

TriMetrix® ACI

Interpretation Guide

The TriMetrix ACI Assessment System

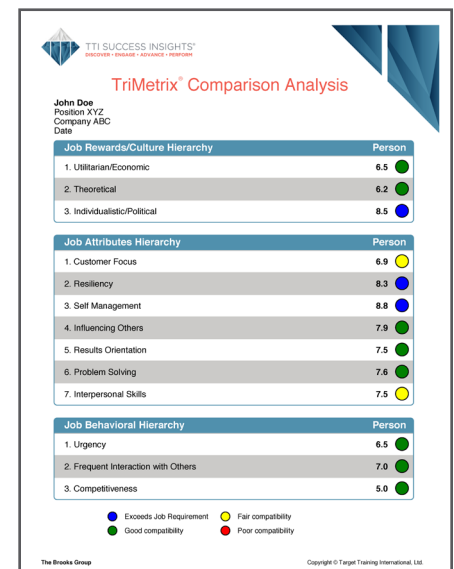
The TriMetrix ACI Profile tells us an individual's level of fit within a specific role in your organization. Using the input of key stakeholders, we develop a soft skill standard – or benchmark – which we compare candidates for a specified position.

The instructions below will explain, step-by-step, how to evaluate a TriMetrix Comparison Report, TriMetrix Acumen Capacity Index (ACI) Report, and Selling Skills Index™, as well as to determine how to utilize the information contained in the reports. Page numbers may vary based on a specific individual's report.

Step 1. TriMetrix Comparison Analysis

Evaluate the individual's TriMetrix Comparison Analysis. This 1-page report will set the expectation for what you'll find in the TriMetrix ACI Report.

Look for “yellows” or “reds” as these are the areas you'll need to probe during the interview process with the candidate should you decide to move forward with him or her.



Step 2. TriMetrix ACI Report

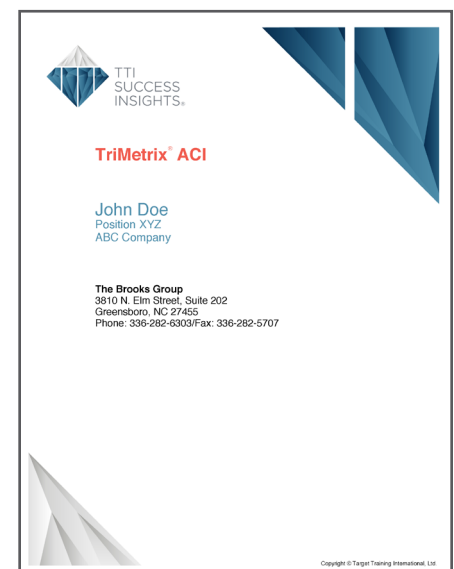
Review the individual's TriMetrix ACI Report. This report is the source of data for the TriMetrix Comparison Analysis. It is very important to dig deeper than the comparison to ensure you don't overlook any critical details.

The TriMetrix ACI Report analyzes three components of an individual:

- Behaviors
- Motivators
- Personal Skills

The TriMetrix ACI Report has three versions:

- Sales
- Executive
- Management/Staff (General)



Step 2.1 Evaluate the candidate's Behavior Style (pages 2-21). Just like the Personal Skills and the Motivators, your designated role has an ideal Behavior Style outlined in the TriMetrix Comparison Analysis. You want your candidate's Behavior Style to match these 3 characteristics as closely as possible.

The second area you need to evaluate is the two graphs on page 21.

The graph on the right refers to the candidate's Natural Behavior Style, while the graph on the left refers to the individual's Adapted Behavior Style. Focus on the graph to the right. The numbers under the right graph correlate, respectively, with the candidate's Dominance, Influence, Steadiness, and Compliance scores. If one of these numbers exceeds 50, this is a behavioral characteristic that you'll see manifested as you interact with the individual. Please refer to the TriMetrix ACI Reference Guide to better understand behavior styles.

As you evaluate these scores, you want to be sure that the individual's Natural Behavior Style most closely matches the style your position is seeking.

Below are brief descriptions of each style:

Dominance

- Fast-paced speech
- Impatient and direct
- Tries to control the situation
- Buys new, unique products
- Makes decisions quickly
- Loves change

Influence

- Friendly, talkative and emotional
- Buys impulsively
- Uses many hand gestures
- Imprecise about use of time
- May not notice change
- Struggles with goal-setting

Steadiness

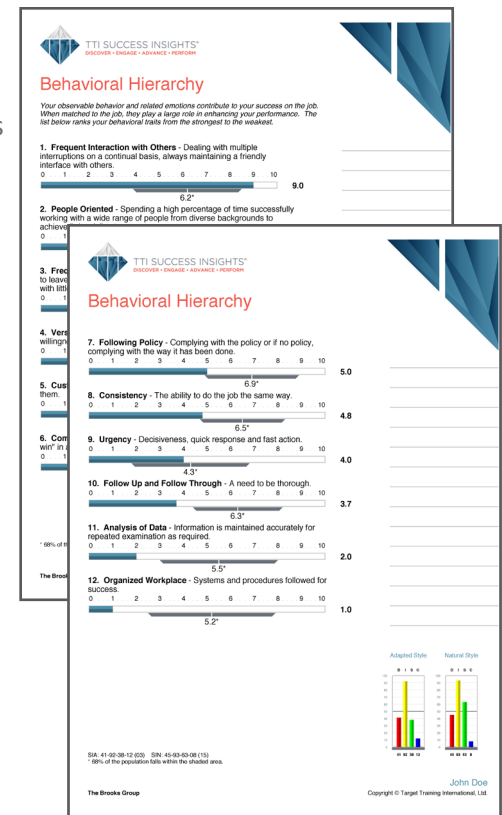
- Patient and easy-going
- Unemotional voice
- Deliberate and methodical
- Slow decision maker
- Does not like change
- Sets short-term goals

Compliance

- Speaks slowly and deliberates
- Concerned with data, facts
- Uses few gestures
- Skeptical
- Very slow decision maker
- Concerned about change

If any of the candidate's Natural Behavior plot-points shift more than 10 points up or down within their Adapted Graph, the individual is likely under stress and may feel compelled to become someone they're not. This can be temporary or permanent based on their life circumstances. For instance, someone who is under stress because they are out of work will likely raise their Compliance score. They become attuned to details because they are seeking a job.

As an interviewer, you need to make sure you explore any great differences between the Natural and Adapted Behaviors Graphs and that you are hiring individuals who match the Natural Graph you are seeking.



New Behavior Terminology

Doer —————> Dominance

Talker —————> Influence

Pacer —————> Steadiness

Controller —————> Compliance

Step 2.2 Evaluate the individual's Motivators (page 22-32). This section of the profile is not likely to change and is indicative of what motivates the candidate within the workplace.

As you analyze the candidate's Motivators, you want to make sure that the candidate is motivated by what is outlined for the designated role in your organization's 1-page TriMetrix Comparison Analysis "Job Rewards/Culture Hierarchy" section.

Motivators Definitions

Utilitarian/Economic

Someone who is motivated by practical accomplishments, results, and rewards for their investments of time, resources, or energy

Individualistic/Political

Someone is motivated by values personal recognition, freedom, and control over their own destiny and the destiny of others

Theoretical

Someone who is motivated by knowledge for knowledge's sake, continuing education, and intellectual growth

Aesthetic

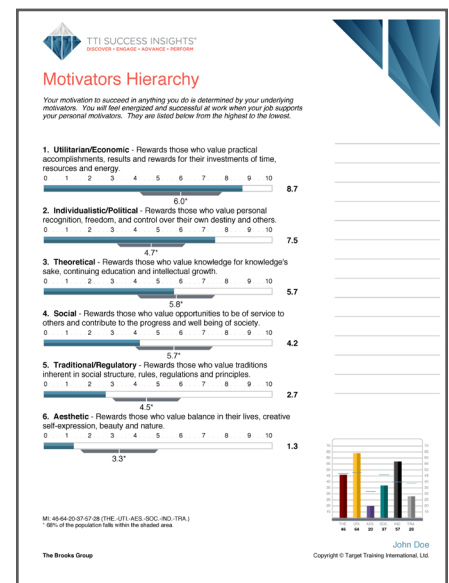
Someone who is motivated by balance in their lives, creative self-expression, beauty, and nature

Social

Someone who is motivated by opportunities to be of service to others and contribute to the progress and well-being of society

Traditional/Regulatory

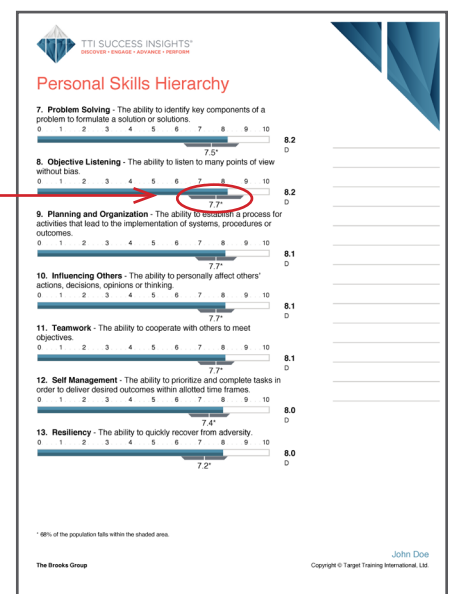
Someone who is motivated by traditions inherent in social structures, rules, regulations, and principles



Step 2.3 Evaluate the individual's Personal Skills. This section is also considered to be reflective of the candidate's attitude. Unlike the other two sections of the profile, the attitude can change drastically depending on what's going on in the respondent's personal or professional life.

Each of the skills are in the order of the candidate's greatest strengths to the potential developmental areas. Each Personal Skill has a norm. An effective interpretation strategy you can use is to identify which of these factors the individual scored above the norm, or "above average."

Our studies have proven that if a candidate has 17-23 Personal Skills scores above the mean, then he or she has scored well for this section and that the respondent has a high likelihood of superior performance in your organization. You'll also want to ensure that the factors that are above average are in alignment with those identified by your position benchmark.



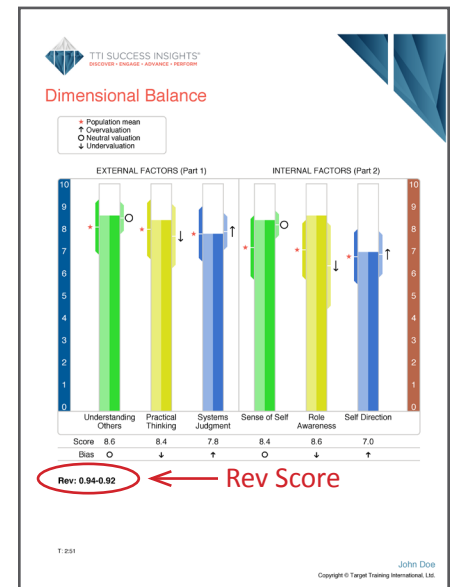
Step 2.4 Evaluate the Dimensional Balance page (page 46). The Dimensional Balance page is a graphical representation of the candidate's Personal Skills or Attitude. The 3 bars on the left represent the individual's "External" or World View, while the 3 bars on the right represent the individual's "Internal" or Self View.

There is a "Score" and "Bias" associated with each bar. The score tells us "Clarity" or "Understanding" of a given dimension. The Bias tells us the respondent's "Feelings" about each dimension.

Look at the Rev score, located in the lower left-hand section of the page. The Rev score is a set of two numbers; both numbers must exceed .70 in order for the Personal Skills to be considered a "good read." A good read indicates that the individual followed the instructions provided and didn't try to "out-think" the instrument. If either of the numbers are below .70, you're going to notice that many of the Personal Skills are below the mean.

An important point: If either of the Rev scores are below .70, it's because the individual placed some of the items in the assessment in an illogical order according to the author of the profile. Because the assessment is web-based, the software can tell if an individual perhaps didn't understand the instructions or rushed through the process. The respondent is therefore given the option to move forward with their answers or go back and re-visit their inputs.

Effectively, they are given two opportunities to take the Personal Skills portion of the assessment. Therefore, we do NOT recommend re-assessing respondents who have low Personal Skills scores.





Dimensional Balance

- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

This is a legend for the symbols used in the report.

The graph measures 3 External Factors (Understanding Others, Practical Thinking, and Systems Judgment) and 3 Internal Factors (Sense of Self, Role Awareness, and Self Direction)

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)

This symbol represents the bias the individual has for this factor. It is also displayed under the numerical clarity score.

This bar represents the norm for the entire population (including all bias types) for this factor.

This bar represents the norm for the population that has the same bias as the individual for this factor.

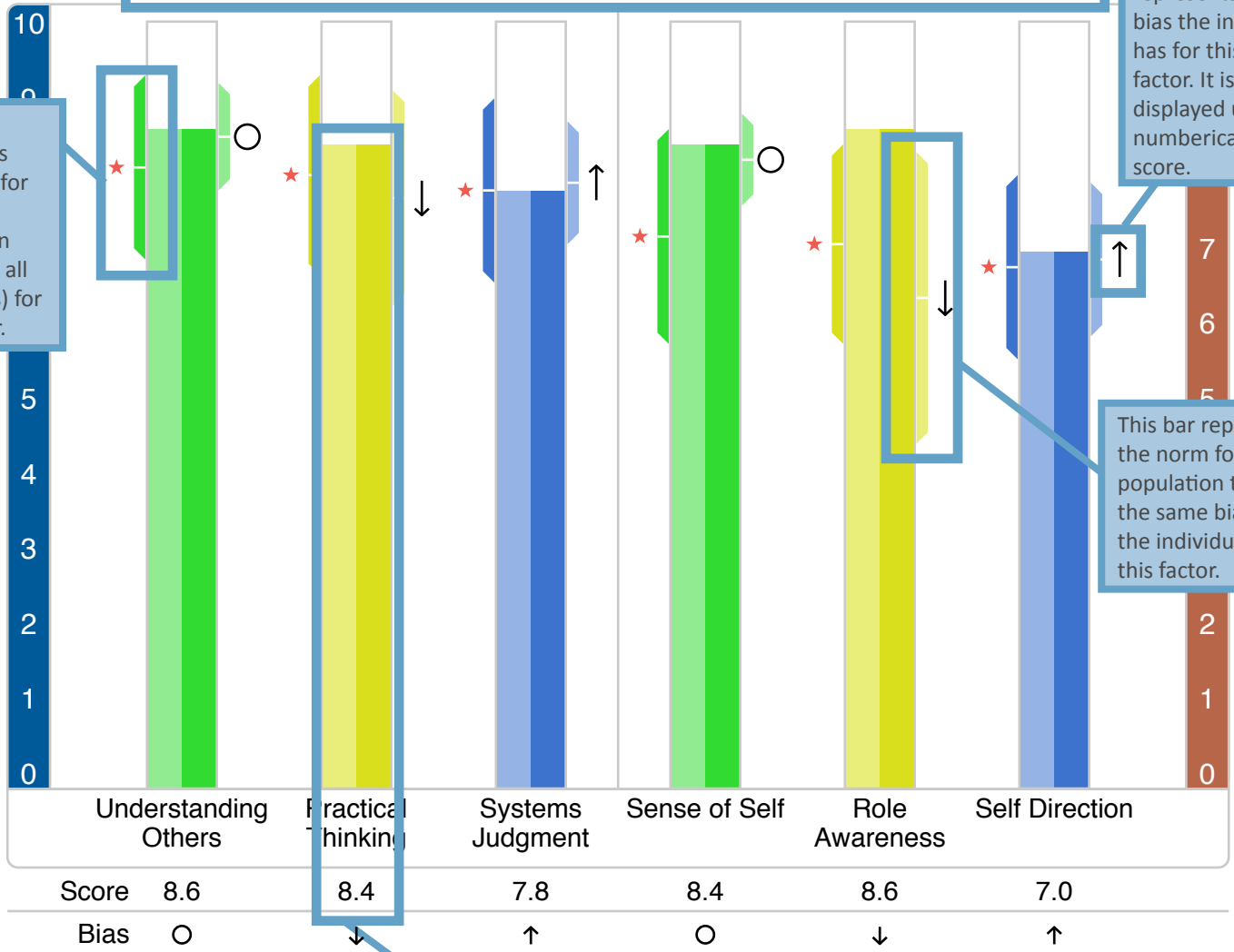
This is the clarity score shown both as a large bar graph and numerically.

Rev: 0.94-0.92

This is the Rev score. The first number is for External Factors, the second is for Internal Factors

T: 2:51

This is the time stamp for the Dimensional Balance/ Personal Skills portion of the assessment. It indicates how long it took the respondent to complete this section. Each graph will show it's own time stamp.



Below are definitions of each Dimension and helpful hints to keep in mind as you evaluate the candidate's Dimensional Balance graph.

Empathetic Outlook is the capacity to discern individuality in others and an indication of one's ability to understand people. The higher the Empathetic Outlook score, the more the candidate will be able to understand and "plug into" people.

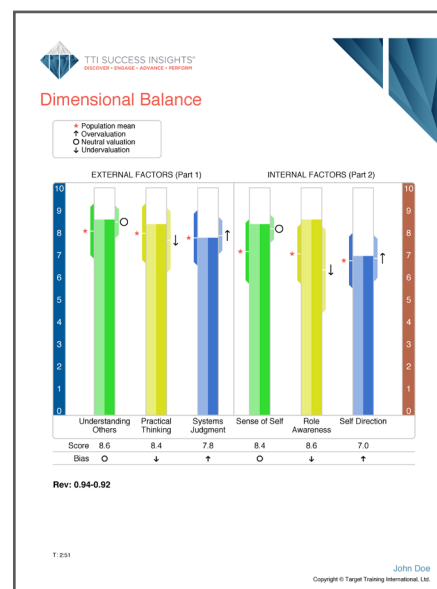
Practical Thinking is the ability to understand daily tasks. Candidates who have a higher score in this area will likely see the value of taking care of the necessary work on a daily basis as opposed to delegating this work out.

Systems Judgment is an indicator of how clearly the candidate sees the "big picture" and how well they see policies and procedures. Candidates who have a high Systems Judgment will likely have a stronger ability to see the strategic aspects of their job and will understand why functions such as prospecting and having a repeatable selling system to follow is of value.

Sense of Self is an indication of the candidate's clarity of personal strengths, weaknesses, accomplishments and potential. This area tells us whether the candidate wishes to improve. Simply put, it tells us whether the individual is likely going to be coachable or not. Someone with a high Sense of Self with an Overevaluation may likely believe they "have all of the answers." We are looking for an Underevaluation with a score near the mean in this area.

Role Awareness is the development of the capacity to discern values in situations in one's own role in the world. It tells us how clearly the candidate understands or "sees" his or her personal and professional role at the time they take the assessment. You will likely see lower scores in this area, as you will be dealing with people who are in flux relative to their role.

Self Direction tells us how clearly the individual sees or has clarified his or her future at the time he or she takes the assessment. You will possibly see lower scores in this area as well given that the person is seeking employment.



Step 3. The IMPACT Selling Skills Index™

Evaluate the candidate's IMPACT Selling Skills Index. The Selling Skills Index is a 67-scenario selling skills test that gives the candidate four ways to handle each scenario. The candidate is asked to rank (1-4) what he or she deems the best to worst way to handle each scenario.

First, turn to page 2 to see how many times the candidate chose the best answer as the #1 way to handle each selling scenario. You'll also want to evaluate the number of times the candidate chose the second best answer as #1 to determine the candidate's selling skills.

The IMPACT Selling Skills Index™

John Doe
Position XYZ
Company ABC

John Doe

The IMPACT Selling Skills Index™
CATEGORY ANALYSIS

Name: John Doe

INVESTIGATE: The first step of any sales system. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

(8/13) 62% of the time you chose the most effective strategy
(3/13) 23% of the time you ranked the second most effective strategy as your first choice
62% Primary Effectiveness Rating

MEET: The first face-to-face interaction between a prospect and the salesperson, this step is designed to enable the salesperson to display his or her sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of face-to-face trust building and sets the face-to-face selling process in motion.

(6/9) 67% of the time you chose the most effective strategy
(1/9) 11% of the time you ranked the second most effective strategy as your first choice
67% Primary Effectiveness Rating

PROBE: The questioning and detailed needs analysis phase of the face-to-face sale, this step of selling enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest and specific detailed needs in the product or service the salesperson is offering.

(5/7) 71% of the time you chose the most effective strategy
(1/7) 14% of the time you ranked the second most effective strategy as your first choice
71% Primary Effectiveness Rating

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Step 8.

Next, turn to page 4. Focus on the "Question Analysis" section of this page. This is a breakdown of the number of times the candidate chose the best answer as #1, the number of times he or she chose the second best answer as the best way to handle the scenario, the third best way as the best way to handle the scenario, and the worst way as the best way to handle the scenario.

Add the number of times the candidate chose the best answer as #1 to the number of times the candidate chose the second best answer as #1. These should add up to a total of 54. 54 is 80% of the total 67 scenarios he or she is given. We consider this to be a proficient salesperson.

This page also gives you the scenarios that the candidate answered completely incorrectly. You will see what the scenario is, how the candidate answered, and what the correct answer is.

The IMPACT Selling Skills Index™
QUESTION ANALYSIS

John Doe

Name: John Doe

QUESTION ANALYSIS

43 times chose the MOST effective strategy
12 times chose the SECOND most effective strategy as #1
9 times chose the THIRD most effective strategy as #1
3 times chose the LEAST effective strategy as #1

LEAST EFFECTIVE STRATEGY ANALYSIS

Please review the following questions. In these situations you selected the least effective strategy as the most effective strategy. For each question listed, the most effective strategy is provided for your review.

13. You and your prospect have invested sufficient time with your presentation and your prospect says, "Everything looks good to me." You should:

Participant's Response:
A. Ask what looks best to her.

Most Correct Answer:
B. Ask what you have to do to get started.

23. You send literature to a prospect. In placing your call to gain an appointment, your primary objective should be:

Participant's Response:
D. To provide sufficient information for prospect to make a positive decision to see you.

Most Correct Answer:
A. To determine if prospect received and read your literature.

55. What is the proper order of buying motives of prospects?

Participant's Response:
D. Price.

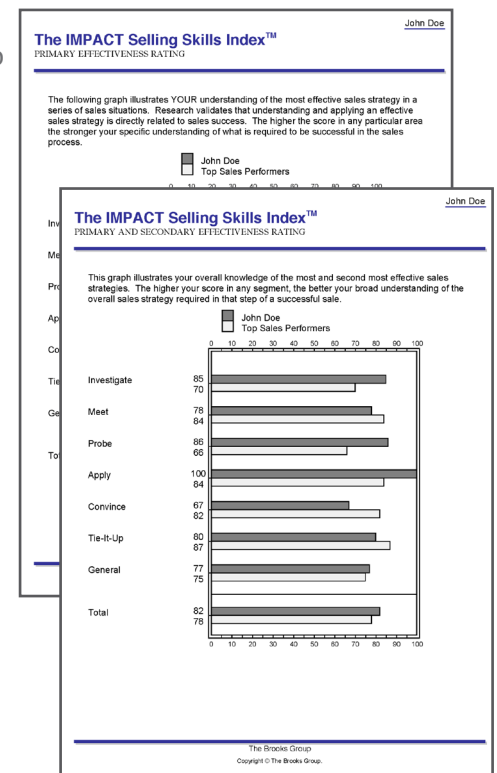
Most Correct Answer:
C. Wants.

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Step 10. Finally, examine the page following the Question Analysis section that contains horizontal graphs. This page compares the candidate to “Top Sales Performers” – individuals who have earned \$120,000.00 (US) per year. The light grey bar represents your candidate in each step while the dark grey bar represents the top sales performers. This page represents only the “Primary Effectiveness Strategy” answers; those times the candidate chose the best answer as #1.

The final page of the SSI is similar to the previous page; however, it simply adds the times the candidate chose the best answer as #1 to the number of times the candidate chose the second best answer as #1.

The IMPACT Selling Skills Index is a selling skills test designed to apply to as many industries as possible. As a hiring manager, you may or may not agree with some of the answers we deem as the best ways to handle different scenarios. However, the real purpose of this test is to allow you as the hiring manager to gauge how your candidate processes selling scenarios.



Conclusion

The TriMetrix Assessment System has many moving parts and requires a high level of mastery to achieve what we at The Brooks Group consider the “art” of interpretation: the ability to weave all the parts together. This guide should provide you with the basics you need to become proficient enough to understand what you’re looking at when you read a TriMetrix Assessment.

This guide, coupled with the TriMetrix Reference Guide, will provide you with the knowledge you need to use the profile to help you better interview and consider candidates.

The Brooks Group

3810 North Elm Street, Suite 202

Greensboro, NC 27455

800.633.7762

www.TheBrooksGroup.com