OUTMATCH

3.9
STRONG MATCH

Derek Sample

Registered Nurse

Top 3 Competencies

Delivering Results

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

Customer Service

The extent to which one delivers exceptional customer service.

Developing and Training Others

The extent to which one fosters growth of others through recognition, constructive feedback and development opportunities.

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

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Key Insights

Job Match

3.9

STRONG

Relevance 100.00 %

COMPETENCY MATCH

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

MAKING SOUND DECISIONS

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

DEVELOPING AND TRAINING OTHERS

The Definition
The extent to which one fosters growth of others through recognition, constructive feedback and development opportunities.

COMMUNICATING EFFECTIVELY

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

RELATIONSHIP MANAGEMENT

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

CUSTOMER SERVICE

The Definition
The extent to which one delivers exceptional customer service.

NEGOTIATING CONFLICT

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

RESILIENCE

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

ADAPTABILITY

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

DELIVERING RESULTS

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

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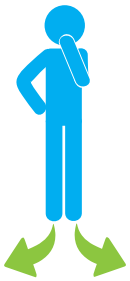
Competencies

Match Area =

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 - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

Cautious Thinking

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

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

Criticism Tolerance

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

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

Detail Interest

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

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

Follow Through

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

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

Objective Thinking

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

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

Realistic Thinking

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

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

Reflective Thinking

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

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

Work Intensity

The Definition
The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

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

DEVELOPING AND TRAINING OTHERS

The extent to which one fosters growth of others through recognition, constructive feedback and development opportunities.

- Criticism Tolerance - May be too direct, at times, when providing others with feedback.
- Follow Through - Is likely to follow up with others to ensure that they continue working on their development.
- Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.
- Process-Focused - Is likely to create structured plans to facilitate the development and growth of others.
- Sociability - Is likely to be socially engaged and build rapport to make others feel comfortable and open to feedback.

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Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.

Process-Focused

The Definition
The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Key Insight Narrative
Process-Focused - Is likely to create structured plans to facilitate the development and growth of others.

Sociability

The Definition
The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative
Sociability - Is likely to be socially engaged and build rapport to make others feel comfortable and open to feedback.

COMMUNICATING EFFECTIVELY

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

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

Assertiveness

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

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

Interpersonal Insight

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

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

Positive View of People

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

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

Social Restraint

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

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

RELATIONSHIP MANAGEMENT

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

- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of

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meaningful business relationships.
- Sociability - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

Accommodation

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

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

Criticism Tolerance

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

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CUSTOMER SERVICE

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The extent to which one delivers exceptional customer service.

- Accommodation - Demonstrates a friendly demeanor and is likely to accommodate customer needs.
- Optimism - Is likely to show concern or sensitivity to customers when dealing with challenging situations.
- Positive View of People - Recognizes the need for boundaries with customers, as well as the need to develop strong and trusting business relationships.
- Preference for Structure - May struggle resolving customer challenges when clear guidelines are not established.
- Sociability - May not consistently engage customers, which could negatively impact the level of service or quality of the relationship.
- Social Restraint - Is likely to maintain an approachable yet professional demeanor when engaging with customers.

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Preference for Structure

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NEGOTIATING CONFLICT

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

- Accommodation - Is likely to facilitate resolutions with the intent to address each party's needs.
- 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 over-interpret, overanalyze, or make assumptions about other's motivations or perspectives in conflict situations.
- 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.

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RESILIENCE

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

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

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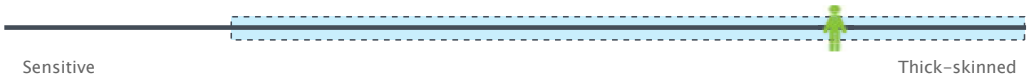

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ADAPTABILITY

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 - Effectively follows up on projects and ensures that deadlines are made even in times of change.
- 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.

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DELIVERING RESULTS

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

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

Follow Through

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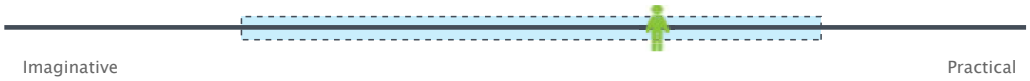

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DEREK SAMPLE

Registered Nurse

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

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?

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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 AND TRAINING OTHERS

Tell me about a time when you successfully helped develop or coach an individual to reach their potential. What was the situation? What did you do? What difficulties did you overcome to help this individual?

ANSWER:

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:

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:

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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:

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:

CUSTOMER SERVICE

Give a specific example of a time when you had to address an angry customer. What was the problem? What action did you take to resolve the issue? What was the customer outcome? How would you assess your role in diffusing the situation?

ANSWER:

Describe to me several situations where you delivered high quality service to a customer. What did you do? What was the customer's response?

ANSWER:

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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:

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:

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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:

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:

FOLLOW-UPS

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

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

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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): **Developing and Training Others**, 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**, 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): **Negotiating Conflict**, the individual scored **above** the match area for Interpersonal Insight.
Tell me about a time when you misunderstood someone's intentions at work. For example, have you experienced a situation where you expected a coworker to have one opinion or reaction, and you found out it was quite different?

(Listen for an ability to balance using intuition with fact-finding to ensure the individual draws accurate conclusions in the interactions with others.)

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

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

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

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

For the following competency(ies): **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): **Customer Service**, the individual scored **above** the match area for Preference for Structure.
Have you ever worked in a situation where the rules and guidelines were not clear? How did you handle the situation?

(Listen for a discomfort with ambiguity and lack of structure.)

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.)

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For the following competency(ies): **Customer Service**, 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): **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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