



# TTI Personal Talent Skills Inventory™

Coaching Report

---

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

## **Martha Demo**

Sample

4-14-2006

# EXTERNAL DESCRIPTION

---

## Integrated—High Level of Development

### Description

Martha judges situations in a balanced, objective way in terms of all three basic perspectives: people, situations, and systems. When she takes action, she can move in and out of any one of the three value perspectives with ease. The integrated pattern indicates that she is not stuck in any one dimension. She can relate to and deal with other people well and maintains healthy, fulfilling relationships naturally. She also has good practical skills and can relate well to tangible things, processes and events. She understands how to deal effectively with ideas, knowledge, and systems. This integrated pattern indicates the world is wide open for her and suggests that she is able to take advantage of any and all opportunities.

### Strengths

Martha is versatile and stable and adapts well to different types of people and changing situations. It is easy for her to see what she needs to emphasize or focus on, depending on the nature of the situation she is in. If an interpersonal focus is called for, she has the ability to turn on her people skills and relate well to others. If an external or task focus is needed, she has the ability to become an action-oriented achiever who focuses on the work at hand to get things done. If she determines that the situation calls for a systematic focus, she has the ability to turn her attention to learning and gaining more knowledge about the situation. This suggests her greatest talents are flexibility, objectivity and versatility.

### Development Opportunities

Martha's greatest opportunity for growth is centered in maintaining strong identification with current activities, roles and responsibilities. She enjoys getting involved in new activities; but, if the activities become routine or "easy" for her and she doesn't feel challenged, she may not want to stay involved.

### Best Performance Climate

Martha will learn, work or perform best in an atmosphere where there is an open exchange of ideas and where feedback is readily available. She also prefers an environment where responsibilities and decisions are shared, and her input and creativity is appreciated and challenged on a regular basis.

# EXTERNAL DESCRIPTION

---

## External Bias Description

Martha is someone who relates to the world primarily in terms of established system and order, (e.g., rules, the law). Most of her energies are focused on making things fit into the established system or organization. Her somewhat negative view of the tasks dimension reveals that she takes a conscious distance from the practical work process and social convention. Her neutral view of the people dimension reflects balanced objectivity toward other persons. She is not too trusting or too distant but strikes a realistic balance when valuing others without getting overly involved to ensure that she makes an objective and accurate decision.

Martha is good at seeing the big picture or the overall plan of things and how it impacts others much more clearly than she sees the step-by-step process it may take to get the results she wants. She has a talent for comparing facts and ideas and generally makes a fair judgment or reaches a well-founded conclusion concerning what action should be taken in any given situation based on available evidence and careful, critical evaluation. Her people skills enable her to ask others the right leading questions, to inquire about things without insulting others, and to deliberately and carefully weigh the pros and cons before expressing her critical evaluation or decision. She tries to ensure that she has sufficient knowledge or experience to decide on the merits, controversy, point at issue, or conflicts before making a decision or forming an authoritative opinion.

# INTERNAL DESCRIPTION

---

## Role-Authentic—High Level of Development

### Description

Martha shows a strong and equally developed focus on who she is and what she can do or is doing. She enjoys being a part of the process of getting things done and identifies with her work and personal roles. In a sense, her identity is her roles and activities. She feels her own worth is equally based on her sense of self and on what she can produce and achieve. She wants to see good results from her work, and that becomes a part of her sense of self. She enjoys being herself, and she is confident, reliable and responsible. She is well aware of her strengths and gets involved in activities or jobs that will best utilize her talents or help to further develop her potential. She will best achieve goals when she is fully engaged.

She under appreciates the systemic, thinking or structural aspects of her life. She is not strict about concepts or images that guide her forward and that shape her future. This means that she probably uses planning in a flexible way to help her focus her time and energy on the role responsibilities in the present. She usually starts new things intuitively and sees the future as a process of discovery, rather than being clear-cut and definite.

### Strengths

Martha is confident in her abilities to perform and fulfill her roles and responsibilities in life. She has an inner strength that helps her to persevere, even in difficult situations. Her general attitude toward change is to adapt to it in practical ways and try to go with the flow of things. She is open to future possibilities and opportunities, and her flexibility about her long-term future should help her to take advantage of the best opportunities. She has a strong sense of self worth and identifies with her primary roles and activities.

### Development Opportunities

Martha does not have a strong sense of appreciation for systems, plans, rules, and organization as it applies to her own life. She puts less emphasis on defining or talking about herself. She is more concerned about what is happening in the present than with planning a clear and definite future. She is probably eager and enthusiastic about her potential future, but her picture of the future is more vague and uncertain, since her focus is on current roles and responsibilities.

# INTERNAL DESCRIPTION

---

## Internal Bias Description

Martha has a neutral attitude toward sense of self and a positive self direction. The negative bias on role awareness shows that she is not getting the personal sense of fulfillment from her roles she would like to have. The positive bias on self direction shows this fulfillment is soon expected. She has a clear self-image in the area of self direction, and this conviction of self-concept encourages her to express herself frequently and forcefully. She is definite about her vision of the future and works hard on goals with high energy and strong discipline.



## 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

- Theoretical Problem Solving
- Proactive Thinking
- Handling Stress
- Intuitive Decision Making
- Leading Others

### Weaknesses

- Sense of Timing
- Meeting Standards
- Project Scheduling
- Role Confidence
- Conceptual Thinking



## Theoretical Problem Solving

---

Theoretical Problem Solving is an abstract version of Problem Solving Ability. This capacity involves an individual's ability to apply problem solving in a mental scenario. This ability involves creating, operating and identifying problems in a hypothetical situation and then to manufacture the appropriate response to resolve the problem. The difference is that this takes place strictly in one's mind and requires very little quantifiable data.

### Possible Strengths:

- Synthesizes and/or simplifies data, ideas, models, processes or systems.
- Develops and tests new theories to explain or resolve complex issues.
- Imagines new or revolutionary concepts or methods of managing things.

### Continuous Development:

- Combine people of different backgrounds and disciplines to work on solving a problem.
- Challenge self and others to be creative. Don't just accept the traditional way of doing something.
- Try diagramming or drawing problem situations on paper or a whiteboard.



## Proactive Thinking

---

Proactive Thinking is an individual's ability to evaluate future implications of current decisions and actions. This would include examining the long-range effects of a decision. It is the ability to mentally create the scenarios and outcomes of situations that could develop from decisions or plans of action.

### Possible Strengths:

- Is mentally flexible, can be imaginative and creative.
- Is a good planner, taking time and spending energy making thoughtful project plans.
- Is able to make difficult or unpopular choices now based on knowledge of positive future effects or results.

### Continuous Development:

- Develop a crisis plan.
- Evaluate possible solutions to problems against one another.
- Ask a series of what if questions when making plans or decisions.



## Handling Stress

---

Handling Stress is an individual's ability to balance and defuse inner tensions and stresses, which, if allowed to build up, could interfere with his or her ability to perform to potential. It is not an individual's ability to handle stressful situations, but rather the ability to appropriately separate oneself from such stressful situations and maintain separate inner sense of peace.

### Possible Strengths:

- Does not assign blame for problems, but instead focuses on finding a solution.
- Finds productive ways to reduce the impact of "bad stress".
- Is able to separate emotionally from difficult situations.

### Continuous Development:

- Dwell on past successes and view past failures only as lessons learned.
- Use constructive stress as a powerful force to get more out of life.
- Don't engage in conflict unless it relates to things of significance to long-term goals.



## Intuitive Decision Making

---

Intuitive Decision Making is the ability to accurately compile intuitive perceptions about a situation into a decision or action. It is the ability to be "intuitional" as opposed to intellectual (or requiring data and logical reasoning) in decision making and to be effective in doing it. This requires a good deal of understanding of people, and the outside world, and the ability to visualize the whole picture in a mental scenario.

### Possible Strengths:

- Analyzes and understands available data, input and role in decision-making.
- Makes decisions in a timely manner.
- Explains the rationale for decisions when circumstances demand it.

### Continuous Development:

- Use trusted peers or a mentor as a reality check.
- Take responsibility for the decision making process.
- If a course of action is unclear, choose what seems to be the best solution and implement it temporarily.



## Leading Others

---

Leading Others is an individual's ability to organize and motivate people to get things accomplished where everyone feels a sense of order and direction. Effective leadership depends on a fine mixture of capacities that must match the environment in which the person is asked to perform. Regardless of that mixture, every leader must be able to gain the trust of others and be able to solve problems among and for the group.

### Possible Strengths:

- Inspires others to peak performance.
- A person others would follow even if they didn't have to.
- Modifies style to match the demands of the situation.

### Continuous Development:

- Ask company leadership, peers, and subordinates what battles they think are important and work to support their ideas.
- Encourage others to take initiative.
- Focus not only on making a stand, but also on how to accommodate requirements while still resolving the problem satisfactorily for all involved.



## Sense of Timing

---

Sense of Timing is the ability to accurately evaluate what is happening in such a way that statements, decisions, and actions are the most effective, accurate, and timely.

### Possible Limitations:

- May take actions at inappropriate times.
- May not use timing in order to achieve desired results.

### Developmental Suggestions:

- Look for nonverbal communication.
- Don't talk too much!



## Meeting Standards

---

Meeting Standards is the ability to see and understand the standard requirements established for a job and an individual's commitment to meeting them. This comes more from an internal place than simply being driven toward such commitment by outside forces like management or reward. This combines the capacities of quality orientation and one's focus on structure and order.

### Possible Limitations:

- May focus too little or too much on achieving standards.
- May not believe strongly enough or too strongly in oneself.

### Developmental Suggestions:

- Learn how required standards are related to overall corporate expectations.
- Pay attention! Changing priorities can change expectations.
- Think about why standards are there to be met.



## 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.



## Role Confidence

---

Role Confidence is a combination of an ability to see a role clearly, to view it as being positive, practical, functional, and to see oneself as valuable in that role: an individual's ability to develop and maintain an inner strength based on the belief of success.

### Possible Limitations:

- May not be assertive in the majority of professional situations.
- May lack security in decisions.
- May be indecisive or unsure how to proceed.

### Developmental Suggestions:

- Define your own core values and keep them at the front of your mind at all times.
- Know personal capabilities and strengths and use them to achieve goals.
- Think in terms of past successes not past failures.



## 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.

# DIMENSIONAL BALANCE

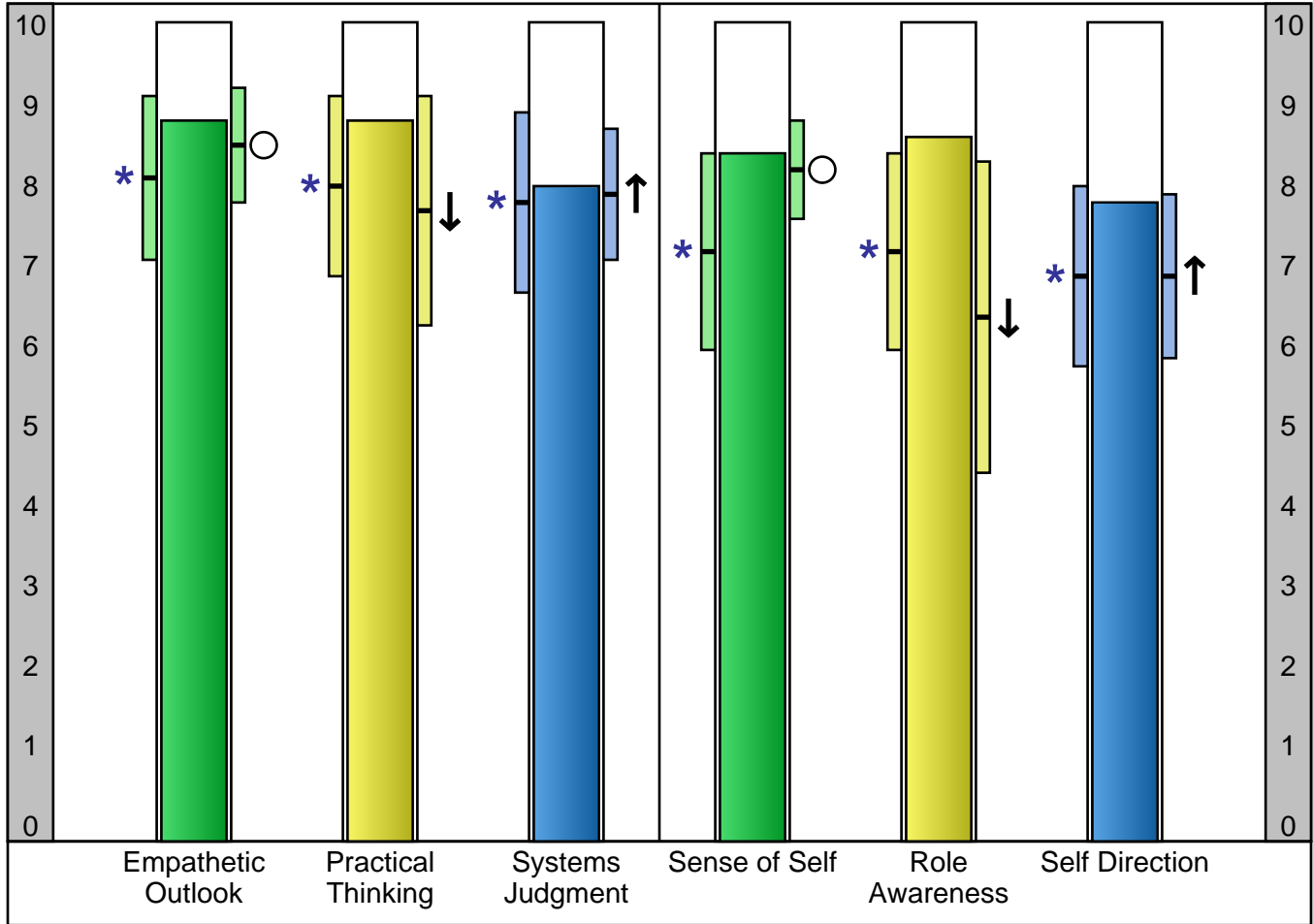
For consulting and coaching

4-14-2006

|   |                   |
|---|-------------------|
| * | Population mean   |
| ↑ | Overvaluation     |
| ○ | Neutral valuation |
| ↓ | Undervaluation    |

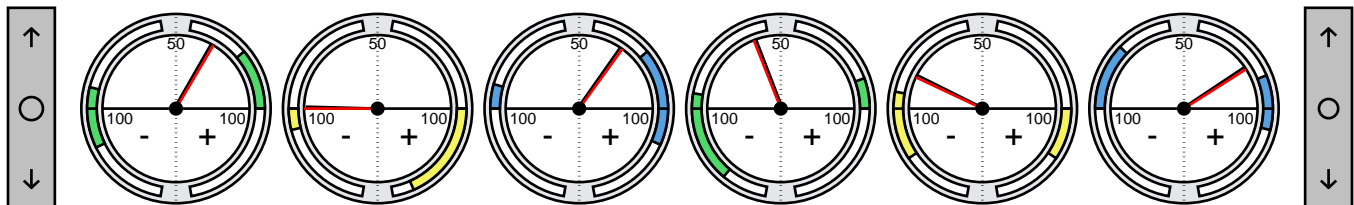
## EXTERNAL FACTORS (Part 1)

## INTERNAL FACTORS (Part 2)



Score 8.8      8.8      8.0      8.4      8.6      7.8

Bias ○      ↓      ↑      ○      ↓      ↑





# CORE SKILLS LIST

*For consulting and coaching*

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



# CORE SKILLS LIST

*For consulting and coaching*

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