3.3
FAIR MATCH

Top 3 Competencies

5.0

Resilience

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

4.3

Relationship Management

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

3.7

Work Organization

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

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

OUTMATCH.

3.3
FAIR MATCH

Key Insights

Job Match

3.3
FAIR

Relevance 100.00 %

COMPETENCY MATCH

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

ADAPTABILITY

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |

The Definition
The extent to which one is open to new ideas and ways of doing business; adopts change willingly.

COMMUNICATING EFFECTIVELY

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |

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

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.

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.

NEGOTIATING CONFLICT

0.0	1.0	2.0	3.0	4.0	5.0

The Definition

The extent to which one addresses conflict quickly and effectively; facilitates a mutually agreeable resolution.

INFLUENCING

0.0	1.0	2.0	3.0	4.0	5.0

The Definition

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

WORK ORGANIZATION

0.0	1.0	2.0	3.0	4.0	5.0

The Definition

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

Competencies

ADAPTABILITY

The extent to which one is open to new ideas and ways of doing business; adopts change willingly.

- Criticism Tolerance - Will usually interpret criticism objectively and be able to make adjustments as needed.
- Follow Through - May, at times, have difficulty completing tasks or projects when priorities shift frequently.
- Multitasking - Prefers an unpredictable work environment, which could potentially result in making unwarranted changes to stay motivated.
- Preference for Structure - Should be comfortable adapting to organizational rules and processes.
- Realistic Thinking - May be less open to change and may over-rely on established procedures.
- Work Intensity - May struggle, at times, to keep up with frequent changes in expectations or deadlines.

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 - Will usually interpret criticism objectively and be able to make adjustments as needed.

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, have difficulty completing tasks or projects when priorities shift frequently.

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 - Prefers an unpredictable work environment, which could potentially result in making unwarranted changes to stay motivated.

Preference for Structure

Desires freedom — Prefers guidance

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

Preference for Structure - Should be comfortable adapting to organizational rules and processes.

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 - May be less open to change and may over-rely on established procedures.

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, at times, to keep up with frequent changes in expectations or deadlines.

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

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

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.

Positive View of People

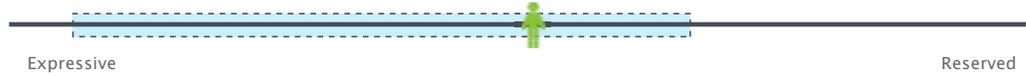Skeptical   Trusting

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

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

MAKING SOUND DECISIONS

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

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - May discount feedback or differing opinions that arise after a decision has been made.
- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than 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 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.
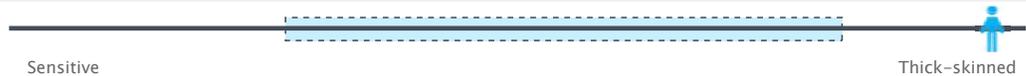
Cautious Thinking

Impulsive   Careful
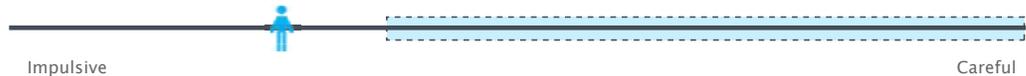
The Definition

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 - May take unnecessary 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 discount feedback or differing opinions that arise after a decision has been made.

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 - Prefers to understand things deeply and may waste time digging into details rather than 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
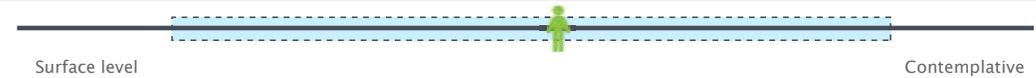
The Definition

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 consider the practicality of solutions when making decisions.

Reflective Thinking

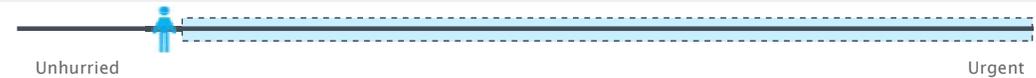Surface level   Contemplative

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

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.

RELATIONSHIP MANAGEMENT

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

- Accommodation - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - Has a generally positive demeanor and outlook when interacting with others.
- 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

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 - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of 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
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Optimism
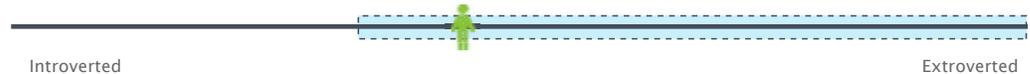
Concerned   Carefree

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 - Has a generally positive demeanor and outlook when interacting 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 - Is outgoing and should naturally build solid relationships.

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 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 - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - Maintains a positive attitude despite difficult circumstances.
- 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

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 - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.

Criticism Tolerance

Sensitive   Thick–skinned
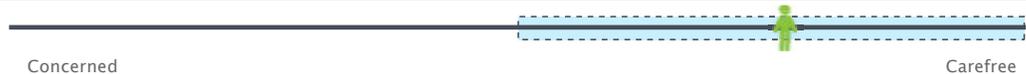
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Concerned   Carefree

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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 - Maintains a positive attitude despite difficult circumstances.

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
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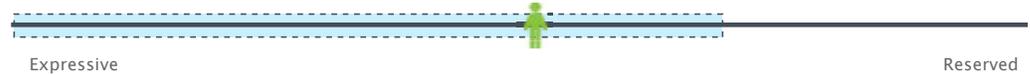
Reflective Thinking

Surface level		Contemplative

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

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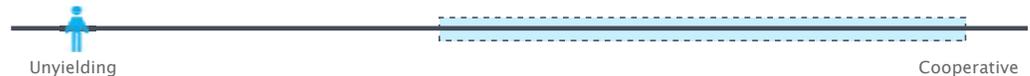
NEGOTIATING CONFLICT

The extent to which one addresses conflict quickly and effectively; facilitates a mutually agreeable resolution.

- Accommodation - May not emphasize compromise between disagreeing parties or be unyielding in negotiation approach.
- Assertiveness - Is likely to talk more than listen and may miss opportunities to listen to others' viewpoints.
- Criticism Tolerance - Is likely to remain objective in most conflict situations rather than personalize issues.
- Interpersonal Insight - May not be aware of others' motivations or perspectives when resolving conflict.
- Optimism - Should take a positive, optimistic approach when mediating conflict.
- Positive View of People - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.
- Sociability - Is likely to focus personal interactions on the situation at hand.
- Social Restraint - Is not likely to do or say things in haste, which should be an asset in a conflict situation.

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
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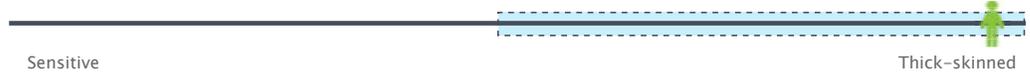
Assertiveness

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 talk more than listen and may miss opportunities to listen to others' viewpoints.

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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Interpersonal Insight

Unaware — Observant

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

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Optimism

Concerned — Carefree

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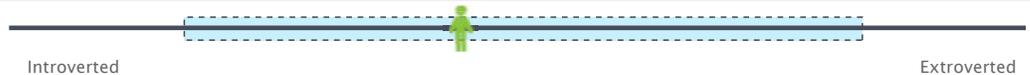### Positive View of People

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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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 - Is likely to focus personal interactions on the situation at hand.

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 not likely to do or say things in haste, which should be an asset in a conflict situation.
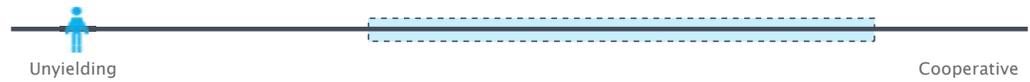
INFLUENCING

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

- Accommodation - May have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.
- 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

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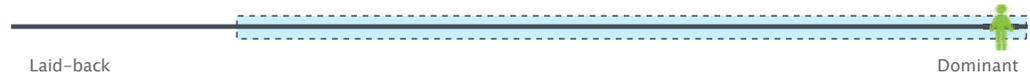
The Definition
The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

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Accommodation - May have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.
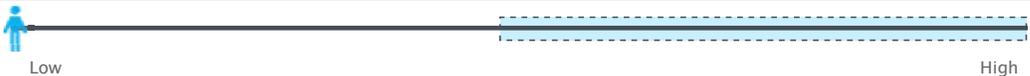
Assertiveness

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.

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

Follow Through

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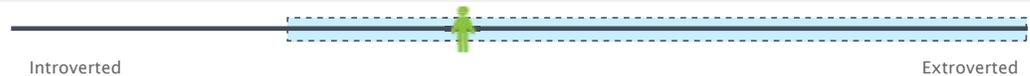
The Definition
The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative
Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.

Sociability

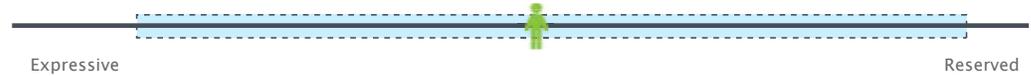Introverted   Extroverted

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

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 - Demonstrates consistent and controlled reactions regardless of pushback from others.
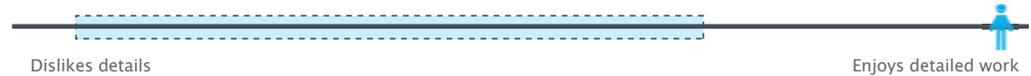
WORK ORGANIZATION

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 - May struggle closing out tasks during the planning and prioritization process.
- Multitasking - May become bored or distracted when having to organize and plan ahead.
- Process-Focused - Should be able to manage project initiatives without becoming over-immersed in the planning process.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - Is not likely to rush through tasks and projects.

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

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 struggle closing out tasks during the planning and prioritization process.

Multitasking

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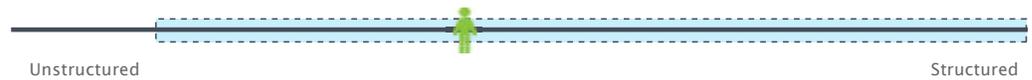
The Definition
The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

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

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 - Should be able to manage project initiatives without becoming over-immersed in the planning process.

Realistic Thinking
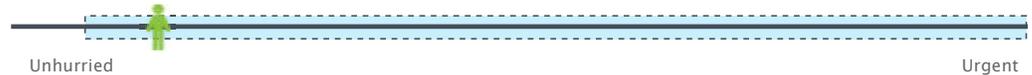
Imaginative   Practical

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 emphasize realistic plans and tangible goals.

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 - Is not likely to rush through tasks and projects.

NANCY
Cost Estimators

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

ADAPTABILITY

Think of a time at work when you were asked to adopt a change with which you did not agree. What was the situation? Why did you disagree with the effort to make the change? How did you react? What was the result of your action?

ANSWER:

Describe a time when you were working on a project and something happened which required a significant change to your plans. What was the situation? What happened to derail your original plan? How did you react?

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:

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:

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:

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

For the following competency(ies): **Influencing, Negotiating Conflict**, 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): **Communicating Effectively, Negotiating Conflict**, 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**, the individual scored **below** the match area for Cautious Thinking.
Tell me about a time when you took a risk at work and it paid off. What about a time when you took a risk that you later regretted? How did those experiences influence your approach to decisions going forward?

(Listen for indications of wisdom and maturity in the individual's decision-making process.)

For the following competency(ies): **Making Sound Decisions**, the individual scored **above** the match area for Criticism Tolerance.
Tell me about constructive feedback you have received in the past. How did you become aware of the issue? What did the person say to you? How did you react? How has that influenced you today?

(Listen for an ability to listen for feedback and take it to heart (rather than discounting or ignoring it).)

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): **Adaptability, Influencing, Making Sound Decisions, Work Organization**, 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): **Communicating Effectively, Negotiating Conflict**, 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): **Adaptability, 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): **Negotiating Conflict**, 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): **Adaptability**, the individual scored **above** the match area for Realistic Thinking.
Tell me about a time when you felt it was better to continue with a way of doing something rather than adopting a new approach. How did others feel? What did you decide to do in the end?

(Listen for a resistance to new ideas or trying new solutions.)

For the following competency(ies): **Adaptability, Making Sound Decisions**, 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?)

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