



Excel TriMetrix™

JOB PLUS REPORT
Multi-Respondent Version
POSITION: VP Customer Service



Multiple Respondent Job Plus Report

Vice President
6-14-2006

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.



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. **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



7.2 SWI

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

0 1 2 3 4 5 6 7 8 9 10



7.2 SWI

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

0 1 2 3 4 5 6 7 8 9 10



7.1 SWI

11. **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



6.9 SWI

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

0 1 2 3 4 5 6 7 8 9 10



6.8 SWI

13. **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



6.5 SWI

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

0 1 2 3 4 5 6 7 8 9 10



6.5 SWI

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

0 1 2 3 4 5 6 7 8 9 10



6.5 SWI

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

0 1 2 3 4 5 6 7 8 9 10



6.2 SWI

JOB ATTRIBUTES HIERARCHY

17. 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



6.2 SWI

18. 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



5.9 SWI

19. 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



5.3 SWI

20. 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



5.0 SWI

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

0 1 2 3 4 5 6 7 8 9 10



4.4 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



4.0 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

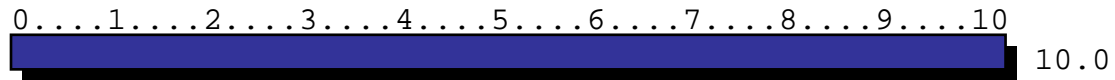


4.0 NI

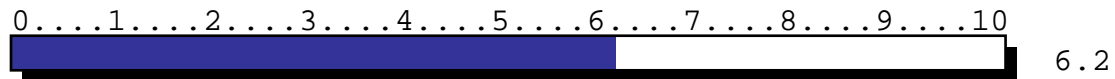
REWARDS/CULTURE HIERARCHY

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.

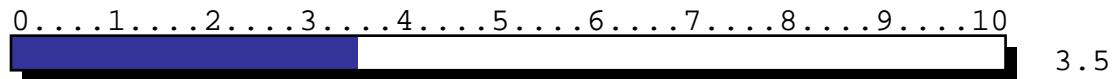
1. UTILITARIAN/ECONOMIC



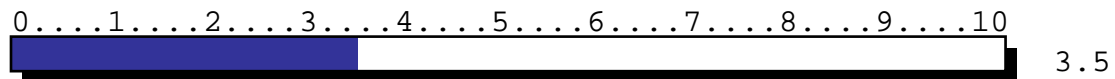
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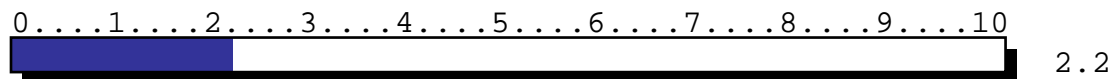
3. AESTHETIC



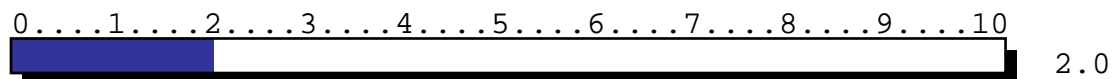
4. TRADITIONAL/REGULATORY



5. THEORETICAL



6. SOCIAL

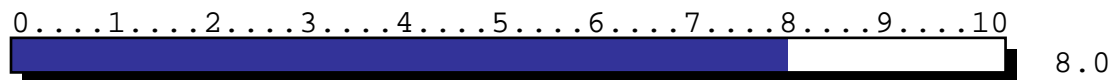


Section 3

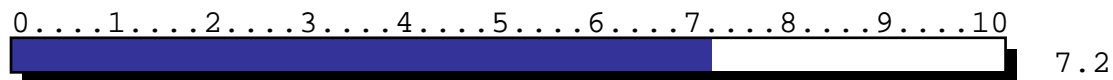
BEHAVIORAL HIERARCHY

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.

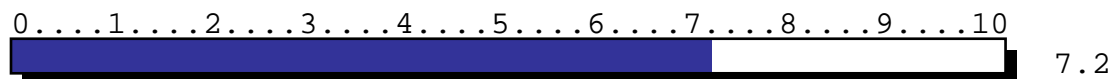
1. FREQUENT INTERACTION WITH OTHERS



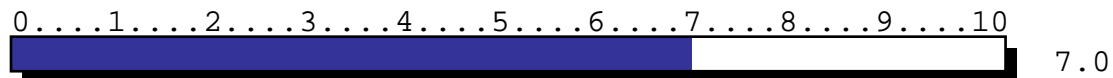
2. VERSATILITY



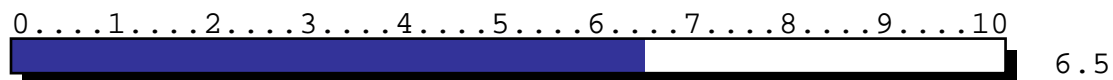
3. CUSTOMER ORIENTED



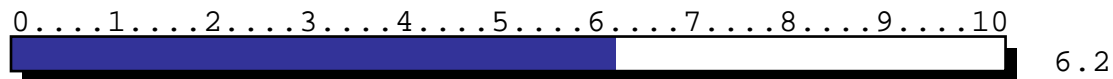
4. FREQUENT CHANGE



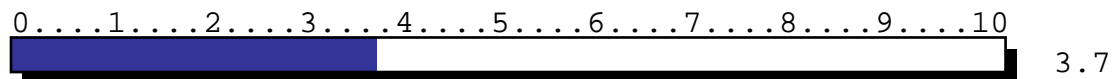
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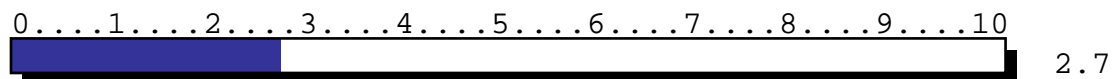
6. URGENCY



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE



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. **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

4. **EMPATHETIC OUTLOOK:** The capacity to perceive and understand the feelings and attitudes of others.
 - Demonstrates awareness of how actions will directly and indirectly impact others
 - Listens to others attentively
 - Demonstrates regard for and sensitivity to the feelings of others
 - Values and respects the diversity of others and their beliefs

5. **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

JOB ATTRIBUTES FEEDBACK

6. **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

7. **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.

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. AESTHETIC

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

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. 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. **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?

JOB ATTRIBUTES QUESTIONS

3. **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?

4. **EMPATHETIC OUTLOOK:** The capacity to perceive and understand the feelings and attitudes of others.
 - Describe ways you are able to show others you care about them, yet do not compromise the needs and requirements of the overall organization.
 - How would you communicate to a co-worker that they are not fulfilling their professional obligations because they are spending an excessive amount of time on a personal issue at the expense of the organization?
 - Give me a concrete example of how one person's actions have impacted another person negatively and you have gone about correcting the first person's activity.
 - What do you do to ensure that you are accurately listening to what another person is really saying and meaning? When have you dealt with cross-cultural issues of a sensitive nature?
 - When have your skills in empathy been put to the test? Describe how you handled the situation.
 - Do you consider yourself to be more emotional or rational in your thinking? What is the difference? Please give me an example where either or both would be necessary in resolving an issue at work.

JOB ATTRIBUTES QUESTIONS

5. **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?
6. **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?

JOB ATTRIBUTES QUESTIONS

7. 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?

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. 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. 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. VERSATILITY

- Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
- How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.

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	9.4	9.4	9.4
2	GOAL ACHIEVEMENT	8.1	8.8	7.5
3	PERSONAL ACCOUNTABILITY	8.1	8.1	8.1
4	EMPATHETIC OUTLOOK	7.8	6.9	8.8
5	INFLUENCING OTHERS	7.8	10.0	5.6
6	SELF MANAGEMENT	7.5	8.8	6.2
7	DIPLOMACY AND TACT	7.5	6.9	8.1
8	DECISION MAKING	7.2	6.9	7.5
9	TEAMWORK	7.2	6.9	7.5
10	RESILIENCY	7.1	8.1	6.2
11	RESULTS ORIENTATION	6.9	8.8	5.0
12	OBJECTIVE LISTENING	6.8	5.6	8.1
13	PROBLEM SOLVING	6.5	7.5	5.6
14	INTERPERSONAL SKILLS	6.5	7.5	5.6
15	CONFLICT MANAGEMENT	6.5	5.6	7.5
16	SELF STARTING	6.2	6.9	5.6
17	FLEXIBILITY	6.2	7.5	5.0
18	PLANNING AND ORGANIZATION	5.9	6.9	5.0
19	LEADING OTHERS	5.3	5.0	5.6
20	CONCEPTUAL THINKING	5.0	6.2	3.8
21	ACCOUNTABILITY FOR OTHERS	4.4	0.0	8.8
22	DEVELOPING OTHERS	4.0	1.2	6.9
23	CONTINUOUS LEARNING	4.0	5.6	2.5

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2
1	UTILITARIAN/ECONOMIC	10.0	10.0	10.0
2	INDIVIDUALISTIC/POLITICAL	6.2	7.5	5.0
3	AESTHETIC	3.5	5.0	2.0
4	TRADITIONAL/REGULATORY	3.5	2.0	5.0
5	THEORETICAL	2.2	2.0	2.5
6	SOCIAL	2.0	2.0	2.0

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2
1	FREQUENT INTERACTION WITH OTHERS	8.0	8.0	8.0
2	VERSATILITY	7.2	8.0	6.5
3	CUSTOMER ORIENTED	7.2	7.0	7.5
4	FREQUENT CHANGE	7.0	8.5	5.5
5	COMPETITIVENESS	6.5	10.0	3.0
6	URGENCY	6.2	8.5	4.0
7	ANALYSIS OF DATA	3.7	3.5	4.0
8	ORGANIZED WORKPLACE	2.7	2.0	3.5

RESPONDENT KEY

R1: FRANK SUCCESSFUL
R2: MARK JOHNSON SAMPLE