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TriMetrix® DNA
Job Report

Subject Matter Expert (SME) #3
Marketing
Sample Co.
5-24-2013

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company

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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.

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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.

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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
				■

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

Very Important Important Somewhat Important Not Important

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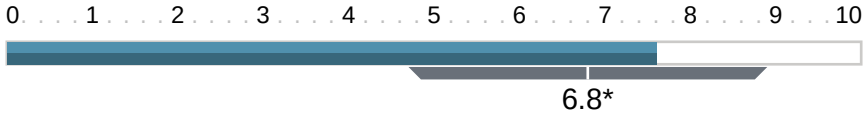
Job Competencies Hierarchy

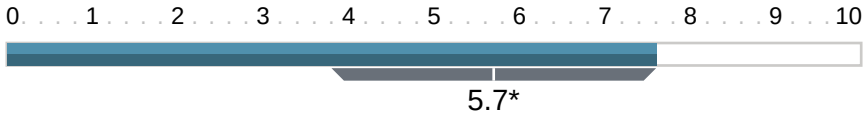
All human jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

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



7.6
IMP

2. Management - Achieving extraordinary results through effective management of resources, systems and processes.



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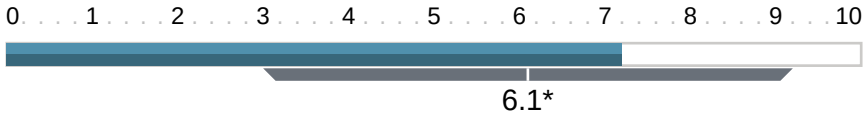
3. Presenting - Communicating effectively to groups.



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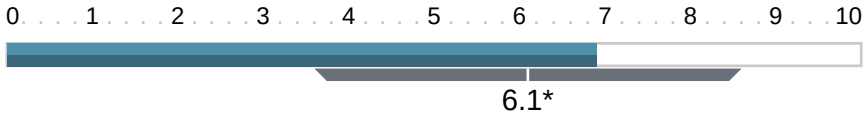
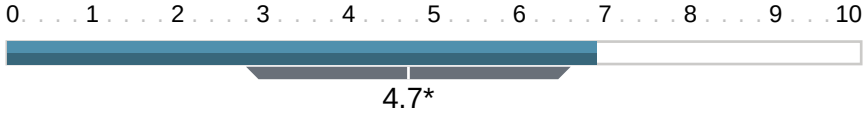
4. Leadership - Achieving extraordinary business results through people.



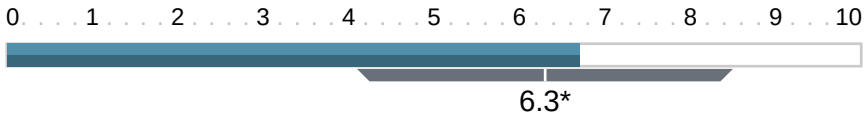
6.9
SWI

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



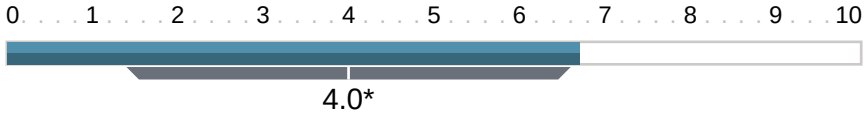
6.9
SWI

6. Teamwork - Working effectively and productively with others.



6.7
SWI

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



6.7
SWI

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.

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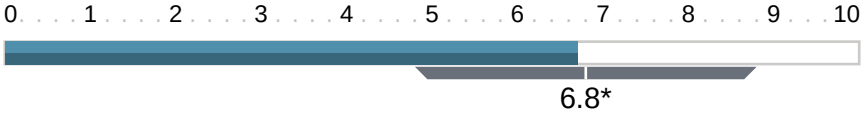
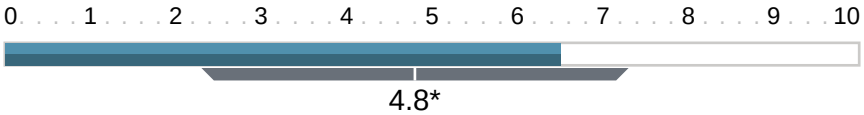
8. Goal Orientation - Energetically focusing efforts on meeting a goal, mission or objective.



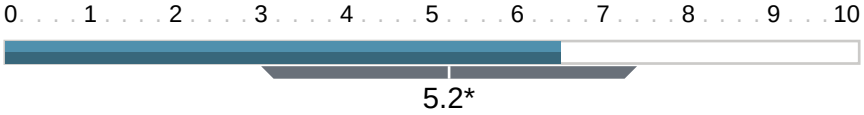
6.7 SWI

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



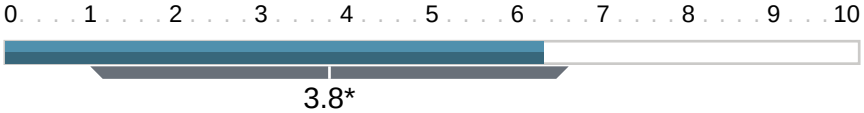
6.5 SWI

10. Conflict Management - Addressing and resolving conflict constructively.



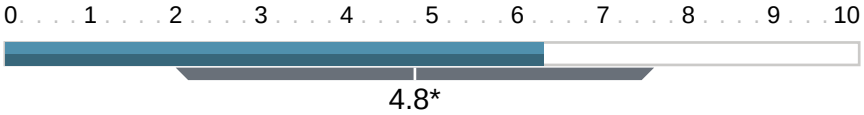
6.5 SWI

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



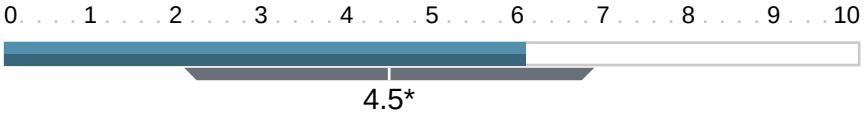
6.3 SWI

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



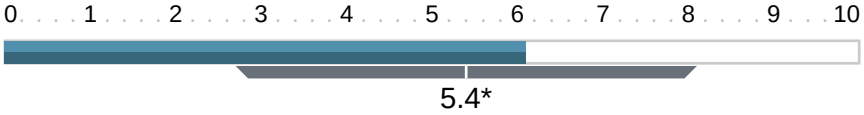
6.3 SWI

13. Flexibility - Agility in adapting to change.



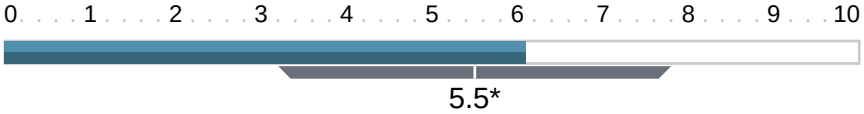
6.1 SWI

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



6.1 SWI

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



6.1 SWI

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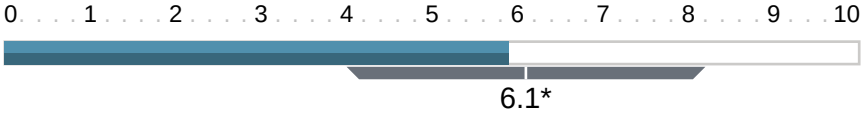
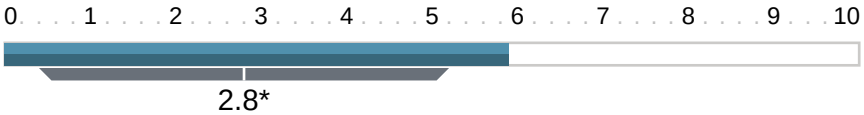
16. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



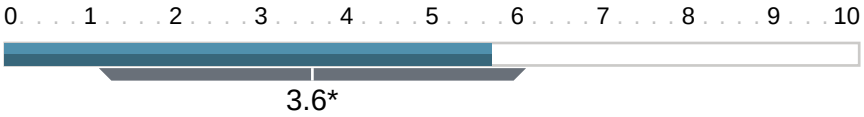
5.9 SWI

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



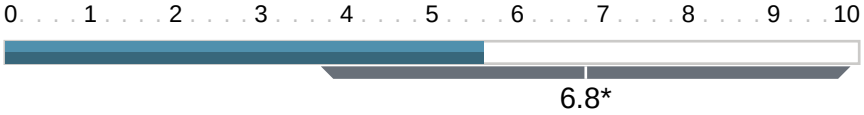
5.9 SWI

18. Empathy - Identifying with and caring about others.



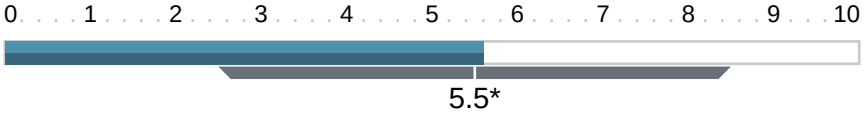
5.7 SWI

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



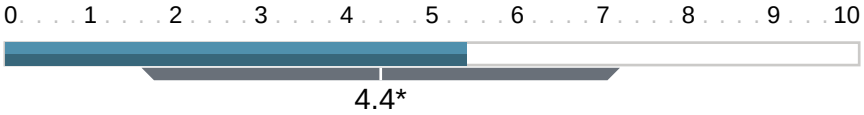
5.6 SWI

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



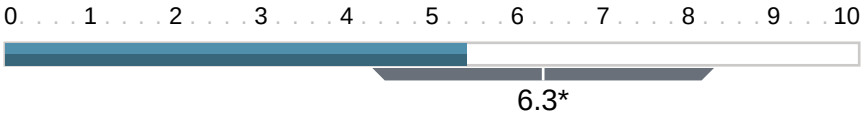
5.6 SWI

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



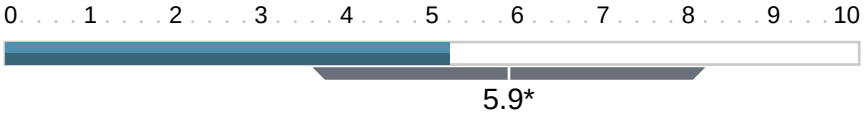
5.4 SWI

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



5.4 SWI

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



5.2 SWI

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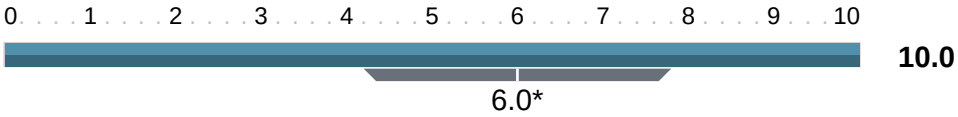
Organizational Rewards/Culture Hierarchy

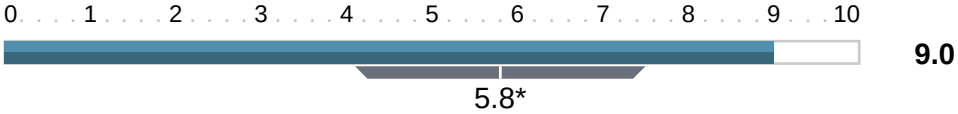
This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.

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



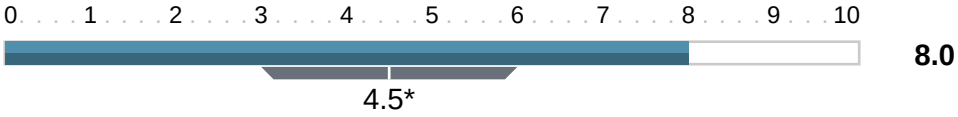
10.0

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



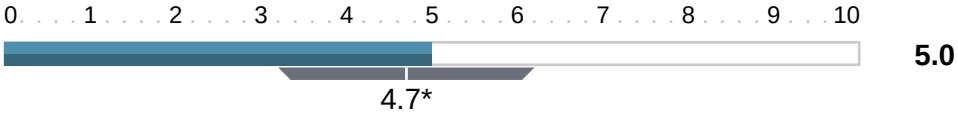
9.0

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



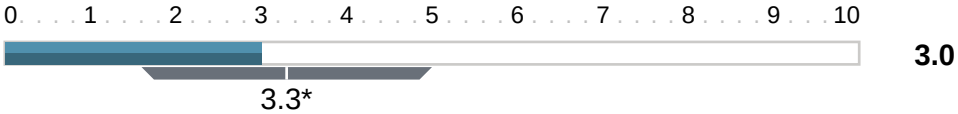
8.0

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



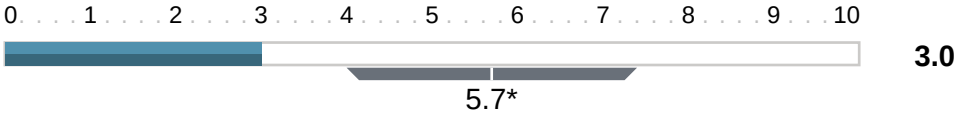
5.0

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



3.0

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



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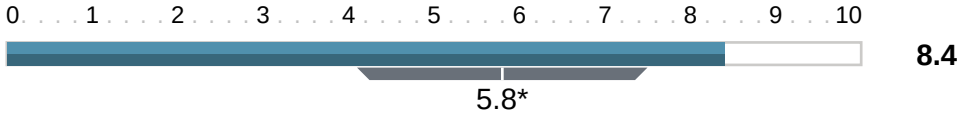
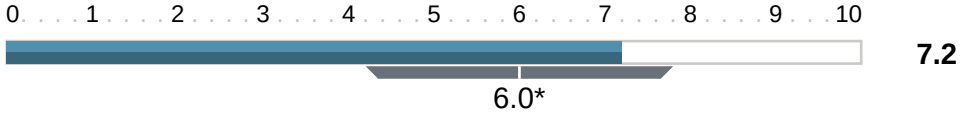


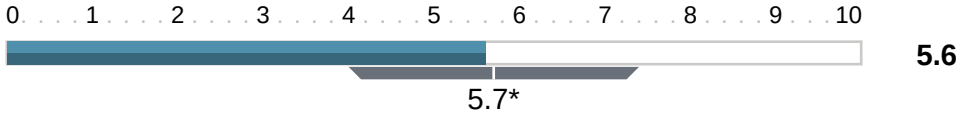
8.4

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



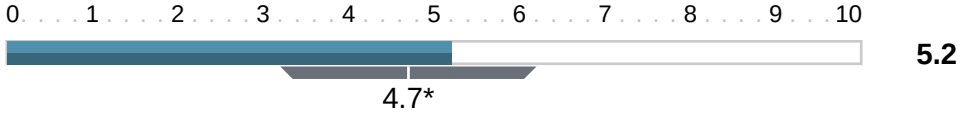
7.2

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



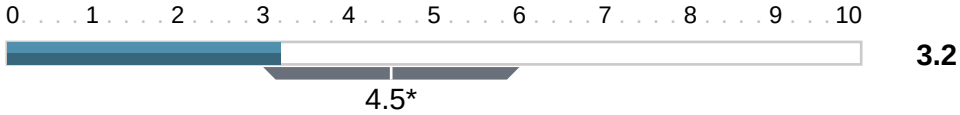
5.6

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



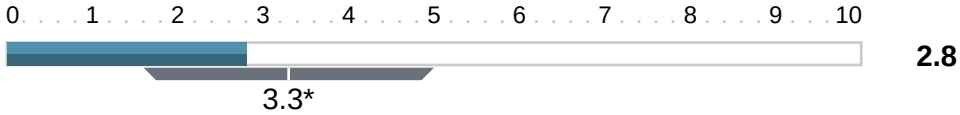
5.2

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



3.2

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



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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 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.

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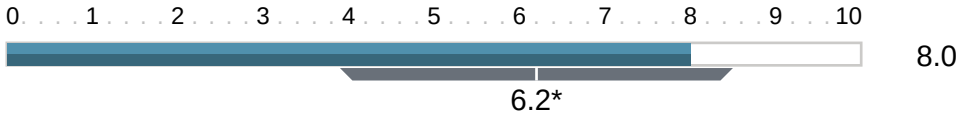
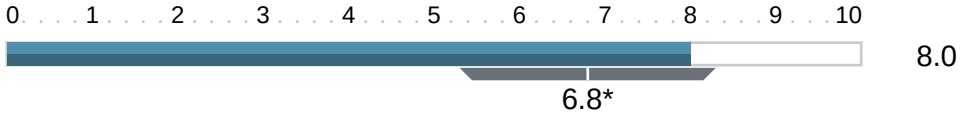
Behavioral Hierarchy

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.

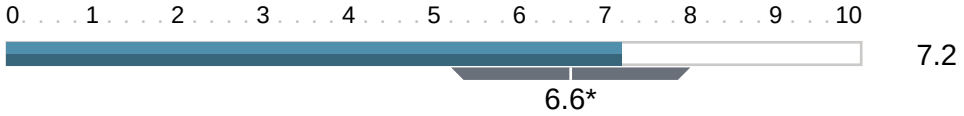
1. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



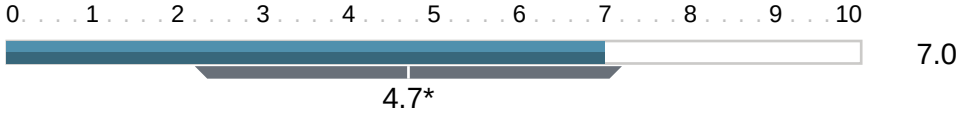
2. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



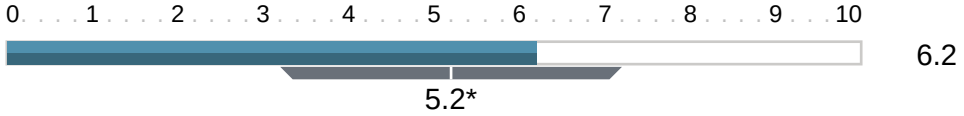
3. Customer Relations - The job demands a desire to convey your sincere interest in your internal and/or external customers.



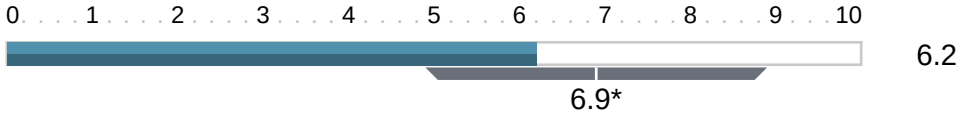
4. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



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.



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.



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

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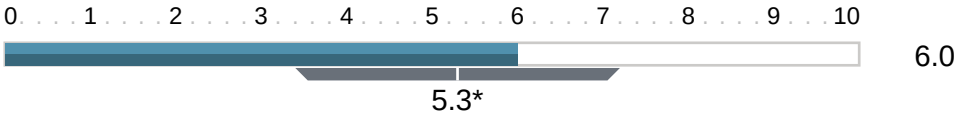
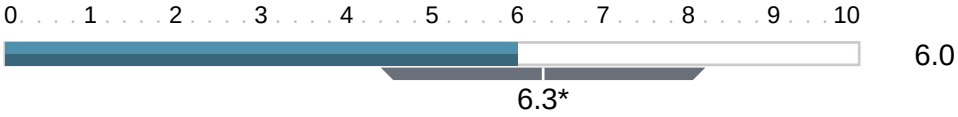
Behavioral Hierarchy

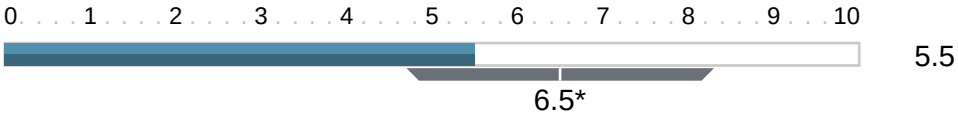
7. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



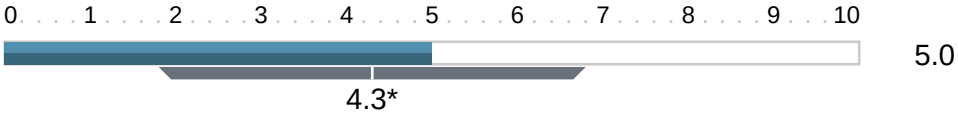
8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



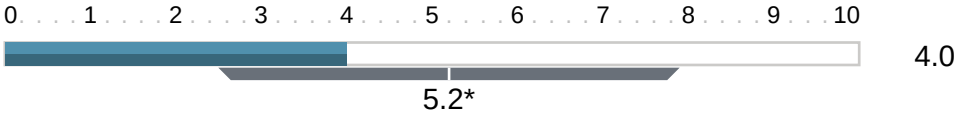
9. Consistency - The job requires the ability to do the job the same way on a repeated basis.



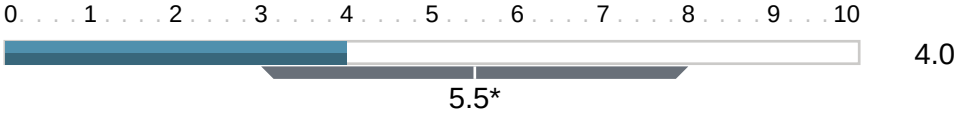
10. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



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.



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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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. 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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Summary of Top Competencies

3. Presenting: Communicating effectively to groups.

- Organizes information to be presented in succinct, logical sequence.
- Presents information in ways that makes abstract or complex concepts clear and understandable.
- Effectively utilizes language, word-pictures, stories, metaphors and humor.
- Utilizes a wide range of non-verbal communication or body language such as speech inflection, voice modulation, eye contact, facial expression and gestures.
- Implements a variety of visual and auditory devices to capture and invoke the audience's senses, participation and interest.
- Projects authenticity, confidence, conviction and passion.
- Appeals to and engages the heart and mind of the audience.
- Tailors presentation to the interests, needs and wants of audiences.
- Establishes and delivers content objectives.
- Communicates in ways that elevate audience awareness and understanding.
- Communicates in ways that enlighten, educate, challenge and persuade the audience to think, believe or behave in a specific way.
- Is recognized and relied upon as an effective spokesperson.

4. Leadership: Achieving extraordinary business results through people.

- Inspires others with compelling visions.
- Takes risks for the sake of principles, values or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk).
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate responsibilities and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to the needs and motivations of others.
- Makes decisions to avoid or mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.

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Summary of Top Competencies

5. Analytical Problem Solving: 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.

6. 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.

7. Decision Making: Utilizing effective processes to make decisions.

    - Demonstrates an ability to make difficult decisions in a timely manner.
    - Gathers relevant input and develops a rationale for making decisions.
    - Evaluates the impact or consequences of decisions before making them.
    - Acts decisively despite obstacles, resistance or opposition.
    - Accepts consequences of decisions.
    - Willing to correct erroneous decisions when necessary.
    - Defends rationale for decisions when necessary.

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

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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.

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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. 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

3. Presenting: Communicating effectively to groups.

   Listen for positive audience feedback. 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 a situation when you had to give a presentation to a group of people you had never met.
   - What did you to do prepare for the presentation?
   - What were the objectives of the presentation?
   - What was the feedback from the audience on the presentation?
   - Give me an example of a particularly effective presentation you gave.
   - What made it effective?
   - Give me an example of a time when your presentation was criticized.
   - What changes did you make, if any, based on that feedback?
   - What have you done to develop your presentation skills?
   - Give me an example of when you gave such a powerful presentation that the same group wanted you to give another presentation.
   - Describe a situation when you were given special recognition or acknowledgement for delivering an excellent presentation.

4. Leadership: Achieving extraordinary business results through people.

   Listen for an ability to obtain the trust, commitment and motivation of others to achieve goals and objectives. 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.

   - If you have held a leadership position in the past, draw the organizational chart above and below your position to illustrate the scope of your leadership responsibilities.
   - Give me an example of when you inspired people with a vision.
   - Tell me about a time when you significantly improved the performance of a group of people who reported directly to you.
   - How did you motivate the top performers?
   - Did you use the same techniques with the poor performers?
   - If not, what did you do differently?
   - What actions did you take to improve poor performance?
   - Describe your leadership style.
   - Tell me about a situation when you were able to maintain the trust and commitment of people after making or implementing a decision that negatively impacted them.
   - Give me an example of when you took a significant risk for the sake of a principle, value or mission.

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Job Competency Questions

- Describe a situation when you failed to obtain the commitment, dedication and trust of others.
- What, if anything, would you do differently?

5. Analytical Problem Solving: Anticipating, analyzing, diagnosing, and resolving problems.

   Listen for an analytical and disciplined approach to solving problems. 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 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?

6. 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.

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Job Competency Questions

- Give me an example of when you were on a team that failed to meet its objectives.
- What could the team have done differently?

7. Decision Making: Utilizing effective processes to make decisions.

   Listen for an ability to make timely decisions under difficult circumstances. 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 when you had to make a quick decision when the risk of making an error was high.
   - What concerns did you have about your decision?
   - What was the outcome?
   - Describe how you handled a situation when a decision you made was challenged.
   - Give me an example of when you solved a particularly difficult problem when others couldn't.
   - What actions did you take to resolve the problem?
   - What made your solution work?
   - What kinds of problems have you been most successful at resolving?
   - What decision are you most proud of making?

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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. 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?

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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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