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Job/Talent Comparison

Sample Benchmark Comparison

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Introduction



This comparison report is based on the hierarchy of the job benchmark. The report uses raw numbers generated from the job and talent scoring. The job may call for something to be very important; however, people rarely bring perfection and complete mastery to any job. The job could call for the person to be a perfect 10; however, do not exclude people from consideration based solely on the gap(s) between the job benchmark and their talent score.

If a person is poor in an area that the job benchmark has identified as "very important," you must ask the difficult questions to determine if that would keep a person from achieving and maintaining superior performance.

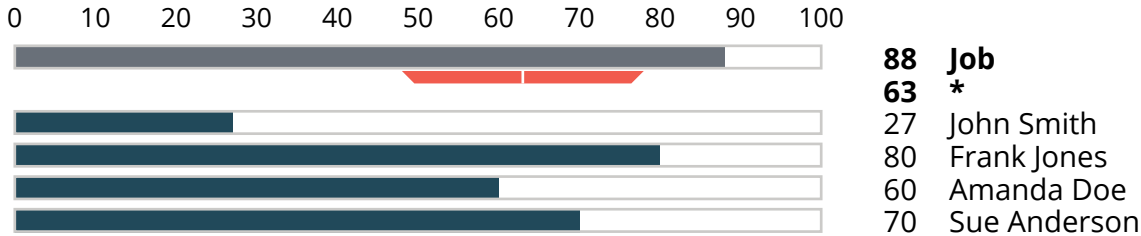
Note: THE ORDER IN WHICH A PERSON'S NAME APPEARS IS NOT BASED ON THE PERSON'S MATCH TO THE JOB. THE ORDER IS BASED SOLELY ON THE ORDER IN WHICH PERSONAL REPORTS WERE SELECTED BY THE ORIGINATOR OF THIS REPORT.

Job Competencies Hierarchy

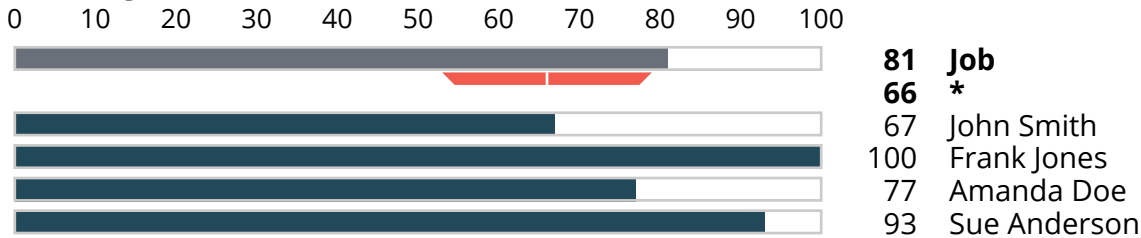


All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

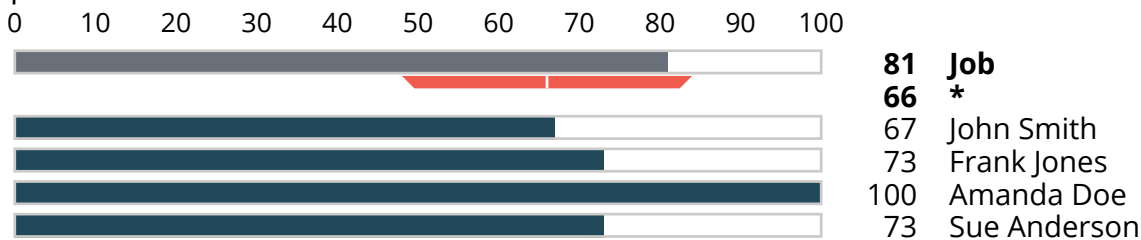
1. Futuristic Thinking - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



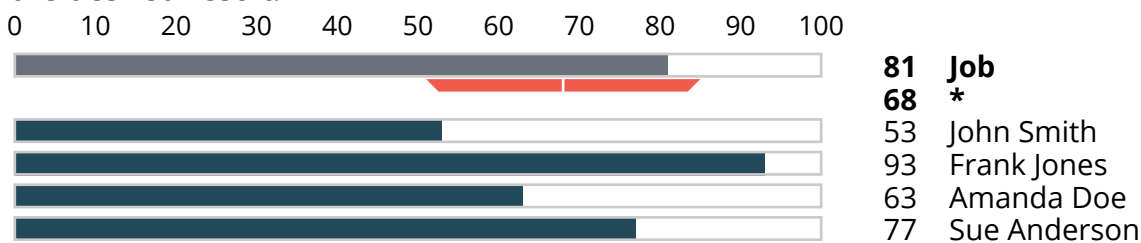
2. Flexibility - Readily modifying, responding and adapting to change with minimal resistance.



3. Personal Accountability - Being answerable for personal actions.



4. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



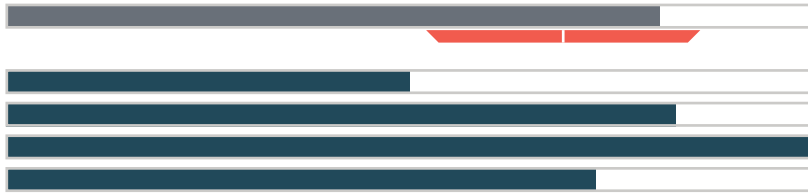
* 68% of the population falls within the shaded area.



Job Competencies Hierarchy

5. Self Starting - Demonstrating initiative and willingness to begin working.

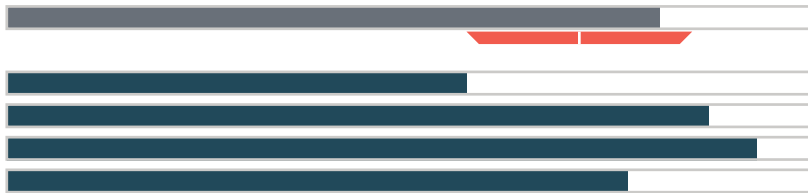
0 10 20 30 40 50 60 70 80 90 100



81 Job
69 *
 50 John Smith
 83 Frank Jones
 100 Amanda Doe
 73 Sue Anderson

6. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.

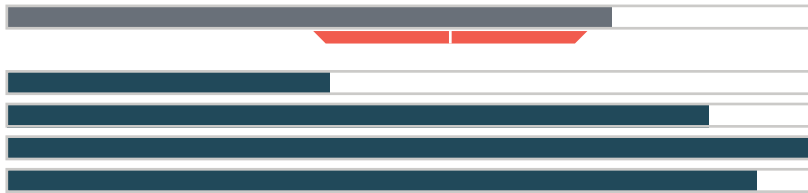
0 10 20 30 40 50 60 70 80 90 100



81 Job
71 *
 57 John Smith
 87 Frank Jones
 93 Amanda Doe
 77 Sue Anderson

7. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

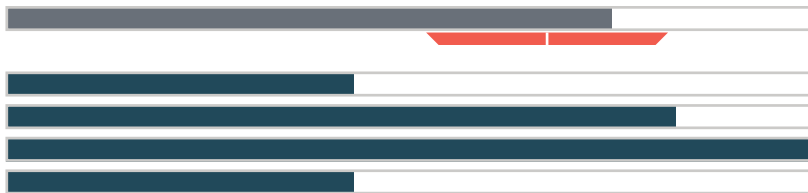
0 10 20 30 40 50 60 70 80 90 100



75 Job
55 *
 40 John Smith
 87 Frank Jones
 100 Amanda Doe
 93 Sue Anderson

8. Negotiation - Listening to many points of view and facilitating agreements between two or more parties.

0 10 20 30 40 50 60 70 80 90 100



75 Job
67 *
 43 John Smith
 83 Frank Jones
 100 Amanda Doe
 43 Sue Anderson

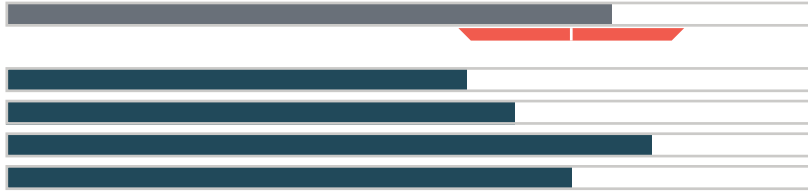
* 68% of the population falls within the shaded area.



Job Competencies Hierarchy

9. Continuous Learning - Taking initiative to regularly learn new concepts, technologies and/or methods.

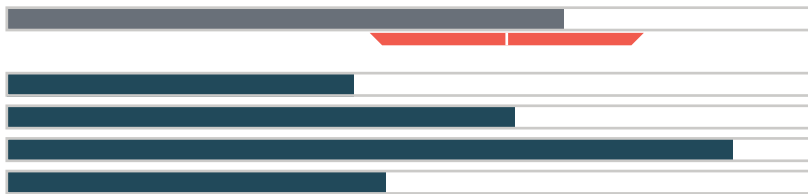
0 10 20 30 40 50 60 70 80 90 100



75 Job
70 *
 57 John Smith
 63 Frank Jones
 80 Amanda Doe
 70 Sue Anderson

10. Resiliency - Quickly recovering from adversity.

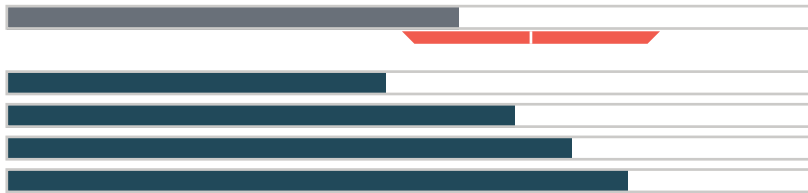
0 10 20 30 40 50 60 70 80 90 100



69 Job
62 *
 43 John Smith
 63 Frank Jones
 90 Amanda Doe
 47 Sue Anderson

11. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.

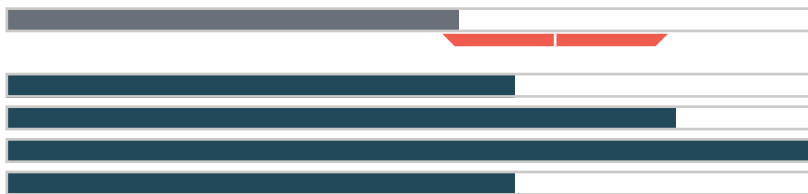
0 10 20 30 40 50 60 70 80 90 100



56 Job
65 *
 47 John Smith
 63 Frank Jones
 70 Amanda Doe
 77 Sue Anderson

12. Understanding Others - Understanding the uniqueness and contributions of others.

0 10 20 30 40 50 60 70 80 90 100



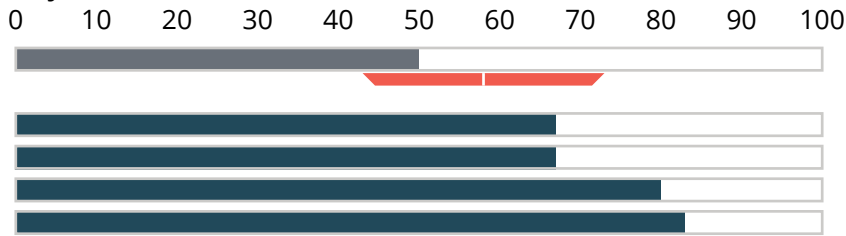
56 Job
68 *
 63 John Smith
 83 Frank Jones
 100 Amanda Doe
 63 Sue Anderson

* 68% of the population falls within the shaded area.



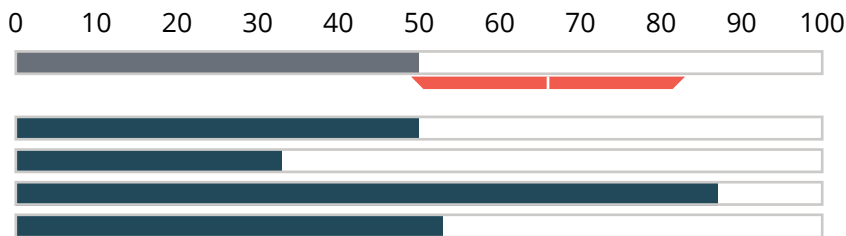
Job Competencies Hierarchy

13. Teamwork - Cooperating with others to meet objectives.



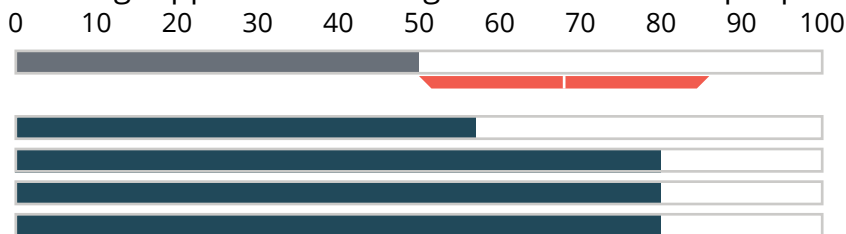
50 Job
58 *
 67 John Smith
 67 Frank Jones
 80 Amanda Doe
 83 Sue Anderson

14. Appreciating Others - Identifying with and caring about others.



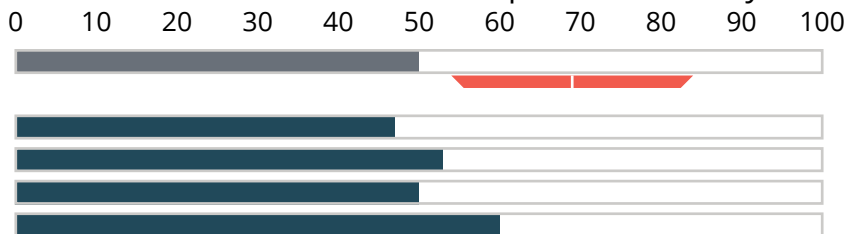
50 Job
66 *
 50 John Smith
 33 Frank Jones
 87 Amanda Doe
 53 Sue Anderson

15. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



50 Job
68 *
 57 John Smith
 80 Frank Jones
 80 Amanda Doe
 80 Sue Anderson

16. Planning and Organizing - Establishing courses of action to ensure that work is completed effectively.



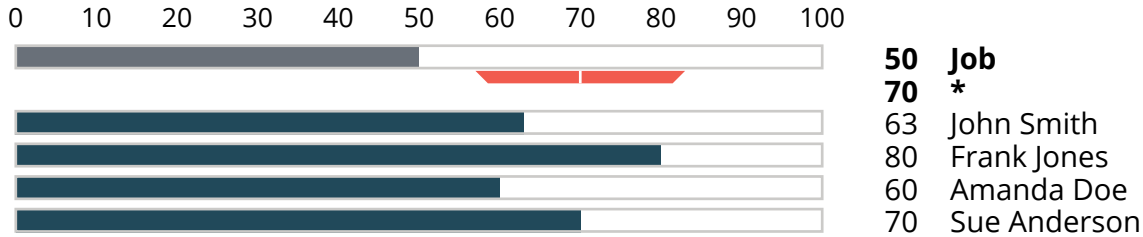
50 Job
69 *
 47 John Smith
 53 Frank Jones
 50 Amanda Doe
 60 Sue Anderson

* 68% of the population falls within the shaded area.

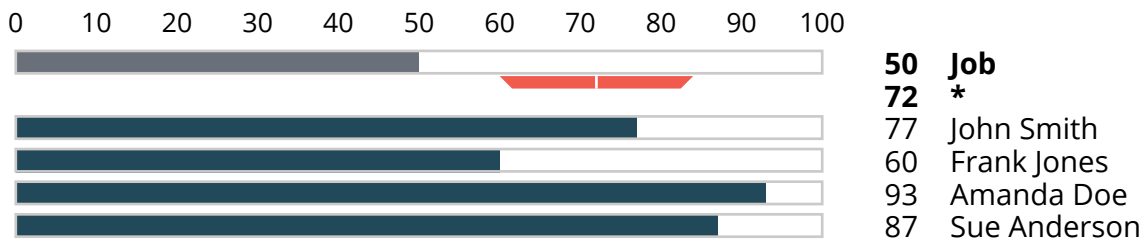


Job Competencies Hierarchy

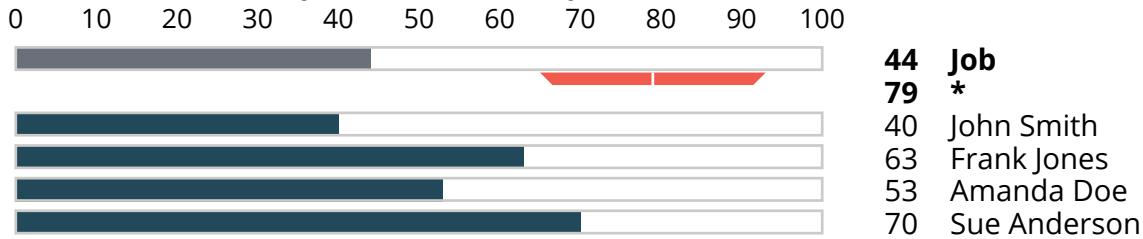
17. Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



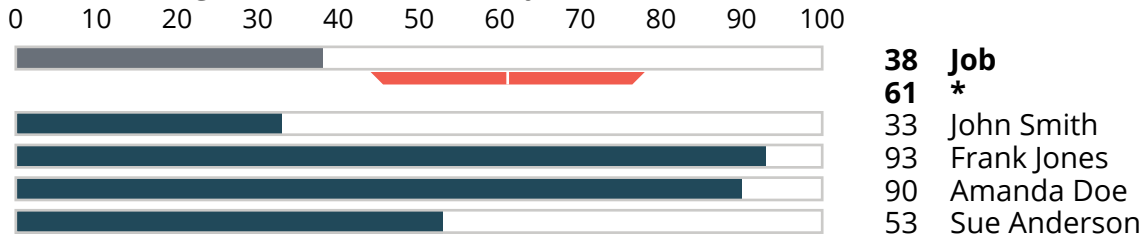
18. Employee Development/Coaching - Facilitating, supporting and contributing to the professional growth of others.



19. Decision Making - Analyzing all aspects of a situation to make consistently sound and timely decisions.



20. Conflict Management - Understanding, addressing and resolving conflict constructively.

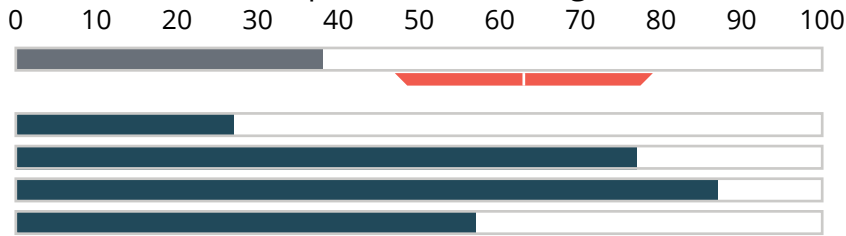


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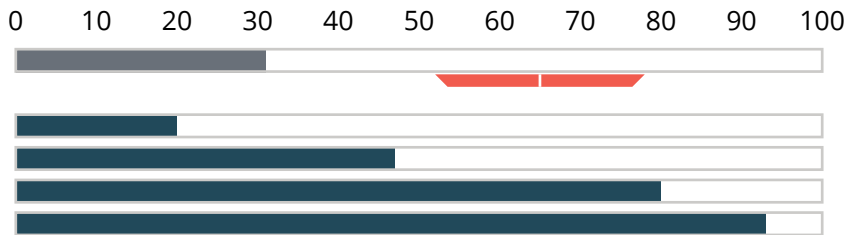
Job Competencies Hierarchy

21. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.



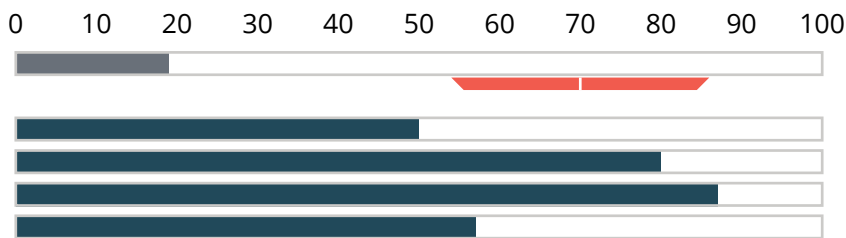
38 Job
63 *
 27 John Smith
 77 Frank Jones
 87 Amanda Doe
 57 Sue Anderson

22. Time and Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



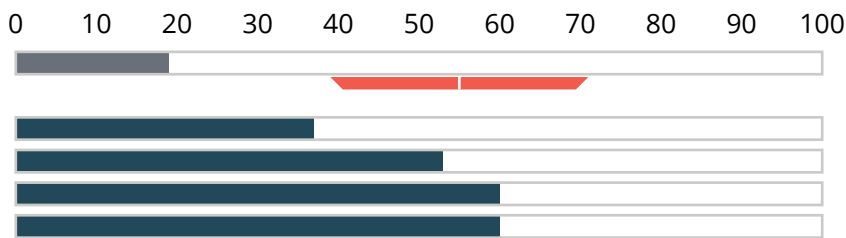
31 Job
65 *
 20 John Smith
 47 Frank Jones
 80 Amanda Doe
 93 Sue Anderson

23. Leadership - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



19 Job
70 *
 50 John Smith
 80 Frank Jones
 87 Amanda Doe
 57 Sue Anderson

24. Diplomacy - Effectively and tactfully handling difficult or sensitive issues.



19 Job
55 *
 37 John Smith
 53 Frank Jones
 60 Amanda Doe
 60 Sue Anderson

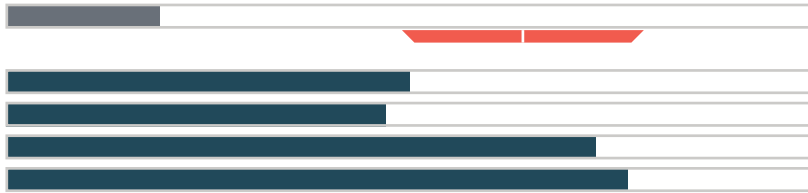
* 68% of the population falls within the shaded area.



Job Competencies Hierarchy

25. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.

0 10 20 30 40 50 60 70 80 90 100



19 Job
64 *
50 John Smith
47 Frank Jones
73 Amanda Doe
77 Sue Anderson

* 68% of the population falls within the shaded area.



Summary of Top Competencies

This section of the report focuses on competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. **Futuristic Thinking:** Imagining, envisioning, projecting and/or creating what has not yet been actualized.
 - Demonstrates an ability to connect the dots and see the big picture.
 - Looks beyond the forces driving the current reality that may have long-term effects.
 - Utilizes foresight and intuitive perception as well as factual events to draw inferences.
 - Recognizes, supports and/or champions cutting-edge ideas.
 - Anticipates future trends or events.
 - Envisions possibilities others may not.
 - Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.
 - Creates an environment where forward thinking is the norm not the exception.
 - Envisions ideas that may be seen as unobtainable by others.
 - Mentally lives in the future and does not allow current technology to cloud their vision.

2. **Flexibility:** Readily modifying, responding and adapting to change with minimal resistance.
 - Responds promptly to shifts in direction, priorities and schedules.
 - Demonstrates agility in accepting new ideas, approaches and/or methods.
 - Effective in shifting priorities and tasks.
 - Modifies methods or strategies to fit changing circumstances.
 - Adapts personal style to work with different people.
 - Maintains productivity during transitions.
 - Embraces and/or champions a shift in activity.
 - Strives to adapt to situational demands.
 - Capable of changing or adjusting to meet particular or varied needs.
 - Able to step outside their comfort zone and try something they haven't done before.

Summary of Top Competencies



3. Personal Accountability: Being answerable for personal actions.
 - Demonstrates the ability to self evaluate.
 - Strives to take responsibility for his actions.
 - Evaluates many aspects of his personal actions.
 - Recognizes when he has made a mistake.
 - Accepts personal responsibility for outcomes.
 - Utilizes feedback.
 - Observes and analyzes data to learn from mistakes.
 - Sees new possibilities by examining personal performance.
 - Accepts responsibility for actions and results.
 - Willing to take ownership of situations.

4. Creativity and Innovation: Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.
 - Notices unique patterns, variables, processes, systems or relationships.
 - Expresses non-traditional perspectives and/or novel approaches.
 - Synthesizes data, ideas, models, processes or systems to create new insights.
 - Challenges established theories, methods and/or protocols.
 - Encourages and promotes creativity and innovation.
 - Modifies existing concepts, methods, models, designs, processes, technologies and systems.
 - Develops and tests new theories to explain or resolve complex issues.
 - Applies unorthodox theories and/or methods.
 - Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.
 - Combines knowledge, curiosity, imagination, and evaluation to achieve desired results.

Summary of Top Competencies



5. Self Starting: Demonstrating initiative and willingness to begin working.
 - Possesses a strong work ethic and belief in getting results.
 - Takes initiative and does whatever it takes to achieve objectives.
 - Projects self-assurance in getting the task started.
 - Starts quickly to avoid setbacks.
 - Asserts self in personal and professional life.
 - Willing to begin working regardless of circumstances.
 - Accepts personal responsibility for achieving personal and professional goals.
 - Functions effectively and achieves results regardless of circumstances.
 - Takes initiative and acts without waiting for direction.
 - Displays self-confidence, conscientiousness, assertiveness, persistence and is achievement-oriented.

6. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
 - Strives to anticipate, identify and understand customers' wants, needs and concerns.
 - Responds to customers with a sense of urgency.
 - Follows through on customer requests.
 - Is patient and courteous with customers.
 - Resolves issues and complaints to the satisfaction of customers.
 - Expends extraordinary effort to satisfy customers.
 - Develops relationships with customers.
 - Partners with customers to assist them in achieving their objectives.
 - Acts as an advocate for customers' needs.
 - Takes professional risks for the sake of customers' needs.

7. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
 - Acts instinctively to achieve objectives without supervision.
 - Expends the necessary time and effort to achieve goals.
 - Recognizes and acts on opportunities to advance progress to meet goals.
 - Establishes and works toward ambitious and challenging goals.
 - Develops and implements strategies to meet objectives.
 - Measures effectiveness and performance to ensure results are attained.
 - Acts with a determination to achieve goals.
 - Demonstrates persistence in overcoming obstacles to meet objectives.
 - Takes calculated risks to achieve results.
 - Employs a strategy that affects how they approach tasks and future projects.

Job Competency Questions



Below are suggested interview questions on each of the top seven competencies. 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. **Futuristic Thinking:** Imagining, envisioning, projecting and/or creating what has not yet been actualized.
 - Describe a situation when you were correct in seeing a future trend that others didn't.
 - What reaction did you have to those who did not see the trend?
 - Give me an example of when you predicted something that would happen in your department, organization or industry.
 - What caused you to make that prediction?
 - What was the most "far-out" concept you've ever had or supported?
 - Why did you believe in it?
 - What was the outcome?
 - What, in your opinion, are the trends or events that could impact this organization and its industry?
 - Give me an example of an idea you had that others thought was too far out but has since proved to be visionary.
 - Describe a situation when you maintained your commitment to a futuristic idea or venture even though others predicted failure.

2. **Flexibility:** Readily modifying, responding and adapting to change with minimal resistance.
 - Give me an example of when you were forced to change priorities or direction.
 - How did you feel when you were first confronted with this change?
 - Describe a time when there was an extraordinary amount of change in your life.
 - How did you handle it?
 - Describe a situation when you were a part of or an architect of a change.
 - What were the barriers to implementing the change and how did you get beyond them?
 - What was the reaction of others?
 - What was the outcome?
 - Give me an example of when you were one of the first to get on board when a major change was introduced.
 - Describe a situation when you were acknowledged for your ability to adapt quickly to a change.

Job Competency Questions



3. Personal Accountability: Being answerable for personal actions.
 - Describe a situation when you made a mistake and had to deal with the consequences.
 - What reaction did you have to this situation?
 - Give me an example of when you identified something that went wrong in your department, organization or industry.
 - What caused you to identify the problem?
 - What, in your opinion, are the consequences when people try to hide a mistake?
 - Describe a work situation when something good came from admitting a failure.
 - What caused you to take this approach?
 - Describe a situation where a failure occurred and who was at fault.
 - What was the solution?
 - Give me an example of when you had to defend your actions.

4. Creativity and Innovation: Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.
 - Describe a work situation when you created or adapted a concept, design, process or system to meet a need.
 - How did you go about it?
 - Describe a work situation when you took an unusual or non-traditional approach to get results.
 - What made your approach so unusual?
 - Why did you take that approach?
 - How did others respond to your approach?
 - What was the outcome?
 - What, if anything, would you do differently?
 - Give me an example of when you were recognized for a new idea, method or process that improved results.

Job Competency Questions



5. Self Starting: Demonstrating initiative and willingness to begin working.
 - Why is it important for you to jump in and get started?
 - Give an example of when you were able to accomplish something others didn't believe you could.
 - What allowed you to accomplish it?
 - Describe a time when getting started quickly allowed you to accomplish a difficult task.
 - What were your thoughts during this time?
 - Describe a situation when other peoples' procrastination allowed you to excel.
 - How did that impact the organization?
 - What happened next?
 - Describe how taking initiative has affected your career.
 - Describe a difficult circumstance you had to overcome to get a project started.

6. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
 - Give me an example of when you went out of your way for a customer.
 - What was the outcome?
 - Describe the most difficult customer you've ever had to deal with and how you handled them.
 - Describe a situation when you were given outstanding customer service.
 - What made it stand out?
 - Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
 - What was the outcome?
 - Give me an example of a situation when you improved the level of customer service in your organization.
 - What did you do to improve it?
 - What was the outcome?
 - Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
 - Question: Describe a situation when you took a stand for a customer.

Job Competency Questions



7. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
- Give me an example of the most significant professional goal you have met.
 - How did you achieve it?
 - What were the obstacles?
 - How did you overcome them?
 - Give me an example of when you took a risk to achieve a goal.
 - What was the outcome?
 - What are your future professional goals?
 - How do you plan to achieve them?
 - What might keep you from achieving them?
 - Tell me about a time when you overcame great obstacles to achieve something significant.
 - Give me an example of when you achieved something by your persistence that others couldn't.