TriMetrix® HD
Job Report

Subject Matter Expert (SME) #3
Account Manager
Sample Co.
5-15-2012

Your Address Here
Your Phone Number Here
Your Email Address Here

company

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 55 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics

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.

Rewards/Culture Hierarchy (6 Areas)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

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.

Rewards/Culture Feedback

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

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.

Rewards/Culture Interview Questions

This section contains suggested interview questions that pertain specifically to the rewards/culture 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.

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.

HIERARCHY OF COMPETENCIES	
1	Diplomacy & Tact
2	Customer Focus
3	Flexibility
4	Interpersonal Skills
5	Written Communication
6	Empathy
7	Problem Solving Ability
8	Teamwork
9	Decision Making
10	Self-Management
11	Continuous Learning
12	Negotiation
13	Personal Accountability
14	Employee Development/Coaching
15	Persuasion
16	Understanding & Evaluating Others
17	Creativity
18	Goal Achievement
19	Presenting
20	Resiliency
21	Conceptual Thinking
22	Futuristic Thinking
23	Planning & Organizing
24	Conflict Management
25	Leadership

■ Very Important   ■ Important   ■ Somewhat Important   ☐ Not Important

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.9*

10.0
VI

2. Customer Focus - A commitment to customer satisfaction.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.3*

9.4
VI

3. Flexibility - Agility in adapting to change.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.6*

9.4
VI

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.8*

9.4
VI

5. Written Communication - Writing clearly, succinctly and understandably.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.4*

9.4
VI

6. Empathy - Identifying with and caring about others.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.6*

8.8
IMP

7. Problem Solving Ability - Anticipating, analyzing, diagnosing, and resolving problems.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.5*

8.8
IMP

The following scale is used throughout the report.

0 - 4.9	=	NOT IMPORTANT TO JOB
5.0 - 6.9	=	SOMEWHAT IMPORTANT
7.0 - 8.9	=	IMPORTANT
9.0 - 10	=	VERY IMPORTANT

Please note that the population means and standard deviations shown are based on the entire population and are not job/position specific.
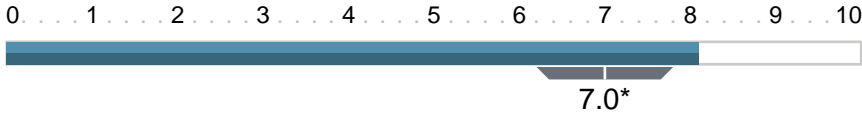* 68% of the population falls within the shaded area.

Job Competencies Hierarchy

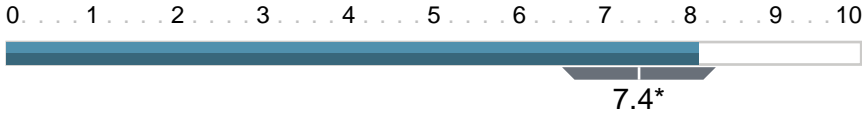**8. Teamwork** - Working effectively and productively with others.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.8
IMP

6.3*
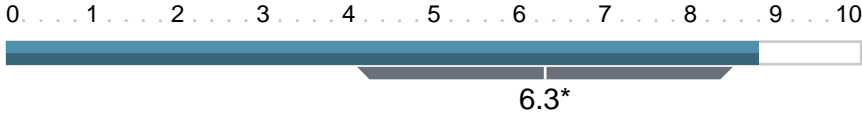
9. Decision Making - Utilizing effective processes to make decisions.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.1
IMP

7.0*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.1
IMP

7.4*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.5
IMP

6.1*
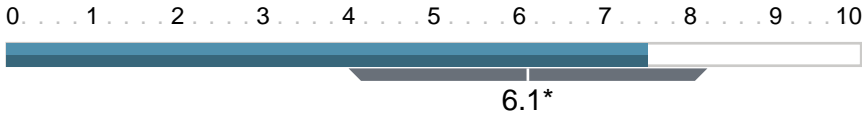
12. Negotiation - Facilitating agreements between two or more parties.

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6.9
SWI

3.8*
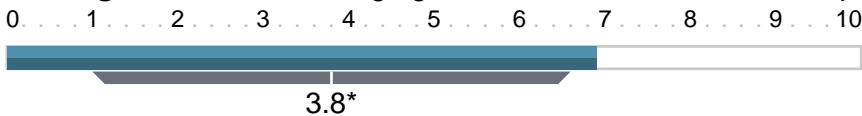
13. Personal Accountability - A measure of the capacity to be answerable for personal actions.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.9
SWI

7.2*
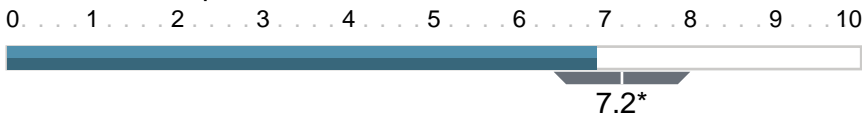
14. Employee Development/Coaching - Facilitating and supporting the professional growth of others.

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6.2
SWI

6.8*
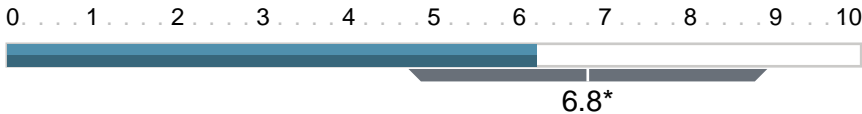
15. Persuasion - Convincing others to change the way they think, believe or behave.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.2
SWI

5.5*
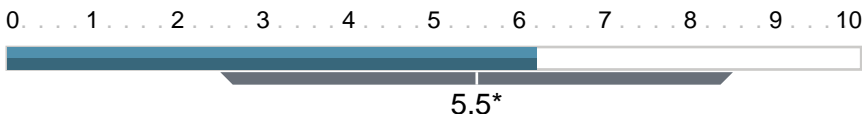
* 68% of the population falls within the shaded area.

Job Competencies Hierarchy

16. Understanding & Evaluating Others - The capacity to perceive and understand the feelings and attitudes of others.

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5.6
SWI

8.1*
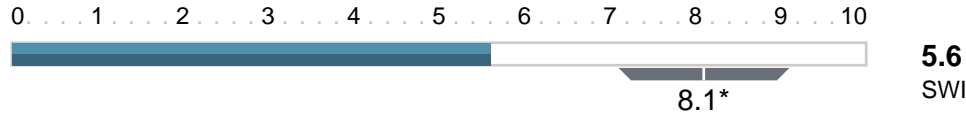
17. Creativity - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

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5.0
SWI

4.8*
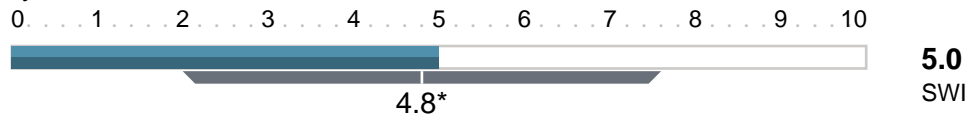
18. Goal Achievement - The ability to identify and prioritize activities that lead to a goal.

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5.0
SWI

6.8*
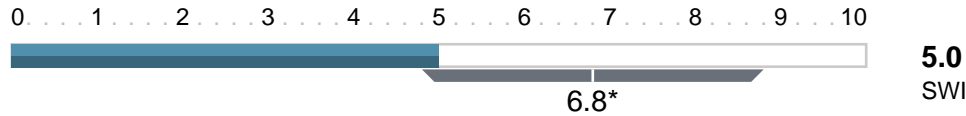
19. Presenting - Communicating effectively to groups.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

4.4
NI

6.1*
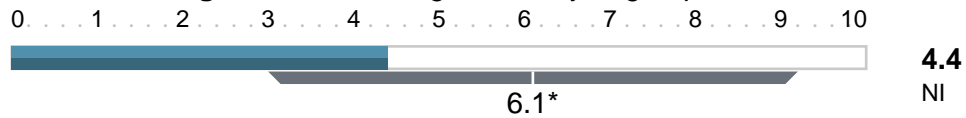
20. Resiliency - The ability to quickly recover from adversity.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

4.4
NI

7.2*
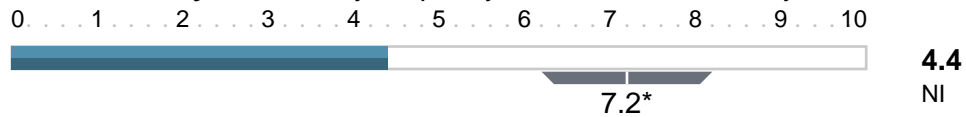
21. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.

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3.8
NI

7.3*
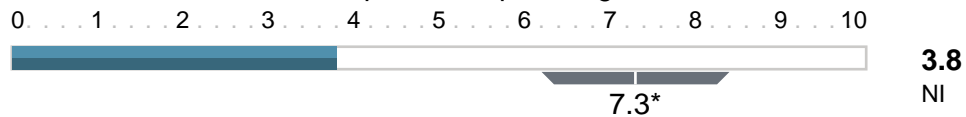
22. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.8
NI

2.8*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.1
NI

4.8*

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

Job Competencies Hierarchy

24. Conflict Management - Addressing and resolving conflict constructively.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

2.5
NI

5.2*

25. Leadership - Achieving extraordinary business results through people.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

0.0
NI

6.1*
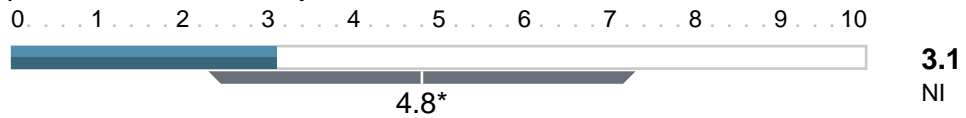
* 68% of the population falls within the shaded area.

Organizational Rewards/Culture Hierarchy

This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.

1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . 10

10.0

6.0*

2. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . 10

9.0

5.8*

3. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . 10

8.0

4.5*

4. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . 10

5.0

4.7*

5. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . 10

3.0

3.3*
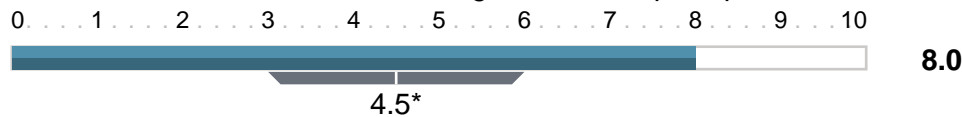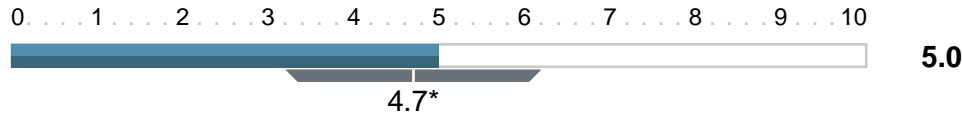
6. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . 10

3.0

5.7*

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

9

Job Rewards/Culture Hierarchy

This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.

1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

8.4

5.8*

2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.2

6.0*

3. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.6

5.7*

4. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.2

4.7*

5. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.2

4.5*

6. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

2.8

3.3*

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

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.

This position is requiring the incumbent to be ALL THINGS TO ALL PEOPLE. Please re-evaluate the position and key accountabilities in order to design a job that is realistic in order for a person to be successful. This position is currently designed in such a way that it will bring job stress, job dissatisfaction and frustration to any incumbent. This will lead to increased turnover and decreased productivity in the position.

If it is not possible to redesign the position, please be aware of the managerial challenges the organization may experience. Based on the incumbent's behavioral style, the organization will need to make modifications to the communication flow and activity levels of the position. Please review the incumbent's behavioral report for ideas.

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.

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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8.0

6.2*

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.

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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8.0

6.8*

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

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7.2

6.6*
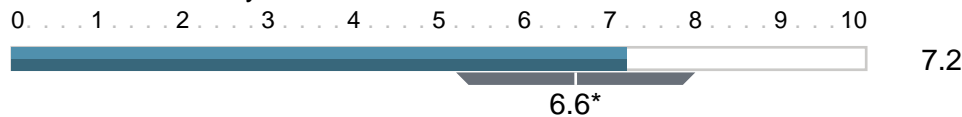
4. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.

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7.0

4.7*
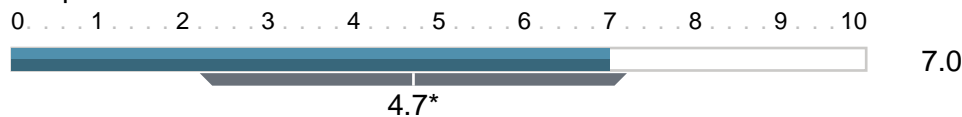
5. Frequent Change - The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished and easily move on to new tasks with little or no notice.

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6.2

5.2*
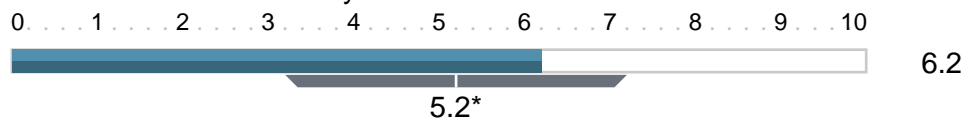
6. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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6.2

6.9*

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

Behavioral Hierarchy

7. 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.

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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6.0

5.3*
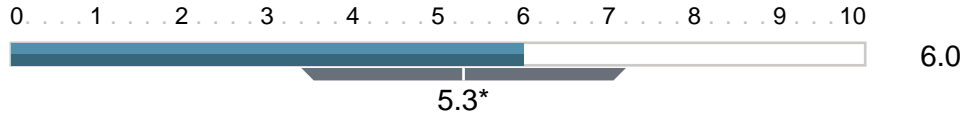
8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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6.0

6.3*
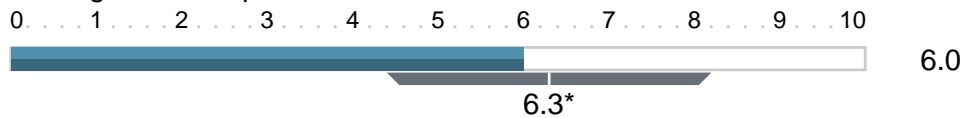
9. Consistency - The job requires the ability to do the job the same way on a repeated basis.

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5.5

6.5*
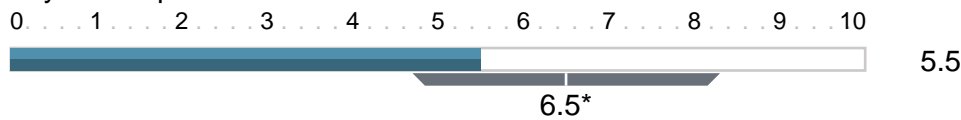
10. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.

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5.0

4.3*
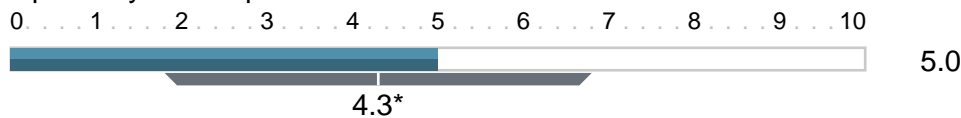
11. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.

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4.0

5.2*
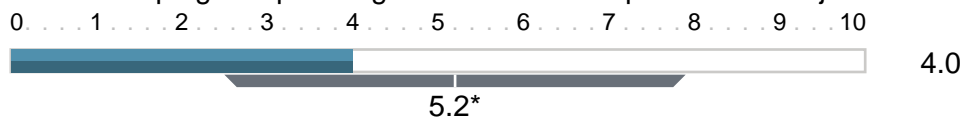
12. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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4.0

5.5*
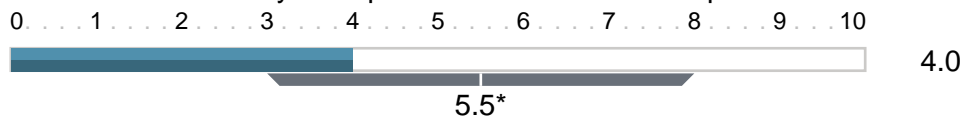
WB: 64-78-62-51 (00)
* 68% of the population falls within the shaded area.

Your Phone Number Here
Your Email Address Here

Account Manager

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Acumen Indicators

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

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

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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9.5

8.1*

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

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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8.5

8.0*

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

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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7.0

8.0*

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

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0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
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6.5

7.8*

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-        o        +
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Acumen Indicators

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

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.5

7.8*

-          o   +

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. Diplomacy & Tact: The ability to treat others fairly, regardless of personal biases or beliefs.
   - Maintains positive relationships with others through treating them fairly
   - Demonstrates respect for others
   - Understands and values differences between people
   - Respects diversity in race, national origin, religion, gender, life style, age and disability.

2. Customer Focus: A commitment to customer satisfaction.
   - Consistently places a high value on customers and all issues related to customers
   - Objectively listens to, understands and represents customer feedback
   - Anticipates customer needs and develops appropriate solutions
   - Meets all promises and commitments made to customers

3. Flexibility: Agility in adapting to change.
   - Responds promptly to shifts in direction, priorities and schedules.
   - Demonstrates agility in accepting new ideas, approaches and/or methods.
   - Effective in juggling multiple priorities and tasks.
   - Modifies methods or strategies to fit changing circumstances.
   - Adapts personal style to work with different people.
   - Maintains productivity during transitions, even in the midst of chaos.
   - Embraces and/or champions change.

Summary of Top Competencies

4. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.
   - Strives for self-awareness.
   - 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.
   - Sensitive to diversity issues.
   - Develops and maintains relationships with many different kinds of people regardless of cultural differences.

5. Written Communication: Writing clearly, succinctly and understandably.
   - Writes in ways that make abstract concepts, issues and information clear and understandable.
   - Utilizes a wide range of appropriate writing techniques and methods.
   - Succinctly presents objective or subjective viewpoints and arguments.
   - Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions.
   - Determines what information needs to be communicated.
   - Skillfully utilizes written language to convey key messages and meaning.
   - Effectively involves readers in the material.
   - Adjusts writing style to specific audiences as needed.

6. Empathy: Identifying with and caring about others.
   - Demonstrates genuine concern for others.
   - Respects and values people.
   - Perceives and is sensitive to the emotions people experience.
   - Expends considerable effort to understand the real needs, concerns and feelings of others.
   - Advocates for the interests, needs and wants of others.
   - Demonstrates cross-cultural sensitivity and understanding.
   - Takes personal and/or professional risks for the sake of others.

Summary of Top Competencies

7. Problem Solving Ability: Anticipating, analyzing, diagnosing, and resolving problems.
   - Anticipates, identifies and resolves problems or obstacles.
   - Utilizes logic and systematic processes to analyze and solve problems.
   - Defines the causes, effects, impact and scope of problems.
   - Identifies the multiple components of problems and their relationships.
   - Prioritizes steps to solution.
   - Develops criteria for optimum solutions.
   - Evaluates the potential impact of possible solutions and selects the best one.

Job Rewards/Culture Feedback

This section provides a brief description of the top three Job Rewards for this position. These rewards are listed in hierarchical order, with the most important listed at the top.

1. Theoretical
   - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

2. Utilitarian/Economic
   - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

3. Social
   - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

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

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. Diplomacy & Tact: The ability to treat others fairly, regardless of personal biases or beliefs.
   - Give me an example of a time when you had to exhibit diplomacy while under pressure on the job. How did you do that?
   - Give me an example of a time when you or someone you know set aside their personal agenda for the sake of larger, business-oriented issues? What did you think of that?
   - How do you identify key stakeholders in a relationship? Give me an example of a time when you not only identified them but also maintained a positive relationship with a diverse group of people at all levels of an organization.
   - Give me an example of a time when you overcame internal resistance or "politics" to an idea or project. How did you go about doing that?
   - Is there ever a time when your personal agenda should supersede the needs of your organization? If so, when?
   - Describe the most politically sensitive situation in which you ever found yourself. What were the three things you did to ensure that you maintained your position in that situation without offending anyone?

2. Customer Focus: A commitment to customer satisfaction.
   - Give me an example of a time when you knew the customer was wrong but you had to accommodate their wishes. How did you handle it? What did you say? What did you do? How did you feel about it?
   - Tell me about a situation where you were able to anticipate a customer's needs before the customer even brought up what they wanted.
   - Describe a situation where you went over and above what was expected to exceed a customer's expectations. How did you feel about that? How comfortable would you feel about doing that regularly?
   - In your view, what makes some customers more valuable than others? Should all customers be treated the same?
   - Give me an example of when you had to go the extra mile to meet a commitment that someone else had made to a customer. What, specifically, did you do? How did you feel about having to meet a commitment made by someone else?
   - Is there ever a time when a customer who is in error should be confronted? If so, give me an example of when that would be and how you would do that.

3. Flexibility: Agility in adapting to change.
- 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 activity at work.
- How did you handle it?
- Describe a situation when you were the author or architect of a change.
- What were the barriers to implementing the change and how did you get beyond them?
- How did you get buy-in from 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 given special recognition or acknowledgement for your ability to adapt quickly to a change.

4. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.
- Describe the most difficult working relationship you've had with an individual.
- What specific actions did you take to improve the relationship?
- What was the outcome?
- Describe the types of people you get along with best 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 your relationship with the people you work with.
- 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 cultural differences.
- Describe how your ability to communicate effectively and build relationships with many different types of people has contributed to one of your greatest accomplishments.

Job Competency Questions

5. Written Communication: Writing clearly, succinctly and understandably.
   - Give me an example of something you wrote that was effective in achieving a communication goal.
   - What were the challenges in writing it?
   - Give me an example of when you adapted your writing to your reader(s).
   - How did you adapt your writing?
   - How do you know when something you've written has achieved its communication goal?
   - Describe the most difficult writing challenge you've had.
   - How did you meet it?
   - Tell me about any experiences you've had with publishing your writing.
   - Do you have any examples of writing that demonstrate your ability to write effectively?
   - Give me an example of when you were given special recognition or acknowledgement for your ability to write a business document such as a proposal, report, newsletter or article.
   - Describe a situation when your editing improved the effectiveness of someone else's writing.

6. Empathy: Identifying with and caring about others.
   - Give me an example of when you identified with someone else's difficulties at work.
   - What, if anything, did you do to help them?
   - Give me an example of a time when a company policy or action hurt people.
   - What, if anything, did you do to mitigate the negative consequences to people?
   - Give me an example of when you went out of your way to help someone.
   - What were your thoughts and feelings about that situation?
   - Give me an example of when you had to make a decision in favor of your own self-interest or someone else's.
   - What were your thoughts and feelings?
   - What did you do?
   - What positive contributions have you made to your community or society?
   - Give me an example of when you were given special recognition or acknowledgement for your contributions to the disadvantaged.
   - Describe a situation when you were criticized for being too concerned about the difficulties of others.

Job Competency Questions

7. Problem Solving Ability: Anticipating, analyzing, diagnosing, and resolving problems.
   - Describe a situation when you anticipated a problem.
   - What, if anything, did you do about it?
   - Give me an example of when your diagnosis of a problem proved to be correct.
   - What approach did you take to diagnose the problem?
   - What was the outcome?
   - Describe the most difficult work problem you've ever encountered.
   - What made it difficult?
   - What steps did you take towards developing a solution?
   - What factors did you consider in evaluating solutions?
   - What solution was implemented and how successful was it in solving the problem?

Job Rewards/Culture 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 assure that all candidates are asked the same questions.

1. Theoretical: Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.
   - 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 things. 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. Utilitarian/Economic: Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.
   - How important is earning a lot of money to you? What do you consider to be a "lot of money"?
   - 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? In staying in a job?
   - Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?

3. Social: Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.
   - Is there such a thing as "too much" service to others? Explain your answer to me, please.
   - Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
   - Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
   - What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take corrective action? What would that action be?

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. Customer Relations: The job demands a desire to convey your sincere interest in your internal and/or external customers.
   - Give an example of how you build loyalty and trust with a client.
   - Describe how you take responsibility for an issue the client is having. Tell me about a time when you turned a disgruntled customer into a satisfied one.