



TTI Personal Talent Skills Inventory[®]

Coaching Report

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

Harold Helper

Customer Support

ABC Company

8-7-2007



The Steering Group Inc. Maximize Human Capital

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WORLD VIEW

This is how Harold sees the world around him. This view measures his clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions on the left side of the dimensional balance page and are in a random order.

- Harold relies and depends on relationships with others.
- He tends to give others support, positive feedback and motivation.
- He places the most value on personal or professional relationships with others.
- He understands others well and tends to be sensitive to their needs and desires.
- Harold treats each person as a unique individual.
- He understands people, which could be seen as one of his greatest talents.
- He should develop a better balance between the understanding of others and paying attention to details and systems.
- He could benefit from making a conscious effort to develop a stronger focus on practical tasks and activities.
- Harold may bend the rules if he thinks it's better for the people involved.

SELF VIEW

This is how Harold sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him from both personal and professional viewpoints. The statements below are based primarily on the 3 dimensions on the right side of the dimensional balance page and are in a random order.

- Harold defines who he is in terms of his direction and goals in life.
- He organizes his life according to a set of standards with which he identifies.
- He values himself for who he is.
- He gets involved with new things on a situational basis as long as it fits in with his overall life plan.
- Harold has developed a clear picture of where he is going.
- He has a high sense of self and strong understanding of his future direction.
- He could benefit from a clearer understanding of his personal and professional roles in life.
- He has a clearly defined set of organizing structures for his life.
- Harold may not have a strong understanding of his current roles and activities.



Summary of Strengths & Weaknesses

The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your Core Skills List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

Strengths

- Accountability for Others
- Self Assessment
- Attitude Toward Others
- Freedom from Prejudices
- Relating to Others

Weaknesses

- Conceptual Thinking
- Realistic Expectations
- Respect for Policies
- Project Scheduling
- Concrete Organization



Accountability for Others

Accountability for Others involves realistic goal setting, an ability to manage and correct others, and good problem solving skills. Taking responsibility for the decisions and actions of subordinates is derived from an internal responsibility to one's self as a manager and a willingness to accept the position of being accountable.

This is an individual's ability to feel responsible for the consequences of the actions taken by those whom he or she manages. If a person does not directly manage people, this attribute may not apply to the individual. This attribute talks about taking "direct" responsibility for the decisions and actions of subordinates. This is derived from an internal responsibility to one's self as a manager to be accountable and this internal willingness to accept responsibility associated with being in a position of management. It involves understanding that it is the task of the manager to accurately evaluate and understand the abilities of one's direct reports. It also entails setting realistic goals and expectations based on the resources and capabilities available. Research has shown that people who manage higher-level employees (e.g., senior managers) tend to have lower scores in this attribute. Polling indicates that it is because managers of higher-level employees feel the people they manage are at a level where they must be equally responsible for themselves.

Possible Strengths:

- Understands the ability of his or her employees.
- Sets realistic goals and expectations.
- Does not make excuses for bad decisions that resulted in poor performance by an employee.
- Does not shift the focus or blame of poor performance onto subordinates.

Continuous Development:

- Examine employees' capabilities, needs and interests when assigning tasks.
- Monitor ongoing performance in order to track problem areas, reward successes, and to keep raising the bar for individuals and your department.



Self Assessment

Self Assessment is the ability to practically and objectively identify personal management strengths and weaknesses. This is the ability to take the skills and techniques gained in evaluating external situations and applying them to the evaluation of own performance and abilities.

Possible Strengths:

- A good observer of others.
- Admits mistakes and accepts constructive criticism but seeks to learn from them.
- Allows other people to excel in their areas of competency.

Continuous Development:

- Be gracious about compliments and accept them with good humor.
- Be open and encouraging with other people about their strengths.
- Be proactive about pursuing training opportunities.



Attitude Toward Others

Attitude Toward Others is the ability to maintain a positive, open and objective attitude toward others. An example of an improper attitude would be a situation in which one assigns attributes to a person based solely on an unsubstantiated prejudgment. This could cause a person to exercise an unnecessary degree of caution, producing a "stand-off" attitude or could cause him or her to place an unjustified amount of trust in a person, thereby exposing him or herself to being manipulated or losing objectivity. The evaluation of this attribute is based on an individual's personal insight into others and the degree to which he or she is influenced by what he or she thinks the situation "ought" to be.

Possible Strengths:

- Recognizes and appreciates others in positive and sincere ways.
- Maintains composure in potentially stressful or difficult situations.
- Communicates with others in ways that are clear and understood.

Continuous Development:

- Actively seek feedback from trusted people.
- Work to improve difficult relationships through self-awareness and respect for differences in attitudes and perceptions.
- Give positive feedback to other people as often as possible.



Freedom from Prejudices

Freedom from Prejudices is an individual's ability to not allow the unfair implications of prejudged information to enter into and affect an interpersonal relationship. It is about not allowing a person's class, race, sex, ethnicity or personal philosophy to cause one to prejudge the actions, potential, intentions or attitudes of others.

Possible Strengths:

- Able to maintain emotional control in difficult situations.
- Understands the importance of, and has the ability to sustain productive relationships with key stakeholders.
- Is sensitive to the ramifications of saying or doing the wrong or inappropriate thing.

Continuous Development:

- Volunteer for an organization in which one's race is the minority or participate in a community activity that is geared toward a cultural theme.
- Balance needs and goals with those of others in the organization.
- Identify what resources possessed are valuable to others and be willing to help others.



Relating to Others

Relating to Others is a person's ability to coordinate personal insights and knowledge of others into effective interactions with them. It is the ability to make use of accurate interpersonal skills in interacting with others.

Possible Strengths:

- Maintains composure in potentially stressful or difficult situations.
- Has rapport with a wide range of people at varying levels in the organization.
- Understands the value of personal relationships in the business environment.

Continuous Development:

- Broaden circle of acquaintances, both at work and at home.
- Make small talk to help people feel comfortable.
- When giving feedback to management, state it in objective and non-judgmental terms.



Conceptual Thinking

Conceptual Thinking skills allows a person to see the "big picture," helping to determine what direction to take and what resources to use to attain the outcome that is desired. Imagining and/or predicting changes in current reality seem to come naturally to some people.

This is an individual's ability to identify and evaluate resources and plan for their utilization throughout the execution of comprehensive, long-range plans. Schematic thinking is much more abstract than concrete organization and deals with an individual's ability to allocate resources in a mental scenario and accurately visualize outcomes.

Possible Limitations:

- May not see interrelationships between individual goals, short-term company goals and long-term corporate missions.
- May not properly set priorities.
- May not use appropriate resources to attain desired goals.

Developmental Suggestions:

- Challenge inherent assumptions and/or beliefs.
- Brainstorm; always be on the lookout for new ideas and approaches.
- Operate from a broad, long-term perspective.



Realistic Expectations

Realistic Expectations is the ability to have expectations of others that can realistically be met. These standards can be either in quality of production or quality of performance and are based on a balance of one's understanding of the environment and the people in it.

Possible Limitations:

- May not accurately judge other people's capabilities.
- Expects people to perform to a pre-established level.

Developmental Suggestions:

- Use assessment tools to determine a person's needs, interests and abilities.
- Communicate with employees and team members-ask what their own internal expectations are.
- Set up team building sessions to better understand employees and team members.



Respect for Policies

Respect for Policies is the ability to see and appreciate the value of conducting business affairs according to the intent of company policies and standards without necessarily having to agree with them completely.

Possible Limitations:

- May not have a clear understanding of the function of rules.
- May feel free to ignore or break the rules.
- May look at policies as only guidelines.

Developmental Suggestions:

- Make a point to read and learn the company policy manual.
- Think of policies as laws, not just guidelines.
- Use policy documentation as a checklist when completing critical assignments.



Project Scheduling

Project Scheduling is the ability to understand the proper allocation of resources for the purpose of getting things done within a defined timeframe. This capacity will include the ability to minimize dependence on one critical function of production. It will also include identifying alternatives in work tasks and maximizing the physical facilities available.

Possible Limitations:

- May have difficulty managing limited resources.
- May have difficulty identifying productive alternatives.
- May focus too much on one component of a project.

Developmental Suggestions:

- Develop a clear picture of what needs to be accomplished.
- Do the highest priority things first.
- Allocate resources on a priority basis.



Concrete Organization

Concrete Organization is an individual's ability to understand the immediate, concrete needs of a situation and to establish an effective action plan for meeting those needs. This capacity deals primarily with a person's ability to properly allocate resources to accomplish a goal or plan. These resources are not only limited to physical components, but take into account the person's ability to evaluate and utilize both human and physical resources.

Possible Limitations:

- May have difficulty identifying separate relevant components of a situation.
- May have difficulty determining the course of action needed to meet goals.
- May have difficulty prioritizing and/or reprioritizing.

Developmental Suggestions:

- Don't procrastinate.
- Use only one good calendar tool.
- Keep a single "to do" list.

DIMENSIONAL BALANCE

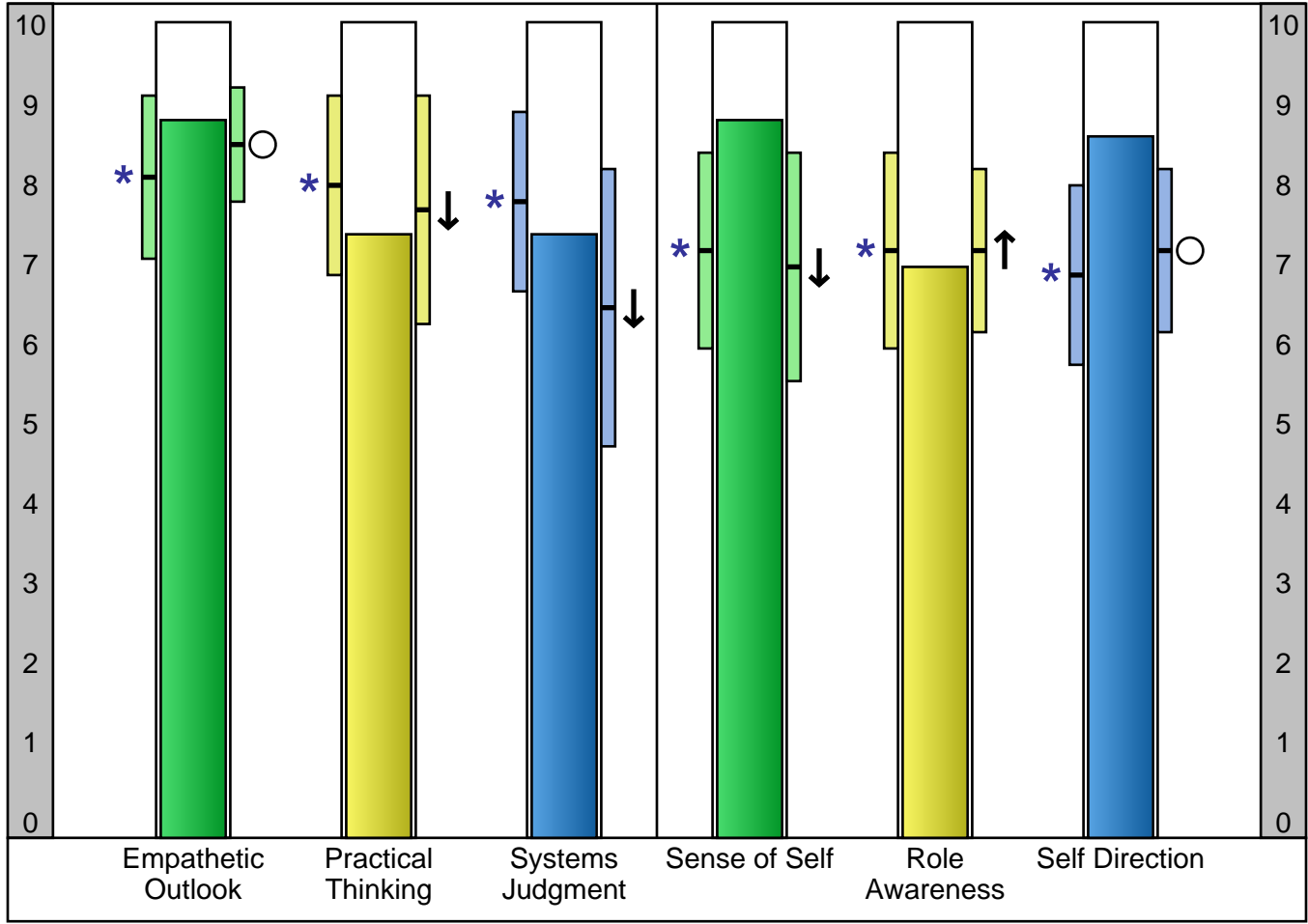
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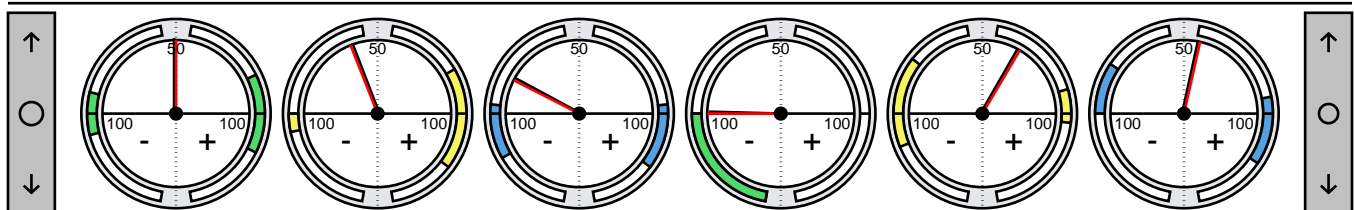
*	Population mean
↑	Overvaluation
○	Neutral valuation
↓	Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	8.8	7.4	7.4	8.8	7.0	8.6
Bias	○	↓	↓	↓	↑	○





CORE SKILLS LIST

For consulting and coaching

Score	Mean	Description	Score	Mean	Description
9.8	8.1	Self Improvement	7.5	7.0	Balanced Decision Making
9.3	8.1	Personal Relationships	7.5	7.4	Enjoyment of the Job
9.1	7.5	Accountability for Others	7.4	7.8	Systems Judgment
8.9	6.7	Self Assessment	7.4	8.0	Practical Thinking
8.8	7.9	Attitude Toward Others	7.3	7.0	Intuitive Decision Making
8.8	7.8	Freedom from Prejudices	7.3	7.4	Project And Goal Focus
8.8	7.8	Relating to Others	7.3	7.3	Results Orientation
8.8	7.3	Sense of Self	7.3	7.0	Handling Stress
8.8	7.9	Sensitivity to Others	7.3	6.9	Initiative
8.8	8.1	Empathetic Outlook	7.2	7.2	Personal Accountability
8.7	7.4	Handling Rejection	7.2	6.9	Meeting Standards
8.6	7.4	Self Confidence	7.2	7.5	Sense of Timing
8.6	7.1	Personal Drive	7.2	7.6	Status and Recognition
8.6	6.9	Self Direction	7.2	7.2	Taking Responsibility
8.6	7.3	Sense of Mission	7.1	8.2	Respect for Property
8.5	7.5	Problem Solving	7.0	7.1	Role Awareness
8.5	7.1	Role Confidence	6.9	8.0	Following Directions
8.3	7.3	Consistency and Reliability	6.9	7.3	Conceptual Thinking
8.3	7.4	Developing Others	6.9	7.7	Realistic Expectations
8.3	8.2	Realistic Goal Setting for Others	6.9	8.0	Respect for Policies
8.3	7.5	Quality Orientation	6.8	7.3	Project Scheduling
8.3	7.3	Job Ethic	6.7	7.7	Sense of Belonging
8.3	7.2	Persistence	6.4	7.6	Concrete Organization
8.2	7.9	Conveying Role Value			
8.2	7.1	Internal Self Control			
8.1	7.7	Evaluating Others			
8.1	7.1	Gaining Commitment			
8.1	8.1	Understanding Motivational Needs			
8.1	7.8	Persuading Others			
8.0	7.6	Long Range Planning			
8.0	7.6	Integrative Ability			
8.0	7.6	Using Common Sense			
8.0	7.9	Emotional Control			
7.8	8.0	Attention to Detail			
7.8	7.9	Proactive Thinking			
7.7	7.6	Realistic Personal Goal Setting			
7.7	7.9	Leading Others			
7.7	7.4	Self Management			
7.6	7.9	Correcting Others			
7.6	7.7	Evaluating What is Said			
7.6	7.8	Monitoring Others			
7.6	8.0	Material Possessions			
7.5	8.3	Theoretical Problem Solving			
7.5	7.3	Surrendering Control			



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