



## Multiple Respondent Job Fit Report

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Programmer  
1-19-2006





# INTRODUCTION

*Where Talent Meets Opportunity™*

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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 Job Insights benchmarking process. The result is an evaluative report that analyzes a total of 14 separate areas in Sections 1 and 2. Additional feedback on each area is presented in Sections 4 and 5. Suggested interview questions that pertain to each area complete this report in Sections 6 and 7. Finally, Section 8 contains composite rankings in all areas.

## SECTION 1: 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 2: 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 3: TASK QUOTIENT (3 AREAS)

TQ™ defines the ideal mixture of task types (Routine, Troubleshooting and Project) that provide an individual the most intrinsic motivation, or personal satisfaction. William Daniels, in his book **Breakthrough Performance** defines 4 types of tasks that we perform:

- A) **Routine Tasks** - highly predictable and have a low delay tolerance (must be accomplished immediately)
- B) **Troubleshooting Tasks** - highly unpredictable and have a low delay tolerance (must be accomplished immediately)
- C) **Project Tasks** - highly predictable and have a high delay tolerance (do not have to be accomplished immediately)
- D) **Negotiable Tasks** - low predictability and have a high delay tolerance (do not have to be accomplished immediately). Daniels states that these tasks when they are frequent should be considered as Troubleshooting Tasks, and when they are infrequent they should be considered Project Tasks.



## INTRODUCTION

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### SECTION 4: 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 5: BEHAVIORAL FEEDBACK

This section clarifies the nature of the behavioral traits demanded by the job.

### SECTION 6: REWARDS/CULTURE INTERVIEW QUESTIONS

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

### SECTION 7: BEHAVIORAL INTERVIEW QUESTIONS

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

### SECTION 8: COMPOSITE RANKINGS

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

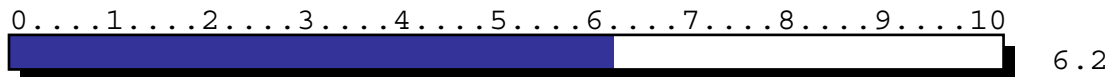


Section 1

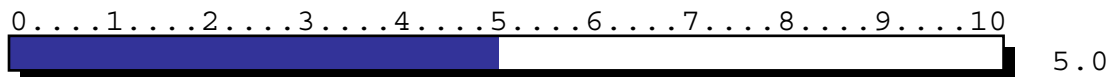
# REWARDS/CULTURE HIERARCHY

*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.*

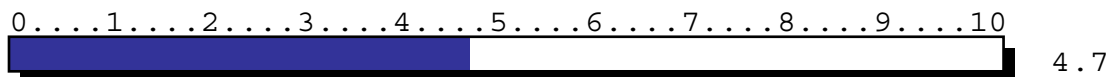
1. TRADITIONAL/REGULATORY



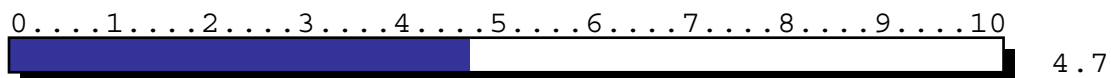
2. SOCIAL



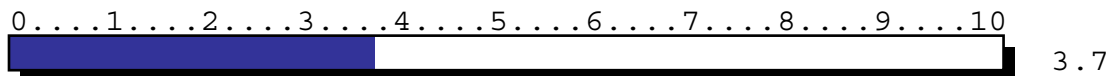
3. THEORETICAL



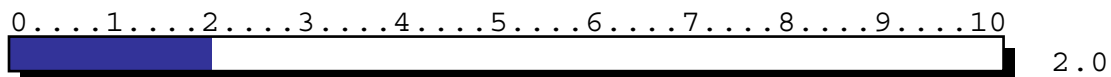
4. UTILITARIAN/ECONOMIC



5. AESTHETIC



6. INDIVIDUALISTIC/POLITICAL



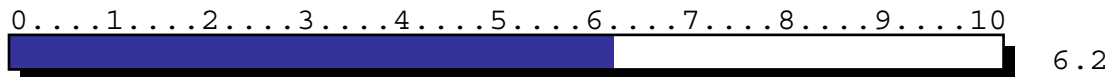


Section 2

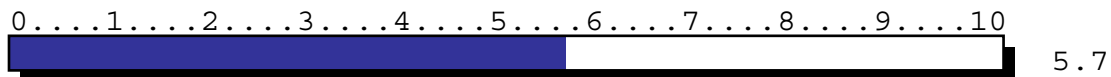
# BEHAVIORAL HIERARCHY

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.

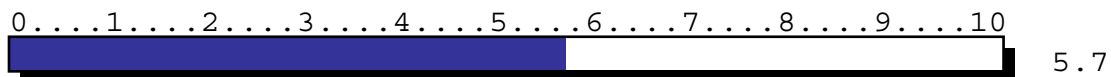
1. ORGANIZED WORKPLACE



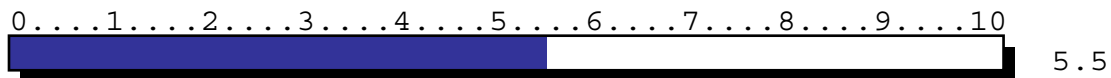
2. URGENCY



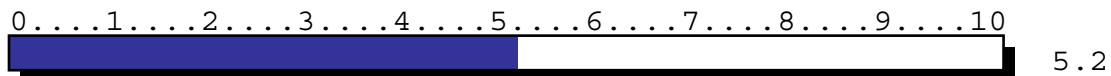
3. ANALYSIS OF DATA



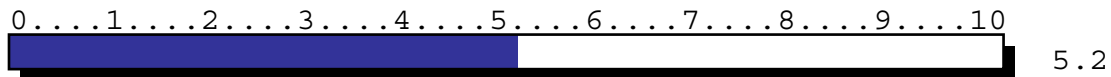
4. VERSATILITY



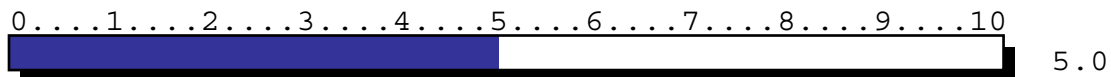
5. CUSTOMER ORIENTED



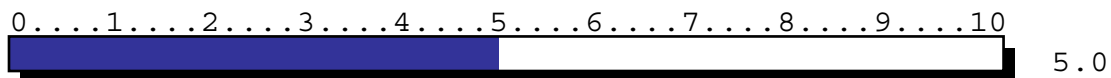
6. FREQUENT CHANGE



7. FREQUENT INTERACTION WITH OTHERS



8. COMPETITIVENESS





Section 3

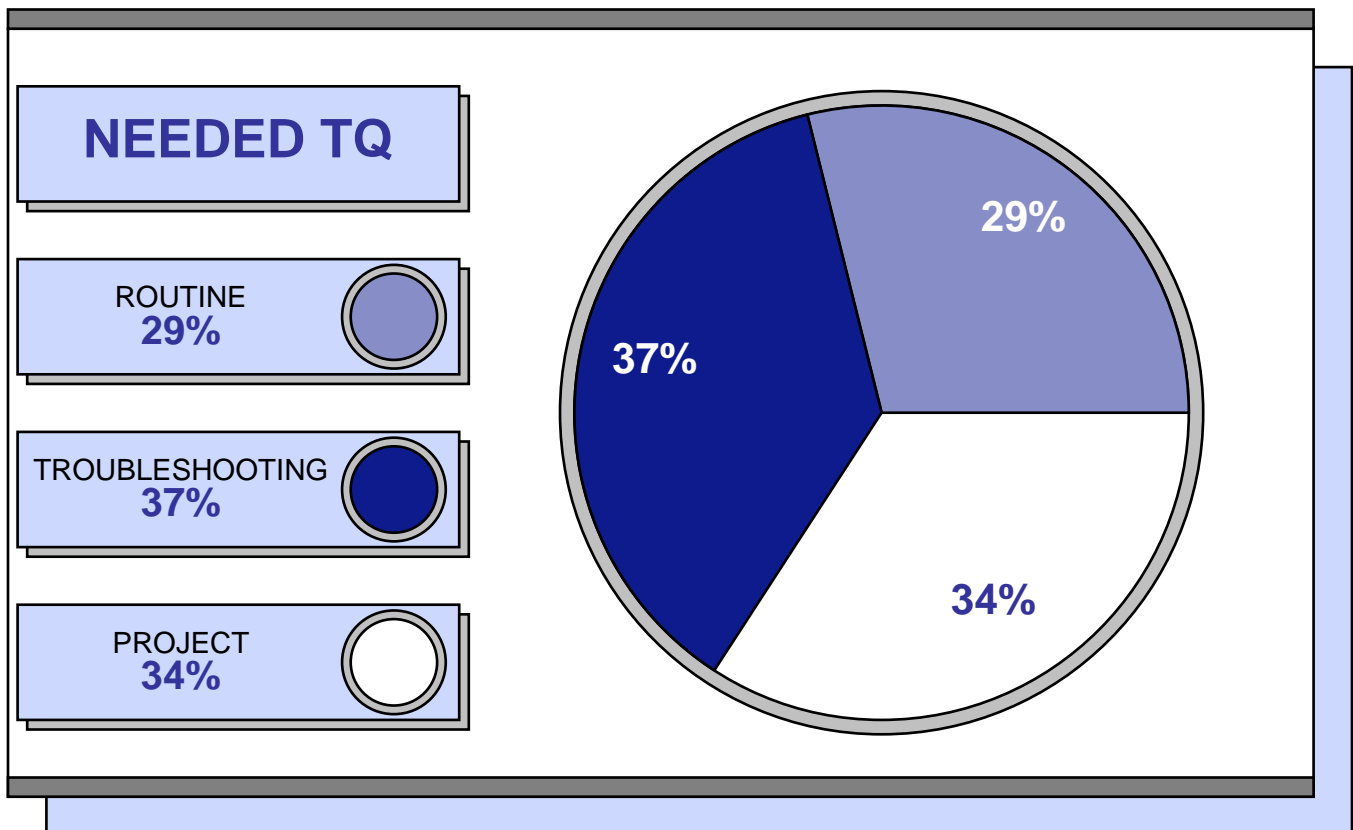
## JOB WORK DISTRIBUTION

This graph describes your view of what the desired work distribution would be needed to optimize your current work environment.

Your optimized work distribution would include:

- 29% routine tasks. This work is highly predictable and needs to be accomplished immediately
- 37% troubleshooting tasks. This work is highly unpredictable and needs to be accomplished immediately
- 34% project tasks. This work is highly predictable and does not have to be accomplished immediately

A person with a Task Quotient of 29-37-34 would be needed to work in your current work environment if it was optimized.





*Section 4*

## **REWARDS/CULTURE FEEDBACK**

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1. TRADITIONAL/REGULATORY

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

2. SOCIAL

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

3. THEORETICAL

- Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



### 1. ORGANIZED WORKPLACE

- The job's success depends on systems and procedures. Its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.

### 2. 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.

### 3. ANALYSIS OF DATA

- The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



## Section 6

# 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.*

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### 1. 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.

### 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. THEORETICAL

- Which is more important, action or knowledge?
- 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 things. 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?



Section 7

## 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.*

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### 1. ORGANIZED WORKPLACE

- How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
- How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success.

### 2. 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 it work out?

### 3. ANALYSIS OF DATA

- How do you organize details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
- What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.



Section 8

## REWARDS/CULTURE COMPOSITE

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|   | REWARDS/CULTURE           | C   | R1  | R2  |
|---|---------------------------|-----|-----|-----|
| 1 | TRADITIONAL/REGULATORY    | 6.2 | 7.5 | 5.0 |
| 2 | SOCIAL                    | 5.0 | 5.0 | 5.0 |
| 3 | THEORETICAL               | 4.7 | 2.0 | 7.5 |
| 4 | UTILITARIAN/ECONOMIC      | 4.7 | 7.5 | 2.0 |
| 5 | AESTHETIC                 | 3.7 | 2.5 | 5.0 |
| 6 | INDIVIDUALISTIC/POLITICAL | 2.0 | 2.0 | 2.0 |



Section 8

## BEHAVIORS COMPOSITE

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|   | <b>BEHAVIORS</b>                 | <b>C</b> | <b>R1</b> | <b>R2</b> |
|---|----------------------------------|----------|-----------|-----------|
| 1 | ORGANIZED WORKPLACE              | 6.2      | 7.0       | 5.5       |
| 2 | URGENCY                          | 5.7      | 6.5       | 5.0       |
| 3 | ANALYSIS OF DATA                 | 5.7      | 6.5       | 5.0       |
| 4 | VERSATILITY                      | 5.5      | 6.0       | 5.0       |
| 5 | CUSTOMER ORIENTED                | 5.2      | 5.0       | 5.5       |
| 6 | FREQUENT CHANGE                  | 5.2      | 5.2       | 5.2       |
| 7 | FREQUENT INTERACTION WITH OTHERS | 5.0      | 5.0       | 5.0       |
| 8 | COMPETITIVENESS                  | 5.0      | 5.0       | 5.0       |



Section 8

## TASK QUOTIENT COMPOSITE

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|   | <b>TASK TYPE</b> | <b>C</b> | <b>R1</b> | <b>R2</b> |
|---|------------------|----------|-----------|-----------|
| 1 | ROUTINE          | 29%      | 26%       | 32%       |
| 2 | TROUBLESHOOTING  | 37%      | 37%       | 37%       |
| 3 | PROJECT          | 34%      | 37%       | 32%       |



Section 8

## RESPONDENT KEY

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R1: JOHN SMITH

R2: JOHN SMITH

