



TTI
SUCCESS
INSIGHTS®

TriMetrix® HD

Job Report

Samuel Sample

VP of Samples

TTI

05.04.2021

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Introduction



If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TriMetrix® HD Job benchmarking process. The result is an evaluative report that analyzes a total of 65 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics (4 Areas)

This section represents the level of importance for four key areas of business risk.

Job Competencies Hierarchy (25 Areas)

This section presents 25 key job competencies and quantifies their importance to this specific job. Each job has a unique ranking of competencies, reflecting different levels of capacities required by different jobs for superior performance.

Driving Forces Hierarchy (12 Areas)

This section clearly identifies the rewards the job may provide. More specifically it identifies sources of motivation for the individual performing the job. It clarifies what is necessary for superior performance and engagement on the job.

Behavioral Hierarchy (12 Areas)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of this section are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.

Acumen Indicators (12 Areas)

This section represents the acumen needed for superior performance in the position.

Introduction



Job Competencies Feedback

This section will assist in understanding the type and kind of competencies that are needed for superior job performance. Read the feedback on each of the top seven competencies thoroughly to understand the job's requirements.

Driving Forces Feedback

This section provides a brief description of the Primary Driving Forces in this position and expands on the fact that every job in every organization is unique. Superior performance requires an alignment between the individual's driving forces and the rewards the job can provide.

Behavioral Feedback

This section clarifies the nature of the behavioral traits demanded by the job.

Competencies Interview Questions

This section contains suggested interview questions that pertain specifically to the competencies of the job.

Driving Forces Interview Questions

This section contains suggested interview questions that pertain specifically to the rewards of the job.

Behavioral Interview Questions

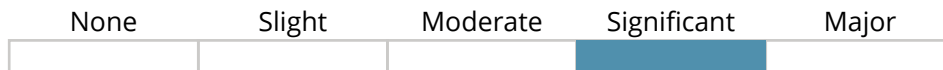
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

Key Characteristics of the Position

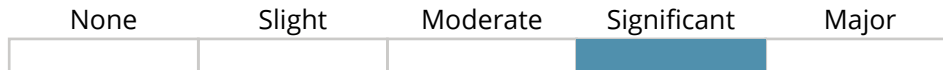


The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar graph. The scale range includes none, slight, moderate, significant, and major.

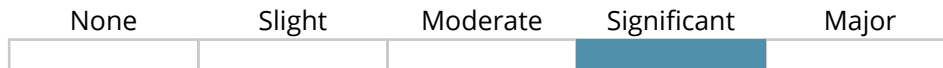
Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



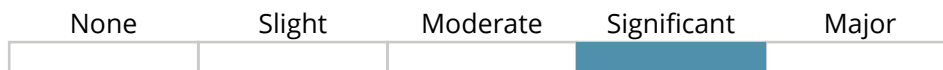
Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily upon the efforts and cooperation of people to produce results.



Authority: This characteristic addresses the level of authority that exists in the position. Evidence of authority can be found in the ability to make decisions or changes without prior approval from upper management. This characteristic is not limited to management or leadership position. In their efforts to become more responsive, many large organizations are finding it necessary to drive decision-making downward. In these organizations, many positions can be characterized by a moderate to significant amount of authority but are not considered management or leadership.



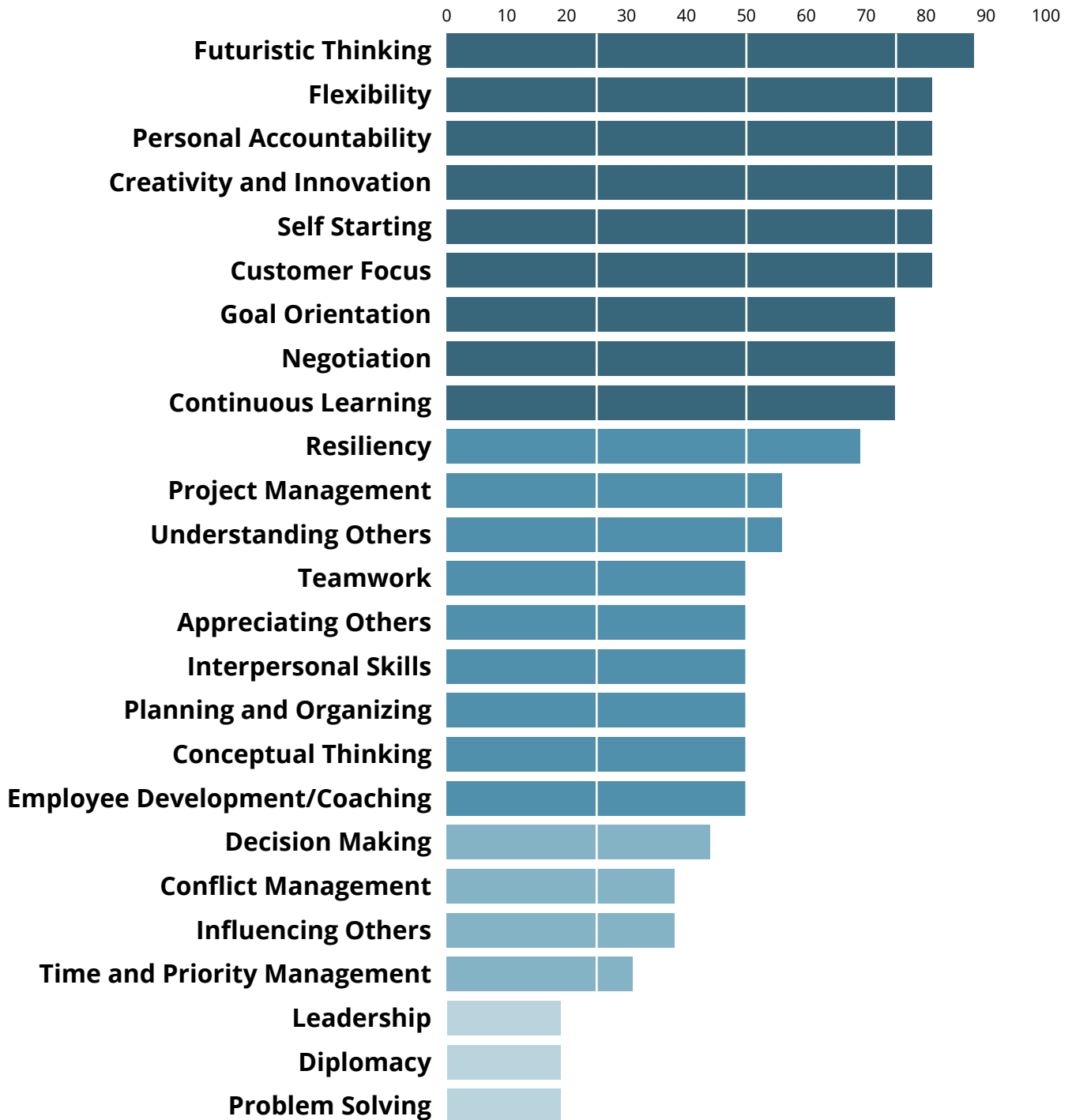
Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other appropriate assessments in their selection and management systems.



Hierarchy of Competencies



The competencies required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the competencies represents their relative importance to each other in producing superior performance in the job.

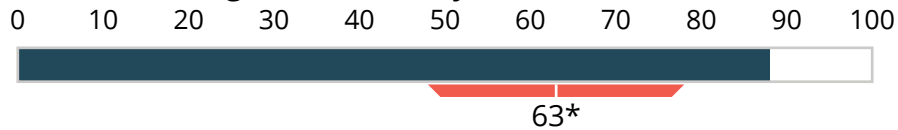




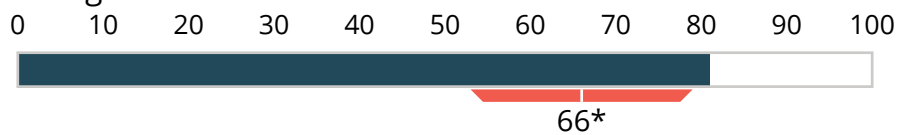
Job Competencies Hierarchy

All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

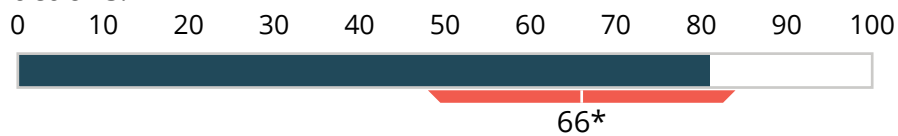
1. Futuristic Thinking - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



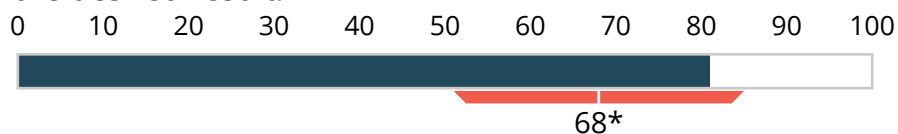
2. Flexibility - Readily modifying, responding and adapting to change with minimal resistance.



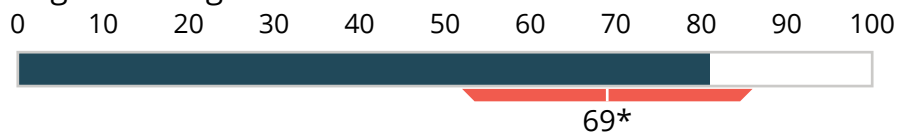
3. Personal Accountability - Being answerable for personal actions.



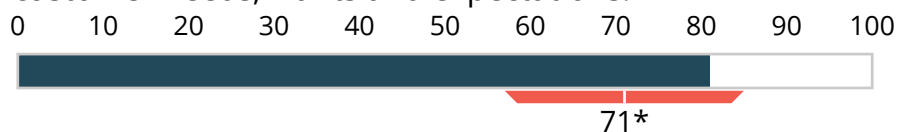
4. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



5. Self Starting - Demonstrating initiative and willingness to begin working.



6. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.

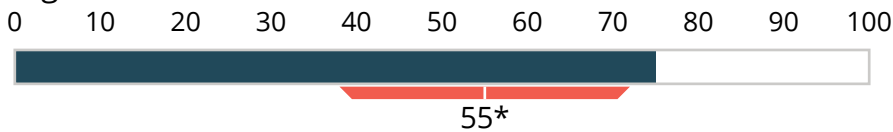


* 68% of the population falls within the shaded area.

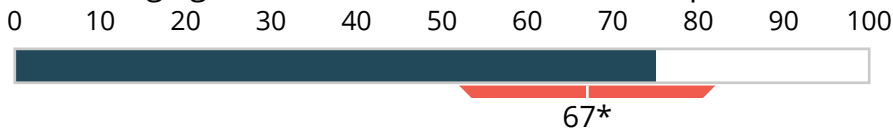


Job Competencies Hierarchy

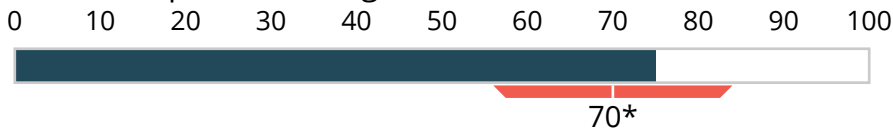
7. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



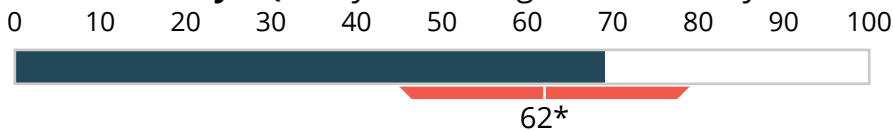
8. Negotiation - Listening to many points of view and facilitating agreements between two or more parties.



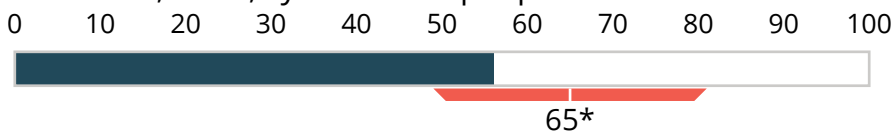
9. Continuous Learning - Taking initiative to regularly learn new concepts, technologies and/or methods.



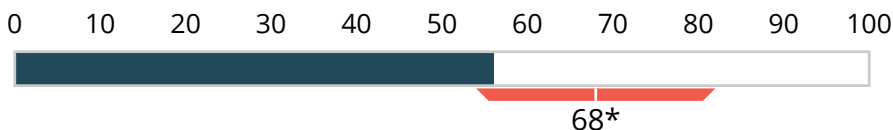
10. Resiliency - Quickly recovering from adversity.



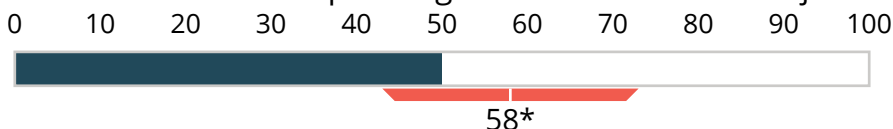
11. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



12. Understanding Others - Understanding the uniqueness and contributions of others.



13. Teamwork - Cooperating with others to meet objectives.



* 68% of the population falls within the shaded area.



Job Competencies Hierarchy

14. Appreciating Others - Identifying with and caring about others.

0 10 20 30 40 50 60 70 80 90 100



50

15. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.

0 10 20 30 40 50 60 70 80 90 100



50

16. Planning and Organizing - Establishing courses of action to ensure that work is completed effectively.

0 10 20 30 40 50 60 70 80 90 100



50

17. Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.

0 10 20 30 40 50 60 70 80 90 100



50

18. Employee Development/Coaching - Facilitating, supporting and contributing to the professional growth of others.

0 10 20 30 40 50 60 70 80 90 100



50

19. Decision Making - Analyzing all aspects of a situation to make consistently sound and timely decisions.

0 10 20 30 40 50 60 70 80 90 100



44

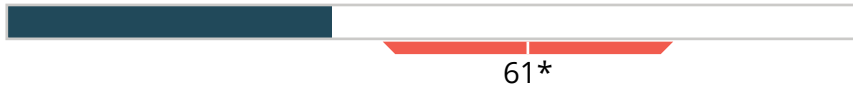
* 68% of the population falls within the shaded area.



Job Competencies Hierarchy

20. Conflict Management - Understanding, addressing and resolving conflict constructively.

0 10 20 30 40 50 60 70 80 90 100



38

21. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.

0 10 20 30 40 50 60 70 80 90 100



38

22. Time and Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.

0 10 20 30 40 50 60 70 80 90 100



31

23. Leadership - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.

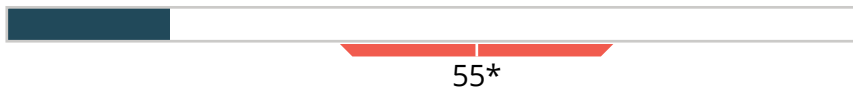
0 10 20 30 40 50 60 70 80 90 100



19

24. Diplomacy - Effectively and tactfully handling difficult or sensitive issues.

0 10 20 30 40 50 60 70 80 90 100



19

25. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.

0 10 20 30 40 50 60 70 80 90 100



19

* 68% of the population falls within the shaded area.

Primary Driving Forces Cluster



This section is designed to give a visual understanding of the primary driving forces rewarded by the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

1. Commanding - People who are driven by status, recognition and control over personal freedom.

0 10 20 30 40 50 60 70 80 90 100



49*

60

2. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.

0 10 20 30 40 50 60 70 80 90 100



49*

58

3. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.

0 10 20 30 40 50 60 70 80 90 100

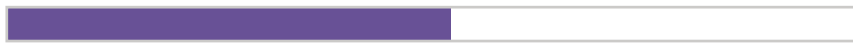


40*

52

4. Objective - People who are driven by the functionality and objectivity of their surroundings.

0 10 20 30 40 50 60 70 80 90 100



49*

52

Situational Driving Forces Cluster



This section is designed to give a visual understanding of the situational driving forces rewarded by the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

5. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.

0 10 20 30 40 50 60 70 80 90 100



46

47*

6. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.

0 10 20 30 40 50 60 70 80 90 100



44

53*

7. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.

0 10 20 30 40 50 60 70 80 90 100



38

29*

8. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.

0 10 20 30 40 50 60 70 80 90 100



31

35*

Indifferent Driving Forces Cluster



This section is designed to give a visual understanding of the driving forces that are indifferent to the position. The graphs below are in descending order from the highest rated driving forces rewarded by the job to the lowest. To create engagement and superior job performance it is important to align the individual's driving forces with the rewards of the job.

9. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.

0 10 20 30 40 50 60 70 80 90 100



31

35*

10. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.

0 10 20 30 40 50 60 70 80 90 100



29

42*

11. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.

0 10 20 30 40 50 60 70 80 90 100



27

36*

12. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.

0 10 20 30 40 50 60 70 80 90 100



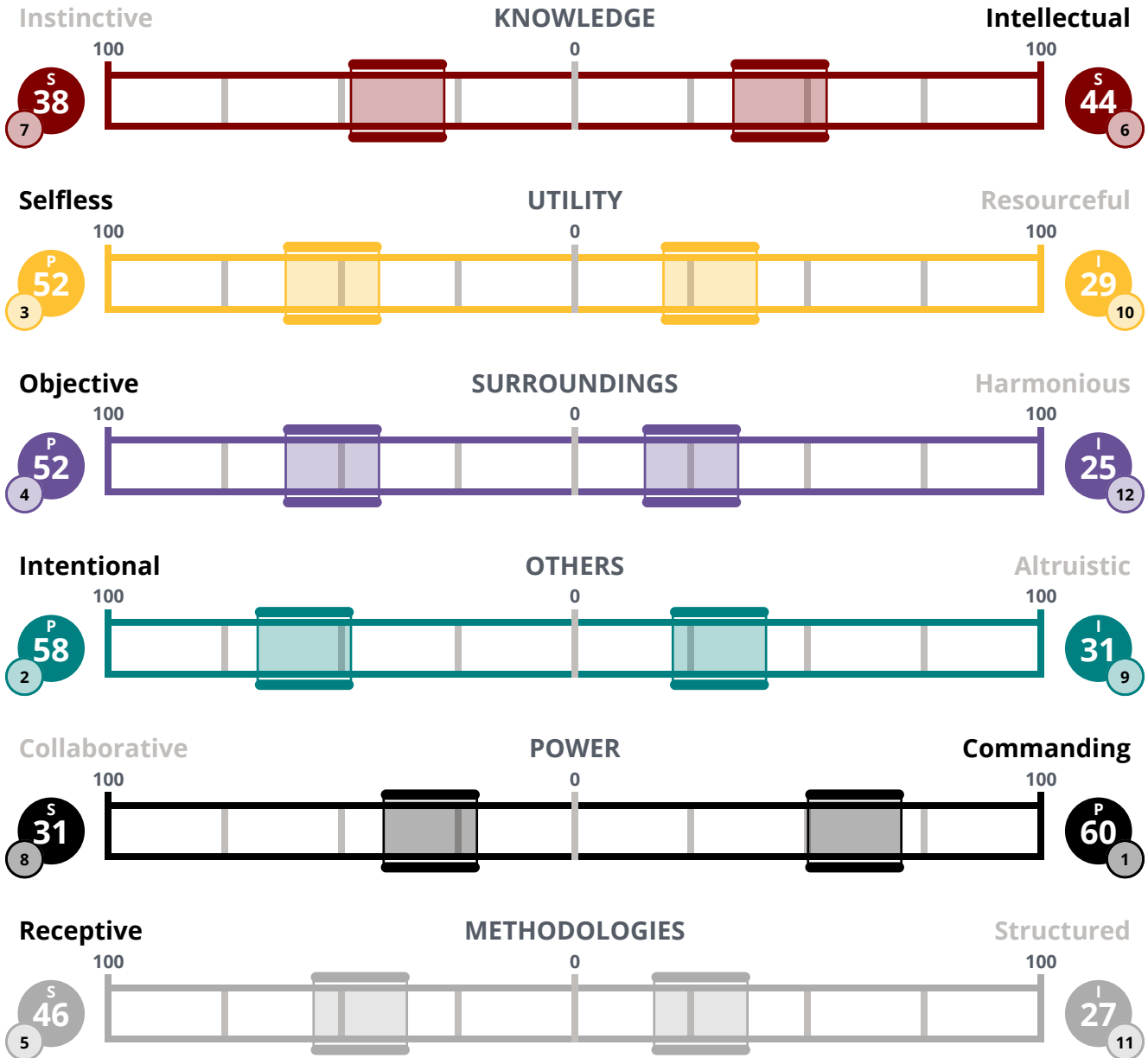
25

36*

Driving Forces Graph



The following graph represents the score range of each Driving Force for the identified position. The ranges are denoted by the highlighted areas.



P 76 Primary, Situational, or Indifferent
 Driving Forces Score
3 Driving Forces Rank

T: 0:33

VP of Samples

Conflicting Job Requirements



The TTI Success Insights Workplace Behaviors assessment is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position. In some cases an organization may choose to re-evaluate the position or its key accountabilities.

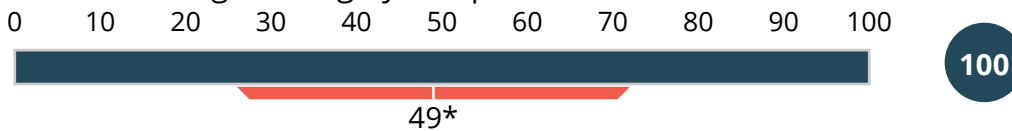
Congratulations! Based on the information analyzed, this position does not have immediate potential for internal behavioral conflicts. Please be aware that any variance from how the position was described in the assessment responses could lead to me-me conflicts or behavioral stress.

Behavioral Hierarchy

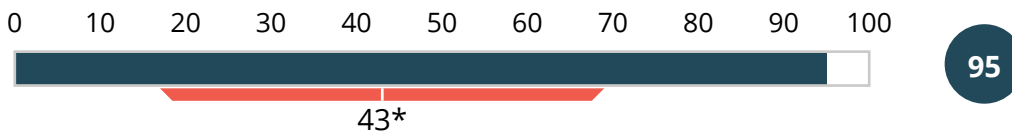


This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

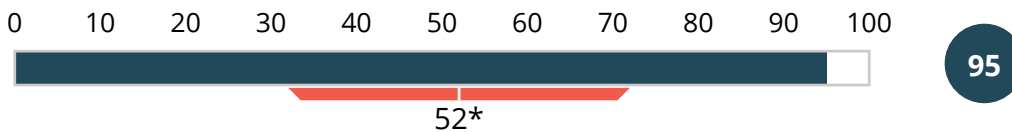
1. Competitive - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.



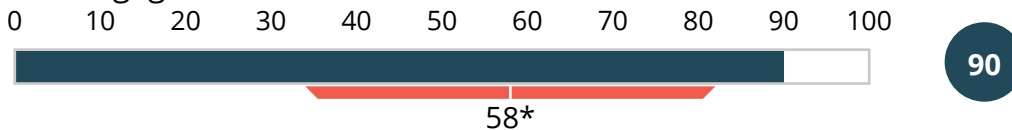
2. Urgency - The job requires decisiveness, quick response, and fast action.



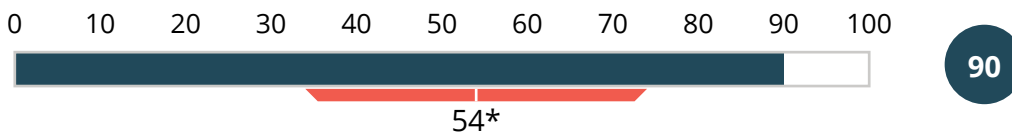
3. Frequent Change - The job requires rapid shifts between tasks.



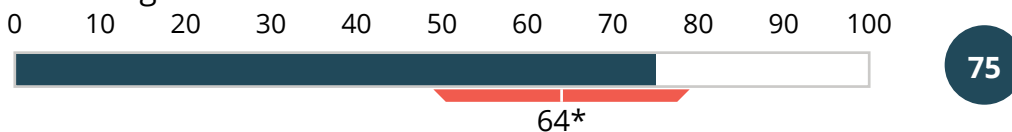
4. Interaction - The job requires frequent communication and engagement with others.



5. Versatile - The job requires adapting to various situations with ease.



6. People-Oriented - The job requires building rapport with a wide range of individuals.

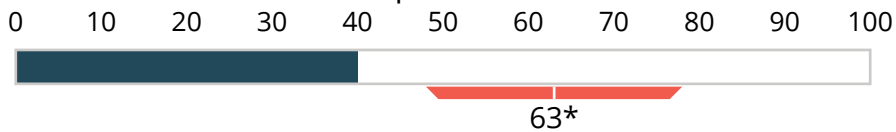


* 68% of the population falls within the shaded area.

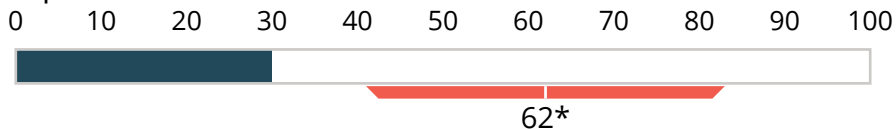


Behavioral Hierarchy

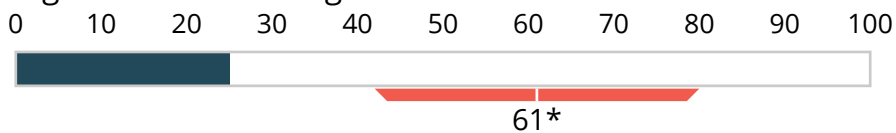
7. Customer-Oriented - The job requires identification and fulfillment of customer expectations.



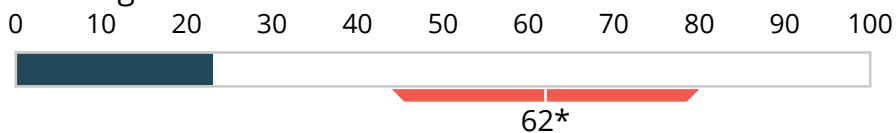
8. Consistent - The job requires predictable performance in repetitive situations.



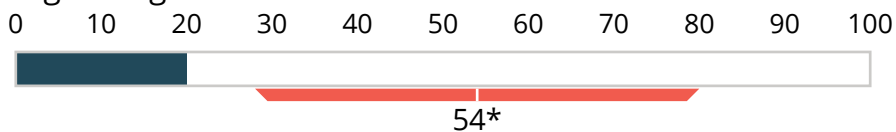
9. Following Policy - The job requires adhering to rules, regulations or existing methods.



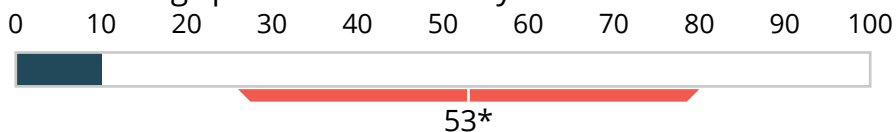
10. Persistence - The job requires finishing tasks despite challenges or resistance.



11. Analysis - The job requires compiling, confirming, and organizing information.



12. Organized Workplace - The job requires establishing and maintaining specific order in daily activities.



WB: 94-86-18-10 (12)

* 68% of the population falls within the shaded area.

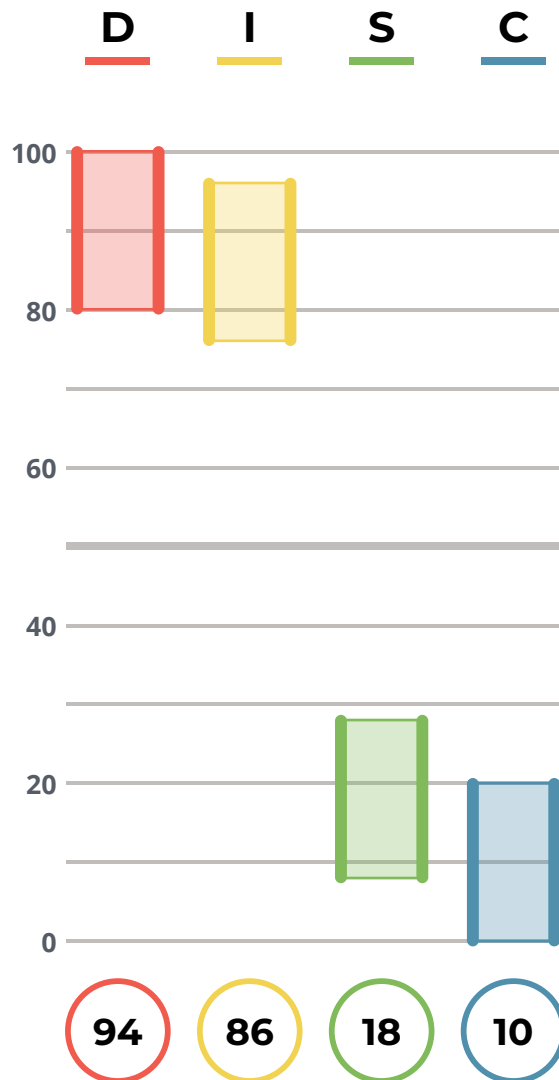
Workplace Behaviors®




The following graph represents the score range of each behavioral factor for the identified position. The ranges are denoted by the highlighted areas.

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 Job Range (20 point range)

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VP of Samples

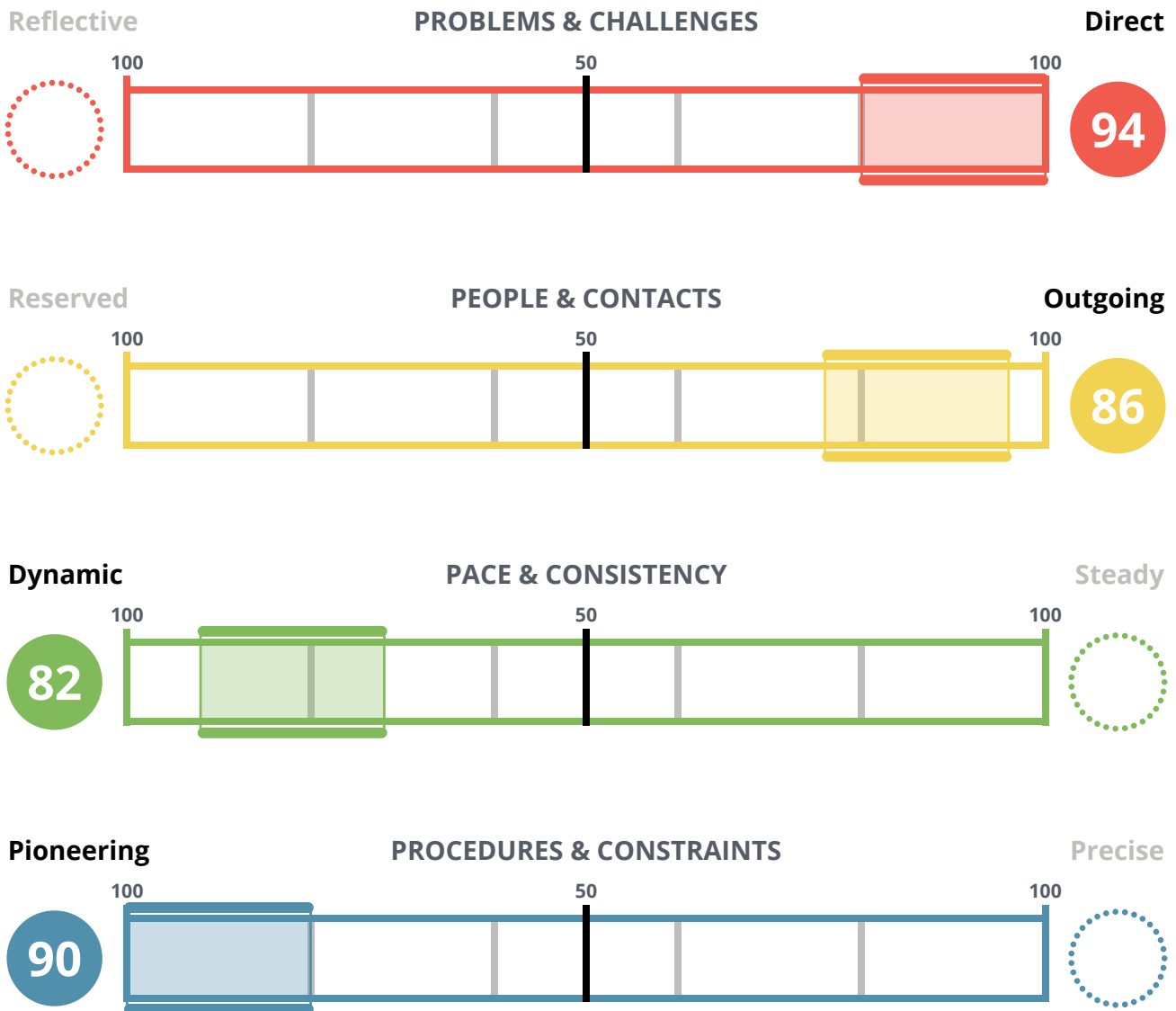
Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Samuel falls within each continuum.

Samuel Sample

TTI
5-4-2021



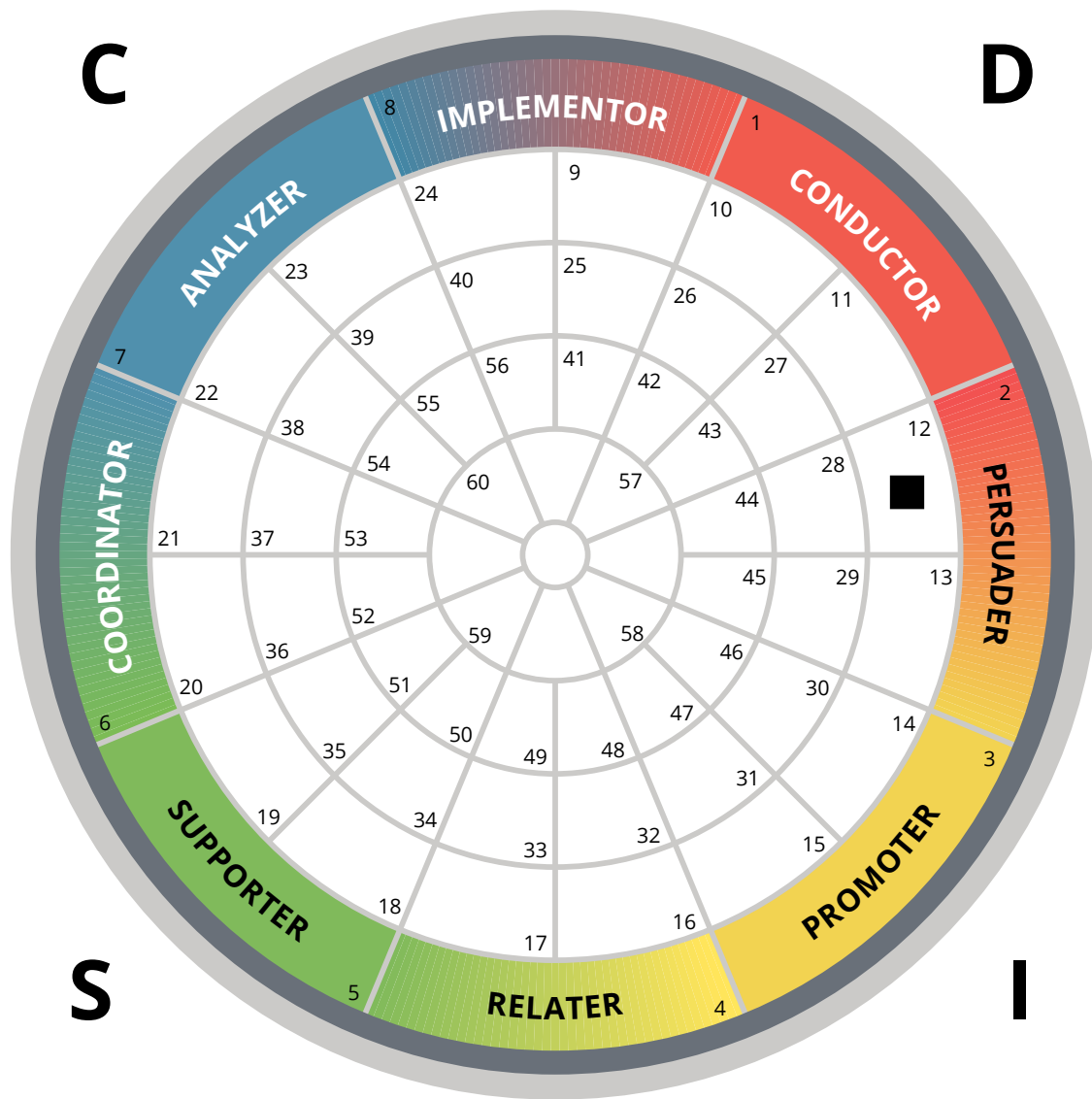
Job Range (20 point range)

T: 0:23

The Success Insights® Wheel



5-4-2021



Workplace Behaviors: ■ (12) CONDUCTING PERSUADER

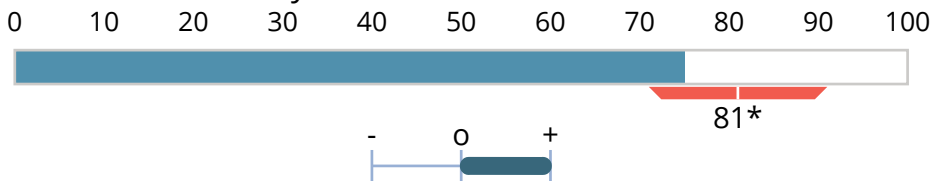
T: 0:23



Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

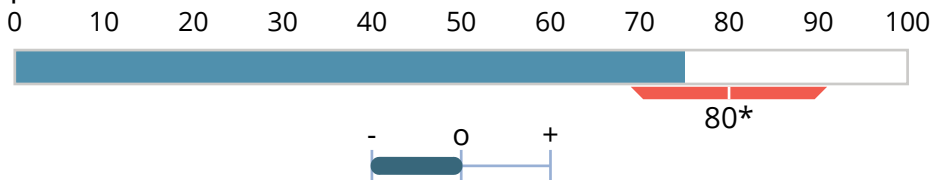
Understanding Others - The development of the capacity to discern individuality in others.



75

81*

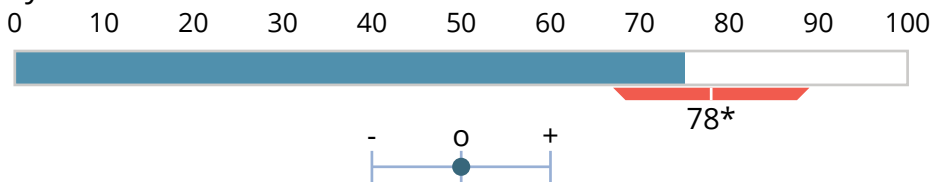
Practical Thinking - The development of the capacity to discern practical values in situations in the outside world.



75

80*

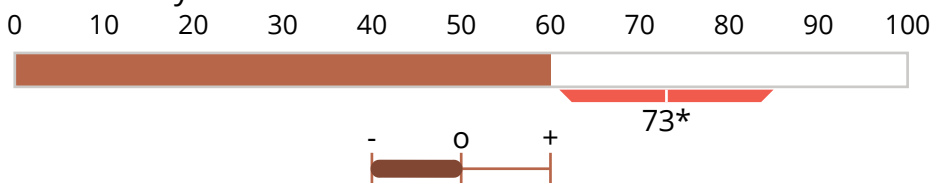
Systems Judgment - The development of the capacity to discern systems and order in the world.



75

78*

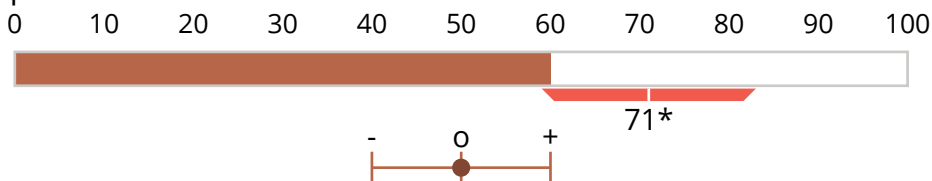
Sense of Self - The development of the capacity to discern individuality in one's self.



60

73*

Role Awareness - The development of the capacity to discern practical values in situations in one's own roles in the world.



60

71*

Acumen Indicators



This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

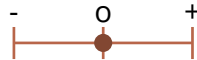
Self Direction - The development of the capacity to discern systems and order within oneself.

0 10 20 30 40 50 60 70 80 90 100



60

69*





Summary of Top Competencies

This section of the report focuses on competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. **Futuristic Thinking:** Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Demonstrates an ability to connect the dots and see the big picture.
- Looks beyond the forces driving the current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions cutting-edge ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.
- Creates an environment where forward thinking is the norm not the exception.
- Envisions ideas that may be seen as unobtainable by others.
- Mentally lives in the future and does not allow current technology to cloud their vision.

2. **Flexibility:** Readily modifying, responding and adapting to change with minimal resistance.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in shifting priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions.
- Embraces and/or champions a shift in activity.
- Strives to adapt to situational demands.
- Capable of changing or adjusting to meet particular or varied needs.
- Able to step outside their comfort zone and try something they haven't done before.

Summary of Top Competencies



3. **Personal Accountability:** Being answerable for personal actions.

- Demonstrates the ability to self evaluate.
- Strives to take responsibility for his actions.
- Evaluates many aspects of his personal actions.
- Recognizes when he has made a mistake.
- Accepts personal responsibility for outcomes.
- Utilizes feedback.
- Observes and analyzes data to learn from mistakes.
- Sees new possibilities by examining personal performance.
- Accepts responsibility for actions and results.
- Willing to take ownership of situations.

4. **Creativity and Innovation:** Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes data, ideas, models, processes or systems to create new insights.
- Challenges established theories, methods and/or protocols.
- Encourages and promotes creativity and innovation.
- Modifies existing concepts, methods, models, designs, processes, technologies and systems.
- Develops and tests new theories to explain or resolve complex issues.
- Applies unorthodox theories and/or methods.
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.
- Combines knowledge, curiosity, imagination, and evaluation to achieve desired results.

Summary of Top Competencies



5. **Self Starting:** Demonstrating initiative and willingness to begin working.

- Possesses a strong work ethic and belief in getting results.
- Takes initiative and does whatever it takes to achieve objectives.
- Projects self-assurance in getting the task started.
- Starts quickly to avoid setbacks.
- Asserts self in personal and professional life.
- Willing to begin working regardless of circumstances.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results regardless of circumstances.
- Takes initiative and acts without waiting for direction.
- Displays self-confidence, conscientiousness, assertiveness, persistence and is achievement-oriented.

6. **Customer Focus:** Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Strives to anticipate, identify and understand customers' wants, needs and concerns.
- Responds to customers with a sense of urgency.
- Follows through on customer requests.
- Is patient and courteous with customers.
- Resolves issues and complaints to the satisfaction of customers.
- Expends extraordinary effort to satisfy customers.
- Develops relationships with customers.
- Partners with customers to assist them in achieving their objectives.
- Acts as an advocate for customers' needs.
- Takes professional risks for the sake of customers' needs.

Summary of Top Competencies



- 7. Goal Orientation:** Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
- Acts instinctively to achieve objectives without supervision.
 - Expend the necessary time and effort to achieve goals.
 - Recognizes and acts on opportunities to advance progress to meet goals.
 - Establishes and works toward ambitious and challenging goals.
 - Develops and implements strategies to meet objectives.
 - Measures effectiveness and performance to ensure results are attained.
 - Acts with a determination to achieve goals.
 - Demonstrates persistence in overcoming obstacles to meet objectives.
 - Takes calculated risks to achieve results.
 - Employs a strategy that affects how they approach tasks and future projects.

Driving Forces Feedback



This section provides a brief description of the top four Driving Forces that are required for this position. These are the Driving Forces that will need to be demonstrated most often for superior performance.

1. Commanding
 - This position is driven by status, recognition and control over personal freedom.
2. Intentional
 - This position is driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.
3. Selfless
 - This position is driven by completing tasks for the greater good, with little expectation of personal return.
4. Objective
 - This position is driven by the functionality and objectivity of their surroundings.

Behavioral Feedback



This section provides a brief description of the top four Behaviors required for this position. These are the behaviors that will need to be demonstrated most often for superior performance.

1. Competitive
 - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.
2. Urgency
 - The job requires decisiveness, quick response, and fast action.
3. Frequent Change
 - The job requires rapid shifts between tasks.
4. Interaction
 - The job requires frequent communication and engagement with others.

Job Competency Questions



Below are suggested interview questions on each of the top seven competencies. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.

1. **Futuristic Thinking:** Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Describe a situation when you were correct in seeing a future trend that others didn't.
- What reaction did you have to those who did not see the trend?
- Give me an example of when you predicted something that would happen in your department, organization or industry.
- What caused you to make that prediction?
- What was the most "far-out" concept you've ever had or supported?
- Why did you believe in it?
- What was the outcome?
- What, in your opinion, are the trends or events that could impact this organization and its industry?
- Give me an example of an idea you had that others thought was too far out but has since proved to be visionary.
- Describe a situation when you maintained your commitment to a futuristic idea or venture even though others predicted failure.

2. **Flexibility:** Readily modifying, responding and adapting to change with minimal resistance.

- Give me an example of when you were forced to change priorities or direction.
- How did you feel when you were first confronted with this change?
- Describe a time when there was an extraordinary amount of change in your life.
- How did you handle it?
- Describe a situation when you were a part of or an architect of a change.
- What were the barriers to implementing the change and how did you get beyond them?
- What was the reaction of others?
- What was the outcome?
- Give me an example of when you were one of the first to get on board when a major change was introduced.
- Describe a situation when you were acknowledged for your ability to adapt quickly to a change.

Job Competency Questions



3. **Personal Accountability:** Being answerable for personal actions.

- Describe a situation when you made a mistake and had to deal with the consequences.
- What reaction did you have to this situation?
- Give me an example of when you identified something that went wrong in your department, organization or industry.
- What caused you to identify the problem?
- What, in your opinion, are the consequences when people try to hide a mistake?
- Describe a work situation when something good came from admitting a failure.
- What caused you to take this approach?
- Describe a situation where a failure occurred and who was at fault.
- What was the solution?
- Give me an example of when you had to defend your actions.

4. **Creativity and Innovation:** Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.

- Describe a work situation when you created or adapted a concept, design, process or system to meet a need.
- How did you go about it?
- Describe a work situation when you took an unusual or non-traditional approach to get results.
- What made your approach so unusual?
- Why did you take that approach?
- How did others respond to your approach?
- What was the outcome?
- What, if anything, would you do differently?
- Give me an example of when you were recognized for a new idea, method or process that improved results.

Job Competency Questions



5. **Self Starting:** Demonstrating initiative and willingness to begin working.

- Why is it important for you to jump in and get started?
- Give an example of when you were able to accomplish something others didn't believe you could.
- What allowed you to accomplish it?
- Describe a time when getting started quickly allowed you to accomplish a difficult task.
- What were your thoughts during this time?
- Describe a situation when other peoples' procrastination allowed you to excel.
- How did that impact the organization?
- What happened next?
- Describe how taking initiative has affected your career.
- Describe a difficult circumstance you had to overcome to get a project started.

6. **Customer Focus:** Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Give me an example of when you went out of your way for a customer.
- What was the outcome?
- Describe the most difficult customer you've ever had to deal with and how you handled them.
- Describe a situation when you were given outstanding customer service.
- What made it stand out?
- Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
- What was the outcome?
- Give me an example of a situation when you improved the level of customer service in your organization.
- What did you do to improve it?
- What was the outcome?
- Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
- Question: Describe a situation when you took a stand for a customer.

Job Competency Questions



7. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

- Give me an example of the most significant professional goal you have met.
- How did you achieve it?
- What were the obstacles?
- How did you overcome them?
- Give me an example of when you took a risk to achieve a goal.
- What was the outcome?
- What are your future professional goals?
- How do you plan to achieve them?
- What might keep you from achieving them?
- Tell me about a time when you overcame great obstacles to achieve something significant.
- Give me an example of when you achieved something by your persistence that others couldn't.

Driving Forces Questions



Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and ensure all candidates are asked the same questions.

1. Commanding: People who are driven by status, recognition and control over personal freedom.
 - What role does being in control of a situation play in your job satisfaction? How important is it for you to control your work environment?
 - How important is advancing your position? Would you be interested in a job that gave you the opportunity to create your own path for advancement?
 - Are you more comfortable as a team leader or a team member? Why?
 - Give an example of a time when you were able to move a group of people to action. What were the keys to your success?
2. Intentional: People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.
 - Is there such a thing as too much customer service? Why?
 - Under what circumstances would you help an employee develop or advance?
 - Tell me how you would handle an account or client who had continuous issues with your product, yet showed no promise of future business.
 - How do you feel about the phrase: "It's not personal, it's just business."?
3. Selfless: People who are driven by completing tasks for the sake of completion, with little expectation of personal return.
 - What do you consider to be more important, completing a task or maximizing the resources involved in the process? Give an example when you did this.
 - How much do you focus on finances? Where would you like to be in 5 years? 10 years? Why?
 - What role does earning a significant income play in your job choices?
 - Do you take on a task based on the return on investment or for the sake of getting it done? Why?

Driving Forces Questions



4. Objective: People who are driven by the functionality and objectivity of their surroundings.
- How would you rank the importance of functionality and the opportunity to be objective? How do you utilize your unique objective side?
 - Within your work environment, what single event, problem and/or unexpected situation has the potential to throw off your balance more than anything else?
 - Describe how you would feel if you were to discover an organization you worked for was focused on the customer experience and did not understand the effects on tangible outcomes. How would you express your concerns?
 - Describe an experience where you worked in a chaotic environment. What was the impact on your performance?

Behavioral Questions



Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. Competitive: The job requires assertiveness and a "will to win" in dealing with highly competitive situations.
 - How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
 - How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?
2. Urgency: The job requires decisiveness, quick response, and fast action.
 - When faced with a deadline, how do you respond?
 - How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did it work out?
3. Frequent Change: The job requires rapid shifts between tasks.
 - When you are forced to change priorities or direction, how do you respond?
 - When things keep coming at you and nothing seems to get completed, how do you feel? When this happens, how do you handle the situation?
4. Interaction: The job requires frequent communication and engagement with others.
 - How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
 - Are you more comfortable with details or people with the big picture or with bits of data?



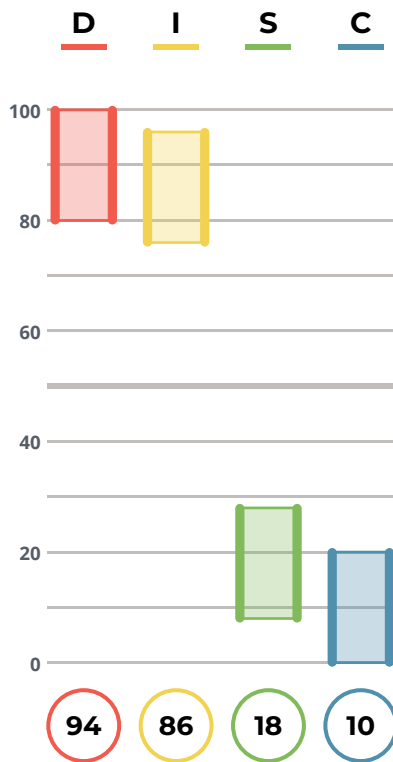
Job Summary

VP of Samples

The following page is a summary of the behaviors, driving forces and skills of the position.

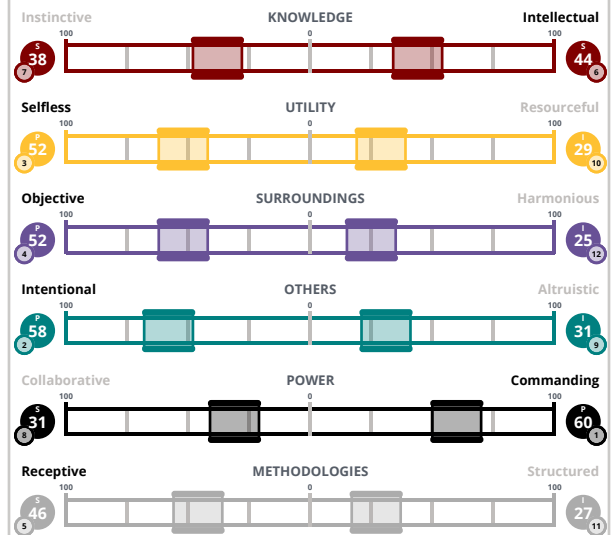
Behaviors

1. Competitive
2. Urgency
3. Frequent Change
4. Interaction



Driving Forces

1. Commanding
2. Intentional
3. Selfless
4. Objective



Skills

1. Futuristic Thinking
2. Flexibility
3. Personal Accountability
4. Creativity and Innovation
5. Self Starting
6. Customer Focus
7. Goal Orientation