



TTI Performance DNA™
Multiple Respondent Job Report



**Sample
Sales
11-1-2011**



Bringing Awareness
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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 Performance DNA Job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas, presented in three sections:

SECTION 1: JOB COMPETENCIES HIERARCHY (23 AREAS)

This section presents 23 key job competencies and quantifies their importance to this specific job. Each job has a unique ranking of competencies, 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 each area 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.



SECTION 4: SUMMARY OF TOP COMPETENCIES

This section will assist in understanding the type and kind of competencies that are needed for superior job performance. Read the feedback on each of the top seven competencies thoroughly to understand the job's requirements.

SECTION 5: JOB 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: JOB COMPETENCY QUESTIONS

This section contains suggested interview questions that pertain specifically to the competencies of the job.

SECTION 8: JOB REWARDS/CULTURE QUESTIONS

This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

SECTION 9: BEHAVIORAL QUESTIONS

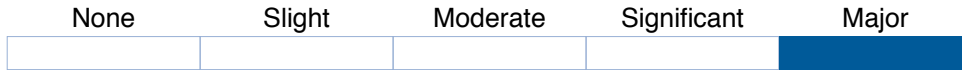
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



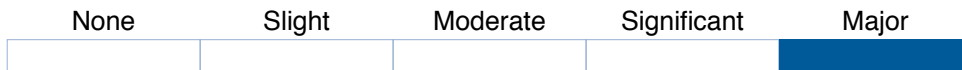
KEY CHARACTERISTICS OF THE POSITION

The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar graph. The scale range includes none, slight, moderate, significant, and major.

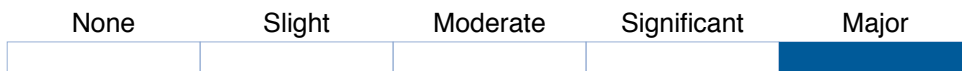
Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



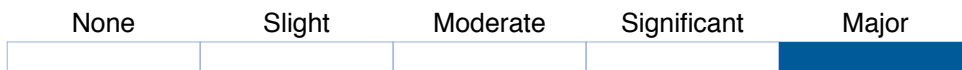
Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily upon the efforts and cooperation of people to produce results.



Authority: This characteristic addresses the level of authority that exists in the position. Evidence of authority can be found in the ability to make decisions or changes without prior approval from upper management. This characteristic is not limited to management or leadership position. In their efforts to become more responsive, many large organizations are finding it necessary to drive decision-making downward. In these organizations, many positions can be characterized by a moderate to significant amount of authority but are not considered management or leadership.



Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other appropriate assessments in their selection and management systems.





HIERARCHY OF COMPETENCIES

The competencies required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the competencies represents their relative importance to each other in producing superior performance in the job.

HIERARCHY OF COMPETENCIES	
1	Self-Management (time and priorities)
2	Customer Service
3	Goal Orientation
4	Personal Effectiveness
5	Written Communication
6	Decision Making
7	Persuasion
8	Management
9	Diplomacy
10	Planning/Organizing
11	Analytical Problem Solving
12	Creativity/Innovation
13	Negotiation
14	Continuous Learning
15	Presenting
16	Interpersonal Skills
17	Leadership
18	Teamwork
19	Flexibility
20	Futuristic Thinking
21	Empathy
22	Conflict Management
23	Employee Development/Coaching

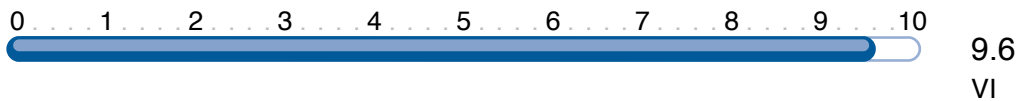
Very Important Important Somewhat Important Not Important



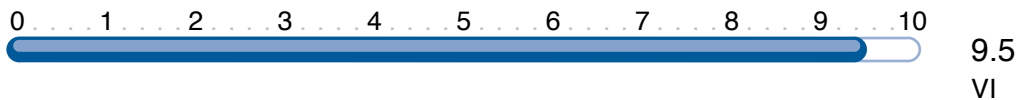
JOB COMPETENCIES HIERARCHY

All human jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

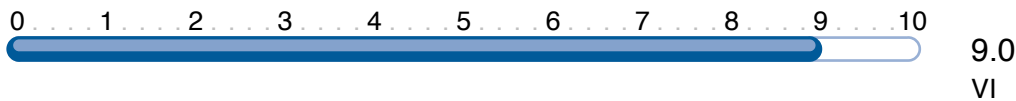
1. SELF-MANAGEMENT (TIME AND PRIORITIES) - Demonstrating self control and an ability to manage time and priorities.



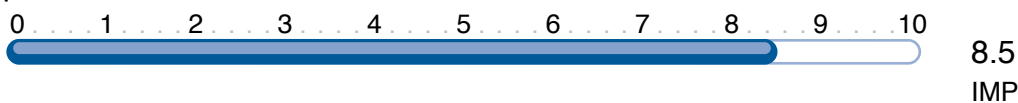
2. CUSTOMER SERVICE - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



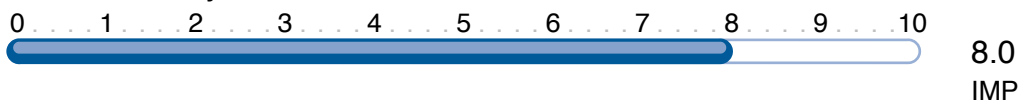
3. GOAL ORIENTATION - Energetically focusing efforts on meeting a goal, mission or objective.



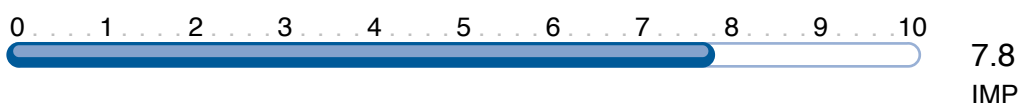
4. PERSONAL EFFECTIVENESS - Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.



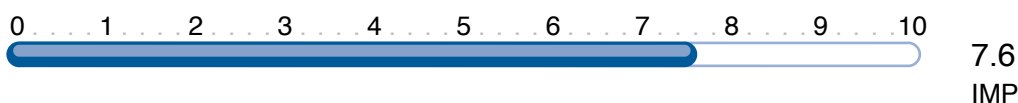
5. WRITTEN COMMUNICATION - Writing clearly, succinctly and understandably.



6. DECISION MAKING - Utilizing effective processes to make decisions.



7. PERSUASION - Convincing others to change the way they think, believe or behave.



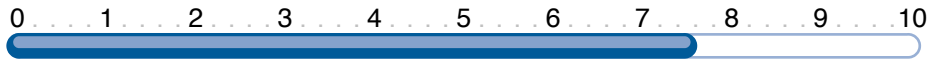
The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 6.9 = SOMEWHAT IMPORTANT
- 7.0 - 8.9 = IMPORTANT
- 9.0 - 10 = VERY IMPORTANT



JOB COMPETENCIES HIERARCHY

8. MANAGEMENT - Achieving extraordinary results through effective management of resources, systems and processes.



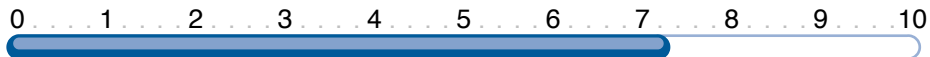
7.6
IMP

9. DIPLOMACY - Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.



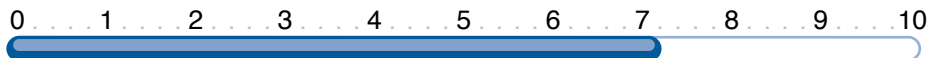
7.5
IMP

10. PLANNING/ORGANIZING - Utilizing logical, systematic and orderly procedures to meet objectives.



7.3
IMP

11. ANALYTICAL PROBLEM SOLVING - Anticipating, analyzing, diagnosing, and resolving problems.



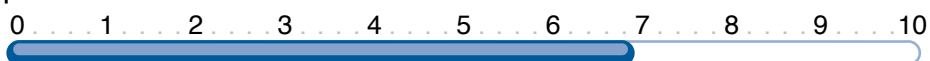
7.2
IMP

12. CREATIVITY/INNOVATION - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



7.0
IMP

13. NEGOTIATION - Facilitating agreements between two or more parties.



6.9
SWI

14. CONTINUOUS LEARNING - Taking initiative in learning and implementing new concepts, technologies and/or methods.



6.9
SWI

15. PRESENTING - Communicating effectively to groups.



6.8
SWI

16. INTERPERSONAL SKILLS - Effectively communicating, building rapport and relating well to all kinds of people.

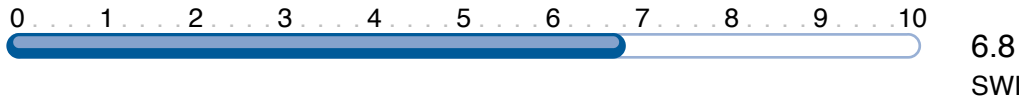


6.8
SWI

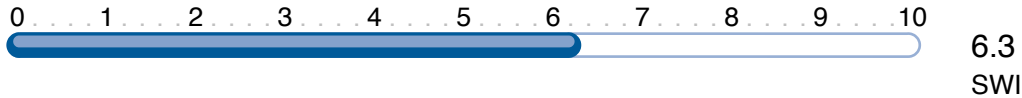


JOB COMPETENCIES HIERARCHY

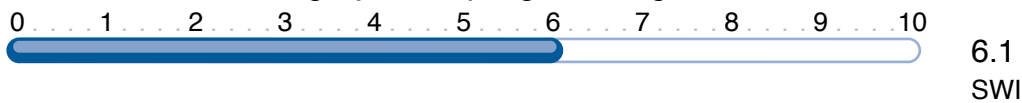
17. LEADERSHIP - Achieving extraordinary business results through people.



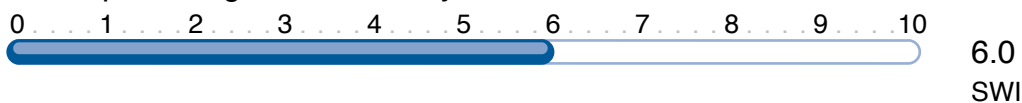
18. TEAMWORK - Working effectively and productively with others.



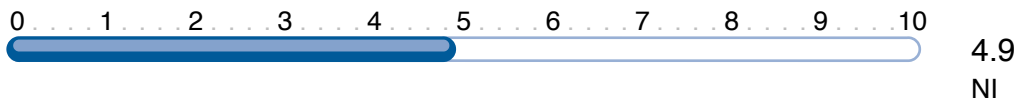
19. FLEXIBILITY - Agility in adapting to change.



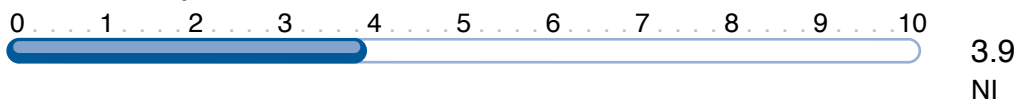
20. FUTURISTIC THINKING - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



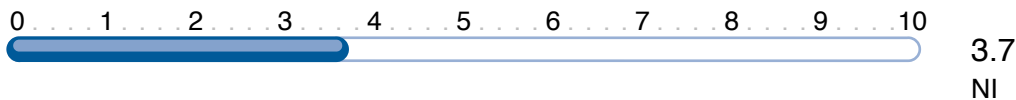
21. EMPATHY - Identifying with and caring about others.



22. CONFLICT MANAGEMENT - Addressing and resolving conflict constructively.



23. EMPLOYEE DEVELOPMENT/COACHING - Facilitating and supporting the professional growth of others.





JOB 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.

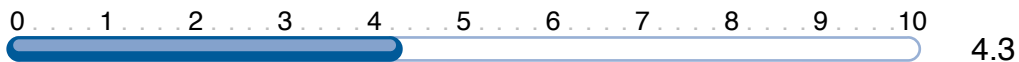
1. UTILITARIAN/ECONOMIC



2. INDIVIDUALISTIC/POLITICAL



3. TRADITIONAL/REGULATORY



4. THEORETICAL



5. AESTHETIC



6. SOCIAL





ORGANIZATIONAL REWARDS/CULTURE HIERARCHY

This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.

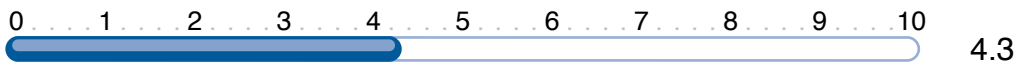
1. INDIVIDUALISTIC/POLITICAL



2. THEORETICAL



3. UTILITARIAN/ECONOMIC



4. AESTHETIC



5. TRADITIONAL/REGULATORY



6. SOCIAL





BEHAVIORAL HIERARCHY

This section is designed to give 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. The means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

1. COMPETITIVENESS



2. FREQUENT INTERACTION WITH OTHERS



3. URGENCY



4. FREQUENT CHANGE



5. VERSATILITY



6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE





SUMMARY OF TOP COMPETENCIES

This report focuses on personal skill competencies because they are usually more difficult to identify or assess than technical competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in your job. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. SELF-MANAGEMENT (TIME AND PRIORITIES): Demonstrating self control and an ability to manage time and priorities.

- Effectively manages emotions and impulses.
- Effectively manages time and priorities to meet deadlines.
- Presents self assertively.
- Demonstrates an ability to maintain composure in the midst of crisis.
- Strives for continuous improvement.
- Balances personal and professional life.
- Takes initiative and acts without waiting for direction.
- Accepts responsibility for actions and results.

2. CUSTOMER SERVICE: Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Strives to anticipate, identify and understand customers' wants, needs and concerns.
- Responds to customers with a sense of urgency.
- Follows through on customer requests.
- Is patient and courteous with customers.
- Resolves issues and complaints to the satisfaction of customers.
- Expend extraordinary effort to satisfy customers.
- Develops relationships with customers.
- Partners with customers to assist them in achieving their objectives.
- Acts as an advocate for customers' needs.
- Takes professional risks for the sake of customers' needs.



SUMMARY OF TOP COMPETENCIES

3. **GOAL ORIENTATION:** Energetically focusing efforts on meeting a goal, mission or objective.
 - Acts independently to achieve objectives without supervision.
 - Expend the necessary time and effort to achieve goals.
 - Recognizes and acts on opportunities to advance progress towards meeting goals.
 - Establishes and works toward ambitious and challenging goals.
 - Develops and implements strategies to meet objectives.
 - Measures effectiveness and performance to ensure results are attained.
 - Acts with a sense of urgency to achieve goals.
 - Demonstrates persistence in overcoming obstacles to meet objectives.
 - Takes calculated risks to achieve results.

4. **PERSONAL EFFECTIVENESS:** Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.
 - Possesses unwavering confidence and belief in personal capabilities.
 - Takes initiative and does what ever it takes to achieve goals.
 - Projects confidence and self-assurance.
 - Bounces back after setbacks.
 - Asserts self in personal and professional life.
 - Admits mistakes and works to avoid repeating them.
 - Accepts personal responsibility for achieving personal and professional goals.
 - Functions effectively and achieves results even in adverse circumstances.



SUMMARY OF TOP COMPETENCIES

5. **WRITTEN COMMUNICATION:** Writing clearly, succinctly and understandably.
 - Writes in ways that make abstract concepts, issues and information clear and understandable.
 - Utilizes a wide range of appropriate writing techniques and methods.
 - Succinctly presents objective or subjective viewpoints and arguments.
 - Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions.
 - Determines what information needs to be communicated.
 - Skillfully utilizes written language to convey key messages and meaning.
 - Effectively involves readers in the material.
 - Adjusts writing style to specific audiences as needed.

6. **DECISION MAKING:** Utilizing effective processes to make decisions.
 - Demonstrates an ability to make difficult decisions in a timely manner.
 - Gathers relevant input and develops a rationale for making decisions.
 - Evaluates the impact or consequences of decisions before making them.
 - Acts decisively despite obstacles, resistance or opposition.
 - Accepts consequences of decisions.
 - Willing to correct erroneous decisions when necessary.
 - Defends rationale for decisions when necessary.



SUMMARY OF TOP COMPETENCIES

7. PERSUASION: Convincing others to change the way they think, believe or behave.
- Utilizes the knowledge of other's needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
 - Builds trust and credibility before attempting to promote concepts, products or services.
 - Understands and utilizes compliance-producing behaviors to influence others such as authority, being likeable, proof of the prior compliance of others, limited availability, sampling or giving something away to create a sense of obligation.
 - Uses logic and reason to develop rational arguments that challenge current assumptions, attitudes, beliefs, and behavior.
 - Identifies and addresses the social, emotional, economic, and practical barriers that prevent people from complying.
 - Adapts techniques and approaches to the needs and wants of those being influenced.



JOB REWARDS/CULTURE FEEDBACK

This section provides you with a better understanding of the culture of this job. The culture of any job is clearly defined by how it rewards superior performance. Feedback is provided on the three 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. UTILITARIAN/ECONOMIC

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

2. INDIVIDUALISTIC/POLITICAL

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

3. TRADITIONAL/REGULATORY

- Rewards those who value traditions inherent in social structure, rules, regulations and principles.



This section clarifies the nature of the behavioral traits demanded by the job. Feedback is provided on the three most highly-ranked traits. 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. COMPETITIVENESS

- The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.

2. 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.

3. URGENCY

- The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



1. SELF-MANAGEMENT (TIME AND PRIORITIES): Demonstrating self control and an ability to manage time and priorities.

Listen for composure, assertiveness and emotional stability. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Give me an example of when you were able to meet the personal and professional demands in your life yet still maintained a healthy balance.
- Describe a situation when you had to exercise a significant amount of self control.
- Describe a situation when you demonstrated initiative and took action without waiting for direction.
- What was the outcome?
- Give me an example of when your ability to manage your time and priorities proved to be an asset.
- What have you done in the past that demonstrates your commitment to continuous improvement?
- Give me an example of when you were responsible for an error or mistake.
- What was the outcome?
- What, if anything, would you do differently?
- Describe a time when you had to make a difficult choice between your personal and professional life.



2. CUSTOMER SERVICE: Anticipating, meeting and/or exceeding customer needs, wants and expectations.

Listen for extraordinary effort in responding to customer needs and wants to insure satisfaction. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Give me an example of when you went out of your way for a customer.
- What was the outcome?
- Describe the most difficult customer you've ever had to deal with and how you handled them.
- Describe a situation when you were given outstanding customer service.
- What made it stand out?
- Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
- What was the outcome?
- Give me an example of a situation where you improved the level of customer service in your organization.
- What did you do to improve it?
- What was the outcome?
- Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
- Question: Describe a situation when you took a stand for a customer.



3. GOAL ORIENTATION: Energetically focusing efforts on meeting a goal, mission or objective.

Listen for determination, persistence and a "never-give-up" attitude in efforts to meet goals. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Give me an example of the most significant professional goal you have met.
- How did you achieve it?
- What were the obstacles?
- How did you overcome them?
- Give me an example of when you took a risk to achieve a goal.
- What was the outcome?
- What are your future professional goals?
- How do you plan to achieve them?
- What might keep you from achieving them?
- 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.



4. **PERSONAL EFFECTIVENESS:** Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

Listen for a strong sense of self, personal responsibility, courage and resilience. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- What do you think has enabled you to meet your goals?
- Give me an example of when you were able to accomplish something others didn't believe you could.
- Why were you able to accomplish it despite the negative opinions of others?
- Describe a time when all indications were that you probably would fail but you still didn't give up.
- What were your feelings during this time?
- Describe a situation when you failed to achieve a professional goal.
- How did you handle it?
- What happened next?
- Describe the lowest point in your career.
- How did you get beyond that point and go forward?



5. WRITTEN COMMUNICATION: Writing clearly, succinctly and understandably.

Listen for examples of clear, understandable writing that is effective at achieving a specific communication goal. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Give me an example of something you wrote that was effective in achieving a communication goal.
- What were the challenges in writing it?
- Give me an example of when you adapted your writing to your reader(s).
- How did you adapt your writing?
- How do you know when something you've written has achieved its communication goal?
- Describe the most difficult writing challenge you've had.
- How did you meet it?
- Tell me about any experiences you've had with publishing your writing.
- Do you have any examples of writing that demonstrate your ability to write effectively?
- Give me an example of when you were given special recognition or acknowledgement for your ability to write a business document such as a proposal, report, newsletter or article.
- Describe a situation when your editing improved the effectiveness of someone else's writing.



6. **DECISION MAKING:** Utilizing effective processes to make decisions.

Listen for an ability to make timely decisions under difficult circumstances. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- Give me an example of when you had to make a quick decision when the risk of making an error was high.
- What concerns did you have about your decision?
- What was the outcome?
- Describe how you handled a situation when a decision you made was challenged.
- Give me an example of when you solved a particularly difficult problem when others couldn't.
- What actions did you take to resolve the problem?
- What made your solution work?
- What kinds of problems have you been most successful at resolving?
- What decision are you most proud of making?



7. PERSUASION: Convincing others to change the way they think, believe or behave.

Listen for the expert utilization of various influencing strategies to obtain compliance. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

- 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?
- Give me an example of a situation when you were given special recognition or acknowledgement for your ability to get others to say yes.
- Describe a situation when you accomplished something significant as a result of your persuasive ability.



JOB 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. 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.

3. TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.



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. COMPETITIVENESS

- 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 achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- 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?

2. 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?

3. URGENCY

- When faced with a deadline, how do you respond?
- How important is it to 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 the it work out?



JOB COMPETENCIES 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 competency is indicated under "C."

	COMPETENCIES	C	R1	R2	R3
1	Self-Management (time and priorities)	9.6	8.9	10.0	9.8
2	Customer Service	9.5	9.4	9.8	9.4
3	Goal Orientation	9.0	8.1	9.8	9.1
4	Personal Effectiveness	8.5	7.6	8.7	9.3
5	Written Communication	8.0	8.3	8.0	7.6
6	Decision Making	7.8	6.5	8.9	8.1
7	Persuasion	7.6	7.8	7.4	7.6
8	Management	7.6	6.9	8.0	8.0
9	Diplomacy	7.5	7.8	7.4	7.2
10	Planning/Organizing	7.3	7.2	7.0	7.8
11	Analytical Problem Solving	7.2	6.7	7.6	7.4
12	Creativity/Innovation	7.0	6.1	8.0	6.9
13	Negotiation	6.9	6.1	7.8	6.9
14	Continuous Learning	6.9	7.2	6.9	6.5
15	Presenting	6.8	6.9	6.7	6.7
16	Interpersonal Skills	6.8	6.9	6.9	6.5
17	Leadership	6.8	5.9	7.6	7.0
18	Teamwork	6.3	5.7	7.2	5.9
19	Flexibility	6.1	5.2	7.4	5.7
20	Futuristic Thinking	6.0	5.9	6.1	5.9
21	Empathy	4.9	5.2	4.8	4.6
22	Conflict Management	3.9	4.1	4.4	3.3
23	Employee Development/Coaching	3.7	3.3	4.4	3.3



JOB REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3
1	UTILITARIAN/ECONOMIC	6.3	6.0	6.4	6.4
2	INDIVIDUALISTIC/POLITICAL	5.1	4.0	4.0	7.2
3	TRADITIONAL/REGULATORY	4.3	5.2	3.6	4.0
4	THEORETICAL	3.5	2.8	3.2	4.4
5	AESTHETIC	2.1	3.2	1.6	1.6
6	SOCIAL	1.7	1.6	1.6	2.0



	BEHAVIORS	C	R1	R2	R3
1	COMPETITIVENESS	9.0	7.0	10.0	10.0
2	FREQUENT INTERACTION	8.3	8.0	9.0	8.0
3	URGENCY	7.7	7.5	7.0	8.5
4	FREQUENT CHANGE	7.5	7.0	7.8	7.8
5	VERSATILITY	7.3	7.5	7.0	7.5
6	CUSTOMER ORIENTED	7.3	7.0	8.0	7.0
7	ANALYSIS OF DATA	3.3	4.0	2.5	3.5
8	ORGANIZED WORKPLACE	3.2	4.0	2.5	3.0



RESPONDENT KEY

Sales

R1: Tammy Test Taker
R2: Salesman Sanders
R3: Lucy Leadership