



Job Portfolio

ABC Company

Sales Representative



Job Portfolio

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Job Description

ABC Company
Job Description

Sales Representative

Job Title: Sales Representative

Department: Sales & Marketing

Reports To: Sales Manager

Summary: The main purpose of this position is to work as a part of a sales team, creating and implementing sales strategies, thereby increasing company revenue.

Essential Duties and Responsibilities Include:

- Prospecting and cold calling
- Qualifying leads
- Successfully closing sales
- Maintaining company's brand, integrity and image
- Keeping abreast of industry related knowledge and competition
- Create and deliver sales presentations
- Follow up with current customers in order to maintain accounts and up-sell
- Work with others on the sales team and other internal departments to improve sales strategies

Skills / Degrees Necessary:

4-year degree in marketing, business or related field

5+ years experience in business to business sales



Key Accoutnabilities



Key Accountabilities Worksheet

Company Name: ABC Company

Position: Sales Representative

Stakeholders: Roger Wilson, Kathy Ramero, Jennifer Rodriguez, John Lee and Sam Rivers

Date: June 12, 2008

Key Accountabilities:

A. Effectively prospect, qualify, demonstrate & close according to company guidelines **Rank:** 1 **Weight:** 45 %
to ensure sales goals are met while maintaining company's integrity & brand image.

B. Keep abreast of industry related knowledge and competition in order to adapt sales **Rank:** 2 **Weight:** 10 %
presentations and marketing efforts.

C. Work closely with other sales representatives in adapting and improving the sales **Rank:** 4 **Weight:** 10 %
strategy for specific products.

D. Follow up with customers to ensure their needs are met and up-sell additional **Rank:** 3 **Weight:** 15 %
products.

E. _____ **Rank:** _____ **Weight:** _____ %

Please go to www.TTIsurvey.com and enter the following Response Link ID:



TTI TriMetrix® Multiple Respondent Job Report



TTI TriMetrix[®]
Multiple Respondent Job Report

Job Benchmark Results
Sales Representative
6-10-2008



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 TTI TriMetric 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.



Section 1

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

0 1 2 3 4 5 6 7 8 9 10



9.8 IMP

2. 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



9.7 IMP

3. CUSTOMER FOCUS: A commitment to customer satisfaction.

0 1 2 3 4 5 6 7 8 9 10



9.6 IMP

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

0 1 2 3 4 5 6 7 8 9 10



9.5 IMP

5. 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



9.3 IMP

6. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.

0 1 2 3 4 5 6 7 8 9 10



9.1 IMP

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



Section 1

JOB ATTRIBUTES HIERARCHY

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

0 1 2 3 4 5 6 7 8 9 10



8.8 IMP

8. 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



8.4 IMP

9. 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



8.3 IMP

10. RESILIENCY: The ability to quickly recover from adversity.

0 1 2 3 4 5 6 7 8 9 10



8.1 IMP

11. 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



8.1 IMP

12. 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



6.1 SWI

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

0 1 2 3 4 5 6 7 8 9 10



6.0 SWI

14. 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



5.7 SWI

15. 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



5.2 SWI



Section 1

JOB ATTRIBUTES HIERARCHY

16. 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



5.2 SWI

17. 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



5.1 SWI

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

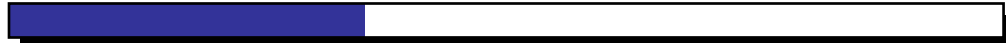
0 1 2 3 4 5 6 7 8 9 10



5.1 SWI

19. 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



3.6 NI

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

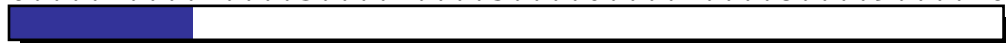
0 1 2 3 4 5 6 7 8 9 10



3.2 NI

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

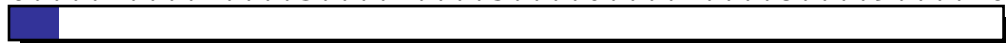
0 1 2 3 4 5 6 7 8 9 10



1.8 NI

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

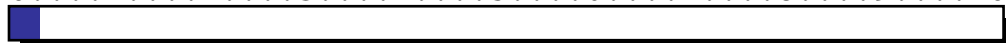
0 1 2 3 4 5 6 7 8 9 10



0.4 NI

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

0 1 2 3 4 5 6 7 8 9 10



0.2 NI

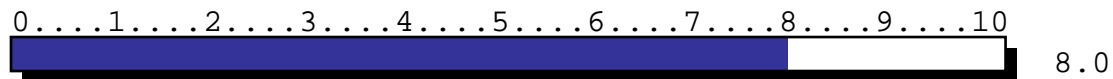


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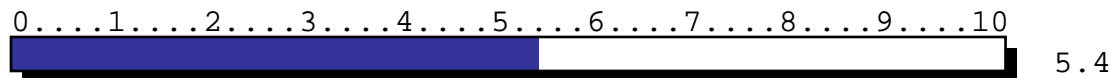
JOB REWARDS/CULTURE HIERARCHY

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

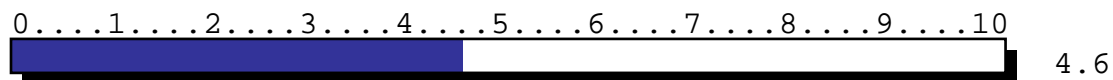
1. UTILITARIAN/ECONOMIC



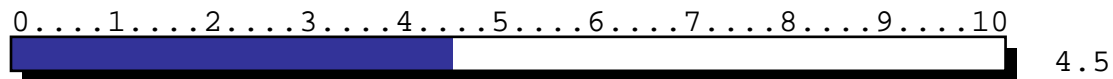
2. INDIVIDUALISTIC/POLITICAL



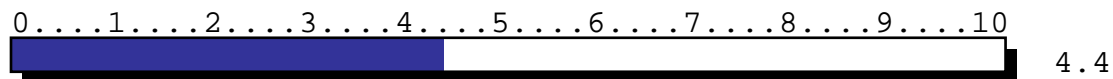
3. THEORETICAL



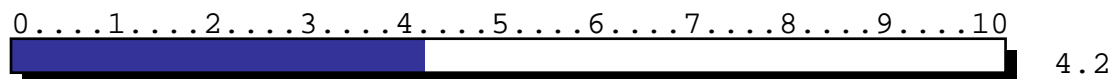
4. AESTHETIC



5. TRADITIONAL/REGULATORY



6. SOCIAL



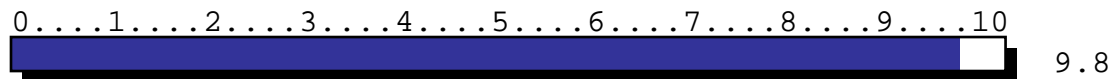


Section 2

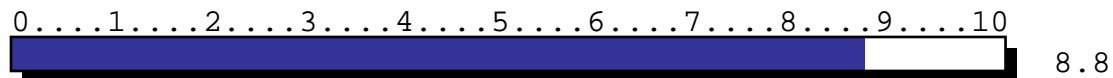
ORGANIZATIONAL REWARDS/CULTURE HIERARCHY

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.

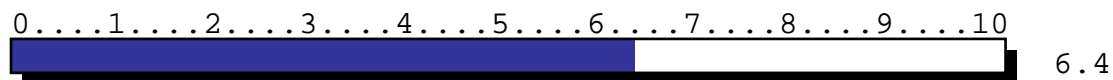
1. INDIVIDUALISTIC/POLITICAL



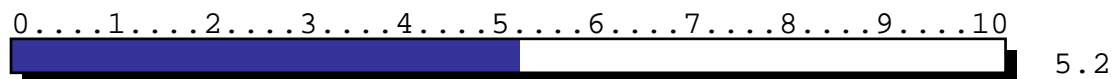
2. UTILITARIAN/ECONOMIC



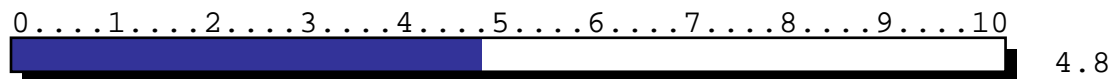
3. THEORETICAL



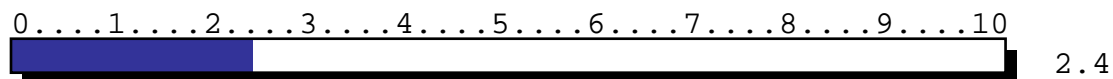
4. TRADITIONAL/REGULATORY



5. AESTHETIC



6. SOCIAL



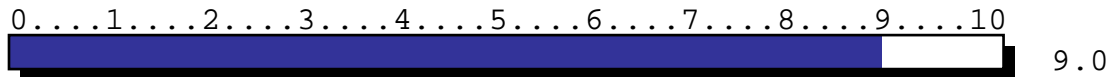


Section 3

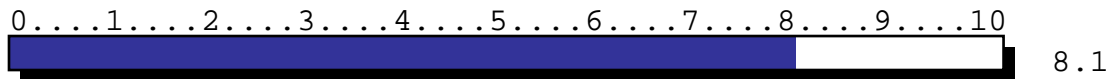
BEHAVIORAL HIERARCHY

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.

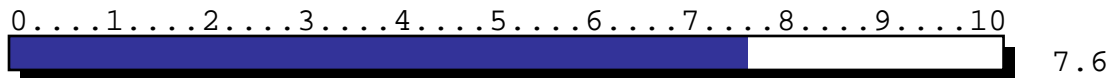
1. FREQUENT INTERACTION WITH OTHERS



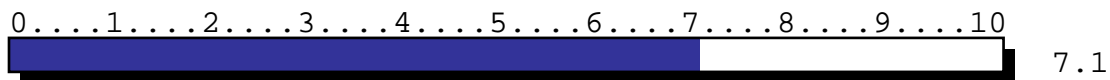
2. CUSTOMER ORIENTED



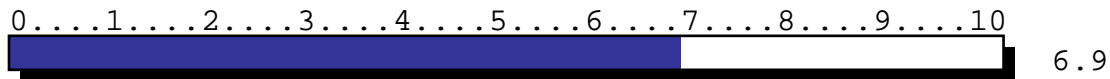
3. COMPETITIVENESS



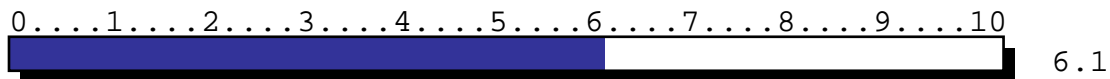
4. FREQUENT CHANGE



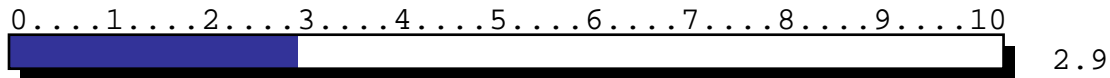
5. VERSATILITY



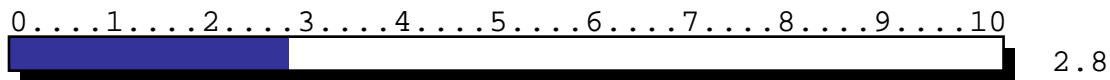
6. URGENCY



7. ORGANIZED WORKPLACE



8. ANALYSIS OF DATA





Section 4

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. **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

2. **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

3. **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

4. **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



Section 4

JOB ATTRIBUTES FEEDBACK

5. **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

6. **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

7. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.
 - Effectively impacts others' actions
 - Gains commitment from others to achieve desired results
 - Analyzes others' opinions and leads them to understand and willingly accept desired alternatives
 - Persuades others in a positive manner



Section 5

JOB REWARDS/CULTURE FEEDBACK

1. UTILITARIAN/ECONOMIC

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

2. INDIVIDUALISTIC/POLITICAL

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

3. THEORETICAL

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



Section 6

BEHAVIORAL FEEDBACK

1. FREQUENT INTERACTION WITH OTHERS

- The job requires a strong "people orientation," versus a task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

2. 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.

3. 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.



Section 7

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. **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?

2. **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?



Section 7

JOB ATTRIBUTES QUESTIONS

3. **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.

4. **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?



Section 7

JOB ATTRIBUTES QUESTIONS

5. **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 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?
6. **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?



Section 7

JOB ATTRIBUTES QUESTIONS

7. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.
- What do you consider to be the most effective way to influence someone to a particular point of view? Give me an example of when you have done that successfully.
 - Who is the most convincing person you have ever known? What did that person do that made them so convincing?
 - What steps do you take when trying to gain the support for an idea of another person(s)? What is the biggest mistake someone could make when doing that?
 - Give me an example of a time when you listened carefully and you learned something that helped you gain support or convince someone of something. What is the one, single thing you listened to and how did it help you?
 - Have you ever seen someone continue to persuade someone even though the other person had already committed to the first person's point of view? What are some signs that communicate that this has happened?
 - How often do you use tools or aids to help you persuade someone to your point of view? Give me several examples of what you have used and how you used them. How successful were you?



Section 8

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. 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. INDIVIDUALISTIC/POLITICAL

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

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?



Section 9

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

- 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. 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?

3. 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?



Section 10

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	PERSONAL ACCOUNTABILITY	9.8	9.4	10.0	10.0	10.0	10.0
2	SELF MANAGEMENT	9.7	9.4	10.0	10.0	9.4	10.0
3	CUSTOMER FOCUS	9.6	9.4	10.0	10.0	10.0	8.8
4	SELF STARTING	9.5	8.8	10.0	10.0	8.8	10.0
5	GOAL ACHIEVEMENT	9.3	6.9	10.0	10.0	10.0	10.0
6	INTERPERSONAL SKILLS	9.1	8.8	7.5	10.0	10.0	9.4
7	INFLUENCING OTHERS	8.8	6.2	10.0	10.0	10.0	8.1
8	DIPLOMACY AND TACT	8.4	5.6	8.8	8.8	10.0	8.8
9	RESULTS ORIENTATION	8.3	5.6	8.1	10.0	9.4	8.8
10	RESILIENCY	8.1	6.9	8.8	8.8	8.1	8.1
11	FLEXIBILITY	8.1	7.5	8.1	8.8	7.5	8.8
12	EMPATHETIC OUTLOOK	6.1	5.6	6.2	4.4	7.5	6.9
13	TEAMWORK	6.0	4.4	8.1	8.1	5.0	4.4
14	LEADING OTHERS	5.7	6.2	5.6	6.2	6.2	4.4
15	PLANNING AND ORGANIZATION	5.2	4.4	3.1	4.4	7.5	6.9
16	CONTINUOUS LEARNING	5.2	5.6	5.0	5.6	5.0	5.0
17	CONCEPTUAL THINKING	5.1	5.6	3.8	6.2	3.8	6.2
18	OBJECTIVE LISTENING	5.1	3.8	5.6	4.4	6.2	5.6
19	DECISION MAKING	3.6	5.0	3.1	5.0	2.5	2.5
20	PROBLEM SOLVING	3.2	3.8	3.1	3.8	3.8	1.9
21	CONFLICT MANAGEMENT	1.8	1.2	1.2	2.5	2.5	1.9
22	DEVELOPING OTHERS	0.4	1.2	0.0	0.0	1.2	0.0
23	ACCOUNTABILITY FOR OTHERS	0.2	1.2	0.0	0.0	0.0	0.0



Section 10

JOB REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5
1	UTILITARIAN/ECONOMIC	8.0	8.4	7.2	8.0	8.0	8.8
2	INDIVIDUALISTIC/POLITICAL	5.4	4.8	7.2	4.8	4.4	6.0
3	THEORETICAL	4.6	5.6	4.0	4.4	5.6	3.6
4	AESTHETIC	4.5	3.6	4.0	4.4	6.4	4.4
5	TRADITIONAL/REGULATORY	4.4	4.0	2.4	3.6	6.0	6.0
6	SOCIAL	4.2	3.2	4.4	4.4	4.4	4.8



Section 10

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3	R4	R5
1	FREQUENT INTERACTION WITH OTHERS	9.0	9.0	9.0	9.0	9.0	9.0
2	CUSTOMER ORIENTED	8.1	8.5	8.0	8.0	8.0	8.0
3	COMPETITIVENESS	7.6	7.0	8.0	8.0	8.0	7.0
4	FREQUENT CHANGE	7.1	6.8	7.0	7.5	7.0	7.5
5	VERSATILITY	6.9	6.5	7.0	7.0	7.0	7.0
6	URGENCY	6.1	5.0	6.5	6.5	6.5	6.0
7	ORGANIZED WORKPLACE	2.9	3.0	3.0	2.5	3.5	2.5
8	ANALYSIS OF DATA	2.8	3.0	3.0	2.5	3.0	2.5



Section 10

RESPONDENT KEY

R1: ROGER WILSON
R2: KATHY RAMERO
R3: JENNIFER RODRIGUEZ
R4: JOHN LEE
R5: SAM RIVERS



Master TTI TriMetrix® Multiple Respondent Job Report



TTI TriMetrix[®]
Multiple Respondent Job Report

Job Benchmark Results
Sales Representative
6-10-2008



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 TTI TriMetric 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.



Section 1

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

0 1 2 3 4 5 6 7 8 9 10



9.8 IMP

2. 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



9.7 IMP

3. CUSTOMER FOCUS: A commitment to customer satisfaction.

0 1 2 3 4 5 6 7 8 9 10



9.6 IMP

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

0 1 2 3 4 5 6 7 8 9 10



9.5 IMP

5. 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



9.3 IMP

6. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.

0 1 2 3 4 5 6 7 8 9 10



9.1 IMP

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



Section 1

JOB ATTRIBUTES HIERARCHY

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

0 1 2 3 4 5 6 7 8 9 10



8.8 IMP

8. 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



8.4 IMP

9. 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



8.3 IMP

10. RESILIENCY: The ability to quickly recover from adversity.

0 1 2 3 4 5 6 7 8 9 10



8.1 IMP

11. 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



8.1 IMP

12. 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



6.1 SWI

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

0 1 2 3 4 5 6 7 8 9 10



6.0 SWI

14. 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



5.7 SWI

15. 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



5.2 SWI



Section 1

JOB ATTRIBUTES HIERARCHY

16. 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



5.2 SWI

17. 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



5.1 SWI

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

0 1 2 3 4 5 6 7 8 9 10



5.1 SWI

19. 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



3.6 NI

20. 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



3.2 NI

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

0 1 2 3 4 5 6 7 8 9 10



1.8 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



0.4 NI

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

0 1 2 3 4 5 6 7 8 9 10



0.2 NI

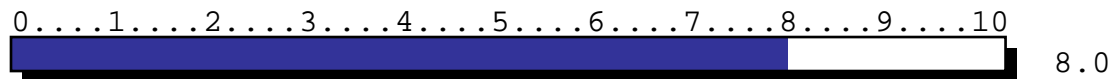


Section 2

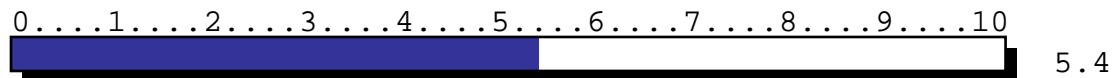
JOB REWARDS/CULTURE HIERARCHY

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

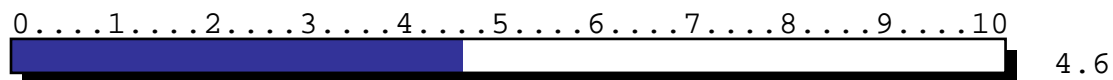
1. UTILITARIAN/ECONOMIC



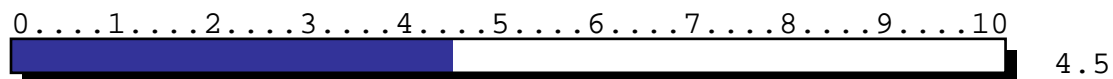
2. INDIVIDUALISTIC/POLITICAL



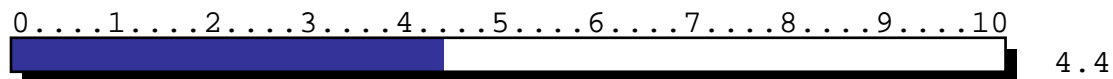
3. THEORETICAL



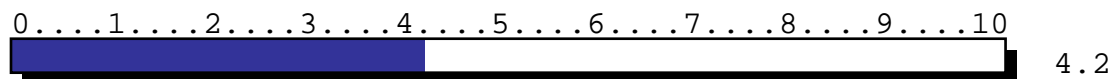
4. AESTHETIC



5. TRADITIONAL/REGULATORY



6. SOCIAL



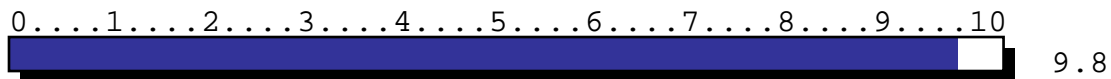


Section 2

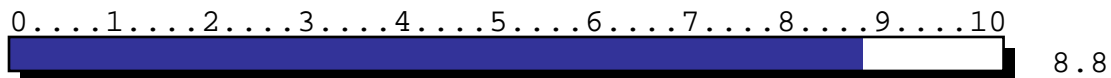
ORGANIZATIONAL REWARDS/CULTURE HIERARCHY

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. INDIVIDUALISTIC/POLITICAL



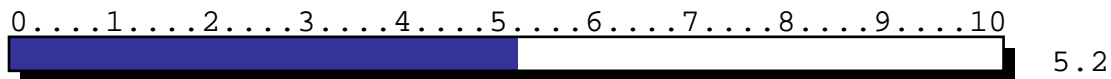
2. UTILITARIAN/ECONOMIC



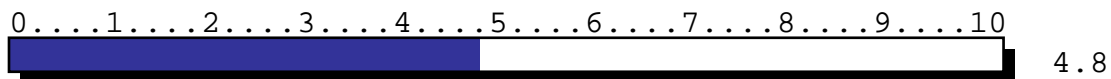
3. THEORETICAL



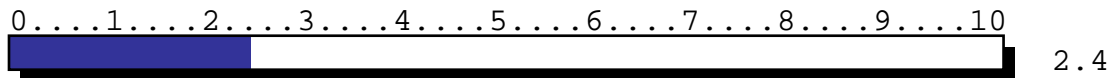
4. TRADITIONAL/REGULATORY



5. AESTHETIC



6. SOCIAL



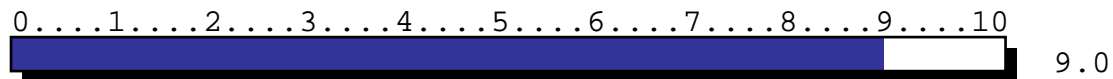


Section 3

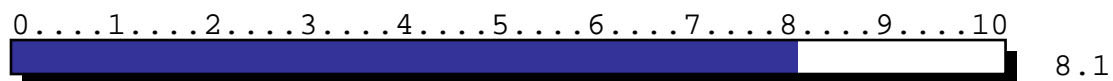
BEHAVIORAL HIERARCHY

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.

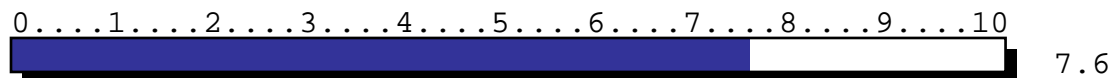
1. FREQUENT INTERACTION WITH OTHERS



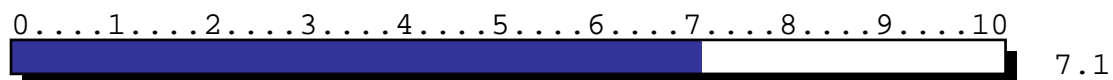
2. CUSTOMER ORIENTED



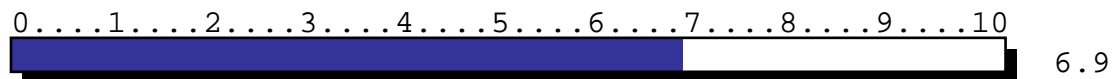
3. COMPETITIVENESS



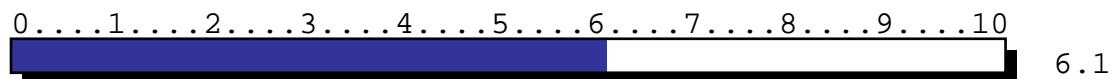
4. FREQUENT CHANGE



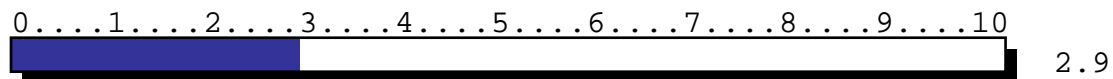
5. VERSATILITY



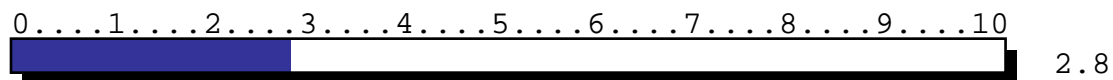
6. URGENCY



7. ORGANIZED WORKPLACE



8. ANALYSIS OF DATA





Section 4

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. **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

2. **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

3. **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

4. **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



Section 4

JOB ATTRIBUTES FEEDBACK

5. **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

6. **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

7. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.
 - Effectively impacts others' actions
 - Gains commitment from others to achieve desired results
 - Analyzes others' opinions and leads them to understand and willingly accept desired alternatives
 - Persuades others in a positive manner



Section 5

JOB REWARDS/CULTURE FEEDBACK

1. UTILITARIAN/ECONOMIC

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

2. INDIVIDUALISTIC/POLITICAL

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

3. THEORETICAL

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



Section 6

BEHAVIORAL FEEDBACK

1. FREQUENT INTERACTION WITH OTHERS

- The job requires a strong "people orientation," versus a task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

2. 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.

3. 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.



Ideal Candidate Form



selection • retention • performance management • development

Job Advertising & Ideal Candidate Information Form

Thank you for choosing Solutions 4 Hiring, Inc. for your professional search and fulfillment needs.

The following questions are designed to help us effectively market to, recruit for and screen applicants for your organization.

The purpose of this information is to allow us to deliver pre-assessed, pre-qualified individuals you can hire.

Please feel free to contact your Recruiting Specialist with any questions.

We look forward to finding your ideal candidate.

Sincerely,
Solutions 4 Hiring, Inc.

Screening Details

1. Which solution option have you chosen? (circle one)

Simple

Selective

Superior

2. Which assessment would you like applicants to use? (circle one)

TriMetrix

DNA

Talent Insights

Company Information

Company Name: _____

Company Description: Already on file with Solutions 4 Hiring, Inc.

Position Details

Position Title: _____

Position Location: _____

Primary Contact for this Position: _____

Contact Email Address: _____

Contact Phone Number: _____

How long has the position been open?: _____

What recruiting methods have been used for this position in the past? _____

Position Description:

Already on file with Solutions 4 Hiring, Inc.

Working Environment:

Already on file with Solutions 4 Hiring, Inc.

Travel Required: Yes No

Explain if yes:

Pre-Employment Assessment Requirements

Personal Skills:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Motivators:

1. _____
2. _____
3. _____

Behaviors:

1. _____
2. _____
3. _____

Educational Requirements

Education Level Required: _____

Degree Type: _____

Requirement Type: Hard Soft

Certifications Required: _____

Requirement Type: Hard Soft

Experience Requirements

Specific Job Experience: _____

Number of Years Preferred: _____

Requirement Type: Hard Soft

Specific Industry Experience: _____

Number of Years Preferred: _____

Requirement Type: Hard Soft

Additional Experience Required: _____

Custom Phone Screen or Interview Questions

Do you have any specific questions you would like to be asked during the phone screening or interviewing processes?

1. _____

2. _____

3. _____

Resume Screen Preferences

Historically people have different views as they relate to job hopping, employment gaps and over qualifications. Please describe how you view each of the following:

Job Hopping: _____

Employment Gaps: _____

Over Qualifications: _____

Recommended Background Check Package

- Executive Level/Financial Check
- Sales Professionals
- Mid-Management/General

Compensation Package

First Year's Base Salary Range: _____

Bonus Potential: Yes No

If Yes: Amount: _____ Explain: _____

Commission Potential: Yes No

If Yes: Amount: _____ Explain: _____

Benefits for this Position: Yes No

If Yes, which ones?

- | | | | |
|---|---------------|---------------|--------------------|
| <input type="checkbox"/> Health Insurance (circle): | Employer Paid | Employee Paid | Joint Contribution |
| <input type="checkbox"/> Dental Insurance (circle): | Employer Paid | Employee Paid | Joint Contribution |
| <input type="checkbox"/> Life Insurance (circle): | Employer Paid | Employee Paid | Joint Contribution |
| <input type="checkbox"/> Profit Sharing | | | |
| <input type="checkbox"/> Stock Options | | | |
| <input type="checkbox"/> 401K | | | |
| <input type="checkbox"/> Paid Vacation | | | |
| <input type="checkbox"/> Paid Time Off | | | |
| <input type="checkbox"/> Other: | _____ | | |

Relocation Options:

- Not Accepting Relocation Candidates
- Accepting Relocation Candidates but without Corporate Assistance
- Relocation Package Available

Please Describe: _____

- Promote this information
- Only give out when prompted

Marketing of the Position

Solutions 4 Hiring, Inc determines the best methods for marketing your current opening. We use a variety of sources from email recruiting, networking, advertising and more.

Preferred geographical locations to market for candidates: _____

Industry Keywords you Prefer: _____

Competitors to Look at: _____

Competitors to Stay Away From: _____

Solutions 4 Hiring, Inc markets the salary of the positions and does not market the name of the client company.

Screening Rank

Below is a list of the measurements we will be using to determine the best candidates for your organization. Please rank them in order of importance to you.

- _____ Pre-employment Assessment Match to Benchmark
- _____ Educational Requirements
- _____ Industry Experience
- _____ Job Experience

I, _____ understand that all candidates will be screened based on the above information.

Client Signature

Date

Recruiting Specialist

Date



Job Related Interview Questions

Interview Questions

Job Attributes Questions

I. 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?

2. 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?

3. 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.

4. 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?

5. 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?

6. 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?

7. INFLUENCING OTHERS

The ability to personally affect others' actions, decisions, opinions or thinking.

- What do you consider to be the most effective way to influence someone to a particular point of view? Give me an example of when you have done that successfully.
- Who is the most convincing person you have ever known? What did that person do that made them so convincing?
- What steps do you take when trying to gain the support for an idea of another person(s)? What is the biggest mistake someone could make when doing that?
- Give me an example of a time when you listened carefully and you learned something that helped you gain support or convince someone of something. What is the one, single thing you listened to and how did it help you?
- Have you ever seen someone continue to persuade someone even though the other person had already committed to the first person's point of view? What are some signs that communicate that this has happened?
- How often do you use tools or aids to help you persuade someone to your point of view? Give me several examples of what you have used and how you used them. How successful were you?

Job Rewards / Culture 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. INDIVIDUALISTIC/POLITICAL

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

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

I. FREQUENT INTERACTION 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. 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?

3. 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?