



Job Benchmark



Partner
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Overview of Job Benchmark

This report examines 4 areas for this particular job: Behaviors, Driving Forces, Acumen, and Competencies. From the 55 total traits and talents this tool measures, the Subject Matter Experts have ranked only those most relevant to this particular job in this job benchmark. Each of the four areas show the data for each section followed by potential interview questions.

Here is a brief definition of the four areas.

Behaviors

A job's observable behavioral style is **HOW** the job chooses to get accomplished the majority of the time. Everyone has a preferred or "natural" behavioral style and every job has certain behaviors that are required for superior performance. When the natural style of the person doing the work overlaps with the behavior needed by the job, it is easier for the person to do the job in an excellent manner, and with less job stress.

Driving Forces

Driving Forces are "hidden motivators". Every job gives off certain rewards; the reasons **WHY** a person moves to action in this particular job. A person will be most interested in and passionate about anything that engages his or her primary driving forces. A person can be uninterested in or antagonistic to things that trigger his or her indifferent driving forces. When a job's driving forces overlap with the primary driving forces of the person doing the job, that overlap creates an intrinsic motivation for the person to do excellent work.

Acumen

Acumen measures the capacity of a particular job. Capacity tells us what the job **CAN** and **WILL** do naturally well. The dimensions of acumen measure clarity of thought regarding relating, doing, and thinking. The stronger a person's acumen, the more aware they are of their reality.

Competencies

Competencies measure **WHAT** talents a job needs for superior performance. When a person brings his or her natural talents to bear on the job at hand, he or she is more likely to be successful in that job and be intrinsically motivated to excel. If a person does not have natural talent for a particular area it does not mean he or she cannot do that portion of the job, it does mean that portion of the job will not seem particularly easy or "natural" for that person and they will tend to shy away from that part of the job.





Behaviors

A job's observable behavioral style is **HOW** the job chooses to communicate and get tasks accomplished the majority of the time. Everyone has a preferred or "natural" behavioral style and every job has certain behaviors that are required for superior performance. When the natural style of the person doing the work overlaps with the behavior needed by the job, it is easier for the person to do the job in an excellent manner, and with less job stress.

Top Behaviors

Behavior	<u>Poor Fit</u>	<u>Fair Fit</u>	<u>Excellent Fit</u>
Interaction (with others)	<u>0-35</u>	<u>36-59</u>	<u>60-100</u>
People-Oriented	<u>0-49</u>	<u>50-64</u>	<u>65-100</u>
Versatile	<u>0-33</u>	<u>34-53</u>	<u>54-100</u>
Competitive	<u>0-25</u>	<u>26-48</u>	<u>49-100</u>
Urgency	<u>0-17</u>	<u>18-42</u>	<u>43-100</u>



Job Behaviors Interview Questions

INTERACTION (with others)

A high percentage of this job's time requires frequently interacting and communicating with others.

- How do you handle frequent interruptions by other people?
- How do you respond to people who ask you question after question?

PEOPLE ORIENTED

A high percentage of this job's time requires building rapport with a wide range of individuals.

- How important is it for people to like you?
- Which is more important, being trusted or liked? Why do you say that?
- Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What were the outcomes?

VERSATILE

A high percentage of this job's time requires adapting to various situations with ease.

- Are you patient or impatient?
- Give me an example of how you handle slower-moving people. Are you ever one of the slower-moving people?



Job Behaviors Interview Questions

COMPETITIVE

A high percentage of this job requires wanting to win and/or “gaining an advantage”.

- 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?
- 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. Did it lead to other problems?
- Would others ever describe you as aggressive? Pushy? Why?
- What is your approach to working with aggressive (or passive) people?

URGENCY

A high percentage of this job’s time requires taking immediate action.

- How important is it for 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?
- When faced with a deadline, how do you respond?



Job Rewards/Driving Forces

Driving Forces are “hidden motivators”. Every job gives off certain rewards; the reasons *WHY* a person moves to action in this particular job. A person will be most interested in and passionate about anything that engages his or her primary driving forces. A person can be uninterested in or antagonistic to things that trigger his or her indifferent driving forces. When a job’s driving forces overlap with the primary driving forces of the person doing the job, that overlap creates an intrinsic motivation for the person to do excellent work.

Driving Force	Poor Fit	Fair Fit	Excellent Fit
Intellectual	<u>0-29</u>	<u>30-53</u>	<u>54-100</u>
Resourceful	<u>0-19</u>	<u>20-41</u>	<u>42-100</u>
Commanding	<u>0-25</u>	<u>26-49</u>	<u>50-100</u>
Receptive	<u>0-21</u>	<u>22-45</u>	<u>46-100</u>
Objective	<u>0-27</u>	<u>28-49</u>	<u>50-100</u>





Job Rewards/Driving Forces Interview Questions

INTELLECTUAL

This job rewards opportunities to learn, acquire knowledge, and identifying the truth.

Descriptors: Identifying truth, Discovery, Knowledge.

- Which is more important, action or knowledge?
- How much of your decision making is based strictly on data?
- What other input do you use for making decisions?
- What role does intuition or “gut instinct” play?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like about learning. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy, and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

RESOURCEFUL

This job rewards practical business results, maximizing both efficiency and returns for investments of time, energy, and resources.

Descriptors: Efficiency, Practical Results, Return on Investment.

- How important is efficiency and maximizing resources to you?
- Give an example when you increased an organization’s efficiency or maximized resources.
- Would you consider yourself to be a bottom line, practical thinker, or are you more theoretical or philosophical? Why do you say that?
- Should all customers be treated the same?
- In your view, what makes some customers more valuable than others?
- How much do you focus on finances?
- Where would you like to be financially in 5 years? 10 years? Why?
- Have you ever had to work with someone who was consistently late? How did you feel about that? What did you do about it?



Job Rewards/Driving Forces Interview Questions

COMMANDING

This job rewards being in a leading role.

Descriptors: Status, Recognition, Power, “In-Charge”, Individualistic.

- How good are you in taking directions from others? How much do you like doing so?
- How satisfied would you be with a job that did not have power and influence?
- What role does being in control of a situation play in your job satisfaction?
- How important is it for you to control your own destiny?
- Are you more comfortable as a team leader or a team member? Why?
- Are you able to go with the flow, or do you need to have control? Give an example.

RECEPTIVE

This job rewards new ideas, methods, possibilities, and opportunities.

Descriptors: Possibilities, Options, New Methods.

- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.
- How do you decide what is right and wrong? Is there an absolute right and wrong?
- Do you tend to stick with established policies, standards, and procedures or fluctuate based on customer requests?
- Give me an example of a time when a client wanted an exception to a policy. How did you respond and how did it make you feel?



Job Rewards/Driving Forces Interview Questions

OBJECTIVE

This job rewards functionality of work environment/surroundings.

Descriptors: Function, Compartmentalization, Objectives.

- Describe an experience where you worked in a hectic environment. What was the impact on your performance?
- We have all had times where it was necessary to balance work and personal time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
- Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off your balance more than anything else?



Acumen Indicators

Acumen measures the capacity of a particular job. Capacity tells us what the job *CAN* and *WILL* do naturally well. The dimensions of acumen measure clarity of thought regarding relating, doing, and thinking. The stronger a person’s acumen, the more capacity and awareness they have of their reality.

Acumen Indicator	<u>Poor Fit</u>	<u>Fair Fit</u>	<u>Excellent Fit</u>
Understanding Others	<u>0-70</u>	<u>71-80</u>	<u>81-100</u>
Practical Thinking	<u>0-68</u>	<u>69-79</u>	<u>80-100</u>
Systems Judgment	<u>0-66</u>	<u>67-77</u>	<u>78-100</u>
Sense of Self	<u>0-59</u>	<u>85-100</u>	<u>60-84</u>
Role Awareness	<u>0-59</u>	<u>85-100</u>	<u>60-84</u>
Self Direction	<u>0-57</u>	<u>58-68</u>	<u>69-100</u>



Job Competencies

Competencies measure *WHAT* talents a job needs for superior performance. When a person brings his or her natural talents to bear on the job at hand, he or she is more likely to be successful in that job and be intrinsically motivated to excel. If a person does not have natural talent for a particular area it does not mean he or she cannot do that portion of the job, it does mean that portion of the job will not seem particularly easy or “natural” for that person and they will tend to shy away from that part of the job. This list represents the top job competencies for this position.

Competency	Poor Fit	Fair Fit	Excellent Fit
Customer Focus	<u>0-42</u>	<u>43-62</u>	<u>63-100</u>
Personal Accountability	<u>0-63</u>	<u>64-71</u>	<u>72-100</u>
Self-Management	<u>0-64</u>	<u>65-73</u>	<u>74-100</u>
Interpersonal Skills	<u>0-36</u>	<u>37-67</u>	<u>68-100</u>
Persuasion	<u>0-24</u>	<u>25-54</u>	<u>55-100</u>
Resiliency	<u>0-61</u>	<u>62-71</u>	<u>72-100</u>
Written Communication	<u>0-26</u>	<u>27-53</u>	<u>54-100</u>
Goal Achievement	<u>0-47</u>	<u>48-67</u>	<u>68-100</u>
Continuous Learning	<u>0-39</u>	<u>40-60</u>	<u>61-100</u>



Job Competencies Interview Questions

CUSTOMER FOCUS

This job requires a commitment to customer satisfaction.

- Describe a situation where you went over and above what was expected to exceed a customer's expectations. How did you feel about that? How comfortable would you feel about doing that regularly?
- Give me an example of a time when you knew the customer was wrong but you had to accommodate their wishes. How did you handle it? What did you say? What did you do? How did you feel about it?
- Tell me about a situation where you were able to anticipate a customer's needs before the customer even brought up what they wanted.
- In your view, what makes some customers more valuable than others?
- Should all customers be treated the same?
- Give me an example of when you had to go the extra mile to meet a commitment that someone else had made to a customer. What, specifically, did you do? How did you feel about having to meet a commitment made by someone else?
- Is there ever a time when a customer who is in error should be confronted? If so, give me an example of when that would be and how you would do that.

PERSONAL ACCOUNTABILITY

This job requires being answerable for personal actions.

- Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
- Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
- How have you handled criticism of your work?
- Give me an example of someone you know whose personal actions led to disastrous results. How answerable was that person for what happened? What advice would you give that person?
- Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
- What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
- What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?



Job Competencies Interview Questions

SELF MANAGEMENT

This job requires demonstrating self-control and an ability to manage time and priorities.

- Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it?
- Do you consider yourself to be a good time manager?
- Share with me your planning system and show me how you use it.
- How much time do you spend getting organized on a daily basis? When do you do it? What impact does this habit have on your results?
- Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
- We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
- What is the difference between activity and results? How do you personally define this difference?



Job Competencies Interview Questions

INTERPERSONAL SKILLS

This job requires effectively communicating, building rapport, and relating well to all kinds of people.

- What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
- Give me a specific example of a situation where you had to develop a productive relationship with someone whose point of view was different from your own. How did you go about sustaining the relationship?
- What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
- Describe the most difficult working relationship you've had with an individual. What specific actions did you take to improve the relationship? What was the outcome?
- Describe the types of people you get along with best and why.
- Describe the types of people you have difficulty getting along with and why.
- Describe a situation when you were able to strengthen a relationship by communicating effectively. What made your communication effective?
- Describe your relationship with the people you work with. What have you done in the past to build rapport and relationships with people?
- Describe how your ability to communicate effectively and build relationships with many different types of people has contributed to one of your greatest accomplishments.

PERSUASION

This job requires convincing others to change the way they think, believe, or behave.

- Describe a situation where you were able to convince others to your way of thinking. How did you do it?
- Describe a situation when the only way you could accomplish a goal was to get buy-in from others. What obstacles did you have in obtaining their buy-in? How did you overcome them? What was the outcome?
- Give me an example of when you were able to facilitate a dramatic shift in the thinking, actions, or beliefs of others. What techniques or methods did you use?



Job Competencies Interview Questions

RESILIENCY

This job requires the ability to quickly recover from adversity.

- Do you consider yourself to be a resilient person?
- Share with me a time you have faced a great deal of personal criticism from others. How did you handle it? Did you modify or change your position in the face of the criticism?
- Describe a time when you received negative feedback from your manager. Did you feel it was accurate or warranted? What actions did you take as a result of receiving the feedback?
- Who is the most resilient person you ever knew? How do you compare to that person in resiliency?
- Give me an example of a time when you had an idea and had to abandon it. How did you recover?

WRITTEN COMMUNICATION

This job requires writing clearly, succinctly, and understandably.

- Give me an example of something you wrote that was effective in achieving a communication goal. What were the challenges in writing it?
- How do you know when something you've written has achieved its communication goal?



Job Competencies Interview Questions

GOAL ACHIEVEMENT

This job requires the ability to identify and prioritize activities that lead to a goal.

- Give me an example of a time when you were really able to focus your efforts on a single goal. How were you able to do that?
- Give me an example of a time when you really procrastinated before getting started on something. How did you get started? Did you complete that goal or project?
- Describe the most complex project you ever worked on. How did you establish action steps and milestones for that project? What was the most difficult part of that project for you?
- Share with me 5 goals you have previously set for yourself in your career. How many have you accomplished? What have been the reasons for your successful completion of them? How about those you have not completed?
- Is there one thing in your life that you have accomplished that gives you the most satisfaction? What is it? How tough was it to accomplish?
- What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration? Why didn't you complete it? How could you complete it?

CONTINUOUS LEARNING

This job requires continuous learning taking initiative in learning and implementing new concepts, technologies, and/or methods.

- Describe for me how you have invested in your own professional growth in the last 12 months.
- Give me an example of a creative or innovative way in which you applied something you learned.
- Tell me about the most exciting book you have read in the last year that has helped you on the job. What led you to read this book?