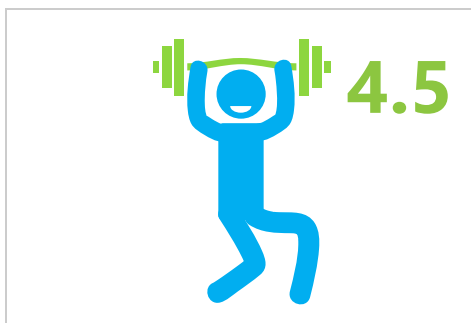


**3.9**  
**SCORE**

**Strong Match**

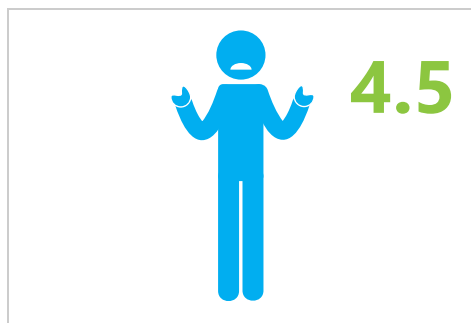
- The Overall Match Score highlights the fit between the individual and the job.
- On the left, view the components of the assessments and their specific scores.
- Scores can range from 0.5 (lowest score) to 5 (highest score).

**Top 3 Competencies**



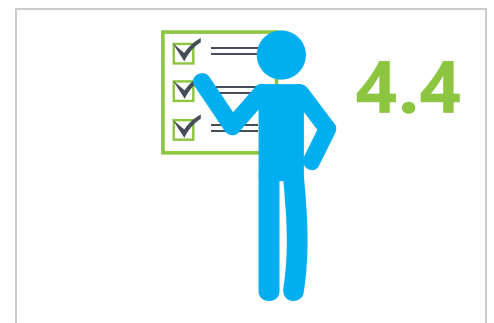
**Delivering Results**

The extent to which one commits to achieving objectives; holds self accountable and follows through.



**Influencing**

The extent to which one convinces others to take a specific position or action through the effective communication of ideas.



**Work Organization**

The extent to which one approaches work in an orderly manner; prioritizing tasks and managing time effectively.

Job Match

Key Insights



4.1

STRONGEST

Relevance 85.71 %

COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role



3.0

GOOD

Relevance 14.29 %

NUMERICAL REASONING

A measure of an individual's ability to demonstrate numerical reasoning skills

Match Area =

NUMERICAL REASONING

Numerical Reasoning Ability



The Definition

A measure of an individual's ability to solve mathematical problems.

Key Insight Narrative

Numerical reasoning skills are solid, which should be appropriate for this role.

COMPETENCY MATCH

COMMUNICATING EFFECTIVELY



The Definition

The extent to which one expresses thoughts and ideas in a clear and effective manner.

DELIVERING RESULTS



The Definition

The extent to which one commits to achieving objectives; holds self accountable and follows through.

MAKING SOUND DECISIONS



**The Definition**

The extent to which one makes sound decisions in a timely and confident manner.

RELATIONSHIP  
MANAGEMENT



**The Definition**

The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

RESILIENCE



**The Definition**

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

INFLUENCING



**The Definition**

The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

WORK ORGANIZATION



**The Definition**

The extent to which one approaches work in an orderly manner; prioritizing tasks and managing time effectively.

COMMUNICATING EFFECTIVELY



The extent to which one expresses thoughts and ideas in a clear and effective manner.

- Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.
- Social Restraint - Should be able to balance expressiveness and restraint when communicating with others.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Key Insight Narrative

Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.

Interpersonal Insight



The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Key Insight Narrative

Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.

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

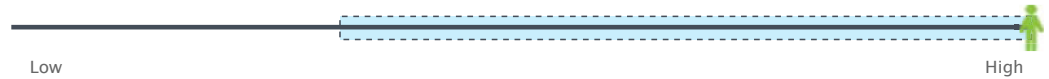
Social Restraint - Should be able to balance expressiveness and restraint when communicating with others.



The extent to which one commits to achieving objectives; holds self accountable and follows through.

- Follow Through - Is likely to persist and place high importance on completing all tasks assigned.
- Process-Focused - Will approach projects in an orderly fashion with defined objectives and goals.
- Realistic Thinking - Should take a pragmatic approach to work and focus on achieving tangible results.
- Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

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**

Follow Through - Is likely to persist and place high importance on completing all tasks assigned.

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**

Process-Focused - Will approach projects in an orderly fashion with defined objectives and goals.

Realistic Thinking



**The Definition**

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

**Key Insight Narrative**

Realistic Thinking - Should take a pragmatic approach to work and focus on achieving tangible results.

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.

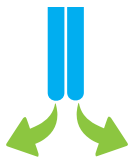
**Key Insight Narrative**

Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - Is likely to carefully consider potential risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect



decision making.

- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

### Cautious Thinking



#### The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

#### Key Insight Narrative

Cautious Thinking - Is likely to carefully consider potential risks when making decisions.

### Criticism Tolerance



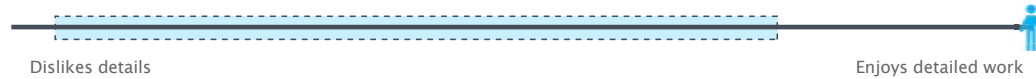
#### The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

#### Key Insight Narrative

Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.

### Detail Interest



#### The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

#### Key Insight Narrative

Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.

### 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

Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.

### Objective Thinking



#### The Definition

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

### Key Insight Narrative

Objective Thinking - Should balance facts with intuition before drawing conclusions.

### Realistic Thinking



### The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

### Key Insight Narrative

Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.

### Reflective Thinking



### The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

### Key Insight Narrative

Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.

### 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

Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

## RELATIONSHIP MANAGEMENT



The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.
- Sociability - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

### 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

Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.

### Criticism Tolerance



#### The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

#### Key Insight Narrative

Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.

### Optimism



#### The Definition

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

#### Key Insight Narrative

Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.

### 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

Sociability - Is outgoing and should naturally build solid relationships.

### 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

Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

## RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.



### 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

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Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.

### Social Restraint



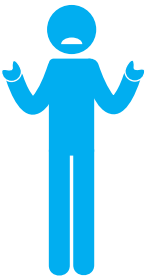
#### The Definition

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

**Key Insight Narrative**

Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

INFLUENCING



The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

- Accommodation - Is able to show a sincere concern for others, which may help when influencing coworkers and customers alike.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - Is comfortable following up with others to reinforce their commitment to an idea.
- Sociability - Is moderately social, which will help to influence and understand the needs of others.
- Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.

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**

Accommodation - Is able to show a sincere concern for others, which may help when influencing coworkers and customers alike.

Assertiveness



**The Definition**

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

**Key Insight Narrative**

Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.

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**

Follow Through - Is comfortable following up with others to reinforce their commitment to an idea.

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**

Sociability - Is moderately social, which will help to influence and understand the needs of others.

### 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

Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.

## WORK ORGANIZATION



The extent to which one approaches work in an orderly manner; prioritizing tasks and managing time effectively.

- Detail Interest - May be too focused on the details and lose sight of broader issues.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Multitasking - May become bored or distracted when having to organize and plan ahead.
- Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - Is not likely to rush through tasks and projects.

### Detail Interest



#### The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

#### Key Insight Narrative

Detail Interest - May be too focused on the details and lose sight of broader issues.

### 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

Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.

### 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

Multitasking - May become bored or distracted when having to organize and plan ahead.

### 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**

Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.

Realistic Thinking



**The Definition**

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

**Key Insight Narrative**

Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.

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**

Work Intensity - Is not likely to rush through tasks and projects.



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:

## 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:

## RELATIONSHIP MANAGEMENT

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

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:

## INFLUENCING

Have you ever had to persuade a coworker or manager to accept an idea that you knew they would not like? What was the issue? How did you go about convincing them? How successful were you in getting them to change their mind?

ANSWER:

Tell me about a recent work experience when you tried to persuade a colleague or customer of something and were unsuccessful. What was the situation? What did you do? What would you do differently next time?

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:



## FOLLOW-UPS

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For the following competency(ies): **Resilience**, the individual scored **above** the match area for Accommodation.  
Tell me about a time when you took an unpopular position at work. What was the situation? What was most challenging for you?

*(Listen for an ability to be direct and speak up when needed.)*

For the following competency(ies): **Communicating Effectively**, the individual scored **above** the match area for Assertiveness.  
When you are working as part of a team, what is your style in interacting with others? Do you try to 'go with the flow' or take the lead? How do you think your approach impacts the team dynamics? Have you received any positive or constructive feedback on your interpersonal style?

*(Listen for an ability to get along smoothly with others, and to exert influence without coming across as a poor listener.)*

For the following competency(ies): **Making Sound Decisions, Work Organization**, the individual scored **above** the match area for Detail Interest.

When you are organizing a project, what types of activities do you prefer to do yourself and what do you give to others? Give me examples from a recent project.

*(Listen for a tendency to be too involved in details personally or to become overly focused on the details.)*

For the following competency(ies): **Work Organization**, the individual scored **above** the match area for Multitasking.  
What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?

*(Listen for a tendency to become easily bored or uninterested in the work.)*

For the following competency(ies): **Relationship Management, Resilience**, the individual scored **below** the match area for Optimism.  
Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?

*(Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)*

For the following competency(ies): **Making Sound Decisions**, the individual scored **below** the match area for Work Intensity. Describe a time when you were responsible for a project 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?)*

For more information:  
Select, Assess & Train  
Tel: 919-787-8395  
Email: [info@selectassesstrain.com](mailto:info@selectassesstrain.com)