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TriMetrix® HD

Multiple Respondent Job Report

Job Benchmark

for the Sales Manager Position

Developed on 11-30-2015

Business Success Tools LLC

Spotlighting Performance, Change and Growth

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Introduction

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TriMetrix® HD Job benchmarking process. The result is an evaluative report that analyzes a total of 65 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics (4 Areas)

This section represents the level of importance for four key areas of business risk.

Job Competencies Hierarchy (25 Areas)

This section presents 25 key job competencies and quantifies their importance to this specific job. Each job has a unique ranking of competencies, reflecting different levels of capacities required by different jobs for superior performance.

Driving Forces Hierarchy (12 Areas)

This section clearly identifies the rewards the job may provide. More specifically it identifies sources of motivation for the individual performing the job. It clarifies what is necessary for superior performance and engagement on the job.

Behavioral Hierarchy (12 Areas)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of this section are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.

Acumen Indicators (12 Areas)

This section represents the acumen needed for superior performance in the position.

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Introduction

Job Competencies Feedback

This section will assist in understanding the type and kind of competencies that are needed for superior job performance. Read the feedback on each of the top seven competencies thoroughly to understand the job's requirements.

Driving Forces Feedback

This section provides a brief description of the Primary Driving Forces in this position and expands on the fact that every job in every organization is unique. Superior performance requires an alignment between the individual's driving forces and the rewards the job can provide.

Behavioral Feedback

This section clarifies the nature of the behavioral traits demanded by the job.

Competencies Interview Questions

This section contains suggested interview questions that pertain specifically to the competencies of the job.

Driving Forces Interview Questions

This section contains suggested interview questions that pertain specifically to the rewards of the job.

Behavioral Interview Questions

This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

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Key Characteristics of the Position

The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar graph. The scale range includes none, slight, moderate, significant, and major.

Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.

None	Slight	Moderate	Significant	Major
			■	

Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily upon the efforts and cooperation of people to produce results.

None	Slight	Moderate	Significant	Major
			■	

Authority: This characteristic addresses the level of authority that exists in the position. Evidence of authority can be found in the ability to make decisions or changes without prior approval from upper management. This characteristic is not limited to management or leadership position. In their efforts to become more responsive, many large organizations are finding it necessary to drive decision-making downward. In these organizations, many positions can be characterized by a moderate to significant amount of authority but are not considered management or leadership.

None	Slight	Moderate	Significant	Major
			■	

Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other appropriate assessments in their selection and management systems.

None	Slight	Moderate	Significant	Major
				■

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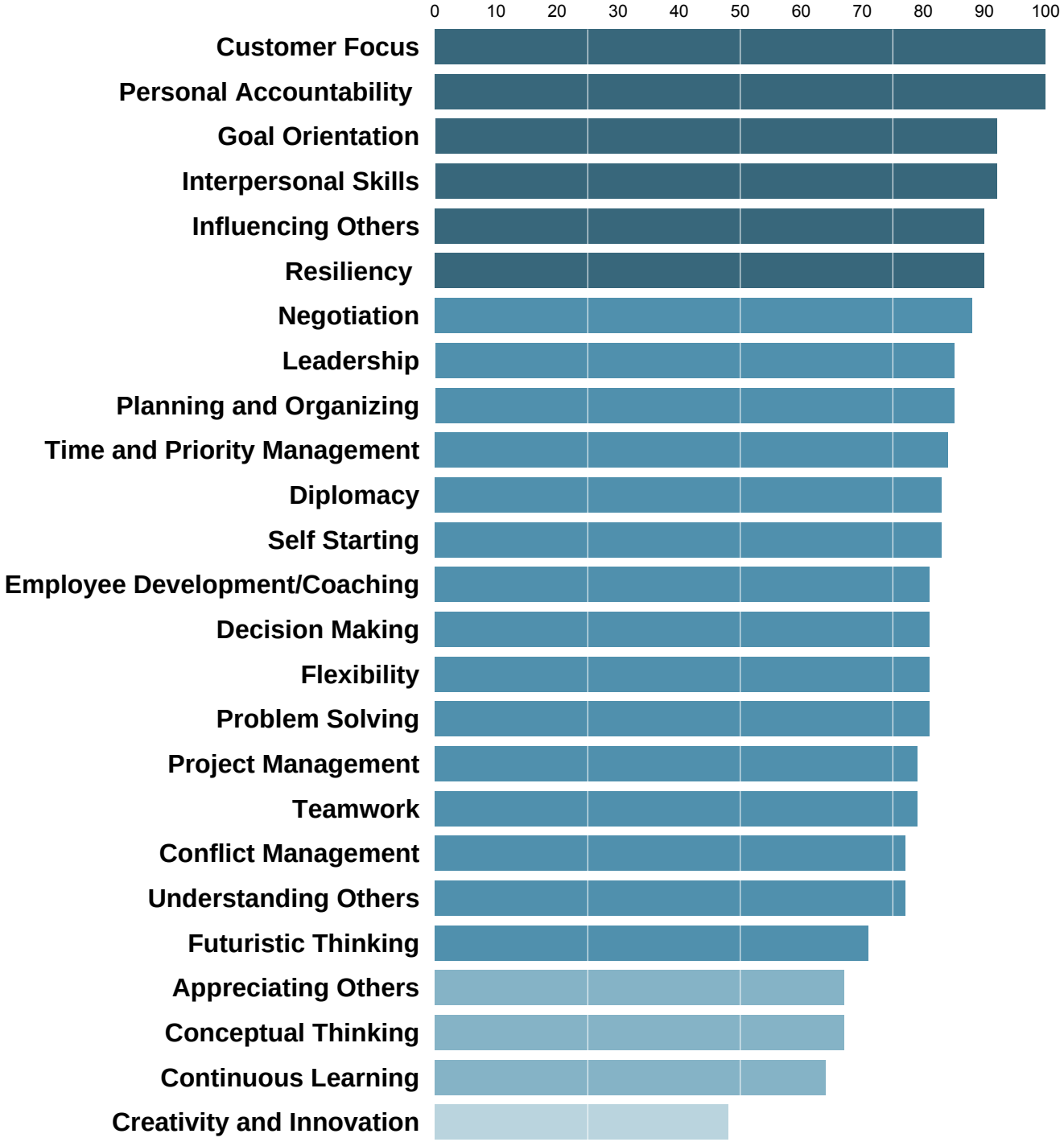
Hierarchy of Competencies

The competencies required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the competencies represents their relative importance to each other in producing superior performance in the job.



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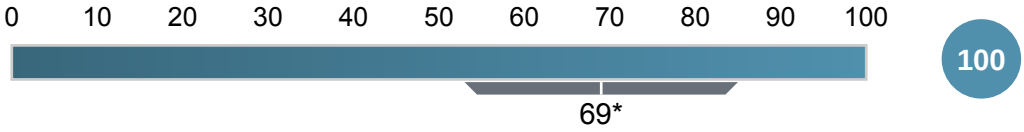
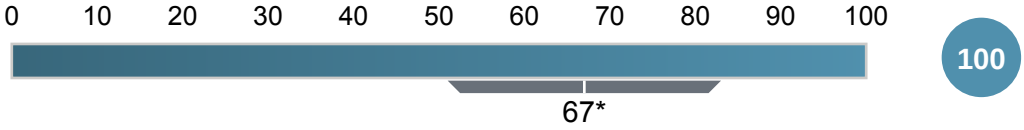
Job Competencies Hierarchy

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.

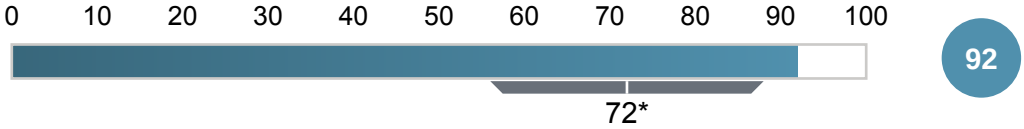
1. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



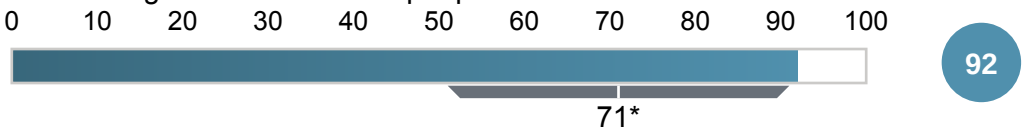
2. Personal Accountability - A measure of the capacity to be answerable for personal actions.



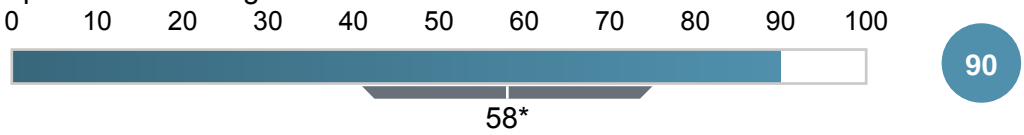
3. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



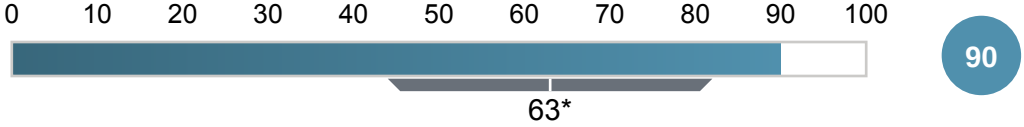
4. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



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



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



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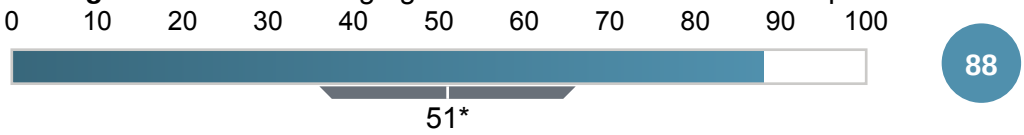
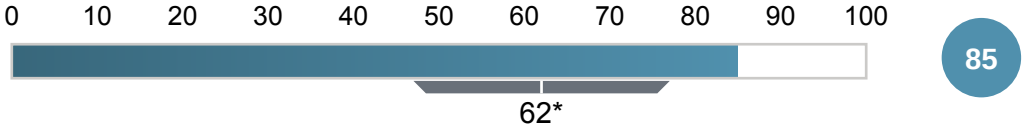
Job Competencies Hierarchy

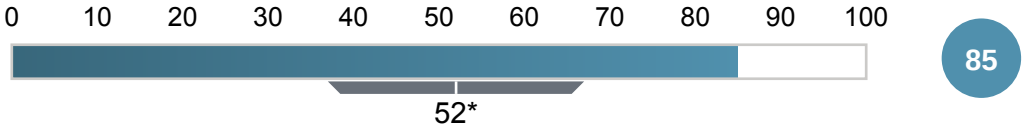
7. Negotiation - Facilitating agreements between two or more parties.



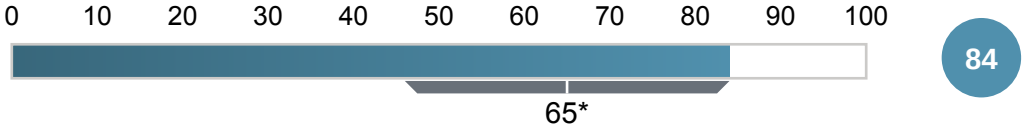
8. Leadership - Achieving extraordinary business results through people.



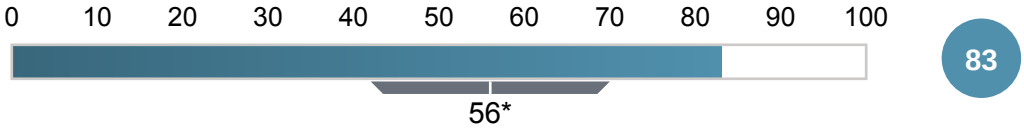
9. Planning and Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



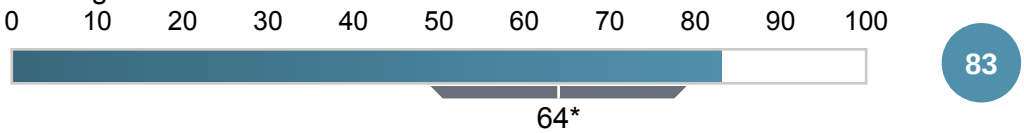
10. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.



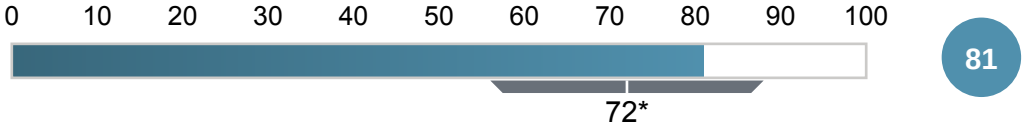
11. Diplomacy - The ability to treat others fairly, regardless of personal biases or beliefs.



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



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



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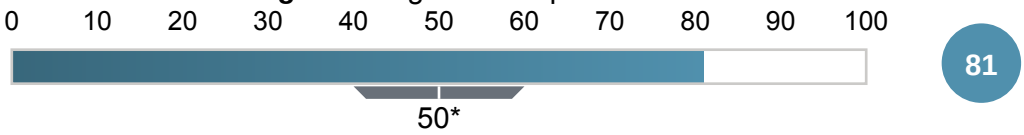
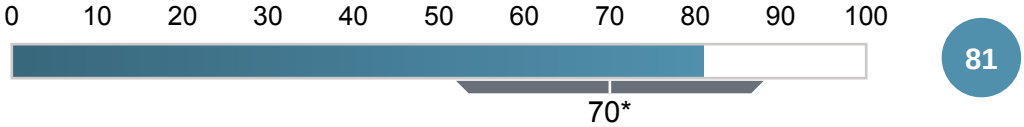
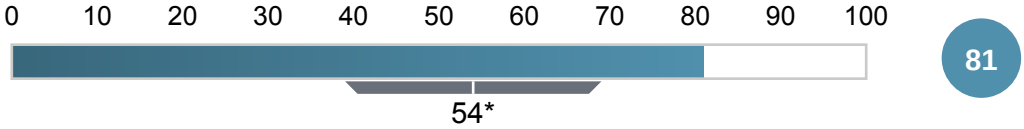
14. Decision Making - Utilizing effective processes to make decisions.



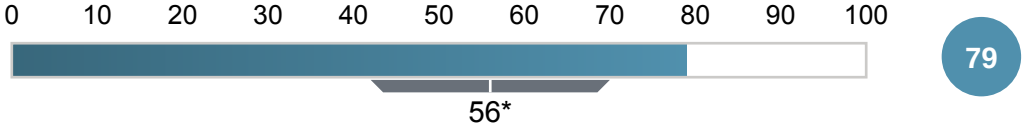
15. Flexibility - Agility in adapting to change.



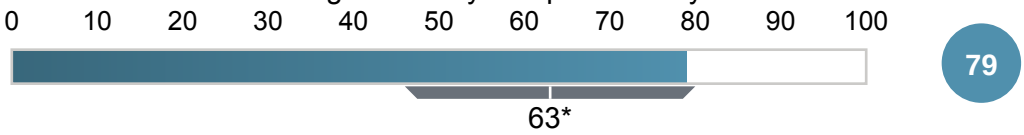
16. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



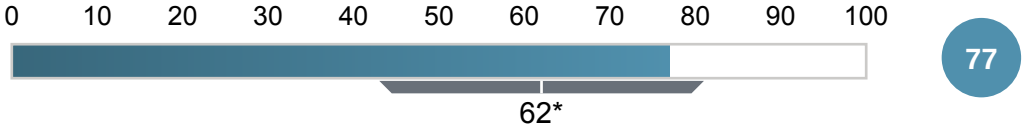
17. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



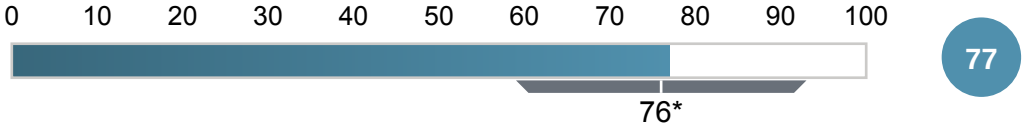
18. Teamwork - Working effectively and productively with others.



19. Conflict Management - Addressing and resolving conflict constructively.



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



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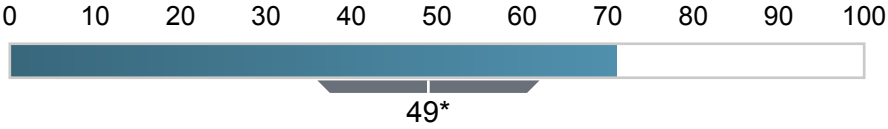
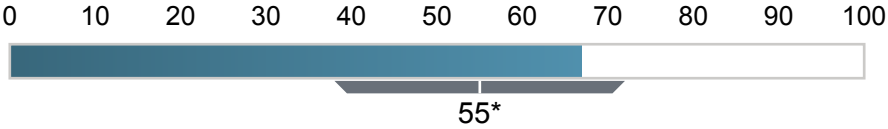
21. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



71

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



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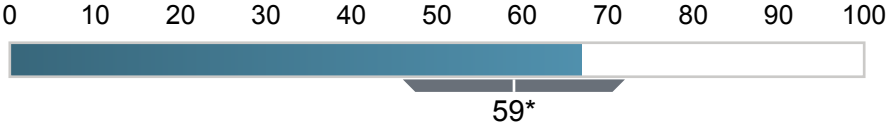
23. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



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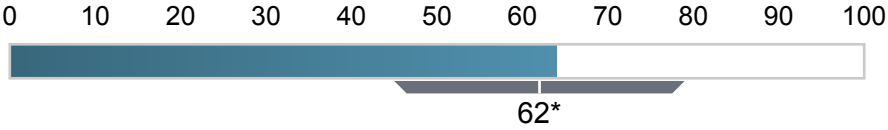
24. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



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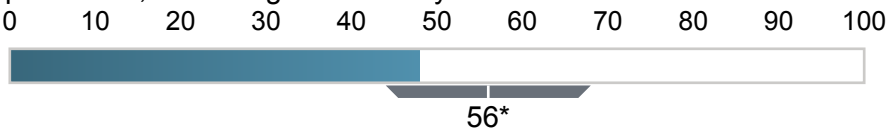
25. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



48

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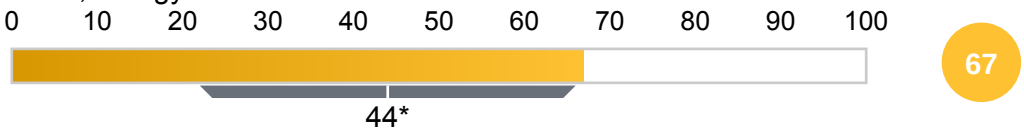
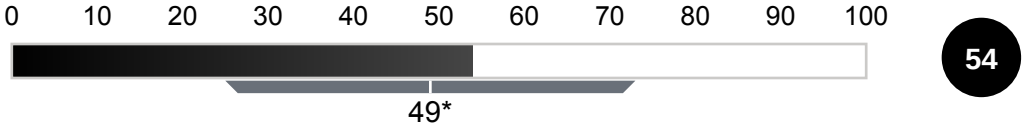
Primary Driving Forces Cluster

This section is designed to give a visual understanding of the primary driving forces rewarded by the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

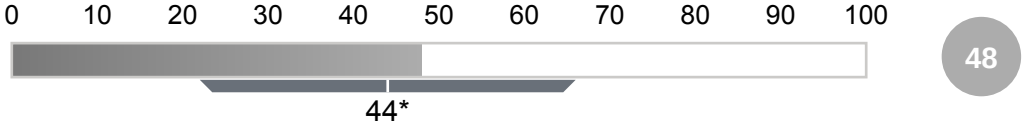
1. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



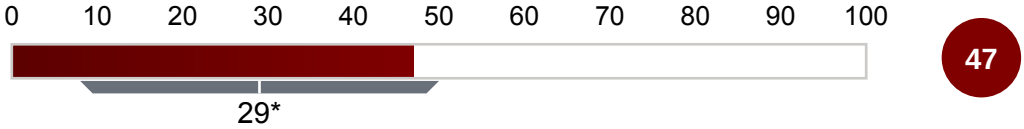
2. Commanding - People who are driven by status, recognition and control over personal freedom.



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.



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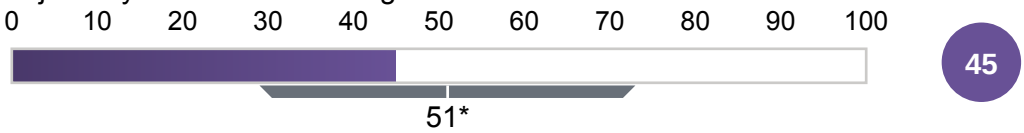
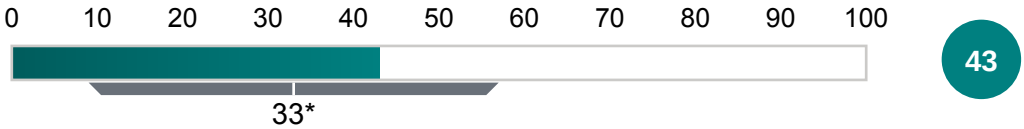
Situational Driving Forces Cluster

This section is designed to give a visual understanding of the situational driving forces rewarded by the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

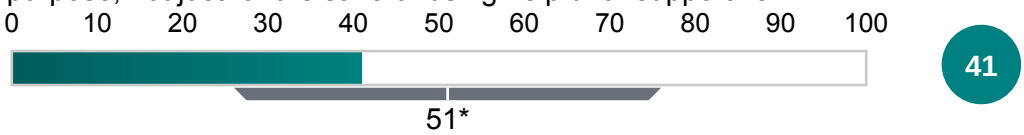
5. Objective - People who are driven by the functionality and objectivity of their surroundings.



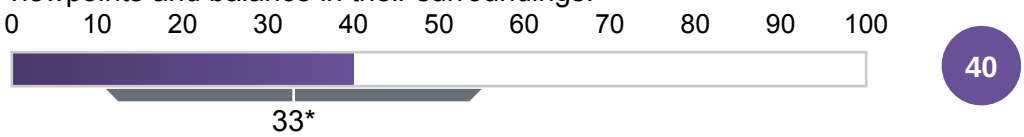
6. Altruistic - People who are driven by the benefits they provide others.



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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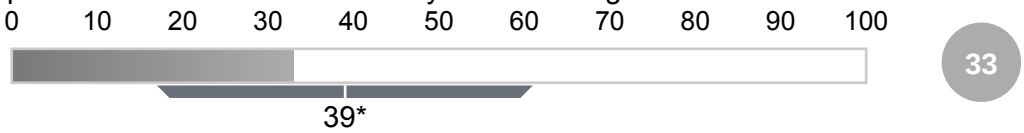
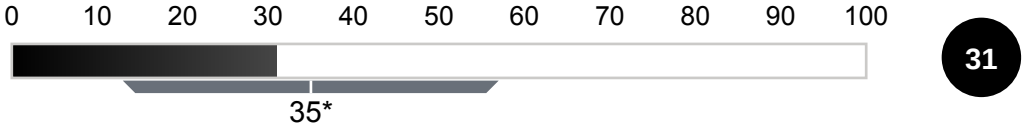
Indifferent Driving Forces Cluster

This section is designed to give a visual understanding of the driving forces that are indifferent to the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

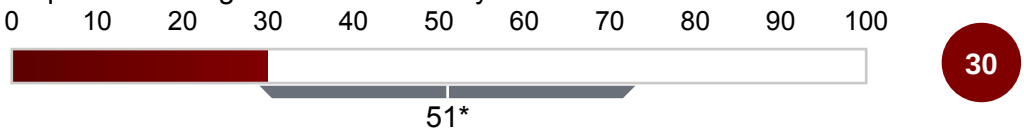
9. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



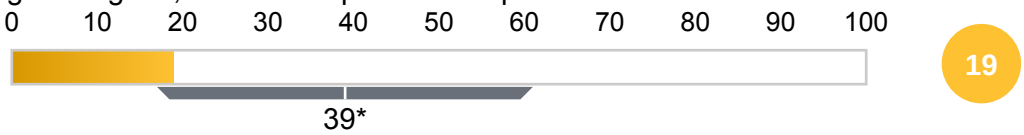
10. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



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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Conflicting Job Requirements

The TTI Success Insights Workplace Behaviors assessment is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position. In some cases an organization may choose to re-evaluate the position or its key accountabilities.

Congratulations! Based on the information analyzed, this position does not have immediate potential for internal behavioral conflicts. Please be aware that any variance from how the position was described in the assessment responses could lead to me-me conflicts or behavioral stress.

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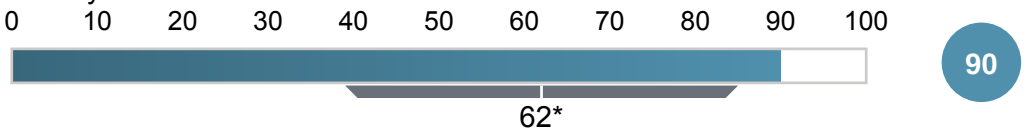
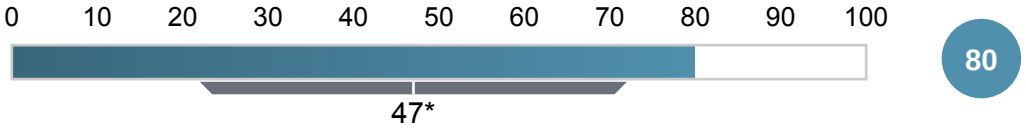
Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

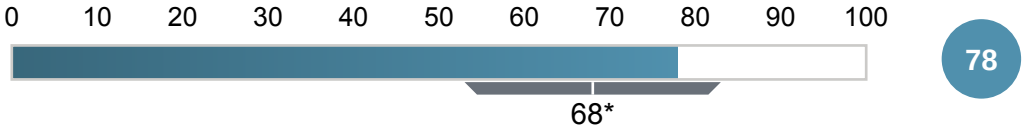
1. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



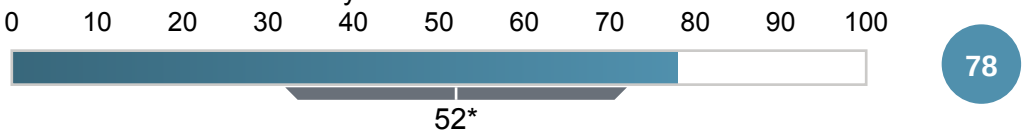
2. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



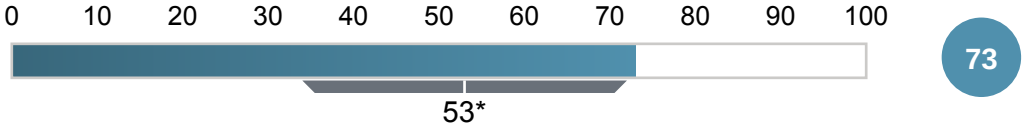
3. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



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.



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.



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

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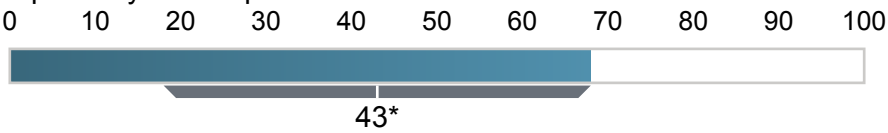
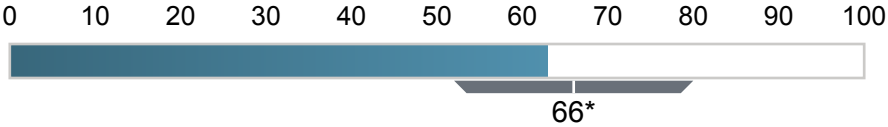
Behavioral Hierarchy

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.



68

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



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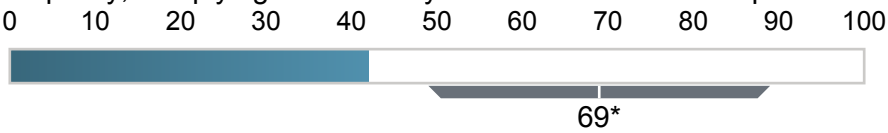
8. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



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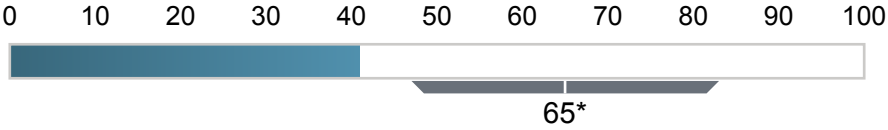
9. Consistency - The job requires the ability to do the job the same way on a repeated basis.



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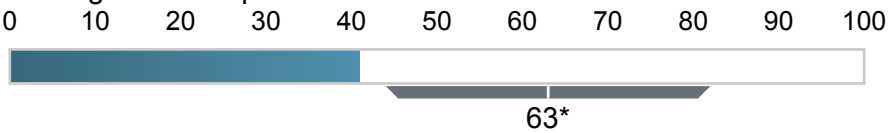
10. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



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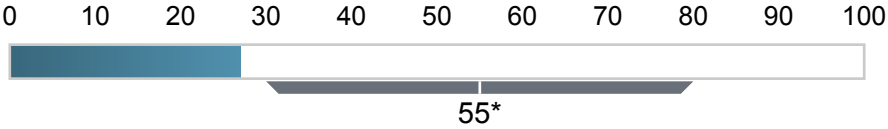
11. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



27

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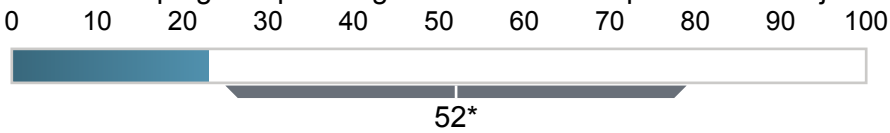
Behavioral Hierarchy

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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WB: 73-87-41-32 (13)
* 68% of the population falls within the shaded area.

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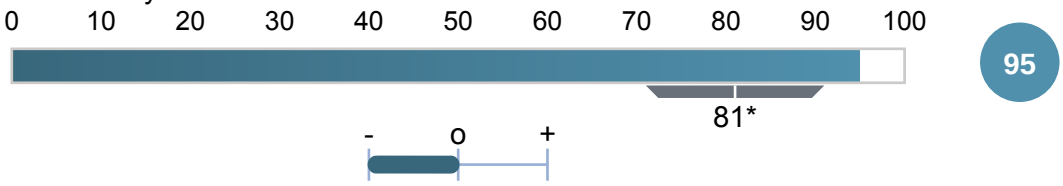
Acumen Indicators

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.



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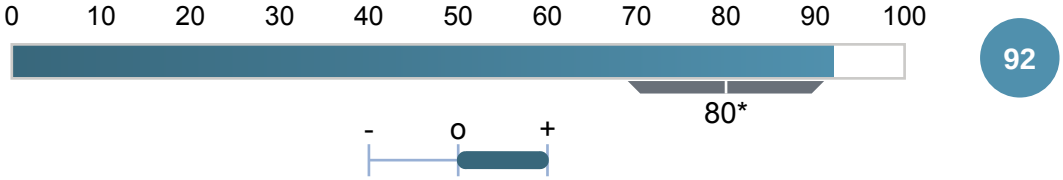
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



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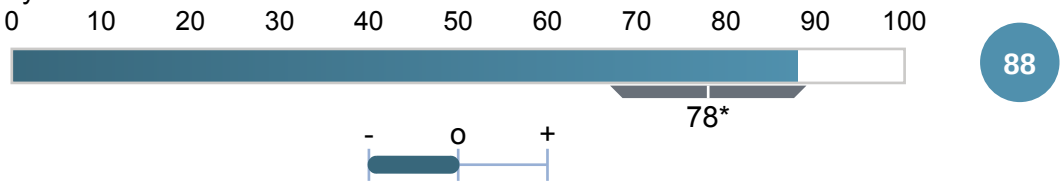
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



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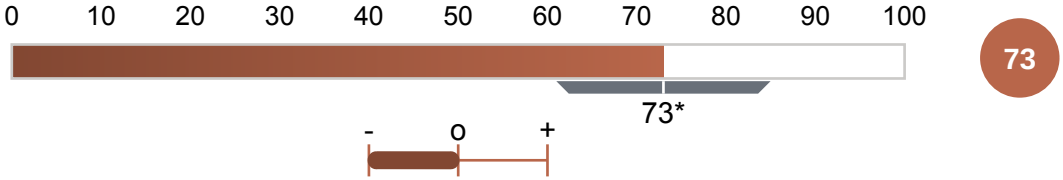
SENSE OF SELF - The development of the capacity to discern individuality in one's self.



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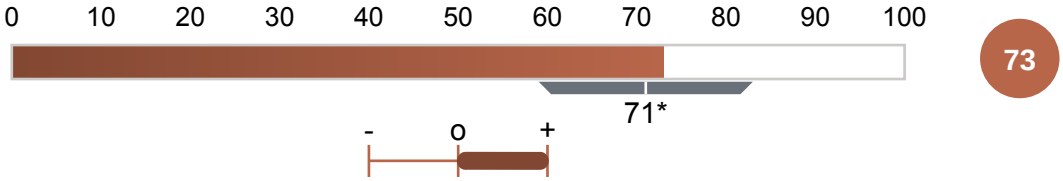
ROLE AWARENESS - The development of the capacity to discern practical values in situations in one's own roles in the world.



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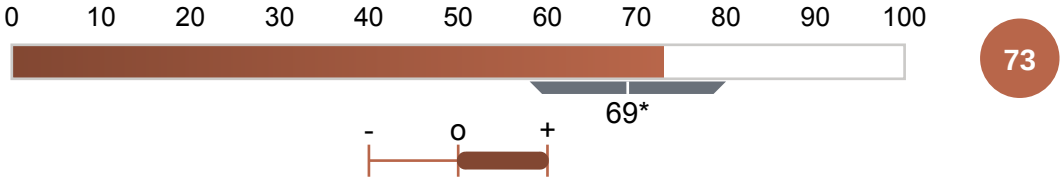
Acumen Indicators

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.

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



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Summary of Top Competencies

This section of the report focuses on competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
   - Strives to anticipate, identify and understand customers' wants, needs and concerns.
   - Responds to customers with a sense of urgency.
   - Follows through on customer requests.
   - Is patient and courteous with customers.
   - Resolves issues and complaints to the satisfaction of customers.
   - Expends extraordinary effort to satisfy customers.
   - Develops relationships with customers.
   - Partners with customers to assist them in achieving their objectives.
   - Acts as an advocate for customers' needs.
   - Takes professional risks for the sake of customers' needs.

2. Personal Accountability: Being answerable for personal actions.
   - Demonstrates the ability to self evaluate.
   - Strives to take responsibility for her actions.
   - Evaluates many aspects of her personal actions.
   - Recognizes when she has made a mistake.
   - Accepts personal responsibility for outcomes.
   - Utilizes feedback.
   - Observes and analyzes data to learn from mistakes.
   - Sees new possibilities by examining personal performance.
   - Accepts responsibility for actions and results.
   - Willing to take ownership of situations.

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Summary of Top Competencies

3. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
   - Acts instinctively to achieve objectives without supervision.
   - Expends the necessary time and effort to achieve goals.
   - Recognizes and acts on opportunities to advance progress to meet goals.
   - Establishes and works toward ambitious and challenging goals.
   - Develops and implements strategies to meet objectives.
   - Measures effectiveness and performance to ensure results are attained.
   - Acts with a determination to achieve goals.
   - Demonstrates persistence in overcoming obstacles to meet objectives.
   - Takes calculated risks to achieve results.
   - Employs a strategy that affects how they approach tasks and future projects.

4. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.
   - Strives for self-awareness in a social setting.
   - Demonstrates sincere interest in others.
   - Treats all people with respect, courtesy and consideration.
   - Respects differences in the attitudes and perspectives of others.
   - Listens, observes and strives to gain understanding of others.
   - Communicates effectively.
   - Shows sensitivity to diversity issues.
   - Develops and maintains relationships with many different kinds of people regardless of differences.
   - Handles any situation gracefully by using non-verbal communication, in-depth questioning and listening skills.
   - Recognizing other's perspectives, by actively listening, thus providing many views of a given situation.

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Summary of Top Competencies

5. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.
   - Utilizes the knowledge of others' needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
   - Builds trust and credibility before attempting to promote concepts, products or services.
   - Understands and utilizes the behaviors of others to personally affect an outcome.
   - Uses logic and reason to develop rational arguments that challenge current assumptions.
   - Identifies and addresses the barriers that prevent people from seeing the benefits.
   - Adapts techniques to understand and meet the needs and wants of those being influenced.
   - Understands the role self-awareness plays in influencing others.
   - Leverages a person in an indirect but important way.
   - Produces effects on the actions, behavior and opinions of others.
   - Brings others to their way of thinking without force or coercion.

6. Resiliency: Quickly recovering from adversity.
   - Demonstrates the ability to overcome setbacks.
   - Strives to remain optimism in light of adversity.
   - Evaluates many aspects of the situations to create a positive outcome.
   - Recognizes criticism is an opportunity to improve.
   - Accepts setbacks and looks for ways to progress.
   - Utilizes feedback to forge forward.
   - Seeks to understand how certain obstacles can impact results.
   - Sees the unique opportunities by overcoming challenges.
   - Swiftly works through the emotions and effects of stressful events.
   - Copes with the inevitable bumps in life.

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Summary of Top Competencies

7. Negotiation: Listening to many points of view and facilitating agreements between two or more parties.
   - Understands both parties must get something they want before agreement is feasible.
   - Listens to identify and understand what each party wants.
   - Determines what each party is willing to accept in an agreement.
   - Establishes a non-threatening environment conducive to open communication for discussing possible terms of agreement.
   - Develops the terms for an agreement.
   - Ensures each party understands the terms of agreement.
   - Binds agreements between parties with verbal and/or written contracts.
   - Listens to all sides involved and ensures all parties understands the issues.
   - Allows all parties to express their viewpoints.
   - Facilitates mutually beneficial outcomes to satisfy various interests.

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Driving Forces Feedback

Your motivation to succeed is, in part, determined by your underlying driving forces. You will feel energized and successful at work when your job supports and satisfies these driving forces. The following 4 factors make up your primary driving forces cluster.

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

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

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

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

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Behavioral Feedback

This section provides a brief description of the top three Behaviors required for this position. These are the behaviors that will need to be demonstrated most often for superior performance.

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.

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Job Competency Questions

Below are suggested interview questions on each of the top seven competencies. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.

1. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
   - Give me an example of when you went out of your way for a customer.
   - What was the outcome?
   - Describe the most difficult customer you've ever had to deal with and how you handled them.
   - Describe a situation when you were given outstanding customer service.
   - What made it stand out?
   - Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
   - What was the outcome?
   - Give me an example of a situation when you improved the level of customer service in your organization.
   - What did you do to improve it?
   - What was the outcome?
   - Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
   - Question: Describe a situation when you took a stand for a customer.

2. Personal Accountability: Being answerable for personal actions.
   - Describe a situation when you made a mistake and had to deal with the consequences.
   - What reaction did you have to this situation?
   - Give me an example of when you identified something that went wrong in your department, organization or industry.
   - What caused you to identify the problem?
   - What, in your opinion, are the consequences when people try to hide a mistake?
   - Describe a work situation when something good came from admitting a failure.
   - What caused you to take this approach?
   - Describe a situation where a failure occurred and who was at fault.
   - What was the solution?
   - Give me an example of when you had to defend your actions.

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Job Competency Questions

3. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
   - Give me an example of the most significant professional goal you have met.
   - How did you achieve it?
   - What were the obstacles?
   - How did you overcome them?
   - Give me an example of when you took a risk to achieve a goal.
   - What was the outcome?
   - What are your future professional goals?
   - How do you plan to achieve them?
   - What might keep you from achieving them?
   - Tell me about a time when you overcame great obstacles to achieve something significant.
   - Give me an example of when you achieved something by your persistence that others couldn't.

4. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.
   - Describe the most difficult working relationship.
   - What specific actions did you take to improve the relationship?
   - What was the outcome?
   - Describe the types of people you prefer to be around and why.
   - Describe the types of people you have difficulty getting along with and why.
   - Give me an example of a situation when you demonstrated sensitivity to diversity issues.
   - Describe a situation when you were able to strengthen a relationship by communicating effectively.
   - What made your communication effective?
   - Describe a relationship that requires a great deal of effort.
   - What have you done in the past to build rapport and relationships with people?
   - Give me an example of your ability to communicate effectively and build relationships with people regardless of differences.
   - Describe how your ability to communicate effectively and build relationships has contributed to one of your greatest accomplishments.

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Job Competency Questions

5. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.
   - Utilizes the knowledge of others' needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
   - Builds trust and credibility before attempting to promote concepts, products or services.
   - Understands and utilizes the behaviors of others to personally affect an outcome.
   - Uses logic and reason to develop rational arguments that challenge current assumptions.
   - Identifies and addresses the barriers that prevent people from seeing the benefits.
   - Adapts techniques to understand and meet the needs and wants of those being influenced.
   - Understands the role self-awareness plays in influencing others.
   - Leverages a person in an indirect but important way.
   - Produces effects on the actions, behavior and opinions of others.
   - Brings others to their way of thinking without force or coercion.

6. Resiliency: Quickly recovering from adversity.
   - Describe a situation when you overcame a challenge to positively impact the organization.
   - What was the reaction to this impact?
   - Describe a situation when the only way you could accomplish a goal was to confront a negative situation.
   - What were the outcomes?
   - What, in your opinion, are the consequences when you let an adverse situation get the best of you?
   - What obstacles did you have to overcome during a successful venture?
   - Give an example of when you were able to facilitate a dramatic shift to overcome a major setback.
   - Describe a situation where a failure occurred because someone could not handle personal criticism.
   - What could they have done differently?
   - Describe a situation when you accomplished something significant as a result of overcoming adversity.

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Job Competency Questions

7. Negotiation: Listening to many points of view and facilitating agreements between two or more parties.
   - Give an example of when you were able to facilitate a win-win agreement between two or more parties.
   - How did you get them to agree?
   - What were the obstacles?
   - How were you able to get the parties to see the obstacles from a different point of view?
   - What was the outcome?
   - Give an example of when you were able to facilitate an agreement concerning a very sensitive issue.
   - What factors facilitated the agreement?
   - What, if anything, would you do differently?
   - Describe a situation when you had to negotiate an agreement with someone who took an unreasonable position.
   - What did you do to bring them closer to agreement?
   - Give an example of when you played a key role in negotiating a significant contract.

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Driving Forces Questions

Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and ensure all candidates are asked the same questions.

1. Resourceful: People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.
   - How important is efficiency and maximizing resources to you? Give an example when you increased efficiency or maximized resources.
   - How much do you focus on finances? Where would you like to be, financially in 5 years? 10 years? Why?
   - What role does earning a significant income play in your job choices?
   - Do you take on a task based on the return on investment or for the sake of getting it done? Why?

2. Commanding: People who are driven by status, recognition and control over personal freedom.
   - What role does being in control of a situation play in your job satisfaction? How important is it for you to control your work environment?
   - How important is advancing your position? Would you be interested in a job that gave you the opportunity to create your own path for advancement?
   - Are you more comfortable as a team leader or a team member? Why?
   - Give an example of a time when you were able to move a group of people to action. What were the keys to your success?

3. Receptive: People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.
   - Do you see the world as black and white or gray? Give an example when this was the case.
   - What limitations could result from having consistent systems and proven methods in your work environment? Why?
   - How can an organization benefit from looking for new ways to accomplish routine tasks?
   - Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.

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Driving Forces Questions

4. Instinctive: People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.
   - Which is more important, action or knowledge?
   - Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
   - Tell me what you especially like or enjoy about learning. What topics or subjects do you enjoy?
   - How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

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Behavioral Questions

Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. Frequent Interaction with Others: The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.
   - How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
   - Are you more comfortable with details or people with the big picture or with bits of data?

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.
   - How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
   - How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

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.
   - How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
   - Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

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.
   - When you are forced to change priorities or direction, how do you respond?
   - When things keep coming at you and nothing seems to get completed, how do you feel? When this happens, how do you handle the situation?

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Job Competency Composite

	HIERARCHY	C	R1	R2	R3
1	Customer Focus	10.0	10.0	10.0	10.0
2	Personal Accountability	10.0	10.0	10.0	10.0
3	Goal Orientation	9.2	9.4	8.8	9.4
4	Interpersonal Skills	9.2	10.0	8.8	8.8
5	Influencing Others	9.0	10.0	8.8	8.1
6	Resiliency	9.0	10.0	8.1	8.8
7	Negotiation	8.8	8.1	8.8	9.4
8	Leadership	8.5	9.4	8.1	8.1
9	Planning and Organizing	8.5	8.1	7.5	10.0
10	Time and Priority Management	8.4	9.4	6.9	8.8
11	Diplomacy	8.3	10.0	8.1	6.9
12	Self Starting	8.3	9.4	8.1	7.5
13	Employee Development/Coaching	8.1	10.0	7.5	6.9
14	Decision Making	8.1	10.0	6.9	7.5
15	Flexibility	8.1	9.4	7.5	7.5
16	Problem Solving	8.1	9.4	8.8	6.2
17	Project Management	7.9	7.5	7.5	8.8
18	Teamwork	7.9	8.1	7.5	8.1
19	Conflict Management	7.7	9.4	6.9	6.9
20	Understanding Others	7.7	9.4	6.9	6.9
21	Futuristic Thinking	7.1	6.9	7.5	6.9
22	Appreciating Others	6.7	9.4	5.6	5.0
23	Conceptual Thinking	6.7	7.5	6.9	5.6
24	Continuous Learning	6.4	8.1	6.2	5.0
25	Creativity and Innovation	4.8	3.1	5.6	5.6

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Driving Forces Composite

	DRIVING FORCES	C	R1	R2	R3
1	Resourceful	6.7	7.1	6.2	6.7
2	Commanding	5.4	7.5	4.8	4.0
3	Receptive	4.8	2.1	7.3	5.0
4	Instinctive	4.7	4.6	3.8	5.8
5	Objective	4.5	6.9	4.0	2.7
6	Altruistic	4.3	3.8	4.0	5.2
7	Intentional	4.1	5.6	4.0	2.7
8	Harmonious	4.0	2.5	4.4	5.2
9	Structured	3.3	6.0	1.0	2.9
10	Collaborative	3.1	1.0	4.0	4.4
11	Intellectual	3.0	3.3	3.8	1.9
12	Selfless	1.9	2.5	2.1	1.0

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Behaviors Composite

	BEHAVIORS	C	R1	R2	R3
1	Frequent Interaction with Others	9.0	9.0	9.0	9.0
2	Competitiveness	8.0	10.0	7.0	7.0
3	People Oriented	7.8	7.5	8.0	8.0
4	Frequent Change	7.8	7.8	7.8	7.8
5	Versatility	7.3	8.0	7.0	7.0
6	Urgency	6.8	8.5	6.0	6.0
7	Customer Relations	6.3	6.8	6.0	6.0
8	Following Policy	4.2	4.2	4.2	4.2
9	Consistency	4.1	4.2	4.0	4.0
10	Follow Up and Follow Through	4.1	4.3	4.0	4.0
11	Analysis of Data	2.7	3.0	2.5	2.5
12	Organized Workplace	2.3	3.0	2.0	2.0

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Acumen Indicators Composite

	ACUMEN INDICATORS	C	R1	R2	R3
1	UNDERSTANDING OTHERS	9.5	9.5	9.5	9.5
2	UNDERSTANDING OTHERS BIAS	-	-	-	-
3	PRACTICAL THINKING	9.2	9.5	9.5	8.5
4	PRACTICAL THINKING BIAS	+	o	+	+
5	SYSTEMS JUDGMENT	8.8	9.0	9.0	8.5
6	SYSTEMS JUDGMENT BIAS	-	+	-	-
7	SENSE OF SELF	7.3	7.5	7.5	7.0
8	SENSE OF SELF BIAS	-	-	-	-
9	ROLE AWARENESS	7.3	7.5	7.5	7.0
10	ROLE AWARENESS BIAS	+	+	+	+
11	SELF DIRECTION	7.3	7.5	7.5	7.0
12	SELF DIRECTION BIAS	+	+	+	+

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Respondent Key

R1: JOANNA SAMPLE
R2: BILL SMEE
R3: JIMMY SNEAD

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