TriMetrix® DNA
Job/Talent Comparison Report

DNA25 Specialist-candidate comparison
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THE
PROFESSIONAL DEVELOPMENT
GROUP

NEW
25

Introduction

This comparison report is based on the hierarchy of the job benchmark. The report uses raw numbers generated from the job and talent scoring. The job may call for something to be very important; however, people rarely bring perfection and complete mastery to any job. The job could call for the person to be a perfect 10; however, do not exclude people from consideration based solely on the gap(s) between the job benchmark and their talent score.

If a person is poor in an area that the job benchmark has identified as "very important," you must ask the difficult questions to determine if that would keep a person from achieving and maintaining superior performance.

Note: THE ORDER IN WHICH A PERSON'S NAME APPEARS IS NOT BASED ON THE PERSON'S MATCH TO THE JOB. THE ORDER IS BASED SOLELY ON THE ORDER IN WHICH PERSONAL REPORTS WERE SELECTED BY THE ORIGINATOR OF THIS REPORT.

Introduction

Job Competencies Hierarchy (25 Areas)

This section presents the key job competencies, quantifies their importance to this specific job benchmark, and compares the personal results for each competency. The job has a unique ranking of competencies, reflecting different levels of capacities required 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 provides the behavioral traits demanded by the job and compares the talent for each trait. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

Note: Sections are presented on a 0-10 point scale to clearly illustrate the job benchmark and corresponding results of the individual personal report(s).

Job Competencies Summary

This section will assist you in understanding the type and kinds of competencies (people skills) that are needed for superior job performance.

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.

Note: The information provided above offers you a better understanding of the job requirements for superior performance based on the top seven attributes, the top three rewards/culture and the top three behavioral traits. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for the person(s) selected to perform this job.

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.

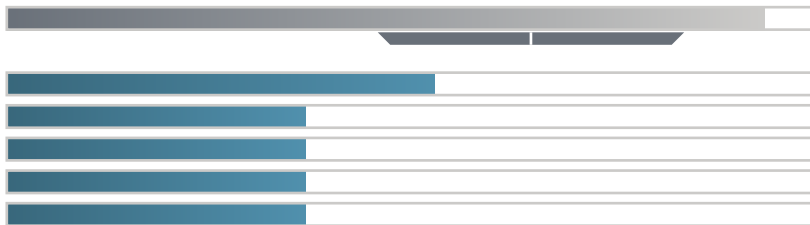**1. Decision Making** - Utilizing effective processes to make decisions.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . .100
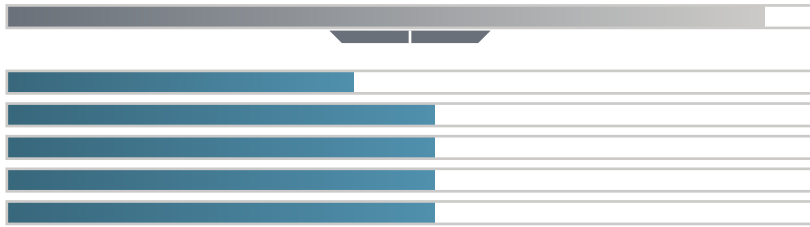
94	**Job**
50	*****
43	Mike Manager
53	Edward Test
53	Nick Manager
53	Salina Sample
53	Samantha Sample

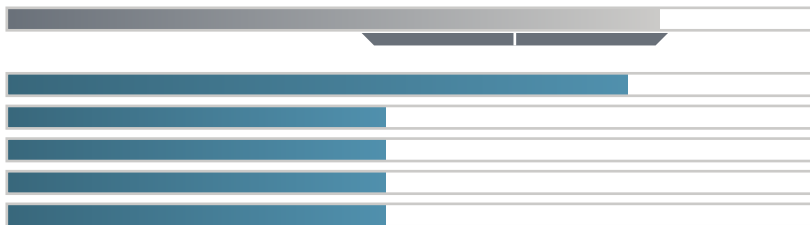**2. Time and Priority Management** - Demonstrating self control and an ability to manage time and priorities.

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

94	**Job**
65	*****
53	Mike Manager
37	Edward Test
37	Nick Manager
37	Salina Sample
37	Samantha Sample

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

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

81	**Job**
63	*****
77	Mike Manager
47	Edward Test
47	Nick Manager
47	Salina Sample
47	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . .100
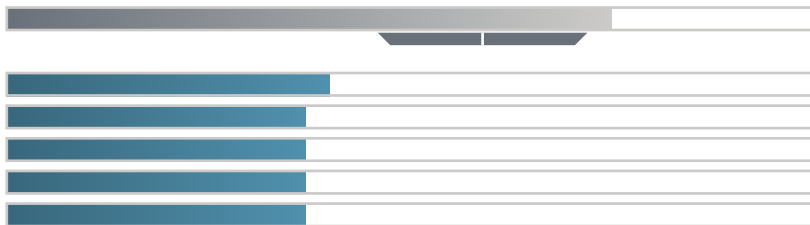
75	**Job**
59	*****
40	Mike Manager
37	Edward Test
37	Nick Manager
37	Salina Sample
37	Samantha Sample

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

Job Competencies Hierarchy

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

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

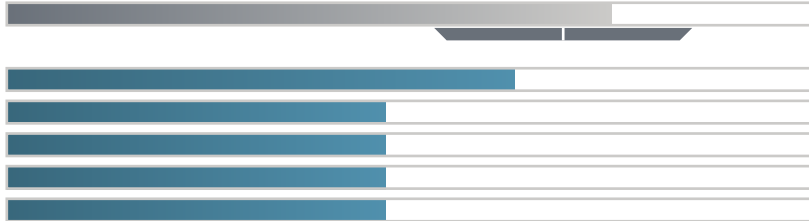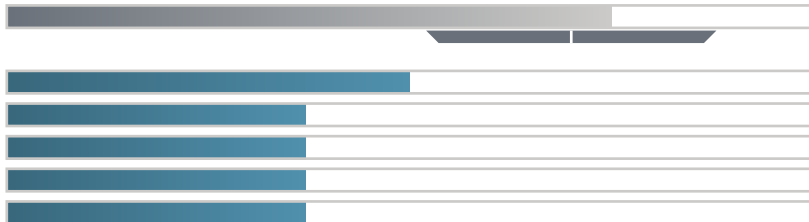|	
75	**Job**
69	*
63	Mike Manager
47	Edward Test
47	Nick Manager
47	Salina Sample
47	Samantha Sample

6. Flexibility - Agility in adapting to change.

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

75	**Job**
70	*
50	Mike Manager
37	Edward Test
37	Nick Manager
37	Salina Sample
37	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
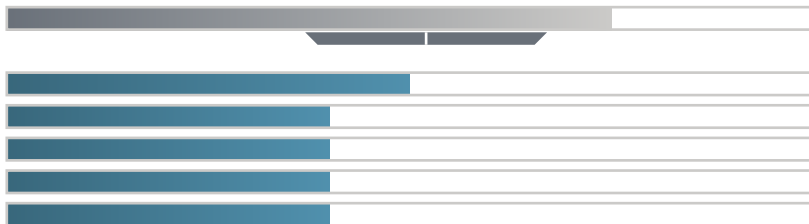
75	**Job**
52	*
50	Mike Manager
40	Edward Test
40	Nick Manager
40	Salina Sample
40	Samantha Sample

8. Teamwork - Working effectively and productively with others.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
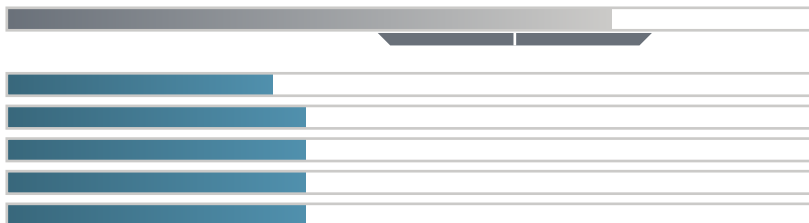
75	**Job**
63	*
33	Mike Manager
37	Edward Test
37	Nick Manager
37	Salina Sample
37	Samantha Sample

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

Job Competencies Hierarchy

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
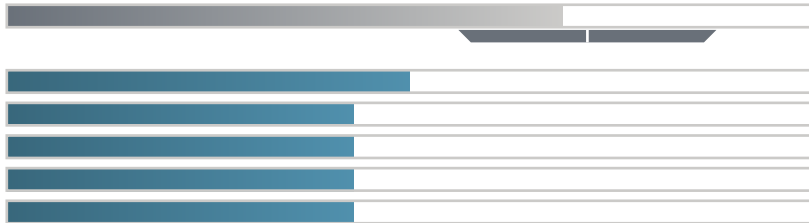
69	**Job**
72	*****
50	Mike Manager
43	Edward Test
43	Nick Manager
43	Salina Sample
43	Samantha Sample

10. Leadership - Achieving extraordinary business results through people.

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

69	**Job**
62	*****
53	Mike Manager
57	Edward Test
57	Nick Manager
57	Salina Sample
57	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
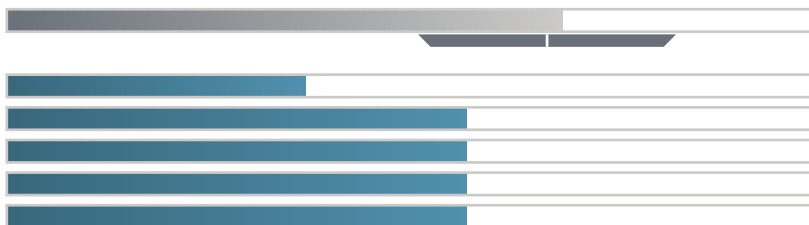
69	**Job**
67	*****
37	Mike Manager
57	Edward Test
57	Nick Manager
57	Salina Sample
57	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
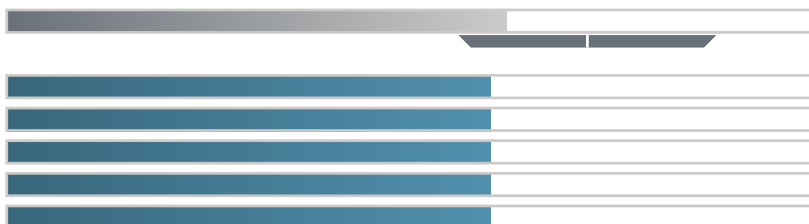
62	**Job**
72	*****
60	Mike Manager
60	Edward Test
60	Nick Manager
60	Salina Sample
60	Samantha Sample

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

Job Competencies Hierarchy

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
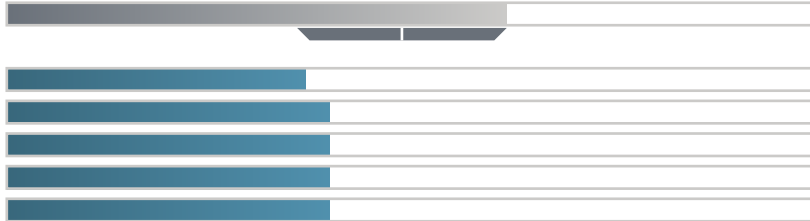
62	**Job**
49	*****
37	Mike Manager
40	Edward Test
40	Nick Manager
40	Salina Sample
40	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
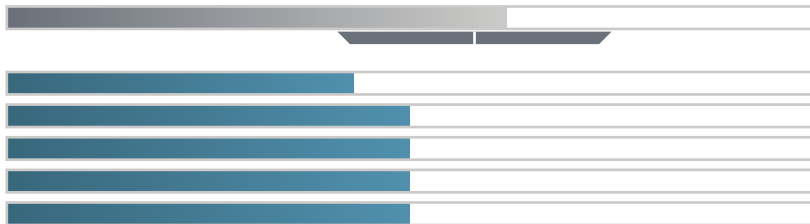
62	**Job**
58	*****
43	Mike Manager
50	Edward Test
50	Nick Manager
50	Salina Sample
50	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
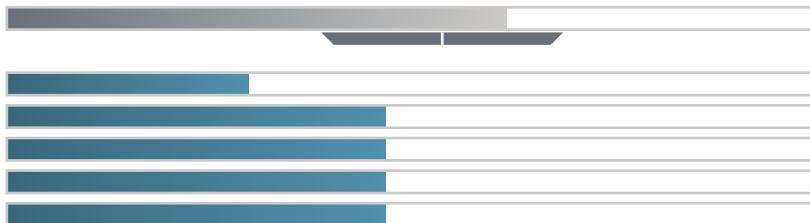
62	**Job**
54	*****
30	Mike Manager
47	Edward Test
47	Nick Manager
47	Salina Sample
47	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
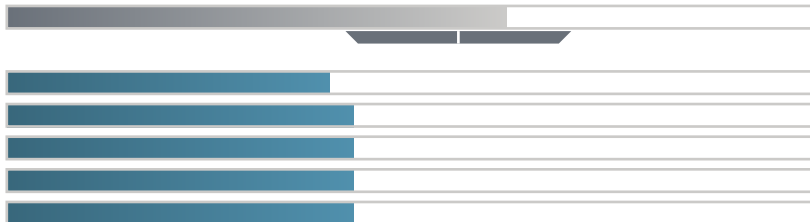
62	**Job**
56	*****
40	Mike Manager
43	Edward Test
43	Nick Manager
43	Salina Sample
43	Samantha Sample

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

Job Competencies Hierarchy

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
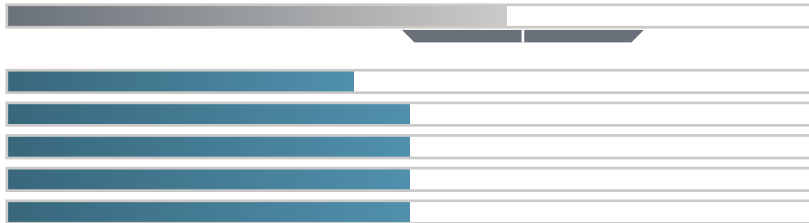
62	**Job**
64	*
43	Mike Manager
50	Edward Test
50	Nick Manager
50	Salina Sample
50	Samantha Sample

18. Conflict Management - Addressing and resolving conflict constructively.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
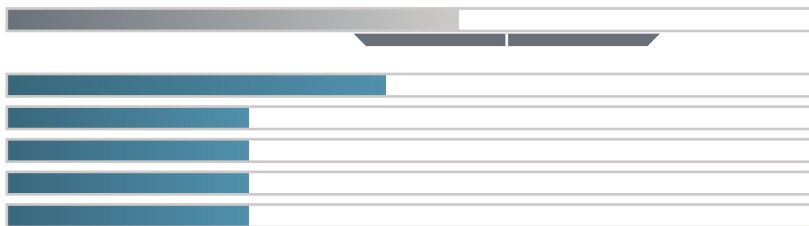
56	**Job**
62	*
47	Mike Manager
30	Edward Test
30	Nick Manager
30	Salina Sample
30	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
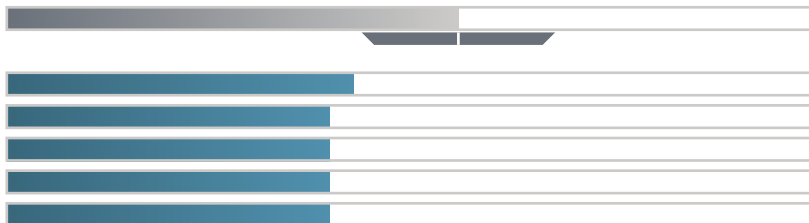
56	**Job**
56	*
43	Mike Manager
40	Edward Test
40	Nick Manager
40	Salina Sample
40	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
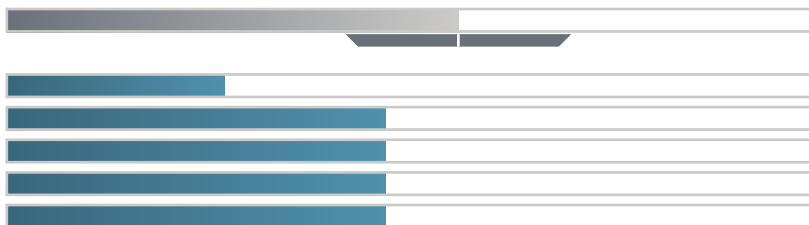
56	**Job**
56	*
27	Mike Manager
47	Edward Test
47	Nick Manager
47	Salina Sample
47	Samantha Sample

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

Job Competencies Hierarchy

21. 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

56	**Job**
71	*****
47	Mike Manager
60	Edward Test
60	Nick Manager
60	Salina Sample
60	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
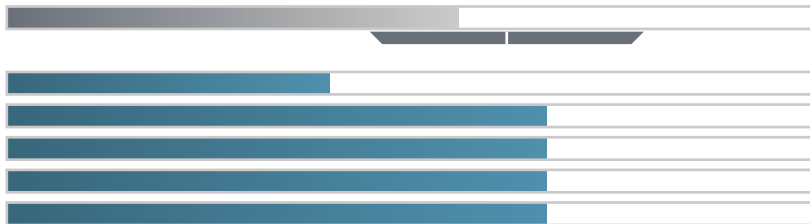
56	**Job**
62	*****
40	Mike Manager
67	Edward Test
67	Nick Manager
67	Salina Sample
67	Samantha Sample

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

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

56	**Job**
76	*****
57	Mike Manager
70	Edward Test
70	Nick Manager
70	Salina Sample
70	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
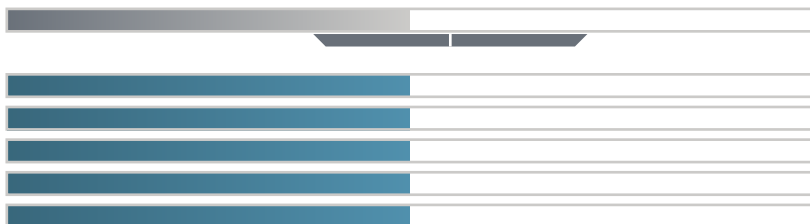
50	**Job**
55	*****
50	Mike Manager
50	Edward Test
50	Nick Manager
50	Salina Sample
50	Samantha Sample

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

Job Competencies Hierarchy

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
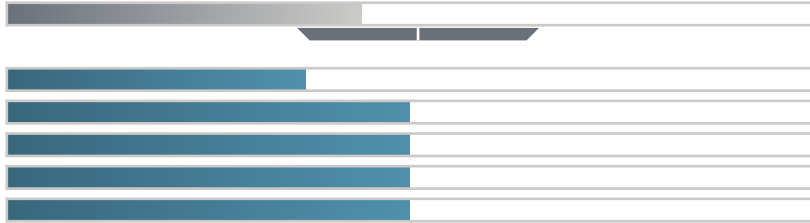
44	**Job**
51	*****
37	Mike Manager
50	Edward Test
50	Nick Manager
50	Salina Sample
50	Samantha Sample

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

Primary Driving Forces Cluster

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

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
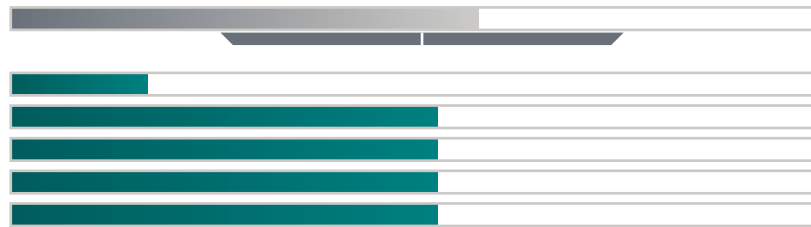
	Value	Name
	58	**Job**
	51	*****
	17	Mike Manager
	53	Edward Test
	53	Nick Manager
	53	Salina Sample
	53	Samantha Sample

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
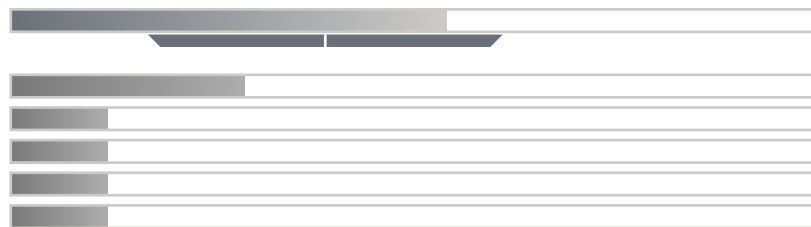
	Value	Name
	54	**Job**
	39	*****
	29	Mike Manager
	12	Edward Test
	12	Nick Manager
	12	Salina Sample
	12	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
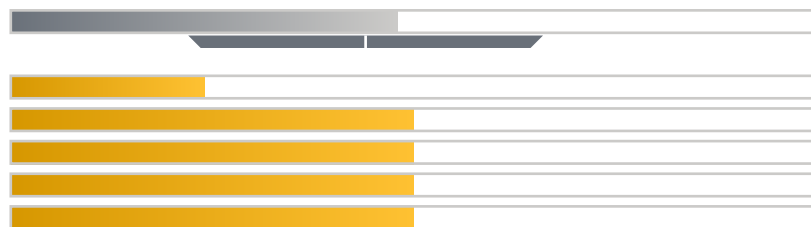
	Value	Name
	48	**Job**
	44	*****
	24	Mike Manager
	50	Edward Test
	50	Nick Manager
	50	Salina Sample
	50	Samantha Sample

4. 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
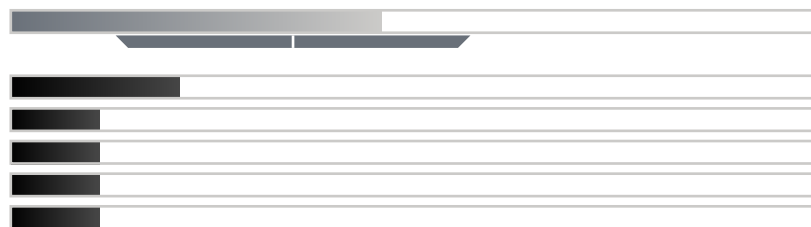
	Value	Name
	46	**Job**
	35	*****
	21	Mike Manager
	11	Edward Test
	11	Nick Manager
	11	Salina Sample
	11	Samantha Sample

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

Situational Driving Forces Cluster

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

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
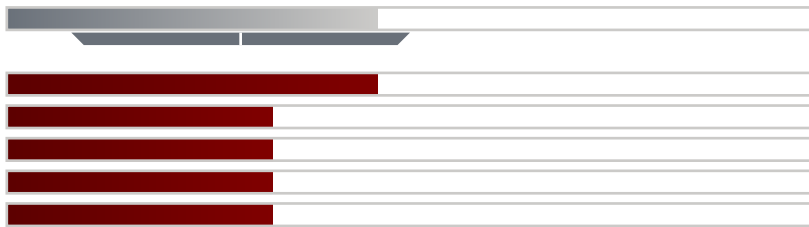
46	**Job**
29	*****
46	Mike Manager
33	Edward Test
33	Nick Manager
33	Salina Sample
33	Samantha Sample

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

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

42	**Job**
49	*****
65	Mike Manager
72	Edward Test
72	Nick Manager
72	Salina Sample
72	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
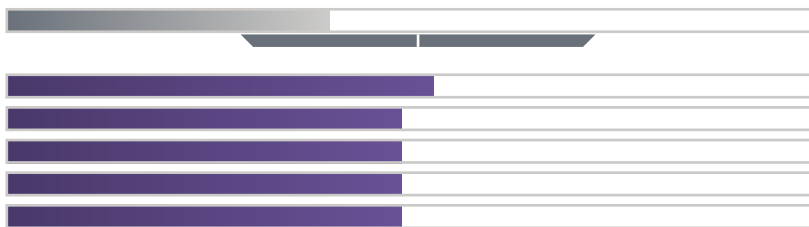
40	**Job**
51	*****
53	Mike Manager
49	Edward Test
49	Nick Manager
49	Salina Sample
49	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
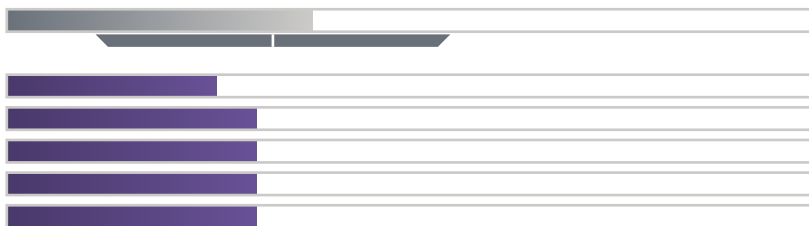
38	**Job**
33	*****
26	Mike Manager
31	Edward Test
31	Nick Manager
31	Salina Sample
31	Samantha Sample

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

Indifferent Driving Forces Cluster

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

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
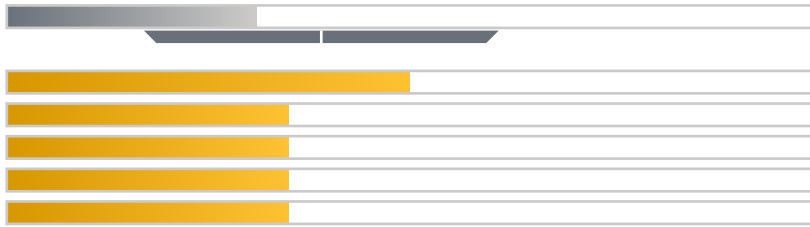
31	Job
39	*
50	Mike Manager
35	Edward Test
35	Nick Manager
35	Salina Sample
35	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
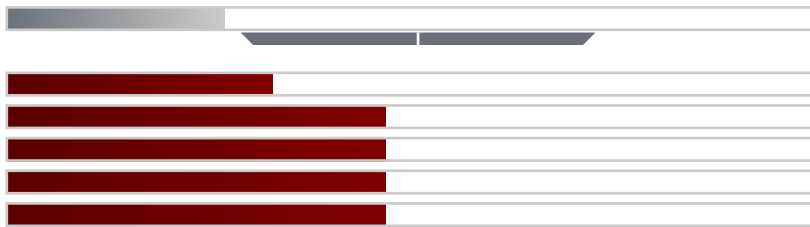
27	Job
51	*
33	Mike Manager
47	Edward Test
47	Nick Manager
47	Salina Sample
47	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
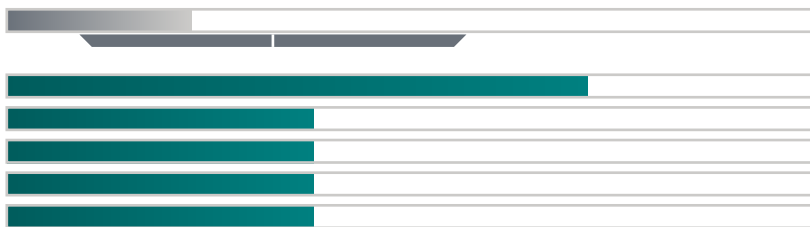
23	Job
33	*
72	Mike Manager
38	Edward Test
38	Nick Manager
38	Salina Sample
38	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
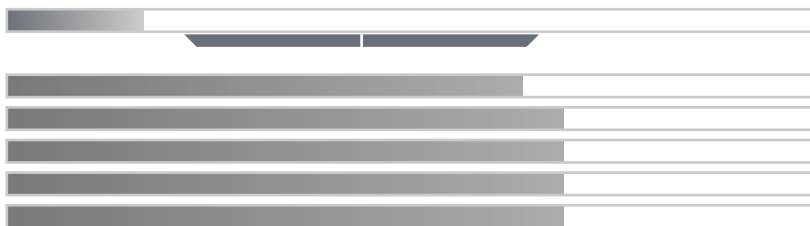
17	Job
44	*
64	Mike Manager
69	Edward Test
69	Nick Manager
69	Salina Sample
69	Samantha Sample

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

Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the job and the natural behavioral style(s) of the individual(s). The graphs are in descending order from the highest rated behavioral traits required by the job to the lowest. In comparing the results in this section, it is important to note how gaps may indicate a level of stress that could be created when a person is forced to adapt behavior that is not his/her natural style.

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
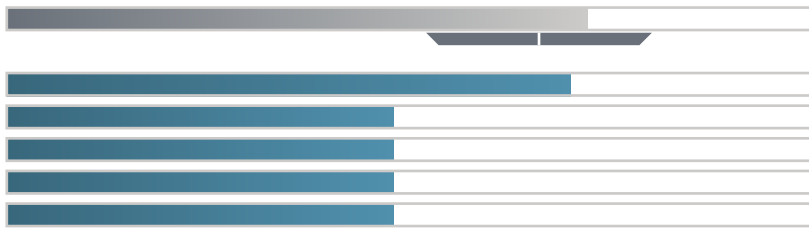
72	**Job**
66	*****
70	Mike Manager
48	Edward Test
48	Nick Manager
48	Salina Sample
48	Samantha Sample

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

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

70	**Job**
62	*****
50	Mike Manager
70	Edward Test
70	Nick Manager
70	Salina Sample
70	Samantha Sample

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.

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

65	**Job**
68	*****
60	Mike Manager
70	Edward Test
70	Nick Manager
70	Salina Sample
70	Samantha Sample

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

Behavioral Hierarchy

4. 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.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . .100
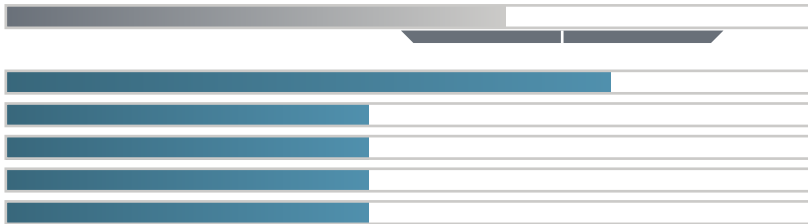
62	Job
69	*
75	Mike Manager
45	Edward Test
45	Nick Manager
45	Salina Sample
45	Samantha Sample

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.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . .100
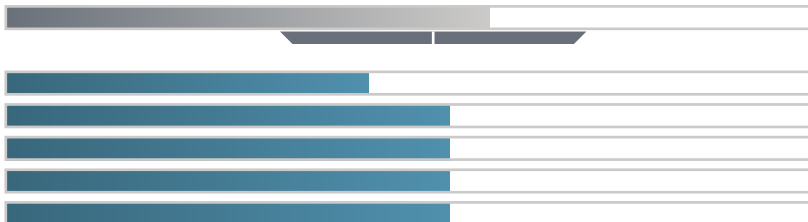
60	Job
53	*
45	Mike Manager
55	Edward Test
55	Nick Manager
55	Salina Sample
55	Samantha Sample

6. 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.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . .100
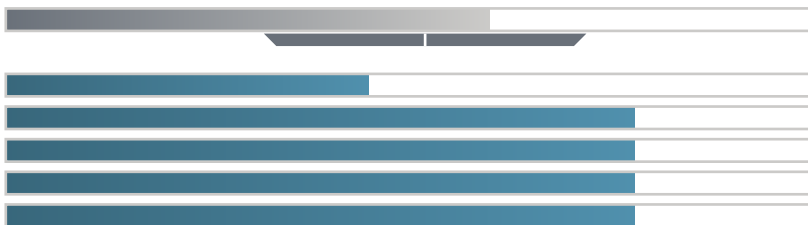
60	Job
52	*
45	Mike Manager
78	Edward Test
78	Nick Manager
78	Salina Sample
78	Samantha Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . .100
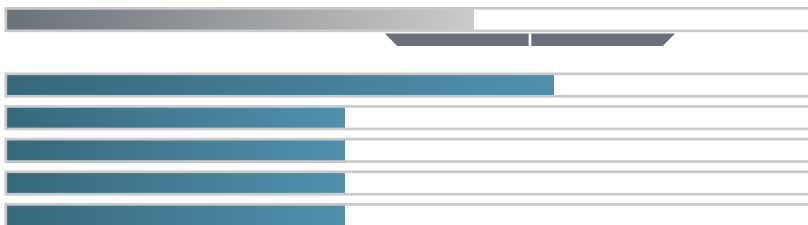
58	Job
65	*
68	Mike Manager
42	Edward Test
42	Nick Manager
42	Salina Sample
42	Samantha Sample

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

Behavioral Hierarchy

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
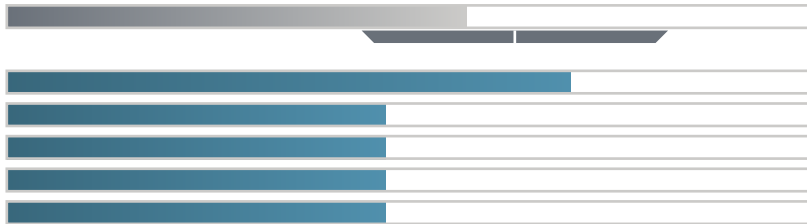
57	**Job**
63	*****
70	Mike Manager
47	Edward Test
47	Nick Manager
47	Salina Sample
47	Samantha Sample

9. 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.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
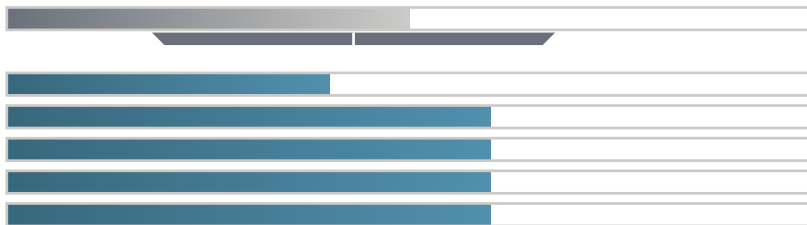
50	**Job**
43	*****
40	Mike Manager
60	Edward Test
60	Nick Manager
60	Salina Sample
60	Samantha Sample

10. 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.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
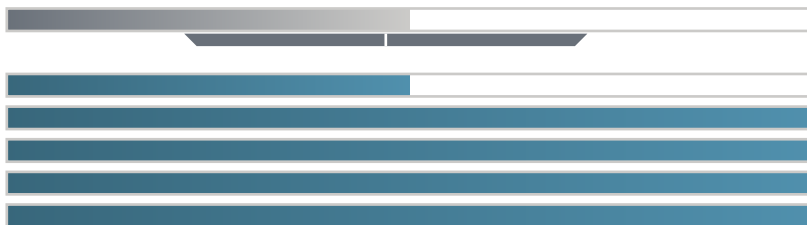
50	**Job**
47	*****
50	Mike Manager
100	Edward Test
100	Nick Manager
100	Salina Sample
100	Samantha Sample

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

11. 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.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
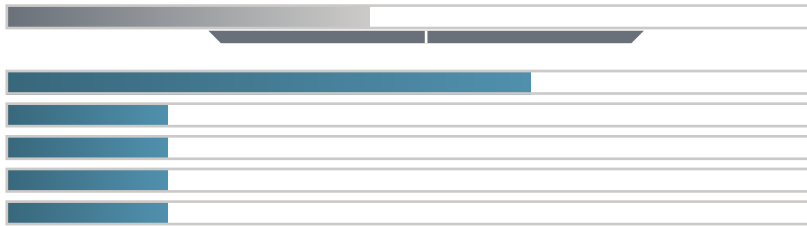
45	**Job**
52	*****
65	Mike Manager
20	Edward Test
20	Nick Manager
20	Salina Sample
20	Samantha Sample

12. 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.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
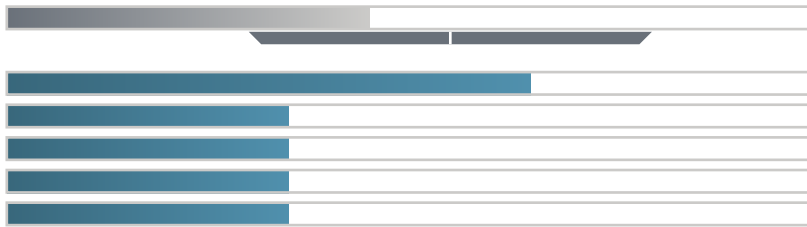
45	**Job**
55	*****
65	Mike Manager
35	Edward Test
35	Nick Manager
35	Salina Sample
35	Samantha Sample

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

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. Decision Making: Analyzing all aspects of a situation to make consistently sound and timely decisions.
   - Demonstrates an ability to make thorough decisions in a timely manner.
   - Gathers relevant input and develops a rationale for making decisions.
   - Evaluates the impact or consequences of decisions before making them.
   - Acts decisively once all aspects have been analyzed.
   - Focuses on timely decisions after the situations have been completely diagnosed.
   - Willing to update decisions if more information becomes available.
   - Provides a rationale for decisions when necessary.
   - Systematically analyzes information before making a decision.
   - Looks at all aspects of a situation including historical components.
   - Asks the right questions rather than making assumptions to produce a timely decision.

2. Time and Priority Management: Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.
   - Effectively manages difficulties and delays to complete tasks on time.
   - Effectively manages time and priorities to meet deadlines.
   - Presents completed tasks on or before the deadline.
   - Demonstrates an ability to maintain deadlines in the midst of crisis.
   - Strives to improve prioritization.
   - Balances timelines and desired outcomes.
   - Takes initiative and prioritizes tasks to stay on schedule.
   - Accepts responsibility for deadlines and results.
   - Creates an environment conducive to effectiveness.
   - Reduces the amount of time spent on non-priorities.

Summary of Top Competencies

3. 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.

4. Conceptual Thinking: Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.
   - Demonstrates the ability to identify patterns, themes or connections not noticed by others.
   - Gathers hypothetical or abstract concepts to formulate new insights.
   - Evaluates many patterns to formulate connections.
   - Recognizes unique or unusual perspectives.
   - Envisions hypothetical situations to formulate new concepts.
   - Utilizes patterns to develop new ways to process information.
   - Observes and analyzes data to create new methods, techniques or processes.
   - Sees new possibilities by dissecting the situation and examining the parts.
   - Integrates issues and factors into a practical framework.
   - Understands a situation or problem by identifying patterns or connections, to address key underlying issues.

5. 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.

Summary of Top Competencies

6. 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.

7. Planning and Organizing: Establishing courses of action to ensure that work is completed effectively.
   - Works effectively within established systems.
   - Utilizes logical, practical and efficient approaches.
   - Prioritizes tasks for optimum productivity.
   - Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
   - Anticipates probable effects, outcomes and risks.
   - Develops contingency plans to minimize waste, error and risk.
   - Allocates, adjusts and manages resources according to priorities.
   - Monitors implementation of plans and makes adjustments as needed.
   - Establishes action plans to ensure desired results.
   - Allows for practical, systematic and organized conclusions.

Driving Forces Feedback

This section 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. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.

1. Intentional
    -   This position is driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

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

3. Resourceful
    -   This position is driven by practical results, maximizing both efficiency and returns for your investments of time, talent, energy and resources.

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

Behavioral Feedback

This section clarifies the nature of the behavioral traits demanded by the job. Feedback is provided on the three most highly ranked traits. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.

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

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

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. 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.