

## Top 3 Competencies



### Resilience

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



### Relationship Management

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



### Making Sound Decisions

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

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# Key Insights

## Job Match



3.5

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.

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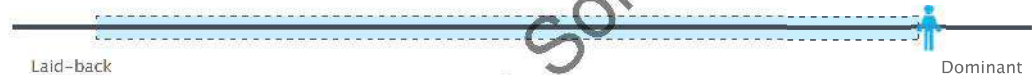
## COMPELLING COMMUNICATION



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

- **Assertiveness** - Likely prefers leading conversations and may not always spend the necessary time listening to the concerns or suggestions of others involved.
- **Criticism Tolerance** - Should be able to communicate with others without becoming defensive or overly sensitive.
- **Interpersonal Insight** - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- **Multitasking** - May become distracted and not fully pay attention when communicating with others.
- **Positive View of People** - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.
- **Sociability** - Enjoys spending time with others, and should be able to build rapport to make others feel comfortable.
- **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 - Likely prefers leading conversations and may not always spend the necessary time listening to the concerns or suggestions of others involved.

## Criticism Tolerance

**The Definition**

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

**Key Insight Narrative**

Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.

## 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.

## 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 - May become distracted and not fully pay attention when communicating with others.

#### Positive View of People



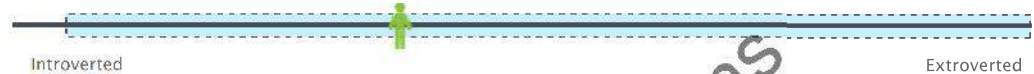
#### The Definition

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

#### Key Insight Narrative

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

#### 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



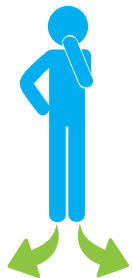
#### The Definition

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 - Should be able to balance expressiveness and restraint when communicating with others.

### MAKING SOUND DECISIONS



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

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

#### Cautious Thinking



#### The Definition

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

#### Key Insight Narrative

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

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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 - Prefers to understand things deeply and may waste time digging into details rather than being decisive.

#### Follow Through



#### The Definition

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

#### Key Insight Narrative

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

#### Objective Thinking



#### The Definition

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

#### Key Insight Narrative

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

#### Realistic Thinking



#### The Definition

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

#### Key Insight Narrative

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

#### Reflective Thinking





### The Definition

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

### Key Insight Narrative

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

### Work Intensity



### The Definition

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

### Key Insight Narrative

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

## DEVELOPING LEADERS



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

- Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.
- Multitasking - May be too preoccupied with competing demands to devote time to coaching others.
- 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 - Should set challenging yet realistic development goals and provide honest, constructive feedback.
- 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.

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Multitasking - May be too preoccupied with competing demands to devote time to coaching others.

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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.

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## Sociability



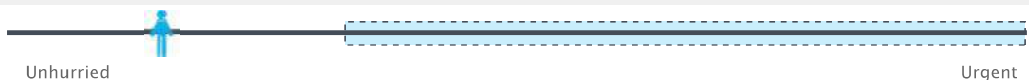
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## LEADING OTHERS



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 - May have difficulty listening to others or may be overly directive when leading the team.
- Criticism Tolerance - Is likely to value feedback and be open to changing leadership styles to best meet the needs of the team.
- Follow Through - May have trouble shifting team focus away from existing projects when priorities change.
- Process-Focused - Is likely to build consistent, structured plans to accomplish team goals.
- Realistic Thinking - Will likely set practical and achievable goals for the team.
- Social Restraint - May come across as reserved, but should maintain a professional relationship with the team.
- 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



##### 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 be considerate of the team and make an effort to assist them as needed.

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#### 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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#### Realistic Thinking



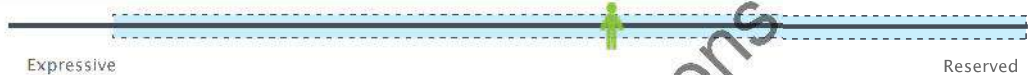
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## OPERATIONAL PLANNING AND PRIORITIZATION



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 - Will attend to the important details when planning and organizing projects.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are



completed as planned.

- Multitasking - May become bored or distracted when having to organize and plan ahead.
- 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 - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.

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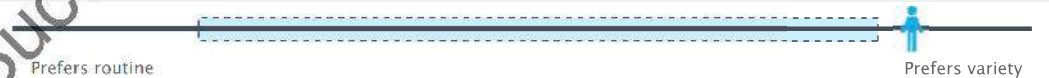
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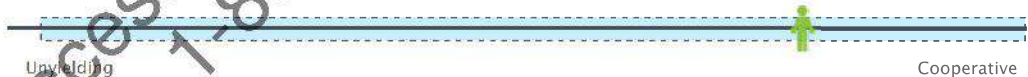
## RELATIONSHIP MANAGEMENT



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

- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.
- Sociability - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

## Accommodation



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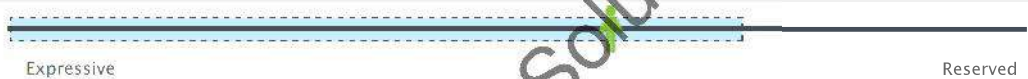
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### The Definition

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## RESILIENCE



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

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

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## Criticism Tolerance



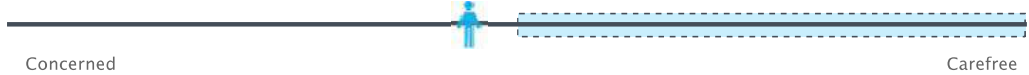
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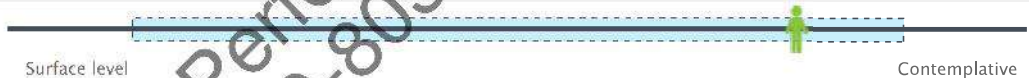
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### Key Insight Narrative

Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

# JOSEPH GARDNER

General Manager

success@super-solutions.com

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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### 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:

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## 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:

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## FOLLOW-UPS

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For the following competency(ies): **Resilience**, the individual scored **above** the match area for Accommodation.

Tell me about a time when you took an unpopular position at work. What was the situation? What was most challenging for you?

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

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

When you are working as part of a team, what is your style in interacting with others? Do you try to 'go with the flow' or take the lead? How do you think your approach impacts the team dynamics? Have you received any positive or constructive feedback on your interpersonal style?

*(Listen for an ability to get along smoothly with others, and to exert influence without coming across as a poor listener.)*

For the following competency(ies): **Making Sound Decisions**, the individual scored **above** the match area for Detail Interest.

When you are organizing a project, what types of activities do you prefer to do yourself and what do you give to others? Give me examples from a recent project.

*(Listen for a tendency to be too involved in details personally or to become overly focused on the details.)*

For the following competency(ies): **Leading Others**, the individual scored **above** the match area for Follow Through.

Tell me about a time when an important project of yours was put on hold and priorities were shifted. What was the situation? What did you do? What was the outcome?

*(Listen for a tendency to have difficulty with leaving work unfinished, or a resistance to shifting tasks and priorities.)*

For the following competency(ies): **Compelling Communication, Developing Leaders, Operational Planning and Prioritization**, the individual scored **above** the match area for Multitasking.

What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?

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

For the following competency(ies): **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): **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): **Developing Leaders**, 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): **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?)*

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