# TTI TriMetrix®

Multiple Respondent Job Report

USAFR
**Flight Chief**
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# 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 TTI TriMetrix Job benchmarking process.  The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3.  Additional feedback on each area is presented in Sections 4 through 6.  Suggested interview questions that pertain to each area are in Sections 7 through 9.  Finally, Section 10 contains composite rankings in all areas.

SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job.  Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

SECTION 2: 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 3: 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 Sections 1 through 3 (above) 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.

# INTRODUCTION

SECTION 4: JOB ATTRIBUTES FEEDBACK

This section will assist in understanding the type and kind of attributes (people skills) that are needed for superior job performance.  Read the feedback on each of the top seven attributes thoroughly to understand the job's requirements.

SECTION 5: 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 6: BEHAVIORAL FEEDBACK

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

SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the attributes of the job.

SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

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

SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

SECTION 10: COMPOSITE RANKINGS

This last section details the individual input contributed by each respondent and shows the final composite rankings (averages of all responses) in Job Attributes, Rewards/Culture and Behaviors.

Section 1
# JOB ATTRIBUTES HIERARCHY

*All human jobs require certain people attributes. This section of the report identifies the composite of the respondents to show which attributes are most important to the job in question. Input from all respondents has been averaged. (Details of individual respondents' input are listed in a later section, JOB ATTRIBUTES COMPOSITE). The graphs below are in hierarchical order, from highest to lowest rankings.*

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

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

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

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

3. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.

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

4. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.

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

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

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

6. TEAMWORK: The ability to cooperate with others to meet objectives.

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

The following scale is used throughout the report.

| | | |
|---|---|---|
| 0 - 4.9 | = | NOT IMPORTANT TO JOB |
| 5.0 - 7.4 | = | SOMEWHAT IMPORTANT |
| 7.5 - 9.9 | = | IMPORTANT |
| 10 | = | VERY IMPORTANT |

Section 1
# JOB ATTRIBUTES HIERARCHY

**7. INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.

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

**8. INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.

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

**9. GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.

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

**10. RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.

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

**11. ACCOUNTABILITY FOR OTHERS:** The ability to take responsibility for others' actions.

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

**12. DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

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

**13. CONFLICT MANAGEMENT:** The ability to resolve different points of view constructively.

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

**14. CUSTOMER FOCUS:** A commitment to customer satisfaction.

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

**15. FLEXIBILITY:** The ability to readily modify, respond to and integrate change with minimal personal resistance.

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

Section 1
# JOB ATTRIBUTES HIERARCHY

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

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

6.0     SWI

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

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

5.9     SWI

18.  RESILIENCY: The ability to quickly recover from adversity.

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

5.9     SWI

19.  SELF STARTING: The ability to initiate and sustain momentum without external stimulation.

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

5.8     SWI

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

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

5.7     SWI

21.  CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.

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

5.5     SWI

22.  OBJECTIVE LISTENING: The ability to listen to many points of view without bias.

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

5.3     SWI

23. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.

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

5.2     SWI

Section 2
# 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. INDIVIDUALISTIC/POLITICAL
```
0....1....2....3....4....5....6....7....8....9....10
```
9.5
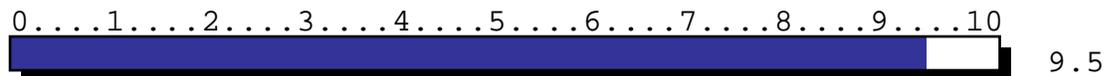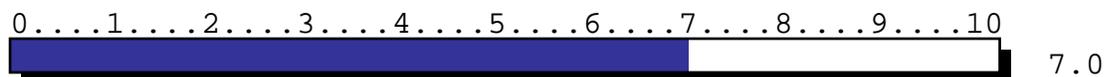
## 2. TRADITIONAL/REGULATORY
```
0....1....2....3....4....5....6....7....8....9....10
```
7.0

## 3. THEORETICAL
```
0....1....2....3....4....5....6....7....8....9....10
```
6.6

## 4. UTILITARIAN/ECONOMIC
```
0....1....2....3....4....5....6....7....8....9....10
```
6.6
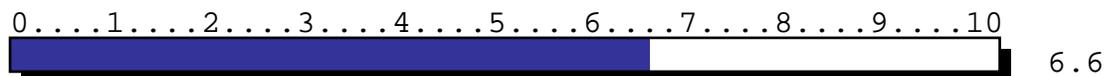
## 5. AESTHETIC
```
0....1....2....3....4....5....6....7....8....9....10
```
3.7
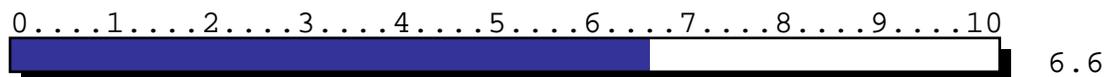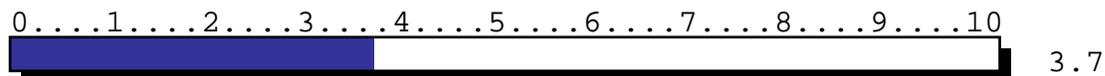
## 6. SOCIAL
```
0....1....2....3....4....5....6....7....8....9....10
```
3.3
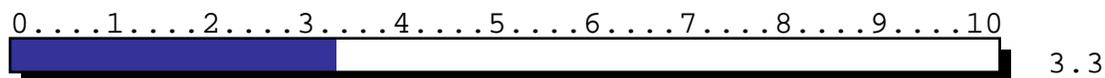
Section 3
# BEHAVIORAL HIERARCHY

*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. URGENCY
```
0....1....2....3....4....5....6....7....8....9....10
```
6.2

2. VERSATILITY
```
0....1....2....3....4....5....6....7....8....9....10
```
6.1
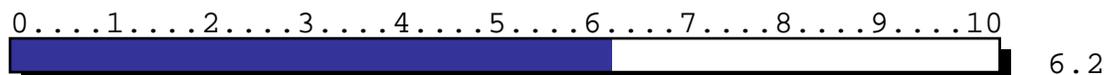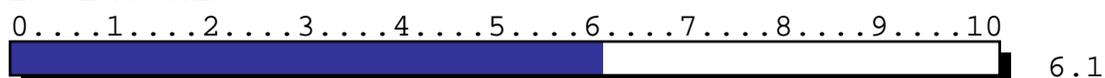
3. FREQUENT CHANGE
```
0....1....2....3....4....5....6....7....8....9....10
```
6.1
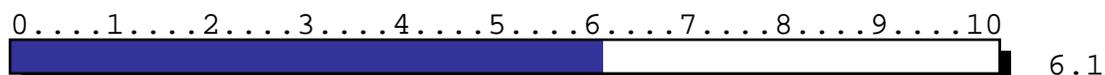
4. FREQUENT INTERACTION WITH OTHERS
```
0....1....2....3....4....5....6....7....8....9....10
```
5.8
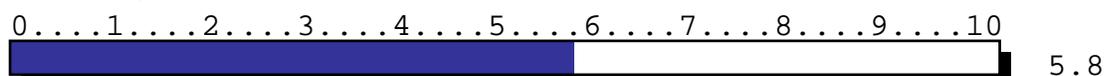
5. COMPETITIVENESS
```
0....1....2....3....4....5....6....7....8....9....10
```
5.5
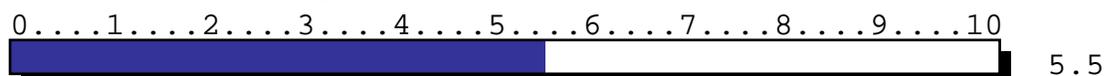
6. CUSTOMER ORIENTED
```
0....1....2....3....4....5....6....7....8....9....10
```
5.5

7. ORGANIZED WORKPLACE
```
0....1....2....3....4....5....6....7....8....9....10
```
4.8

8. ANALYSIS OF DATA
```
0....1....2....3....4....5....6....7....8....9....10
```
4.8

WE: 55-58-39-48 (13)
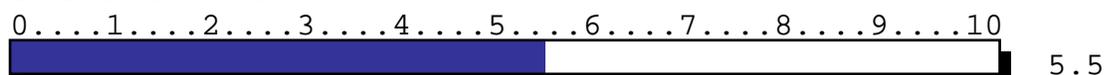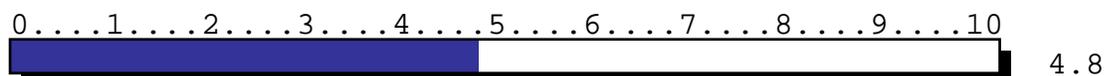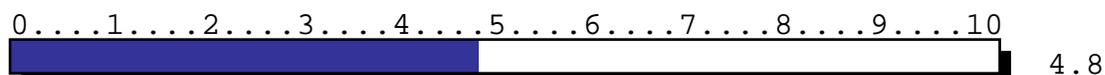
Section 4

# JOB ATTRIBUTES FEEDBACK

*This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.*

1. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
   - Independently pursues business objectives in an organized and efficient manner
   - Prioritizes activities as necessary to meet job responsibilities
   - Maintains required level of activity toward achieving goals without direct supervision
   - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

2. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
   - Inspires others with a compelling vision
   - Empowers others to accomplish common goals
   - Represents a positive, motivational example for others to emulate in becoming leaders
   - Supports others through providing clarity, direction, organization and purpose

3. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.
   - Accepts personal responsibility for the consequences of personal actions
   - Avoids placing unnecessary blame on others
   - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
   - Applies personal lessons learned from past failures to moving forward in achieving future successes

4. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.
   - Strongly advocates for the growth and development of others
   - Devotes appropriate time to training, coaching and developing others
   - Understands the implications of varied learning styles and their importance to individual development
   - Regularly follows up and holds others accountable for their performance

Section 4
# JOB ATTRIBUTES FEEDBACK

5.  DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.
    *   Maintains positive relationships with others through treating them fairly
    *   Demonstrates respect for others
    *   Understands and values differences between people
    *   Respects diversity in race, national origin, religion, gender, life style, age and disability.

6.  TEAMWORK: The ability to cooperate with others to meet objectives.
    *   Discards personal agenda to cooperate with other team members in meeting objectives
    *   Contributes positively and productively to team projects
    *   Builds and sustains a trust relationship with each member of the team
    *   Supports other team members and team decisions

7.  INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.
    *   Initiates and develops business relationships in positive ways
    *   Successfully works with a wide range of people at varying levels of organizations
    *   Communicates with others in ways that are clear, considerate and understandable
    *   Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

Section 5
# REWARDS/CULTURE FEEDBACK

1. INDIVIDUALISTIC/POLITICAL
   • Rewards those who value personal recognition, freedom and control over their own destiny and others.

2. TRADITIONAL/REGULATORY
   • Rewards those who value traditions inherent in social structure, rules, regulations and principles.

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

Section 6
# BEHAVIORAL FEEDBACK

1. 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.

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. 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.

Section 7
# JOB ATTRIBUTES QUESTIONS

*Below are suggested interview questions on each of the top seven attributes. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.*

1. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
   - Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
   - Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
   - Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
   - We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
   - How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
   - What is the difference between activity and results? How do you personally define this difference?

2. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
   - Who is the most effective leader you have ever seen? What made that person so effective?
   - Would you consider yourself to be a leader? What is your philosophy of leadership?
   - What do you believe are the attributes of an effective leader? How have you demonstrated these qualities? Where would you like to grow?
   - Who was the worst leader you have ever encountered? What did they do that made them the worst?
   - Who is a role model you have had in your life? What did that person do to justify being a role model? Would you do the same? How would you do it?
   - If we asked your immediate subordinates to describe your leadership style, what would they say? In what areas would they make positive comments? Negative comments?

Section 7
# JOB ATTRIBUTES QUESTIONS

3. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.
   - Tell me about a time when it was necessary to admit to others that you had made a mistake.  How did you handle it?
   - Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions.  How did you feel about doing that?
   - What is the worst business decision you ever made?  What made it the worst?  Would knowing what you do now have helped you to avoid making that decision?
   - Give me an example of a lesson you have learned from making a mistake.  What did you do differently going forward?
   - Give me an example of someone you know whose personal actions led to disastrous results.  How answerable is that person for what happened?  What advice would you give to that person?
   - What person from history do you most admire for taking the blame for a failure?  What did taking the blame do for that person?

4. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.
   - Tell me about someone in your career who put time and energy into your development.
   - Give me an example of a time when you recommended a book or seminar to a subordinate for development purposes.  Why did you select what you did?  How did you follow up with that person?
   - How important are training and development for the ongoing success of your group?  Department?  Company?  What percentage of an annual budget should be set aside for education and training purposes?
   - What is the difference between training and coaching?  Which are you better at doing?
   - How would you go about identifying and developing a training plan to improve someone's performance?
   - Give me an example of a time when you delegated a project to someone for the purpose of developing that individual.  How did you stay in the loop?  How successful were they?

Section 7
# JOB ATTRIBUTES QUESTIONS

5. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.
    - Give me an example of a time when you had to exhibit diplomacy while under pressure on the job. How did you do that?
    - Give me an example of a time when you or someone you know set aside their personal agenda for the sake of larger, business-oriented issues? What did you think of that?
    - How do you identify key stakeholders in a relationship? Give me an example of a time when you not only identified them but also maintained a positive relationship with a diverse group of people at all levels of an organization.
    - Give me an example of a time when you overcame internal resistance or "politics" to an idea or project. How did you go about doing that?
    - Is there ever a time when your personal agenda should supersede the needs of your organization? If so, when?
    - Describe the most politically sensitive situation in which you ever found yourself. What were the three things you did to ensure that you maintained your position in that situation without offending anyone?

6. TEAMWORK: The ability to cooperate with others to meet objectives.
    - Describe a team in which you have participated that you feel was effective. What made it a good team? Describe a team that was less effective. What was the difference between the two?
    - What, in your opinion, is the most important thing to always remember when you are on a team? What is the worst mistake a person on a team can make?
    - Have you ever seen someone violate a trust relationship with another team member? What was the trust issue that was violated? What was the result? How could it have been avoided?
    - Give me an example of a group or team decision that was made and you felt that it was wrong or was something you disagreed with. How did you handle it? Were there others who agreed with you? What was the end result?
    - List some things you think are important to remember in order to be a productive team member?
    - What would you do if you were on a team and one of the members failed to meet the promises and commitments they had made to the others and did this consistently?

Section 7
# JOB ATTRIBUTES QUESTIONS

7. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.
   - Describe for me the most difficult business relationship you have ever had to deal with.  Why was it so difficult?  What did you do to make the relationship go more smoothly?
   - What is the most stressful or difficult situation where you had to maintain your composure at work?  What did you do to maintain the composure?  How do you think you did?  If you had it to do over, what would you do the same? Differently?
   - What is your single biggest communication strength?  How do you know? What is your greatest business success acquired as a result of this strength?
   - Describe the most difficult, demanding person you have ever encountered. What made them so difficult?  What did you do to better understand and relate to them?
   - Give me an example of a situation when a personal relationship you had or developed was helpful in a business situation.  How did you cultivate that relationship without appearing to be patronizing?
   - Give me a specific example of a situation where you had to develop a productive relationship with someone whose point of view was different from your own.  How did you go about sustaining the relationship?

Section 8
# 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. INDIVIDUALISTIC/POLITICAL
   - What role does being in control of a situation play in your job satisfaction?  How important is it for you to control your own destiny?
   - How important is independence to you?  Power?  Influencing others?  What would be your level of satisfaction with a job if you had none of these?
   - How good are you in taking directions from others?  How much do you like doing so?
   - How do you go about influencing others to act?  Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.

2. TRADITIONAL/REGULATORY
   - Is there an absolute right and absolute wrong?  How do you decide what is right and what is wrong?
   - Tell me about "rules."  Give me an example of a rule that you follow relative to managing or leading others.  Where did you learn that rule?  How flexible is it?
   - Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers?  If so, why were they better?  Were you able to convince your employees that yours were better?
   - Do you sometimes feel that things would be easier and better if there were fewer rules and procedures?  Please elaborate.

3. 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?

Section 9
# 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. 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?

2. VERSATILITY
   - Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
   - How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.

3. 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?