



**TTI TriMetrix<sup>®</sup>**  
Multiple Respondent Job Report

---

Position Benchmark  
**Manager**

Herrenkohl Consulting  
333 E. Lancaster Avenue #338, Wynnewood, PA 19096  
610-658-9790 voice, 610-896-2877 fax  
info@herrenkohlconsulting.com



# INTRODUCTION

---

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 TTI TriMetric 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 are in Sections 7 through 9. Finally, Section 10 contains composite rankings in all areas.

## 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

---

### 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.

### SECTION 10: COMPOSITE RANKINGS

This last section details the individual input contributed by each respondent and shows the final composite rankings (averages of all responses) in Job Attributes, Rewards/Culture and Behaviors.



Section 1

# JOB ATTRIBUTES HIERARCHY

All human jobs require certain people attributes. This section of the report identifies the composite of the respondents to show which attributes are most important to the job in question. Input from all respondents has been averaged. (Details of individual respondents' input are listed in a later section, JOB ATTRIBUTES COMPOSITE). The graphs below are in hierarchical order, from highest to lowest rankings.

1. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.

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



9.4 IMP

2. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.

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



9.4 IMP

3. CUSTOMER FOCUS: A commitment to customer satisfaction.

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



9.2 IMP

4. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

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



9.2 IMP

5. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

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



8.7 IMP

6. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.

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



8.7 IMP

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



Section 1

# JOB ATTRIBUTES HIERARCHY

7. **TEAMWORK:** The ability to cooperate with others to meet objectives.

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



8.7 IMP

8. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.

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



8.4 IMP

9. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.

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



8.4 IMP

10. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.

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



8.3 IMP

11. **DIPLOMACY AND TACT:** The ability to treat others fairly, regardless of personal biases or beliefs.

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



8.3 IMP

12. **DEVELOPING OTHERS:** The ability to contribute to the growth and development of others.

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



8.3 IMP

13. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.

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



7.9 IMP

14. **SELF STARTING:** The ability to initiate and sustain momentum without external stimulation.

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



7.8 IMP



Section 1

# JOB ATTRIBUTES HIERARCHY

15. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.

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



7.6 IMP

16. 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



7.6 IMP

17. 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



7.5 IMP

18. RESILIENCY: The ability to quickly recover from adversity.

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



7.5 IMP

19. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.

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



7.3 SWI

20. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.

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



6.8 SWI

21. 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



6.9 SWI

22. 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



6.7 SWI



Section 1

# JOB ATTRIBUTES HIERARCHY

---

23. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.

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



5.2

NI

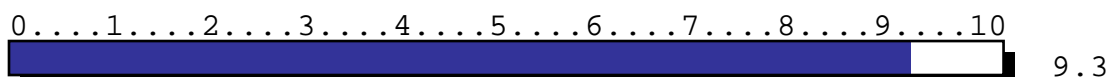


Section 2

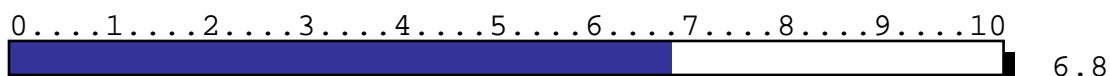
# REWARDS/CULTURE HIERARCHY

*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.*

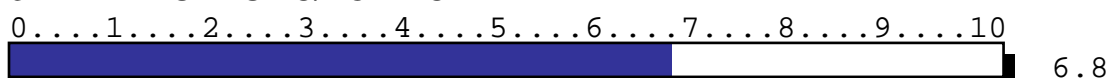
1. UTILITARIAN/ECONOMIC



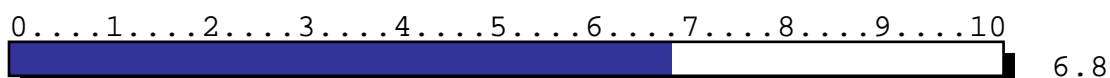
2. SOCIAL



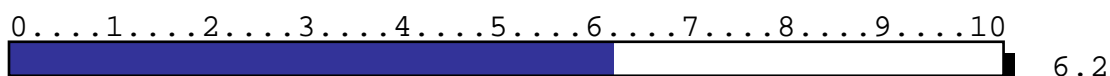
3. INDIVIDUALISTIC/POLITICAL



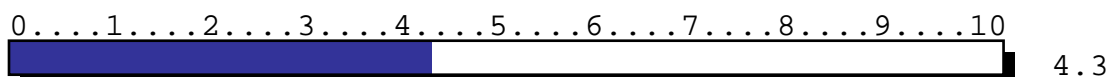
4. TRADITIONAL/REGULATORY



5. AESTHETIC



6. THEORETICAL



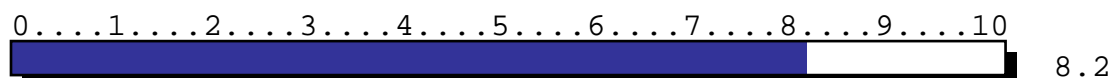


Section 3

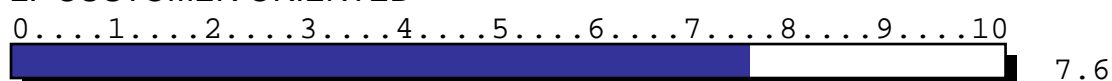
# BEHAVIORAL HIERARCHY

*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.*

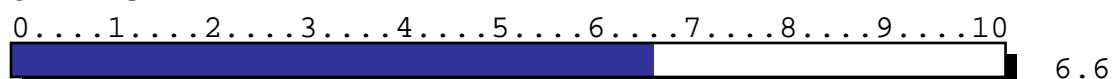
1. FREQUENT INTERACTION WITH OTHERS



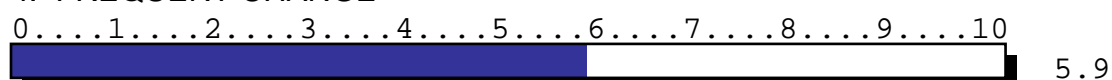
2. CUSTOMER ORIENTED



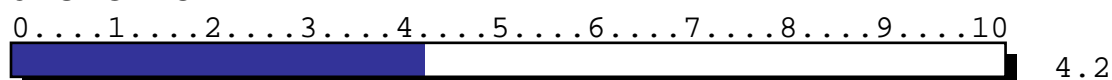
3. VERSATILITY



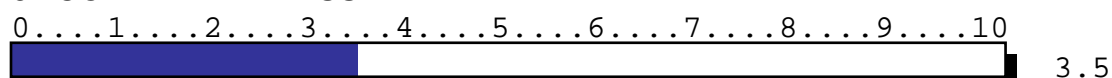
4. FREQUENT CHANGE



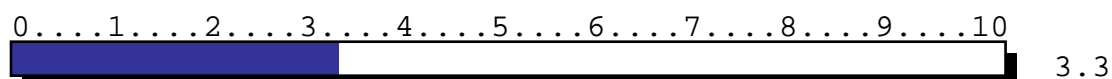
5. URGENCY



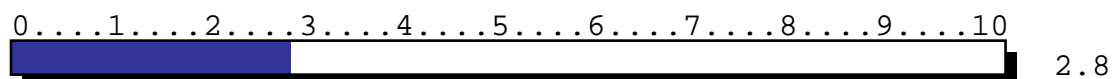
6. COMPETITIVENESS



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE



WE: 32-79-56-33 (15)

Herrenkohl Consulting  
 610-658-9790 voice, 610-896-2877 fax  
 info@herrenkohlconsulting.com

Copyright © 2006-2008. Target Training International, Ltd.



## Section 4

**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.*

---

1. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
  - Accepts personal responsibility for the consequences of personal actions
  - Avoids placing unnecessary blame on others
  - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
  - Applies personal lessons learned from past failures to moving forward in achieving future successes
2. **ACCOUNTABILITY FOR OTHERS:** The ability to take responsibility for others' actions.
  - Establishes appropriate performance standards for others
  - Assumes personal accountability for others' performance
  - Effectively confronts performance issues promptly
  - Monitors performance, tracks results and measures achievement of key accountabilities
3. **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
4. **LEADING OTHERS:** The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
  - Inspires others with a compelling vision
  - Empowers others to accomplish common goals
  - Represents a positive, motivational example for others to emulate in becoming leaders
  - Supports others through providing clarity, direction, organization and purpose



Section 4

## JOB ATTRIBUTES FEEDBACK

---

5. **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
  
6. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.
  - Initiates and develops business relationships in positive ways
  - Successfully works with a wide range of people at varying levels of organizations
  - Communicates with others in ways that are clear, considerate and understandable
  - Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels
  
7. **TEAMWORK:** The ability to cooperate with others to meet objectives.
  - Discards personal agenda to cooperate with other team members in meeting objectives
  - Contributes positively and productively to team projects
  - Builds and sustains a trust relationship with each member of the team
  - Supports other team members and team decisions



Section 5

## REWARDS/CULTURE FEEDBACK

---

1. UTILITARIAN/ECONOMIC

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

2. SOCIAL

- Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

3. INDIVIDUALISTIC/POLITICAL

- Rewards those who value personal recognition, freedom and control over their own destiny and others.



Section 6

## **BEHAVIORAL FEEDBACK**

---

### 1. FREQUENT INTERACTION WITH OTHERS

- The job requires a strong "people orientation," versus a task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

### 2. CUSTOMER ORIENTED

- The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

### 3. 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.



## Section 7

## JOB ATTRIBUTES QUESTIONS

*Below are suggested interview questions on each of the top seven attributes. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.*

1. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be 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 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?
  - Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
  - Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?
  - What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?
  
2. **ACCOUNTABILITY FOR OTHERS:** The ability to take responsibility for others' actions.
  - How do you go about establishing performance standards for others? Give me an example of a set of specific standards you have established for others and how you kept track of performance.
  - Tell me about a time when you inherited a poor performer. What approach did you take with that person?
  - Describe a sensitive issue you have dealt with in correcting a subordinate. What made it so sensitive? What factors did you have to consider when dealing with it?
  - Describe a difficult, performance issue you have dealt with in the past and describe the process you used to correct the problem. What was the outcome?
  - Have you ever had a situation where failure came from a "system" rather than from the "people" who made the system function? How do you differentiate between the two? How would you go about correcting a flawed "system" versus the "people" who are part of it?
  - Describe a time when it was necessary to discipline or take punitive action with an employee. How did it work out? Did you do anything differently the next time you faced a similar problem?



Section 7

## JOB ATTRIBUTES QUESTIONS

---

3. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
  - 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.
  - 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?
  - 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.
  
4. **LEADING OTHERS:** The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
  - Who is the most effective leader you have ever seen? What made that person so effective?
  - Would you consider yourself to be a leader? What is your philosophy of leadership?
  - What do you believe are the attributes of an effective leader? How have you demonstrated these qualities? Where would you like to grow?
  - Who was the worst leader you have ever encountered? What did they do that made them the worst?
  - Who is a role model you have had in your life? What did that person do to justify being a role model? Would you do the same? How would you do it?
  - If we asked your immediate subordinates to describe your leadership style, what would they say? In what areas would they make positive comments? Negative comments?



Section 7

## JOB ATTRIBUTES QUESTIONS

---

5. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
- 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?
  - Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
  - Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
  - 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.
  - How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
  - What is the difference between activity and results? How do you personally define this difference?
6. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.
- Describe for me the most difficult business relationship you have ever had to deal with. Why was it so difficult? What did you do to make the relationship go more smoothly?
  - What is the most stressful or difficult situation where you had to maintain your composure at work? What did you do to maintain the composure? How do you think you did? If you had it to do over, what would you do the same? Differently?
  - What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
  - Describe the most difficult, demanding person you have ever encountered. What made them so difficult? What did you do to better understand and relate to them?
  - Give me an example of a situation when a personal relationship you had or developed was helpful in a business situation. How did you cultivate that relationship without appearing to be patronizing?
  - 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?



Section 7

## JOB ATTRIBUTES QUESTIONS

---

7. TEAMWORK: The ability to cooperate with others to meet objectives.
- Describe a team in which you have participated that you feel was effective. What made it a good team? Describe a team that was less effective. What was the difference between the two?
  - What, in your opinion, is the most important thing to always remember when you are on a team? What is the worst mistake a person on a team can make?
  - Have you ever seen someone violate a trust relationship with another team member? What was the trust issue that was violated? What was the result? How could it have been avoided?
  - Give me an example of a group or team decision that was made and you felt that it was wrong or was something you disagreed with. How did you handle it? Were there others who agreed with you? What was the end result?
  - List some things you think are important to remember in order to be a productive team member?
  - What would you do if you were on a team and one of the members failed to meet the promises and commitments they had made to the others and did this consistently?



## Section 8

**REWARDS/CULTURE QUESTIONS**

*Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.*

---

**1. UTILITARIAN/ECONOMIC**

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?

**2. SOCIAL**

- Is there such a thing as "too much" service to others? Explain your answer to me, please.
- Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
- Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
- What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take corrective action? What would that action be?

**3. INDIVIDUALISTIC/POLITICAL**

- 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?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How good are you in taking directions from others? How much do you like doing so?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.



## Section 9

**BEHAVIORAL QUESTIONS**

*Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.*

---

**1. FREQUENT INTERACTION WITH OTHERS**

- How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
- Are you more comfortable with details or people with the big picture or with bits of data?

**2. CUSTOMER ORIENTED**

- 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 was the outcome?

**3. VERSATILITY**

- Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
- How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.



Section 10

# JOB ATTRIBUTES COMPOSITE

*This last section lists each respondent's individual rankings, produces an average of them, and displays a resulting composite score. Respondents are listed separately under "R1, R2," etc. The composite score for each factor is indicated under "C."*

	<b>PERSONAL ATTRIBUTES</b>	<b>C</b>	<b>R1</b>	<b>R2</b>	<b>R3</b>	<b>R4</b>
1	PERSONAL ACCOUNTABILITY	9.4	8.8	9.4	9.4	10.0
2	ACCOUNTABILITY FOR OTHERS	9.4	9.4	10.0	8.8	9.4
3	CUSTOMER FOCUS	9.2	8.8	8.1	10.0	10.0
4	LEADING OTHERS	9.2	10.0	8.1	9.4	9.4
5	SELF MANAGEMENT	8.7	10.0	7.5	8.8	8.8
6	INTERPERSONAL SKILLS	8.7	8.1	8.1	10.0	8.8
7	TEAMWORK	8.7	8.1	8.8	10.0	8.1
8	GOAL ACHIEVEMENT	8.4	8.8	8.1	7.5	9.4
9	INFLUENCING OTHERS	8.4	8.1	8.8	8.8	8.1
10	PLANNING AND ORGANIZATION	8.3	8.8	8.8	8.1	7.5
11	DIPLOMACY AND TACT	8.3	7.5	7.5	9.4	8.8
12	DEVELOPING OTHERS	8.3	8.8	8.8	6.9	8.8
13	RESULTS ORIENTATION	7.9	8.1	7.5	6.9	9.4
14	SELF STARTING	7.8	7.5	7.5	7.5	8.8
15	OBJECTIVE LISTENING	7.6	7.5	7.5	8.1	7.5
16	FLEXIBILITY	7.6	7.5	5.6	8.8	8.8
17	DECISION MAKING	7.5	8.1	5.6	7.5	8.8
18	RESILIENCY	7.5	8.8	6.9	5.0	9.4
19	CONFLICT MANAGEMENT	7.3	7.5	6.2	7.5	8.1
20	CONTINUOUS LEARNING	6.8	7.5	4.4	6.2	9.4
21	PROBLEM SOLVING	6.9	7.5	4.0	7.5	8.8
22	EMPATHETIC OUTLOOK	6.7	7.5	5.0	7.5	6.9
23	CONCEPTUAL THINKING	5.2	6.2	4.0	4.4	6.2



Section 10

## REWARDS/CULTURE COMPOSITE

---

	REWARDS/CULTURE	C	R1	R2	R3	R4
1	UTILITARIAN/ECONOMIC	9.3	10.0	10.0	7.5	10.0
2	SOCIAL	6.8	7.5	7.5	7.5	5.0
3	INDIVIDUALISTIC/POLITICAL	6.8	10.0	5.0	5.0	7.5
4	TRADITIONAL/REGULATORY	6.8	7.5	5.0	7.5	7.5
5	AESTHETIC	6.2	7.5	5.0	7.5	5.0
6	THEORETICAL	4.3	5.0	2.5	5.0	5.0



Section 10

## BEHAVIORS COMPOSITE

---

	BEHAVIORS	C	R1	R2	R3	R4
1	FREQUENT INTERACTION WITH OTHERS	8.2	8.0	9.0	8.0	8.0
2	CUSTOMER ORIENTED	7.6	7.5	8.0	7.5	7.5
3	VERSATILITY	6.6	6.5	7.0	6.5	6.5
4	FREQUENT CHANGE	5.9	5.5	6.0	6.5	5.8
5	URGENCY	4.2	4.0	4.0	5.0	4.0
6	COMPETITIVENESS	3.5	3.0	3.0	5.0	3.0
7	ANALYSIS OF DATA	3.3	4.0	2.5	3.5	3.5
8	ORGANIZED WORKPLACE	2.8	3.5	2.5	2.5	3.0



Section 10  
**RESPONDENT KEY**

---