



Multiple Respondent Job Plus Report

Manager
2-24-2006

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



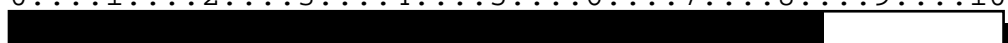
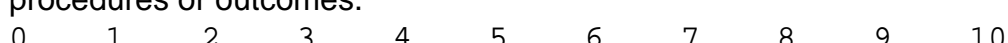
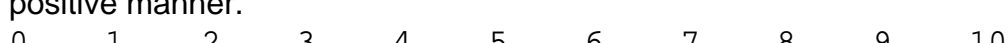
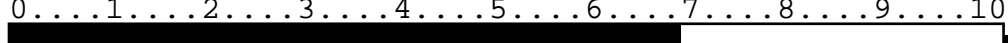
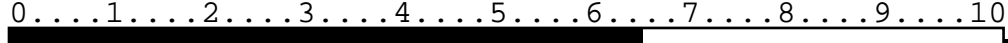
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

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.

1. CUSTOMER FOCUS: A commitment to customer satisfaction. 0...1...2...3...4...5...6...7...8...9...10 	10.0	VI
2. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs. 0...1...2...3...4...5...6...7...8...9...10 	9.4	IMP
3. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames. 0...1...2...3...4...5...6...7...8...9...10 	8.4	IMP
4. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes. 0...1...2...3...4...5...6...7...8...9...10 	7.8	IMP
5. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner. 0...1...2...3...4...5...6...7...8...9...10 	7.2	SWI
6. RESILIENCY: The ability to quickly recover from adversity. 0...1...2...3...4...5...6...7...8...9...10 	6.9	SWI
7. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances. 0...1...2...3...4...5...6...7...8...9...10 	6.5	SWI

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

8. RESULTS ORIENTATION: The ability to identify actions necessary to complete tasks and obtain results.

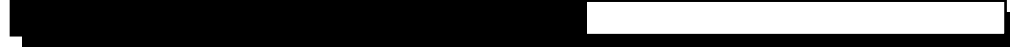
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



5.9 SWI

9. TEAMWORK: The ability to cooperate with others to meet objectives.

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



5.9 SWI

10. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.

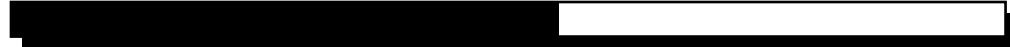
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



5.6 SWI

11. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.

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



5.6 SWI

12. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.

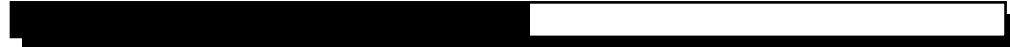
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



5.3 SWI

13. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance.

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



5.3 SWI

14. PROBLEM SOLVING: The ability to identify key components of a problem to formulate a solution or solutions.

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



4.7 NI

15. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.

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



4.7 NI

16. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.

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



3.7 NI

JOB ATTRIBUTES HIERARCHY

17. INFLUENCING OTHERS: The ability to personally affect others' actions, decisions, opinions or thinking.

0 1 2 3 4 5 6 7 8 9 10



3.4 NI

18. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

0 1 2 3 4 5 6 7 8 9 10



3.1 NI

19. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.

0 1 2 3 4 5 6 7 8 9 10



2.8 NI

20. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

0 1 2 3 4 5 6 7 8 9 10



2.5 NI

21. SELF STARTING: The ability to initiate and sustain momentum without external stimulation.

0 1 2 3 4 5 6 7 8 9 10



2.5 NI

22. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.

0 1 2 3 4 5 6 7 8 9 10



1.5 NI

23. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.

0 1 2 3 4 5 6 7 8 9 10

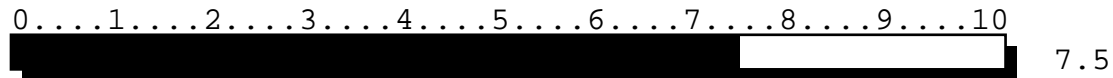


1.2 NI

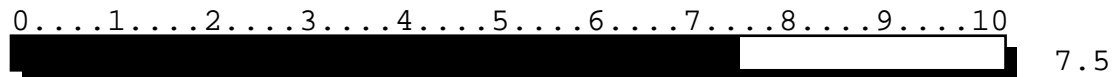
REWARDS/CULTURE HIERARCHY

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.

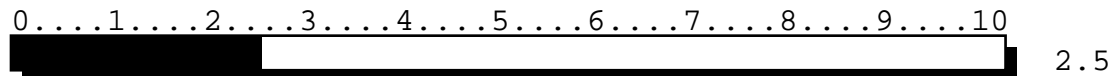
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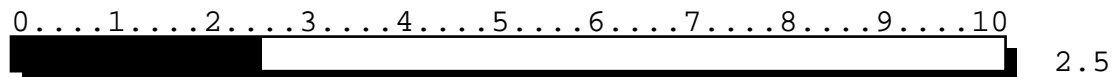
2. TRADITIONAL/REGULATORY



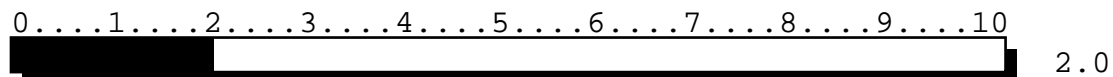
3. AESTHETIC



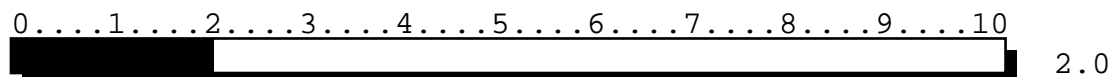
4. INDIVIDUALISTIC/POLITICAL



5. THEORETICAL



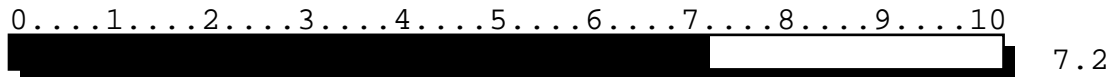
6. SOCIAL



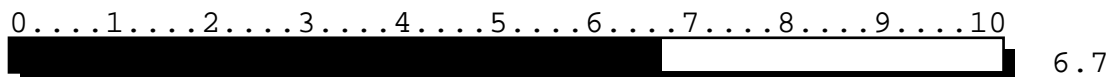
BEHAVIORAL HIERARCHY

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.

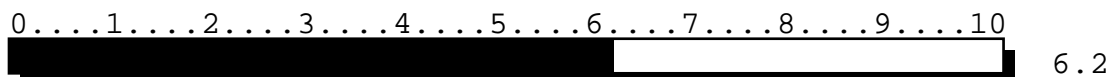
1. ORGANIZED WORKPLACE



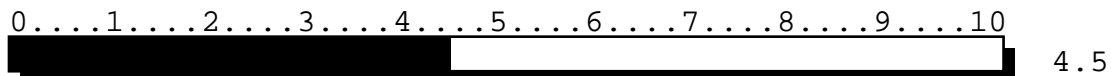
2. ANALYSIS OF DATA



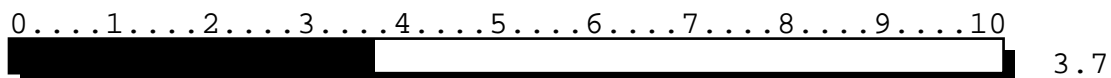
3. CUSTOMER ORIENTED



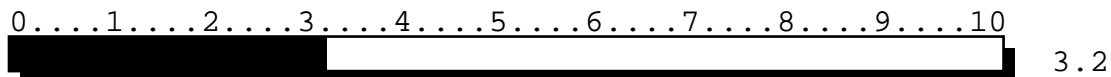
4. FREQUENT INTERACTION WITH OTHERS



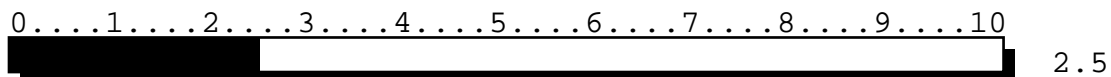
5. VERSATILITY



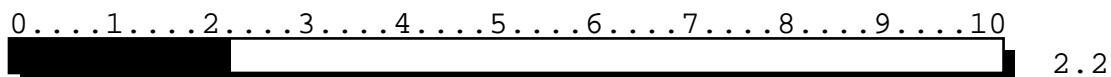
6. FREQUENT CHANGE



7. COMPETITIVENESS



8. URGENCY



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

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

3. **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

4. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
 - Defines plans and organizes activities necessary to reach targeted goals
 - Organizes and utilizes resources in ways that maximize their effectiveness
 - Implements appropriate plans and adjusts them as necessary
 - Consistently demonstrates organization and detail orientation

5. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.
 - Initiates and develops business relationships in positive ways
 - Successfully works with a wide range of people at varying levels of organizations
 - Communicates with others in ways that are clear, considerate and understandable
 - Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

JOB ATTRIBUTES FEEDBACK

6. 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

7. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
 - Establishes goals that are relevant, realistic and attainable
 - Identifies and implements required plans and milestones to achieve specific business goals
 - Initiates activity toward goals without unnecessary delay
 - Stays on target to complete goals regardless of obstacles or adverse circumstances

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. AESTHETIC

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

BEHAVIORAL FEEDBACK

1. 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.

2. 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.

3. CUSTOMER 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.

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

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

JOB ATTRIBUTES QUESTIONS

3. **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?

4. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
 - How much time do you normally spend planning on a weekly basis? Daily basis? Specifically, when do you plan for a specific week? For a day? How does your weekly planning differ from your daily planning?
 - Tell me about your personal organization system. How do you organize your work area?
 - What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set?
 - When you find yourself losing focus on a project, how do you get back on track?
 - Give me an example of a specific plan that you personally had established and then had to totally restructure it. How did you do it? Was it done on time?
 - Give me an example of how you planned a specific event, project or activity.

JOB ATTRIBUTES QUESTIONS

5. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.
 - Describe for me the most difficult business relationship you have ever had to deal with. Why was it so difficult? What did you do to make the relationship go more smoothly?
 - What is the most stressful or difficult situation where you had to maintain your composure at work? What did you do to maintain the composure? How do you think you did? If you had it to do over, what would you do the same? Differently?
 - What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
 - Describe the most difficult, demanding person you have ever encountered. What made them so difficult? What did you do to better understand and relate to them?
 - Give me an example of a situation when a personal relationship you had or developed was helpful in a business situation. How did you cultivate that relationship without appearing to be patronizing?
 - Give me a specific example of a situation where you had to develop a productive relationship with someone whose point of view was different from your own. How did you go about sustaining the relationship?

6. **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?

JOB ATTRIBUTES QUESTIONS

7. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
- Describe the most complex project you ever worked on. How did you establish action steps and milestones for that project? What was the most difficult part of that project for you?
 - Share with me 5 goals you have previously set for yourself in in your career. How many have you accomplished? What have been the reasons for your successful completion of them? How about those you have not completed?
 - Give me an example of a time when you really procrastinated before getting started on something. How did you get started? Did you complete that goal or project?
 - Is there one thing in your life that you have accomplished that gives you the most satisfaction? What is it? How tough was it to accomplish?
 - What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration? Why didn't you complete it? How could you complete it?
 - Give me an example of a time when you were really able to focus your efforts on a single goal. How were you able to do that?

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. AESTHETIC

- How would you rank the importance of creativity and self-expression in your work? How do you personally express your unique creative side?
- Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off balance more than anything else?
- Describe how you would feel if you were to discover that an organization you worked for was misusing the earth's natural resources. How would you show your feelings?
- Describe your strategy for achieving and maintaining a comfortable level of balance and harmony in your life. What would you say you are most sensitive to in your work environment and/or in general?

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. ORGANIZED WORKPLACE

- How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
- How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success.

2. ANALYSIS OF DATA

- How do you organize details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
- What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.

3. CUSTOMER ORIENTED

- 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?

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
1	CUSTOMER FOCUS	10.0	10.0	10.0
2	DIPLOMACY AND TACT	9.4	10.0	8.8
3	SELF MANAGEMENT	8.4	8.8	8.1
4	PLANNING AND ORGANIZATION	7.8	7.5	8.1
5	INTERPERSONAL SKILLS	7.2	7.5	6.9
6	RESILIENCY	6.9	6.9	6.9
7	GOAL ACHIEVEMENT	6.5	8.1	5.0
8	RESULTS ORIENTATION	5.9	6.2	5.6
9	TEAMWORK	5.9	5.0	6.9
10	EMPATHETIC OUTLOOK	5.6	5.6	5.6
11	PERSONAL ACCOUNTABILITY	5.6	6.9	4.4
12	CONFLICT MANAGEMENT	5.3	4.4	6.2
13	FLEXIBILITY	5.3	5.6	5.0
14	PROBLEM SOLVING	4.7	3.8	5.6
15	OBJECTIVE LISTENING	4.7	5.0	4.4
16	ACCOUNTABILITY FOR OTHERS	3.7	1.2	6.2
17	INFLUENCING OTHERS	3.4	3.1	3.8
18	DECISION MAKING	3.1	4.4	1.9
19	CONCEPTUAL THINKING	2.8	3.1	2.5
20	LEADING OTHERS	2.5	3.1	1.9
21	SELF STARTING	2.5	3.8	1.2
22	DEVELOPING OTHERS	1.5	1.2	1.9
23	CONTINUOUS LEARNING	1.2	0.0	2.5

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2
1	UTILITARIAN/ECONOMIC	7.5	7.5	7.5
2	TRADITIONAL/REGULATORY	7.5	7.5	7.5
3	AESTHETIC	2.5	2.5	2.5
4	INDIVIDUALISTIC/POLITICAL	2.5	2.5	2.5
5	THEORETICAL	2.0	2.0	2.0
6	SOCIAL	2.0	2.0	2.0

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2
1	ORGANIZED WORKPLACE	7.2	6.0	8.5
2	ANALYSIS OF DATA	6.7	5.0	8.5
3	CUSTOMER ORIENTED	6.2	7.5	5.0
4	FREQUENT INTERACTION WITH OTHERS	4.5	5.0	4.0
5	VERSATILITY	3.7	3.5	4.0
6	FREQUENT CHANGE	3.2	3.2	3.2
7	COMPETITIVENESS	2.5	2.0	3.0
8	URGENCY	2.2	1.5	3.0

RESPONDENT KEY

R1: LUCY JONES

R2: LARRY LAUGHTON