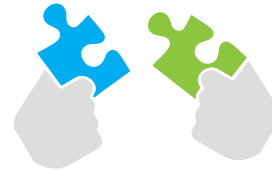




### Leading Strengths

These traits emerged as behavioral strengths for this individual. Review the "Key Insights" tab for more details on these.



### Potential Weaknesses

These traits emerged as behavioral limitations for this individual. Review the "Key Insights" tab for more details on these.

**Process-Focused:** The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

**Work Ethic:** The extent to which individuals have a positive attitude towards work and organizations as opposed to a negative one.

**Work Intensity:** The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

**Social Restraint:** The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

**Frustration Tolerance:** The extent to which individuals have a resilient and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

**Accommodation:** The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

# Key Insights

## Job Match



2.5

FAIR

Relevance 100.00 %

## BEHAVIORAL MATCH

A measure of the critical behavioral traits that lead to success in this role

Match Area =

## Relating

Accommodation



### The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

### Key Insight Narrative

May appear unconcerned with pleasing others and could be perceived as argumentative.

Social Restraint



### The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

### Key Insight Narrative

Capable of restraint in social situations and should come across as mature.

## Working

Frustration Tolerance



### The Definition

The extent to which individuals have a resilient and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

### Key Insight Narrative

Prone to worry and may struggle to recover from setbacks and frustrations.

### Process-Focused



#### The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

#### Key Insight Narrative

Should display solid ability to plan and organize work.

### Work Ethic



#### The Definition

The extent to which individuals have a positive attitude towards work and organizations as opposed to a negative one.

#### Key Insight Narrative

Similar to others in terms of work ethic, should display the commitment needed for this role.

### Work Intensity



#### The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

#### Key Insight Narrative

Likely to be comfortable in situations requiring extended periods of thinking or sedentary work.

# BARBARA Example

Administrative Support Worker

**Interview Date:** \_\_\_\_\_

## OPENING QUESTIONS

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1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?
  
  
  
  
  
  
  
  
  
  
2. Tell me about what attracted you most to this position. What prompted you to apply for this job?
  
  
  
  
  
  
  
  
  
  
3. Describe your ideal work environment. In what type of work culture do you feel you perform best?
  
  
  
  
  
  
  
  
  
  
4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

## COMPETENCY QUESTIONS

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### MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

## COMMUNICATING EFFECTIVELY

Tell me about a time when you needed to adapt your communication style to meet the needs of a particular person or audience. What was your approach? What was the outcome?

ANSWER:

Tell me about a time when you had a miscommunication with someone. What happened? How did you become aware of the miscommunication? What was the final outcome?

ANSWER:

## TEAMWORK AND COLLABORATION

Describe the last assignment in which you were part of a team. What was your role? What aspects of working as part of a team did you do well? Where could you have improved? Why?

ANSWER:

In what types of situations do you prefer to work independently and in what types of situations do you prefer to work as part of a team? Why?

ANSWER:

## DELIVERING RESULTS

Tell me about a time when you were assigned an important task at work. How did you hold yourself accountable to ensure the task was completed on-time and up to standards? How did you approach the task? What was the result?

ANSWER:

Tell me about a time when you were assigned responsibility for a work project, and you did not achieve your desired objective. What was the project? What did you do to accomplish it? Why do you think the project was not completed or fell short?

ANSWER:

## RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

## WORK ORGANIZATION

Tell me about a recent time when you had to plan a project or some work you had been assigned. What was the assignment or project? Describe your approach.

ANSWER:

Tell me about a project that you were responsible for planning that did not go as smoothly as you would have liked. What did you do? If you could redo the planning of the project, what would you do differently?

ANSWER:

## CUSTOMER SERVICE

Give a specific example of a time when you had to address an angry customer. What was the problem? What action did you take to resolve the issue? What was the customer outcome? How would you assess your role in diffusing the situation?

ANSWER:

Describe to me several situations where you delivered high quality service to a customer. What did you do? What was the customer's response?

ANSWER:

## FOLLOW-UPS

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For the following scale: **Accommodation**, the candidate scored **below** the match area.

Tell me about a time when you had to respond to a request that seemed unreasonable. What was the request? How did you respond?

*(Listen for an attempt to meet the need to the best of their ability.)*

For the following scale: **Frustration Tolerance**, the candidate scored **below** the match area.

Tell me about a time when you felt really frustrated or burned out at work. What was the situation? What led you to feel this way? What aspects of work tend to cause you frustration or stress?

*(Listen for the effects of frustration on the individual and how it may impact the individual's work. Was the ability to manage frustration and work through the issue effectively demonstrated?)*



# BARBARA Example

Administrative Support

## ONBOARDING AND DEVELOPMENT

### Getting Started

Understanding how your unique characteristics match the job is an important step in your development. Use this Development Guide to help leverage your strengths and close behavioral gaps.

Keep the following in mind as you review the guide:

- Don't worry, this isn't a general how-to guide for your life. The development feedback is specific to you in relation to the behaviors needed for job success.
- Strengths and gaps were uncovered by your assessment responses, and as such, may reflect your self-perceptions. Others may see you differently.
- Remember, everyone has strengths and gaps. Treat the suggestions below as a friend giving you tips for success.

Take notes as you read, to help create an action plan to accelerate your development.

## Leveraging Strengths

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### Leveraging Your Process-Focused Skills

Your process-focused work style is an asset in this role, so find opportunities to create or improve processes for areas under your responsibility. Document successful processes and share them with others.

Take the initiative to organize your work environment. Others will appreciate your effort and your team will benefit from an efficiently composed work space.

When working in teams, volunteer to create detailed project plans. Use this plan to keep everyone in alignment and on track for completion.

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### Leveraging Your Social Restraint Skills

Your social restraint is ideal for this role. Others likely perceive you as being approachable and tactful. Leverage this by engaging in meaningful conversation and being an active listener.

Set an example for others by maintaining composure during times of stress or interpersonal conflict. Your ability to react calmly and appropriately will be an asset when navigating tense situations.

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### Leveraging Your Work Ethic Skills

Your work ethic is a strength to leverage in this role. Make sure to openly express your positive work attitude so leadership recognizes this trait. Furthermore, your openly positive attitude will contribute to a more positive work environment, which your coworkers will appreciate.

Funnel your work ethic into productive activities. Fill your downtime at work with activities that will make a positive impact on the organization and/or your career. Volunteer for projects, events, or committees that will help you grow and develop.

Remember, it is better to under-promise and over-deliver. Set realistic expectations and push yourself to exceed them. As you consistently exceed expectations, others will take notice of your work ethic.

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### Leveraging Your Work Intensity Skills

Your work intensity is ideal for this role. Leverage this strength by working smartly. Group together tasks that require a similar skill, mindset, or

level of concentration. By streamlining your process, you can complete tasks with greater efficiency and ease.

Give yourself strategic breaks to recharge and reset. This will help you maintain a rigorous work pace without sacrificing quality.

Although you tend to complete work quickly, be sure to plan and organize your schedule to avoid rushing at the last minute.

## Closing Gaps

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### Improving Your Accommodation Skills

Find ways to arrive at common ground when working with others. Your tendency may be to protect your own interests (which is valid), but look for opportunities to compromise or find a middle ground option with which everyone can live.

When something frustrates you about another person, look for ways to help them rather than complain. Turn the problem into a solution by offering your assistance.

Try to include new people and make an effort to build relationships with them. Be welcoming and offer your assistance and guidance.

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### Improving Your Frustration Tolerance Skills

You may find yourself so preoccupied with what could go wrong, that you become discouraged and give up. Make an effort to turn negative thinking into constructive problem solving. Break down large obstacles into manageable steps, and focus on one step at a time. As challenges arise, take time to explore solutions.

Being overly negative can impact your relationships with your coworkers. If you are feeling worried or pessimistic, consider whether you need to express your opinion and how it might impact others. It might be better to keep your emotions to yourself or to find a more positive way to phrase your concern.

Sometimes stress and pressure can make you feel overwhelmed or defeated. Try to find ways to manage those feelings when you are facing challenges at work. General exercise, a good friend to talk to, a vacation or similar things can help you to recharge or see things from a different perspective.