



TTI  
SUCCESS  
INSIGHTS®

# TriMetrix® HD

## Multiple Respondent Job Report

### Sample Job Benchmark

VP of Samples

TTI

08.24.2022

# Table of Contents



Introduction .....	3
Introduction .....	4
Key Characteristics of the Position .....	5
Hierarchy of Competencies .....	6
Job Competencies Hierarchy .....	7
Primary Driving Forces Cluster .....	11
Situational Driving Forces Cluster .....	12
Indifferent Driving Forces Cluster .....	13
Driving Forces Graph .....	14
Conflicting Job Requirements .....	15
Behavioral Hierarchy .....	16
Workplace Behaviors® .....	18
Behavioral Continuum .....	19
The TTI Success Insights® Wheel .....	20
Acumen Indicators .....	21
Summary of Top Competencies .....	23
Driving Forces Feedback .....	26
Behavioral Feedback .....	27
Job Competency Questions .....	28
Driving Forces Questions .....	32
Behavioral Questions .....	34
Job Competency Composite .....	35
Driving Forces Composite .....	36
Behaviors Composite .....	37
Acumen Indicators Composite .....	38
Respondent Key .....	39
Job Summary .....	40

# 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.

# 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

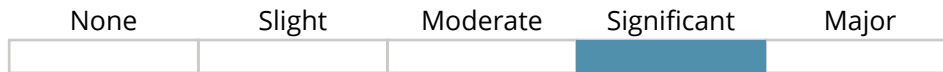
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

# Key Characteristics of the Position

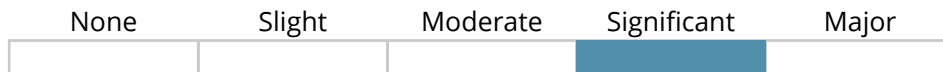


*The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar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

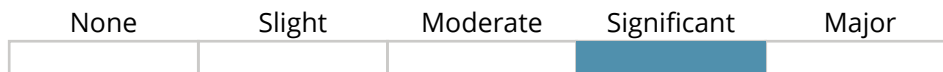
**Accountability For Results:** This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



**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.



**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.



**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.



# 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.*



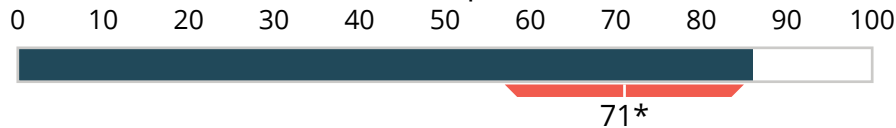
T: N/A



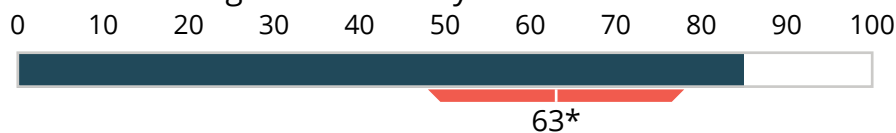
# Job Competencies Hierarchy

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.

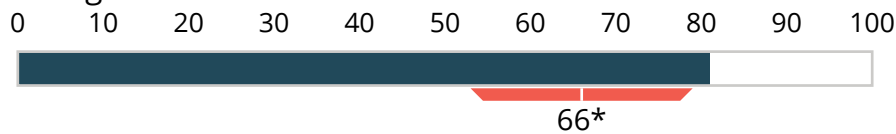
**1. Customer Focus** - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



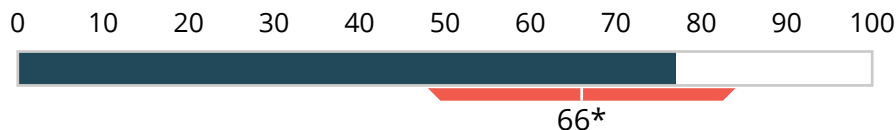
**2. Futuristic Thinking** - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



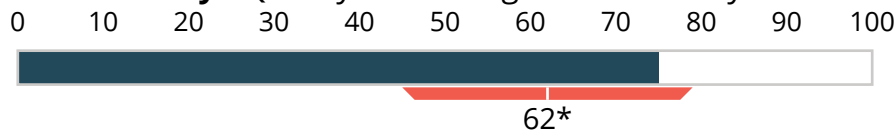
**3. Flexibility** - Readily modifying, responding and adapting to change with minimal resistance.



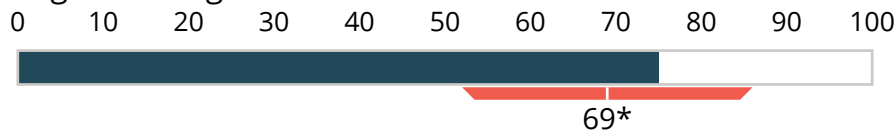
**4. Personal Accountability** - Being answerable for personal actions.



**5. Resiliency** - Quickly recovering from adversity.



**6. Self Starting** - Demonstrating initiative and willingness to begin working.

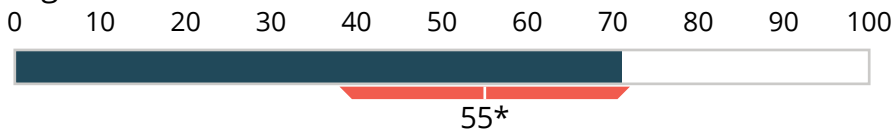


\* 68% of the population falls within the shaded area.



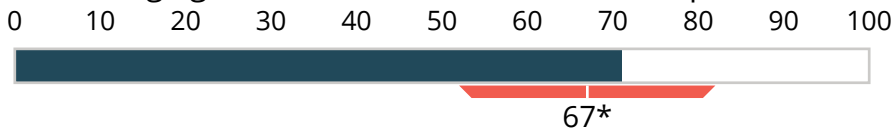
# Job Competencies Hierarchy

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



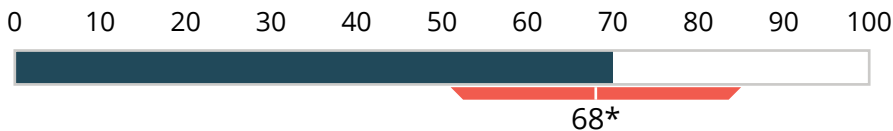
71

**8. Negotiation** - Listening to many points of view and facilitating agreements between two or more parties.



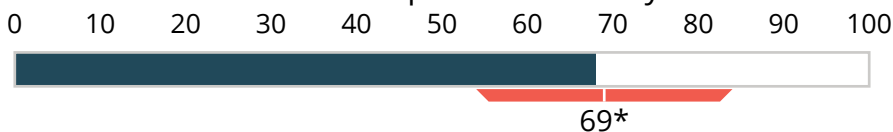
71

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



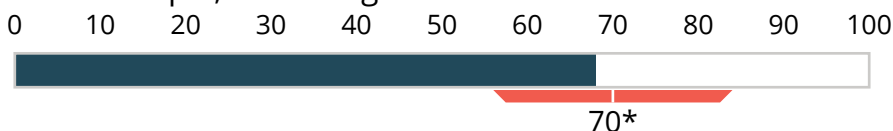
70

**10. Planning and Organizing** - Establishing courses of action to ensure that work is completed effectively.



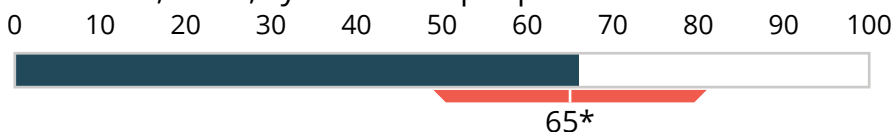
68

**11. Continuous Learning** - Taking initiative to regularly learn new concepts, technologies and/or methods.



68

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



66

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





# Job Competencies Hierarchy

**13. Decision Making** - Analyzing all aspects of a situation to make consistently sound and timely decisions.

0 10 20 30 40 50 60 70 80 90 100



66

**14. Understanding Others** - Understanding the uniqueness and contributions of others.

0 10 20 30 40 50 60 70 80 90 100



64

**15. Appreciating Others** - Identifying with and caring about others.

0 10 20 30 40 50 60 70 80 90 100



62

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

0 10 20 30 40 50 60 70 80 90 100



61

**17. Conceptual Thinking** - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.

0 10 20 30 40 50 60 70 80 90 100



60

**18. Teamwork** - Cooperating with others to meet objectives.

0 10 20 30 40 50 60 70 80 90 100



59

**19. Time and Priority Management** - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.

0 10 20 30 40 50 60 70 80 90 100



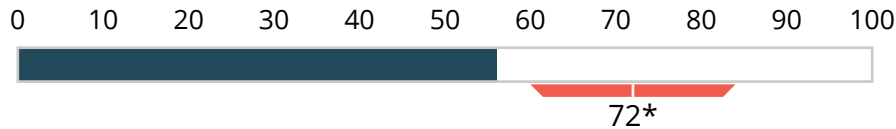
57

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



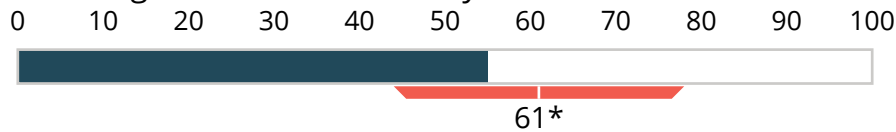
# Job Competencies Hierarchy

**20. Employee Development/Coaching** - Facilitating, supporting and contributing to the professional growth of others.



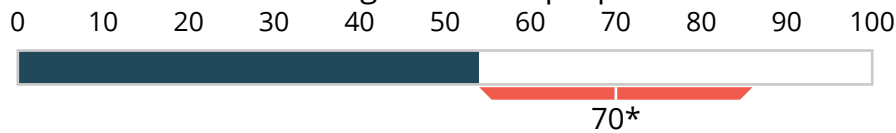
56

**21. Conflict Management** - Understanding, addressing and resolving conflict constructively.



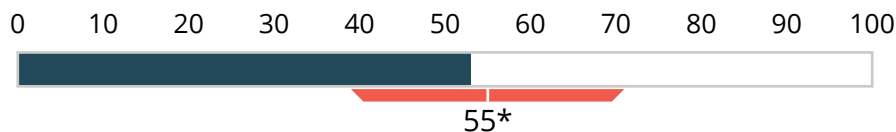
55

**22. Leadership** - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



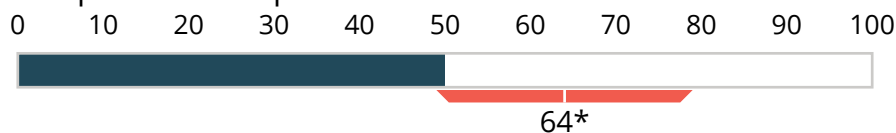
54

**23. Diplomacy** - Effectively and tactfully handling difficult or sensitive issues.



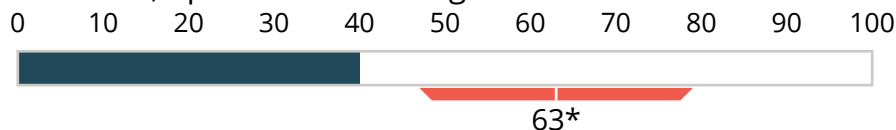
53

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



50

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



40

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

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

0 10 20 30 40 50 60 70 80 90 100



49\*

50

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

0 10 20 30 40 50 60 70 80 90 100



36\*

49

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

0 10 20 30 40 50 60 70 80 90 100



35\*

47

**4. Selfless** - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

0 10 20 30 40 50 60 70 80 90 100



40\*

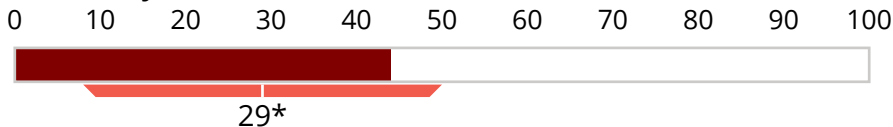
45

# Situational Driving Forces Cluster

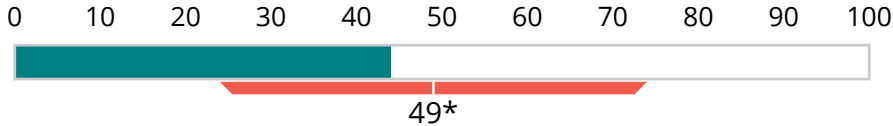


*This section is designed to give a visual understanding of the situational driving forces rewarded by the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align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

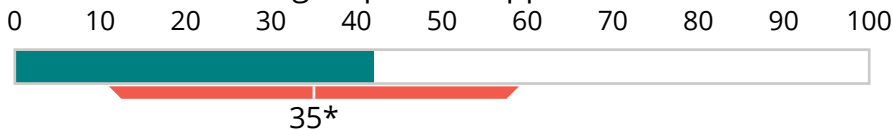
**5. Instinctive** - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



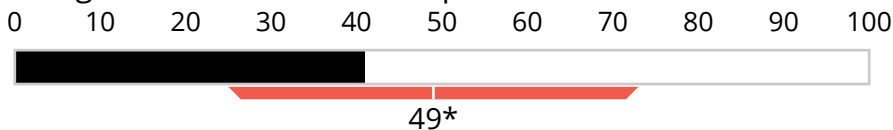
**6. Intentional** - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



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



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

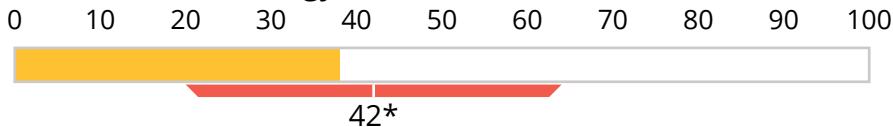


# Indifferent Driving Forces Cluster



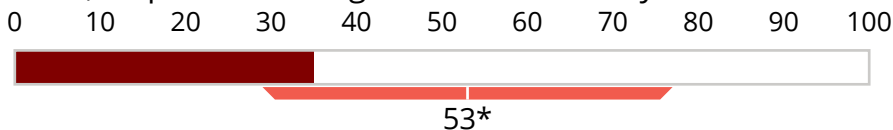
*This section is designed to give a visual understanding of the driving forces that are indifferent to the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align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

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



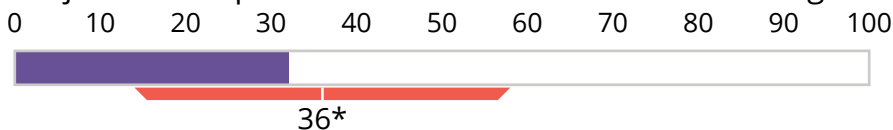
38

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



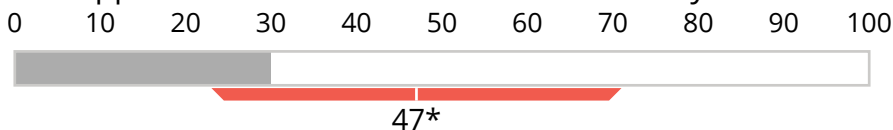
35

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



32

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

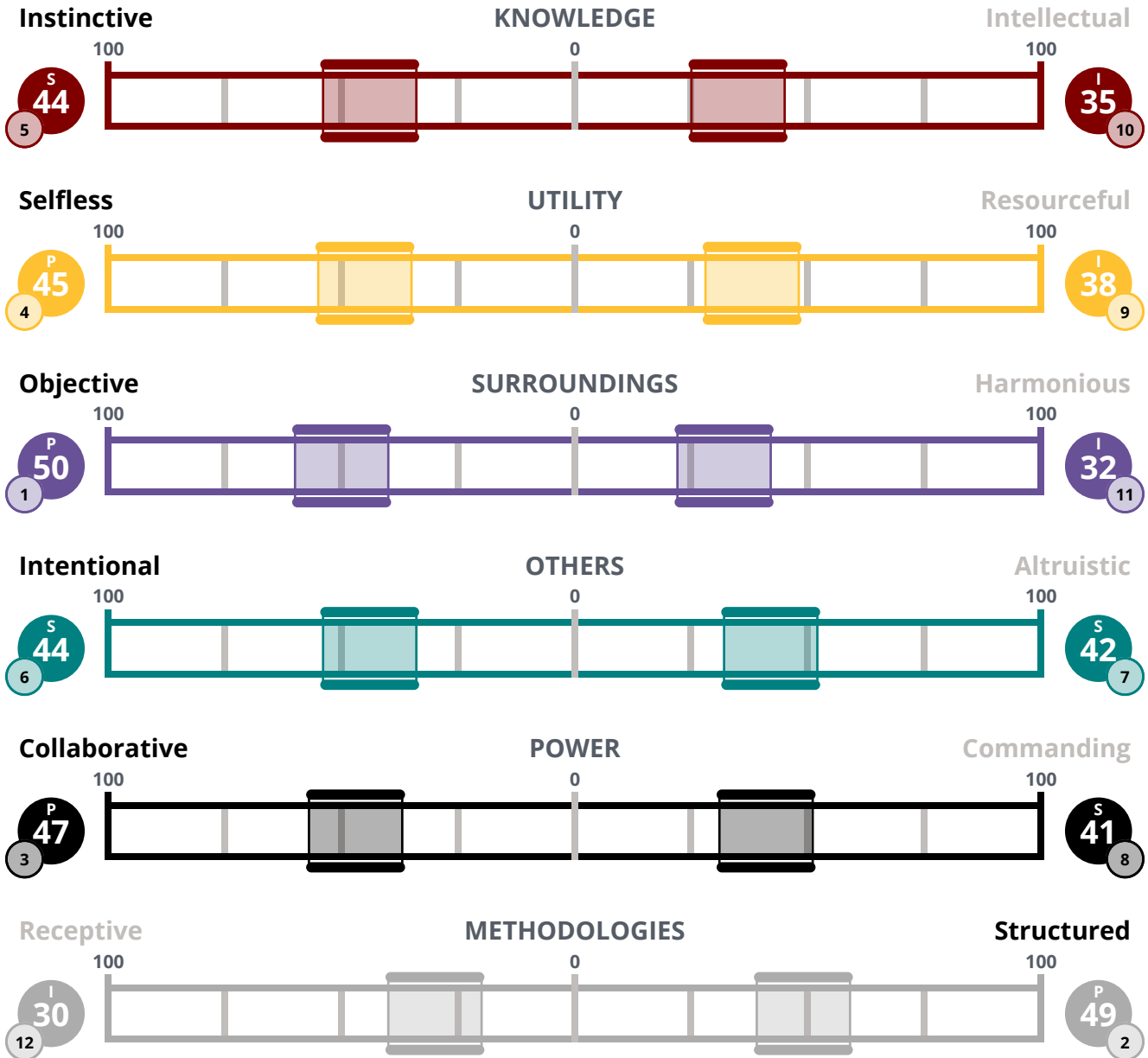


30

# Driving Forces Graph



The following graph represents the score range of each Driving Force for the identified position. The ranges are denoted by the highlighted areas.



P ..... Primary, Situational, or Indifferent  
 76 ..... Driving Forces Score  
 3 ..... Driving Forces Rank

# 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.

# 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. Interaction** - The job requires frequent communication and engagement with others.

0 10 20 30 40 50 60 70 80 90 100



79

58\*

**2. Competitive** - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.

0 10 20 30 40 50 60 70 80 90 100

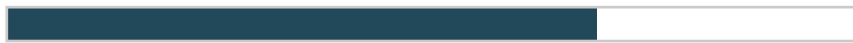


70

49\*

**3. Urgency** - The job requires decisiveness, quick response, and fast action.

0 10 20 30 40 50 60 70 80 90 100



69

43\*

**4. Versatile** - The job requires adapting to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



67

54\*

**5. People-Oriented** - The job requires building rapport with a wide range of individuals.

0 10 20 30 40 50 60 70 80 90 100



63

64\*

**6. Frequent Change** - The job requires rapid shifts between tasks.

0 10 20 30 40 50 60 70 80 90 100



63

52\*

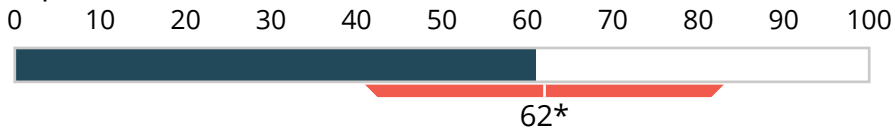
\* 68% of the population falls within the shaded area.



# Behavioral Hierarchy

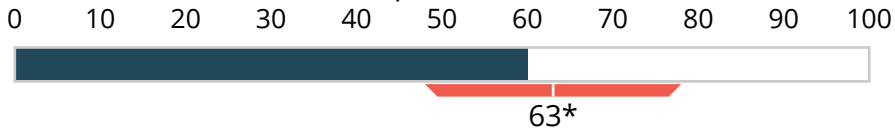


**7. Consistent** - The job requires predictable performance in repetitive situations.



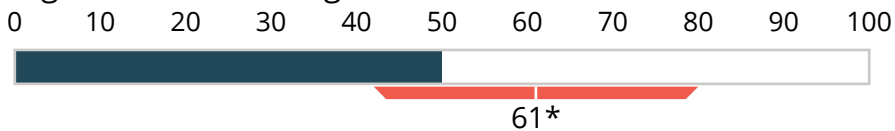
61

**8. Customer-Oriented** - The job requires identification and fulfillment of customer expectations.



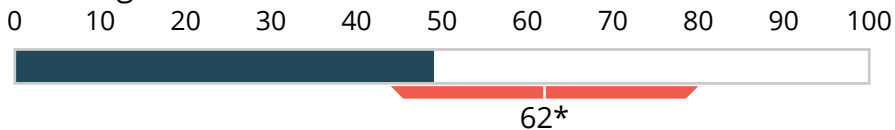
60

**9. Following Policy** - The job requires adhering to rules, regulations or existing methods.



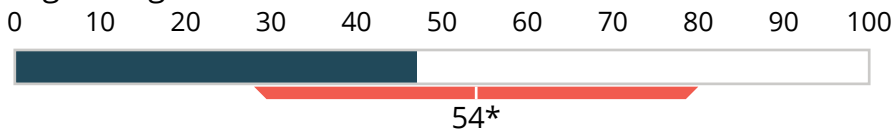
50

**10. Persistence** - The job requires finishing tasks despite challenges or resistance.



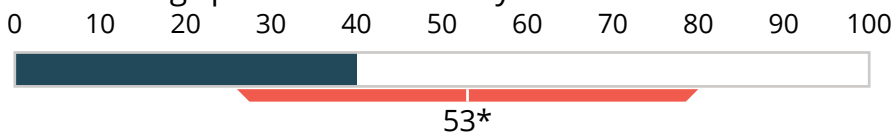
49

**11. Analysis** - The job requires compiling, confirming, and organizing information.



47

**12. Organized Workplace** - The job requires establishing and maintaining specific order in daily activities.



40

WB: 63-70-43-44 (13)

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

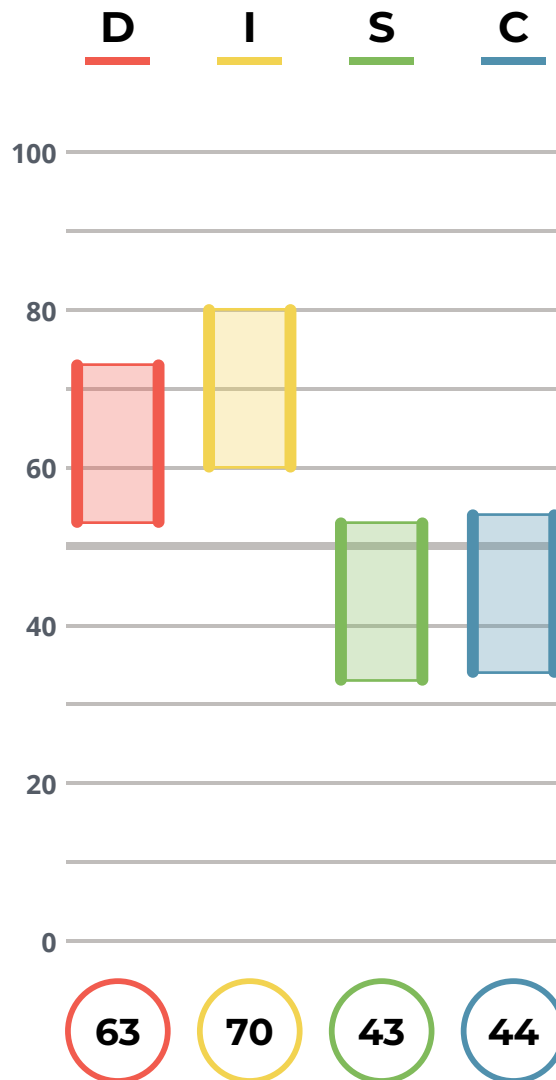
# Workplace Behaviors®




The following graph represents the score range of each behavioral factor for the identified position. The ranges are denoted by the highlighted areas.

## Sample Job Benchmark

TTI  
8-24-2022



 Job Range (20 point range)

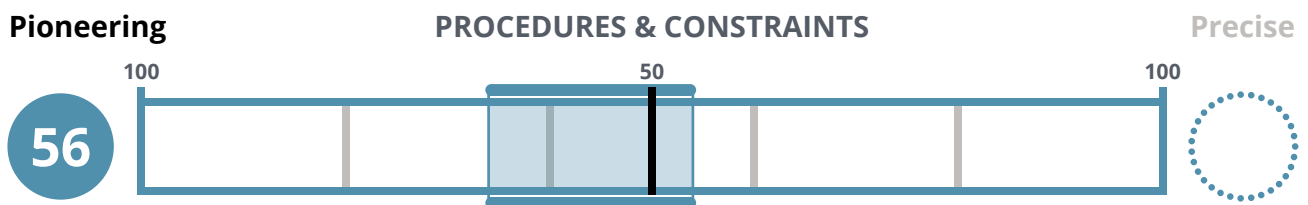
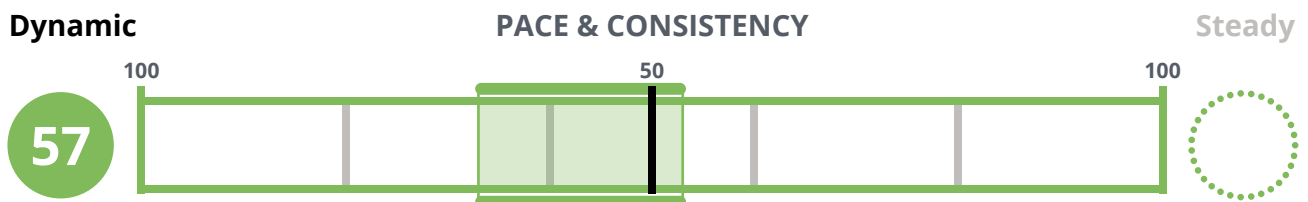
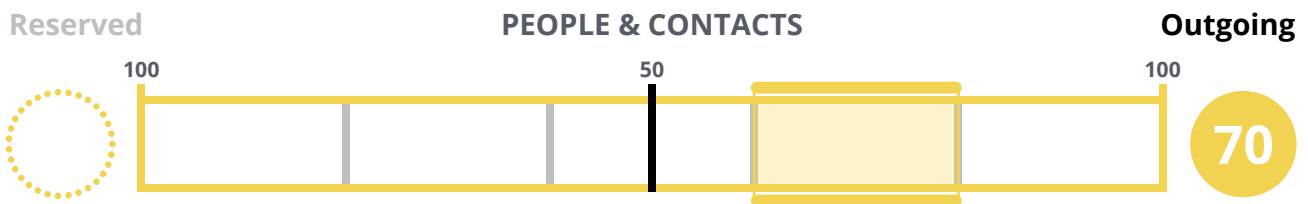
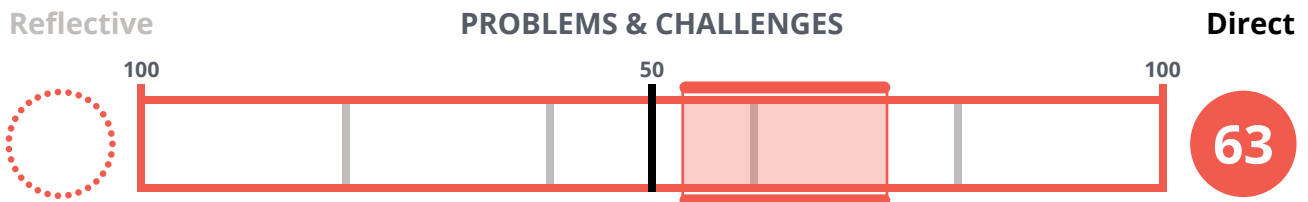
# Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where BLANKFIRSTNAME falls within each continuum.

## Sample Job Benchmark

TTI  
8-24-2022

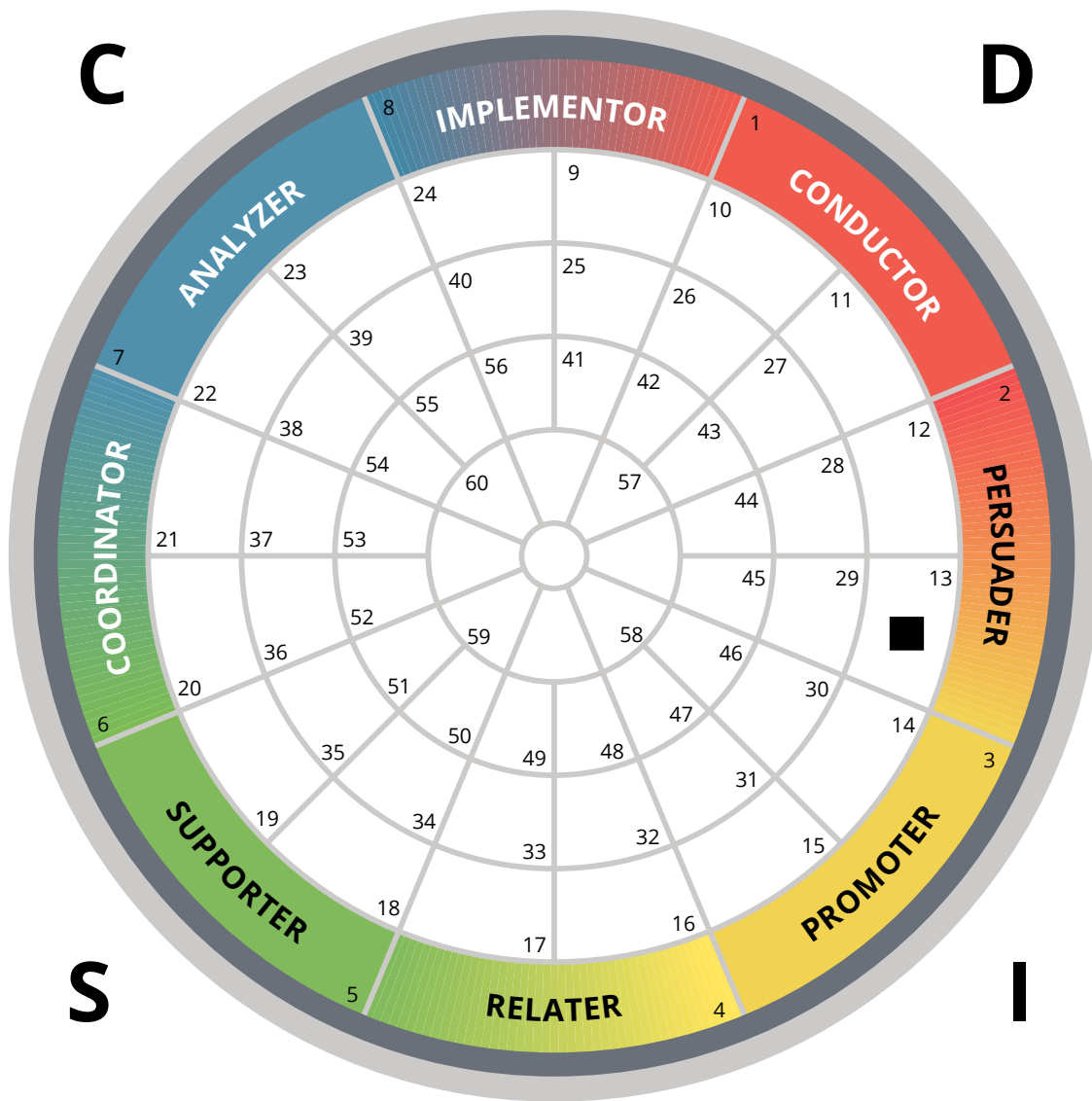



Job Range (20 point range)

# The TTI Success Insights® Wheel



8-24-2022



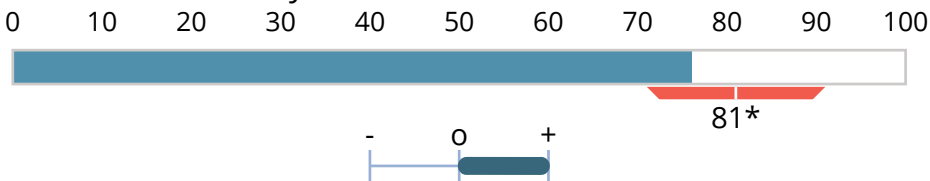
Workplace Behaviors:  (13) PROMOTING PERSUADER

# Acumen Indicators

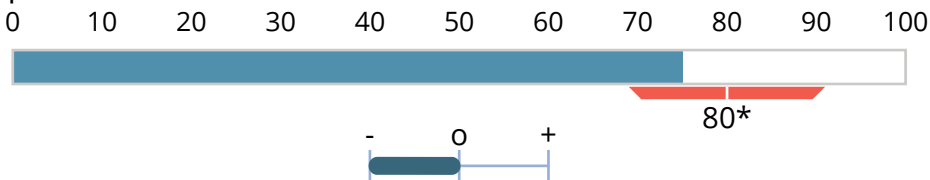


*This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued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

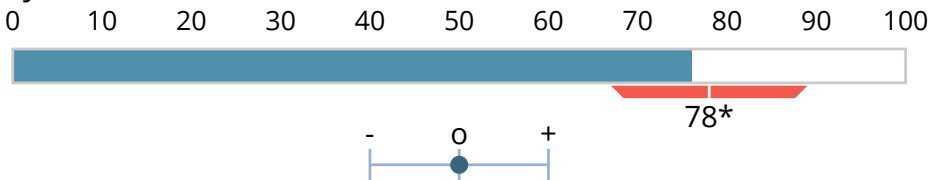
**Understanding Others** - The development of the capacity to discern individuality in others.



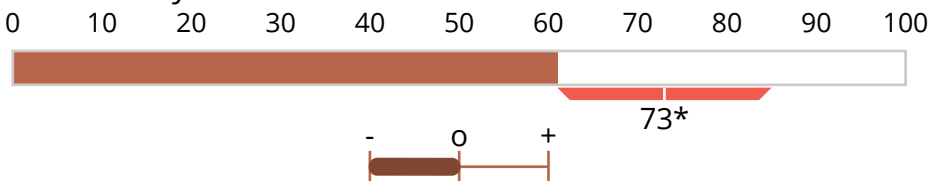
**Practical Thinking** - The development of the capacity to discern practical values in situations in the outside world.



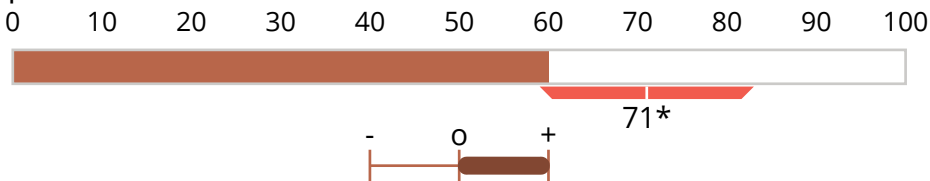
**Systems Judgment** - The development of the capacity to discern systems and order in the world.



**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.

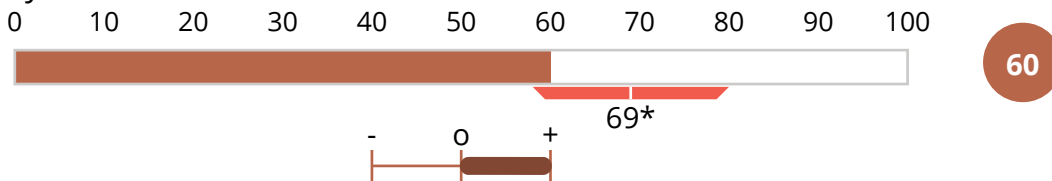


# Acumen Indicators



*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.





# 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. **Futuristic Thinking:** Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Demonstrates an ability to connect the dots and see the big picture.
- Looks beyond the forces driving the current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions cutting-edge ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.
- Creates an environment where forward thinking is the norm not the exception.
- Envisions ideas that may be seen as unobtainable by others.
- Mentally lives in the future and does not allow current technology to cloud their vision.

# Summary of Top Competencies



## 3. **Flexibility:** Readily modifying, responding and adapting to change with minimal resistance.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in shifting priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions.
- Embraces and/or champions a shift in activity.
- Strives to adapt to situational demands.
- Capable of changing or adjusting to meet particular or varied needs.
- Able to step outside their comfort zone and try something they haven't done before.

## 4. **Personal Accountability:** Being answerable for personal actions.

- Demonstrates the ability to self evaluate.
- Strives to take responsibility for his actions.
- Evaluates many aspects of his personal actions.
- Recognizes when he 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.

## 5. **Resiliency:** Quickly recovering from adversity.

- Demonstrates the ability to overcome setbacks.
- Strives to remain optimistic 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.



# Summary of Top Competencies



## 6. **Self Starting:** Demonstrating initiative and willingness to begin working.

- Possesses a strong work ethic and belief in getting results.
- Takes initiative and does whatever it takes to achieve objectives.
- Projects self-assurance in getting the task started.
- Starts quickly to avoid setbacks.
- Asserts self in personal and professional life.
- Willing to begin working regardless of circumstances.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results regardless of circumstances.
- Takes initiative and acts without waiting for direction.
- Displays self-confidence, conscientiousness, assertiveness, persistence and is achievement-oriented.

## 7. **Goal Orientation:** Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

- Acts instinctively to achieve objectives without supervision.
- Expend 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.

# Driving Forces Feedback



*This section provides a brief description of the top four Driving Forces that are required for this position. These are the Driving Forces that will need to be demonstrated most often for superior performance.*

## 1. Objective

- This position is driven by the functionality and objectivity of their surroundings.

## 2. Structured

- This position is driven by traditional approaches, proven methods and a defined system for living.

## 3. Collaborative

- This position is driven by being in a supporting role and contributing with little need for individual recognition.

## 4. Selfless

- This position is driven by completing tasks for the greater good, with little expectation of personal return.

# Behavioral Feedback



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

## 1. Interaction

- The job requires frequent communication and engagement with others.

## 2. Competitive

- The job requires assertiveness and a "will to win" in dealing with highly competitive situations.

## 3. Urgency

- The job requires decisiveness, quick response, and fast action.

## 4. Versatile

- The job requires adapting to various situations with ease.

# 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.

# Job Competency Questions



## 2. **Futuristic Thinking:** Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Describe a situation when you were correct in seeing a future trend that others didn't.
- What reaction did you have to those who did not see the trend?
- Give me an example of when you predicted something that would happen in your department, organization or industry.
- What caused you to make that prediction?
- What was the most "far-out" concept you've ever had or supported?
- Why did you believe in it?
- What was the outcome?
- What, in your opinion, are the trends or events that could impact this organization and its industry?
- Give me an example of an idea you had that others thought was too far out but has since proved to be visionary.
- Describe a situation when you maintained your commitment to a futuristic idea or venture even though others predicted failure.

## 3. **Flexibility:** Readily modifying, responding and adapting to change with minimal resistance.

- Give me an example of when you were forced to change priorities or direction.
- How did you feel when you were first confronted with this change?
- Describe a time when there was an extraordinary amount of change in your life.
- How did you handle it?
- Describe a situation when you were a part of or an architect of a change.
- What were the barriers to implementing the change and how did you get beyond them?
- What was the reaction of others?
- What was the outcome?
- Give me an example of when you were one of the first to get on board when a major change was introduced.
- Describe a situation when you were acknowledged for your ability to adapt quickly to a change.

# Job Competency Questions



## 4. **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.

## 5. **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.

# Job Competency Questions



## 6. **Self Starting:** Demonstrating initiative and willingness to begin working.

- Why is it important for you to jump in and get started?
- Give an example of when you were able to accomplish something others didn't believe you could.
- What allowed you to accomplish it?
- Describe a time when getting started quickly allowed you to accomplish a difficult task.
- What were your thoughts during this time?
- Describe a situation when other peoples' procrastination allowed you to excel.
- How did that impact the organization?
- What happened next?
- Describe how taking initiative has affected your career.
- Describe a difficult circumstance you had to overcome to get a project started.

## 7. **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.

# 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. **Objective:** People who are driven by the functionality and objectivity of their surroundings.
  - How would you rank the importance of functionality and the opportunity to be objective? How do you utilize your unique objective side?
  - Within your work environment, what single event, problem and/or unexpected situation has the potential to throw off your balance more than anything else?
  - Describe how you would feel if you were to discover an organization you worked for was focused on the customer experience and did not understand the effects on tangible outcomes. How would you express your concerns?
  - Describe an experience where you worked in a chaotic environment. What was the impact on your performance?
2. **Structured:** People who are driven by traditional approaches, proven methods and a defined system for living.
  - Do you see the world as black and white or gray? Give an example when this was the case.
  - How do you feel about having consistent systems and proven methods in your work environment? Why?
  - How important is it to foster and protect principles and beliefs to ensure consistency throughout the organization? Why?
  - Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.
3. **Collaborative:** People who are driven by being in a supporting role and contributing with little need for individual recognition.
  - 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?
  - Are you able to go with the flow, or do you need to have a strategic approach? Give an example.



# Driving Forces Questions



4. **Selfless:** People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

- What do you consider to be more important, completing a task or maximizing the resources involved in the process? Give an example when you did this.
- How much do you focus on finances? Where would you like to be 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?

# 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. Interaction:** The job requires frequent communication and engagement 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. Competitive:** The job requires 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. Urgency:** The job requires decisiveness, quick response, and fast action.
  - When faced with a deadline, how do you respond?
  - How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did it work out?
- 4. Versatile:** The job requires adapting to various situations with ease.
  - Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
  - How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.

# Job Competency Composite



	Hierarchy	C	R1	R2	R3	R4	R5
1	Customer Focus	86	81	88	88	94	81
2	Futuristic Thinking	85	88	81	75	94	88
3	Flexibility	81	81	81	62	100	81
4	Personal Accountability	77	81	69	75	81	81
5	Resiliency	75	69	62	88	88	69
6	Self Starting	75	81	56	62	94	81
7	Goal Orientation	71	75	44	75	88	75
8	Negotiation	71	75	62	75	69	75
9	Creativity and Innovation	70	81	81	19	88	81
10	Planning and Organizing	68	50	69	81	88	50
11	Continuous Learning	68	75	38	62	88	75
12	Project Management	66	56	62	69	88	56
13	Decision Making	66	44	81	69	94	44
14	Understanding Others	64	56	75	44	88	56
15	Appreciating Others	62	50	69	62	81	50
16	Interpersonal Skills	61	50	62	50	94	50
17	Conceptual Thinking	60	50	75	56	69	50
18	Teamwork	59	50	62	56	75	50
19	Time and Priority Management	57	31	81	50	94	31
20	Employee Development/Coaching	56	50	50	50	81	50
21	Conflict Management	55	38	50	50	100	38
22	Leadership	54	19	69	100	62	19
23	Diplomacy	53	19	62	69	94	19
24	Problem Solving	50	19	56	56	100	19
25	Influencing Others	40	38	25	31	69	38

# Driving Forces Composite



	Driving Forces	C	R1	R2	R3	R4	R5
1	Objective	50	52	25	52	71	52
2	Structured	49	27	54	77	62	27
3	Collaborative	47	31	77	40	54	31
4	Selfless	45	52	21	44	56	52
5	Instinctive	44	38	50	40	56	38
6	Intentional	44	58	10	42	52	58
7	Altruistic	42	31	77	38	33	31
8	Commanding	41	60	8	48	31	60
9	Resourceful	38	29	65	38	27	29
10	Intellectual	35	44	27	40	19	44
11	Harmonious	32	25	58	33	17	25
12	Receptive	30	46	31	10	19	46

# Behaviors Composite



	Behaviors	C	R1	R2	R3	R4	R5
1	Interaction	79	90	40	80	90	95
2	Competitive	70	100	30	50	100	71
3	Urgency	69	95	25	50	85	88
4	Versatile	67	90	35	65	80	66
5	People-Oriented	63	75	60	75	75	32
6	Frequent Change	63	95	35	52	82	50
7	Consistent	61	30	82	65	38	90
8	Customer-Oriented	60	40	82	55	52	70
9	Following Policy	50	25	90	68	38	30
10	Persistence	49	23	80	63	37	40
11	Analysis	47	20	65	65	25	62
12	Organized Workplace	40	10	70	60	20	42

# Acumen Indicators Composite



	Acumen Indicators	C	R1	R2	R3	R4	R5
1	UNDERSTANDING OTHERS	76	75	75	80	75	75
2	UNDERSTANDING OTHERS BIAS	+	+	+	-	+	+
3	PRACTICAL THINKING	75	75	70	80	75	75
4	PRACTICAL THINKING BIAS	-	-	o	-	-	-
5	SYSTEMS JUDGMENT	76	75	70	80	80	75
6	SYSTEMS JUDGMENT BIAS	o	o	o	+	-	o
7	SENSE OF SELF	61	60	60	65	60	60
8	SENSE OF SELF BIAS	-	-	+	+	-	-
9	ROLE AWARENESS	60	60	55	65	60	60
10	ROLE AWARENESS BIAS	+	o	o	+	+	o
11	SELF DIRECTION	60	60	55	65	60	60
12	SELF DIRECTION BIAS	+	o	o	+	+	o

# Respondent Key



R1: JOHN SMITH  
R2: FRANK JONES  
R3: AMANDA DOE  
R4: SUE ANDERSON  
R5: JOE WILLIAMS



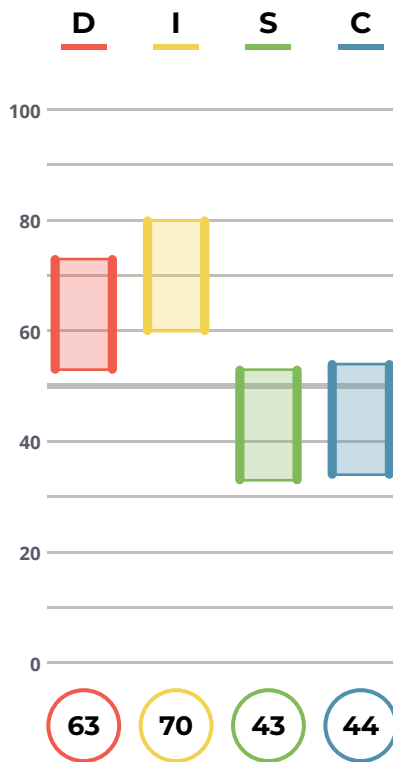
# Job Summary

## VP of Samples

The following page is a summary of the behaviors, driving forces and skills of the position.

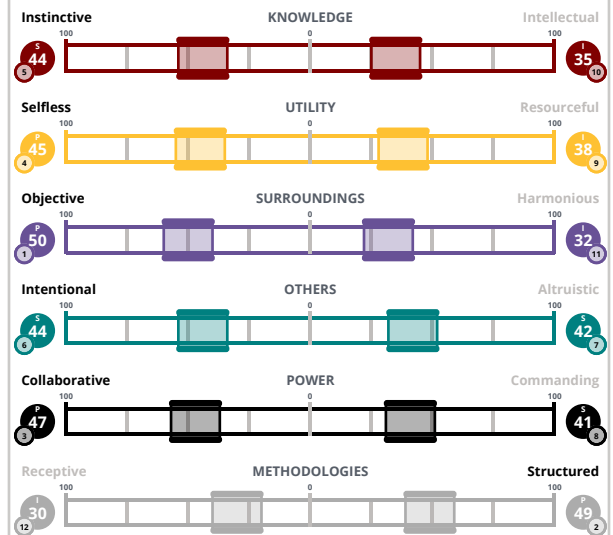
### Behaviors

1. Interaction
2. Competitive
3. Urgency
4. Versatile



### Driving Forces

1. Objective
2. Structured
3. Collaborative
4. Selfless



### Skills

1. Customer Focus
2. Futuristic Thinking
3. Flexibility
4. Personal Accountability
5. Resiliency
6. Self Starting
7. Goal Orientation