OUTMATCH.

2.8
POOR MATCH

Poor	Good
2.8	3.0

COMPETENCY MATCH	NUMERICAL REASONING
Relevance 90.00 %	Relevance 10.00 %

=

2.8
SCORE

Poor 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

4.0

3.7

3.3

Resilience

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

Operational Planning and Prioritization

The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of operational focus.
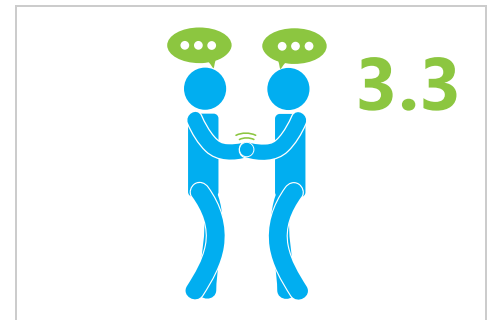
Compelling Communication

The extent to which one engages others and inspires action through communication.

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

OUTMATCH.

2.8
POOR MATCH

Key Insights

Job Match

2.8
POOR
Relevance 90.00 %

COMPETENCY MATCH

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

3.0
GOOD
Relevance 10.00 %

NUMERICAL REASONING

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

Match Area =

NUMERICAL REASONING

Numerical Reasoning Ability

Low   High

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

COMPELLING COMMUNICATION

0.0   1.0   2.0   3.0   4.0   5.0

The Definition
The extent to which one engages others and inspires action through communication.

MAKING SOUND DECISIONS

0.0   1.0   2.0   3.0   4.0   5.0

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

DEVELOPING LEADERS

0.0   1.0   2.0   3.0   4.0   5.0

The Definition
The extent to which one develops leaders through daily coaching and intentional growth opportunities.

LEADING OTHERS

0.0 1.0 2.0 3.0 4.0 5.0

The Definition
The extent to which one promotes individual and team performance by setting expectations, delegating and providing adequate resources.

OPERATIONAL PLANNING
AND PRIORITIZATION

0.0 1.0 2.0 3.0 4.0 5.0

The Definition
The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of operational focus.

RELATIONSHIP
MANAGEMENT

0.0 1.0 2.0 3.0 4.0 5.0

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

RESILIENCE

0.0 1.0 2.0 3.0 4.0 5.0

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

Competencies

COMPELLING COMMUNICATION

The extent to which one engages others and inspires action through communication.

- Assertiveness - Will voice opinions and is capable of delivering relevant information to others.
- Criticism Tolerance - May be more sensitive to criticism which could interfere with the ability to effectively communicate with others.
- Interpersonal Insight - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.
- Multitasking - Is comfortable dealing with multiple tasks and activities; is not likely to be distracted by competing demands.
- Positive View of People - May be more skeptical of others which could potentially come across as a lack of trust when communicating with others.
- Sociability - Enjoys spending time with others, and should be able to build rapport to make others feel comfortable.
- Social Restraint - May freely share information and struggle with social cues, which could impact effectiveness of communication.

Assertiveness

Laid-back   Dominant

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 - Will voice opinions and is capable of delivering relevant information to others.

Criticism Tolerance

Sensitive   Thick-skinned

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

Key Insight Narrative
Criticism Tolerance - May be more sensitive to criticism which could interfere with the ability to effectively communicate with others.

Interpersonal Insight

Unaware   Observant

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

Key Insight Narrative
Interpersonal Insight - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.

Multitasking

Prefers routine   Prefers variety

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 - Is comfortable dealing with multiple tasks and activities; is not likely to be distracted by competing demands.

Positive View of People

Skeptical — Trusting

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 - May be more skeptical of others which could potentially come across as a lack of trust when communicating with others.

Sociability

Introverted — Extroverted

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 - Enjoys spending time with others, and should be able to build rapport to make others feel comfortable.

### Social Restraint

Expressive — Reserved

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 - May freely share information and struggle with social cues, which could impact effectiveness of communication.

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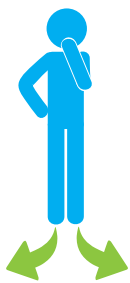
The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - Is likely to carefully consider potential risks when making decisions.
- Criticism Tolerance - May appear sensitive or defensive when decisions are questioned.
- Detail Interest - Is likely to balance an interest in details with taking action and being decisive.
- Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - Is likely to provide a fresh perspective while considering practical implications of decisions.
- Reflective Thinking - Should be able to anticipate and determine how much information is required to make a sound decision.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

Cautious Thinking

Impulsive — Careful

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

Sensitive   Thick–skinned

The Definition

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

Key Insight Narrative

Criticism Tolerance - May appear sensitive or defensive when decisions are questioned.

Detail Interest

Dislikes details   Enjoys detailed work

The Definition

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

Key Insight Narrative

Detail Interest - Is likely to balance an interest in details with taking action and being decisive.

Follow Through

Low   High

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 - May not follow up with key stakeholders to ensure alignment when making decisions.

Objective Thinking
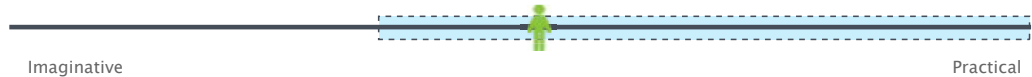
Intuitive   Factual

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

Imaginative   Practical

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 provide a fresh perspective while considering practical implications of decisions.

Reflective Thinking

Surface level   Contemplative

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 be able to anticipate and determine how much information is required to make a sound decision.

Work Intensity

Unhurried   Urgent

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.

DEVELOPING LEADERS

The extent to which one develops leaders through daily coaching and intentional growth opportunities.

- Criticism Tolerance - Is likely sensitive to criticism; may hesitate to provide others with straightforward feedback for fear of hurting their feelings.
- Multitasking - Prefers focusing on one task at a time; may not always shift focus when necessary to provide coaching to others.
- Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.
- Positive View of People - Has a cautious view of others; may take a more skeptical approach in development, and may underestimate the accomplishments or potential of others.
- Realistic Thinking - Should set challenging yet realistic development goals and provide honest, constructive feedback.
- Sociability - May not invest the time to establish rapport with coworkers, which may impact the ability to coach team members effectively.
- Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.

Criticism Tolerance

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

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Prefers routine   Prefers variety

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 - Prefers focusing on one task at a time; may not always shift focus when necessary to provide coaching to others.

Optimism

Concerned   Carefree

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 focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.

Positive View of People

Skeptical ——————————————————— Trusting

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

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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 set challenging yet realistic development goals and provide honest, constructive feedback.

Sociability

Introverted ——————————————————— Extroverted

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.

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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 have a slower work pace; may not find the time to coach and develop others.

LEADING OTHERS

The extent to which one promotes individual and team performance by setting expectations, delegating and providing adequate resources.

- Accommodation - Is likely comfortable challenging others, which may be perceived as uncaring or overly competitive.

- **Assertiveness** - Is likely to be confident in a leadership role and will be comfortable establishing the direction for the team.
- **Criticism Tolerance** - May be overly sensitive to feedback and get defensive rather than adjusting to the needs of the team.
- **Follow Through** - May, at times, be less inclined to follow up with others to ensure projects are completed.
- **Process-Focused** - May not always be organized which could potentially impact the ability to guide others toward a common goal.
- **Realistic Thinking** - Will likely set practical and achievable goals for the team.
- **Social Restraint** - May be overly expressive or informal with the team, making it difficult to set boundaries or hold others accountable.
- **Work Independence** - Should be able to delegate appropriately and drive initiatives independently when needed.
- **Work Intensity** - Tends to be laid back and may not consistently drive the team to deliver their best performance.

Accommodation

Unyielding — Cooperative

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 likely comfortable challenging others, which may be perceived as uncaring or overly competitive.

Assertiveness

Laid–back — Dominant

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 likely to be confident in a leadership role and will be comfortable establishing the direction for the team.
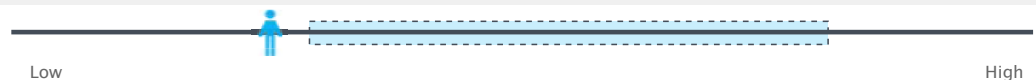
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The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

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Criticism Tolerance - May be overly sensitive to feedback and get defensive rather than adjusting to the needs of the team.

Follow Through

Low — High

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 - May, at times, be less inclined to follow up with others to ensure projects are completed.

Process-Focused

Unstructured — Structured

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 - May not always be organized which could potentially impact the ability to guide others toward a common goal.

Realistic Thinking

Imaginative   Practical

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 - Will likely set practical and achievable goals for the team.

Social Restraint

Expressive   Reserved

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 - May be overly expressive or informal with the team, making it difficult to set boundaries or hold others accountable.

Work Independence

Relies on others   Relies on self

The Definition
The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

Key Insight Narrative
Work Independence - Should be able to delegate appropriately and drive initiatives independently when needed.

Work Intensity

Unhurried   Urgent

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 - Tends to be laid back and may not consistently drive the team to deliver their best performance.

OPERATIONAL PLANNING AND PRIORITIZATION

The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of operational focus.

- Cautious Thinking - Is likely to consider needed steps, resources, and impact; unlikely to take uncalculated risks.
- Detail Interest - Should be capable of attending to details when needed to prioritize projects.
- Follow Through - Should be capable of switching priorities if necessary when planning; is not likely to waste time completing unimportant tasks.

- Multitasking - Should not get distracted when competing priorities arise during the planning process.
- Process-Focused - Should be able to manage projects initiatives without becoming too immersed in the planning process.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

Cautious Thinking

Impulsive —————————————————————— Careful

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 consider needed steps, resources, and impact; unlikely to take uncalculated risks.

Detail Interest

Dislikes details —————————————————————— Enjoys detailed work

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

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Work Intensity

Unhurried ———————————————————— Urgent

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 - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

RELATIONSHIP MANAGEMENT

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

- Accommodation - Is likely to be overly concerned with personal goals and objectives, even when collaboration would be more appropriate.
- Criticism Tolerance - May personalize issues and become overly defensive, hindering the ability to build and maintain relationships with others.
- Optimism - May convey a pessimistic or negative outlook, inhibiting the development of meaningful business relationships.
- Sociability - May avoid social situations which will likely inhibit building relationships.
- Social Restraint - Is likely to be expressive and will be perceived as genuine, which may facilitate relationship building.

Accommodation

Unyielding ———————————————————— Cooperative

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 likely to be overly concerned with personal goals and objectives, even when collaboration would be more appropriate.

Criticism Tolerance

Sensitive ———————————————————— Thick–skinned

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

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Optimism

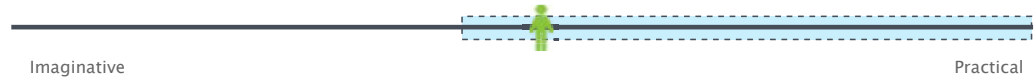Concerned   Carefree

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Sociability

Introverted   Extroverted

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Social Restraint

Expressive   Reserved

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 likely to be expressive and will be perceived as genuine, 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 - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - May tend to take feedback personally; may not recover quickly from criticism.
- 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 - Should generally be able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

Accommodation

Unyielding   Cooperative

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

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Reflective Thinking

Surface level ——————————————————— Contemplative

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 generally be able to identify and understand the root cause of issues and consider potential solutions.

Social Restraint

Expressive ——————————————————— Reserved

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 likely to express frustration appropriately and vent in a healthy manner.

HARRY EXAMPLE

Bank Branch Manager + Numerical Reasoning   ~31 mins

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

COMPELLING COMMUNICATION

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:

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:

DEVELOPING LEADERS

Tell me about a time when you acted as a mentor or coach to someone. How did you influence that person, and what improvements did you see in that person's knowledge or skills? What, if anything, did you gain from the relationship?

ANSWER:

Tell me what things you have done in the past to ensure people who worked for you were given the resources and opportunities to grow. How did you decide which employees received which growth or development opportunities?

ANSWER:

LEADING OTHERS

Walk me through your most significant experiences in leading people. Tell me about the type of work your group or team did, how many people you managed, and how you assigned work and organized the group to get the job done.

ANSWER:

Eventually, every leader is faced with a crisis situation involving a significant business issue or interpersonal conflict that must be resolved. Tell me about two of your most significant leadership crises, and how you addressed them.

ANSWER:

OPERATIONAL PLANNING AND PRIORITIZATION

Tell me about a large-scale operational goal you were responsible for achieving. How did you plan for the execution of that goal? What strategies or methods did you use to ensure the goal was achieved?

ANSWER:

Describe a time when you had to manage several projects at a given time. What was the overall project? How did you manage your time, resources, and the time of others? What was the outcome of your management?

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:

CONFIDENTIAL

For the following competency(ies): **Leading Others, Relationship Management**, the individual scored **below** the match area for Accommodation.
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 competency(ies): **Compelling Communication, Developing Leaders, Leading Others, Making Sound Decisions, Relationship Management, Resilience**, the individual scored **below** the match area for Criticism Tolerance.
Tell me about a past situation in which you felt criticized by a supervisor, coworker or group leader. What were the circumstances? How did you respond?

(Listen for sensitivity or defensiveness to criticism.)

For the following competency(ies): **Leading Others, Making Sound Decisions**, the individual scored **below** the match area for Follow Through.
Tell me about a time when you were not able to complete a project on time. What was the situation? What did you do? What was the outcome?

(Listen for a tendency to miss deadlines and not hold self/others accountable.)

For the following competency(ies): **Compelling Communication**, the individual scored **below** the match area for Interpersonal Insight.
Describe a recent difference of opinion you had with a co-worker. What was their perspective? What was yours? What were the underlying issues?

(Listen for an ability and willingness to understand and anticipate another person's perspective.)

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

(Listen for a dislike of or an inability to engage in multitasking.)

For the following competency(ies): **Developing Leaders, 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): **Compelling Communication, Developing Leaders**, the individual scored **below** the match area for Positive View of People.
What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?

(Listen for a tendency to be skeptical or suspicious of others, rather than trusting and being open to others.)

For the following competency(ies): **Leading Others**, the individual scored **below** the match area for Process-Focused.
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 competency(ies): **Developing Leaders, Relationship Management**, the individual scored **below** the match area for Sociability.
Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)

For the following competency(ies): **Compelling Communication, Leading Others**, the individual scored **below** the match area for Social Restraint.
In your past jobs, tell me about situations when you became angry or upset with another person. What upset you? How did you respond? What

was the result?

(Listen for the self-discipline to handle the situation tactfully and appropriately.)

For the following competency(ies): **Developing Leaders, Leading Others, Making Sound Decisions, Operational Planning and Prioritization**, the individual scored **below** the match area for Work Intensity.
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?)

For more information:
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