



TTI  
SUCCESS  
INSIGHTS®

## **TriMetrix® DNA**

Multiple Respondent Job Report

### Job Benchmark

Director of R & D

5-24-2013

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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 41 separate areas, presented in three sections:

## Job Competencies Hierarchy (23 Areas)

This section presents 23 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 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.

## Job 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.

## Job Competency Questions

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

## Job Rewards/Culture Questions

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

## Behavioral Questions

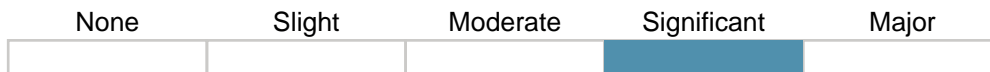
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



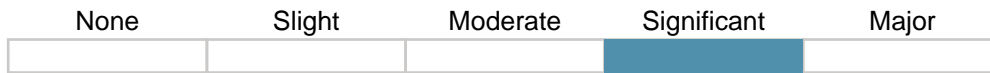
## Key Characteristics of the Position

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.

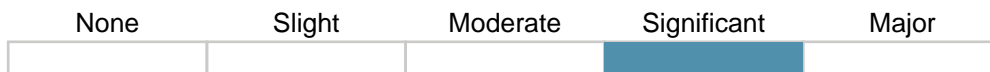
**Accountability For Results:** This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



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



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



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



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# Hierarchy of Competencies

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

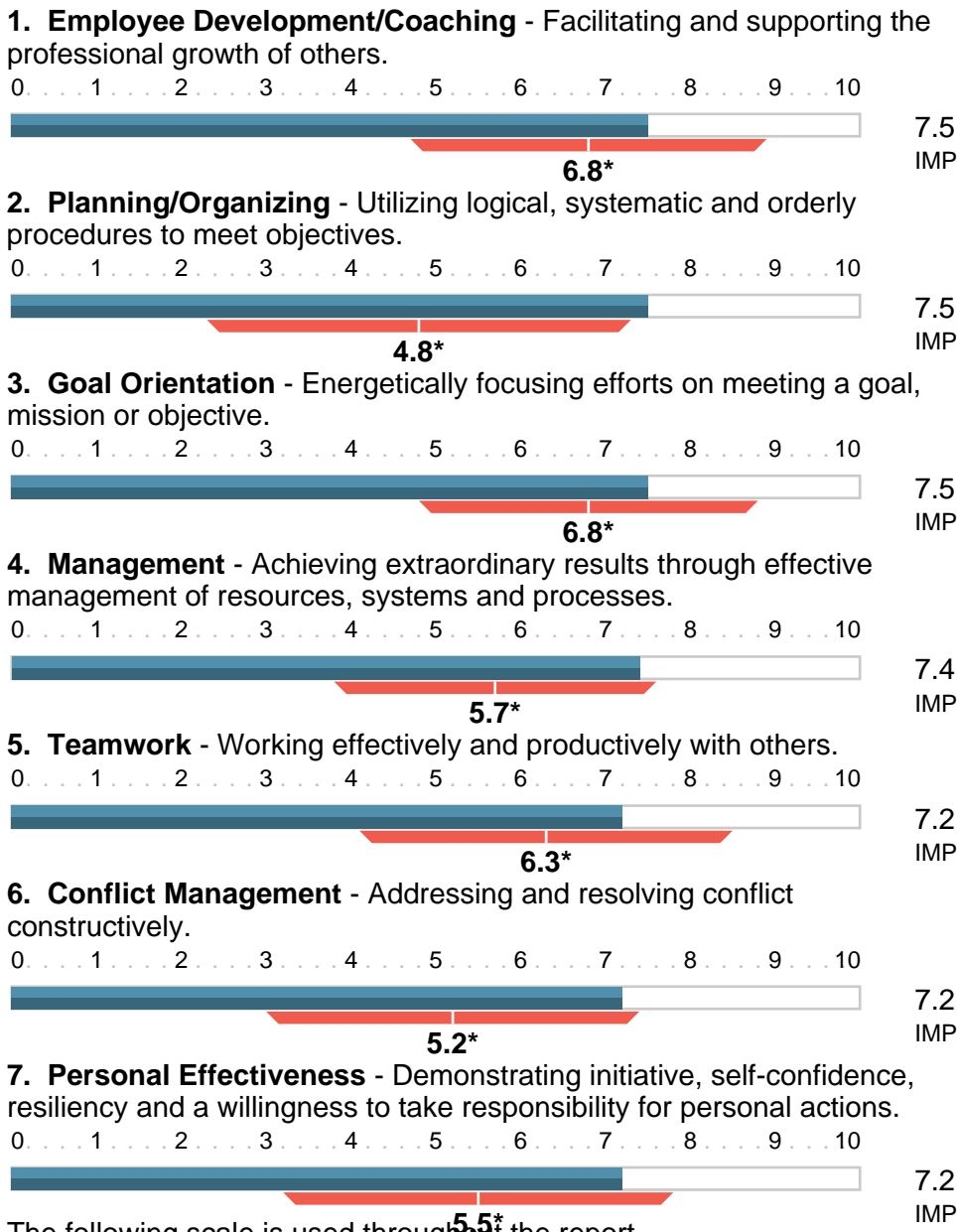
HIERARCHY OF COMPETENCIES	
1	Employee Development/Coaching
2	Planning/Organizing
3	Goal Orientation
4	Management
5	Teamwork
6	Conflict Management
7	Personal Effectiveness
8	Leadership
9	Self-Management (time and priorities)
10	Negotiation
11	Decision Making
12	Analytical Problem Solving
13	Futuristic Thinking
14	Creativity/Innovation
15	Presenting
16	Flexibility
17	Interpersonal Skills
18	Empathy
19	Persuasion
20	Customer Service
21	Diplomacy
22	Written Communication
23	Continuous Learning

Very Important     Important     Somewhat Important     Not Important



# Job Competencies Hierarchy

All human 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.



The following scale is used throughout the report.

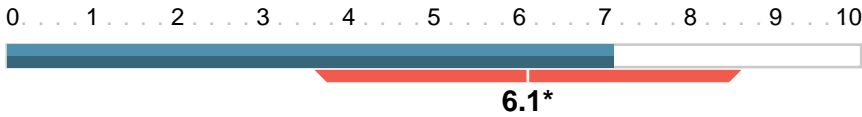
- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 6.9 = SOMEWHAT IMPORTANT
- 7.0 - 8.9 = IMPORTANT
- 9.0 - 10 = VERY IMPORTANT

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



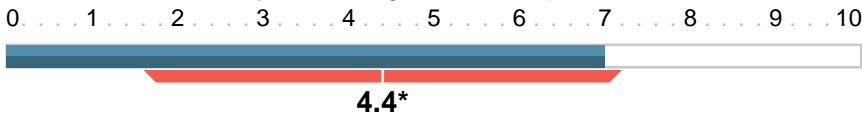
# Job Competencies Hierarchy

**8. Leadership** - Achieving extraordinary business results through people.



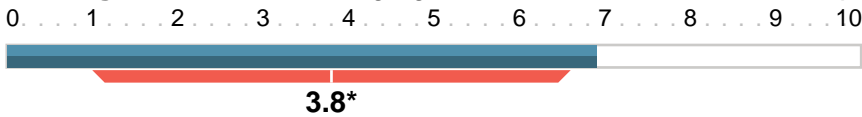
7.1  
IMP

**9. Self-Management (Time and Priorities)** - Demonstrating self control and an ability to manage time and priorities.



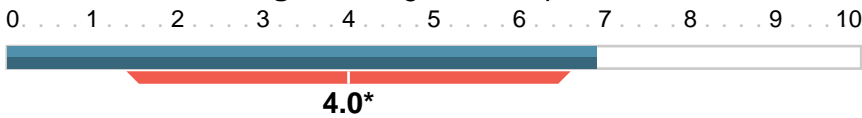
7.0  
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**10. Negotiation** - Facilitating agreements between two or more parties.



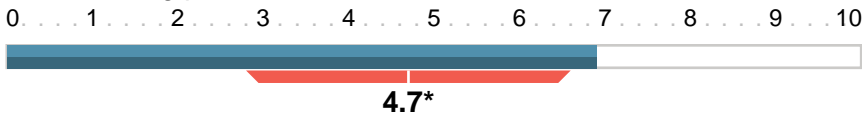
6.9  
SWI

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



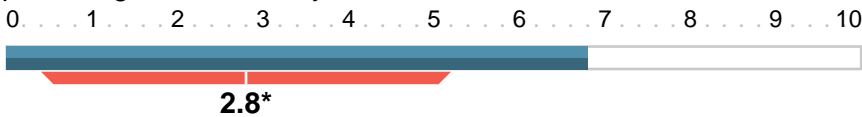
6.9  
SWI

**12. Analytical Problem Solving** - Anticipating, analyzing, diagnosing, and resolving problems.



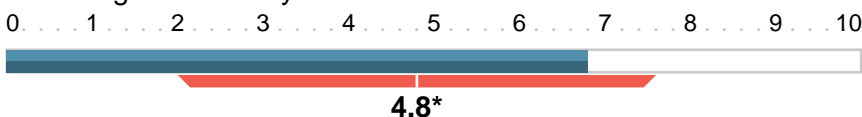
6.9  
SWI

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



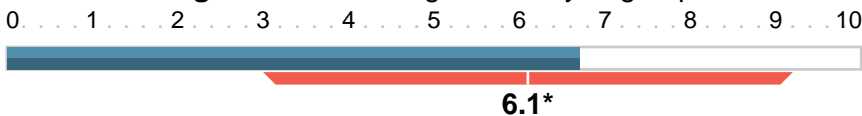
6.8  
SWI

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



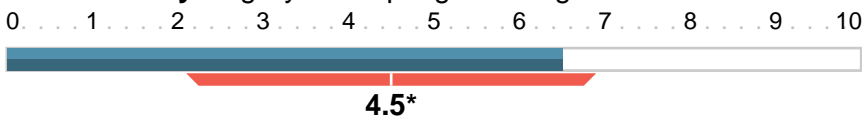
6.8  
SWI

**15. Presenting** - Communicating effectively to groups.



6.7  
SWI

**16. Flexibility** - Agility in adapting to change.



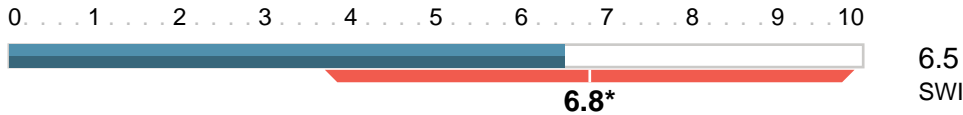
6.5  
SWI

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

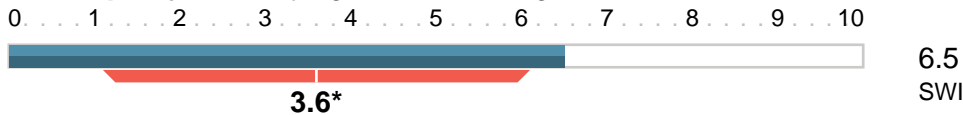


# Job Competencies Hierarchy

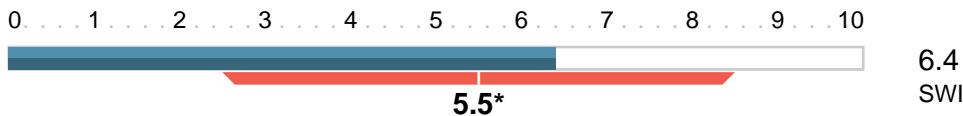
**17. Interpersonal Skills** - Effectively communicating, building rapport and relating well to all kinds of people.



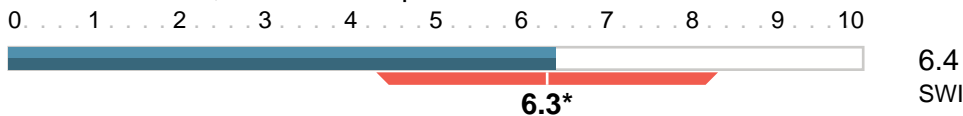
**18. Empathy** - Identifying with and caring about others.



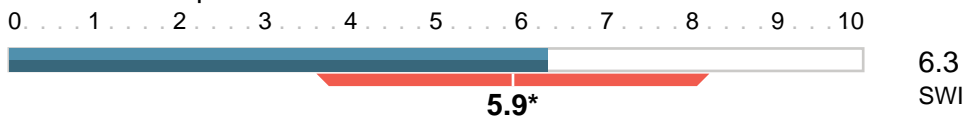
**19. Persuasion** - Convincing others to change the way they think, believe or behave.



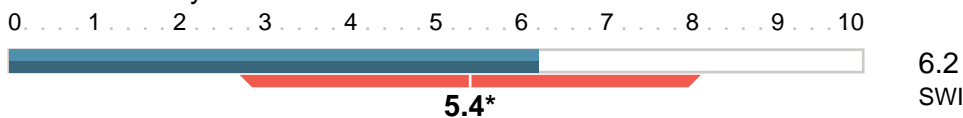
**20. Customer Service** - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



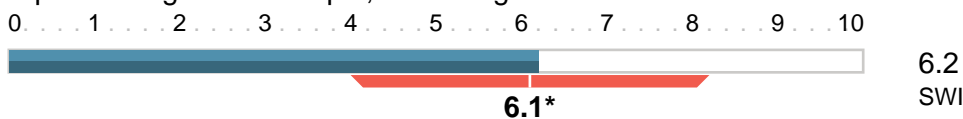
**21. Diplomacy** - Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.



**22. Written Communication** - Writing clearly, succinctly and understandably.



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



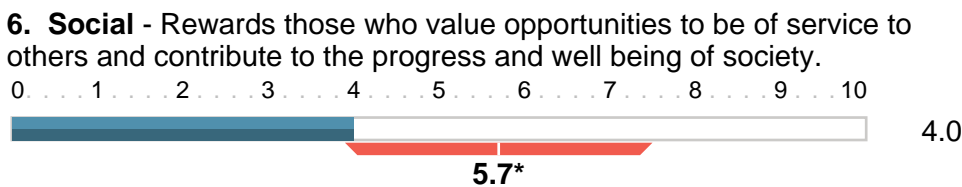
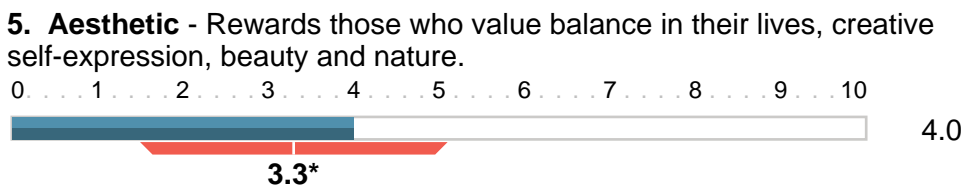
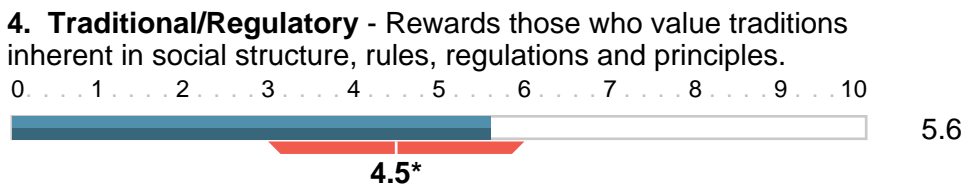
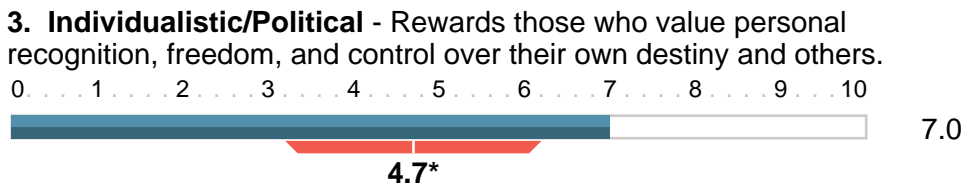
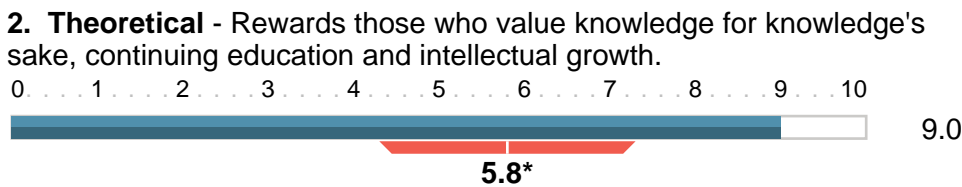
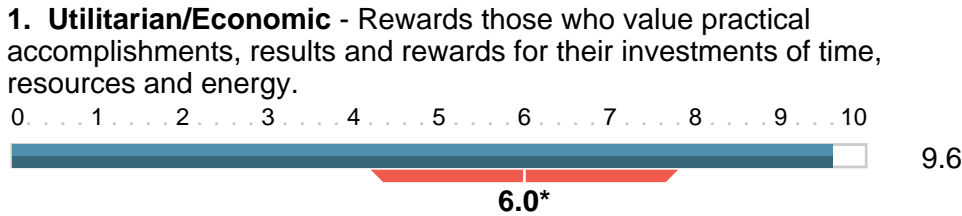
\* 68% of the population falls within the shaded area.





# 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.

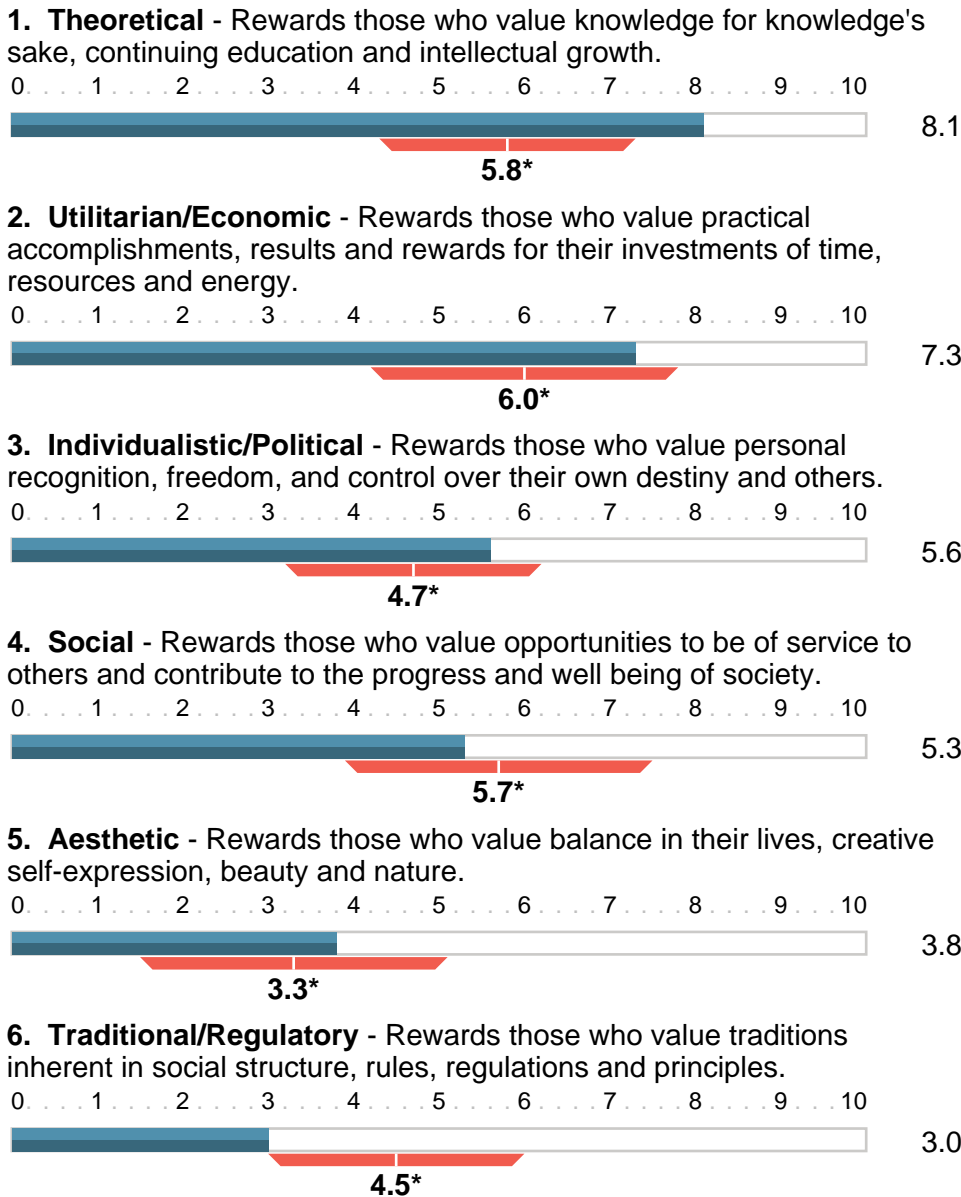


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# Job Rewards/Culture Hierarchy

*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.*



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# Conflicting Job Requirements

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

This position is requiring the incumbent to have a behavioral style with the potential for me-me conflicts. This is quite common in positions and normal for individuals to possess such behavioral styles. Based on the incumbent's behavioral style, the organization may need to make modifications to the communication flow and activity levels of the position. Please review the incumbent's behavioral report for ideas that may help decrease the risk of behavioral job stress.

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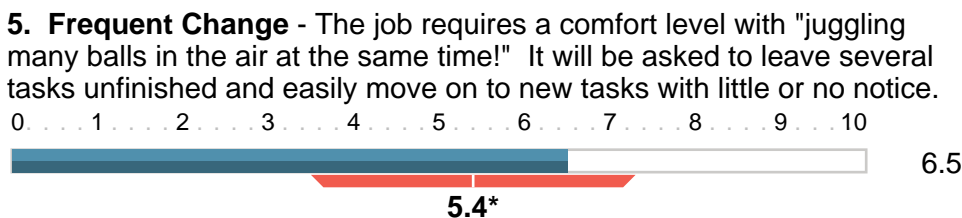
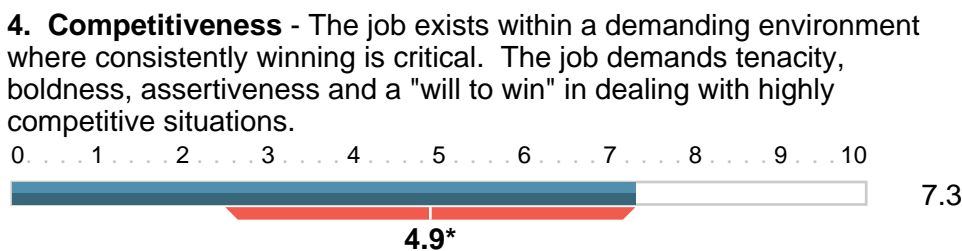
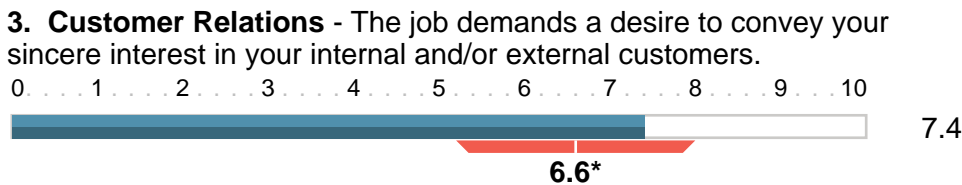
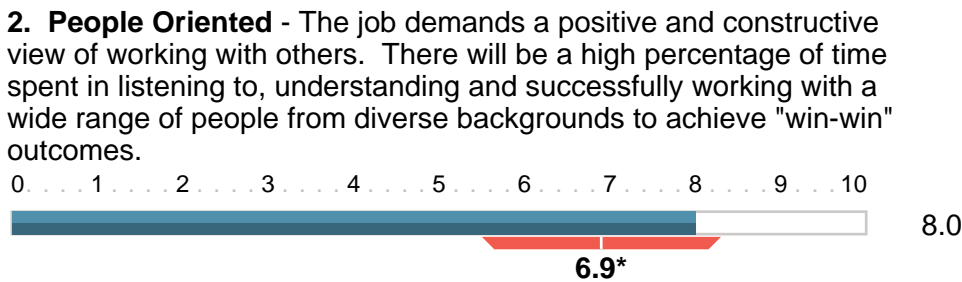
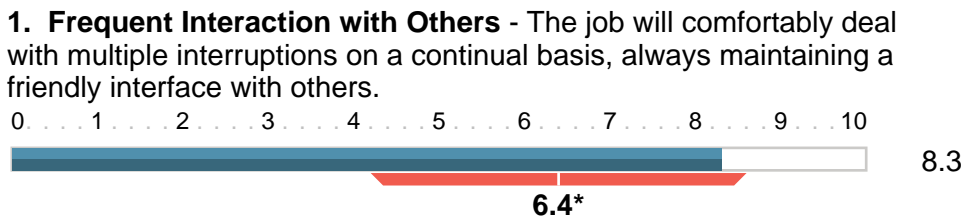
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# Behavioral Hierarchy

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

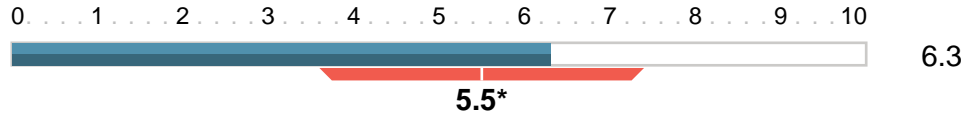


\* 68% of the population falls within the shaded area.

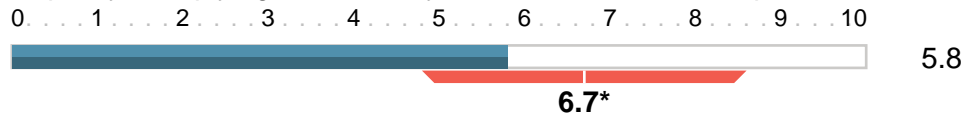


# Behavioral Hierarchy

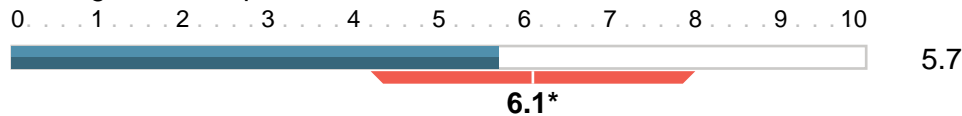
**6. Versatility** - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



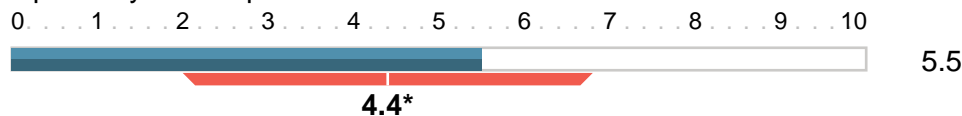
**7. Following Policy** - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



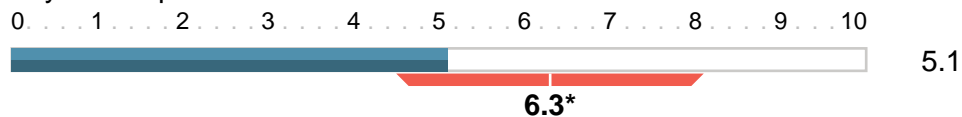
**8. Follow Up and Follow Through** - The job requires a need to be thorough and complete tasks that have been started.



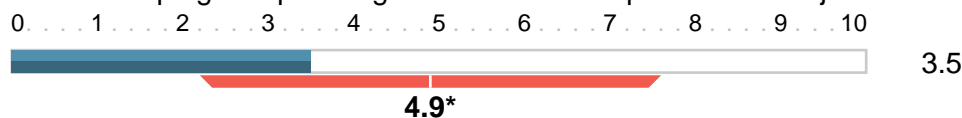
**9. Urgency** - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



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



**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.

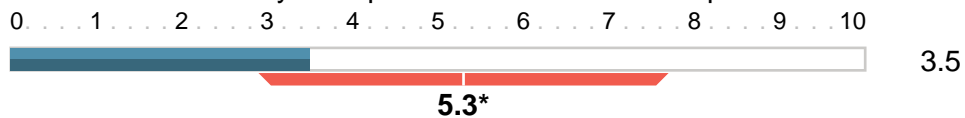


\* 68% of the population falls within the shaded area.



# Behavioral Hierarchy

**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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WB: 68-81-62-46 (29)  
 \* 68% of the population falls within the shaded area.



# Summary of Top Competencies

*This report focuses on personal skill competencies because they are usually more difficult to identify or assess than technical 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 your job. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.*

## 1. Employee Development/Coaching: Facilitating and supporting the professional growth of others.

- Expresses confidence in others' ability to perform.
- Identifies developmental needs.
- Encourages initiative and improvement.
- Provides opportunities for training.
- Gives new, difficult and/or challenging work assignments.
- Acknowledges and praises improvements.
- Trains, coaches and mentors others to develop.
- Views mistakes as opportunities for learning.
- Promotes learning and growth.

## 2. Planning/Organizing: Utilizing logical, systematic and orderly procedures to meet objectives.

- Works effectively within established time frames and priorities.
- 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.




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# Summary of Top Competencies

## 3. Goal Orientation: Energetically focusing efforts on meeting a goal, mission or objective.

- Acts independently to achieve objectives without supervision.
- Expend the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress towards meeting 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 sense of urgency to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.

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## 4. Management: Achieving extraordinary results through effective management of resources, systems and processes.

- Takes risks for the sake of goals, objectives or results.
- Demonstrates optimism and positive expectations of others.
- Establishes high performance standards.
- Holds people accountable and focused on goals and priorities.
- Identifies barriers to objectives and removes them.
- Delegates appropriate responsibilities and authority.
- Ensures adequate resources are available to achieve objectives.
- Makes decisions that benefit the bottom line or return on investment.

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## 5. Teamwork: Working effectively and productively with others.

- Respects team members and their individual perspectives.
- Makes team mission and objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team and its members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.

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# Summary of Top Competencies

## 6. Conflict Management: Addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts.
- Recognizes opportunities for positive outcomes in conflict situations.
- Reads situations quickly and accurately to pinpoint critical issues.
- Listens to gain understanding of an issue from different perspectives.
- Diffuses tension and effectively handles emotional situations.
- Assists people in adversarial positions to identify common interests.
- Strives to settle differences equitably.
- Settles differences without damaging relationships.

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## 7. Personal Effectiveness: Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

- Possesses unwavering confidence and belief in personal capabilities.
- Takes initiative and does what ever it takes to achieve goals.
- Projects confidence and self-assurance.
- Bounces back after setbacks.
- Asserts self in personal and professional life.
- Admits mistakes and works to avoid repeating them.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results even in adverse circumstances.

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

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# Job Competency Questions

## 1. Employee Development/Coaching: Facilitating and supporting the professional growth of others.

Listen for a belief in the potential of others and promoting of learning and development. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Describe your personal experience with a mentor or coach.
- What role have they played in your career development?
- What training or development activities have you participated in over the last three years?
- Give me an example of when your mentoring or coaching helped someone develop.
- What process or approach did you take?
- What, if any obstacles did you encounter?
- How did you overcome them?
- Describe a situation when you gave someone an assignment you knew would be a stretch for them.
- What was the outcome?
- What influence or role have you had in advancing individual and organizational learning?
- Describe a situation when your personal learning and development objectives conflicted with business objectives.
- How did you resolve it?

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# Job Competency Questions

2. Planning/Organizing: Utilizing logical, systematic and orderly procedures to meet objectives.

Listen for logical, organized and systematic approaches. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Describe the most complex assignment or project you've worked on.
- What actions did you take to start 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 your lack of planning and organizing had a negative effect.
- Give me an example of when you were given special recognition or acknowledgement for your attention to detail.



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3. Goal Orientation: Energetically focusing efforts on meeting a goal, mission or objective.

Listen for determination, persistence and a "never-give-up" attitude in efforts to meet goals. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- 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

## 4. Management: Achieving extraordinary results through effective management of resources, systems and processes.

Listen for shrewd business sense, understanding of operational issues and an ability to improve the bottom line. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Describe the largest budget you've ever developed and had responsibility for managing.
- What process did you use to develop it?
- Give me an example of when you exceeded your budget, what caused the overage and what you did, if anything, to remedy the situation.
- Give me an example of when you had a quality problem and what you did to resolve it.
- Give me an example of when you were able to turn an organization around financially.
- Describe a time when you were able to achieve extraordinary results by effectively managing resources, systems or procedures.
- Tell me about how you handled a situation when you had to choose between the bottom line and making people happy.
- Give me an example of when you took a significant risk for the sake of a principle, value or mission.
- Describe a situation when you had to hold people accountable for results.
- Give me an example of how you removed a significant barrier in order to meet objectives.
- Describe a situation when others believed you had set the standard too high but you continued to push them to achieve the goal.



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# Job Competency Questions

## 5. Teamwork: Working effectively and productively with others.

Listen for strong commitment and contributions to team members working towards a specific goal. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Give me an example of one of the most significant contributions you made as a member of a high performing team.
- What, in your opinion, made it a high performing team?
- Describe how you felt about the contributions of the others on the team.
- Give me an example of a situation where you had difficulties with a team member.
- What, if anything, did you do to resolve the difficulties?
- Describe how you felt about a decision the team wanted to make that you didn't agree with.
- Describe a situation where the team was having trouble agreeing on a decision and what you did to facilitate consensus.
- Give me an example of when you were on a team that failed to meet its objectives.
- What could the team have done differently?




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## 6. Conflict Management: Addressing and resolving conflict constructively.

Listen for proactive identification and resolution of concerns and issues. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Describe the most difficult conflict you've ever had to manage.
- How did you handle the emotional component?
- What, if anything, did you do to resolve the conflict?
- Describe a situation where two people who reported to you had a conflict.
- What did you do to help them resolve it?
- What happened to their relationship going forward?
- Give me an example of when you identified the most important issues or concerns in a conflict situation.
- Describe a situation when you were confronted directly by someone who reported to you.
- What was your response?
- What is your relationship with that individual today?
- What have you done to improve your ability to deal with conflict?



# Job Competency Questions

- Describe a situation when you were given special recognition or acknowledgement for resolving a conflict at work.
- Tell me about a time when you were able to calm someone who was upset at work.

## 7. Personal Effectiveness: Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

Listen for a strong sense of self, personal responsibility, courage and resilience. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- What do you think has enabled you to meet your goals?
- Give me an example of when you were able to accomplish something others didn't believe you could.
- Why were you able to accomplish it despite the negative opinions of others?
- Describe a time when all indications were that you probably would fail but you still didn't give up.
- What were your feelings during this time?
- Describe a situation when you failed to achieve a professional goal.
- How did you handle it?
- What happened next?
- Describe the lowest point in your career.
- How did you get beyond that point and go forward?



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# 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. Individualistic/Political: Rewards those who value personal recognition, freedom, and control over their own destiny and others.
  - What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
  - How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
  - How good are you in taking directions from others? How much do you like doing so?
  - How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.




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# Behavioral Questions

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

1. **Frequent Interaction with Others:** The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.
  - How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
  - Are you more comfortable with details or people with the big picture or with bits of data?
  
2. **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.




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# Job Competencies Composite

*This last section lists each respondent's individual rankings, produces an average of them, and displays a resulting composite score. Respondents are listed separately under "R1, R2," etc. The composite score for each competency is indicated under "C."*

	COMPETENCIES	C	R1	R2	R3
1	Employee Development/Coaching	7.5	6.9	8.1	7.6
2	Planning/Organizing	7.5	8.5	7.4	6.5
3	Goal Orientation	7.5	7.8	8.0	6.7
4	Management	7.4	6.7	7.8	7.6
5	Teamwork	7.2	7.4	7.4	6.7
6	Conflict Management	7.2	7.4	7.8	6.5
7	Personal Effectiveness	7.2	7.4	8.0	6.1
8	Leadership	7.1	7.0	7.4	6.9
9	Self-Management (time and priorities)	7.0	8.5	7.2	5.4
10	Negotiation	6.9	6.7	7.6	6.3
11	Decision Making	6.9	6.3	7.6	6.7
12	Analytical Problem Solving	6.9	6.3	7.6	6.9
13	Futuristic Thinking	6.8	7.6	7.0	5.9
14	Creativity/Innovation	6.8	7.0	7.2	6.3
15	Presenting	6.7	6.1	6.9	7.2
16	Flexibility	6.5	6.9	6.5	6.1
17	Interpersonal Skills	6.5	6.9	6.9	5.6
18	Empathy	6.5	7.0	6.9	5.7
19	Persuasion	6.4	6.7	7.0	5.6
20	Customer Service	6.4	6.7	7.0	5.4
21	Diplomacy	6.3	6.9	6.7	5.2
22	Written Communication	6.2	6.5	5.9	6.1
23	Continuous Learning	6.2	6.9	5.9	5.9



# Organizational Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3
1	Utilitarian/Economic	9.6	10.0	9.0	10.0
2	Theoretical	9.0	9.0	9.0	9.0
3	Individualistic/Political	7.0	9.0	7.0	5.0
4	Traditional/Regulatory	5.6	2.0	7.0	8.0
5	Aesthetic	4.0	5.0	4.0	3.0
6	Social	4.0	2.0	7.0	3.0



## Job Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3
1	Theoretical	8.1	6.0	10.0	8.4
2	Utilitarian/Economic	7.3	7.2	7.6	7.2
3	Individualistic/Political	5.6	7.2	4.4	5.2
4	Social	5.3	4.4	6.0	5.6
5	Aesthetic	3.8	4.8	4.0	2.8
6	Traditional/Regulatory	3.0	2.0	4.0	3.2



## Behaviors Composite

	BEHAVIORS	C	R1	R2	R3
1	Frequent Interaction with Others	8.3	8.0	9.0	8.0
2	People Oriented	8.0	7.5	8.5	8.0
3	Customer Relations	7.4	7.0	8.0	7.2
4	Competitiveness	7.3	7.0	8.0	7.0
5	Frequent Change	6.5	7.0	6.5	6.2
6	Versatility	6.3	6.5	6.5	6.0
7	Following Policy	5.8	5.2	6.0	6.2
8	Follow Up and Follow Through	5.7	5.2	6.0	6.0
9	Urgency	5.5	6.0	5.5	5.0
10	Consistency	5.1	4.8	5.2	5.5
11	Organized Workplace	3.5	3.0	3.5	4.0
12	Analysis of Data	3.5	3.5	3.0	4.0



## Respondent Key

- R1: SUBJECT MATTER EXPERT (SME) #1
- R2: SUBJECT MATTER EXPERT (SME) #2
- R3: SUBJECT MATTER EXPERT (SME) #3