

# Job FIT™ Report

**Company ABC**

April 16, 2008

Decision Maker: Decision Maker A

Candidate: Candidate A

Position: Customer Service

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## The Job FIT™ Report

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## I - Introduction to the Job FIT™

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The **Job FIT™** can help you make the right selection decisions if you use this process correctly. The Job FIT™ is very "user" dependent. This means you need to know how to maximize your use of this tool.

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### **Let's begin by telling you what it's strengths and limits are. First, it's limits.**

The Job FIT™ is not a TEST. It does not test a candidate's skill level (for example, communication skills or sales skills). It is an instrument that measures, compares and correlates the candidate to the job needs - the cognitive, interpersonal and work competencies and characteristics required to successfully perform the job.

While the Job FIT™ will tell you about the candidate and whether they are compatible with the job, it should not be the only criteria for hiring or NOT hiring someone. Instead, it should be used as an important part of your decision making process.

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### **Now for the strengths – how the Job FIT™ can help you make a better selection decision.**

- ♦ The Job FIT™ is an accurate instrument that has excellent validity (it measures what it is supposed to measure) and reliability (it generates consistent results). In short, what you read is an accurate reflection of both the job and how compatible the candidate is with the job.
- ♦ The Job FIT™ is LEGAL as long as you describe it correctly (as an instrument, not a test), and use it to help "guide" your decision. The Job FIT™ process can actually reduce the legal risk of discriminatory hiring practices since it attempts to reduce the potential of personal bias in favor of "Job FIT™".
- ♦ The Job FIT™ is an excellent tool to assist you in your interview. By showing the candidate their results, you can obtain valuable insights about the candidate. Let them read their portion of the report. Let them edit it. Ask them their opinion. Ask them to explain their patterns, their style, and their performance strengths and weaknesses. Ask open-ended questions and clarify what you hear. See what you learn about the candidate's openness, defensiveness, communication skills, self-esteem, judgment - by simply listening to what the candidate says about their work and interpersonal performance. Focus on both their content and their delivery - how well do they express themselves.

## II - How to Read the Job FIT™ Report

The Job FIT™ Report contains four sections:

- ♦ Job FIT™
- ♦ Strengths and Weaknesses
- ♦ Job Preferences
- ♦ Job Requirements

### Job FIT™

Job FIT™ measures the compatibility between Job Needs and the Candidate's Performance Patterns.

- ♦ **Job Needs** are the characteristics and competencies that are expected and required of the job.
- ♦ **Performance Patterns** are the characteristics and competencies the candidate brings to the job.

There are seven clusters of job characteristics:

- ♦ **Cognitive** – how a person tends to think. The extent that they are linear, creative, pragmatic, circular and analytical in their interpretations and decisions.
- ♦ **Listening** – how a person tends to listen. The extent that their listening is consequential, conceptual, concrete, contextual and complex.
- ♦ **Communication** – how a person tends to communicate. The extent they are pointed, persuasive, parallel, practical, precise.
- ♦ **Interpersonal** – how a person tends to build relationships. The extent that they are directive, expressive, responsive, supportive and logical.
- ♦ **Work** – how a person tends to perform tasks, responsibilities and projects. The extent that they are efficient, innovative, implemental, reliable and thorough.
- ♦ **Problem Management** – how a person tends to "problem solve". The extent that they are confrontive, constructive, controlled, collaborative and challenging.
- ♦ **Change Management** – how a person tends to successfully manage the change process. The extent that they are driven, encouraging, balancing, steady and integrative.

We measure both the Job Needs and Performance Patterns on five scales referred to as the **DEBSI Factor**:

#### DEBSI Traits

<b>Developer</b> D Score measures Results orientation:	<b>Expander</b> E Score measures Change orientation:	<b>Balancer</b> B Score measures Moderation orientation:	<b>Stabilizer</b> S Score measures Process orientation:	<b>Improver</b> I Score measures Quality orientation:
decisiveness directiveness efficiency bottom-line clarity	creativity expressiveness flexibility big picture persuasiveness	pragmatic responsiveness implemental controlled carefulness	reasonableness supportiveness practicality steadiness collaboration	analytical logicalness precision thoroughness objectivity

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## II - How to Read the Job FIT™ Report

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### Strengths and Weaknesses

This report also looks at the candidate's strengths and weaknesses and compares them to the job strengths "most needed" for this position and the weaknesses that are "most harmful" to the job.

Please keep in mind that the Job FIT™ Questionnaire requires that the candidate select and rank 12 strengths and weaknesses from a lengthy list of possibilities. The key to using this data is to compare the candidate's strengths and weaknesses to the job needs.

Look at the candidate's weaknesses list and determine the extent they are "tolerable" for this job. Remember, each candidate is expected to list 12 weaknesses (whether they want to or not). At issue is whether or not any of these weaknesses would prevent the candidate from performing the job well.

If the candidate's list of strengths seems compatible with the job needs, then the candidate is better matched to the job.

The Job FIT should provide you with a clearer picture of the candidate's strengths and weaknesses, and how they match up against the job needs.

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### Job Preferences

The next section of the Job FIT Report, shows the candidate's job preferences. You'll find a ranked list of responsibilities the candidate "likes most" as well as a list showing what they "dislike most."

Additionally, the Job Preferences section will show you two ranked lists of tasks that the candidate likes and dislikes most.

This section will provide you with a solid understanding of the types of job responsibilities and tasks the candidate is most likely to prefer or dislike.

Consider carefully, whether or not the candidate likes enough of the responsibilities and tasks that are important to the job, and likewise doesn't dislike too many significant aspects of the job.

If you discover that the candidate "dislikes" certain tasks or responsibilities that are central to the job, a "red flag" should be raised. Likewise, you should look to see if the candidate's preference lists are compatible with the characteristics of the job.

This useful section, can be used for discussion in the interview, and should be factored into the final hiring decision.

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### Job Requirements

The Job Requirements section of this report compares the job needs and the candidate's self evaluation in five job areas.

You'll find that the candidate's comments are compared to the job description. You'll need to evaluate the extent that the candidate appears to have the background, knowledge or experience in each of the job areas.

- ♦ Job responsibilities
- ♦ Work competencies
- ♦ Interpersonal competencies
- ♦ Job experience
- ♦ Technical competencies

Each area is followed by a Job FIT™ Questionnaire that will help you evaluate the data presented.

### III - Summary of Results

#### Job FIT™

The ideal style for this job is an Improver. Improvers emphasize quality (I trait), as they de-emphasize results (D trait), process (S trait) and change (E trait). Improvers are "analytical, logical, precise and thorough".

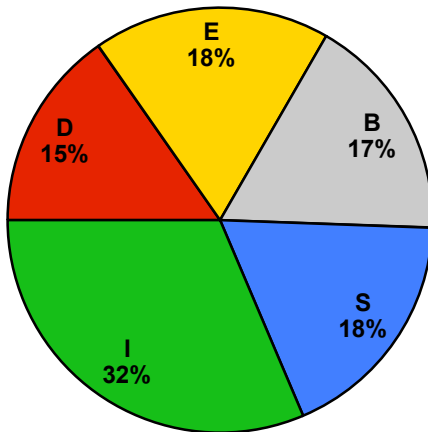
The candidate's style is an Optimizer. Optimizers emphasize quality (I trait) and process (S trait), as they de-emphasize change (E trait) and results (D trait). Optimizers are "practical, reliable, precise and logical".

#### Overall Fit

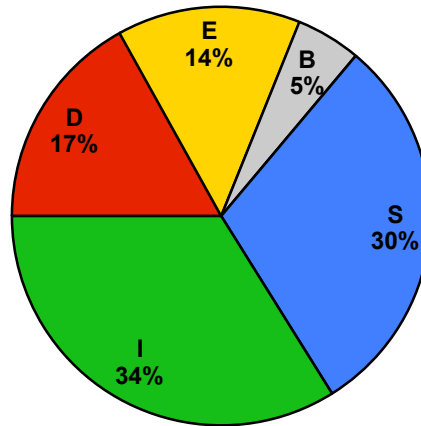
**Overall, the candidate's style is well matched with this job.**

- ♦ The candidate is very well matched on the D scale. They are results oriented enough for this position. Excellent job fit on this scale.
- ♦ This candidate is very well matched on the E scale. They are change oriented enough for this position. Good job fit on this scale.
- ♦ This candidate is lower on the B Scale than needed. They are less moderate than needed for this position.
- ♦ This candidate is significantly higher on the S scale (process orientation) than needed.
- ♦ The candidate is very well matched on the I scale. They are quality oriented enough for this position. Excellent job fit on this scale.

**Job Needs Graph**



**Candidate Needs Graph**



Scoring	Meaning
0 - 9 %	Very low score; a strong de-emphasis of that trait
10 - 16 %	Low score; a de-emphasis of that trait
17 - 23 %	Moderate score; a middle of the road approach
24 - 30 %	High score; an emphasis of that trait
31+ %	Very high score; a strong emphasis of that trait

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## III - Summary of Results

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### Cognitive Fit

When we compared the candidate's cognitive style ("thinking patterns") to what is most needed for this job, we found the following -

- ◆ This candidate is significantly less of a linear thinker than needed. If hired, they will need to be more linear in this role.
- ◆ This candidate is very well matched on the creativity scale. They are creative, open-minded, big picture and conceptual enough for this position. Excellent job fit on this scale.
- ◆ This candidate is well matched on the pragmatic scale. They are realistic, pragmatic and cautious enough for this position. Good job fit on this scale.
- ◆ This candidate is very well matched on the circular scale. They are reasonable, empathetic, practical and careful enough for this position. Excellent job fit on this scale.
- ◆ This candidate is well matched on the analytical scale. They are analytical, logical, inquisitive and factual enough for this position. Good job fit in this scale.

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### Listening Pattern Fit

When we compared the candidate's listening style ("performance patterns") to what is most needed for this job, we found the following -

- ◆ This candidate is not as strong a "consequential" listener as needed. They may need to listen more effectively for the bottom-line, problems, key points and consequences to successfully perform the listening role.
- ◆ This candidate's "conceptual" listening style is very well matched for this position. They listen well enough for key concepts, the big picture, relationships, needs, concerns and opportunities. Excellent job fit on this scale.
- ◆ This candidate's "concrete" listening style is well suited for this position. They listen well enough for facts, realities, limits, risks, needs and concerns. Good job fit in this scale.
- ◆ This candidate's "contextual" listening style is well suited for this job. They listen well enough for the context, situation, process, feelings, practicalities and needs. Good job fit in this scale.
- ◆ This candidate's "complex" listening style is very well matched for this position. They listen well enough for complexity, details, problems, root cause, logic and facts. Excellent job fit on this scale.

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### Communication Pattern Fit

When we compared the candidate's communication style ("performance patterns") to what is most needed for this job, we found the following -

- ◆ This candidate's "pointed" communication style is well suited for this position. They appear to be clear, direct and concise enough for this job. Good job fit in this scale.
- ◆ This candidate's "persuasive" communication style is well suited for this position. They are engaging, expressive, convincing and friendly enough for this role. Good job fit in this scale.
- ◆ This candidate's "parallel" communication style is very well matched for this position. Their ability to communicate carefully, appropriately and responsively to others, is very well matched to this job. Excellent job fit on this scale.
- ◆ This candidate is much too reliant on "practical" communication, than needed for this job. If hired, they will need to flex their communication style and learn to rely on other types of communication.
- ◆ This candidate's "precision" communication style is very well matched for this position. Their ability to communicate precisely, substantively, specifically, factually and logically is very well matched to this job. Excellent job fit on this scale.

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## III - Summary of Results

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### Interpersonal Fit

When we compared the candidate's interpersonal style ("relationship patterns") to what is most needed for this job, we found the following -

- ◆ This candidate is less directive than needed. If hired, they may need to be more directive in their relationships.
- ◆ This candidate is much less expressive than needed. If hired, they will need to be more expressive in their relationships.
- ◆ This candidate is well matched on the responsiveness scale. They are responsive, helpful and realistic enough for this position. Good job fit in this scale.
- ◆ This candidate is much more supportive than needed. If hired, they may need to rely on other interpersonal approaches.
- ◆ This candidate is less logical than needed. If hired, they may need to be more logical in their relationships.

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### Work Pattern Fit

When we compared the candidate's work style ("performance patterns") to what is most needed for this job, we found the following -

- ◆ This candidate is more efficient than needed. If hired, they may need to rely more on other work processes.
- ◆ This candidate is very well matched on the innovation scale. They work in an innovative, flexible, open-minded, resourceful way. Excellent job fit on this scale.
- ◆ This candidate is very well matched on the implemental scale. They are implemental, realistic, controlled and hands-on enough for this role. Excellent job fit on this scale.
- ◆ This candidate is very well matched on the reliability scale. They are reliable, dependable, steady and methodical enough to perform this job. Excellent job fit on this scale.
- ◆ This candidate is much less thorough than needed. If hired, will need to be more thorough in their work.

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### Problem Management Pattern Fit

When we compared the candidate's problem management style ("performance patterns") to what is most needed for this job, we found the following -

- ◆ This candidate's "confrontive" style is well suited for this position. They are often assertive, efficient and decisive in the way they handle conflicts and problems. Good job fit in this scale.
- ◆ This candidate's ability and willingness to "constructively" handle problems and conflicts is well suited for this position. They are creative, empathetic and flexible enough to handle most conflicts and problems. Good job fit in this scale.
- ◆ This candidate's "controlled" style is very well matched for this position. Their ability to handle conflicts and problems in a cautious, helpful, disciplined and controlled way, is very well matched to this job. Excellent job fit on this scale.
- ◆ This candidate's "collaborative" style is very well matched for this position. They handle most conflicts and problems in a helpful, empathetic, supportive and practical way, Excellent job fit on this scale.
- ◆ This candidate's ability and willingness to "challenge" problems and conflicts way, is well suited for this position. They appear to be analytical, thorough, logical and exacting enough when handling problems and conflicts. Good job fit in this scale.

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## III - Summary of Results

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### Change Management Pattern Fit

When we compared the candidate's change management style ("performance patterns") to what is most needed for this job, we found the following -

- ◆ This candidate is very well matched on the "driving change" scale. They are driven and focused enough for this position. Excellent job fit on this scale.
- ◆ This candidate is well matched on the "encouraging change" scale. They are encouraging, open-minded and receptive enough to change, for this position. Good job fit in this scale.
- ◆ This candidate is very well matched on the "balancing change" scale. They are pragmatic enough to build a balanced situation in this position. Excellent job fit on this scale.
- ◆ This candidate is well matched on the "steadying change" scale. They build enough stability and steadiness for this role. Good job fit in this scale.
- ◆ This candidate's tendency to "integrate" change, may be too much for this job. If hired, they may need to apply other equally effective approaches.

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## III - Summary of Results

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### Candidate Strengths

**The candidate rated themselves as having the following strengths:**

- ♦ Organized \*\*\* Most needed for job \*\*\*
- ♦ Open minded
- ♦ Goal oriented \*\*\* Most needed for job \*\*\*
- ♦ Rapid learner \*\*\* Most needed for job \*\*\*
- ♦ Straightforward
- ♦ Objective
- ♦ Steady
- ♦ Practical
- ♦ Supportive \*\*\* Most needed for job \*\*\*
- ♦ Efficient
- ♦ Empathetic
- ♦ Consistent

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### Candidate Weaknesses

**The candidate rated themselves as having the following weaknesses:**

- ♦ Too picky
- ♦ Not assertive enough
- ♦ Not outgoing enough
- ♦ Not efficient enough \*\*\* Most costly to the job \*\*\*
- ♦ Not creative enough
- ♦ Too in-depth
- ♦ Not expressive enough
- ♦ Too detailed
- ♦ Too stubborn
- ♦ Not bold enough
- ♦ Too hesitant
- ♦ Not detailed enough

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## III - Summary of Results

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### Candidate Response to Open-ended Questions

#### Why I am well suited for this job:

Enjoy helping customers and having the patience to help someone resolve their problems.

#### My six best work skills:

- ♦ eagerness to learn
- ♦ flexibility
- ♦ knowledge
- ♦ outgoing personality
- ♦ working long hours on a computer
- ♦ attention to detail

#### My six best interpersonal skills:

- ♦ good listener
- ♦ communicating clearly
- ♦ patient
- ♦ finding humor
- ♦ teaching
- ♦ outgoing

#### My job experience:

Education on how to deal with difficult situations and different temperaments of customers and co-workers.

#### My technical competencies:

Word, Access, Simply Accounting

## IV - Comparing the Job NEEDS to the Candidate's Style

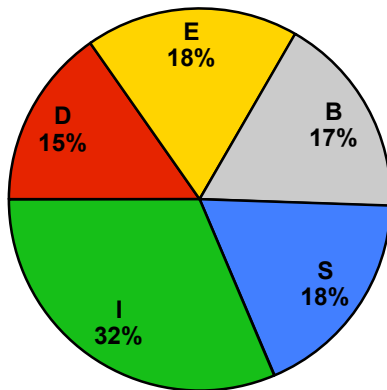
The Job Needs graph identifies the job expectations and needs that are required to successfully perform this job. The Candidate Style Graph measures how the candidate thinks, works and relates to others. As you look at the two graphs, how similar are they in the five scales? Are any of the DEBSI scores strikingly different? The table below provides an interpretation of the two graphs for you.

All scores are equally acceptable. We are NOT measuring competency, only preferences.

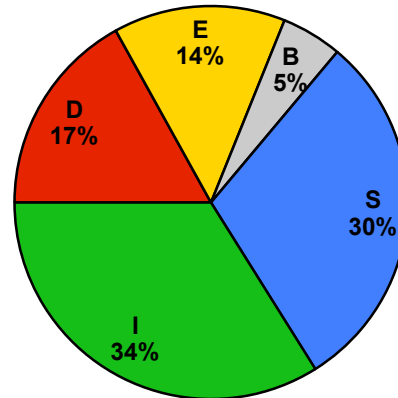
### DEBSI Traits

<b>Developer</b> D Score measures Results orientation:	<b>Expander</b> E Score measures Change orientation:	<b>Balancer</b> B Score measures Moderation orientation:	<b>Stabilizer</b> S Score measures Process orientation:	<b>Improver</b> I Score measures Quality orientation:
decisiveness directiveness efficiency bottom-line clarity	creativity expressiveness flexibility big picture persuasiveness	pragmatic responsive implemental controlled carefulness	reasonableness supportiveness practical steadiness collaboration	analytical logicalness precision thoroughness objectivity

**Job Needs Graph**



**Candidate Graph**



	<b>This Job is characterized as:</b>	<b>This Candidate is characterized as:</b>
<b>D</b>	Low on the D scale. This job places less emphasis on RESULTS. Less of a decisive, direct, driven, bold, bottom line approach is needed to successfully perform this job.	This person scored moderate on the D scale (Results Orientation). As a result, they seek a moderate approach to getting results. They tend to be realistic, pragmatic and hands on when it comes to getting results.
<b>E</b>	Moderate on the E scale. This job places a moderate, balanced emphasis on CHANGE oriented behavior. The E scale plays a less significant role in this job.	This person scored low on the E scale (Change Orientation). They are less creative, big picture, conceptual, persuasive and flexible. They prefer being put into roles that require less creativity, resourcefulness, risk taking, persuasion and spontaneity.
<b>B</b>	Moderate on the B scale. This job is a balance between moderation and the extremes. The B scale plays a less significant role in this job.	This person scored very low on the B scale (Moderate Orientation). They are less cautious, controlled, pragmatic and restrained. They prefer being put into roles that require less moderation, restraint, self control, responsiveness and pragmatism.
<b>S</b>	Moderate on the S scale. This job places a moderate, balanced emphasis on PROCESS oriented behavior. The S scale plays a less significant role in this job.	This person scored very high on the S scale (Process Orientation). They are very process oriented. They are reasonable, practical, methodical, careful, reliable, cooperative and supportive. They build and maintain the process. They want it done the right way.
<b>I</b>	Very high on the I scale. This job places emphasizes QUALITY. There is a strong need to be analytical, precise, in-depth, logical, thorough and quality oriented.	This person scored high on the I scale (Quality Orientation). They are quality oriented. They are analytical, thorough, precise, logical, detailed and exacting. They build and maintain high standards of quality. They want it done right.

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## V - Job FIT

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### Job FIT Graphs

The following section consists of eight graphs, beginning with the DEBSI Job FIT Graph. This first graph summarizes the candidate's overall fit to the job and provides you with a "big picture" view of the candidate's suitability for the job.

After you've read the DEBSI Job FIT Graph, you'll find several graphs that measure how well suited the candidate is to the job in seven different dimensions. They are in order of appearance: Cognitive, Listening, Communication, Interpersonal, Work, Problem/Conflict and Change Management.

Each Job FIT Graph, will show how much emphasis and how much de-emphasis of the various DEBSI Patterns is needed to successfully perform this job.

You will receive a -

- ♦ Job Needs score which measures how important that type of behavior is to the job.
- ♦ Candidate Pattern score that measures the candidate's tendency to either emphasize or de-emphasize that job need.
- ♦ Discrepancy score showing you the compatibility between the Job Need and Candidate Pattern. Lower discrepancy scores show greater compatibility or Job FIT. Inversely, higher scores indicate less compatibility on that scale.
- ♦ Interpretation for each Discrepancy score.

### How to read the Job FIT Graphs

The lower the discrepancy between the Job Needs and the Candidate Patterns, the greater the compatibility with the job. Inversely, if there is too much discrepancy in critical aspects of the job, the candidate is probably not well suited or matched for that particular aspect of the job. You'll find that even the best matched candidate, will have certain discrepancy scores. It is unreasonable to expect too much "fit," across the 35 scores.

While we provide you with a written analysis for each graph score, please note that we never suggest that you not hire someone. Instead, we indicate the degree of compatibility to the job.

*Use the Job FIT to guide the interview and your hiring decision.*

While approximately 90% of the candidates who are found to be clearly incompatible with the job, under-perform, quit or are involuntarily released, approximately 10% will perform well in that role.

Be careful not to eliminate someone, unless you have ample reason to believe someone else is better suited for this position.

And remember, the Job FIT is *not* a test. It is a powerful tool that when used effectively will –

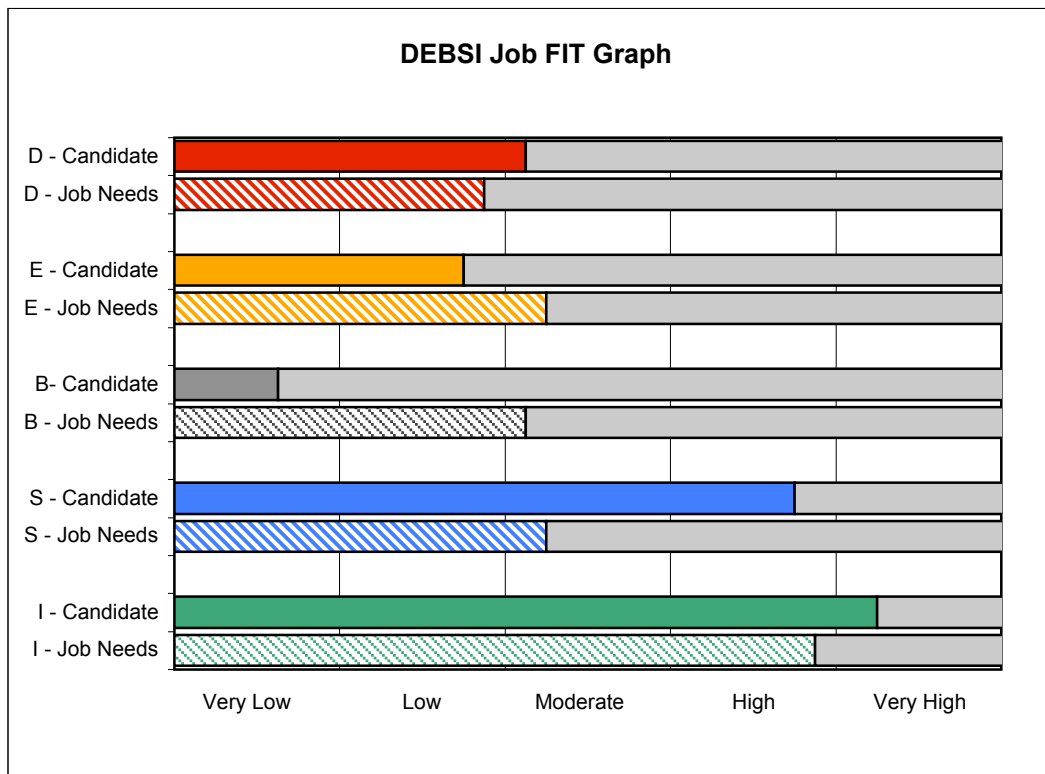
- ♦ Help you develop a more effective and accurate interview process.
- ♦ Make the right selection decision, by hiring people who are best suited for the job.
- ♦ Enable you to hire and promote people to positions of "competency and commitment."
- ♦ Provide the supervisor of the new hire an excellent coaching tool.

## V - Job FIT: How Well this Candidate Matches the Job

The following graph compares the job needs against the candidate work style using the DEBSI system.

If the total discrepancy between the five DEBSI factors totals 25 or less, the candidate is very well matched with this job. If the total discrepancy score is in the range of 26 to 39, they are well matched with this position. If the score is in the range of 40 to 50, they are moderately compatible with this position. Scores in the range of 51 to 59 are less compatible, and scores greater than 60 suggest that the candidate is somewhat incompatible with the needs of the job.

DEBSI Factor	Job Needs	Candidate	Discrepancy	Job FIT Interpretation
D (Decisive, Efficient, Clear)	15%	17%	2%	The candidate is very well matched on the D scale. They are results oriented enough for this position. Excellent job fit on this scale.
E (Creative, Flexible, Expressive)	18%	14%	-4%	This candidate is very well matched on the E scale. They are change oriented enough for this position. Good job fit on this scale.
B (Pragmatic, Hands-on, Responsive)	17%	5%	-12%	This candidate is lower on the B Scale than needed. They are less moderate than needed for this position.
S (Practical, Consistent, Supportive)	18%	30%	12%	This candidate is significantly higher on the S scale (process orientation) than needed.
I (Analytical, Precise, Logical)	31%	34%	3%	The candidate is very well matched on the I scale. They are quality oriented enough for this position. Excellent job fit on this scale.
<b>Overall Job Fit</b>			<b>33%</b>	<b>Overall, the candidate is well matched with this job.</b>



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## V - Adaptability

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The Job FIT compares the job needs to the candidate's "adaptive" tendencies in seven dimensions of performance. Each candidate score measures how they tend to adapt to different work roles.

- ♦ Cognitive Adaptiveness – how they tend to think and make decisions
- ♦ Listening Adaptiveness – how they listen and build understanding
- ♦ Communication Adaptiveness – how they express themselves
- ♦ Interpersonal Adaptiveness – how they build and sustain relationships
- ♦ Work Adaptiveness – how they work on tasks and projects
- ♦ Problem/Conflict Adaptiveness – how they manage problems and conflicts
- ♦ Change Adaptiveness – how they manage change; the new versus the old

You'll find a "definitions" page for each of the seven performance areas. This will be followed by a graph page that displays and interprets how well suited the candidate is to the job in five different measures (referred to as the DEBSI Factor) of that performance area –

- ♦ D score - Results orientation
- ♦ E score - Change orientation
- ♦ B score - Moderate orientation
- ♦ S score - Process orientation
- ♦ I score - Quality orientation






## V - Cognitive FIT

**Cognitive Adaptiveness** measures how the candidate tends to think and make decisions. It measures how adaptive you are as a thinker on five DEBSI scales -

**Linear (D), Creative (E), Pragmatic (B), Circular (S), Analytical (I)**

The following table defines and characterizes the DEBSI "thinking patterns." This table will provide you with a useful reference point as you become familiar with the five thinking patterns.

On the next page you will find a graph showing what levels of cognition are most needed to successfully perform this job, versus the candidate's adaptive tendencies.

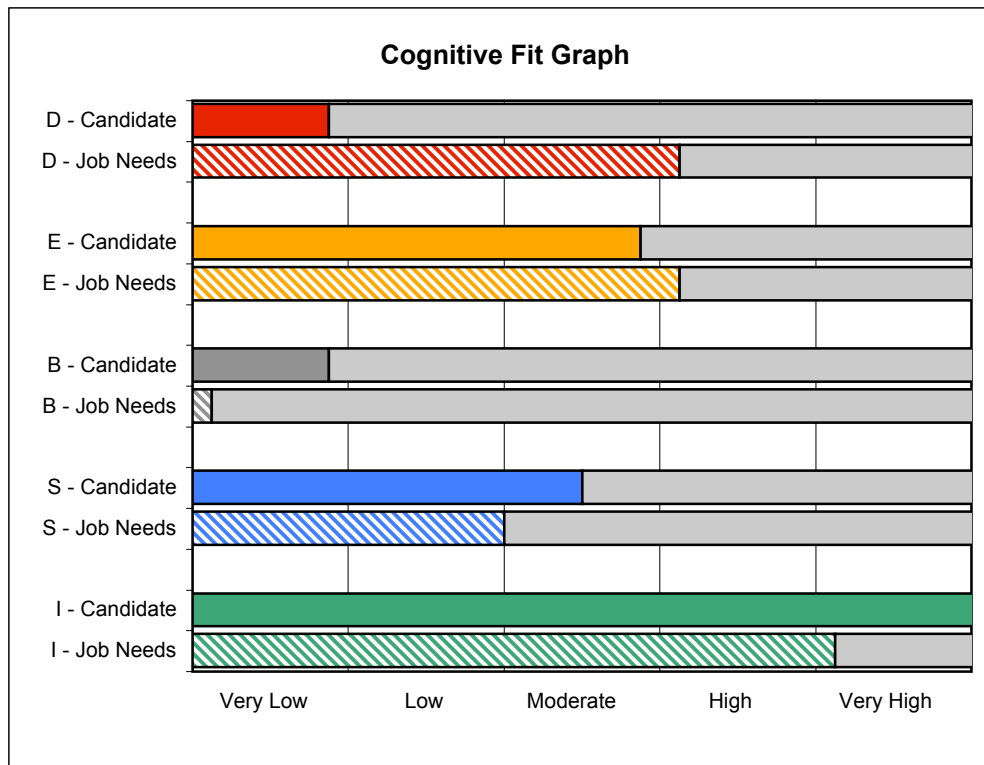
Cognitive Pattern		Cognitive Pattern Description
<b>D</b> Linear Thinking		Linear thinking (D) is a decisive approach that focuses on the results and bottom-line. It is decisive, efficient, clear and definitive. It is a "forward moving" type of thought process focused primarily on goals, solutions and results. Linear thought is fast. The linear thinker prefers the "ready, fire, aim" method of decision making.
<b>E</b> Creative Thinking		Creative thinking (E) focuses on change and growth. It is an "outer moving" type of thought process. Creative thought is loose. Creative thinking is a flexible, resourceful, big picture, conceptual, dynamic thought process that operates "out of the box." Creative thinkers prefer a "ready, flex, fire" approach to decision making.
<b>B</b> Pragmatic Thinking		Pragmatic thinking (B) focuses on the immediate needs. It is a careful, cautious, realistic, responsive way of thinking; one that closely "parallels" the situation. Pragmatic thought is grounded. This thought process focuses on the most immediate needs and realities. Pragmatic thinkers rely on a "ready, realistic, fire" method of decision making.
<b>S</b> Circular Thinking		Circular thinking (S) focuses on the process. It is a practical, reasonable, collaborative and dependable way of thinking. Circular thought is steady. It "closes the loop", seeking closure and consistency. The circular thinker prefers a "ready, practical, fire" approach to decision making.
<b>I</b> Analytical Thinking		Analytical thinking (I) focuses on quality and depth. It is an "inward moving" process that is highly substantive, thorough, challenging, precise, deductive and analytical. Analytical thinking is the most in-depth process. The analytical thinker prefers a "ready, aim, fire" approach to decision making.

## V - Cognitive FIT

**Cognitive** – the "thinking" competencies and characteristics that have been found to be most important to the job. This graph measures the extent that the five different types of thought processes – "linear, creative, pragmatic, circular, analytical" are needed to successfully perform this job.

The cognitive comparison shows you how the candidate's patterns compare to the patterns most required of this job. The discrepancy is the difference between the candidate's score and the job needs score. An interpretation of the discrepancy score is provided for each category. Scores that fall into the lower range, suggest that the cognitive pattern is less important to the job (if it is a Job Need score) or is less characteristic of the candidate (if it is a Candidate score). Scores that fall into the mid-range, suggest a more moderate need or use of that pattern, while higher scores suggest a strong need or reliance on that pattern.

Cognitive Pattern	Job Needs	Candidate	Discrepancy	Cognitive FIT Interpretation
D - Linear Thinking	25%	7%	-18%	This candidate is significantly less of a linear thinker than needed. If hired, they will need to be more linear in this role.
E - Creative Thinking	25%	23%	-2%	This candidate is very well matched on the creativity scale. They are creative, open-minded, big picture and conceptual enough for this position. Excellent job fit on this scale.
B - Pragmatic Thinking	1%	7%	6%	This candidate is well matched on the pragmatic scale. They are realistic, pragmatic and cautious enough for this position. Good job fit on this scale.
S - Circular Thinking	16%	20%	4%	This candidate is very well matched on the circular scale. They are reasonable, empathetic, practical and careful enough for this position. Excellent job fit on this scale.
I - Analytical Thinking	33%	43%	10%	This candidate is well matched on the analytical scale. They are analytical, logical, inquisitive and factual enough for this position. Good job fit in this scale.








## V - Listening FIT

**Listening Adaptiveness** measures the candidate's ability to listen and build understanding. It measures how adaptive you are on five DEBSI scales -

**Consequential (D), Conceptual (E), Concrete (B), Contextual (S), Complex (I)**

The following table defines and characterizes the DEBSI "listening patterns." This table will provide you with a useful reference point as you become familiar with the five patterns.

On the next page you will find a graph showing what levels of listening are most needed to successfully perform this job, versus the candidate's adaptive tendencies.

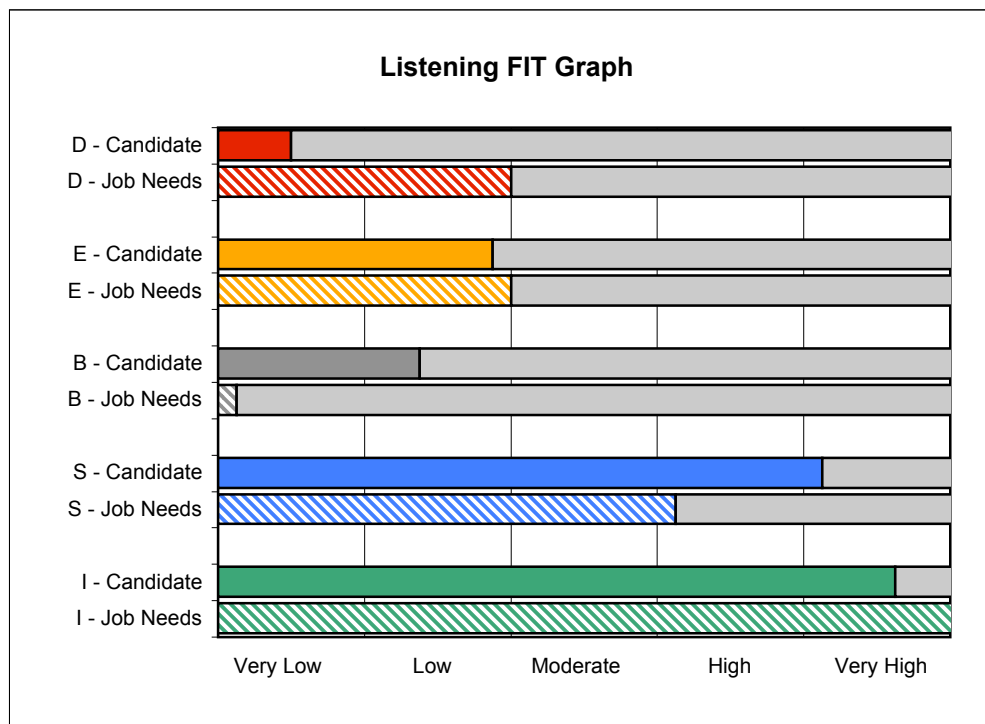
Listening Pattern		Listening Pattern Description
<b>D</b> Consequential		Consequential listeners listen for the bottom line. They focus on results, problems, solutions, progress and goals. They tend to generalize and focus on the key point, and are less attentive to both feelings and details. They are impatient and less empathetic. They are rarely fooled, and will confront confusion or game playing. They are excellent in listening for the bottom line and consequences. They are clear.
<b>E</b> Conceptual		Conceptual listeners listen for the concept. They focus on ideas, opinions, progress, needs, small talk and feelings. They tend to generalize and focus on the key point, and less to the facts and details. They are bored by complexity and detail. They read people well and notice most signals. They aren't easily misled. They are excellent in picking up the key point and conveying empathy. They are aware.
<b>B</b> Concrete		Concrete listeners listen for reality. They focus on the situation, performance, concerns, roles, responsibilities, details, facts, progress and needs. They listen for specifics and focus mostly on the concrete aspects of the message. They are less interested in either ideas or complexity. They are excellent in listening for the concrete aspects of the message and are attentive to the situation. They are realistic.
<b>S</b> Contextual		Contextual listeners listen for the situation. They focus on the process, progress, responsibilities, context, consistency, concerns, feelings and needs. They specify more than generalize. They focus on people's actions and needs. They are less interested in the bottom line or the big idea. They are excellent in listening for the contextual aspects of a situation. They are both empathetic and attentive. They are responsive.
<b>I</b> Complex		Complex listeners listen for accuracy. They focus on the logic, facts, details, analysis, accuracy, depth and substance of the message. They tend to specify and focus on the logic, complexity and accuracy of the message. They are less interested in feelings or opinions. They are excellent in listening critically for accuracy and logic. They are less empathetic and more objective. They are knowledgeable.

## V - Listening Fit

**Listening** – the "listening" competencies and characteristics that have been found to be most important to the job. This graph measures the extent that five different types of listening – "consequential, conceptual, concrete, contextual, complex" is needed to successfully perform this job.

The listening comparison shows you how the candidate's patterns compare to the patterns most required of this job. The discrepancy is the difference between the candidate's score and the job needs score. An interpretation of the discrepancy score is provided for each category. Scores that fall into the lower range, suggest that the "listening" pattern is less important to the job (if it is a Job Need score) or is less characteristic of the candidate (if it is a Candidate score). Scores that fall into the mid-range, suggest a more moderate need or use of that pattern, while higher scores suggest a strong need or reliance on that pattern.

Listening Pattern	Job Needs	Candidate	Discrepancy	Listening FIT Interpretation
D - Consequential	16%	4%	-12%	This candidate is not as strong a "consequential" listener as needed. They may need to listen more effectively for the bottom-line, problems, key points and consequences to successfully perform the listening role.
E - Conceptual	16%	15%	-1%	This candidate's "conceptual" listening style is very well matched for this position. They listen well enough for key concepts, the big picture, relationships, needs, concerns and opportunities. Excellent job fit on this scale.
B - Concrete	1%	11%	10%	This candidate's "concrete" listening style is well suited for this position. They listen well enough for facts, realities, limits, risks, needs and concerns. Good job fit in this scale.
S - Contextual	25%	33%	8%	This candidate's "contextual" listening style is well suited for this job. They listen well enough for the context, situation, process, feelings, practicalities and needs. Good job fit in this scale.
I - Complex	41%	37%	-4%	This candidate's "complex" listening style is very well matched for this position. They listen well enough for complexity, details, problems, root cause, logic and facts. Excellent job fit on this scale.








## V - Communication FIT

**Communication Adaptiveness** measures the candidate's ability communicate and express themselves. It measures how adaptive you are as a communicator on five DEBSI scales -

**Pointed (D), Persuasive (E), Parallel (B), Practical (S), Precise (I)**

The following table defines and characterizes the DEBSI "communication patterns." This table will provide you with a useful reference point as you become familiar with the five patterns.

On the next page you'll find a graph showing what levels of communication are most needed to successfully perform this job, versus the candidate's adaptive tendencies.

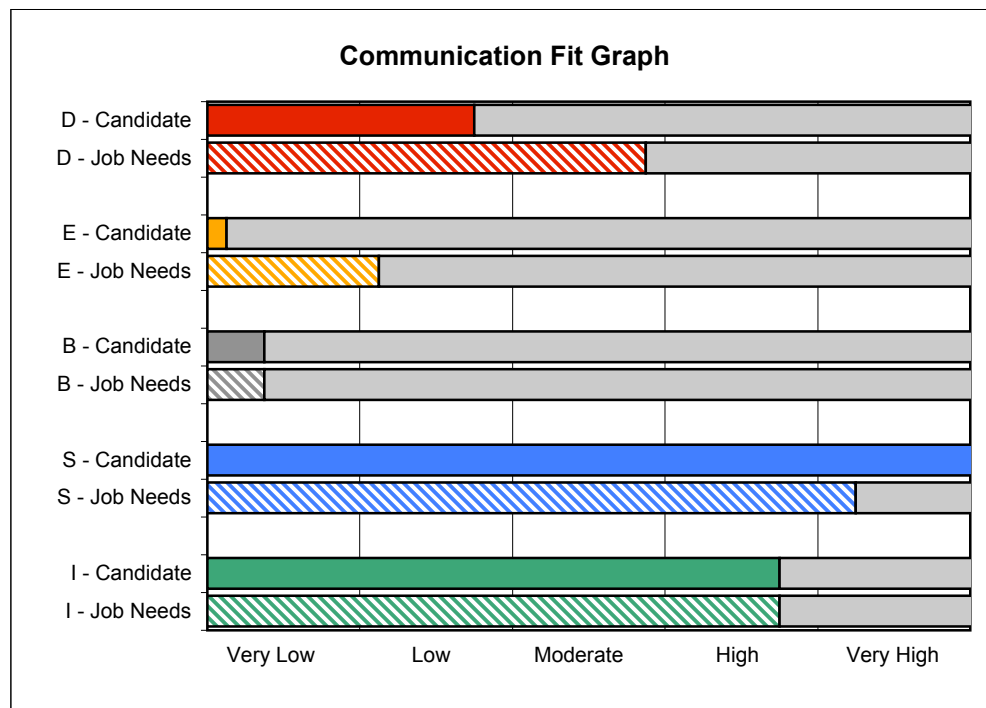
Communication Pattern		Communication Pattern Description
<b>D</b> Pointed		Pointed communication (D) is perceived as "direct." It is often characterized as a "telling" type of communication style. It is usually "concise, clear and to the point." It is a "short, fast, louder, definitive" sounding message, that is accompanied with pointed hand gestures, direct eye contact and upright posture. Pointed communicators tend to talk more about the key point, the problem, the goal, the solution, the result. They are pointed.
<b>E</b> Persuasive		Persuasive communication (E) is perceived as "expressive." It is often characterized as a "selling" type of communication style. It is usually "convincing, engaging and dynamic." It is a "longer, faster, louder, flexible" sounding message. The body language is characterized as open, circling hand gestures, friendly eye contact and relaxed posture. Persuasive communicators focus more on the big picture, relationship, idea, experience, need, action or opinion. They are persuasive.
<b>B</b> Parallel		Parallel communication (B) is perceived as "responsive." It is often characterized as a "specifying" type of communication style. It is usually "careful, controlled and responsive." It is a "shorter, faster, softer, flexible" sounding message, with controlled hand gestures, less eye contact and "on edge" posture. Parallel communicators focus more on reality, concerns, problems, responsibilities, specifics and satisfaction. They are specific.
<b>S</b> Practical		Practical communication (S) is perceived as "supportive." It is often characterized as a "suggesting" type of communication style. It is usually "cooperative, realistic and supportive." It is a "shorter, slower, softer, flexible" sounding message, with limited hand gestures, steady eye contact and an attentive posture. Practical communicators focus more on feelings, needs, processes, concerns, specifics and relationships. They are amiable.
<b>I</b> Precise		Precise communication (I) is perceived as more "logical." It is often characterized as a "descriptive" type of communication style. It is usually "credible, substantive and logical." It is a "longer, slower, softer, flatter" sounding message. The hand gestures are more "wristy," there is less eye contact, and more of an angled posture. Precise communicators focus more on facts, logic, grammar, substance, details and precision. They are substantive.

## V - Communication FIT

**Communication** – the "communication" competencies and characteristics that have been found to be most important to the job. This graph measures the extent that five different types of communication – "pointed, persuasive, parallel, practical, precise" is needed to successfully perform this job.

The communication comparison shows you how the candidate's patterns compare to the patterns most required of this job. The discrepancy is the difference between the candidate's score and the job needs score. An interpretation of the discrepancy score is provided for each category. Scores that fall into the lower range, suggest that the "communication" pattern is less important to the job (if it is a Job Need score) or is less characteristic of the candidate (if it is a Candidate score). Scores that fall into the mid-range, suggest a more moderate need or use of that pattern, while higher scores suggest a strong need or reliance on that pattern.

Communication Pattern	Job Needs	Candidate	Discrepancy	Communication FIT Interpretation
D - Pointed	23%	14%	-9%	This candidate's "pointed" communication style is well suited for this position. They appear to be clear, direct and concise enough for this job. Good job fit in this scale.
E - Persuasive	9%	1%	-8%	This candidate's "persuasive" communication style is well suited for this position. They are engaging, expressive, convincing and friendly enough for this role. Good job fit in this scale.
B - Parallel	3%	3%	0%	This candidate's "parallel" communication style is very well matched for this position. Their ability to communicate carefully, appropriately and responsively to others, is very well matched to this job. Excellent job fit on this scale.
S - Practical	34%	52%	18%	This candidate is much too reliant on "practical" communication, than needed for this job. If hired, they will need to flex their communication style and learn to rely on other types of communication.
I - Precise	30%	30%	0%	This candidate's "precision" communication style is very well matched for this position. Their ability to communicate precisely, substantively, specifically, factually and logically is very well matched to this job. Excellent job fit on this scale.








## V - Interpersonal FIT

**Interpersonal Adaptiveness** measures the candidate's ability to build and sustain relationships. Interpersonal Adaptiveness measures their interpersonal patterns on five DEBSI scales -

**Directiveness (D), Expressiveness (E), Responsiveness (B), Supportiveness (S), Logicalness (I)**

The following table defines and characterizes the DEBSI "interpersonal patterns." This table will provide you with a useful reference point as you become familiar with the five patterns.

On the next page you will find a graph showing what interpersonal patterns are most needed to successfully perform this job, versus the candidate's adaptive tendencies.

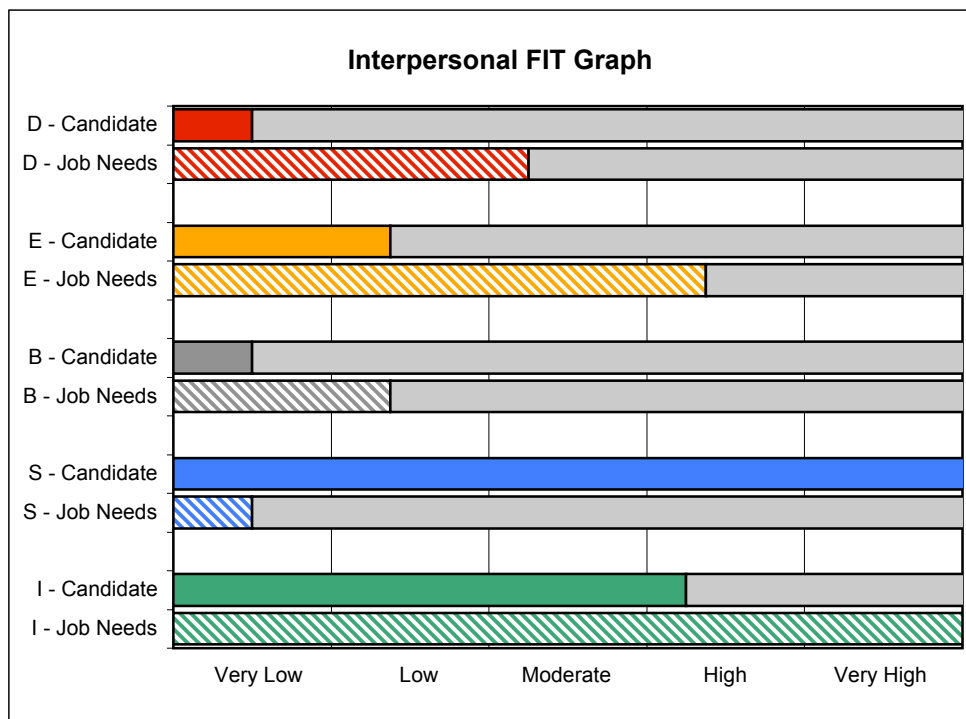
Interpersonal Pattern		Interpersonal Pattern Description
<b>D</b> Directive		Directiveness (D) is pointed – a concise and straightforward interpersonal approach. Directiveness is clear and definitive. Directives expect others to be clear, concise and straightforward with them. They are annoyed by indirect, tentative and confusing behavior. Most Directives respect others that are assertive, clear and straightforward. Directives will either seek or provide "direction." Directives try to build respect into their relationships. They tend to prefer a "telling" style of communication.
<b>E</b> Expressive		Expressiveness (E) is persuasive – a convincing, engaging, expressive type of interpersonal approach. Expressiveness is convincing and dynamic. Expressives expect others to be flexible, open minded and willing to share. The Expressive, because of their dynamic tendencies enjoy being with people who are more engaging and expressive. Most have a difficult time with people they feel are too blunt, insensitive or boring. They build rapport and get along well with most people they meet. They are quick to make new friends and to develop instant rapport. Expressives tend to prefer a "selling" style of communication.
<b>B</b> Responsive		Responsiveness (B) is parallel – a careful, helpful, realistic, grounded type of interpersonal approach. Responsiveness is simple, clear, helpful and down to earth. Responsives expect others to be helpful, realistic, responsible and of course, responsive. They enjoy people who are more controlled and moderate. Responsives often are bothered by people who are unreasonable, unrealistic, not responsible or helpful. Responsives build confidence as they demonstrate their sense of responsibility. They often prefer a "specifying" style of communication.
<b>S</b> Supportive		Supportiveness (S) is practical – a cooperative, reasonable, amiable, dependable type of interpersonal relationship. Supportiveness is collaborative, empathetic, reliable, trustworthy and amiable. Supporters expect others to be trustworthy, practical, reasonable and collaborative. They enjoy people who they trust and depend on, and have an amiable nature. Supporters are bothered by people who are too pushy, deceptive, unreliable, impractical, aggressive or unreasonable. The Supporter is a trust builder. They usually prefer a "suggesting" style of communication.
<b>I</b> Logical		Logical (I) is precise – an articulate, rational, fair, objective, inquisitive and credible type of interpersonal relationship. Logical behavior is objective, analytical, substantive, deductive and fair minded. Logicals expect others to be knowledgeable, logical, factual, inquisitive and committed to quality. They enjoy people who are credible and articulate. Logicals are bothered by those they view as inarticulate, sloppy or lazy with details, illogical, imprecise not in the "know," and too subjective and emotional. Logicals build credibility. They prefer a "descriptive" style of communication.

## V - Interpersonal FIT

**Interpersonal** – the "relationship building" competencies and characteristics that have been found to be most important to the job. This graph measures the extent that five different types of interpersonal behavior –"directiveness, expressiveness, responsiveness, supportiveness, logical" is needed to successfully perform this job.

The interpersonal comparison shows you how the candidate's patterns compare to the patterns most required of this job. The discrepancy is the difference between the candidate's score and the job needs score. An interpretation of the discrepancy score is provided for each category. Scores that fall into the lower range, suggest that the "interpersonal" pattern is less important to the job (if it is a Job Need score) or is less characteristic of the candidate (if it is a Candidate score). Scores that fall into the mid-range, suggest a more moderate need or use of that pattern, while higher scores suggest a strong need or reliance on that pattern.

Interpersonal Pattern	Job Needs	Candidate	Discrepancy	Interpersonal FIT Interpretation
D - Directiveness	18%	4%	-14%	This candidate is less directive then needed. If hired, they may need to be more directive in their relationships.
E - Expressiveness	27%	11%	-16%	This candidate is much less expressive than needed. If hired, they will need to be more expressive in their relationships.
B - Responsiveness	11%	4%	-7%	This candidate is well matched on the responsiveness scale. They are responsive, helpful and realistic enough for this position. Good job fit in this scale.
S - Supportiveness	4%	56%	52%	This candidate is much more supportive than needed. If hired, they may need to rely on other interpersonal approaches.
I - Logical	40%	26%	-14%	This candidate is less logical then needed. If hired, they may need to be more logical in their relationships.








## V - Work FIT

**Work Adaptiveness** measures the candidate's ability and willingness to adapt the way they work on tasks and projects. Work Adaptiveness measures their interpersonal patterns on five DEBSI scales -

**Efficiency (D), Innovation (E), Implementation (B), Reliability (S), Thoroughness (I)**

The following table defines and characterizes the DEBSI "work patterns." This table will provide you with a useful reference point as you become familiar with the five patterns.

On the next page you will find a graph showing what work patterns are most needed to successfully perform this job, versus the candidate's adaptive tendencies.

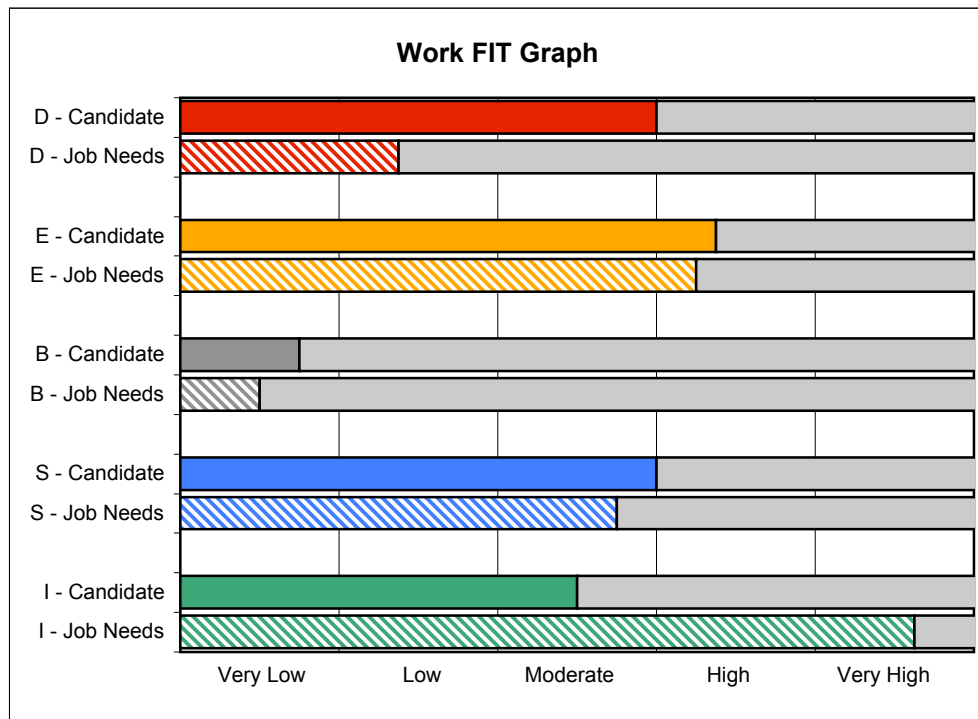
Work Pattern		Work Pattern Description
<b>D</b> Efficiency		Efficiency is shaped by goals and objectives, along with an overriding emphasis on results. Working efficiently usually means, getting enough of the right things done. Efficiency is dependent on several factors; planning, organization, streamlining, implementation. The key to efficiency is finding the quickest, shortest, simplest way to produce as much of the right outcome as is needed. There is less emphasis on quality (how well something is done), and more emphasis on productivity (getting the most accomplished). Efficiency is driven by the need to produce value. And "ROI; a return on investment."
<b>E</b> Innovation		Innovation is "creating a bigger, better or different outcome." This approach is characterized as a fast paced, unstructured, variable way of working. The focus is on change. Working innovatively means getting different things done, differently. It involves creativity, flexibility and variation. As innovation is emphasized, reliability (doing it a certain way) is usually de-emphasized. Innovation is driven by the need to create change and growth.
<b>B</b> Implementation		Implementation is "a balanced, hands on, responsive way of working, with a focus on completing the most immediate task." It is characterized as a moderate, by the book approach that focuses primarily on the most immediate and pressing needs. Implementation is hands on; rolling up your sleeves and doing what's needed. People who are implementation oriented try to be both responsive and responsible. They "implement, operationalize, maintain and fulfill their responsibilities."
<b>S</b> Reliability		Reliability is "meeting and exceeding expectations and needs through a steady, methodical approach." The process is emphasized over the outcome. Doing it the right way is what reliability is about. "The ends does not justify the means." Shaped by process, roles and responsibilities, reliability is a steady, consistent way of getting the job done. Consistency, follow through and closure are characteristics of this process driven approach to work. Innovation, which is characterized as variable and inconsistent by definition, is usually de-emphasized as reliability is emphasized.
<b>I</b> Thoroughness		Thoroughness is "working in a more detailed, logical, exacting way." Thoroughness is a process oriented way of working, with the emphasis on quality, details, depth, analysis, logic and accuracy. Working thoroughly means, going into as much depth and detail as needed. The emphasis is on quality, and not on efficiency. The more thorough someone is, the less efficient they are. Thoroughness often involves additional steps and processes such as checking, verifying, deliberating, analyzing and testing. The more thorough you are, the less efficient you become.

## V - Work FIT

**Work Adaptiveness** – the "work" competencies and characteristics that are needed to work productively in this job. This graph measures the extent that the five different types of work behavior -"efficiency, innovation, implementation, reliability, thoroughness" are needed to successfully perform this job.

The work comparison shows you how the candidate's work patterns compare to the work patterns most required of this job. The discrepancy is the difference between the candidate's score and the job needs score. An interpretation of the discrepancy score is provided for each category. Scores that fall into the lower range, suggest that the "work" pattern is less important to the job (if it is a Job Need score) or is less characteristic of the candidate (if it is a Candidate score). Scores that fall into the mid-range, suggest a more moderate need or use of that pattern, while higher scores suggest a strong need or reliance on that pattern.

Work Pattern	Job Needs	Candidate	Discrepancy	Work FIT Interpretation
D - Efficient	11%	24%	13%	This candidate is more efficient than needed. If hired, they may need to rely more on other work processes.
E - Innovative	26%	27%	1%	This candidate is very well matched on the innovation scale. They work in an innovative, flexible, open-minded, resourceful way. Excellent job fit on this scale.
B - Implemental	4%	6%	2%	This candidate is very well matched on the implemental scale. They are implemental, realistic, controlled and hands-on enough for this role. Excellent job fit on this scale.
S - Reliable	22%	24%	2%	This candidate is very well matched on the reliability scale. They are reliable, dependable, steady and methodical enough to perform this job. Excellent job fit on this scale.
I - Thorough	37%	20%	-17%	This candidate is much less thorough than needed. If hired, will need to be more thorough in their work.








## V - Problem Management FIT

**Problem/Conflict Management** measures the candidate's ability and willingness to adaptively manage problems and conflicts. Problem management adaptiveness measures their patterns on five DEBSI scales -

**Confrontive (D), Constructive (E), Controlled (B), Collaborative (S), Challenging (I)**

The following table defines and characterizes the DEBSI "problem management patterns." This table will provide you with a useful reference point as you become familiar with the five patterns.

On the next page you will find a graph showing what problem management patterns are most needed to successfully perform this job, versus the candidate's adaptive tendencies.

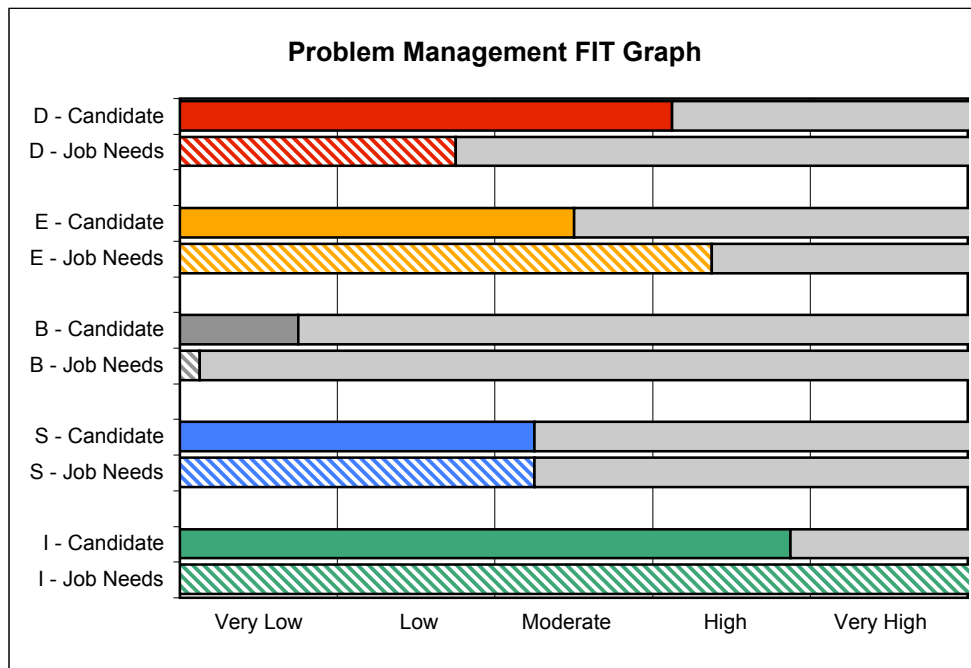
Problem Management Pattern		Problem Mgt. Pattern Description
<b>D</b> Confrontive		Confrontives are quick to confront a problem or conflict. They are outspoken and direct. They tell it like it is, and are known for being straightforward and confrontive when they need to be. They try to be "fair and clear," as they manage problems and interpersonal conflicts. They are more definitive and less flexible. They are assertive, and if they aren't careful, can become aggressive by being too confrontive and demanding. Confrontives on the other hand, are often respected for their willingness to speak their mind. They expect solutions.
<b>E</b> Constructive		Constructives are quick to confront a problem or improvement. They are opinionated and persuasive. They are diplomatic and selective in how much they challenge or confront. They are upbeat and encouraging; with the primary goal to improve the situation. They are more flexible and less definitive. Given the Constructive's less direct and confrontational style, they need to be careful of not being viewed as having hidden agendas, of being evasive or even manipulative.
<b>B</b> Controlled		Controllers are quick to voice their concerns. They are realistic and aware. They expect prompt solutions and improvements. They are most interested in dealing with the immediate situation. They become nervous if they don't see remedial action. They are responsive. They expect improvement. They expect responsiveness. They use more of a cautious and controlled approach in dealing with conflicts and problems. They expect prompt action.
<b>S</b> Collaborative		Collaboratives are quick to cooperate with others. They are practical minded and expect teamwork, cooperation, trust and dependability. Of the five patterns, Collaboratives tend to be most accepting and have a tendency to avoid difficult conflict situations. They are more assertive with problems and less with interpersonal conflicts. They expect process improvement. They become bothered by politics and distrust. They are more flexible and less definitive. They are empathetic. They work steadily to resolve problems and conflicts. They believe in "better together." They expect support.
<b>I</b> Challenging		Challengers are quick to challenge both problems and conflicts. They are analytical and rational in their approach. They are bothered by superficiality and mistakes. They are more definitive and not particularly flexible. They analyze problems with facts and logic and will struggle with the problem until they see a marked improvement. With interpersonal conflicts, they demand a high degree of fairness and objectivity. They assertively challenge situations that they feel are wrong or unfair. They expect others to analyze problems, think logically, be factual and fair minded. They drive quality.

## V - Problem Management FIT

**Problem Management** – the "problem solving" competencies and characteristics that a candidate most needs to manage the types of problems that are most likely to occur on a regular basis in this job. Being – "confrontive, constructive, controlled, collaborative, challenging."

The Problem Management comparison below, shows you how the candidate's patterns compare to the patterns most required of this job. The discrepancy is the difference between the candidate's score and the job needs score. An interpretation of the discrepancy score is provided for each category. Scores that fall into the lower range, suggest that the "problem management" pattern is less important to the job (if it is a Job Need score) or is less characteristic of the candidate (if it is a Candidate score). Scores that fall into the mid-range, suggest a more moderate need or use of that pattern, while higher scores suggest a strong need or reliance on that pattern.

Problem Management Trait	Job Needs	Candidate	Discrepancy	Problem Mgt. FIT Interpretation
D - Confrontive	14%	25%	11%	This candidate's "confrontive" style is well suited for this position. They are often assertive, efficient and decisive in the way they handle conflicts and problems. Good job fit in this scale.
E - Constructive	27%	20%	-7%	This candidate's ability and willingness to "constructively" handle problems and conflicts is well suited for this position. They are creative, empathetic and flexible enough to handle most conflicts and problems. Good job fit in this scale.
B - Controlled	1%	6%	5%	This candidate's "controlled" style is very well matched for this position. Their ability to handle conflicts and problems in a cautious, helpful, disciplined and controlled way, is very well matched to this job. Excellent job fit on this scale.
S - Collaborative	18%	18%	0%	This candidate's "collaborative" style is very well matched for this position. They handle most conflicts and problems in a helpful, empathetic, supportive and practical way, Excellent job fit on this scale.
I - Challenging	41%	31%	-10%	This candidate's ability and willingness to "challenge" problems and conflicts way, is well suited for this position. They appear to be analytical, thorough, logical and exacting enough when handling problems and conflicts. Good job fit in this scale.








## V - Change Management FIT

**Change Management** measures the candidate's ability successfully adapt the new with the old; to manage the change process. Change management adaptiveness measures their patterns on five DEBSI scales -

**Driving (D), Encouraging (E), Balancing (B), Steadying (S), Integrating (I)**

The following table defines and characterizes the DEBSI "change management patterns." This table will provide you with a useful reference point as you become familiar with the five patterns.

On the next page you will find a graph showing what change management patterns are most needed to successfully perform this job, versus the candidate's adaptive tendencies.

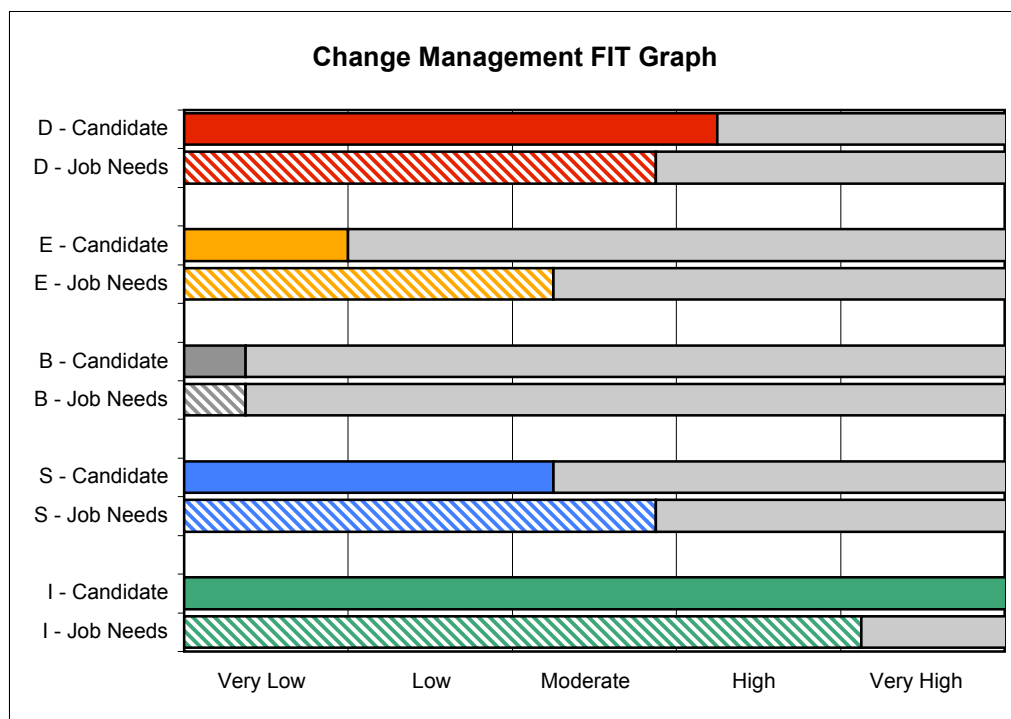
Change Management Pattern		Change Management Pattern Description
<b>D</b> Drive		D's drive change. They are goal oriented and push for results and success. They initiate change when they believe it increases productivity and achievement. They are "linear" minded, working hard to stay on course. They become bored with too much stability and bothered by mediocrity. They drive change in their quest for bigger and better results.
<b>E</b> Encourage		E's are proactive with change. They encourage change, as they promote growth and variation. They are quickly bored by process and too much stability. They trigger change, viewing it as an opportunity to do things better. As a result, E's seek out the new and different. They try to make the best of negative change. They encourage growth and change.
<b>B</b> Balance		B's are responsive to change that is sensible and that can be quickly applied to their situation. They focus on the "here and now." They are suspicious of too much change, too fast. They are cautious and controlled, with a moderate nature. They try to keep the current situation afloat and operational. They balance the new with the old.
<b>S</b> Steady		S's like gradual change. They try to stabilize and steady new situations. They prefer the "old to the new," based on their concern for consistency and reliability. They want to understand how the change will impact them and others. They try to build a system or process to handle change. They feel that "if it's not broken, don't fix it." They "steady" new situations with plenty of process and common sense.
<b>I</b> Integrate		I's like change when it "improves" their situation. They incorporate the new with the old, when they think it adds quality; depth, precision, substance, knowledge. They look for opportunities to learn, to improve on something, and to analyze the situation. They fix what is broken and try to ensure that "things" are done right. They "integrate" the new with the old.

## V - Change Management FIT

**Change Management** – the "change management" competencies and characteristics a person needs to have to successfully manage the change process, being – "driven, encouraging, balancing, steady, integrative."

The Change Management comparison below, shows you how the candidate's patterns compare to the patterns most required of this job. The discrepancy is the difference between the candidate's score and the job needs score. An interpretation of the discrepancy score is provided for each category. Scores that fall into the lower range, suggest that the "change management" pattern is less important to the job (if it is a Job Need score) or is less characteristic of the candidate (if it is a Candidate score). Scores that fall into the mid-range, suggest a more moderate need or use of that pattern, while higher scores suggest a strong need or reliance on that pattern.

Change Management Trait	Job Needs	Candidate	Discrepancy	Change Mgt. FIT Interpretation
D - Driven	23%	26%	3%	This candidate is very well matched on the "driving change" scale. They are driven and focused enough for this position. Excellent job fit on this scale.
E - Encouraging	18%	8%	-10%	This candidate is well matched on the "encouraging change" scale. They are encouraging, open-minded and receptive enough to change, for this position. Good job fit in this scale.
B - Balanced	3%	3%	0%	This candidate is very well matched on the "balancing change" scale. They are pragmatic enough to build a balanced situation in this position. Excellent job fit on this scale.
S - Steady	23%	18%	-5%	This candidate is well matched on the "steadying change" scale. They build enough stability and steadiness for this role. Good job fit in this scale.
I - Integrative	33%	46%	13%	This candidate's tendency to "integrate" change, may be too much for this job. If hired, they may need to apply other equally effective approaches.



## VI - Strengths & Weaknesses

This strengths and weaknesses section begins with a ranked listing of the strengths that are most needed for this job. We then list the candidate's list of ranked strengths to help you determine Job FIT™. Ideally, the candidate should possess many of the higher ranked strengths needed for the job. While there is no set formula, the decision maker should look for patterns. If for example, the candidate is missing several of the top ranked strengths, it may indicate there is a job incompatibility.

The weaknesses most costly to this job should be similarly evaluated. The candidate ideally has as few of the most costly ranked weaknesses on their list as possible.

### Strengths

Strengths Most Needed for this Job		Candidate Listing of Ranked Strengths
1	Organized	1
2	Goal oriented	3
3	Creative	not listed
4	Thorough	not listed
5	Analytical	not listed
6	Quick	not listed
7	Assertive	not listed
8	Rapid learner	4
9	Persuasive	not listed
10	Supportive	9
11	Focused	not listed
12	Encouraging	not listed

### Job FIT™ Questionnaire



Please review the strengths that have been determined to be most important to this job. In the table below, list the strengths that the candidate has not selected and comment on the importance of those missing strengths.

Strength	Comments





## VI - Strengths & Weaknesses

### Weaknesses

Candidate Listing of Ranked Weaknesses		Weaknesses Most Costly to this Job
1	Too picky	not listed
2	Not assertive enough	not listed
3	Not outgoing enough	not listed
4	Not efficient enough	2
5	Not creative enough	not listed
6	Too in-depth	not listed
7	Not expressive enough	not listed
8	Too detailed	not listed
9	Too stubborn	not listed
10	Not bold enough	not listed
11	Too hesitant	not listed
12	Not detailed enough	not listed

### Job FIT™ Questionnaire



Please review the weaknesses that have been listed by the candidate. In the table below, list the weaknesses that the candidate has selected, but have not been identified as most "costly to the job" and comment on the potential impact of these weaknesses on job performance.

Candidate Weakness	Comment

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## VII - Candidate Job Preferences

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### Candidate Job Responsibilities

The Candidate was given a list of 45 job responsibilities and asked to choose 10-15 responsibilities that BEST describe their "ideal job." They then ranked their selections from 1 (like most) to 10.

The Candidate was also asked to choose 5 responsibilities that they would LEAST like to work on in their "ideal job," and rate them from 1 (like least) to 5. The results are reported below.

#### **Job responsibilities that the Candidate would MOST like to work on:**

1. Working with customers
2. Working with service problems
3. Working in a changing, emerging role
4. Working in a problem solving role
5. Working in a creative role
6. Working in a "fix it" role
7. Working with procedures
8. Working in a role that ends at the end of the work day
9. Working with lots of people
10. Working in a support role

#### **Job responsibilities that the Candidate would LEAST like to work on:**

1. Working in an administrative role
2. Working in a manufacturing role
3. Working with ideas
4. Working in a physically mobile role
5. Working in a management role

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## VII - Candidate Job Preferences

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### Candidate Job Tasks

The Candidate was given a list of 54 tasks and asked to choose 10 that they MOST like to work on. They then ranked their selections from 1 (like most) to 10.

The Candidate was also asked to choose 5 tasks they LEAST to work on and rate them from 1 (like least) to 5. The results are reported below.

#### Tasks that the Candidate would MOST like to work on:

1. Tasks that involve meeting/contacting people
2. Tasks that require interpersonal tact
3. Tasks that require technical skill and knowledge
4. Tasks that are new and different
5. Tasks that involve continuous learning
6. Tasks that require moderate computer skills (ex: word processing, spreadsheets)
7. Tasks that involve organizing
8. Tasks that require thoroughness, detail, time
9. Tasks that require common sense, street smarts
10. Tasks that involve research

#### Tasks that the Candidate would LEAST like to work on:

1. Tasks that require advanced computer skills (ex: graphics, programming)
2. Tasks that are unstructured
3. Tasks that require supervising others
4. Tasks that involve retention, memory
5. Tasks that are fast and furious

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## VIII - Job Requirements

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### Job Responsibilities

The Job Responsibilities section compares what is NEEDED for the position, versus what the candidate is telling us about their capability to successfully perform the job.

Please review the Job Responsibilities section, and then compare it to the candidate's "Why I'm well suited for this job" section. As you read the two sections, see if the candidate seems to possess the types of skills and knowledge needed to perform the job. After comparing the two sections, please complete the Job FIT™ Questionnaire. This tool should help you in your decision making.

#### Job responsibilities:

- ♦ Attention to detail
- ♦ Accurate monitoring
- ♦ Accurate reporting
- ♦ Assist supervisors
- ♦ Build relationships
- ♦ Attend training workshops
- ♦ Come up with creative ideas for incentive

#### Why I'm well suited for this job:

Enjoy helping customers and having the patience to help someone resolve their problems.

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## VIII - Job Requirements

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### Job FIT™ Questionnaire



How well suited does this candidate appear to be for this job?

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How clear, convincing and well written are the candidate's comments?

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Does the candidate appear to lack any of the capabilities listed?

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## VIII - Job Requirements

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### Work Competencies

#### Work competencies required for this position:

- ♦ Being thorough
- ♦ Knowledgeable
- ♦ Organized
- ♦ Efficient
- ♦ Mediator
- ♦ Multi tasker

#### My six best work skills:

- ♦ eagerness to learn
- ♦ flexibility
- ♦ knowledge
- ♦ outgoing personality
- ♦ working long hours on a computer
- ♦ attention to detail

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### Job FIT™ Questionnaire



Does this candidate possess enough of the work skills needed for this job?

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What skill areas are you concerned about (if any)? How will you approach these concerns in the interview?

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## VIII - Job Requirements

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### Interpersonal Competencies

**INTERPERSONAL competencies required for this position:**

- ♦ Communicating clearly
- ♦ Organized
- ♦ Good listener
- ♦ Honest/forthright
- ♦ Straight forward
- ♦ Understanding

**My six best INTERPERSONAL skills:**

- ♦ good listener
- ♦ communicating clearly
- ♦ patient
- ♦ finding humor
- ♦ teaching
- ♦ outgoing

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### Job FIT™ Questionnaire



Does this candidate appear to be well suited interpersonally?

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What if any skills are you concerned with? How will you assess these skills during the interview?

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## VIII - Job Requirements

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### Job Experience

#### Job experience needed for this position:

- |   |               |
|---|---------------|
| ♦ Must be proficient with outlook and proficient in Microsoft office    | Pre-requisite |
| ♦ Must be eager to learn and adapt to new and ever changing environment | Pre-requisite |
| ♦ Must be organized   | Recommended   |
| ♦ Must be eager   | Recommended   |

#### My job experience:

Education on how to deal with difficult situations and different temperaments of customers and co-workers.

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### Job FIT™ Questionnaire



Does this candidate appear to have enough of the right types of experience for this job?

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## VIII - Job Requirements

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### Technical Competencies

#### Technical Competencies needed for this job

Must be proficient with outlook and proficient in Microsoft office. Must be organized. Must be eager to learn and adapt to new and ever changing environment

#### Candidate's Technical Competencies

Word, Access, Simply Accounting

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### Job FIT™ Questionnaire



How well suited is this candidate from a technical standpoint?

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# Customer Service Style Analysis

Style: **Optimizer**

Developed by: Dr. Kenneth Rabinowitz

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## The Optimizer Style

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### “Efficient, Decisive, Direct, and Bottom-Line”

You have a **Optimizer** customer service style. You are a steady employee who emphasizes quality and reliability. You work well with others as you build cooperation. You are process-oriented — interested in the way things are accomplished.

You are deliberate and methodical. You try to work steadily. You are in-depth, accurate, and thorough. You build trust and credibility. You believe in doing things right the first time.

You try to be less impulsive than others around you. You are patient and focused. You rely on logic and reason. You are realistic and practical in most of what you do.

You go into more depth, preferring to be thorough and exacting in your approach. You try to gather as much information as possible and prefer a more cautious approach to work.

Your most striking traits are your:

- |               |            |               |
|---------------|------------|---------------|
| ▲ reliability | ▲ accuracy | ▲ helpfulness |
| ▲ depth       | ▲ patience | ▲ logic       |

Optimizers manage in a deliberate way. You are patient and committed to the long run. Optimizers pay attention to the way things are done. You are committed to doing things right by building cooperation and high standards.

Optimizers maximize situations. You try to make the most of things, capitalizing on the resources available. You build structures and systems, as well as cooperation and commitment. You seek quality and reliability.

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## How You Are Perceived

Most people will perceive you as:

- |                    |            |              |
|--------------------|------------|--------------|
| ▲ credible         | ▲ thorough | ▲ methodical |
| ▲ trustworthy      | ▲ fair     | ▲ analytical |
| ▲ process-oriented | ▲ in-depth | ▲ focused    |

You are less likely to be seen as dynamic or innovative. Instead, you are viewed as solid, someone who makes things work better.

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## The Optimizer Style

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### How You Think

Most Optimizers have both precise and practical thinking patterns. This suggests that you will look at situations with increased detail and precision. You are usually perceptive, paying close attention to the specifics, the subtleties, and the “realities.”

Optimizers tend to think more cautiously, considering the consequences and costs. You are also practical in the way you look at situations, focusing more on what will and won't work. You are probably less of an adventurous or optimistically-inclined thinker. Your sense of reality and caution will often limit your seeing as many options, particularly higher risk possibilities.

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### How You Work with Others

Optimizers work “nicely” with others. You have a cooperative nature. You are helpful and usually team-oriented in your approach. You value your relationships, often judging others on their credibility, trustworthiness, and practicality. You are probably less comfortable with more dynamic people, who are less reliable or practical. You are also less comfortable with highly directive or pushy people.

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### How You Work on Tasks

Optimizers are conscientious about their work. You are usually more methodical, disciplined, and organized in your approach. You try to be precise and in-depth in what you produce. You verify and check your results before passing work on. You are quick and reliable.

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### How You Make Decisions

You take more time to make decisions. You are more interested in the reality and quality of the decision; you are less decisive as a result. Most optimizers prefer getting more data. Your decisions are well thought-out and discussed. You are known for your rational skills. You work hard to make high quality decisions. You take fewer risks than others.

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## The Optimizer Style

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### Administrative Performance

You are a strong administrator. You are detailed and attentive to the administrative process. You have good follow-up skills. You are reliable and accurate — two important qualities of administration.

Optimizers are usually more consistent than they are creative. You are more likely to successfully implement a process than create a new one. You are excellent at implementing and enhancing the administrative process.

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### How You Communicate — “Discussing and Describing”

You are a down-to-earth communicator. You try to be simple and clear in your message. You don't try to “persuade or tell.” You are more likely to “discuss and describe.” You convey facts well, are logical, and do a good job of explaining your expectations. Optimizers are often soft-spoken and articulate, speaking with accuracy, logic, and depth.

Optimizers tend to be accurate listeners. You listen well to specifics, concepts, and needs.

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### What Motivates You — Quality and Reliability

You are often motivated when you feel:

- |                               |                                    |
|-------------------------------|------------------------------------|
| ▲ trusted                     | ▲ you have time to do things right |
| ▲ respected                   | ▲ people are working well together |
| ▲ things are being done right | ▲ the process is respected         |

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### What Demotivates You

You often feel demotivated when you feel:

- |   |  |
|---|--|
| ▲ rushed and pushed into decisions                  | ▲ a lack of cooperation  |
| ▲ too much emphasis is placed on change and results | ▲ there isn't a high enough standard of reliability or quality |

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## The Optimizer Style

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### Your Strengths

You possess many strengths. You are:

- |             |               |                 |
|-------------|---------------|-----------------|
| ▲ accurate  | ▲ trustworthy | ▲ team-oriented |
| ▲ realistic | ▲ in-depth    | ▲ stable        |
| ▲ organized | ▲ thorough    | ▲ reliable      |
| ▲ helpful   | ▲ analytical  | ▲ cooperative   |

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### How You Like to be Treated

You tend to want others to be:

- |            |                    |            |
|------------|--------------------|------------|
| ▲ careful  | ▲ realistic        | ▲ thorough |
| ▲ accurate | ▲ process-oriented | ▲ moderate |

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### How You Like Others to Work

You like others to work:

- |             |                 |                |
|-------------|-----------------|----------------|
| ▲ in-depth  | ▲ cooperatively | ▲ consistently |
| ▲ precisely | ▲ steadily      | ▲ analytically |

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### What You Like to Work On

You often prefer working with:

- |                  |                   |                            |
|------------------|-------------------|----------------------------|
| ▲ structure      | ▲ operations      | ▲ teams                    |
| ▲ problems       | ▲ logic           | ▲ analytical types of work |
| ▲ implementation | ▲ systems         | ▲ quality issues           |
| ▲ details        | ▲ technical tasks |                            |

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## The Optimizer Style

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### When You Are at Your Best

You often work best when you are given:

- |  |                             |                                      |
|--|-----------------------------|--------------------------------------|
| ▲ analytical tasks                     | ▲ input into decisions      | ▲ facts and substance                |
| ▲ opportunities to diagnose situations | ▲ opportunities to research | ▲ opportunities to develop structure |
| ▲ precision work                       | ▲ accuracy                  |                                      |

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### What You Can Do to Maximize Your Style

While you have many strengths, you usually have to minimize five natural weaknesses which tend to characterize your style. You tend to be:

- ▲ Over-Cautious — Take more risks and be more open to new possibilities.
- ▲ Thin-Skinned — Be more assertive and willing to take greater interpersonal risks.
- ▲ Less Flexible — Be more adaptive, particularly to conflict and change.
- ▲ Too Thorough — Shorten, speed up, and simplify some of your work.
- ▲ Too Soft-Spoken— Try to develop your persuasive skills.

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### Summary

You are a trust builder. You emphasize quality and reliability. You are steady, trustworthy, and credible. You build quality and reliability as you establish cooperation. You are a solid contributor who makes things happen through a graduated and structured approach.

You are a solid employee who works steadily toward your goals. You are usually cooperative, diligent, reliable, and accurate in what you do and how you do it. Most people respect and trust you. Optimizers make relationships and processes work better.