



**Head Coach
FIT Report
Ryan Lisk
September 13, 2024**



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

Behavioral Trait	<u>Poor Fit</u>	<u>Good Fit</u>	<u>Excellent Fit</u>
Competitive	<u>0-25</u>	<u>26-48</u>	<u>49-100</u> 80
Interaction (With Others)	<u>0-33</u>	<u>34-57</u>	<u>58-100</u> 100
People (Relationship) Oriented	<u>0-48</u>	<u>49-63</u> 55	<u>64-100</u>
Frequent Change	<u>0-31</u>	<u>32-51</u>	<u>52-100</u> 92
Versatile	<u>0-33</u>	<u>34-53</u>	<u>54-100</u> 100

Candidate's Primary Natural Behavioral Styles (top 4)

- #1. Interaction (With Others): Frequently engaging and communicating with others.
- #2. Versatile: Adapting to various situations with ease.
- #3. Urgency: Decisiveness, quick response, and fast action.
- #4. Frequent Change: Rapidly shifting between tasks.

Potential interview questions

People (Relationship) 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

Job Reward/Driving Force	<u>Poor Fit</u>	<u>Good Fit</u>	<u>Excellent Fit</u>
Commanding (Roles)	<u>0-24</u>	<u>25-48</u>	<u>49-100</u> 60
Receptive (Methodologies)	<u>0-22</u>	<u>23-46</u>	<u>47-100</u> 90
Instinctive (Information)	<u>0-7</u>	<u>8-28</u>	<u>29-100</u> 29
Selfless (Returns)	<u>0-17</u> 0	<u>18-39</u>	<u>40-100</u>
Objective (Surroundings)	<u>0-26</u>	<u>27-48</u>	<u>49-100</u> 76
Intentional (Others)	<u>0-23</u>	<u>24-48</u> 36	<u>49-100</u>

Candidate's Primary Driving Forces (top 4)

- #1. Resourceful (Returns): This person is energized by practical business results, maximizing time and resources.
- #2. Receptive (Methodologies): This person is energized by new ideas, methodologies, and opportunities.
- #3. Objective (Surroundings): This person is energized by the functionality of work environment/surroundings.
- #4. Commanding (Roles): This person is energized by leading, personal freedom, and individuality.

Potential interview questions

Selfless (Returns): This job rewards completing tasks for the sake of completing tasks.

Give me an example of a time when you or someone you knew set aside their personal agenda for the sake of larger, business-oriented issues. Describe a decision you have made where you put the needs of the organization before your personal preferences.

Receptive (Methodologies): This job rewards new ideas, methods, possibilities, and opportunities.

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?



Acumen Indicators

Acumen Indicator	Poor Fit	Fair Fit	Excellent Fit
Understanding Others	<u>0-70</u>	<u>71-80</u>	<u>81-100</u> 84
Practical Thinking	<u>0-68</u>	<u>69-79</u>	<u>80-100</u> 86
Systems Judgment	<u>0-66</u>	<u>67-77</u>	<u>78-100</u> 86
Sense of Self	<u>0-59</u>	<u>85-100</u> 86	<u>60-84</u>
Role Awareness	<u>0-59</u>	<u>85-100</u>	<u>60-84</u> 74
Self Direction	<u>0-57</u>	<u>58-68</u>	<u>69-100</u> 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 themselves as having worth, or they may see themselves as having untapped potential, or they may simply feel content/satisfied with who they are today.



Job Competencies vs. Candidate's Competencies

Competency	<u>Poor Fit</u>	<u>Good Fit</u>	<u>Excellent Fit</u>
Goal Achievement	<u>0-47</u>	<u>48-67</u>	<u>68-100</u> 73
Leadership	<u>0-35</u>	<u>36-60</u>	<u>61-100</u> 80
Interpersonal Skills	<u>0-36</u>	<u>37-67</u>	<u>68-100</u> 93
Employee Development & Coaching	<u>0-46</u>	<u>47-67</u>	<u>68-100</u> 80
Presenting	<u>0-29</u>	<u>30-60</u>	<u>61-100</u> 77
Resiliency	<u>0-61</u>	<u>62-71</u>	<u>72-100</u> 68
Flexibility	<u>0-63</u>	<u>64-75</u>	<u>76-100</u> 83

Competencies

6 of 7 job competencies above average.

Potential interview questions

Resiliency: This job requires the ability to quickly recover from adversity.

Give me an example of a time when you had a great idea and had to abandon it. How did you recover?

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?

Interpersonal Skills: This job requires effectively interacting with others in a positive manner 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 how your ability to communicate effectively and build relationships with many different types of people has contributed to one of your greatest accomplishments.



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Introduction



Integrating Behaviors and Driving Forces

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 & Motivational Strengths



This section describes the potential area of overlap 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.

1. Sees the positive in all resources and will want to use resources accordingly.
2. Resourceful and influential in creating effective results.
3. Optimistically looks for ways to improve efficiency and process.
4. Good at recruiting members to organizations he enjoys.
5. Tends to promote new ideas in the organization.
6. Expresses all that is great about a new concept.
7. Encourages others to separate personal issues and focus on productivity.
8. Brings enthusiasm to all aspects of the process.
9. Creates organizational momentum in a positive and friendly way.
10. Utilizes people to win and accomplish goals.
11. Capable of addressing conflict in order to achieve a win-win scenario.
12. Willing to be the spokesperson for the team.

Potential Behavioral & 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.

1. May overlook details when weighing results.
2. Overestimates what others will contribute.
3. Struggles with balancing efficiency and interaction with others.
4. May think his optimistic view of new ideas is flawless.
5. May be ineffective when sharing the details of new methods with others.
6. May overlook contradictions in his out-of-the-box thinking.
7. Overly optimistic in his ability to compartmentalize any situation.
8. Can overshare personal feelings which could hinder objectivity.
9. Struggles with balancing people interaction and completing the task at hand.
10. As a leader, may overfocus on the self and his own needs.
11. Can disclose their agenda to the wrong people.
12. 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.

1. Rewards determined by return-on-investment based contributions to team efforts.
2. Optimism about expected results is not frowned upon.
3. The experience is seen as a part of the desired return on investment.
4. A forum to express the experience of improving the current system or process.
5. The ability to celebrate the success of a project being completed using an innovative approach.
6. The opportunity to be a spokesperson for change in the organization.
7. Working conditions that focus on the functionality as well as people-interactions.
8. A fun and functional working environment.
9. The need to be around people while accomplishing tangible outcomes.
10. An environment to express ideas to influence people.
11. Opportunity to display excitement and fun while getting others to act.
12. 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:

1. Recognition for solid use of resources and investments.
2. To be the spokesperson for team and organizational accomplishments.
3. The ability to express accomplishments to others at a large scale.
4. To create new ideas for others by exploring the organizational vision.
5. Recognition for his ability to recruit others to new ideas, structures or beliefs.
6. To influence everyone to consider new possibilities, but in friendly terms.
7. The ability to express enthusiasm while still focusing on the tangible outcomes.
8. The focus of the people and the surroundings to be tangible and functional.
9. To demonstrate the ways he has worked on the compartmentalization of projects.
10. Public recognition of power and prestige.
11. Recognition for leadership accomplishments and the results he receives.
12. 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:

1. Assistance in prioritizing goals not only based on return, but also other organizational needs.
2. Assistance in establishing realistic expectations of others in order to maximize contributions.
3. To listen for the answer he wants in order to maximize return.
4. To manage time and avoid getting "bogged-down" by talking to people about new possibilities.
5. To be realistic about his ability to influence people to his out-of-the-box way of thinking.
6. To understand that there is a time and a place for influencing others to his new and creative ideas.
7. To find opportunities to separate personal and professional relationships.
8. To balance socializing and workload to minimize time management issues.
9. To set functional team objectives to keep momentum.
10. To understand that others need "air-time" during meetings to share their own ideas.
11. To listen to others and understand different perspectives in order to meet objectives.
12. To minimize his natural way of under informing the details when delegating or giving instruction.