



**Shift Supervisor
Fit Report
Candidate F
November 1, 2017**



Overview of Fit Report

Candidate F completed his trimetrix assessment on 11-1-2017 at 6:32 PM. His three timed assessments were completed in 54 minutes. When compared to the Shift Supervisor job benchmark:

- 76% Good/Excellent Fit
- 24% Fair Fit
- 0% Poor Fit

This report is divide into 2 main sections.

Section 1

This section of the report examines 4 areas of fit for this candidate: Behaviors, Driving Forces, Acumen, and Competencies. Each area has 1 page and will illustrate the analytical data fit followed by general feedback and potential interview questions. Here is a brief definition of the four areas.

Behaviors

A person's observable behavioral style is ***HOW*** he or she chooses to get their wants met. Everyone has a preferred or "natural" behavioral style and every job has certain behaviors that are required for superior performance. When the natural style of the person doing the work overlaps with the behavior needed by the job, it is easier for the person to do the job in an excellent manner, and with less job stress.

Driving Forces

Driving Forces are "hidden motivators," the reasons ***WHY*** a person moves to action. A person will be most interested in and passionate about anything that engages his or her primary driving forces. A person can be uninterested in or antagonistic to things that trigger his or her indifferent driving forces. When a job's rewards overlap with the primary driving forces of the person doing the job, that overlap creates an intrinsic motivation for the person to do excellent work.

Acumen

Acumen tells us what a person "**CAN**" and "**WILL**" do naturally well. The dimensions of acumen measure clarity of thought. A person's clarity, keenness, and depth of perception is directly related to their level of performance. The stronger a person's acumen, the more aware they are of their reality.

Competencies

Competencies measure **WHAT** talents a person has developed. When a person brings his or her natural talents to bear on the job at hand, he or she is more likely to be successful in that job and be intrinsically motivated to excel. If a person does not have natural talent for a particular area it does not mean he or she cannot do that portion of the job, it does mean that portion of the job will not seem particularly easy or "natural" for that person and they will tend to shy away from that part of the job.

Section 2

Section 2 of this report contains exact pages from the candidate's personal talent report. These pages may be used for deeper analysis on the candidate prior to your hiring decision. In addition, if this candidate is selected, these pages may be used as your guideline for up to three on-boarding sessions.



Job Behaviors

Top Behaviors

Behavior	<u>Poor Fit</u>	<u>Fair Fit</u>	<u>Excellent Fit</u>
Following Policy	<u>0-4.0</u>	<u>4.1-5.9</u> 4.5	<u>6.0-10.0</u>
Interaction	<u>0-3.5</u>	<u>3.6-5.9</u>	<u>6.0-10.0</u> 7.0
Organized Workplace	<u>0-2.3</u>	<u>2.4-5.0</u> 3.0	<u>5.1-10.0</u>
Urgency	<u>0-1.7</u>	<u>1.8-4.2</u>	<u>4.3-10.0</u> 4.5

Bottom Behaviors

Behavior	<u>Poor Fit</u>	<u>Fair Fit</u>	<u>Excellent Fit</u>
Competitive	<u>7.3-10.0</u>	<u>4.9-7.2</u> 6.5	<u>0-4.8</u>
Customer-Oriented	<u>8.0-10.0</u>	<u>6.4-7.9</u>	<u>0-6.3</u> 6.3

Natural Behavioral Style: Moderate data for natural behavioral and communication style. All 12 behavioral trait scores in the mainstream. No strong behavioral tendencies and no major communication/behavioral blind spots which could indicate he has a more flexible/adaptable style; or it could indicate he has difficulty describing his style; or he may have had trouble understanding the questions/language, or he may have been trying to answer the questions in a way he thought we wanted.

Potential interview questions: The job’s time is spent adhering to rules, regulations, or existing methods. Do you tend to stick with established policies, standards, and procedures or fluctuate based on customer requests? Give me an example of a time when a client wanted an exception to a policy. How did you respond and how did it make you feel? Tell me how you feel about “rules”. How flexible are you regarding rules?

The job’s time is spent establishing and maintaining specific order in daily activities. Tell me about how you organize activities, tasks, and projects. How systematic are you? Explain your system for keeping organized.



Driving Forces

Driving Force	Poor Fit	Fair Fit	Excellent Fit
Instinctive	<u>0-0.7</u>	<u>0.8-2.8</u>	<u>2.9-10.0</u> 8.5
Selfless	<u>0-1.7</u>	<u>1.8-3.9</u>	<u>4.0-10.0</u> 3.8
Harmonious	<u>0-1.2</u>	<u>1.3-3.4</u>	<u>3.5-10.0</u> 4.3
Altruistic	<u>0-0.8</u>	<u>0.9-3.2</u>	<u>3.3-10.0</u> 3.3
Commanding	<u>0-2.5</u>	<u>2.6-4.9</u>	<u>5.0-10.0</u> 9.2
Receptive	<u>0-2.1</u>	<u>2.2-4.5</u>	<u>4.6-10.0</u> 3.8

Driving Forces: Candidate F's #1 primary driving force is "Commanding" = He is energized by being in a leading role, having control over personal freedom, and individuality. Descriptors: Status, Recognition, Power. His #2 primary driving force is "Instinctive" = He is energized by utilizing past experiences, intuition, and seeking specific knowledge only when necessary. Descriptors: Relevant Knowledge, Intuition, Current Needs. 2 of his 4 primary driving forces match this job's primary rewards.

Potential interview questions: This job rewards completing tasks for the greater good. Give me an example of a time when you or someone you knew set aside their personal agenda for the sake of larger, business-oriented issues. What did you think of that? Describe a decision you have made where you put the needs of the organization before your personal preferences.

This job rewards new ideas, methods, possibilities, and opportunities. Do you tend to stick with established policies, standards, and procedures or fluctuate based on customer requests? Give me an example of a time when a client wanted an exception to a policy. How did you respond and how did it make you feel?



Acumen

Acumen Indicator	<u>Poor Fit</u>	<u>Fair Fit</u>	<u>Excellent Fit</u>
Understanding Others	<u>0-7.0</u>	<u>7.1-8.0</u>	<u>8.1-10.0</u> 8.4
Practical Thinking	<u>0-6.8</u>	<u>6.9-7.9</u>	<u>8.0-10.0</u> 9.0
Systems Judgment	<u>0-6.6</u>	<u>6.7-7.7</u>	<u>7.8-10.0</u> 7.8
Sense of Self	<u>0-5.9</u>	<u>8.5-10.0</u>	<u>6.0-8.4</u> 7.4
Role Awareness	<u>0-5.9</u>	<u>8.5-10.0</u>	<u>6.0-8.4</u> 7.6
Self Direction	<u>0-5.7</u>	<u>5.8-6.8</u>	<u>6.9-10.0</u> 9.0

Acumen: High practical thinking score indicates he may be resourceful, understands how to get tasks done, persistent, tries to get it right the first time. High self direction indicates he has a clear sense of self-direction and his future. He may or may not know how he is going to make it a reality. Potential interview questions based on high Self Direction score: Tell me where you see yourself in your future? 1 year? 5 years? 10 years? How will this job connect with your future goals?



Competencies

Competency	Poor Fit	Fair Fit	Excellent Fit
Conflict Management	<u>0-2.9</u>	<u>3.0-5.1</u>	<u>5.2-10.0</u> 6.0
Leadership	<u>0-3.5</u>	<u>3.6-5.8</u>	<u>5.9-10.0</u> 10.0
Personal Accountability	<u>0-6.3</u>	<u>6.4-7.1</u>	<u>7.2-10.0</u> 8.1
Planning and Organizing	<u>0-2.2</u>	<u>2.3-4.7</u> 3.7	<u>4.8-10.0</u>
Problem Solving Ability	<u>0-6.2</u>	<u>6.3-7.4</u>	<u>7.5-10.0</u> 9.2
Self Management	<u>0-6.4</u>	<u>6.5-7.3</u>	<u>7.4-10.0</u> 9.0
Teamwork	<u>0-4.0</u>	<u>4.1-6.2</u>	<u>6.3-10.0</u> 9.3

Driving Forces: 6 out of 7 job competencies above average.

Potential interview questions: The job requires utilizing logical, systematic, and orderly procedures to meet objectives. Tell me about your personal organization system. How do you organize your work area? What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set? When you find yourself losing focus on a project, how do you get back on track?

Based on high Leadership score: The job requires achieving extraordinary business results through people. Give me an example of when you inspired people with a vision. Tell me about a time when you significantly improved the performance of a group of people who reported directly to you. How do you motivate the top performers? Did you use the same techniques with the poor performers? If not, what did you do differently? What actions did you take to improve poor performance? Describe your leadership style. Tell me about a situation when you were able to maintain the trust and commitment of people after making or implementing a decision that negatively impacted them.

Give me an example of when you took a significant risk for the sake of a principle, value, or mission. Describe a situation when you failed to obtain the commitment, dedication, and trust of others. What, if anything, would you do differently?



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Management-Staff Coaching

Candidate F
Shift Supervisor

11-1-2017

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Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



Keys to Managing

This section discusses the needs which must be met in order for Candidate to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Candidate and identify 3 or 4 statements that are most important to him. This allows Candidate to participate in forming his own personal management plan.

Candidate needs:

- A manager that recognizes his need for public recognition of accomplishments.
- To understand that others need "air-time" during meetings to share their own ideas.
- To set realistic goals that can be accomplished while improving the organizational recognition.
- To gather relevant information in an environment filled with opportunities to share.
- To prioritize and connect past experiences and thoughts to organizational objectives.
- To seek out ways to organize thoughts in order to effectively convey the relevant information.
- A manager that promotes his ability to positively influence others to work hard toward a common goal.
- Balance between socializing and obtaining tangible assistance from others.
- To be realistic about how hard others are working before giving assistance.
- To be realistic about his ability to influence people to his way of thinking.
- To understand that there is a time and a place for influencing others to his system for living.
- Support in being an advocate for organizational systems, as long as they are systems he believes in.





Introduction Competencies Section

Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Your development of these personal skills are categorized into four levels:

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

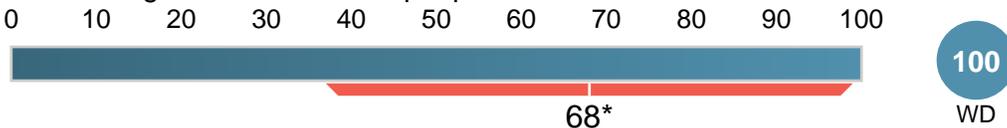
Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



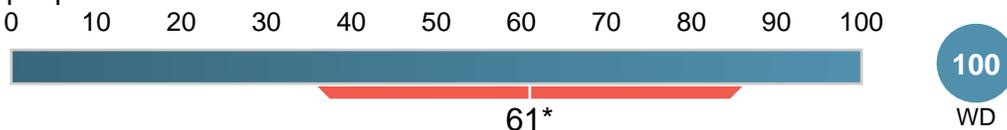
Competencies Hierarchy

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

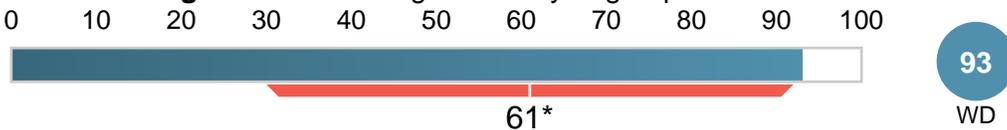
1. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



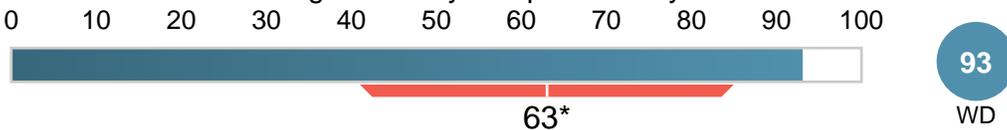
2. Leadership - Achieving extraordinary business results through people.



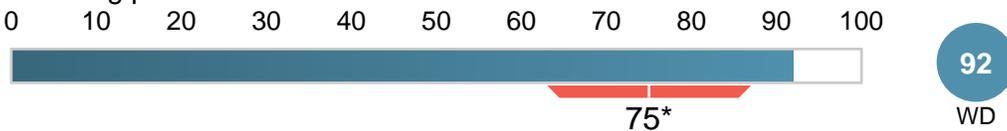
3. Presenting - Communicating effectively to groups.



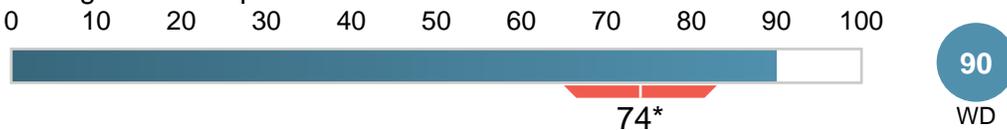
4. Teamwork - Working effectively and productively with others.



5. Problem Solving Ability - Anticipating, analyzing, diagnosing, and resolving problems.



6. Self-Management - Demonstrating self control and an ability to manage time and priorities.



Development Legend

- WD = Well Developed
- D = Developed
- MD = Moderately Developed
- ND = Needs Development

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

