



Gap Report

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Customer Service  
TTI  
1-29-2008

# INTRODUCTION

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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.

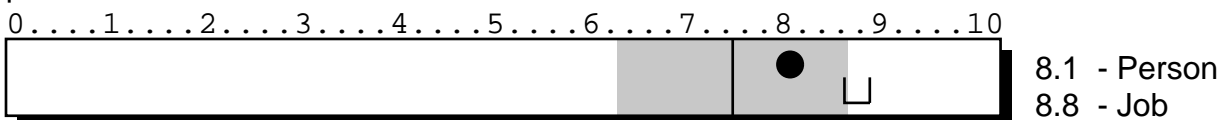
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.

Section 1

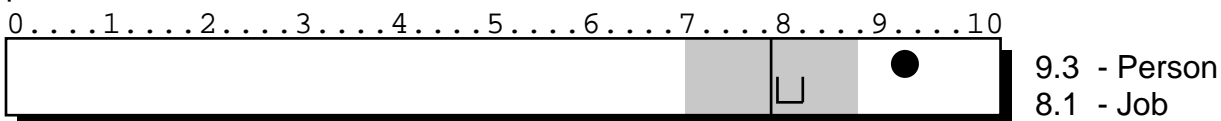
# PERSONAL SKILLS HIERARCHY

*This section identifies which people attributes are important to the job benchmark from its highest to lowest rankings. In comparing talent, it is important to note that gaps may point to a job attribute that is of significant importance to the job but has a low ranking by the person. In turn, a job attribute may be of low importance to the job but has a high ranking by the person.*

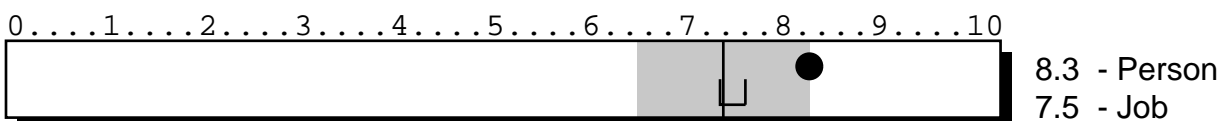
1. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.



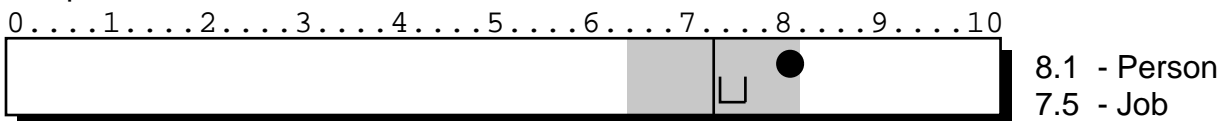
2. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.



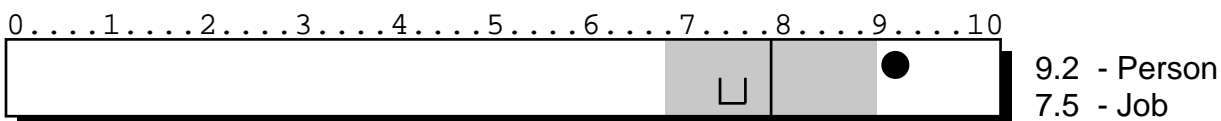
3. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



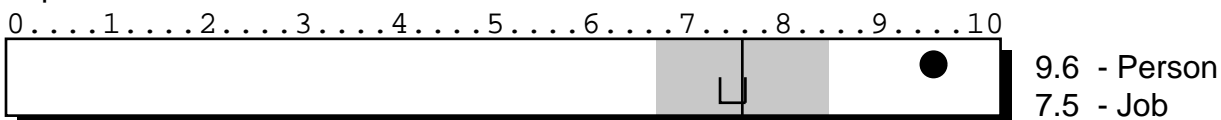
4. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.



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



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



□ - Job ● - Person

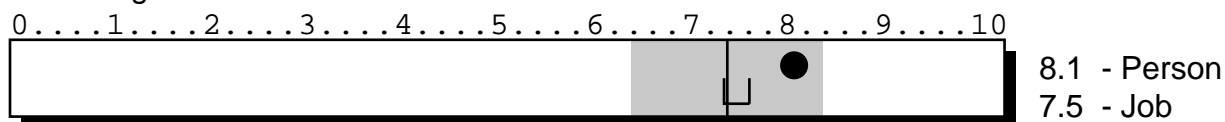
Rev: 0.93-0.93

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

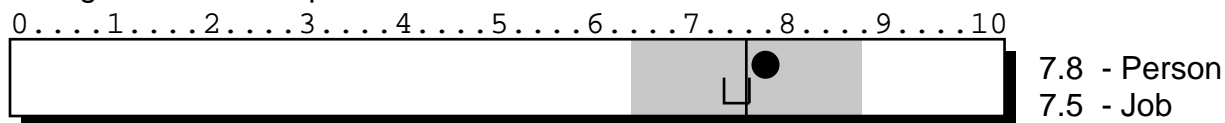
Section 1

# PERSONAL SKILLS HIERARCHY

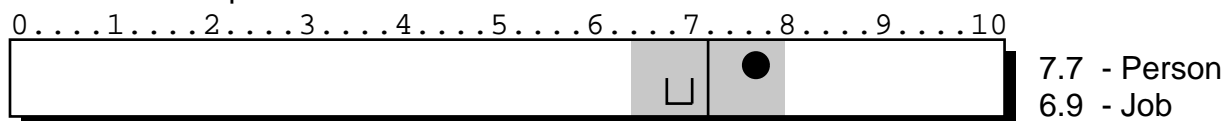
7. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



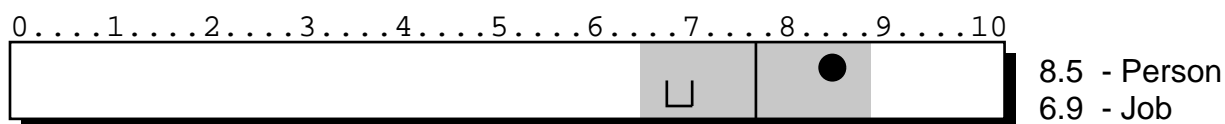
8. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance.



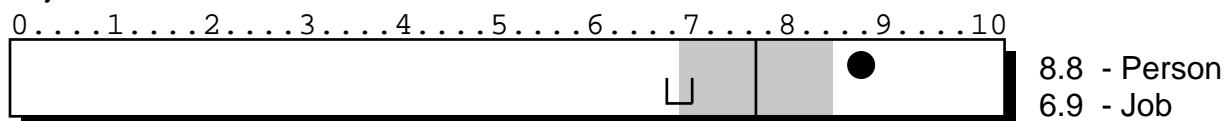
9. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.



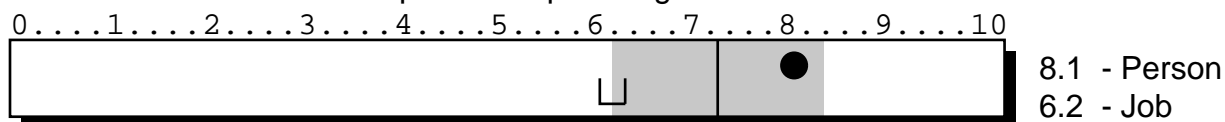
10. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.



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



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



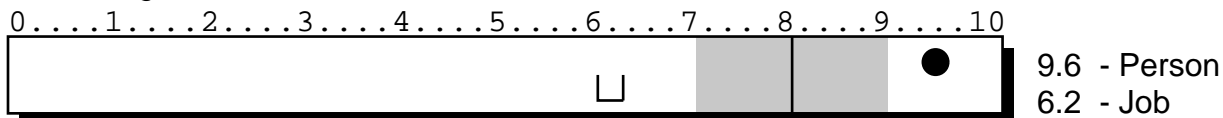
□ - Job ● - Person

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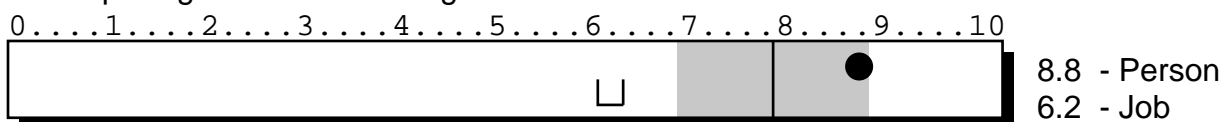
Section 1

# PERSONAL SKILLS HIERARCHY

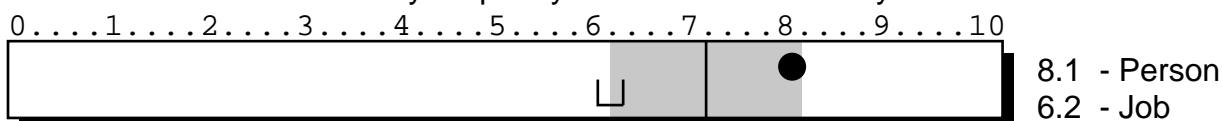
13. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.



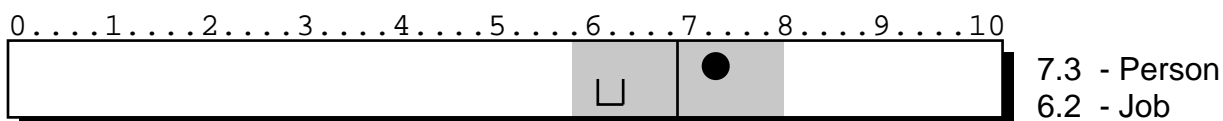
14. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



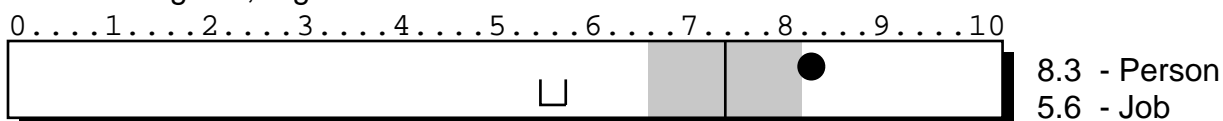
15. RESILIENCY: The ability to quickly recover from adversity.



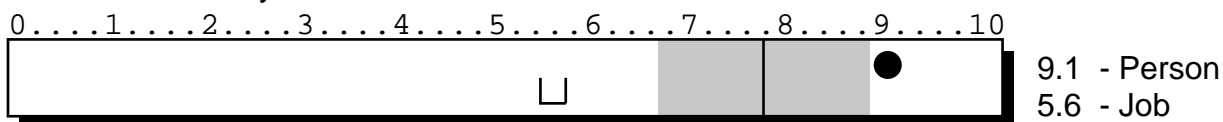
16. SELF STARTING: The ability to initiate and sustain momentum without external stimulation.



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



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



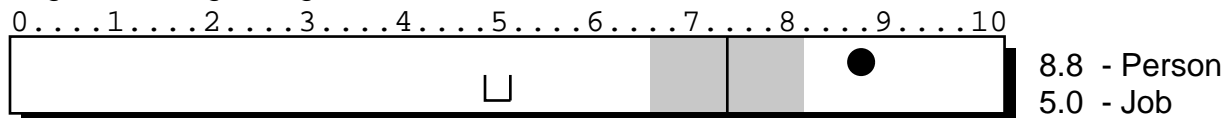
□ - Job ● - Person

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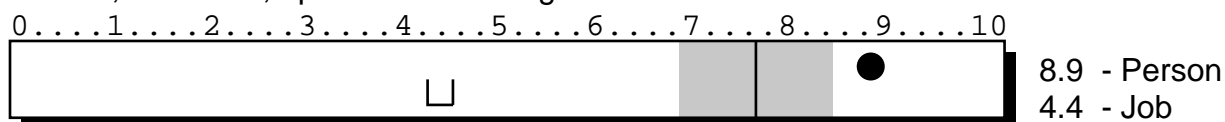
Section 1

# PERSONAL SKILLS HIERARCHY

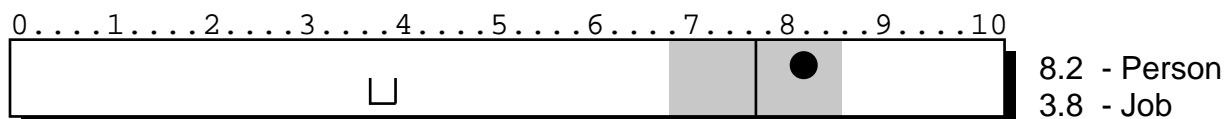
19. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



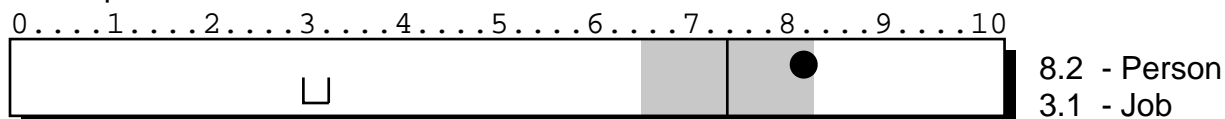
20. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.



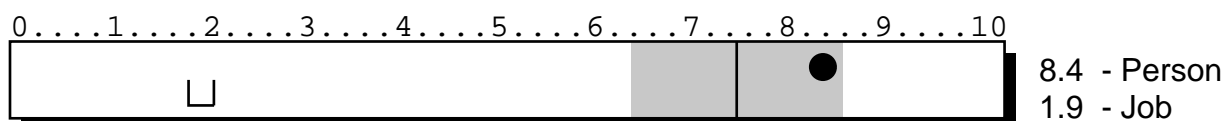
21. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



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



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



□ - Job ● - Person

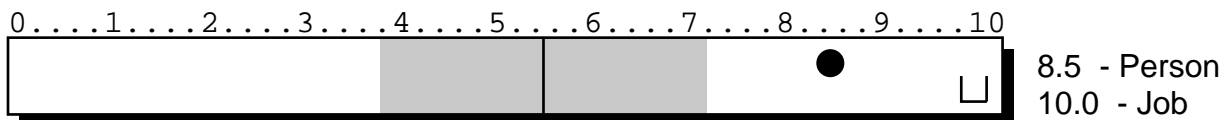
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Section 2

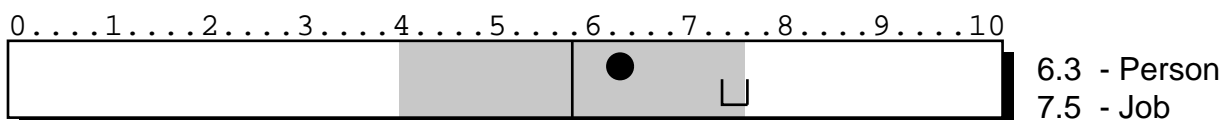
# PERSONAL INTERESTS, ATTITUDES AND VALUES

*These graphs are based on the hierarchy of the job benchmark's rewards/culture in descending order from highest required by the job to the lowest. Gaps may point to a job culture that does not match the person's passion and may produce negative feelings about the job.*

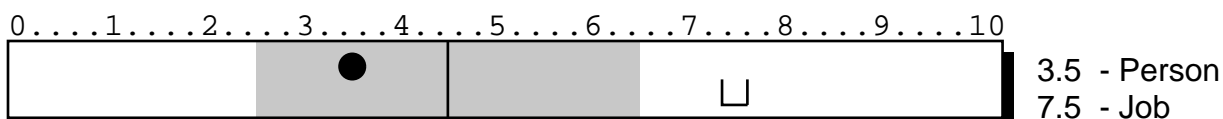
1. THEORETICAL



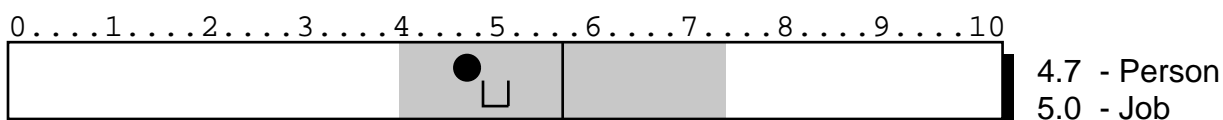
2. UTILITARIAN/ECONOMIC



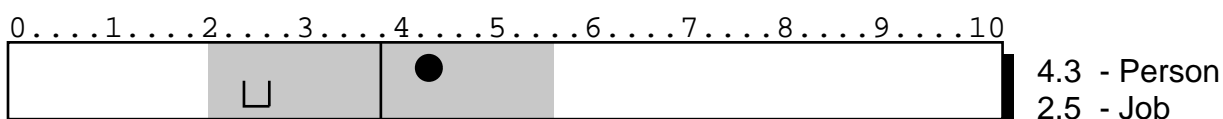
3. TRADITIONAL/REGULATORY



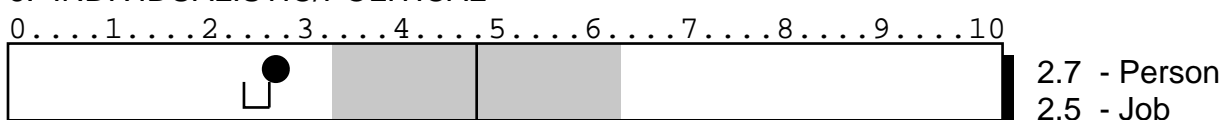
4. SOCIAL



5. AESTHETIC



6. INDIVIDUALISTIC/POLITICAL



□ - Job ● - Person

PIAV: 63-50-38-40-28-33

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

Section 3

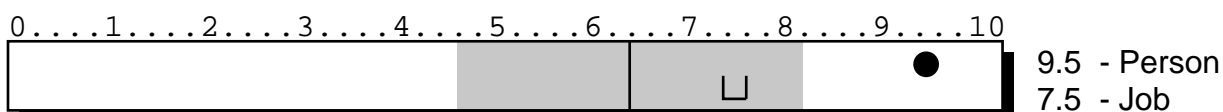
# BEHAVIORAL HIERARCHY

*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. 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.*

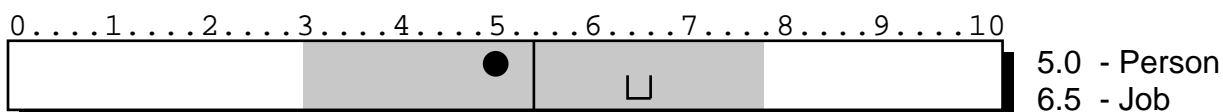
## 1. FREQUENT INTERACTION WITH OTHERS



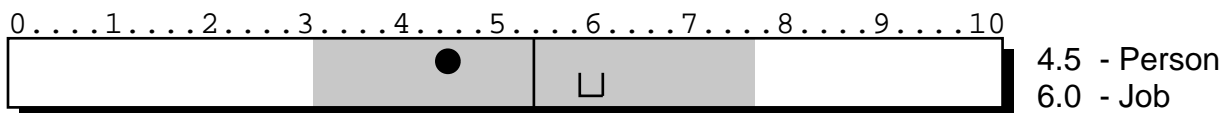
## 2. CUSTOMER ORIENTED



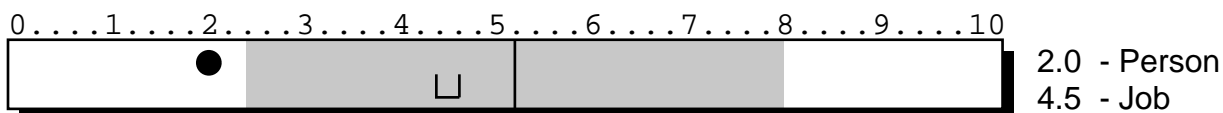
## 3. VERSATILITY



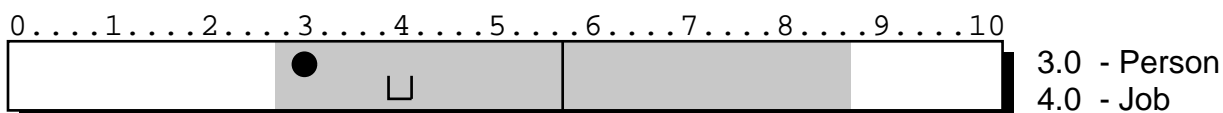
## 4. FREQUENT CHANGE



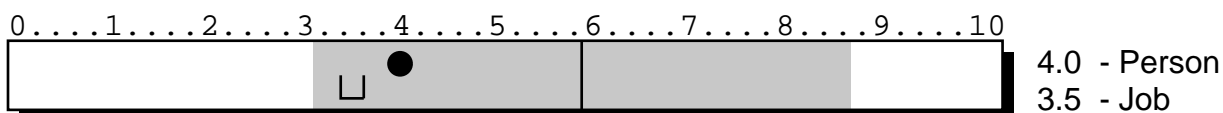
## 5. URGENCY



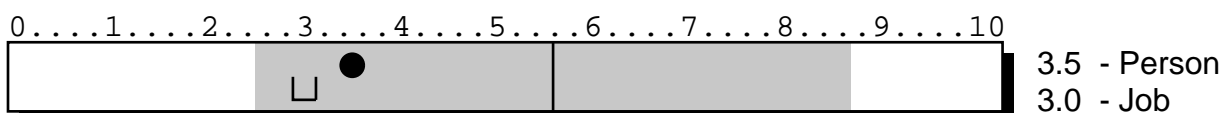
## 6. COMPETITIVENESS



## 7. ANALYSIS OF DATA



## 8. ORGANIZED WORKPLACE



□ - Job ● - Person

SIN: 28-74-82-41 (17) SIA: 13-58-91-62 (35)

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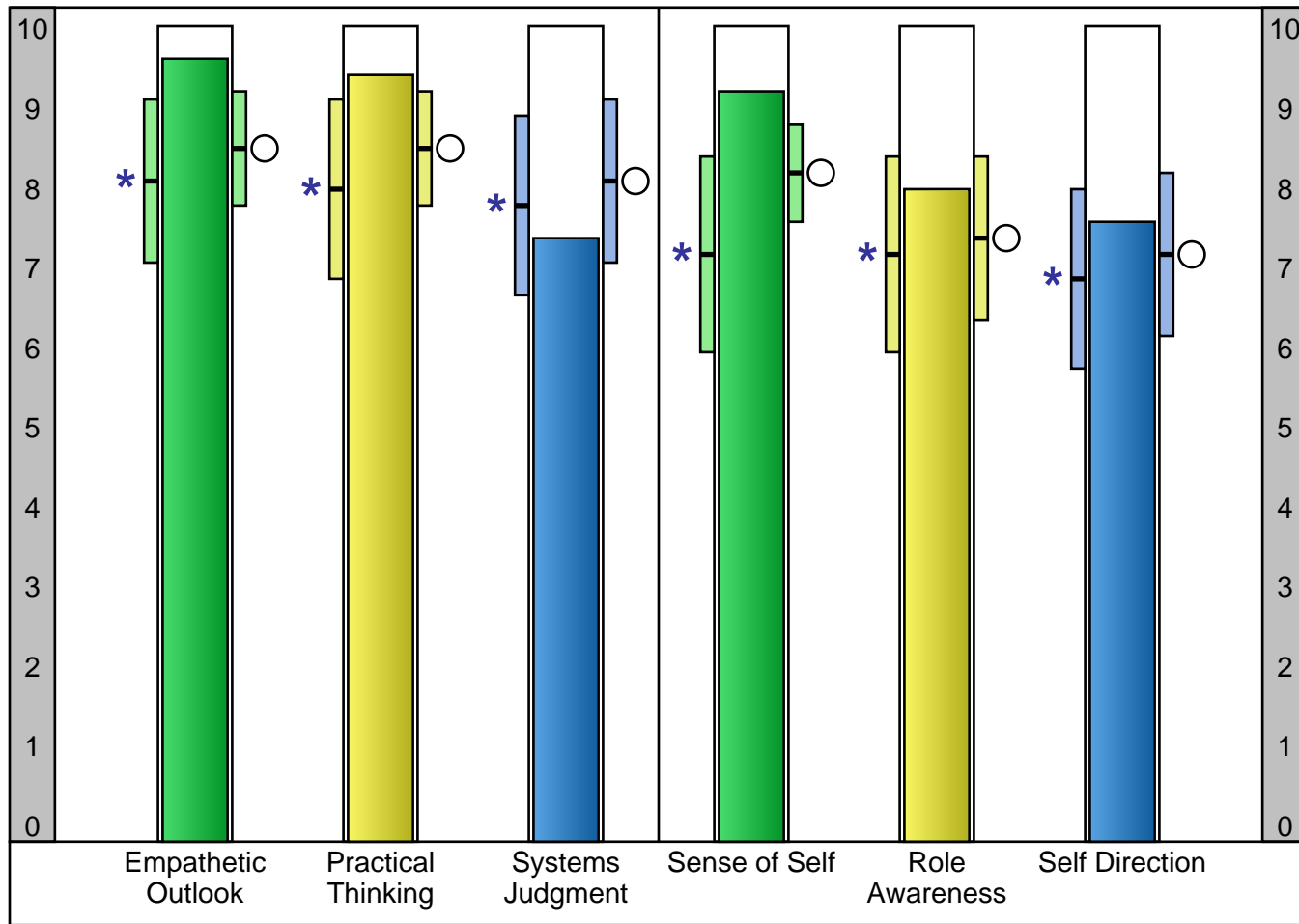
# DIMENSIONAL BALANCE

For consulting and coaching

* Population mean
↑ Overvaluation
○ Neutral valuation
↓ Undervaluation

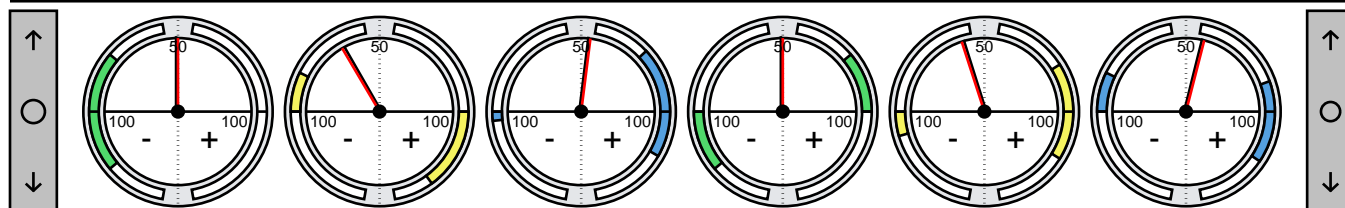
## EXTERNAL FACTORS (Part 1)

## INTERNAL FACTORS (Part 2)



Score 9.6      9.4      7.4      9.2      8.0      7.6

Bias ○      ○      ○      ○      ○      ○















# CORE SKILLS LIST

*For consulting and coaching*

Score	Mean	Description	Score	Mean	Description
10.0	7.7	Evaluating Others	8.1	7.3	Results Orientation
10.0	8.2	Respect for Property	8.1	7.5	Problem Solving
9.6	7.0	Balanced Decision Making	8.1	7.9	Proactive Thinking
9.6	7.9	Attitude Toward Others	8.0	7.6	Long Range Planning
9.6	7.8	Freedom from Prejudices	8.0	7.1	Role Awareness
9.6	8.2	Realistic Goal Setting for Others	7.8	7.0	Handling Stress
9.6	7.9	Sensitivity to Others	7.8	7.3	Job Ethic
9.6	8.1	Empathetic Outlook	7.7	7.2	Personal Accountability
9.6	8.1	Personal Relationships	7.7	6.9	Meeting Standards
9.5	7.9	Correcting Others	7.7	7.3	Sense of Mission
9.5	7.8	Monitoring Others	7.7	7.2	Taking Responsibility
9.4	7.8	Relating to Others	7.6	7.1	Personal Drive
9.4	8.0	Practical Thinking	7.6	6.9	Self Direction
9.3	7.5	Quality Orientation	7.5	7.3	Surrendering Control
9.3	8.1	Understanding Motivational Needs	7.4	8.0	Following Directions
9.2	6.7	Self Assessment	7.4	8.0	Respect for Policies
9.2	7.3	Sense of Self	7.4	7.8	Systems Judgment
9.2	8.1	Self Improvement	7.3	7.3	Consistency and Reliability
9.2	8.0	Material Possessions	7.3	6.9	Initiative
9.1	7.9	Emotional Control	6.6	7.6	Integrative Ability
9.0	7.9	Conveying Role Value	6.2	7.6	Using Common Sense
8.9	7.1	Role Confidence			
8.8	7.9	Leading Others			
8.7	8.3	Theoretical Problem Solving			
8.7	7.0	Intuitive Decision Making			
8.7	8.0	Attention to Detail			
8.7	7.5	Sense of Timing			
8.7	7.6	Status and Recognition			
8.7	7.7	Sense of Belonging			
8.6	7.1	Internal Self Control			
8.6	7.2	Persistence			
8.5	7.7	Evaluating What is Said			
8.4	7.6	Concrete Organization			
8.4	7.5	Accountability for Others			
8.4	7.7	Realistic Expectations			
8.4	7.1	Gaining Commitment			
8.4	7.4	Handling Rejection			
8.4	7.8	Persuading Others			
8.3	7.4	Self Confidence			
8.3	7.6	Realistic Personal Goal Setting			
8.3	7.3	Project Scheduling			
8.3	7.4	Self Management			
8.2	7.4	Developing Others			
8.2	7.4	Enjoyment of the Job			
8.1	7.3	Conceptual Thinking			
8.1	7.4	Project and Goal Focus			

# COMPARISON ANALYSIS

For consulting and coaching

Job Attributes Hierarchy	Zone Range	Person
1. PROBLEM SOLVING	8.8 — 10.0	8.1 
2. INTERPERSONAL SKILLS	8.0 — 8.8	9.3 
3. SELF MANAGEMENT	7.5 — 8.3	8.3 
4. RESULTS ORIENTATION	7.4 — 8.2	8.1 
5. CUSTOMER FOCUS	6.8 — 7.9	9.2 
6. DIPLOMACY AND TACT	6.7 — 7.6	9.6 
7. CONTINUOUS LEARNING	7.5 — 8.4	8.1 
Job Rewards/Culture Hierarchy	Zone Range	Person
1. THEORETICAL	7.3 — 10.0	8.5 
2. UTILITARIAN/ECONOMIC	5.9 — 7.6	6.3 
3. TRADITIONAL/REGULATORY	6.6 — 10.0	3.5 
Job Behavioral Hierarchy	Zone Range	Person
1. FREQUENT INTERACTION WITH OTHERS	5.8 — 8.6	8.0 
2. CUSTOMER ORIENTED	6.5 — 8.2	9.5 
3. VERSATILITY	5.5 — 7.8	5.0 