

The smart way to select top performers!



**TriMetrix™ System
Multiple Response Job Plus Report**

National Accounts Manager
ABC Company

This is an example report. It has been generated after a group of stakeholders (in this case 5) - considering both job technical skills and job key accountabilities - have discussed the needs of the job and then completed an on-line survey. This survey has resulted in an objective hierarchy of competencies, personal and personal skills required for successful performance and satisfaction in the job.

Note on pages 19 - 21 that all stakeholders' responses are shown which allow dialogue prior to finalizing the benchmark for the position.

The report also includes detailed descriptions of each competency and interview questions designed to help interviewers ask questions relevant to the competencies, personal and professional skills required of a candidate for the particular job. Obviously, the interviewer would modify the questions or use them as springboards to think of other questions that will help them make their decision about candidate fit. If an internal employee is completing the TriMetrix, the report would not need to include this section.

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TriMetrix™ System

Multiple Respondent Job Plus Report

National Account Manager

8-7-2003

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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.

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.

INTRODUCTION

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.

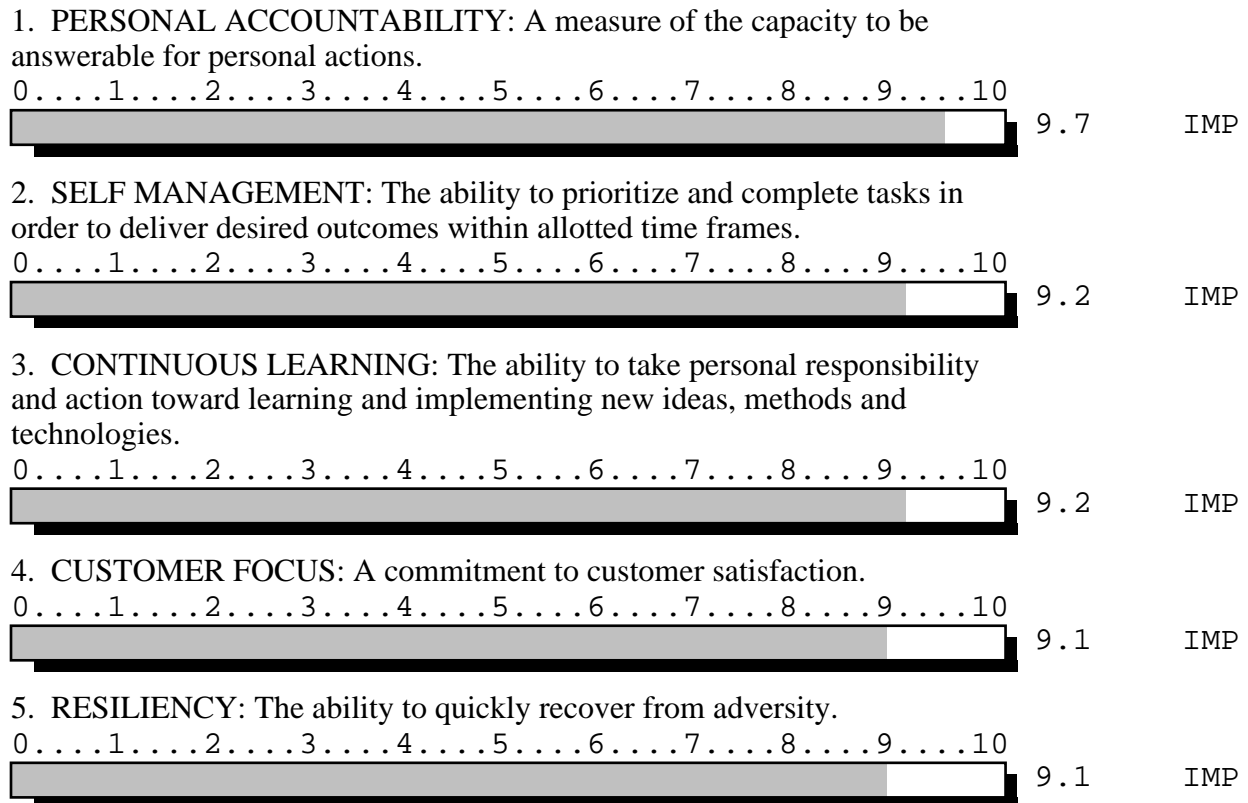
SECTION 10: COMPOSITE RANKINGS

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.



The following scale is used throughout the report.

- 0 to 4.9 = NOT IMPORTANT TO JOB
- 5.0 to 7.4 = SOMEWHAT IMPORTANT
- 7.5 to 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

Section 1

JOB ATTRIBUTES HIERARCHY

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

0 1 2 3 4 5 6 7 8 9 10



9.0 IMP

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

0 1 2 3 4 5 6 7 8 9 10



9.0 IMP

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

0 1 2 3 4 5 6 7 8 9 10



8.7 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



8.6 IMP

10. 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



8.2 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. 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



8.0 IMP



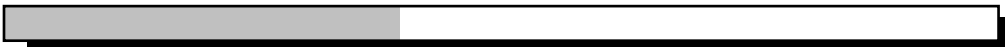

Section 1

JOB ATTRIBUTES HIERARCHY

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 	7.9	IMP
14. TEAMWORK: The ability to cooperate with others to meet objectives. 0 1 2 3 4 5 6 7 8 9 10 	7.8	IMP
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 	7.5	IMP
16. 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 	7.3	SWI
17. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes. 0 1 2 3 4 5 6 7 8 9 10 	7.2	SWI
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 	6.7	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 	6.3	SWI

Section 1

JOB ATTRIBUTES HIERARCHY

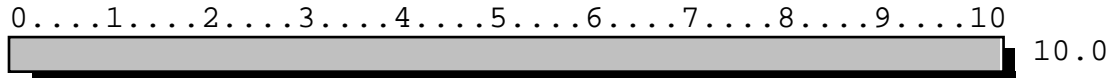
20. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction. 0 1 2 3 4 5 6 7 8 9 10 	5.4	SWI
21. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively. 0 1 2 3 4 5 6 7 8 9 10 	4.5	NI
22. DEVELOPING OTHERS: The ability to contribute to the growth and development of others. 0 1 2 3 4 5 6 7 8 9 10 	4.0	NI
23. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions. 0 1 2 3 4 5 6 7 8 9 10 	3.2	NI

Section 2

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.

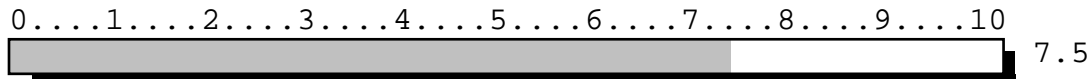
1. UTILITARIAN/ECONOMIC



2. THEORETICAL



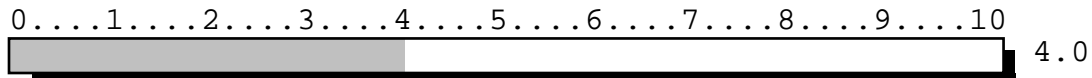
3. INDIVIDUALISTIC/POLITICAL



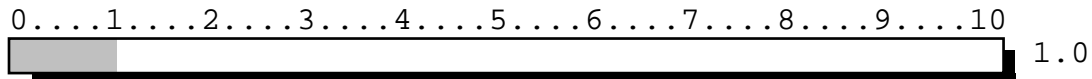
4. TRADITIONAL/REGULATORY



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. URGENCY



2. FREQUENT CHANGE



3. COMPETITIVENESS



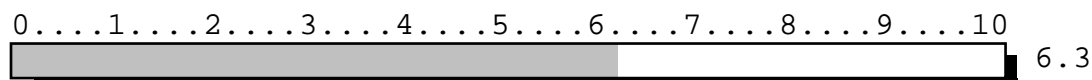
4. VERSATILITY



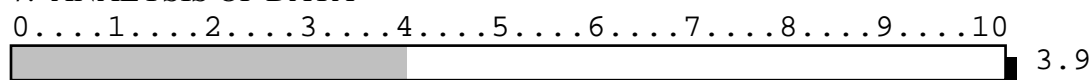
5. FREQUENT INTERACTION WITH OTHERS



6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE



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. **CONTINUOUS LEARNING:** The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
 - Researches job related topics to improve understanding, expertise and personal performance
 - Continually updates business skills
 - Actively seeks suitable opportunities to implement newly acquired skills and knowledge
 - Provides expertise, knowledge and information to others as required

4. **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

Section 4

JOB ATTRIBUTES FEEDBACK

5. **RESILIENCY:** The ability to quickly recover from adversity.
 - Continues toward goals in the face of difficulty and adversity
 - Handles criticism and rejection from others with objectivity
 - Recovers quickly from personal setbacks
 - Moves past unforeseen obstacles without unnecessary delay

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. **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 5

REWARDS/CULTURE FEEDBACK

1. UTILITARIAN/ECONOMIC

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

2. THEORETICAL

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

3. INDIVIDUALISTIC/POLITICAL

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

BEHAVIORAL FEEDBACK

1. 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.

2. 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.

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 the single most demanding event in your life that required you to admit public accountability for a mistake or error. How did you handle it? How did you feel about doing 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 decision you ever made in your life? What made it the worst? What do you know now that if you knew it then would have helped you to avoid making that decision?
 - What is the biggest single lesson you have ever learned from a mistake you have made in your life? How will that decision influence what you do 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 advice would you give to yourself if you were 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? Good or bad.

2. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
 - How do you prioritize activities? Describe for me how you organize a project, make necessary changes and handle interruptions.
 - How many hours a day are you comfortable in working? How important is balance in your life? How do you seek that balance? What are your hobbies or interests?
 - 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.
 - What has been the most difficult decision you ever had to make when trying to balance priorities between your work and family or personal time? How did you make that decision? How difficult was it?
 - How much time do you spend getting organized on a daily basis? When do you do it? What system do you use to stay organized?
 - What is the difference between activity and results? How do you personally define this difference?

JOB ATTRIBUTES QUESTIONS

3. **CONTINUOUS LEARNING:** The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
 - What are the most recent books you have read and what seminars, workshops or training you have attended? What are the 3 most important concepts you have learned from each? How did you put these things into practice?
 - How much of your personal time, energy or money have you spent on personal/professional development in the last 3 years?
 - What are the 3 biggest trends or concepts that you need to learn about in order to stay ahead in your area(s) of expertise? How do you plan to learn them?
 - Tell me about the most innovative, creative ways you have applied the most recent things you have learned both personally and professionally.
 - Tell me about the most exciting book you have read in the last year that has helped you on the job. What led you to read this book?
 - What do you most enjoy learning about? Why is that? How does it help you?

4. **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.

JOB ATTRIBUTES QUESTIONS

5. **RESILIENCY:** The ability to quickly recover from adversity.
- Share with me a time you faced a great deal of personal criticism from others. How did you handle it? Did you modify or change your position in the face of this criticism?
 - How often have you faced rejection in your life? Give me several examples and precisely how you responded, handled the rejection and how it affected you.
 - What is the biggest, single setback you ever encountered in your life? How long did it take you to recover and get past it? How, exactly, did you do that?
 - Describe the most negative, stinging feedback you have ever received. Did you feel it was accurate or warranted? What did you do as a result of receiving the feedback?
 - Give me an example of a time when you were faced to take the initiative in the face of a mounting tide of adversity or criticism. How, exactly, did you move past it?
 - Do you consider yourself to be a resilient person? Who is the most resilient person you ever knew? How do you compare to that person in resiliency?
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 is the most important thing to do when gaining the support for an idea from another person or persons? 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

7. **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?
 - Describe your energy level to me. Would you consider yourself as someone who can go and make something happen without much outside prodding? Why do you say that?
 - Explain to me what your typical day looks like. How active a person do you consider yourself to be?
 - Describe the most proactive thing you have ever done--something that required no outside stimulation for you to initiate and complete.
 - If I were to talk to your former employees or associates, what would they tell me about your capacity to be a self-starter?

Section 8

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. 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?

3. 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.

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. 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 the it work out?

2. 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?

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	9.7	10.0	10.0	10.0	9.4	9.4
2	SELF MANAGEMENT	9.2	9.4	8.8	10.0	8.8	9.4
3	CONTINUOUS LEARNING	9.2	10.0	9.4	10.0	8.8	8.1
4	CUSTOMER FOCUS	9.1	9.4	8.8	9.4	8.8	9.4
5	RESILIENCY	9.1	9.4	8.1	10.0	10.0	8.1
6	INFLUENCING OTHERS	9.0	10.0	8.8	10.0	7.5	8.8
7	SELF STARTING	9.0	10.0	8.1	10.0	9.4	7.5
8	INTERPERSONAL SKILLS	8.7	10.0	8.8	9.4	6.9	8.8
9	RESULTS ORIENTATION	8.6	9.4	8.8	9.4	7.5	8.1
10	GOAL ACHIEVEMENT	8.2	10.0	8.1	8.8	6.9	7.5
11	FLEXIBILITY	8.1	9.4	6.2	9.4	8.1	7.5
12	DIPLOMACY AND TACT	8.0	10.0	6.9	7.5	8.1	7.5
13	PROBLEM SOLVING	7.9	8.1	8.1	8.1	7.5	8.1
14	TEAMWORK	7.8	8.8	7.5	9.4	6.2	7.5
15	OBJECTIVE LISTENING	7.5	8.8	6.9	8.1	6.2	7.5
16	EMPATHETIC OUTLOOK	7.3	9.4	6.2	8.1	6.2	6.9
17	PLANNING AND ORGANIZATION	7.2	8.1	7.5	6.2	6.9	7.5
18	CONCEPTUAL THINKING	6.7	8.1	8.1	6.9	3.8	6.9
19	DECISION MAKING	6.3	7.5	5.0	7.5	5.0	6.9
20	LEADING OTHERS	5.4	7.5	3.1	8.1	1.2	7.5
21	CONFLICT MANAGEMENT	4.5	6.9	5.6	3.8	0.0	6.2
22	DEVELOPING OTHERS	4.0	5.0	1.9	7.5	1.2	4.4
23	ACCOUNTABILITY FOR OTHERS	3.2	5.6	0.0	6.2	0.0	4.4

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Section 10

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5
1	UTILITARIAN/ECONOMIC	10.0	10.0	10.0	10.0	10.0	10.0
2	THEORETICAL	8.5	10.0	7.5	7.5	7.5	10.0
3	INDIVIDUALISTIC/POLITICAL	7.5	7.5	7.5	7.5	7.5	7.5
4	TRADITIONAL/REGULATORY	6.5	10.0	10.0	2.5	5.0	5.0
5	AESTHETIC	4.0	7.5	5.0	2.5	0.0	5.0
6	SOCIAL	1.0	5.0	0.0	0.0	0.0	0.0

Section 10

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3	R4	R5
1	URGENCY	7.7	7.5	8.0	8.0	7.5	7.5
2	FREQUENT CHANGE	7.5	7.5	8.0	8.2	7.5	6.5
3	COMPETITIVENESS	7.4	7.0	8.0	8.0	7.0	7.0
4	VERSATILITY	7.4	7.5	8.0	8.0	7.0	6.5
5	FREQUENT INTERACTION WITH OTHERS	7.2	7.0	8.0	9.0	7.0	5.0
6	CUSTOMER ORIENTED	6.3	6.0	7.0	7.5	6.0	5.0
7	ANALYSIS OF DATA	3.9	4.5	3.5	2.5	4.0	5.0
8	ORGANIZED WORKPLACE	3.4	4.0	2.5	1.5	3.5	5.5