TriMetrix® DNA
Multiple Respondent Job Report

Job Benchmark-Development
Director, Business Development
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THE
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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® DNA Job benchmarking process. The result is an evaluative report that analyzes a total of 49 separate areas, presented in three sections:

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 each area 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.

Introduction

Summary Of Top Competencies

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.

Job Competency 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 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.

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
				▓▓▓

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.

| Competency	Value
Customer Focus	93
Personal Accountability	90
Planning and Organizing	83
Goal Orientation	82
Influencing Others	82
Interpersonal Skills	81
Negotiation	79
Time and Priority Management	77
Teamwork	74
Resiliency	71
Project Management	69
Self Starting	66
Leadership	65
Conflict Management	63
Flexibility	63
Futuristic Thinking	60
Problem Solving	59
Diplomacy	58
Continuous Learning	58
Decision Making	57
Appreciating Others	52
Understanding Others	49
Conceptual Thinking	47
Employee Development/Coaching	43
Creativity and Innovation	35

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.

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

94

69*
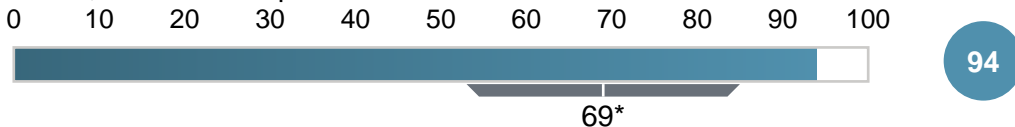
2. Personal Accountability - A measure of the capacity to be answerable for personal actions.

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

91

67*
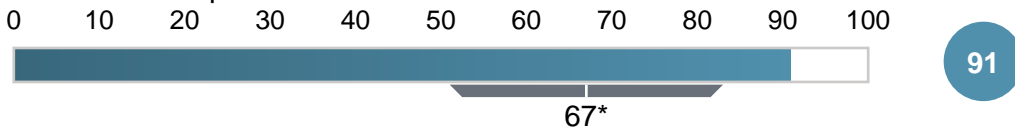
3. Planning and Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.
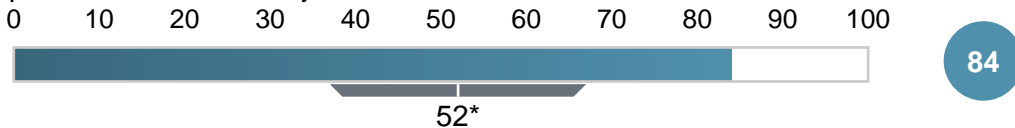
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

84

52*

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

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

83

72*

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

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

83

58*

6. 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 |

82

71*
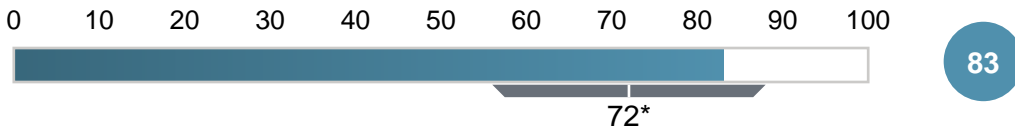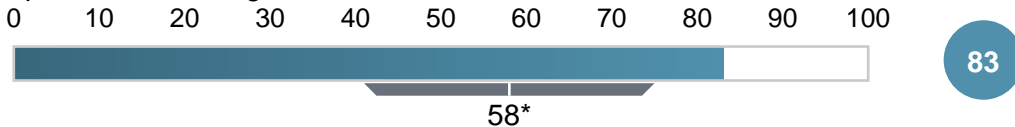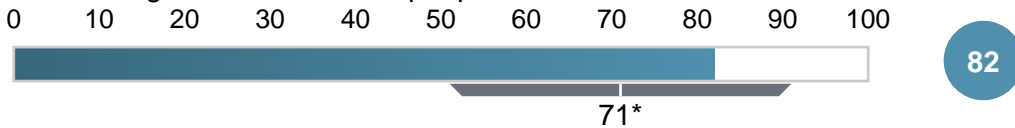
* 68% of the population falls within the shaded area.

Job Competencies Hierarchy

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

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

80

51*
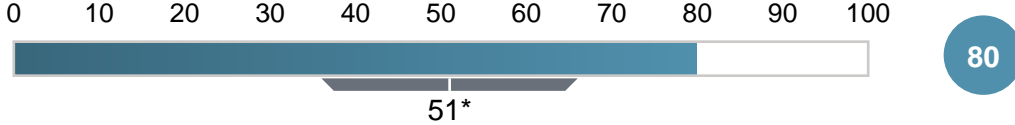
8. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.

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

78

65*
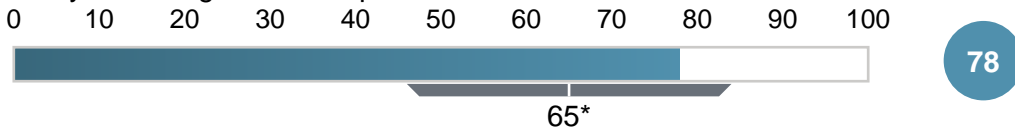
9. Teamwork - Working effectively and productively with others.

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

75

63*
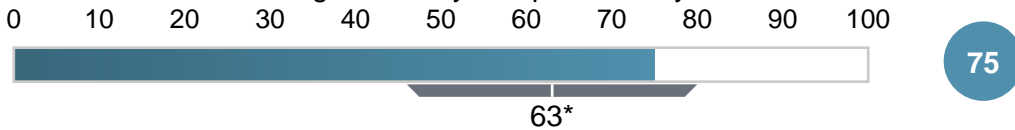
10. Resiliency - The ability to quickly recover from adversity.

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

72

63*
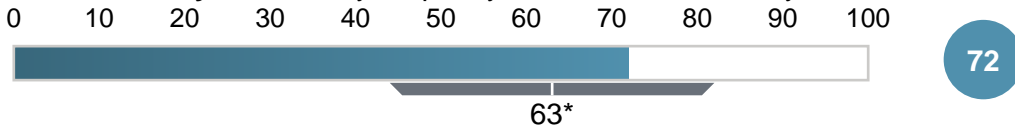
11. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.

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

70

56*
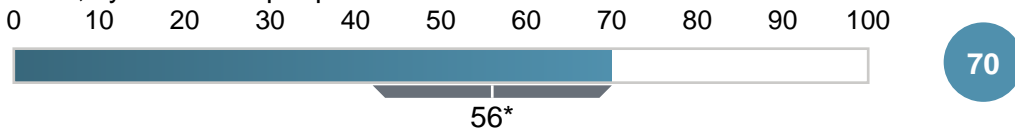
12. Self Starting - Demonstrating initiative and willingness to begin working.

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

67

64*
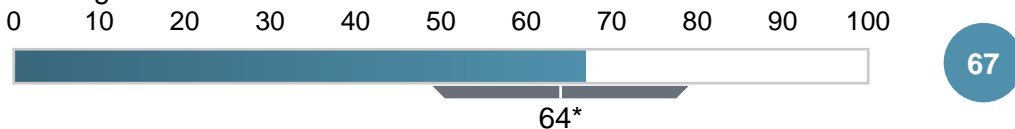
13. Leadership - Achieving extraordinary business results through people.

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

66

62*

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

6
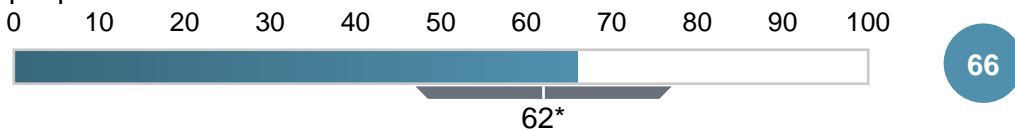
Job Competencies Hierarchy

14. Conflict Management - Addressing and resolving conflict constructively.

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

64

62*
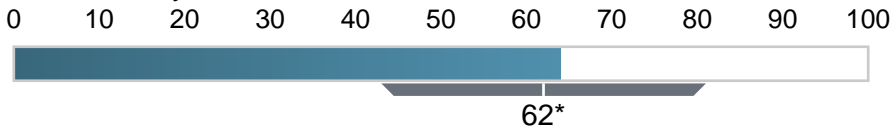
15. Flexibility - Agility in adapting to change.

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

64

70*
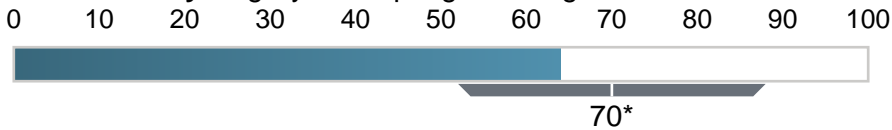
16. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.

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

61

49*
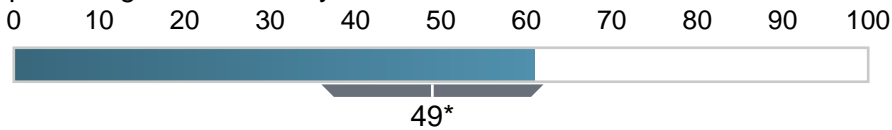
17. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.

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

60

54*
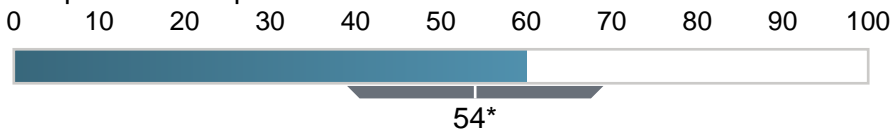
18. Diplomacy - The ability to treat others fairly, regardless of personal biases or beliefs.

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

59

56*

19. 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 |

59

62*

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

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

58

50*

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

Job Competencies Hierarchy

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

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

53

55*

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

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

50

76*

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

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

48

59*

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

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

44

72*

25. 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 |

36

56*

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

8

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. 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

58

29*

2. 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

58

51*

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

56

44*

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

45

35*

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. 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

44

33*

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

43

49*

7. 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

40

44*

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

0	10	20	30	40	50	60	70	80	90	100

37

51*

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.

0	10	20	30	40	50	60	70	80	90	100

34

39*

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

0	10	20	30	40	50	60	70	80	90	100

25

33*

11. 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

22

39*

12. 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

20

51*

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. 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 |

85

62*

2. 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 |

75

68*

3. 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 |

74

53*

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.

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

70

52*

5. 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 |

64

66*

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

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.

0   10   20   30   40   50   60   70   80   90   100

52

43*

7. 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

48

47*

8. 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

48

65*

9. 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

48

69*

10. 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

41

63*

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.

0   10   20   30   40   50   60   70   80   90   100

30

55*

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

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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0    10    20    30    40    50    60    70    80    90    100
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26

52*

WB: 51-86-40-34 (14)
* 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. 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.

Summary of Top Competencies

3. 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.

4. 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.

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. 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.

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.

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

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

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

4. Collaborative
   - You are driven by being in a supporting role and contributing with little need for individual recognition.

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. 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.

3. 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.

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.

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.

Job Competency Questions

3. Planning and Organizing: Establishing courses of action to ensure that work is completed effectively.
    - Describe the most complex assignment or project you've worked on.
    - What actions did you take before starting the assignment or project?
    - What were the most challenging aspects of the assignment or project?
    - How did you determine what steps needed to be taken to complete it?
    - How did you determine what resources were needed?
    - What obstacles did you encounter that you didn't anticipate?
    - What could you have done differently?
    - Describe a situation when your planning and preparation was a major factor in the success of a project.
    - Describe a work situation where lack of planning and organizing had a negative effect.
    - Give me an example of when you were acknowledged for your attention to detail.

4. 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.

Job Competency Questions

5. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.
   - Describe a situation where you were able to convince others to your way of thinking.
   - How did you do it?
   - Describe a situation when the only way you could accomplish a goal was to get buy-in from others.
   - What obstacles did you have in obtaining their buy-in?
   - How did you overcome them?
   - What was the outcome?
   - Give me an example of when you were able to facilitate a dramatic shift in the thinking, actions or beliefs of others.
   - What techniques or methods did you use?
   - Give me an example of a situation when you were acknowledged for your ability to get others to say yes.
   - Describe a situation when you accomplished something significant as a result of your persuasive ability.

6. 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.

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.

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. 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?

2. Intentional: People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.
   - Is there such a thing as too much customer service? Why?
   - Under what circumstances would you help an employee develop or advance?
   - Tell me how you would handle an account or client who had continuous issues with your product, yet showed no promise of future business.
   - How do you feel about the phrase: "It's not personal, it's just business."?

3. 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?

4. 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.

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. 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?

3. 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.
   - 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.

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?

Job Competency Composite

	HIERARCHY	C	R1	R2	R3	R4
1	Customer Focus	94	75	100	100	100
2	Personal Accountability	91	69	94	100	100
3	Planning and Organizing	84	75	81	81	100
4	Goal Orientation	83	69	75	100	88
5	Influencing Others	83	62	81	94	94
6	Interpersonal Skills	82	56	88	94	88
7	Negotiation	80	44	81	100	94
8	Time and Priority Management	78	94	69	81	69
9	Teamwork	75	75	69	75	81
10	Resiliency	72	81	69	69	69
11	Project Management	70	62	75	69	75
12	Self Starting	67	62	75	69	62
13	Leadership	66	69	62	69	62
14	Conflict Management	64	56	62	69	69
15	Flexibility	64	75	50	62	69
16	Futuristic Thinking	61	62	56	69	56
17	Problem Solving	60	62	62	62	56
18	Diplomacy	59	56	69	56	56
19	Continuous Learning	59	56	69	50	62
20	Decision Making	58	94	50	38	50
21	Appreciating Others	53	50	62	62	38
22	Understanding Others	50	56	56	44	44
23	Conceptual Thinking	48	75	44	31	44
24	Employee Development/Coaching	44	62	38	38	38
25	Creativity and Innovation	36	56	25	38	25

Driving Forces Composite

	DRIVING FORCES	C	R1	R2	R3	R4
1	Instinctive	58	46	58	62	65
2	Intentional	58	58	67	58	50
3	Resourceful	56	48	58	58	62
4	Collaborative	45	46	58	44	33
5	Harmonious	44	38	54	71	12
6	Commanding	43	42	33	44	52
7	Receptive	40	17	56	21	67
8	Objective	37	40	27	8	73
9	Structured	34	54	19	56	8
10	Altruistic	25	23	23	23	31
11	Selfless	22	31	19	23	17
12	Intellectual	20	27	21	21	10

Behaviors Composite

	BEHAVIORS	C	R1	R2	R3	R4
1	Frequent Interaction with Others	85	70	90	90	90
2	People Oriented	75	65	80	80	75
3	Versatility	74	60	75	75	85
4	Frequent Change	70	60	72	68	78
5	Customer Relations	64	72	58	72	52
6	Urgency	52	50	50	45	65
7	Competitiveness	48	50	50	40	50
8	Consistency	48	58	42	52	38
9	Following Policy	48	62	42	55	35
10	Follow Up and Follow Through	41	57	37	40	30
11	Analysis of Data	30	45	25	25	25
12	Organized Workplace	26	45	20	25	15

Respondent Key

R1: JACOB BROWN
R2: BRENT SNOW
R3: CARLA SNELL
R4: TIM SALAS