



Job Benchmark



Kentucky Men's Basketball Head Coach April 25, 2024

Overview of Job Benchmark

This report examines 4 areas for this particular job: Behavioral Styles, Job Rewards/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.

Behavioral Traits/Styles

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.

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.

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.



Behavioral Traits/Styles

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 Behavioral Traits/Styles

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>
Interaction (With Others)	<u>0-33</u>	<u>34-57</u>	<u>58-100</u>
People (Relationship) Oriented	<u>0-48</u>	<u>49-63</u>	<u>64-100</u>
Frequent Change	<u>0-31</u>	<u>32-51</u>	<u>52-100</u>
Versatile	<u>0-33</u>	<u>34-53</u>	<u>54-100</u>



Job Behaviors Interview Questions

COMPETITIVE

Competitive: A high percentage of this job requires assertiveness and a “will to win”.

- Give me an example of a job situation where being competitive helped.
- What is your approach to working with aggressive people?
- What is your approach to working with passive people?
- 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.

INTERACTION (WITH OTHERS)

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 (RELATIONSHIP) ORIENTED

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?



Job Behaviors Interview Questions

FREQUENT CHANGE

Frequent Change: A high percentage of this job's time requires rapidly shifting 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? How do you handle the situation?

VERSATILE

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/Driving Forces

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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>
Receptive (Methodologies)	<u>0-22</u>	<u>23-46</u>	<u>47-100</u>
Instinctive (Information)	<u>0-7</u>	<u>8-28</u>	<u>29-100</u>
Selfless (Returns)	<u>0-17</u>	<u>18-39</u>	<u>40-100</u>
Objective (Surroundings)	<u>0-26</u>	<u>27-48</u>	<u>49-100</u>
Intentional (Others)	<u>0-23</u>	<u>24-48</u>	<u>49-100</u>



Job Rewards/Driving Forces Interview Questions

COMMANDING

Commanding (Roles): 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

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

Descriptors: Possibilities, Options, New Methods.

- 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?
- 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?



Job Rewards/Driving Forces Interview Questions

INSTINCTIVE

Instinctive (Information): This job rewards utilizing past experiences, intuition, and gut instinct.

Descriptors: Relevant Knowledge, Necessary Information, Current Needs.

- 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 or enjoy 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?

SELFLESS

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

Descriptors: Accomplishment, Willing, Accommodating.

- 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.
- 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?
- When should someone’s personal agenda supersede the needs of the organization?



Job Rewards/Driving Forces Interview Questions

OBJECTIVE

Objective (Surroundings): This job rewards functionality of work environment/surroundings.

Descriptors: Function, Compartmentalization, Objectives.

- Describe an experience where you worked in a hectic environment and how it impacted 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?

INTENTIONAL

Intentional (Others): This job rewards helping people for a purpose.

Descriptors: Personal Benefit, Self Interests, Opportunities, Purposeful.

- Is there such a thing as too much customer service? Why do you say that?
- Tell me how you would handle an account or client who had continuous product or service issues, yet showed no promise of “getting it” or future business.
- How do you feel about the phrase, “It’s not personal, it’s just business.”?
- Under what circumstances would you help an employee develop or advance?



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>Good 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	<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>
Leadership	<u>0-35</u>	<u>36-60</u>	<u>61-100</u>
Interpersonal Skills	<u>0-36</u>	<u>37-67</u>	<u>68-100</u>
Employee Development & Coaching	<u>0-46</u>	<u>47-67</u>	<u>68-100</u>
Presenting	<u>0-29</u>	<u>30-60</u>	<u>61-100</u>
Resiliency	<u>0-61</u>	<u>62-71</u>	<u>72-100</u>
Flexibility	<u>0-63</u>	<u>64-75</u>	<u>76-100</u>

Job Competencies Interview Questions

GOAL ACHIEVEMENT/ORIENTATION

Goal Achievement/Orientation: This job requires the ability to identify and prioritize activities that lead to a goal; setting, pursuing, and attaining goals regardless of obstacles or circumstances.

- Give me an example of a time when you were really able to focus your efforts on a single goal.
- Give me an example of a time when you really procrastinated before getting started on something.
- What is the one thing in your life that you have accomplished that gives you the most satisfaction?
- What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration?
- Share with me 5 goals you have previously set for yourself in your career.
- Describe the most complex project you ever worked on.
- Give me an example of the most significant professional goal you have met.
- Give me an example of when you took a risk to achieve a goal.
- What are your future professional goals?
- 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.

LEADERSHIP

Leadership: This job requires achieving extraordinary business results through people.

- Give me an example of when you inspired people with a vision.
- Tell me about a time when you significantly improved the performance of a group of people who reported directly to you.
 - How did you motivate the top performers?
 - Did you use the same techniques with the poor performers? If not, what did you do differently? What actions did you take to improve poor performance?
- Describe your leadership style.
- Tell me about a situation when you were able to maintain the trust and commitment of people after making or implementing a decision that negatively impacted them.
- Give me an example of when you took a significant risk for the sake of a principle, value, or mission.
- Describe a situation when you failed to obtain the commitment, dedication, and trust of others. What, if anything, would you do differently?



Job Competencies Interview Questions

INTERPERSONAL SKILLS

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.
- 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?
- Give me an example of a situation when you demonstrated sensitivity to diversity issues.
- What have you done in the past to build rapport and relationships with people?
- Give me an example of your ability to communicate effectively and build relationships with people regardless of differences.

Job Competencies Interview Questions

EMPLOYEE DEVELOPMENT & COACHING

Employee Development & Coaching: This job requires facilitating, supporting, and contributing to the professional growth of others.

- Describe your personal experience with a mentor or coach.
- What role have they played in your career development?
- What training or development activities have you participated in over the last three years?
- What developmental activities have you facilitated over the last three years?
- Give me an example of when your mentoring or coaching helped someone develop.
- What process or approach did you take?
- What, if any, obstacles did you encounter? How did you overcome them?
- What influence or role have you had in advancing individual and organizational learning?
- Describe a situation when your personal learning and development objectives conflicted with business objectives. How did you resolve it?
- Describe a situation when you gave someone an assignment you knew would be a stretch for them. What was the outcome?
- Describe a situation when you had to work with an individual who did not want to improve.

PRESENTING

Presenting: This job requires communicating effectively to groups.

- Describe a situation when you had to give a presentation to a group of people you had never met.
- Give me an example of a particularly effective presentation you gave.
- Give me an example of a time when your presentation was criticized.
- What have you done to develop your presentation skills?
- Give me an example of when you gave such a powerful presentation that the same group wanted you to give another presentation.



Job Competencies Interview Questions

RESILIENCY

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?
- Do you consider yourself to be a resilient person?
- Who is the most resilient person you ever knew? How do you compare to that person in resiliency?
- Describe a situation when you overcame a challenge to positively impact the organization.
- Describe a situation when the only way you could accomplish a goal was to confront a negative situation. What were the outcomes?
- Describe a situation where a failure occurred because someone could not handle personal criticism. What could they have done differently?
- Describe a situation when you accomplished something significant as a result of overcoming adversity.

FLEXIBILITY

Flexibility: This job requires the ability to readily modify, respond to, and integrate change with minimal personal resistance; agility in adapting to change.

- Give me an example of a time when you had to suddenly change directions on an assignment or project at work.
- How do you regroup when things have not gone as planned?
- Describe a time when there was an extraordinary amount of activity at work and how you handled it?
- Describe a conceivable situation where you might have to adjust a plan or make significant changes (i.e. budget cut or deadline moved, etc.).
- Give me an example of a time when you had to make a difficult transition.
- Describe a situation where you have had to be flexible.
- Describe a work situation when you had to accommodate someone else.