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**Talent Insights®**  
Gap Report

**Brenda Farmer**  
Sales Coordinator  
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# Introduction

Long-term superior performance is directly related to job fit. Job fit, in simple terms, is having the talent that the job requires.

Most people match some, but not necessarily all, job requirements. When this happens, we have a gap. The gap is nothing more than an area for development.

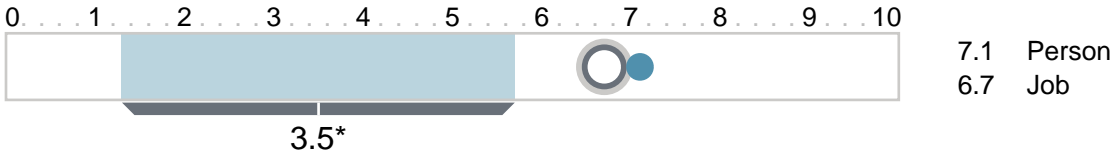
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



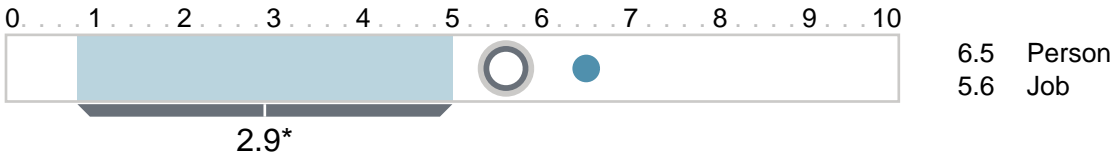
# Primary Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

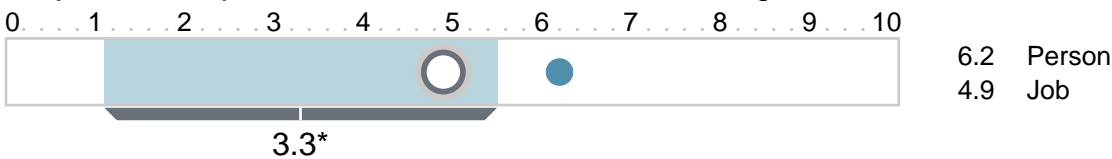
**1. Collaborative** - People who are driven by being in a supporting role and contributing with little need for individual recognition.



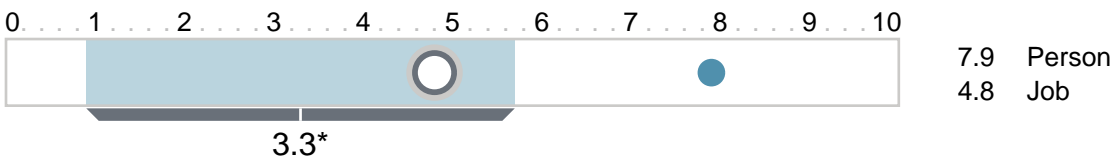
**2. Instinctive** - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



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



**4. Altruistic** - People who are driven by the benefits they provide others.



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

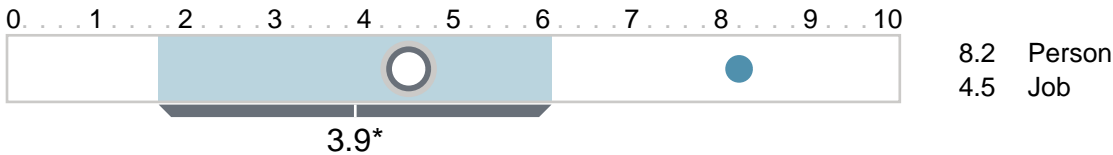
○ - Job    ● - Person



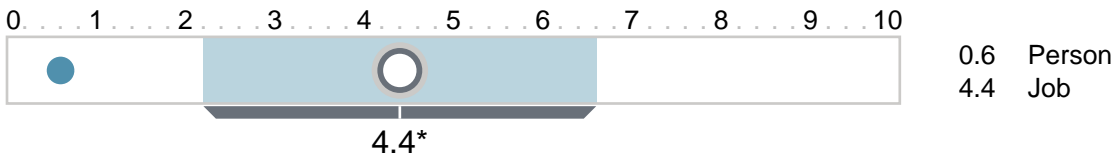
# Situational Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

**5. Selfless** - People who are driven by completing tasks for the greater good, with little expectation of personal return.



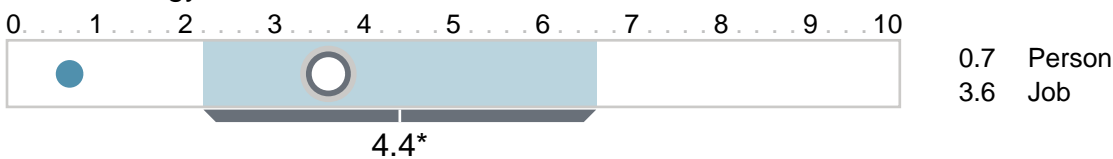
**6. Receptive** - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



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



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



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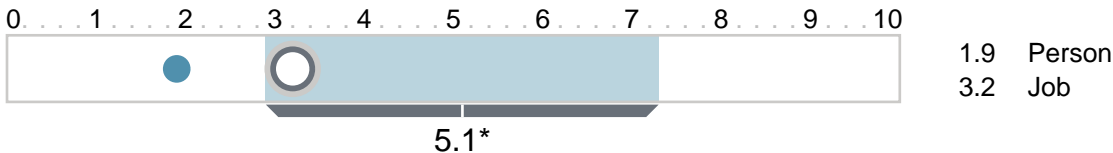
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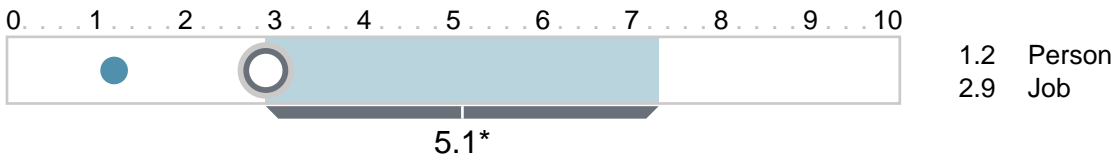
# Indifferent Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

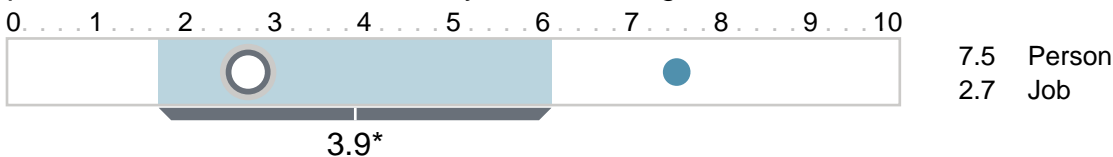
**9. Objective** - People who are driven by the functionality and objectivity of their surroundings.



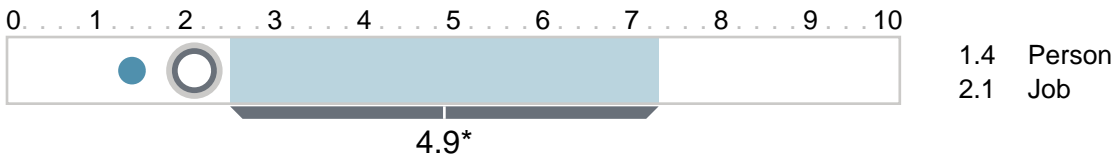
**10. Intellectual** - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



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



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



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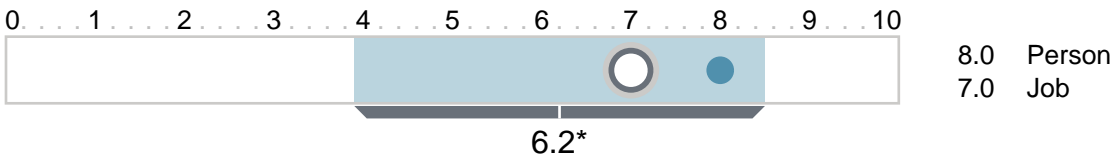
○ - Job ● - Person



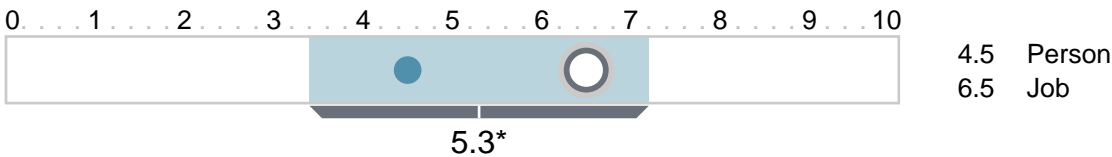
# Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the job and the natural behavioral style(s) of the individual(s). The graphs are in descending order from the highest rated behavioral traits required by the job to the lowest. In comparing the results in this section, it is important to note how gaps may indicate a level of stress that could be created when a person is forced to adapt behavior that is not his/her natural style.

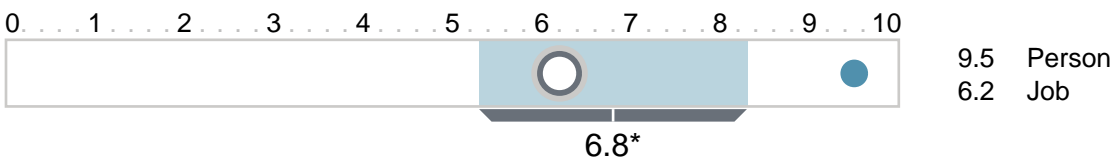
**1. Frequent Interaction with Others** - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



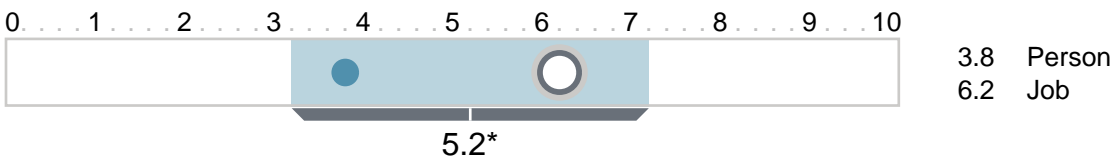
**2. Versatility** - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



**3. People Oriented** - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



**4. 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.



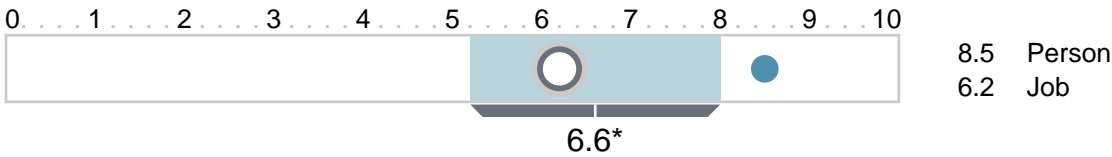
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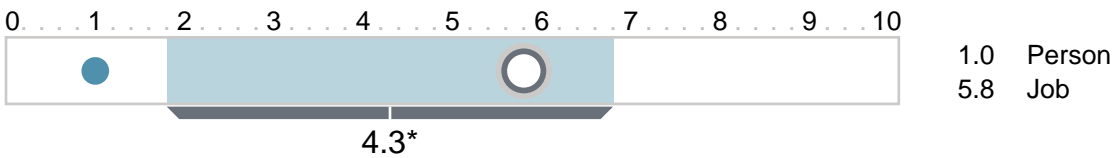


# Behavioral Hierarchy

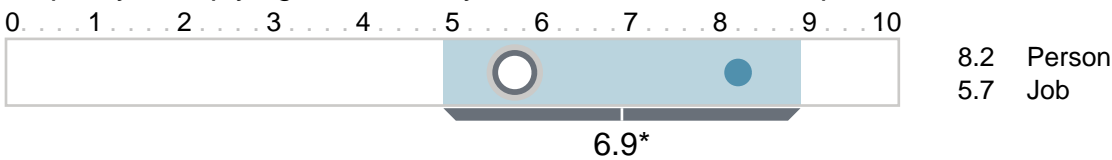
**5. Customer Relations** - The job demands a desire to convey your sincere interest in your internal and/or external customers.



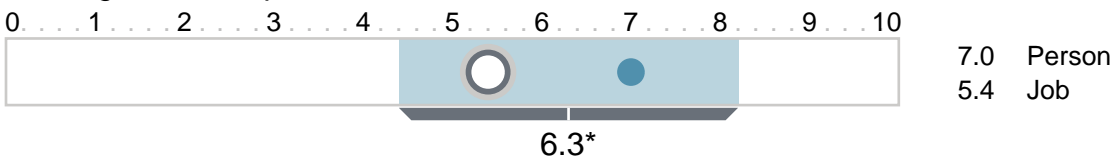
**6. Urgency** - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



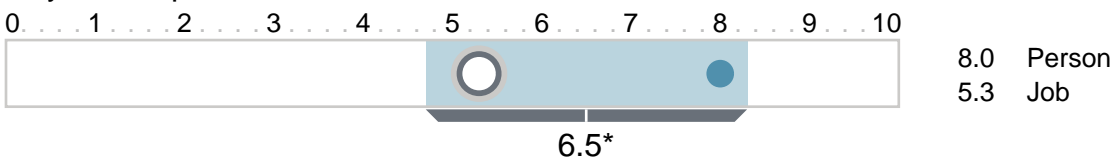
**7. Following Policy** - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



**8. Follow Up and Follow Through** - The job requires a need to be thorough and complete tasks that have been started.



**9. Consistency** - The job requires the ability to do the job the same way on a repeated basis.



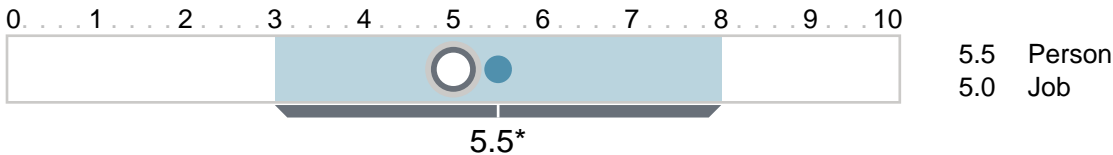
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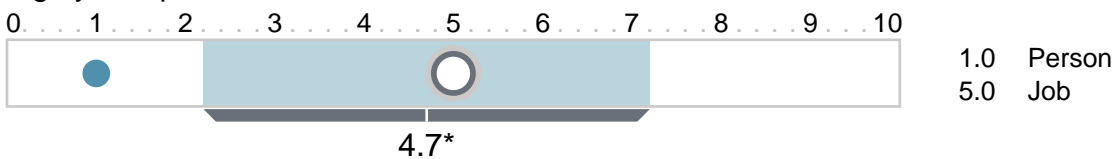


# Behavioral Hierarchy

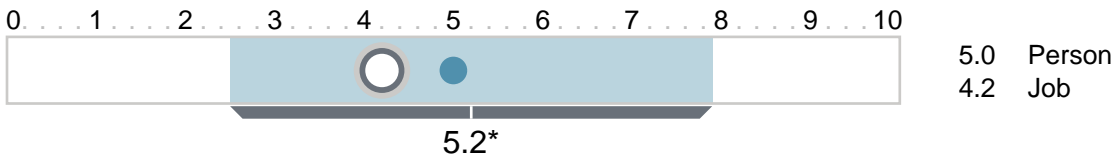
**10. Analysis of Data** - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



**11. Competitiveness** - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



**12. Organized Workplace** - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



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# Comparison Analysis For Consulting and Coaching

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	5.8 — 10.0	7.1
2. Instinctive	5.1 — 10.0	6.5
3. Harmonious	3.3 — 5.5	6.2
4. Altruistic	3.3 — 5.7	7.9

Job Behavioral Hierarchy	Zone Range	Person
1. Frequent Interaction with Others	6.2 — 8.5	8.0
2. Versatility	5.3 — 7.2	4.5
3. People Oriented	5.3 — 6.7	9.5
4. Frequent Change	5.2 — 7.2	3.8

- Exact match
- Fair compatibility
- Good compatibility
- Poor compatibility
- Over-focused