



Job Plus Report

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**Sales Manager Position**

ABC Sales Company

7-9-2003

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# INTRODUCTION

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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

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## 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

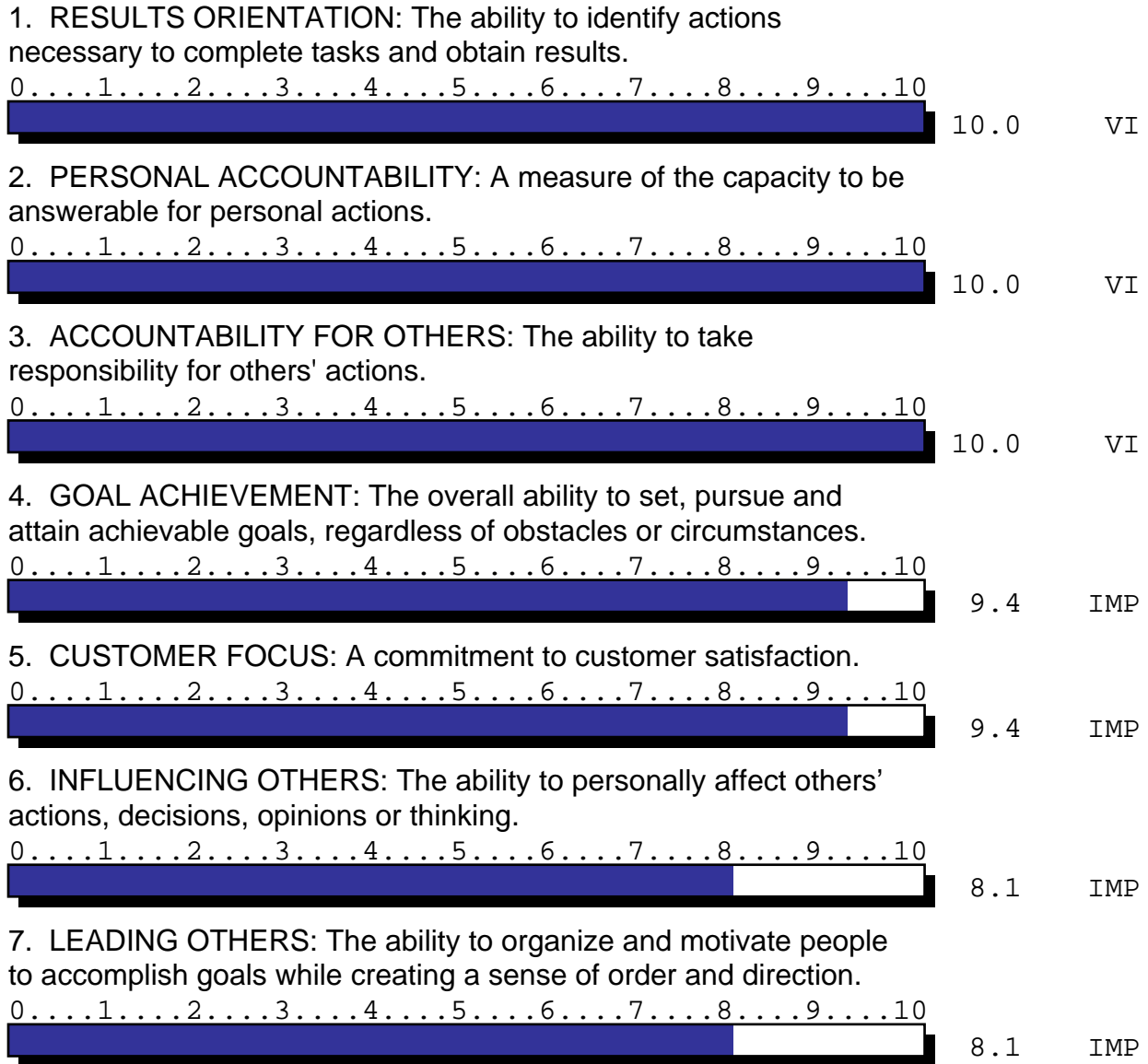
This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

## SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

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

# 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

8. **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



7.5 IMP

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

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



7.5 IMP

10. **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



7.5 IMP

11. **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



7.5 IMP

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

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



7.5 IMP

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

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



6.9 SWI

14. **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



6.2 SWI

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

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



5.6 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



5.6 SWI

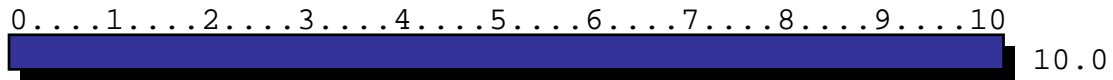
# JOB ATTRIBUTES HIERARCHY

<p>17. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	5.6	SWI
<p>18. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	5.0	SWI
<p>19. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	5.0	SWI
<p>20. TEAMWORK: The ability to cooperate with others to meet objectives.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	5.0	SWI
<p>21. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	5.0	SWI
<p>22. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	4.4	NI
<p>23. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	2.5	NI

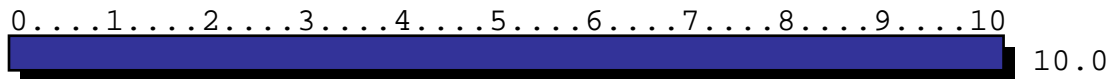
# REWARDS/CULTURE HIERARCHY

*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.*

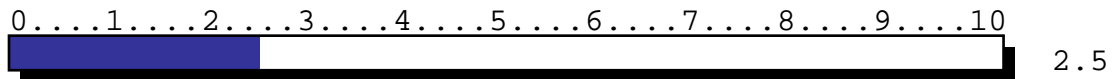
1. UTILITARIAN/ECONOMIC



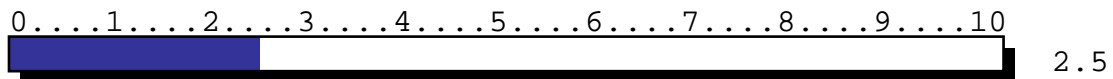
2. INDIVIDUALISTIC/POLITICAL



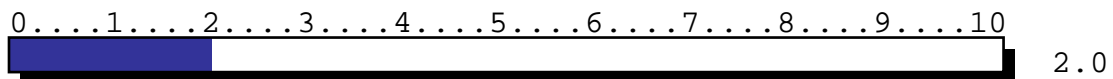
3. THEORETICAL



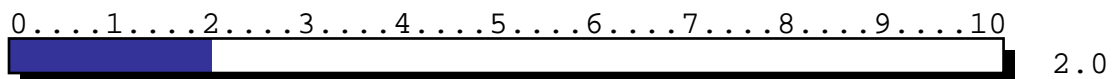
4. AESTHETIC



5. SOCIAL



6. TRADITIONAL/REGULATORY

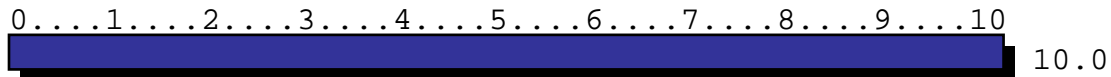


Section 3

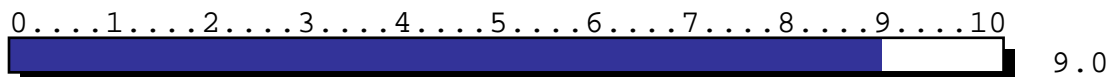
# BEHAVIORAL HIERARCHY

*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.*

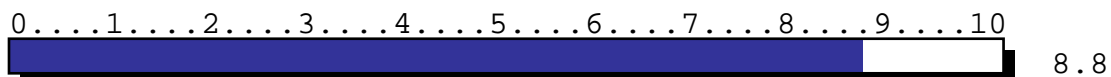
1. COMPETITIVENESS



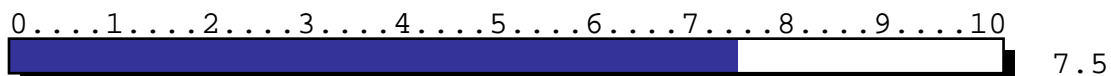
2. URGENCY



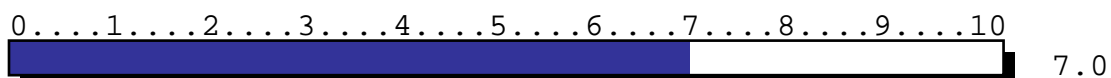
3. FREQUENT CHANGE



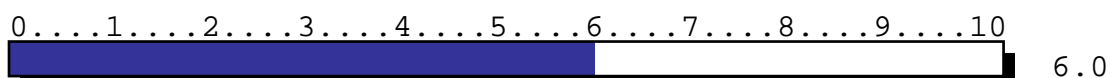
4. VERSATILITY



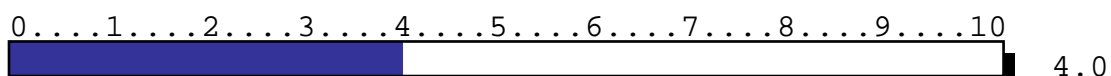
5. FREQUENT INTERACTION WITH OTHERS



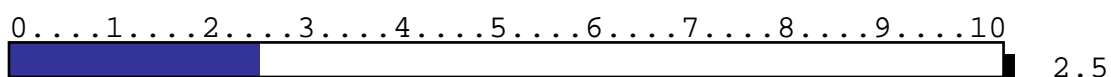
6. CUSTOMER ORIENTED



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.*

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1. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
  - Maintains focus on goals
  - Identifies and acts on removing potential obstacles to successful goal attainment
  - Implements thorough and effective plans and applies appropriate resources to produce desired results
  - Follows through on all commitments to achieve results
  
2. **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
  
3. **ACCOUNTABILITY FOR OTHERS:** The ability to take responsibility for others' actions.
  - Establishes appropriate performance standards for others
  - Assumes personal accountability for others' performance
  - Effectively confronts performance issues promptly
  - Monitors performance, tracks results and measures achievement of key accountabilities
  
4. **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
  
5. **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

## JOB ATTRIBUTES FEEDBACK

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6. **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
  
7. **LEADING OTHERS:** The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
  - Inspires others with a compelling vision
  - Empowers others to accomplish common goals
  - Represents a positive, motivational example for others to emulate in becoming leaders
  - Supports others through providing clarity, direction, organization and purpose

## REWARDS/CULTURE FEEDBACK

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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.

# BEHAVIORAL FEEDBACK

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## 1. 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.

## 2. 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.

## 3. FREQUENT CHANGE

- The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished, and easily move on to new tasks with little or no notice.

## 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.*

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1. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
  - Give me an example of one thing in your life that you have worked on for what you consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long a time did you work it?
  - Give me an example of a time when someone didn't follow-through on a commitment to you. What did you do about it? How do you make sure that others around you follow through on their commitments? How do you ensure that you do?
  - Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
  - Describe a plan you've developed for something you are currently working on. What are the most essential components of that plan...the things that must be accomplished or the plan won't work?
  - Tell me about a time when you missed a deadline. What were the consequences? What did you do differently the next time you faced a deadline?
  - Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?
  
2. **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?

## JOB ATTRIBUTES QUESTIONS

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3. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.
  - How do you go about establishing performance standards for others? Give me an example of a set of specific standards you have established for others and how you kept track of performance.
  - Tell me about a time when you inherited a poor performer. What approach did you take with that person?
  - Describe a sensitive issue you have dealt with in correcting a subordinate. What made it so sensitive? What factors did you have to consider when dealing with it?
  - Describe a difficult, performance issue you have dealt with in the past and describe the process you used to correct the problem. What was the outcome?
  - Have you ever had a situation where failure came from a "system" rather than from the "people" who made the system function? How do you differentiate between the two? How would you go about correcting a flawed "system" versus the "people" who are part of it?
  - Describe a time when it was necessary to discipline or take punitive action with an employee. How did it work out? Did you do anything differently the next time you faced a similar problem?
  
4. 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

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5. 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.
  
6. 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 ATTRIBUTES QUESTIONS

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7. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
- Who is the most effective leader you have ever seen? What made that person so effective?
  - Would you consider yourself to be a leader? What is your philosophy of leadership?
  - What do you believe are the attributes of an effective leader? How have you demonstrated these qualities? Where would you like to grow?
  - Who was the worst leader you have ever encountered? What did they do that made them the worst?
  - Who is a role model you have had in your life? What did that person do to justify being a role model? Would you do the same? How would you do it?
  - If we asked your immediate subordinates to describe your leadership style, what would they say? In what areas would they make positive comments? Negative comments?

## 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.*

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### 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

*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.*

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### 1. 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?

### 2. URGENCY

- When faced with a deadline, how do you respond?
- How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did it work out?

### 3. FREQUENT CHANGE

- When you are forced to change priorities or direction, how do you respond?
- When things keep coming at you and nothing seems to get completed, how do you feel? When this happens, how do you handle the situation?