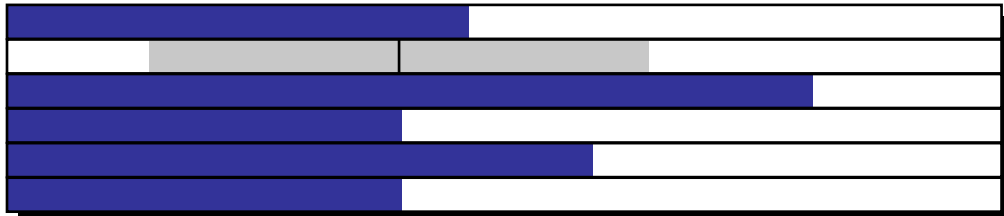
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4.8 **Job**
 5.4 *
 6.7 Jennifer Wallace
 4.0 Peter Toffe
 4.0 Bryce Jennings
 6.7 Lynn Marcos

12. DECISION MAKING: Utilizing effective processes to make decisions.

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



4.7 **Job**
 4.0 *
 8.3 Jennifer Wallace
 4.0 Peter Toffe
 6.0 Bryce Jennings
 4.0 Lynn Marcos

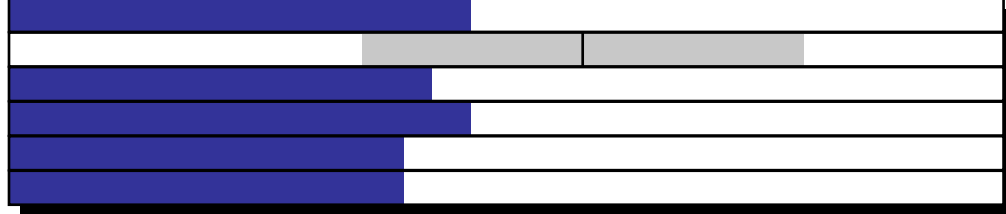
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JOB COMPETENCIES HIERARCHY

13. DIPLOMACY: Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.

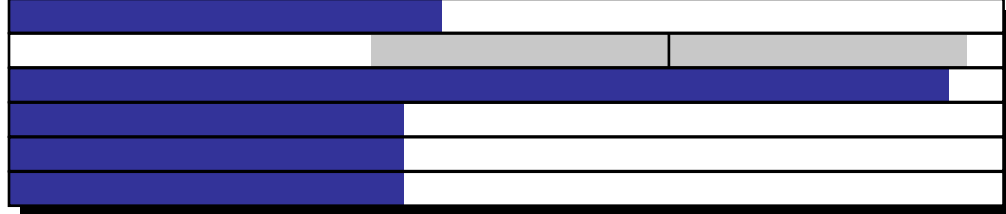
0 1 2 3 4 5 6 7 8 9 10



4.7 **Job**
 5.9 *
 4.3 Jennifer Wallace
 4.7 Peter Toffe
 4.0 Bryce Jennings
 4.0 Lynn Marcos

14. INTERPERSONAL SKILLS: Effectively communicating, building rapport and relating well to all kinds of people.

0 1 2 3 4 5 6 7 8 9 10



4.4 **Job**
 6.8 *
 9.7 Jennifer Wallace
 4.0 Peter Toffe
 4.0 Bryce Jennings
 4.0 Lynn Marcos

15. EMPATHY: Identifying with and caring about others.

0 1 2 3 4 5 6 7 8 9 10



4.3 **Job**
 3.6 *
 4.0 Jennifer Wallace
 9.7 Peter Toffe
 4.0 Bryce Jennings
 4.0 Lynn Marcos

16. CUSTOMER SERVICE: Anticipating, meeting and/or exceeding customer needs, wants and expectations.

0 1 2 3 4 5 6 7 8 9 10



4.3 **Job**
 6.3 *
 4.0 Jennifer Wallace
 8.7 Peter Toffe
 4.0 Bryce Jennings
 4.0 Lynn Marcos

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JOB COMPETENCIES HIERARCHY

17. MANAGEMENT: Achieving extraordinary results through effective management of resources, systems and processes.

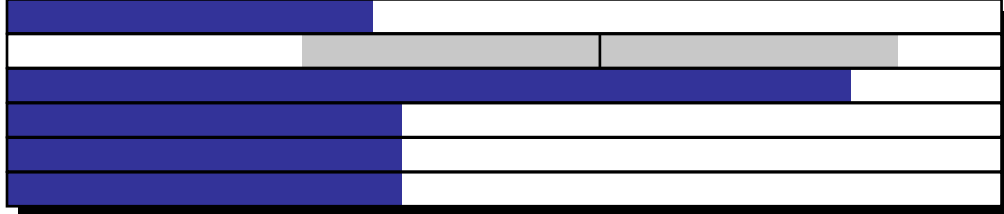
0 1 2 3 4 5 6 7 8 9 10



4.0 Job
5.7 *
7.3 Jennifer Wallace
4.0 Peter Toffe
9.7 Bryce Jennings
4.0 Lynn Marcos

18. PRESENTING: Communicating effectively to groups.

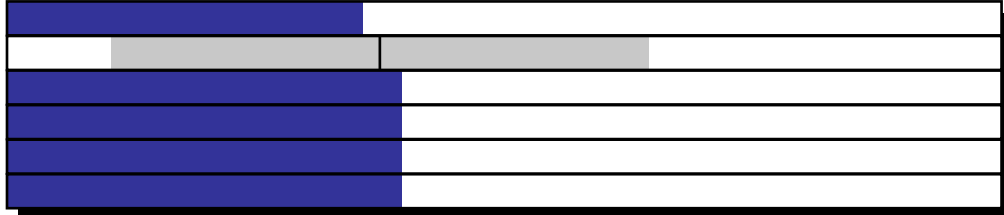
0 1 2 3 4 5 6 7 8 9 10



3.7 Job
6.1 *
8.7 Jennifer Wallace
4.0 Peter Toffe
4.0 Bryce Jennings
4.0 Lynn Marcos

19. NEGOTIATION: Facilitating agreements between two or more parties.

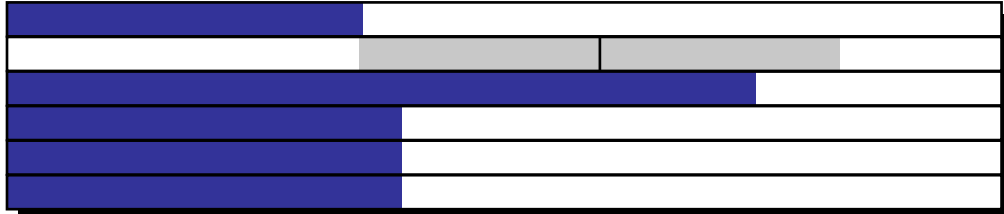
0 1 2 3 4 5 6 7 8 9 10



3.6 Job
3.8 *
4.0 Jennifer Wallace
4.0 Peter Toffe
4.0 Bryce Jennings
4.0 Lynn Marcos

20. LEADERSHIP: Achieving extraordinary business results through people.

0 1 2 3 4 5 6 7 8 9 10



3.6 Job
6.1 *
7.7 Jennifer Wallace
4.0 Peter Toffe
4.0 Bryce Jennings
4.0 Lynn Marcos

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JOB COMPETENCIES HIERARCHY

21. CONFLICT MANAGEMENT: Addressing and resolving conflict constructively.

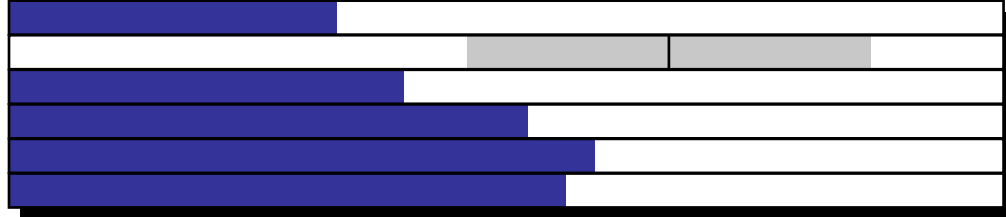
0 1 2 3 4 5 6 7 8 9 10



3.5 **Job**
 5.2 *
 5.3 Jennifer Wallace
 5.0 Peter Toffe
 5.7 Bryce Jennings
 4.0 Lynn Marcos

22. EMPLOYEE DEVELOPMENT/COACHING: Facilitating and supporting the professional growth of others.

0 1 2 3 4 5 6 7 8 9 10



3.3 **Job**
 6.8 *
 4.0 Jennifer Wallace
 5.3 Peter Toffe
 6.0 Bryce Jennings
 5.7 Lynn Marcos

23. PERSUASION: Convincing others to change the way they think, believe or behave.

0 1 2 3 4 5 6 7 8 9 10



3.1 **Job**
 5.5 *
 7.7 Jennifer Wallace
 4.0 Peter Toffe
 9.3 Bryce Jennings
 4.0 Lynn Marcos

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SUMMARY OF TOP COMPETENCIES

This report focuses on personal skill 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. **ANALYTICAL PROBLEM SOLVING:** Anticipating, analyzing, diagnosing, and resolving problems.
 - Anticipates, identifies and resolves problems or obstacles.
 - Utilizes logic and systematic 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 solution.
 - Develops criteria for optimum solutions.
 - Evaluates the potential impact of possible solutions and selects the best one.

2. **CONTINUOUS LEARNING:** Taking initiative in learning and implementing 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 expense on learning.
 - Genuinely enjoys learning.
 - Identifies applications for knowledge.
 - Is considered a knowledgeable resource by others.



SUMMARY OF TOP COMPETENCIES

3. **GOAL ORIENTATION:** Energetically focusing efforts on meeting a goal, mission or objective.

- Acts independently to achieve objectives without supervision.
- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress towards meeting 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 sense of urgency to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.

4. **SELF-MANAGEMENT (TIME AND PRIORITIES):** Demonstrating self control and an ability to manage time and priorities.

- Effectively manages emotions and impulses.
- Effectively manages time and priorities to meet deadlines.
- Presents self assertively.
- Demonstrates an ability to maintain composure in the midst of crisis.
- Strives for continuous improvement.
- Balances personal and professional life.
- Takes initiative and acts without waiting for direction.
- Accepts responsibility for actions and results.



SUMMARY OF TOP COMPETENCIES

5. **CREATIVITY/INNOVATION:** Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.
 - Notices unique patterns, variables, processes, systems or relationships.
 - Expresses non-traditional perspectives and/or novel approaches.
 - Synthesizes and/or simplifies data, ideas, models, processes or systems.
 - 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.

6. **FLEXIBILITY:** Agility in adapting to change.
 - Responds promptly to shifts in direction, priorities and schedules.
 - Demonstrates agility in accepting new ideas, approaches and/or methods.
 - Effective in juggling multiple priorities and tasks.
 - Modifies methods or strategies to fit changing circumstances.
 - Adapts personal style to work with different people.
 - Maintains productivity during transitions, even in the midst of chaos.
 - Embraces and/or champions change.

7. **PLANNING/ORGANIZING:** Utilizing logical, systematic and orderly procedures to meet objectives.
 - Works effectively within established time frames and priorities.
 - 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.