



3.1  
GOOD MATCH



=

3.1  
SCORE

Good Match

- The Overall Match Score highlights the fit between the individual and the job.
- On the left, view the components of the assessments and their specific scores.
- Scores can range from 0.5 (lowest score) to 5 (highest score).



Leading Strengths

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



Potential Weaknesses

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

**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.

**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.

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

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

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

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

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

**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.

**Detail Interest:** The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

**Optimism:** 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.



3.1  
GOOD MATCH

# Key Insights

## Job Match



Relevance 70.00 %



Relevance 10.00 %



Relevance 10.00 %



Relevance 10.00 %

### BEHAVIORAL MATCH

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

### SALES KNOWLEDGE

A measure of an individual's ability to respond effectively to typical sales scenarios.

### ABSTRACT REASONING

A measure of an individual's ability to solve problems involving abstract concepts.

### LOGICAL REASONING

A measure of an individual's ability to demonstrate logical reasoning skills.

Match Area =

## SALES KNOWLEDGE

Closing



### The Definition

Negotiating and closing the sale.

### Key Insight Narrative

May not be as strong as required at negotiating and closing the sale.

First Meeting/First Impression



### The Definition

Recognizing the importance of first impressions in initiating positive and productive sales relationships.

### Key Insight Narrative

Is likely to have a strong understanding of the importance of first impressions in initiating positive and productive sales relationships.

Influencing/Convincing



### The Definition

Convincing the customer of the value of company products and/or services.

### Key Insight Narrative

Is likely to struggle with convincing the customer of the value of company products and/or services.

### Overcoming Objections



#### The Definition

Problem solving and overcoming objections.

#### Key Insight Narrative

Is likely to have strong knowledge of how to problem solve and overcome objections.

### Probing/Presenting



#### The Definition

Developing a clear understanding of the customer's specific needs.

#### Key Insight Narrative

Is likely to have knowledge of how to develop a clear understanding of the customer's specific needs.

### Prospecting/Pre-qualifying



#### The Definition

Identifying sales prospects and pre-qualifying them.

#### Key Insight Narrative

Is likely to have solid knowledge of how to identify sales prospects and pre-qualify them.

## ABSTRACT REASONING

### Abstract Reasoning Ability



#### The Definition

A measure of an individual's ability to solve problems involving abstract concepts.

#### Key Insight Narrative

Abstract reasoning skills are at the level necessary for this role.

## LOGICAL REASONING

### Logical Reasoning Ability



#### The Definition

A measure of an individual's ability to solve complex problems with limited and missing information.

### Key Insight Narrative

Logical reasoning skills are at the level necessary for this role.

## BEHAVIORAL MATCH

### Relating

#### 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

May appear unconcerned with pleasing others and could be perceived as argumentative or uncooperative.

#### 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

Should enjoy situations that require taking the lead and voicing opinions.

#### Competitiveness



#### The Definition

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

#### Key Insight Narrative

Is likely to be comfortable in situations that require collaboration or winning as a team, rather than competing with others.

#### Criticism Tolerance



#### The Definition

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

#### Key Insight Narrative

May be sensitive to feedback and take negative messages personally; could come across as defensive.

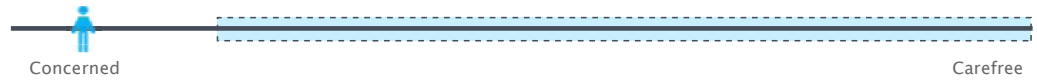
#### Interpersonal Insight



**The Definition**

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

Optimism



**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**

Prone to worry and may find it difficult to see the positive side of things.

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**

Tends to have a more cautious view of people and is probably slow to trust 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**

Is likely to quickly build rapport and put others at ease.

Social Restraint

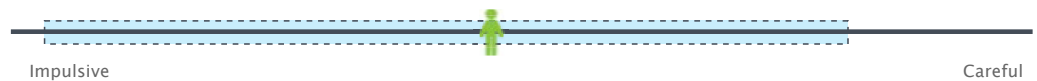


**The Definition**

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

**Thinking**

Cautious Thinking



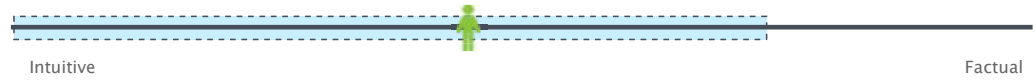
**The Definition**

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**

Should draw conclusions without being overly cautious or risk averse.

### 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

Values facts and objectivity when making decisions.

### Realistic Thinking



#### The Definition

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

### Reflective Thinking



#### The Definition

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

## Working

### Detail Interest



#### The Definition

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

#### Key Insight Narrative

May not be as focused on the details as is needed for this role.

### Follow Through



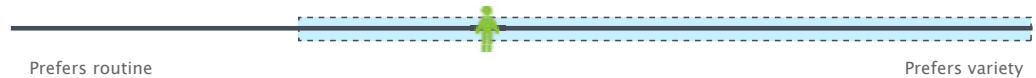
#### The Definition

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

#### Key Insight Narrative

Is likely to have the follow through needed for the role.

## 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

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

## Preference for Structure



### 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

Prefers to have the freedom to operate with loosely-defined rules or limited policies and procedures.

## 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.

## 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.

## 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

Is likely to be a steady and deliberate performer.

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 - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- 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.

Key Insight Narrative

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 - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.

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.

DELIVERING RESULTS

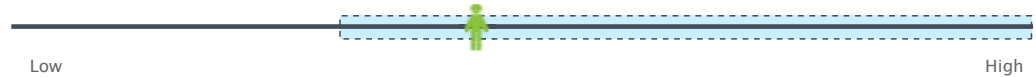




The extent to which one commits to achieving objectives; holds self accountable and follows through.

- Follow Through - Is likely to persist and place high importance on completing all tasks assigned.
- Process-Focused - Should approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.
- Realistic Thinking - May be imaginative and idealistic; may struggle to focus on executing tasks and obtaining tangible results.
- Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

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

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

### 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 - May be imaginative and idealistic; may struggle to focus on executing tasks and obtaining tangible results.

### 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

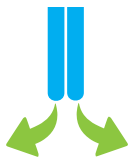
Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

## 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 - May appear sensitive or defensive when decisions are questioned.



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



#### 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 - May appear sensitive or defensive when decisions are questioned.

### 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 take time to consider the relevant details before moving forward with a decision.

### 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



#### The Definition

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

#### Key Insight Narrative

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

### 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 - 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 - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.
- Criticism Tolerance - May personalize issues and become overly defensive, hindering the ability to build and maintain relationships with others.
- Optimism - May convey a pessimistic or negative outlook, inhibiting the development of meaningful business relationships.
- Sociability - Is outgoing and should naturally build solid 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.

#### Key Insight Narrative

Accommodation - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.

### Criticism Tolerance



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### Optimism



#### 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



#### The Definition

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

#### Key Insight Narrative

Sociability - Is outgoing and should naturally build solid relationships.

### Social Restraint



#### 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 be expressive and will be perceived as genuine, which may facilitate relationship building.

## RESILIENCE



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

- Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - May tend to take feedback personally; may not recover quickly from criticism.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to be idealistic and impractical in managing stress.
- 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



### The Definition

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

### Key Insight Narrative

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

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## Reflective Thinking



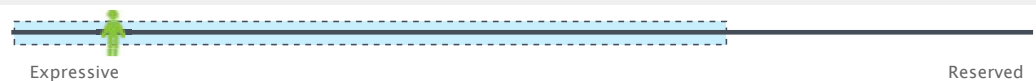
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## Social Restraint



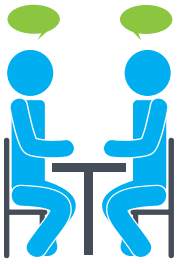
### The Definition

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

### 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 - May not emphasize compromise between disagreeing parties or be unyielding in negotiation approach.
- Assertiveness - Is likely to talk more than listen and may miss opportunities to listen to others' viewpoints.
- Criticism Tolerance - May personalize issues which could impact ability to maintain objective perspective during conflict situations.
- Interpersonal Insight - Is likely to be aware of others' motivations or perspectives when resolving conflict.
- Optimism - May look for things to go wrong, become frustrated, or give up too easily when managing conflict.
- Positive View of People - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.
- Sociability - Is apt to establish rapport which should facilitate the negotiation process.
- Social Restraint - May say or do things in conflict situations without proper consideration.

### 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

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### 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 - Is likely to talk more than listen and may miss opportunities to listen to others' viewpoints.

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#### The Definition

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

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### 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 - Is likely to be aware of others' motivations or perspectives when resolving conflict.

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#### 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 look for things to go wrong, become frustrated, or give up too easily when managing conflict.

### 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.

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

### Sociability



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

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Sociability - Is apt to establish rapport which should facilitate the negotiation process.

### Social Restraint



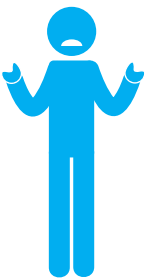
#### The Definition

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 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 have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.
- Sociability - Is likely to engage in social interactions which will help to influence and understand the needs of others.
- Social Restraint - May be overly expressive and share too much information, which could hinder the ability to influence others.

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

## Assertiveness



### 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



### The Definition

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

### Key Insight Narrative

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

## Sociability



### 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.

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Sociability - Is likely to engage in social interactions which will help to influence and understand the needs of 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 - May be overly expressive and share too much information, which could hinder the ability to 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 - Is 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 project initiatives without becoming over-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 - Is not likely to rush through tasks and projects.

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

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 - Is capable of switching priorities if necessary when planning; is not likely to waste time completing unimportant tasks.

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

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

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**

### 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 - Is not likely to rush through tasks and projects.

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### Interview Date:

#### OPENING QUESTIONS

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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

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##### COMMUNICATING EFFECTIVELY

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

ANSWER:

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

ANSWER:

## DELIVERING RESULTS

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

ANSWER:

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

ANSWER:

## 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

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For the following scale: **Accommodation**, the individual scored **below** the match area.

Tell me about a time when you had to respond to a request that seemed unreasonable. What was the request? How did you respond?

*(Listen for an attempt to meet the need to the best of their ability.)*

For the following scale: **Criticism Tolerance**, the individual scored **below** the match area.

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 scale: **Detail Interest**, the individual scored **below** the match area.

Tell me how you feel about working with details. Give me examples from your previous jobs of details you think were important and others you thought were unimportant. How did you decide which to pay attention to?

*(Listen for a tendency to overlook or avoid the tedious or mundane details that may be important for the role.)*

For the following scale: **Optimism**, the individual scored **below** the match area.

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 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.)*

For the following scale: **Closing**, the individual scored **below** the match area.

Describe a tough recent negotiation you experienced. How did you close the sale? Tell me about a situation where you had to invest time and effort and still were not able to close the sale. How would you handle the situation differently today?

*(Listen for the individual's ability to effectively negotiate to achieve a positive sales outcome.)*

For the following scale: **Influencing/Convincing**, the individual scored **below** the match area.

Select any product or service you have experience with. Explain the value it offers to the customer and tell me how you would identify its value to a prospective customer.

*(Listen for the individual's ability to understand the product and effectively communicate its worth to the prospect.)*

**For more information:** Select, Assess & Train  
Tel: 919-787-8395  
Email: [info@selectassesstrain.com](mailto:info@selectassesstrain.com)