

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 job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area are in Sections 7 through 9. Finally, Section 10 contains composite rankings in all areas.

SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job. Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

SECTION 2: 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.

SECTION 3: BEHAVIORAL HIERARCHY (8 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 Sections 1 through 3 (above) 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

SECTION 4: JOB ATTRIBUTES FEEDBACK

This section will assist in understanding the type and kind of attributes (people skills) that are needed for superior job performance. Read the feedback on each of the top seven attributes thoroughly to understand the job's requirements.

SECTION 5: 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.

SECTION 6: BEHAVIORAL FEEDBACK

This section clarifies the nature of the behavioral traits demanded by the job.

SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

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

SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

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

SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

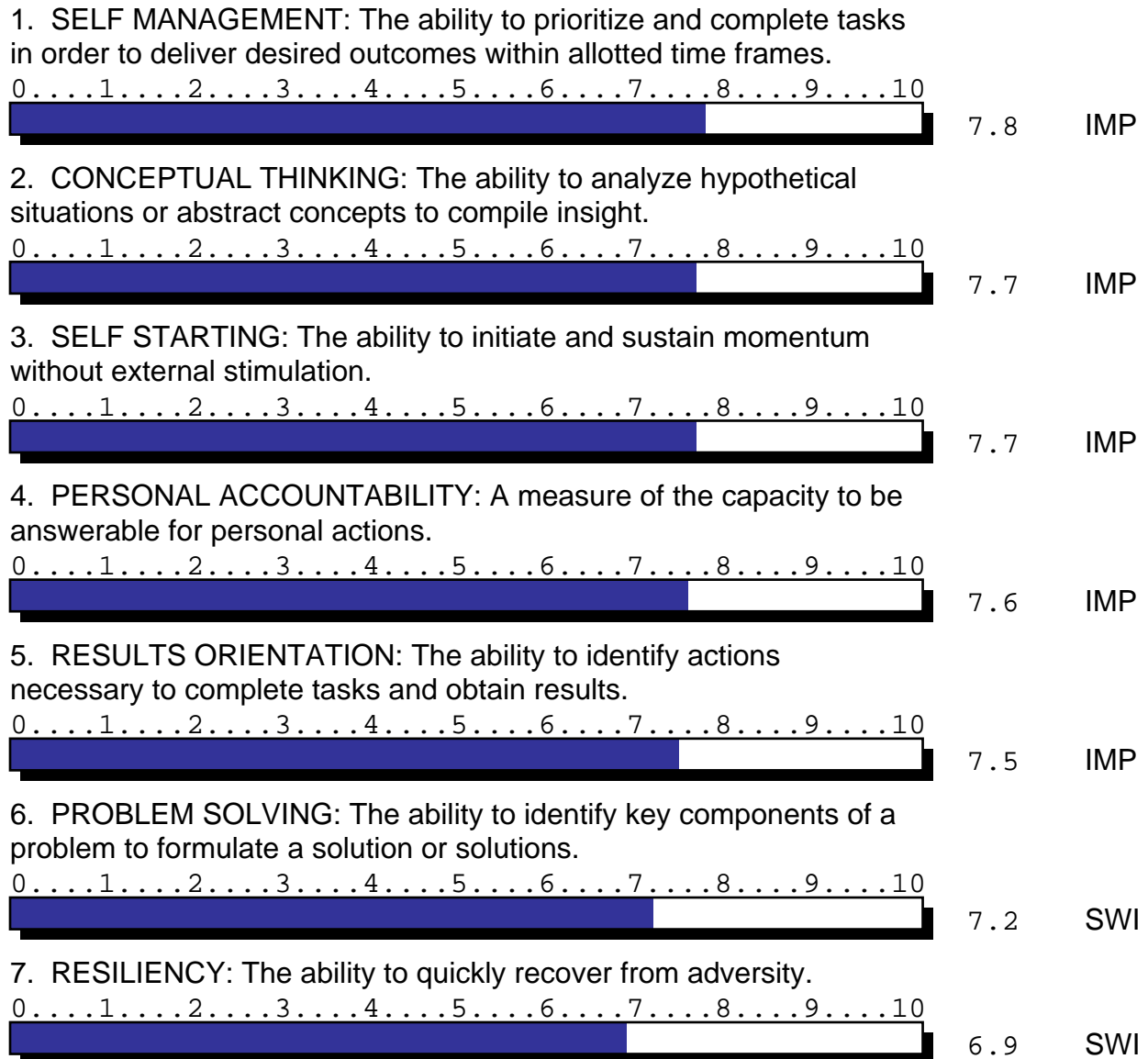
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

SECTION 10: COMPOSITE RANKINGS

This last section details the individual input contributed by each respondent and shows the final composite rankings (averages of all responses) in Job Attributes, Rewards/Culture and Behaviors.

JOB ATTRIBUTES HIERARCHY

All human jobs require certain people attributes. This section of the report identifies the composite of the respondents to show which attributes are most important to the job in question. Input from all respondents has been averaged. (Details of individual respondents' input are listed in a later section, JOB ATTRIBUTES COMPOSITE). The graphs below are in hierarchical order, from highest to lowest rankings.






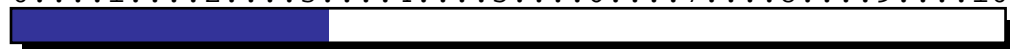
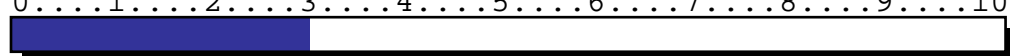
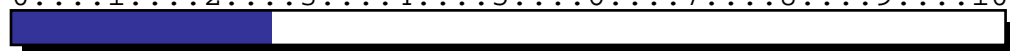
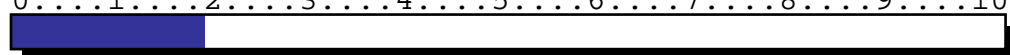
The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

JOB ATTRIBUTES HIERARCHY

<p>8. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	6.7	SWI
<p>9. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	6.3	SWI
<p>10. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	6.3	SWI
<p>11. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	6.1	SWI
<p>12. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	4.8	NI
<p>13. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	4.7	NI
<p>14. INFLUENCING OTHERS: The ability to personally affect others' actions, decisions, opinions or thinking.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	4.7	NI
<p>15. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	4.5	NI
<p>16. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	4.3	NI

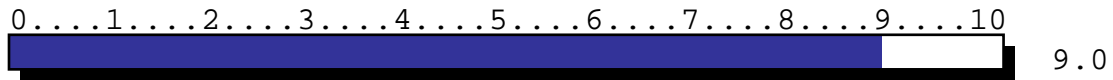
JOB ATTRIBUTES HIERARCHY

<p>17. TEAMWORK: The ability to cooperate with others to meet objectives.</p>	<p>0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10</p> 	<p>4.2</p>	<p>NI</p>
<p>18. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.</p>	<p>0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10</p> 	<p>4.1</p>	<p>NI</p>
<p>19. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.</p>	<p>0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10</p> 	<p>3.4</p>	<p>NI</p>
<p>20. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.</p>	<p>0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10</p> 	<p>3.2</p>	<p>NI</p>
<p>21. CUSTOMER FOCUS: A commitment to customer satisfaction.</p>	<p>0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10</p> 	<p>3.0</p>	<p>NI</p>
<p>22. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.</p>	<p>0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10</p> 	<p>2.6</p>	<p>NI</p>
<p>23. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.</p>	<p>0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10</p> 	<p>1.9</p>	<p>NI</p>

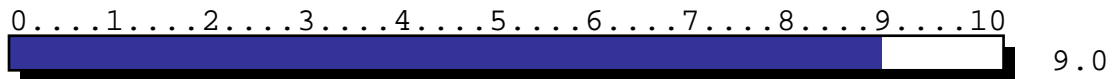
REWARDS/CULTURE HIERARCHY

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.

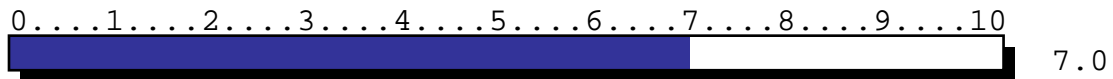
1. UTILITARIAN/ECONOMIC



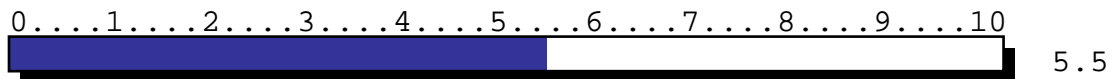
2. TRADITIONAL/REGULATORY



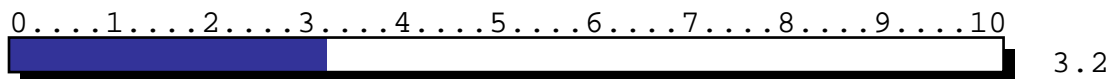
3. THEORETICAL



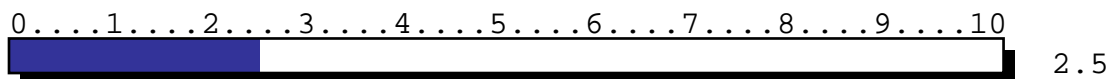
4. INDIVIDUALISTIC/POLITICAL



5. SOCIAL



6. AESTHETIC

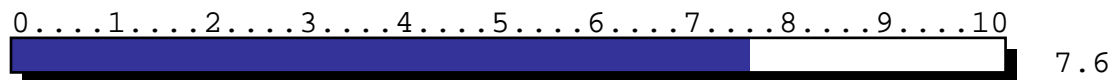


Section 3

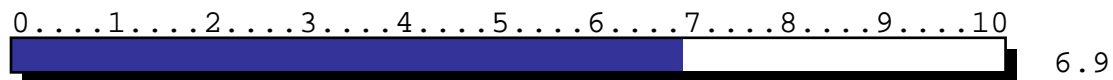
BEHAVIORAL HIERARCHY

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.

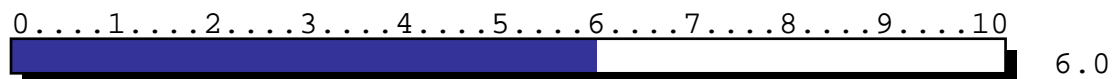
1. COMPETITIVENESS



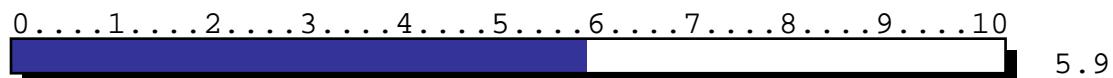
2. URGENCY



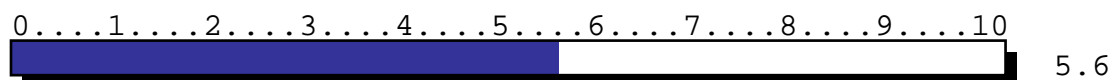
3. FREQUENT CHANGE



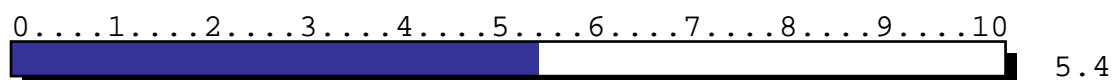
4. VERSATILITY



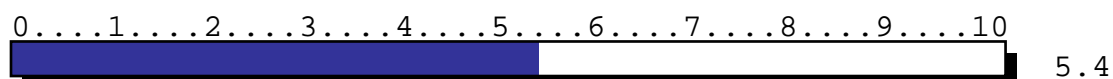
5. FREQUENT INTERACTION WITH OTHERS



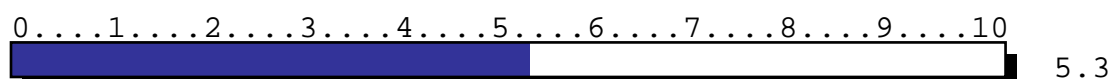
6. ORGANIZED WORKPLACE



7. CUSTOMER ORIENTED



8. ANALYSIS OF DATA



JOB ATTRIBUTES FEEDBACK

This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.

1. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
 - Independently pursues business objectives in an organized and efficient manner
 - Prioritizes activities as necessary to meet job responsibilities
 - Maintains required level of activity toward achieving goals without direct supervision
 - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

2. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
 - Demonstrates ability to forecast long range outcomes and develop suitable business strategies
 - Identifies, evaluates and communicates potential impacts of hypothetical situations
 - Defines options to leverage opportunities in achieving business goals
 - Develops plans and strategies that lead to desired strategic outcomes

3. **SELF STARTING:** The ability to initiate and sustain momentum without external stimulation.
 - Initiates relevant activities toward achieving business goals
 - Independently completes projects and produces desired results
 - Requires little or no supervision to stay focused on necessary activities
 - Readily identifies and pursues business opportunities without outside direction

4. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
 - Accepts personal responsibility for the consequences of personal actions
 - Avoids placing unnecessary blame on others
 - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
 - Applies personal lessons learned from past failures to moving forward in achieving future successes

JOB ATTRIBUTES FEEDBACK

5. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
 - Maintains focus on goals
 - Identifies and acts on removing potential obstacles to successful goal attainment
 - Implements thorough and effective plans and applies appropriate resources to produce desired results
 - Follows through on all commitments to achieve results

6. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.
 - Analyzes all data relative to a problem
 - Divides complex issues into simpler components in order to achieve clarity
 - Selects the best options available to solve specific problems
 - Applies all relevant resources to implement suitable solutions

7. **RESILIENCY:** The ability to quickly recover from adversity.
 - Continues toward goals in the face of difficulty and adversity
 - Handles criticism and rejection from others with objectivity
 - Recovers quickly from personal setbacks
 - Moves past unforeseen obstacles without unnecessary delay

REWARDS/CULTURE FEEDBACK

1. UTILITARIAN/ECONOMIC

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

2. TRADITIONAL/REGULATORY

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

3. THEORETICAL

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

BEHAVIORAL FEEDBACK

1. 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.

2. 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.

3. 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 ATTRIBUTES QUESTIONS

Below are suggested interview questions on each of the top seven attributes. 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. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
 - Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
 - Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
 - Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
 - We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
 - How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
 - What is the difference between activity and results? How do you personally define this difference?

2. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
 - Describe a situation where you formulated a hypothetical outcome of a situation and developed a tangible plan to make that outcome a reality.
 - Give me an example of a conceptual idea you had. Walk me through how you implemented it.
 - What will your industry look like in five years? Who will your biggest competitors be and why? Describe our competition as you see it. Point out strengths and weaknesses of the competitors.
 - What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
 - Give me an example of a specific plan you developed that was deemed successful or improved a situation.
 - How have your career plans changed over the past few years?

JOB ATTRIBUTES QUESTIONS

3. **SELF STARTING:** The ability to initiate and sustain momentum without external stimulation.
 - What time of the day are you at your best? How do you organize your activities around your most productive times?
 - Tell me about the most aggressive, self-starting person you ever knew. What did you admire most about that person? Least?
 - Give me an example of a time when you went and made something happen without much outside prodding.
 - How would you approach a new task that you've been assigned without being given much direction?
 - Describe a time when you were proactive. Describe a time when you were reactive. How did the results differ?
 - As part of our reference checking, we will contact your former manager at some point. What will he/she tell us about your capacity as a self-starter? What example do you think your former manager will use to illustrate his/her point?

4. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
 - Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
 - Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
 - What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
 - Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
 - Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?
 - What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?

JOB ATTRIBUTES QUESTIONS

5. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
 - Give me an example of one thing in your life that you have worked on for what you consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long a time did you work it?
 - Give me an example of a time when someone didn't follow-through on a commitment to you. What did you do about it? How do you make sure that others around you follow through on their commitments? How do you ensure that you do?
 - Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
 - Describe a plan you've developed for something you are currently working on. What are the most essential components of that plan...the things that must be accomplished or the plan won't work?
 - Tell me about a time when you missed a deadline. What were the consequences? What did you do differently the next time you faced a deadline?
 - Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?

6. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.
 - Give me an example of a difficult problem you solved at work and describe how you went about solving it.
 - What problem have you solved in your career that has provided you the greatest sense of fulfillment?
 - Give me an example of a problem at work that you just couldn't solve. What did you do?
 - Give me an example of how you approach a complex or difficult problem.
 - How do you identify resources and data and go about organizing them when working on a project or problem?
 - When confronted with a difficult or complex issue how do you prepare yourself with the right attitude and expectation?

JOB ATTRIBUTES QUESTIONS

7. RESILIENCY: The ability to quickly recover from adversity.
- Share with me a time you have faced a great deal of personal criticism from others. How did you handle it? Did you modify or change your position in the face of this criticism?
 - Give me an example of a time when you had an idea and had to abandon it. How did you recover?
 - Tell me about a specific setback you faced at work. How long did it take you to get past it?
 - Describe a time when you received negative feedback from your manager. Did you feel it was accurate or warranted? What actions did you take as a result of receiving the feedback?
 - Give me an example of a time when you were faced to take the initiative in the face of a mounting tide of adversity or criticism. How, exactly, did you move past it?
 - Do you consider yourself to be a resilient person? Who is the most resilient person you ever knew? How do you compare to that person in resiliency?

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. UTILITARIAN/ECONOMIC

- 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?

2. TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.

3. THEORETICAL

- 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?

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. COMPETITIVENESS

- How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

2. URGENCY

- When faced with a deadline, how do you respond?
- How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did it work out?

3. FREQUENT CHANGE

- 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 ATTRIBUTES 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 factor is indicated under "C."

	PERSONAL ATTRIBUTES	C	R1	R2	R3	R4	R5
1	SELF MANAGEMENT	7.8	8.1	7.5	7.5	8.1	8.1
2	CONCEPTUAL THINKING	7.7	8.8	6.2	6.2	8.8	8.8
3	SELF STARTING	7.7	8.8	6.2	6.2	8.8	8.8
4	PERSONAL ACCOUNTABILITY	7.6	8.1	6.9	6.9	8.1	8.1
5	RESULTS ORIENTATION	7.5	7.5	7.5	7.5	7.5	7.5
6	PROBLEM SOLVING	7.2	6.2	8.8	8.8	6.2	6.2
7	RESILIENCY	6.9	7.5	6.2	6.2	7.5	7.5
8	FLEXIBILITY	6.7	6.2	7.5	7.5	6.2	6.2
9	GOAL ACHIEVEMENT	6.3	6.9	5.6	5.6	6.9	6.9
10	CONTINUOUS LEARNING	6.3	5.6	7.5	7.5	5.6	5.6
11	DECISION MAKING	6.1	6.9	5.0	5.0	6.9	6.9
12	CONFLICT MANAGEMENT	4.8	4.4	5.6	5.6	4.4	4.4
13	INTERPERSONAL SKILLS	4.7	2.5	8.1	8.1	2.5	2.5
14	INFLUENCING OTHERS	4.7	5.0	4.4	4.4	5.0	5.0
15	DIPLOMACY AND TACT	4.5	2.5	7.5	7.5	2.5	2.5
16	LEADING OTHERS	4.3	3.1	6.2	6.2	3.1	3.1
17	TEAMWORK	4.2	2.5	6.9	6.9	2.5	2.5
18	PLANNING AND ORGANIZATION	4.1	4.4	3.8	3.8	4.4	4.4
19	OBJECTIVE LISTENING	3.4	1.2	6.9	6.9	1.2	1.2
20	EMPATHETIC OUTLOOK	3.2	1.2	6.2	6.2	1.2	1.2
21	CUSTOMER FOCUS	3.0	0.0	7.5	7.5	0.0	0.0
22	ACCOUNTABILITY FOR OTHERS	2.6	3.1	1.9	1.9	3.1	3.1
23	DEVELOPING OTHERS	1.9	1.2	3.1	3.1	1.2	1.2

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5
1	UTILITARIAN/ECONOMIC	9.0	10.0	7.5	7.5	10.0	10.0
2	TRADITIONAL/REGULATORY	9.0	10.0	7.5	7.5	10.0	10.0
3	THEORETICAL	7.0	5.0	10.0	10.0	5.0	5.0
4	INDIVIDUALISTIC/POLITICAL	5.5	7.5	2.5	2.5	7.5	7.5
5	SOCIAL	3.2	2.0	5.0	5.0	2.0	2.0
6	AESTHETIC	2.5	2.5	2.5	2.5	2.5	2.5

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3	R4	R5
1	COMPETITIVENESS	7.6	10.0	4.0	4.0	10.0	10.0
2	URGENCY	6.9	8.5	4.5	4.5	8.5	8.5
3	FREQUENT CHANGE	6.0	6.0	6.0	6.0	6.0	6.0
4	VERSATILITY	5.9	5.5	6.5	6.5	5.5	5.5
5	FREQUENT INTERACTION WITH OTHERS	5.6	4.0	8.0	8.0	4.0	4.0
6	ORGANIZED WORKPLACE	5.4	7.0	3.0	3.0	7.0	7.0
7	CUSTOMER ORIENTED	5.4	4.0	7.5	7.5	4.0	4.0
8	ANALYSIS OF DATA	5.3	6.5	3.5	3.5	6.5	6.5

RESPONDENT KEY

R1: HIEDI LOWIGH
R2: JOHN SMITH
R3: ABC COMPANY TRI JOB
R4: CAROL CORPORATE
R5: CARMEN COACHING