Partner
FIT Report
Ryan Lisk
June 27, 2021

Overview of FIT Report

This FIT report is divided into 5 main sections.

The first four sections will illustrate the analytical data fit followed by general feedback and potential interview questions. If you want more interview questions not listed in this fit report, refer to the full job benchmark for this position. Here is a brief definition of the four areas.

Style Insights

A person's observable behavioral style is "***HOW"*** he or she chooses to get their wants met. 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.

Job Rewards & Driving Forces

Driving Forces are "hidden motivators," the reasons "***WHY"*** a person moves to action. 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 rewards 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 Indicators

Acumen tells us what a person "***CAN***" and "***WILL***" do naturally well. The dimensions of acumen measure clarity of thought. A person's clarity, keenness, and depth of perception is directly related to their level of performance. The stronger a person's acumen, the more aware they are of their reality.

Competencies

Competencies measure "***WHAT"*** talents a person has developed. 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.

Section 5

Section 5 of this report contains five pages from the candidate's personal talent report: Potential Strengths, Potential Conflict (Weaknesses), Ideal Environment, Keys to Motivating (Wants), and Keys to Managing (Needs). These pages may be used for deeper analysis on the candidate prior to your hiring decision and for on-boarding if this person is hired.

Job Natural Style vs. Candidate's Natural Style

Job Natural Style	Poor Fit	Fair Fit	Excellent Fit
Interaction (with others)	0-35	36-59	60-100 **100**
People-Oriented	0-49	50-64 **55**	65-100
Versatile	0-33	34-53	54-100 **100**
Competitive	0-25	26-48	49-100 **80**
Urgency	0-17	18-42	43-100 **95**

Candidate's Primary Natural Styles (top 4)
Interaction (with others): Frequently engaging and communicating with others.
Versatile: Adapting to various situations with ease.
Urgency: Taking immediate action.
Frequent Change: Rapidly shifting between tasks.

Primary style descriptors: Interaction, persuader, outgoing, pioneering; Projects well, self-assured, self-confident.

Potential interview questions
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 Rewards vs. Candidate's Driving Forces

Driving Force	Poor Fit	Fair Fit	Excellent Fit
Intellectual	0-29	30-53 **42**	54-100
Resourceful	0-19	20-41	42-100 **96**
Commanding	0-25	26-49	50-100 **60**
Receptive	0-21	22-45	46-100 **90**
Objective	0-27	28-49	50-100 **76**

Candidate's Primary Driving Forces
This person is energized by practical business results, maximizing time and resources: "Resourceful"
This person is energized by new ideas, methodologies, and opportunities: "Receptive"
This person is energized by the functionality of work environment/surroundings: "Objective"
This person is energized by leading, personal freedom, and individuality: "Commanding"

Potential interview questions
Intellectual: This job rewards opportunities to learn, acquire knowledge, and identifying the truth. 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? What about a subject you currently know very little about? How about one in which you have very little interest? Which is more important, action or knowledge? What percentage of your decision making is based on data vs. gut instinct? What other inputs do you use for making decisions? Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?

Resourceful: This job rewards practical business results, maximizing both efficiency and returns for investments of time, energy, and resources. 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? Should all customers be treated the same? In your view, what makes some customers more valuable than others? Where would you like to be financially in 5 years? 10 years? Describe how you would feel about having to work with someone who was consistently late?

Acumen Indicators

Acumen Indicator	Poor Fit	Fair Fit	Excellent Fit
Understanding Others	0-70	71-80	81-100 **84**
Practical Thinking	0-68	69-79	80-100 **86**
Systems Judgment	0-66	67-77	78-100 **86**
Sense of Self	0-59	85-100 **86**	60-84
Role Awareness	0-59	85-100	60-84 **74**
Self Direction	0-57	58-68	69-100 **72**

Candidate's Acumen Indicators
All three external acumen indicators (Understanding Others, Practical Thinking, and Systems Judgment) above the national averages, an indication this person has the capacity to pick up on others, things, and systems quicker than average.

High sense of self score indicates either this person sees themself as having worth, or they may see themself as having untapped potential, or they may simply feel content/satisfied with who they are today.

Job Competencies vs. Candidate's Competencies

Competency	Poor Fit	Fair Fit	Excellent Fit
Customer Focus	0-42	43-62	63-100 **73**
Personal Accountability	0-63	64-71	72-100 **72**
Self-Management	0-64	65-73 **72**	74-100
Interpersonal Skills	0-36	37-67	68-100 **93**
Persuasion	0-24	25-54	55-100 **87**
Resiliency	0-61	62-71 **68**	72-100
Written Communication	0-26	27-53 **50**	54-100
Goal Achievement	0-47	48-67	68-100 **73**
Continuous Learning	0-39	40-60 **53**	61-100

Job Competencies vs. Candidate's Competencies

Candidate's Competencies: 5 of 9 job competencies above average.

Potential interview questions

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.

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?

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

What is your single biggest communication 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. Describe the most difficult working relationship you've had with an individual. 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. 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.
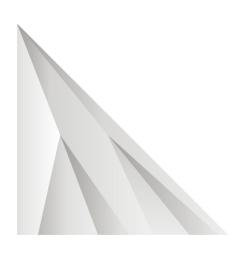
TriMetrix® HD
Management-Staff Coaching

Ryan Lisk
Partner
Lisk Associates
5-4-2020

Making People, Teams, and Organizations More Valuable
Lisk Associates
(859) 421-7966
ryan@liskassociates.com

Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths

- Potential Behavioral and Motivational Conflict

- Ideal Environment

- Keys to Motivating

- Keys to Managing

Potential Behavioral and Motivational Strengths

This section describes the potential areas of strengths between Ryan's behavioral style and top four driving forces. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Sees the positive in all resources and will want to use resources accordingly.

- Resourceful and influential in creating effective results.

- Optimistically looks for ways to improve efficiency and process.

- Good at recruiting membership in organizations he enjoys.

- Tends to promote new ideas in the organization.

- Expresses all that is great about a new concept.

- Encourages others to separate personal issues and focus on productivity.

- Brings enthusiasm to all aspects of the process.

- Creates organizational momentum in a positive and friendly way.

- Utilizes people to win and accomplish goals.

- Capable of addressing conflict for a win-win scenario.

- Willing to be the spokesperson for the team.

Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Ryan's behavioral style and top four driving forces. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.

- May overlook details when weighing results.

- Overestimates what others will contribute.

- Struggles with balancing efficiency and interaction with others.

- May think his optimistic view of new ideas is flawless.

- May be ineffective when sharing the details of new methods with others.

- May over look contradictions in his out-of-the-box thinking.

- Overly optimistic in his ability to compartmentalize any situation.

- Can over share personal feelings which could hinder objectivity.

- Struggles with balancing people interaction and completing the task at hand.

- As a leader may over focus on self and his own needs.

- Can disclose their agenda to the wrong people.

- May struggle with hearing and applying constructive criticism.

Ideal Environment

People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Ryan's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Ryan enjoys.

- Rewards determined by return-on-investment based contributions to team efforts.

- Optimism about expected results is not frowned upon.

- The experience is seen as a part of the desired return on investment.

- A forum to express the experience of improving the current system or process.

- Ability to celebrate the success of a project being completed using an innovative approach.

- Opportunity to be a spokesperson for change in the organization.

- Working conditions that focus on the functionality as well as people-interactions.

- A fun and functional working environment.

- The need to be around people while accomplishing tangible outcomes.

- An environment to express ideas to influence people.

- Opportunity to display excitement and fun while getting others to act.

- A "can-do" environment filled with optimistic people.

Keys to Motivating

All people are different and motivated in various ways. This section of the report was produced by analyzing Ryan's driving forces. Review each statement produced in this section with Ryan and highlight those that are present "wants."

Ryan wants:

- Recognition for solid use of resources and investments.

- To be the spokesperson for team and organizational accomplishments.

- The ability to express accomplishments to others at a large scale.

- To create new ideas for others by exploring the organizational vision.

- Recognition for his ability to recruit others to new ideas, structures or beliefs.

- To influence everyone to consider new possibilities, but in friendly terms.

- The ability to express enthusiasm while still focusing on the tangible outcomes.

- The focus of the people and the surroundings to be tangible and functional.

- To demonstrate the ways he has worked on the compartmentalization of projects.

- Public recognition of power and prestige.

- Recognition for leadership accomplishments and the results he receives.

- To lead people toward his vision.

Keys to Managing

This section discusses the needs which must be met in order for Ryan to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Ryan and identify 3 or 4 statements that are most important to him. This allows Ryan to participate in forming his own personal management plan.

Ryan needs:

- Assistance in prioritizing goals not only based on return, but also other organizational needs.

- Assistance in establishing realistic expectations of others in order to maximize contributions.

- To listen for the answer he wants in order to maximize return.

- To manage time and avoid getting "bogged-down" by talking to people about new possibilities.

- To be realistic about his ability to influence people to his out-of-the-box way of thinking.

- To understand that there is a time and a place for influencing others to his new and creative ideas.

- To find opportunities to separate personal and professional relationships.

- To balance socializing and work load to minimize time management issues.

- To set functional team objectives to keep momentum.

- To understand that others need "air-time" during meetings to share their own ideas.

- To listen to others and understand different perspectives in order to meet objectives.

- To minimize his natural way of under informing the details when delegating or giving instruction.