



Job Plus Report

This Customized Job Analysis Benchmarks uses our Client's "Informed Incumbents" to provide input into a patented Performance Survey that "Allows the Job to Talk" and it identifies the Top Core Competencies, Driving Values and Natural Behaviors the job is asking for in order to deliver TOP PERFORMANCE!

**District Sales Manager
Performance Benchmark**

Sample Company

1-29-2006

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 complete this report in Sections 7 through 9.

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

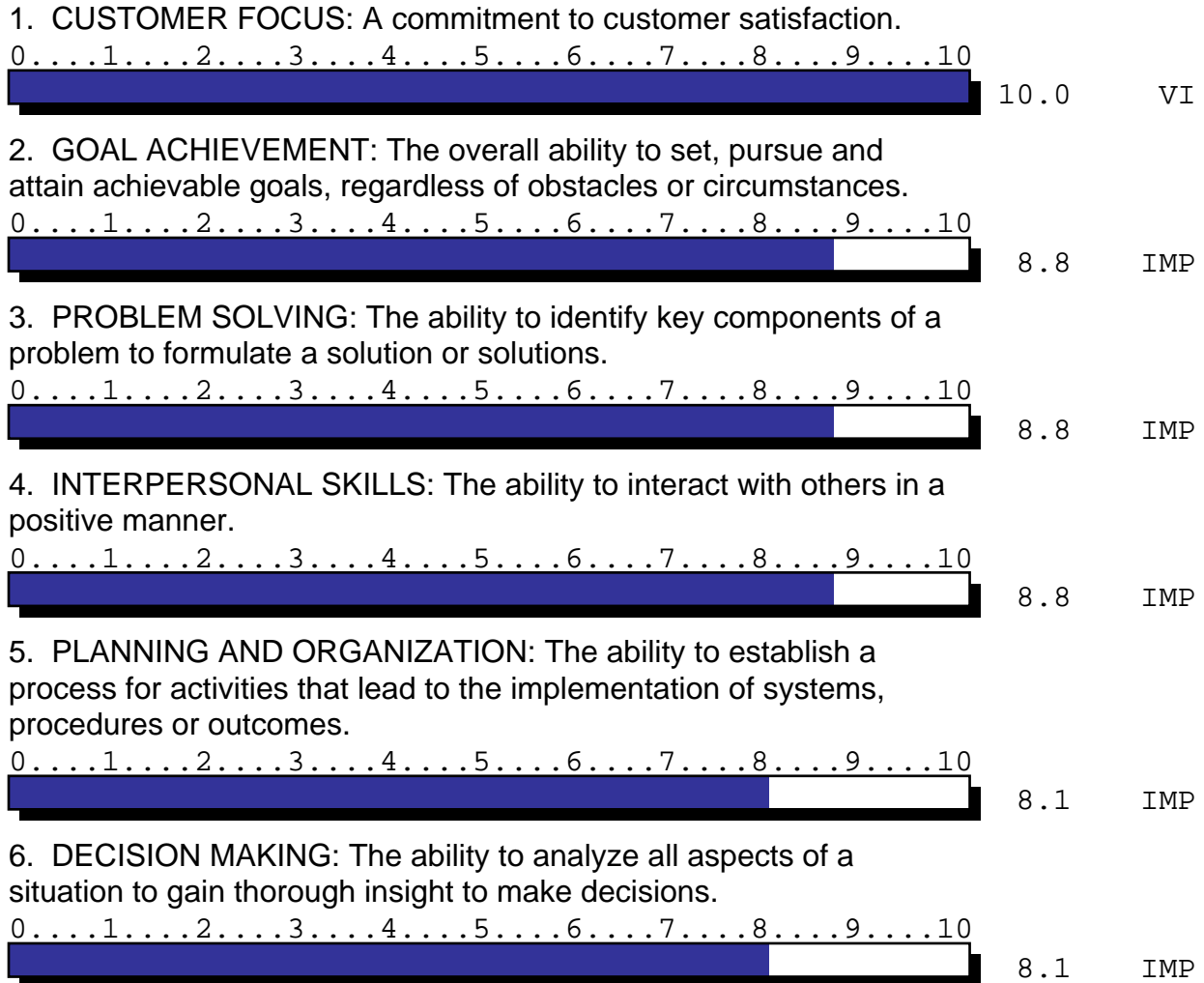
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

This section identifies the Top Core Competencies needed for Top Performance in THIS SPECIFIC JOB. Different jobs require different combinations of performance factors. The TriMetrix benchmarking tool provides the invaluable information in an accurate AND comparable manner!

Section 1

JOB ATTRIBUTES HIERARCHY

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



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

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

0 1 2 3 4 5 6 7 8 9 10



8.1 IMP

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

0 1 2 3 4 5 6 7 8 9 10



8.1 IMP

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

0 1 2 3 4 5 6 7 8 9 10



8.1 IMP

10. 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

11. 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



7.5 IMP

12. 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



7.5 IMP

13. 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



7.5 IMP

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



7.5 IMP


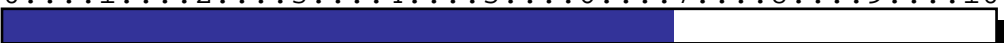
15. RESILIENCY: The ability to quickly recover from adversity.

0 1 2 3 4 5 6 7 8 9 10



7.5 IMP

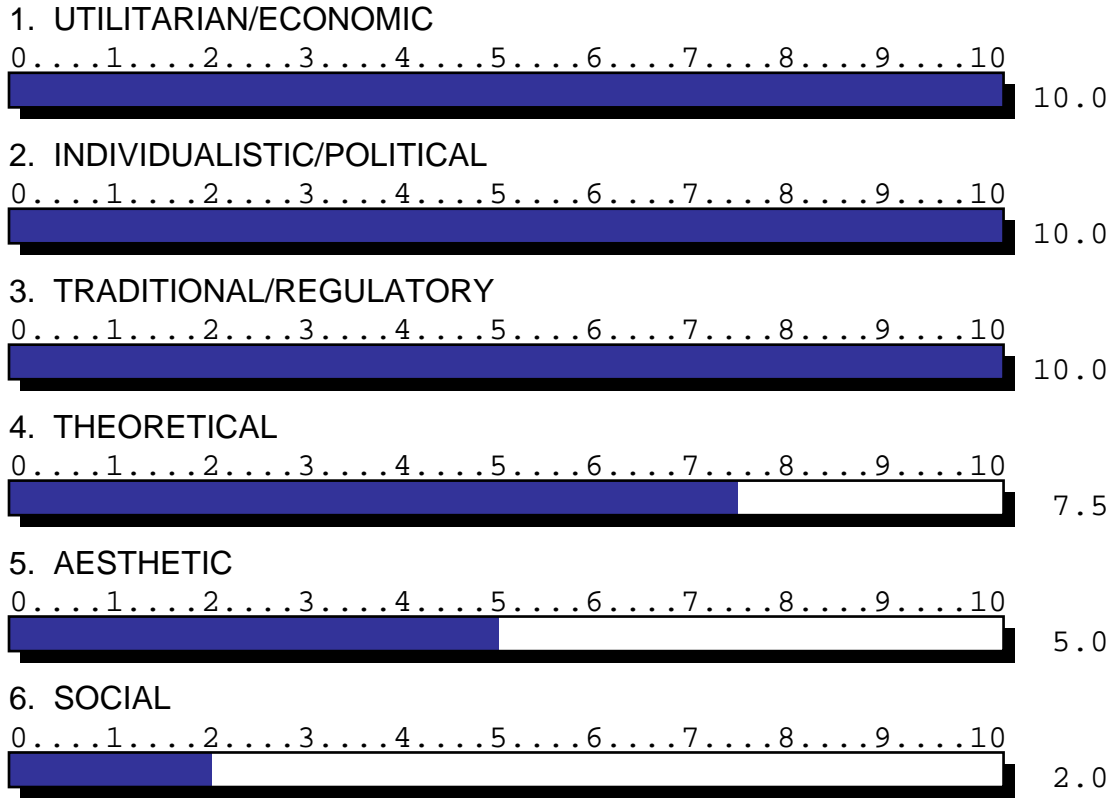
JOB ATTRIBUTES HIERARCHY

16. TEAMWORK: The ability to cooperate with others to meet objectives.	0 1 2 3 4 5 6 7 8 9 10		7.5	IMP
17. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.	0 1 2 3 4 5 6 7 8 9 10		7.5	IMP
18. 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		6.9	SWI
19. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.	0 1 2 3 4 5 6 7 8 9 10		6.9	SWI
20. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.	0 1 2 3 4 5 6 7 8 9 10		6.2	SWI
21. 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
22. 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		5.6	SWI
23. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.	0 1 2 3 4 5 6 7 8 9 10		3.8	NI

REWARDS/CULTURE HIERARCHY

This section identifies the Driving Values or Key Motivators/Rewards a top performer will want for this job. All these factors are measured in the TriMetrix Talent report- Step Two of the Process.

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.



BEHAVIORAL HIERARCHY

This is the Hierarchy of Natural Behaviors this job is calling for in order to deliver Top Performance. See behind the Interviewing mask...Identify the winners from the pretenders!

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.



WE: 43-67-36-55 (58)

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. **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

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

 4. **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

 5. **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
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JOB ATTRIBUTES FEEDBACK

6. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
 - Analyzes data necessary for decision-making
 - Makes major decisions impacting strategic outcomes appropriately and effectively
 - Makes decisions in a timely manner
 - Demonstrates ability to make unpopular and difficult decisions when necessary

7. **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

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. TRADITIONAL/REGULATORY

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

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. VERSATILITY

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

3. URGENCY

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

Section 7

JOB ATTRIBUTES QUESTIONS

The TriMetrix Benchmark also creates a unique set of specific behavioral interviewing questions that are tied to the Top Competencies, Values and Behaviors identified as Critical for this specific position.

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.

We are including one sample. The actual report includes for 7 Top Competencies, 3 Values and 3 Behaviors identified as MOST IMPORTANT

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