3.2
FAIR MATCH

Top 3 Competencies

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.

3.7

Innovation

The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

For more information:
Select, Assess & Train
Tel: 919-787-8395
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3.2
FAIR MATCH

Key Insights

Job Match

3.2
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.

DELIVERING RESULTS

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

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

INNOVATION

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

The Definition
The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

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.

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.

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.

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.

DELIVERING RESULTS

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

- Follow Through - May be inconsistent when working on tasks and may leave important items unfinished.
- Process-Focused - Should approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.
- Realistic Thinking - May over-rely on past experiences and practical solutions without considering innovative and unconventional ideas.
- Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

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 be inconsistent when working on tasks and may leave important items unfinished.

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 approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.

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 over-rely on past experiences and practical solutions without considering innovative and unconventional ideas.

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 likely to demonstrate a sufficient level of urgency to complete work.

INNOVATION

The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

- Cautious Thinking - Appears capable of taking risks that can lead to innovative change.
- Criticism Tolerance - Is open to receiving feedback from others and should seek this to improve on innovation and ideas.
- Multitasking - May be so busy managing multiple demands that little time is allotted to innovate.
- Objective Thinking - Is capable of balancing intuition with facts when generating new ideas or considering possibilities.
- Realistic Thinking - Is likely to make recommendations that consider the practical side of adopting new processes.
- Reflective Thinking - Has a need to understand underlying business processes at a deep level, which is beneficial when considering alternative and innovative approaches.
- Work Intensity - May be more laid back and not see the value to quickly innovate or improve.

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 - Appears capable of taking risks that can lead to innovative change.

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 - Is open to receiving feedback from others and should seek this to improve on innovation and ideas.

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 be so busy managing multiple demands that little time is allotted to innovate.

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 - Is capable of balancing intuition with facts when generating new ideas or considering possibilities.

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 make recommendations that consider the practical side of adopting new processes.

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 - Has a need to understand underlying business processes at a deep level, which is beneficial when considering alternative and innovative approaches.

Work Intensity

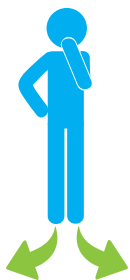Unhurried   Urgent

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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
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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

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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.

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.

Key Insight Narrative
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.

Key Insight Narrative

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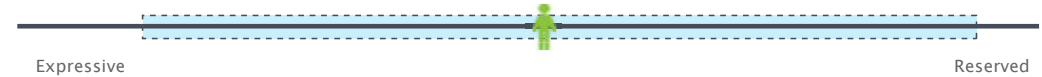Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.

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.

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

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

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.

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

CONFIDENTIAL

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.

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Prefers routine ——————————————————————— Prefers variety

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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.

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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.

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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.

MARTHA G
Network and Computer Systems Adminstrators

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:

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:

INNOVATION

Give me some examples of your most innovative business ideas. What were they and what issue(s) did they address?

ANSWER:

Tell me about a time when you generated an innovation or idea that was ultimately unsuccessful. What was the situation? Why didn't the idea work? What lesson did you take away from the experience?

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:

CONFIDENTIAL

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:

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:

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**, 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**, 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, Delivering Results, 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**, 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, Innovation, 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): **Adaptability, Delivering Results**, 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, Innovation, 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?)