3.6
STRONG MATCH

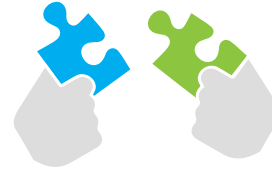## Leading Strengths

These traits emerged as behavioral strengths for this individual. Review the "Key Insights" tab for more details on these.

Competitiveness: The extent to which individuals place emphasis on achieving success over others and winning versus being less competitive.

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

Preference for Structure: 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.

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

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

Potential Weaknesses

These traits emerged as behavioral limitations for this individual. Review the "Key Insights" tab for more details on these.

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

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

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

OUTMATCH

3.6
STRONG MATCH

Key Insights

Job Match

3.6

STRONG

Relevance 100.00 %

BEHAVIORAL MATCH

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

Match Area =

Relating

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
Likely to be accommodating, friendly, and demonstrate a concern for 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
Should enjoy situations that require taking the lead and voicing opinions.

Competitiveness

Unconcerned with winning ——————————————————— Driven to win

The Definition
The extent to which individuals place emphasis on achieving success over others and winning versus being less competitive.

Key Insight Narrative
Strongly motivated by opportunities to win and outperform 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
Should not be sensitive to criticism or rejection and should interpret it objectively.

Interpersonal Insight

Unaware — Observant

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

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
Balanced approach should guard against being overly optimistic, yet remaining open to positive outcomes.

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
May need to be more positive about people to be effective in this role.

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
While capable of connecting with others, is not inclined to get distracted by the social aspects of the role.

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
Should be expressive and is likely to come across as genuine.

Thinking

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
Should be cautious and deliberate 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
Appears to be an intuitive thinker whose judgment may occasionally be overly influenced by instinct or feelings.

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
Has a practical and realistic approach to solving problems.

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
Likely to seek a deeper understanding of issues and anticipate down-stream impact.

Working

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.

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
Naturally inclined to follow through on committed tasks and finish whatever is started.

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
Should be comfortable in a work environment that provides both routine and variety in tasks.

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
Should be comfortable in most work environments, whether they require following rules and regulations or working without much process or guidance.

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.

Work Independence

Relies on others — Relies on self

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

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
Is likely to work with a sense of urgency when needed.

Competencies

COMMUNICATING EFFECTIVELY

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

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

Assertiveness

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 - 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

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.

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 - Should be willing to adhere to set customer service standards, but also able to navigate situations in which clear guidelines have not been established.
- Sociability - May not consistently engage customers, which could negatively impact the level of service or quality of the relationship.
- Social Restraint - May act or speak without tact or proper consideration, which could be detrimental to customer relationships.

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 - Demonstrates a friendly demeanor and is likely to accommodate customer needs.

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 - Is likely to show concern or sensitivity to customers when dealing with challenging situations.

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 - Recognizes the need for boundaries with customers, as well as the need to develop strong and trusting business relationships.

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 willing to adhere to set customer service standards, but also able to navigate situations in which clear guidelines have not been established.

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 - May not consistently engage customers, which could negatively impact the level of service or quality of the relationship.

Social Restraint

Expressive ———————————— Reserved

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

Key Insight Narrative
Social Restraint - May act or speak without tact or proper consideration, which could be detrimental to customer relationships.

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 apt to work at a fast pace and produce a high level of output.

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

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

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

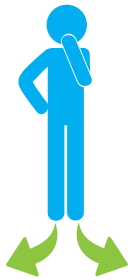### Work Intensity

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 apt to work at a fast pace and produce a high level of output.

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 - Is likely to take time to consider the relevant details before moving forward with a decision.
- 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 - Is apt to see the value in making sound decisions quickly.

Cautious Thinking

Impulsive — Careful

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

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

Criticism Tolerance
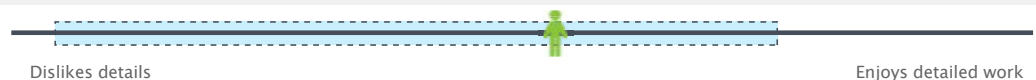
Sensitive — Thick-skinned

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

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

Detail Interest

Dislikes details — Enjoys detailed work

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

Key Insight Narrative
Detail Interest - Is likely to take time to consider the relevant details before moving forward with a decision.

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 - Recognizes the importance of following up with key stakeholders on critical 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

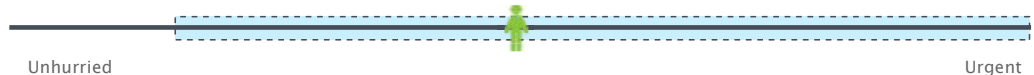Surface level ———————————————— Contemplative

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.
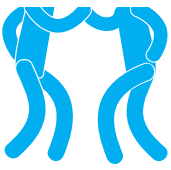
Key Insight Narrative
Work Intensity - Is apt to see the value in making sound decisions quickly.

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 convey a pessimistic or negative outlook, inhibiting the development of meaningful business relationships.
- Sociability - May avoid social situations which will likely inhibit building relationships.
- Social Restraint - Is likely to be expressive and will be perceived as genuine, which may facilitate relationship building.

Accommodation

Unyielding — Cooperative

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

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

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 - May convey a pessimistic or negative outlook, inhibiting the development of meaningful business relationships.

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 - May avoid social situations which will likely inhibit building 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.

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 - Is likely to express frustration appropriately and vent 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 - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting 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 - Open to constructive criticism, and is unlikely to take feedback personally.

Optimism

Concerned | Carefree

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

Key Insight Narrative
Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.

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 - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.

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

Social Restraint

Expressive   Reserved

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

Key Insight Narrative
Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

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 able to balance being vocal during conflict situations with listening to others' perspectives.
- 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 - Is likely to identify barriers to reaching a resolution; should not be overly optimistic or blind-sided by issues.
- 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 - May say or do things in conflict situations without proper consideration.

Accommodation

Unyielding   Cooperative

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

Key Insight Narrative
Accommodation - Is likely to facilitate resolutions with the intent to address each party's needs.

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 able to balance being vocal during conflict situations with listening to others' perspectives.

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 likely to remain objective in most conflict situations rather than personalize issues.

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 over-interpret, overanalyze, or make assumptions about other's motivations or perspectives in conflict situations.

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 - Is likely to identify barriers to reaching a resolution; should not be overly optimistic or blind-sided by issues.

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 - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.

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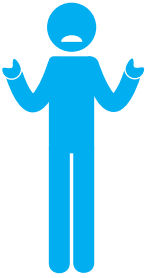
Expressive ——————————————————————————— Reserved

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 - May say or do things in conflict situations without proper consideration.

INFLUENCING

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

- Accommodation - May give in too easily if facing resistance when trying to influence others.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - Is comfortable following up with others to reinforce their commitment to an idea.
- Sociability - May not take the time to build relationships which may impact the ability to influence and understand the needs of others.
- Social Restraint - Tends to be transparent and passionate about ideas, which can inspire and influence 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 give in too easily if facing resistance when trying to influence 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 - 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 - Is comfortable following up with others to reinforce their commitment to an idea.

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 - May not take the time to build relationships which may impact the ability 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 - Tends to be transparent and passionate about ideas, which can inspire and influence others.

WORK ORGANIZATION

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

- Detail Interest - Should be capable of attending to details when needed to develop plans.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Multitasking - Should not get distracted when competing priorities arise during the planning process.
- Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - Is not likely to rush through tasks and projects.

Detail Interest

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 - Should be capable of attending to details when needed to develop plans.

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

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 - Should not get distracted when competing priorities arise during the planning process.

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

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.

Sarah Sample

Account Manager

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

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:

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:

DELIVERING RESULTS

Tell me about a time when you were assigned an important task at work. How did you hold yourself accountable to ensure the task was completed on-time and up to standards? How did you approach the task? What was the result?

ANSWER:

Tell me about a time when you were assigned responsibility for a work project, and you did not achieve your desired objective. What was the project? What did you do to accomplish it? Why do you think the project was not completed or fell short?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

RELATIONSHIP MANAGEMENT

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

ANSWER:

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

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

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 scale: **Objective Thinking**, the individual scored **below** the match area.
Give me an example of a decision you made at work that did not work out as well as you hoped. What was the situation? How did you decide to take the action that you took? How has that situation impacted your decision-making process today?

(Listen for whether the individual tends to go with 'gut feel' rather than collecting the necessary data to make a decision.)

For the following scale: **Positive View of People**, the individual scored **below** the match area.
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.)