



Leading Strengths

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

- Sociability:** The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.
- Follow Through:** The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.
- Multitasking:** The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.



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.
- Preference for Structure:** The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.
- Accommodation:** The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.
- 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.
- 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.

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Key Insights

Job Match



1.6

POOR

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 or uncooperative.

Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative

While capable of connecting with others, is not inclined to get distracted by the social aspects of the role.

Working

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative

Is likely to have the follow through needed for the role.

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.

Multitasking



The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative

Prefers working in unpredictable, changing work environments.

Preference for Structure



The Definition

The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.

Key Insight Narrative

Has a desire for freedom and may have difficulty working in situations with defined rules, regulations, or policies.

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

Not likely to prioritize planning and organizing, which may come across as not properly prepared.

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

Is likely to have a more relaxed pace that others may view as lacking urgency.

FRANCIS SAMPLE

Customer Service Representative

Interview Date: _____

OPENING QUESTIONS

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

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:

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:

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:

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:

NEGOTIATING CONFLICT

Tell me about a time when you handled a disagreement among coworkers. What were the opposing points of view? How did you approach the situation? What was the outcome?

ANSWER:

Tell me about a time when you disagreed with a direction or idea that your boss suggested. How did you approach the disagreement with your boss? What was the end result of the discussion?

ANSWER:

FOLLOW-UPS

For the following scale: **Accommodation**, the individual 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 individual 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?)

For the following scale: **Preference for Structure**, the individual scored **below** the match area.

Describe a situation when you took the initiative to make a decision without direction or guidance from your supervisor. What happened? What was the outcome?

(Listen for an ability to balance initiative with appropriate guidance seeking and input from others.)

For the following scale: **Process-Focused**, the individual scored **below** the match area.

Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work.

(Listen for an ability to keep work organized.)

For the following scale: **Work Intensity**, the individual scored **below** the match area.

Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these circumstances? What was the result?

(Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?)