

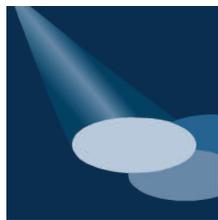


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Gap Report

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Solutions Director
ABC Management
11-30-2015



Business Success Tools LLC

Spotlighting Performance, Change and Growth

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Introduction

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.

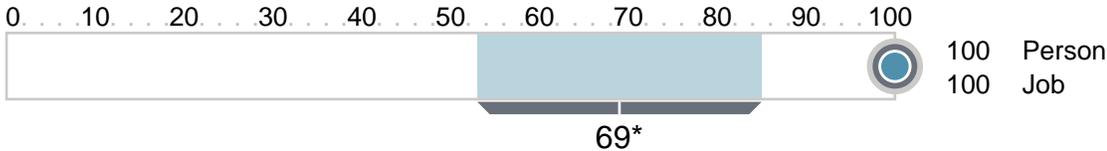
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



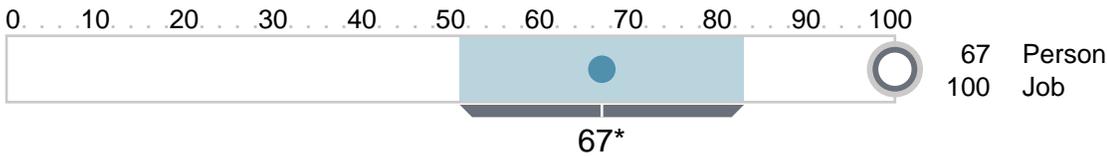
Job Competencies Hierarchy

All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

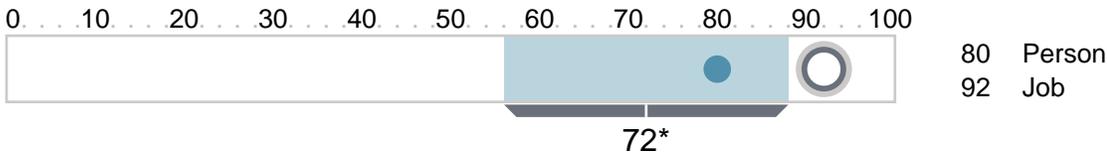
1. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



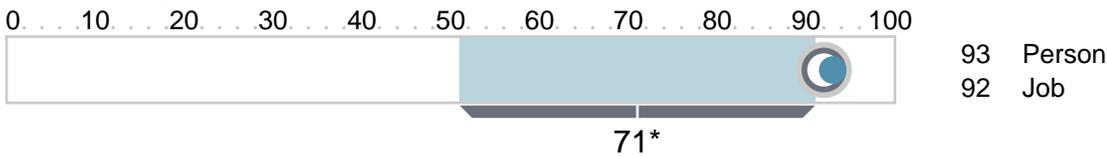
2. Personal Accountability - A measure of the capacity to be answerable for personal actions.



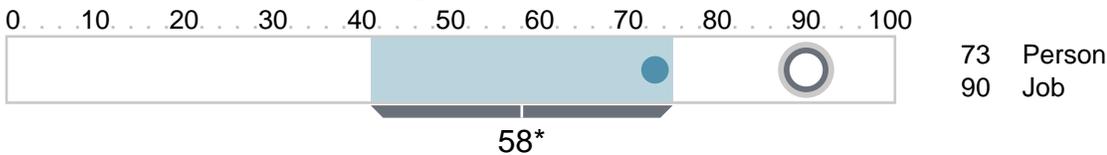
3. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



4. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



5. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.



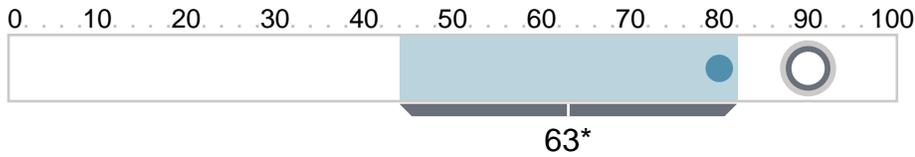
○ - Job ● - Person

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



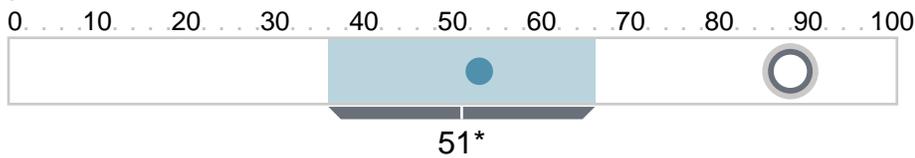
Job Competencies Hierarchy

6. Resiliency - The ability to quickly recover from adversity.



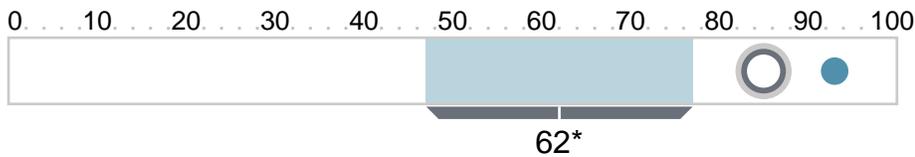
80 Person
90 Job

7. Negotiation - Facilitating agreements between two or more parties.



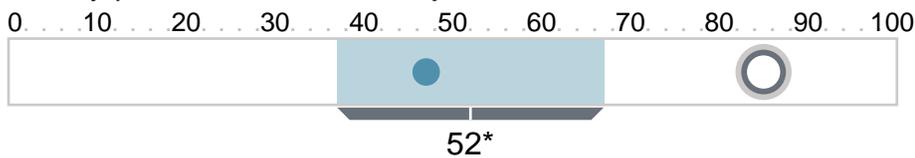
53 Person
88 Job

8. Leadership - Achieving extraordinary business results through people.



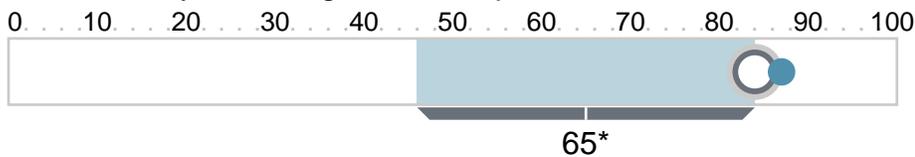
93 Person
85 Job

9. Planning and Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



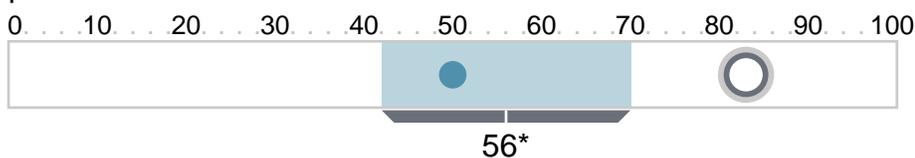
47 Person
85 Job

10. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.



87 Person
84 Job

11. Diplomacy - The ability to treat others fairly, regardless of personal biases or beliefs.



50 Person
83 Job

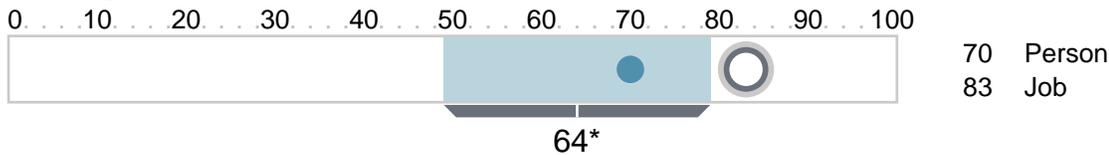
○ - Job ● - Person

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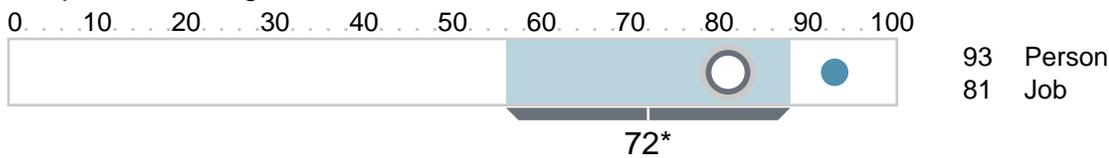


Job Competencies Hierarchy

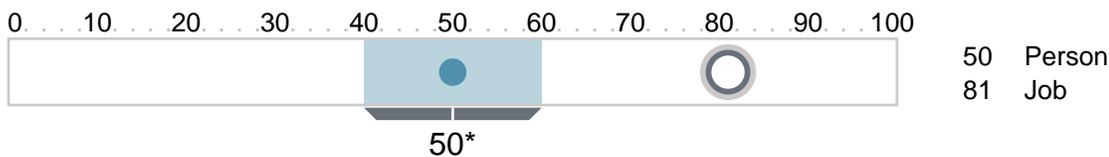
12. Self Starting - Demonstrating initiative and willingness to begin working.



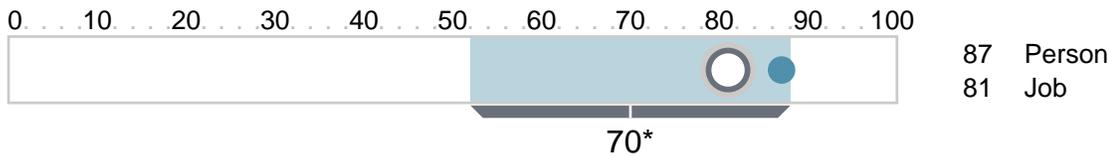
13. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



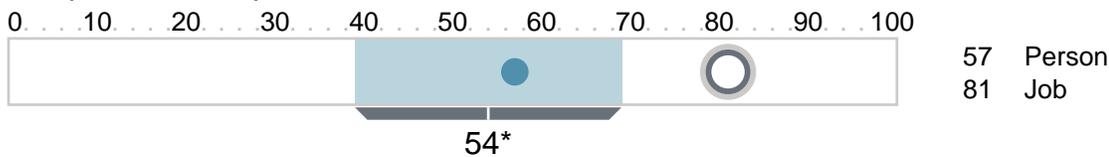
14. Decision Making - Utilizing effective processes to make decisions.



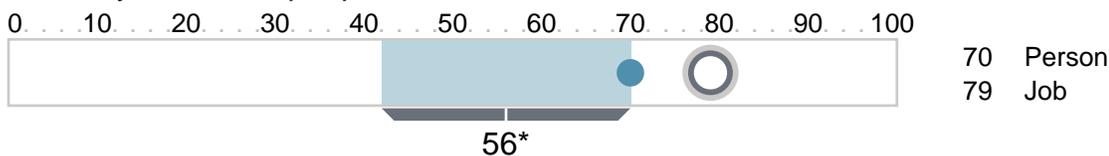
15. Flexibility - Agility in adapting to change.



16. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



17. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



○ - Job ● - Person

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



Job Competencies Hierarchy

18. Teamwork - Working effectively and productively with others.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



60 Person
79 Job

63*

19. Conflict Management - Addressing and resolving conflict constructively.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



73 Person
77 Job

62*

20. Understanding Others - Understanding the uniqueness and contributions of others.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



87 Person
77 Job

76*

21. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



40 Person
71 Job

49*

22. Appreciating Others - Identifying with and caring about others.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



93 Person
67 Job

55*

23. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



73 Person
67 Job

59*

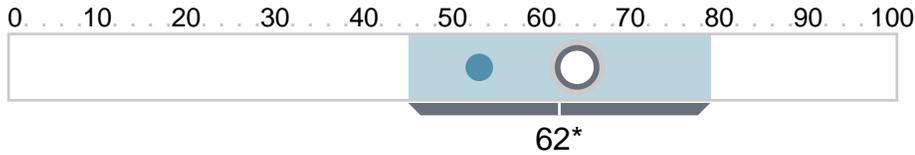
○ - Job ● - Person

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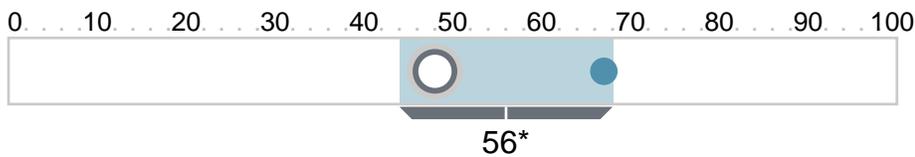


Job Competencies Hierarchy

24. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



25. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



○ - Job ● - Person

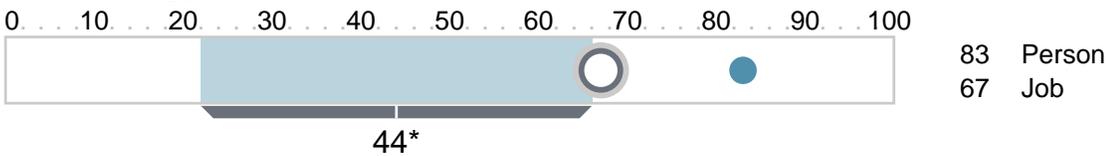
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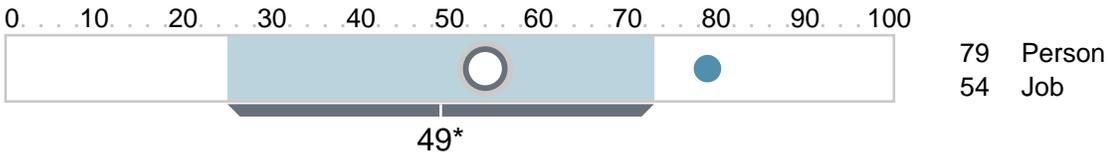
Primary Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

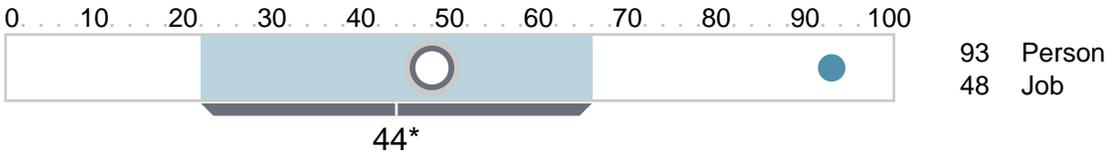
1. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



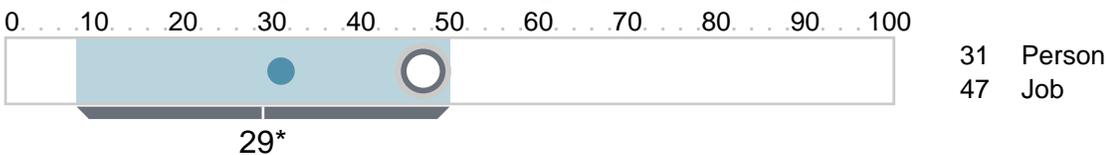
2. Commanding - People who are driven by status, recognition and control over personal freedom.



3. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



4. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



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

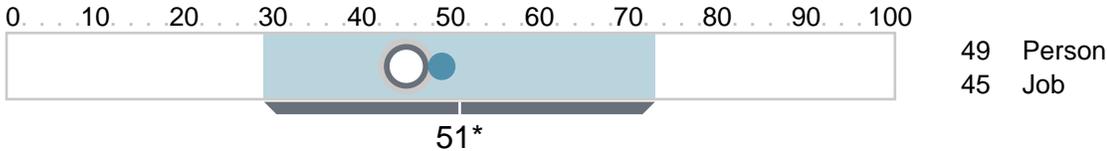
○ - Job ● - Person



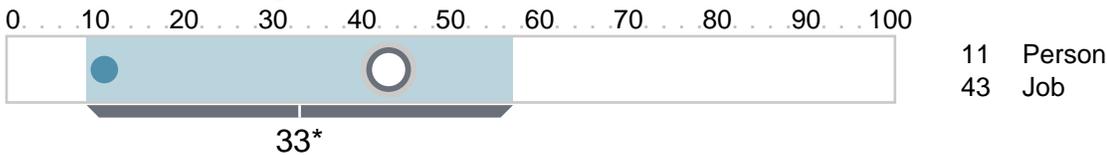
Situational Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

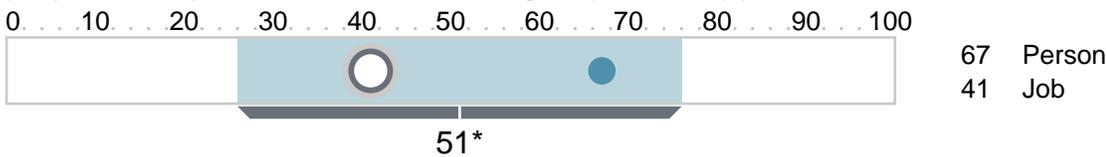
5. Objective - People who are driven by the functionality and objectivity of their surroundings.



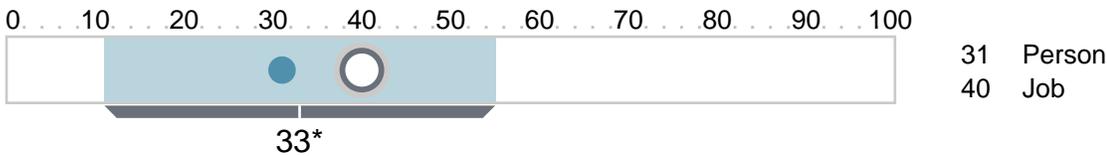
6. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



7. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



8. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



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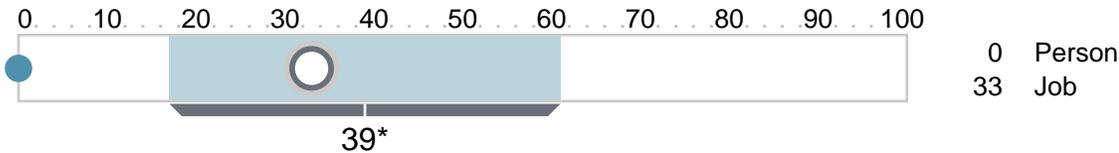
○ - Job ● - Person



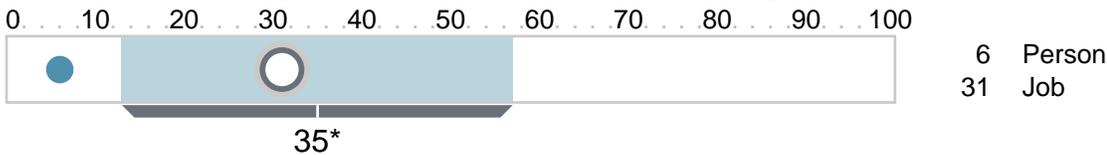
Indifferent Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

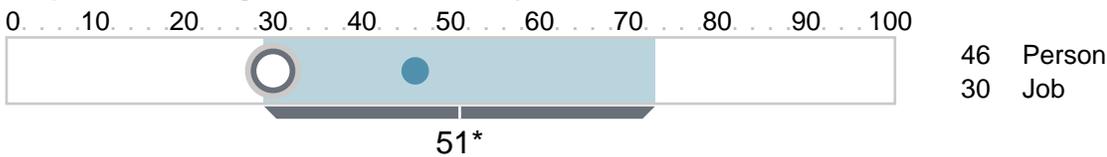
9. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



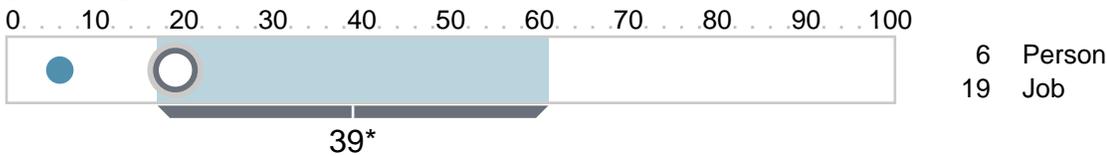
10. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



11. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



12. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.



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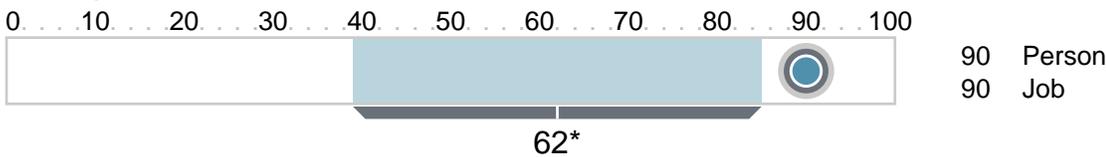
○ - Job ● - Person



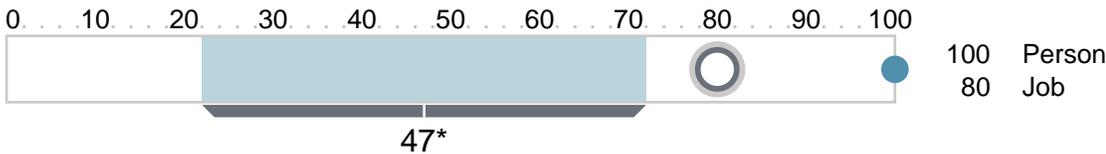
Behavioral Hierarchy

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(s). 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.

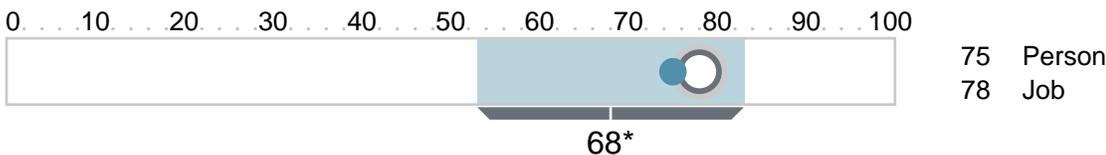
1. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



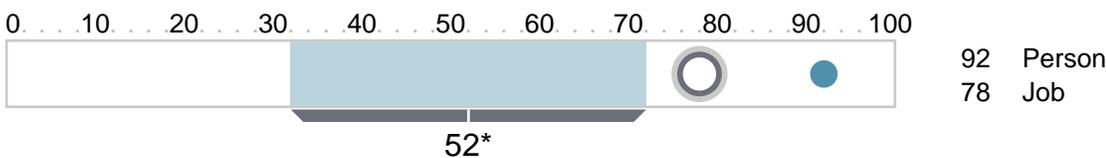
2. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



3. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



4. 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.



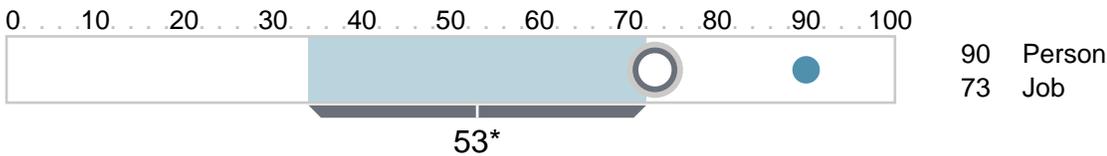
* 68% of the population falls within the shaded area.

○ - Job ● - Person

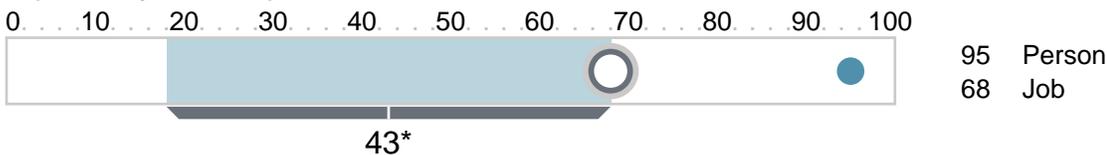


Behavioral Hierarchy

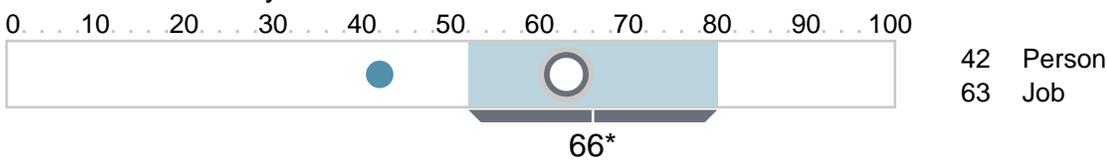
5. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



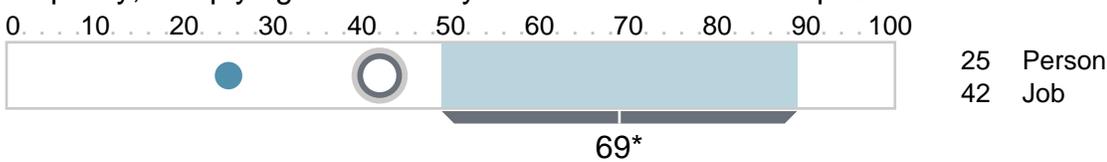
6. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



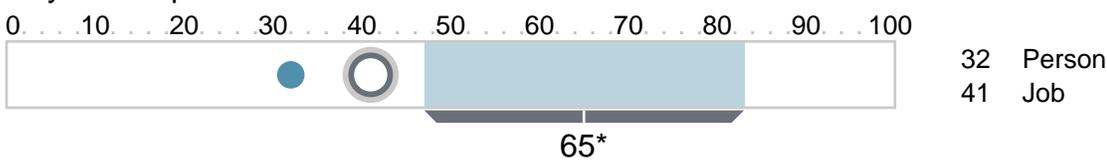
7. Customer Relations - The job demands a desire to convey your sincere interest in your internal and/or external customers.



8. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



9. Consistency - The job requires the ability to do the job the same way on a repeated basis.



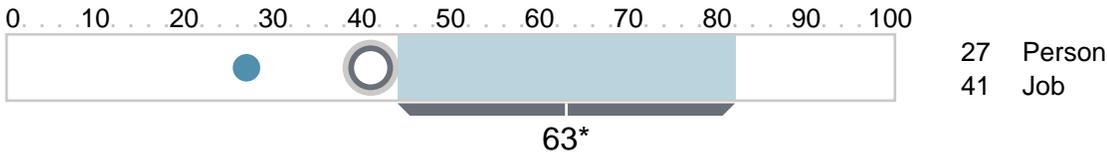
* 68% of the population falls within the shaded area.

○ - Job ● - Person

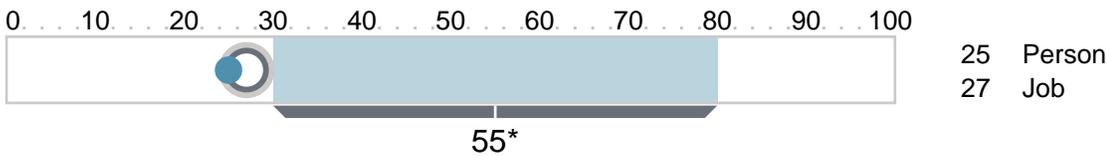


Behavioral Hierarchy

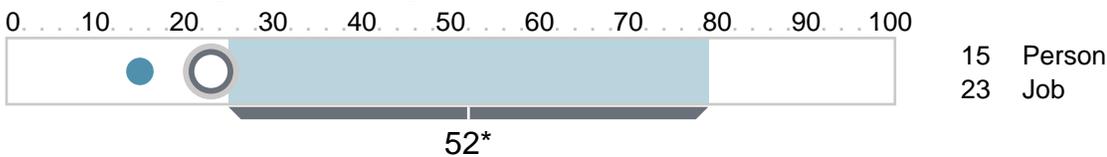
10. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



11. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



12. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



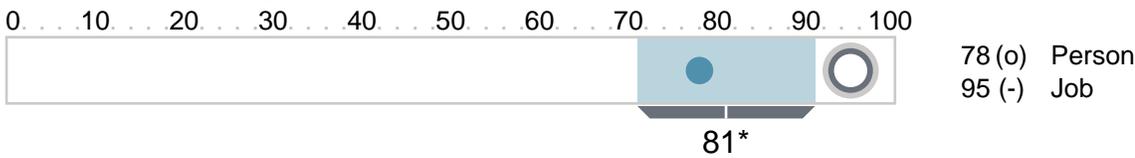
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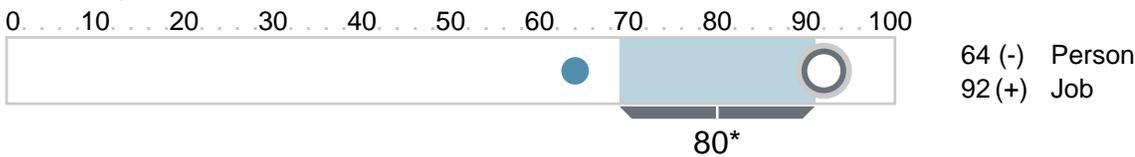
Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

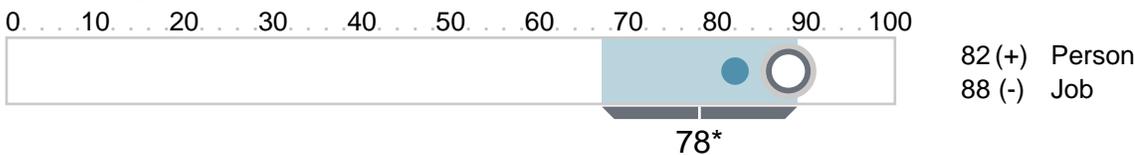
UNDERSTANDING OTHERS - The development of the capacity to discern individuality in others.



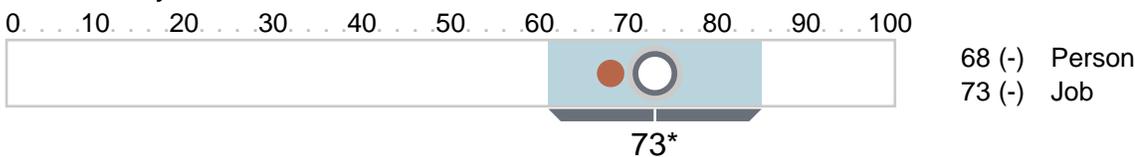
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



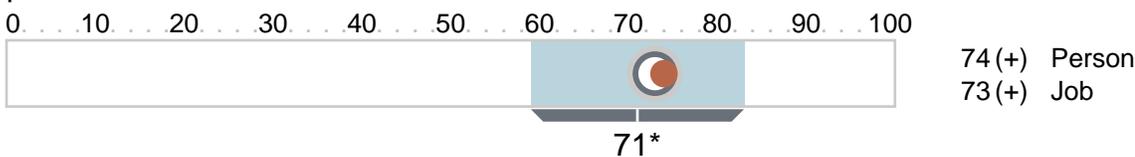
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



SENSE OF SELF - The development of the capacity to discern individuality in one's self.



ROLE AWARENESS - The development of the capacity to discern practical values in situations in one's own roles in the world.



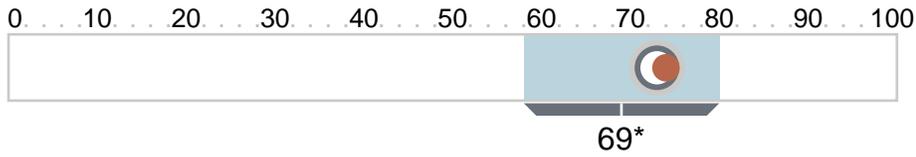
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Acumen Indicators

SELF DIRECTION - The development of the capacity to discern systems and order within oneself.



74(+) Person
73(+) Job

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

○ - Job ● - Person

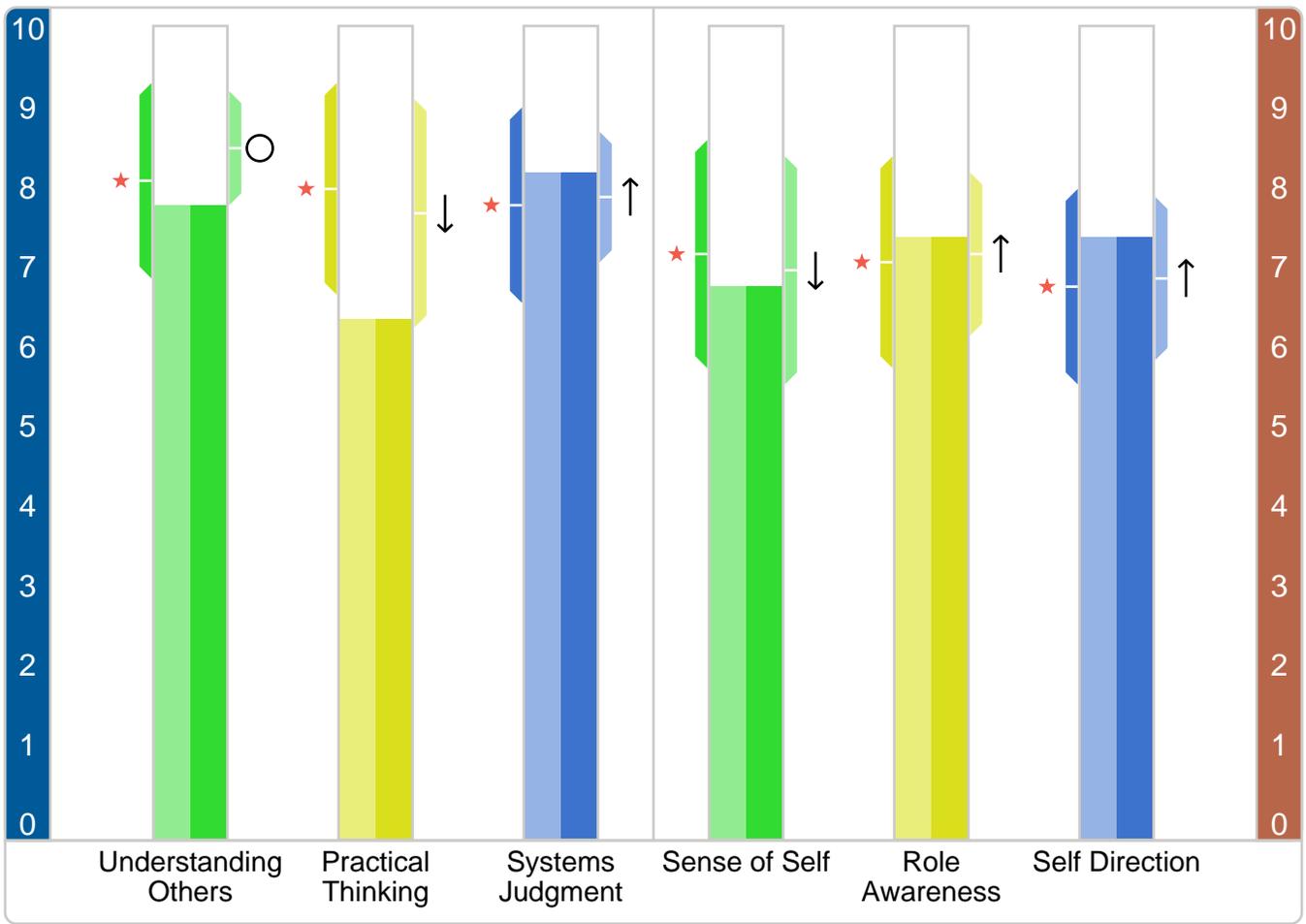


Dimensional Balance

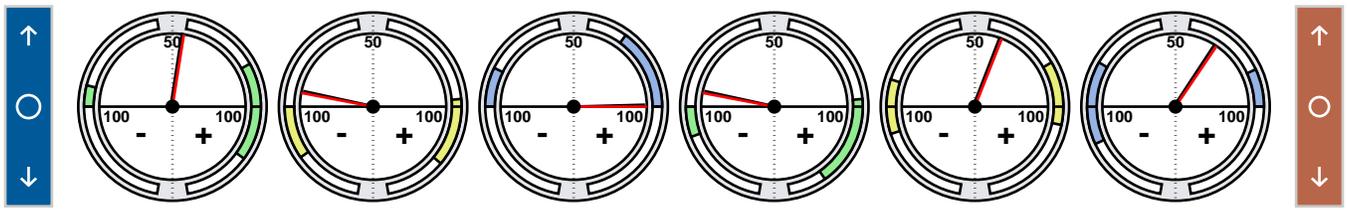
- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	7.8	6.4	8.2	6.8	7.4	7.4
Bias	○	↓	↑	↓	↑	↑



Rev: 0.87-0.84

T: N/A



Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Customer Focus	86 — 100	100
2. Personal Accountability	84 — 100	67
3. Goal Orientation	89 — 100	80
4. Interpersonal Skills	92 — 100	93
5. Influencing Others	76 — 100	73
6. Resiliency	83 — 100	80
7. Negotiation	67 — 100	53

Primary Driving Forces Cluster	Zone Range	Person
1. Resourceful	67 — 100	83
2. Commanding	49 — 73	79
3. Receptive	44 — 66	93
4. Instinctive	29 — 50	31

Job Behavioral Hierarchy	Zone Range	Person
1. Frequent Interaction with Others	86 — 100	90
2. Competitiveness	73 — 100	100
3. People Oriented	68 — 83	75
4. Frequent Change	73 — 100	92

- Exact match
- Fair compatibility
- Good compatibility
- Poor compatibility
- Over-focused