

Top 3 Competencies



Resilience

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



Operational Planning and Prioritization

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



Relationship Management

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

For more information:

Select, Assess & Train

Tel: 919-787-8395

Email: info@selectassesstrain.com

Key Insights

Job Match



3.4

FAIR

Relevance 100.00 %

COMPETENCY MATCH

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

COMPELLING COMMUNICATION



The Definition

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

MAKING SOUND DECISIONS



The Definition

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

DEVELOPING LEADERS



The Definition

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

LEADING OTHERS



The Definition

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

OPERATIONAL PLANNING AND PRIORITIZATION



The Definition

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

RELATIONSHIP MANAGEMENT



The Definition

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

RESILIENCE



The Definition

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

COMPELLING COMMUNICATION



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

- Assertiveness - Is more likely to listen rather than dominating the conversation.
- Criticism Tolerance - Is likely attuned to subtle feedback and is likely to pick up on the intent of communications from others.
- Interpersonal Insight - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.
- Multitasking - Is comfortable dealing with multiple tasks and activities; is not likely to be distracted by competing demands.
- Positive View of People - May be more skeptical of others which could potentially come across as a lack of trust when communicating with others.
- Sociability - Enjoys spending time with others, and should be able to build rapport to make others feel comfortable.
- Social Restraint - May freely share information and struggle with social cues, which could impact effectiveness of communication.

Assertiveness



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 more likely to listen rather than dominating the conversation.

Criticism Tolerance



The Definition

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

Key Insight Narrative

Criticism Tolerance - Is likely attuned to subtle feedback and is likely to pick up on the intent of communications from others.

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

Multitasking



The Definition

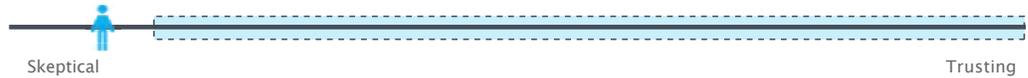
The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a

time.

Key Insight Narrative

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

Positive View of People



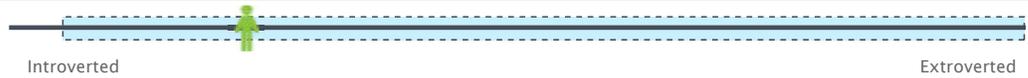
The Definition

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

Key Insight Narrative

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

Sociability



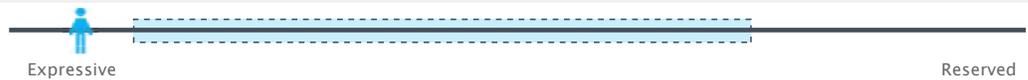
The Definition

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

Key Insight Narrative

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

Social Restraint



The Definition

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

Key Insight Narrative

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

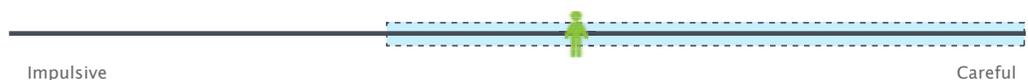
MAKING SOUND DECISIONS



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

- Cautious Thinking - Is likely to carefully consider potential risks when making decisions.
- Criticism Tolerance - Should be able to remain objective and not allow personal feelings to affect decision making.
- Detail Interest - Is likely to balance an interest in details with taking action and 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 - May overemphasize possibilities that sound good in theory but are impractical in reality.
- Reflective Thinking - May miss extenuating circumstances or long-term consequences of decisions by not probing beyond surface issues.
- 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

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Criticism Tolerance



The Definition

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

Key Insight Narrative

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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 - Is likely to balance an interest in details with taking action and 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.

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



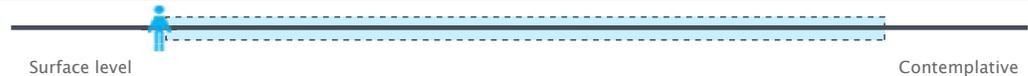
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The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

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Realistic Thinking - May overemphasize possibilities that sound good in theory but are impractical in reality.

Reflective Thinking



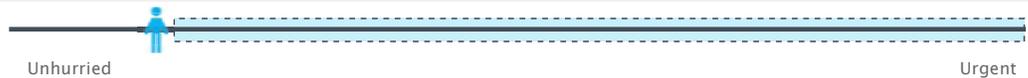
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The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

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Reflective Thinking - May miss extenuating circumstances or long-term consequences of decisions by not probing beyond surface issues.

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.

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

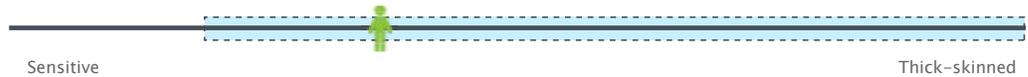
DEVELOPING LEADERS



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

- Criticism Tolerance - Is likely to deliver criticism in a sympathetic and sensitive manner.
- Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.
- Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.
- Positive View of People - Has a cautious view of others; may take a more skeptical approach in development, and may underestimate the accomplishments or potential of others.
- Realistic Thinking - May set unrealistic or overly challenging development goals for others.
- Sociability - May not invest the time to establish rapport with coworkers, which may impact the ability to coach team members effectively.
- Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.

Criticism Tolerance



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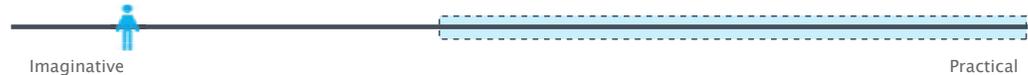
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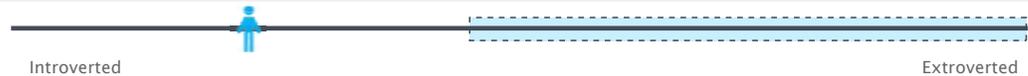
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LEADING OTHERS

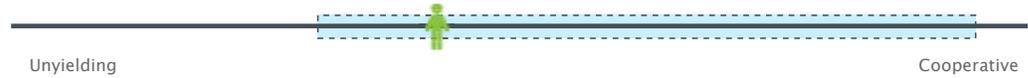


The extent to which one promotes individual and team performance by setting expectations, delegating and providing adequate resources.

- Accommodation - Is likely to be considerate of the team and make an effort to assist them as needed.
- Assertiveness - Is able to listen and encourage others to take the lead on initiatives.
- Criticism Tolerance - May be overly sensitive to feedback and get defensive rather than adjusting to the needs of the team.
- Follow Through - Is likely to drive the team to complete projects and meet objectives consistently.

- Process-Focused - May not always be organized which could potentially impact the ability to guide others toward a common goal.
- Realistic Thinking - May, at times, be unrealistic when setting goals and may underestimate the time or resources required.
- Social Restraint - May be overly expressive or informal with the team, making it difficult to set boundaries or hold others accountable.
- Work Independence - May be more collaborative in nature, which at times, could be perceived as being overly dependent on the team or lacking the conviction needed to push the team forward.
- Work Intensity - Tends to be laid back and may not consistently drive the team to deliver their best performance.

Accommodation



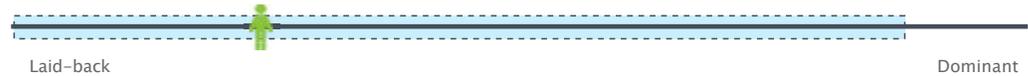
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Follow Through



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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Follow Through - Is likely to drive the team to complete projects and meet objectives consistently.

Process-Focused



The Definition

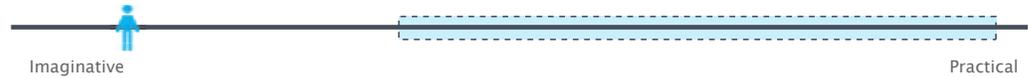
The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical

approach.

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

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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.

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

Work Independence



The Definition

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

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OPERATIONAL PLANNING AND PRIORITIZATION



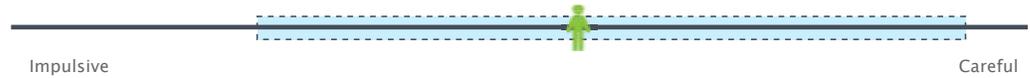
The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of operational focus.

- Cautious Thinking - Is likely to consider needed steps, resources, and impact; unlikely to take uncalculated risks.
- Detail Interest - Should be capable of attending to details when needed to prioritize projects.
- Follow Through - Should be capable of switching priorities if necessary when planning; is not likely to waste time completing unimportant tasks.
- Multitasking - Should not get distracted when competing priorities arise during the planning process.
- Process-Focused - Should be able to manage projects initiatives without becoming too immersed in the

planning process.

- Realistic Thinking - May focus on how things could be or should be rather than on practical considerations during the planning process.
- Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

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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.

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Detail Interest



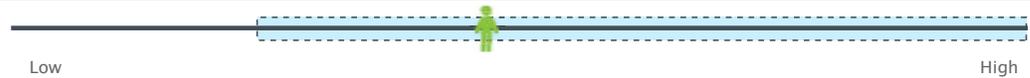
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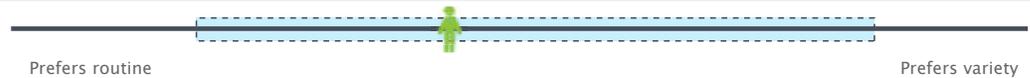
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Realistic Thinking



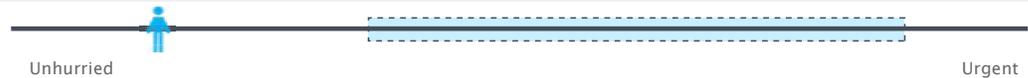
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Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

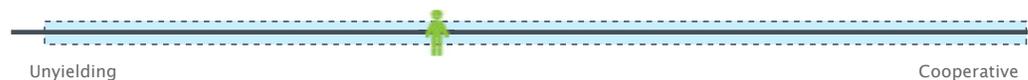
RELATIONSHIP MANAGEMENT



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

- Accommodation - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.
- Criticism Tolerance - Should generally be able to interact with others without becoming excessively defensive or 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



The Definition

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

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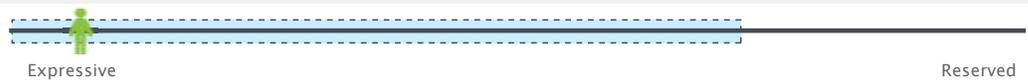
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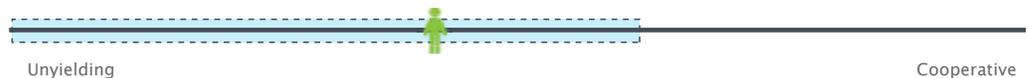
RESILIENCE



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

- Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - Reasonably open to constructive criticism, and is unlikely to take feedback too personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to be idealistic and impractical in managing stress.
- Reflective Thinking - Should generally be able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

Accommodation



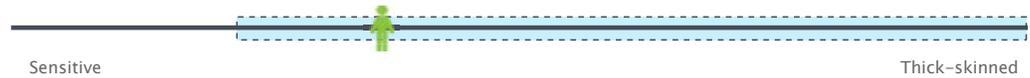
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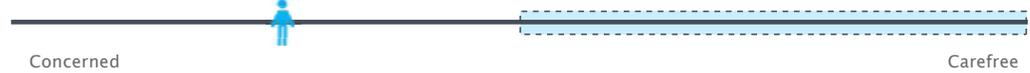
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HENRY

Construction Managers

Interview Date: _____

OPENING QUESTIONS

1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?

2. Tell me about what attracted you most to this position. What prompted you to apply for this job?

3. Describe your ideal work environment. In what type of work culture do you feel you perform best?

4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

COMPETENCY QUESTIONS

COMPELLING COMMUNICATION

Tell me about a time when you needed to adapt your communication style to meet the needs of a particular person or audience. What was your approach? What was the outcome?

ANSWER:

Tell me about a time when you had a miscommunication with someone. What happened? How did you become aware of the miscommunication? What was the final outcome?

ANSWER:

MAKING SOUND DECISIONS

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

ANSWER:

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

ANSWER:

DEVELOPING LEADERS

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

ANSWER:

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

ANSWER:

LEADING OTHERS

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

ANSWER:

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

ANSWER:

OPERATIONAL PLANNING AND PRIORITIZATION

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

ANSWER:

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

ANSWER:

RELATIONSHIP MANAGEMENT

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

ANSWER:

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

ANSWER:

RESILIENCE

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

ANSWER:

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

ANSWER:

FOLLOW-UPS

For the following competency(ies): **Leading Others**, the individual scored **below** the match area for Criticism Tolerance.

Tell me about a past situation in which you felt criticized by a supervisor, coworker or group leader. What were the circumstances? How did you respond?

(Listen for sensitivity or defensiveness to criticism.)

For the following competency(ies): **Compelling Communication**, the individual scored **below** the match area for Interpersonal Insight.

Describe a recent difference of opinion you had with a co-worker. What was their perspective? What was yours? What were the underlying issues?

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

For the following competency(ies): **Developing Leaders, Relationship Management, Resilience**, the individual scored **below** the match area for Optimism.

Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?

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

For the following competency(ies): **Compelling Communication, Developing Leaders**, the individual scored **below** the match area for Positive View of People.

What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?

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

For the following competency(ies): **Leading Others**, the individual scored **below** the match area for Process-Focused.

Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work.

(Listen for an ability to keep work organized.)

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

Tell me about a time when you came up with a great idea, but it was met with resistance or did not turn out to be successful once implemented. What was the idea? Why do you think it went the way it did?

(Listen for a tendency to be a dreamer rather than a practical thinker. Do they come up with ideas that are not practical or are too far-flung to be implemented?)

For the following competency(ies): **Making Sound Decisions**, the individual scored **below** the match area for Reflective Thinking. Tell me about a time when you failed to recognize or see the long-term impact of a decision. What happened? What was the result?

(Listen for an ability to consider the long-term effects of a decision.)

For the following competency(ies): **Developing Leaders, Relationship Management**, the individual scored **below** the match area for Sociability.

Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

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

For the following competency(ies): **Compelling Communication, Leading Others**, the individual scored **below** the match area for Social Restraint.

In your past jobs, tell me about situations when you became angry or upset with another person. What upset you? How did you respond? What was the result?

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

For the following competency(ies): **Leading Others**, the individual scored **below** the match area for Work Independence.

Give me an example of a work situation in which you asked others for assistance and another in which you could have asked for assistance but did not. In each case, why or why not?

(Listen for a tendency to rely on others too much.)

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

Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these circumstances? What was the result?

(Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?)

For more information:

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