



Job Plus Report

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**Project Manager**

Your Company, Inc.

1-14-2004

Prepared Especially for Your Company, Inc.

Essential Tools for Business Success

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# INTRODUCTION

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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 job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area complete this report in Sections 7 through 9.

## SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job. Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

## SECTION 2: REWARDS/CULTURE HIERARCHY (6 AREAS)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

## SECTION 3: BEHAVIORAL HIERARCHY (8 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 Sections 1 through 3 (above) 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.

# INTRODUCTION

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## SECTION 4: JOB ATTRIBUTES FEEDBACK

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

## SECTION 5: REWARDS/CULTURE FEEDBACK

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

## SECTION 6: BEHAVIORAL FEEDBACK

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

## SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

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

## SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

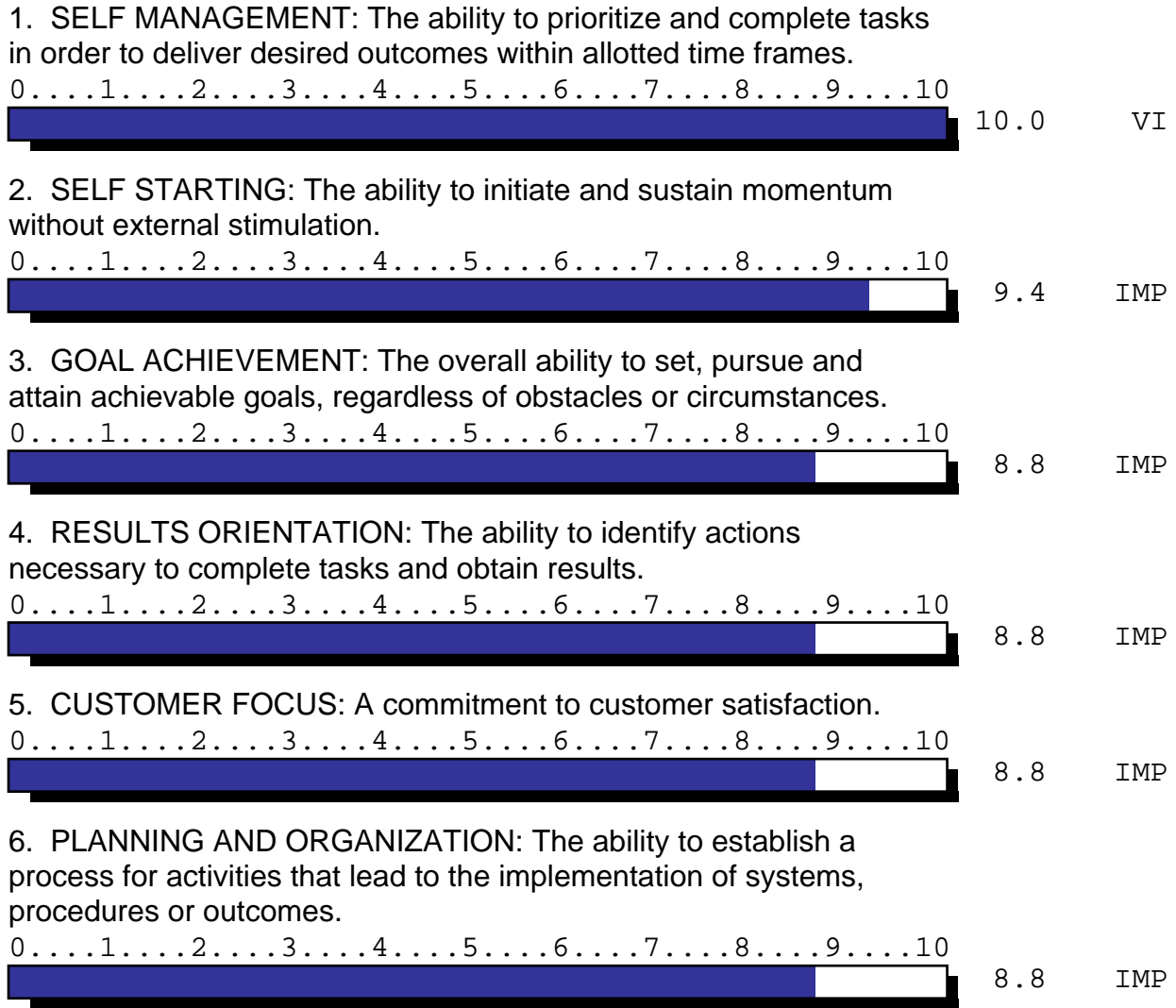
This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

## SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

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

# JOB ATTRIBUTES HIERARCHY

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

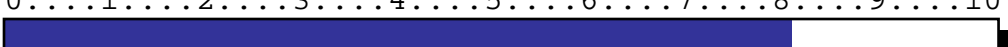


The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

# JOB ATTRIBUTES HIERARCHY

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- 7. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.8 IMP
- 8. **ACCOUNTABILITY FOR OTHERS:** The ability to take responsibility for others' actions.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.8 IMP
- 9. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.1 IMP
- 10. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.1 IMP
- 11. **RESILIENCY:** The ability to quickly recover from adversity.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.1 IMP
- 12. **TEAMWORK:** The ability to cooperate with others to meet objectives.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.1 IMP
- 13. **CONFLICT MANAGEMENT:** The ability to resolve different points of view constructively.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.1 IMP
- 14. **FLEXIBILITY:** The ability to readily modify, respond to and integrate change with minimal personal resistance.  
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10  
 8.1 IMP

# JOB ATTRIBUTES HIERARCHY

<p>15. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	7.5	IMP
<p>16. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	7.5	IMP
<p>17. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	7.5	IMP
<p>18. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	6.9	SWI
<p>19. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	5.6	SWI
<p>20. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	5.0	SWI
<p>21. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	4.4	NI
<p>22. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.</p> <p>0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10</p>	4.4	NI

# JOB ATTRIBUTES HIERARCHY

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23. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

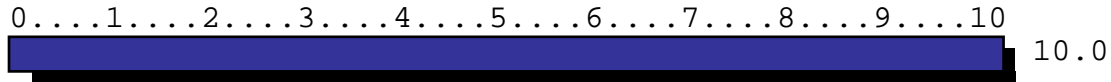


3.8 NI

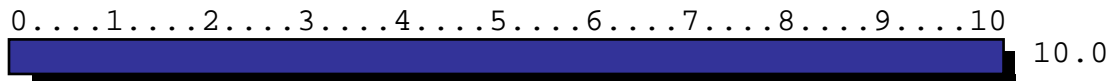
# REWARDS/CULTURE HIERARCHY

*This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.*

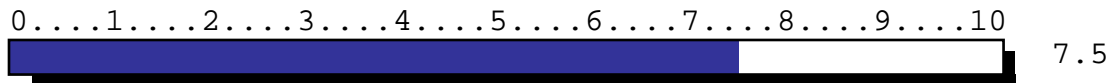
1. UTILITARIAN/ECONOMIC



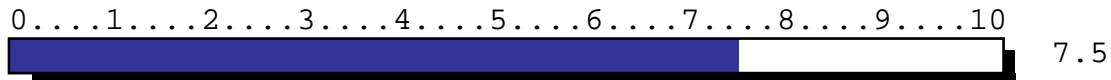
2. TRADITIONAL/REGULATORY



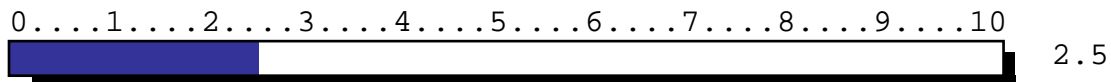
3. THEORETICAL



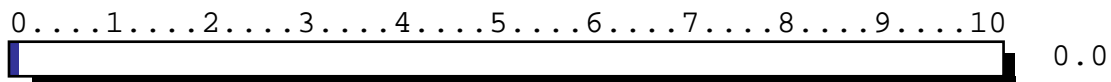
4. INDIVIDUALISTIC/POLITICAL



5. AESTHETIC



6. SOCIAL

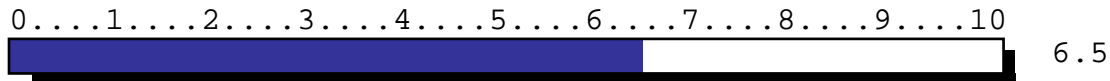


Section 3

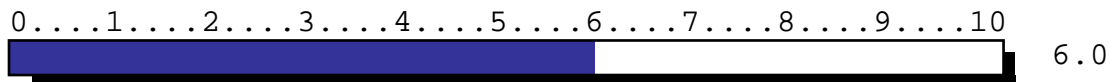
# BEHAVIORAL HIERARCHY

*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.*

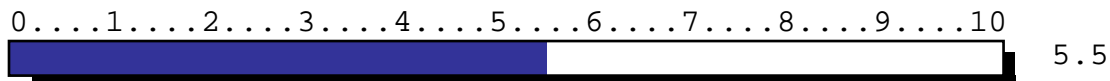
1. URGENCY



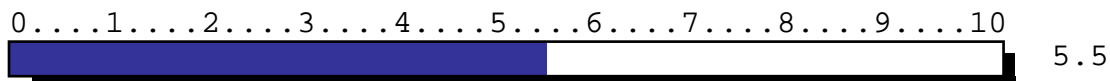
2. VERSATILITY



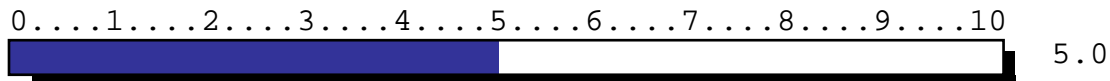
3. ORGANIZED WORKPLACE



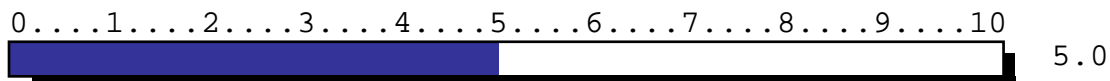
4. FREQUENT CHANGE



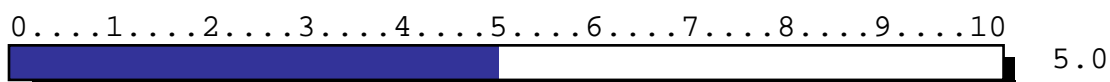
5. FREQUENT INTERACTION WITH OTHERS



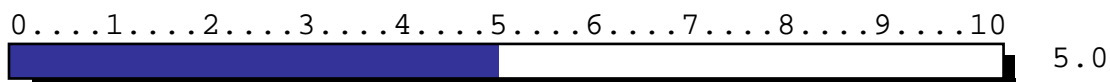
6. ANALYSIS OF DATA



7. COMPETITIVENESS



8. CUSTOMER ORIENTED



WE: 52-55-40-52 (45)

## JOB ATTRIBUTES FEEDBACK

*This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.*

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1. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
  - Independently pursues business objectives in an organized and efficient manner
  - Prioritizes activities as necessary to meet job responsibilities
  - Maintains required level of activity toward achieving goals without direct supervision
  - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame
  
2. **SELF STARTING:** The ability to initiate and sustain momentum without external stimulation.
  - Initiates relevant activities toward achieving business goals
  - Independently completes projects and produces desired results
  - Requires little or no supervision to stay focused on necessary activities
  - Readily identifies and pursues business opportunities without outside direction
  
3. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
  - Establishes goals that are relevant, realistic and attainable
  - Identifies and implements required plans and milestones to achieve specific business goals
  - Initiates activity toward goals without unnecessary delay
  - Stays on target to complete goals regardless of obstacles or adverse circumstances
  
4. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
  - Maintains focus on goals
  - Identifies and acts on removing potential obstacles to successful goal attainment
  - Implements thorough and effective plans and applies appropriate resources to produce desired results
  - Follows through on all commitments to achieve results

## JOB ATTRIBUTES FEEDBACK

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5. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
  - Consistently places a high value on customers and all issues related to customers
  - Objectively listens to, understands and represents customer feedback
  - Anticipates customer needs and develops appropriate solutions
  - Meets all promises and commitments made to customers
  
6. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
  - Defines plans and organizes activities necessary to reach targeted goals
  - Organizes and utilizes resources in ways that maximize their effectiveness
  - Implements appropriate plans and adjusts them as necessary
  - Consistently demonstrates organization and detail orientation
  
7. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
  - Analyzes data necessary for decision-making
  - Makes major decisions impacting strategic outcomes appropriately and effectively
  - Makes decisions in a timely manner
  - Demonstrates ability to make unpopular and difficult decisions when necessary

## REWARDS/CULTURE FEEDBACK

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1. UTILITARIAN/ECONOMIC

- Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

2. TRADITIONAL/REGULATORY

- Rewards those who value traditions inherent in social structure, rules, regulations and principles.

3. THEORETICAL

- Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

## BEHAVIORAL FEEDBACK

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### 1. URGENCY

- The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.

### 2. VERSATILITY

- The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.

### 3. ORGANIZED WORKPLACE

- The job's success depends on systems and procedures. Its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.