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Gap Report

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5-21-2013

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Introduction

Long-term superior performance is directly related to job fit. Job fit, in simple terms, is having the talent that the job requires.

Most people match some, but not necessarily all, job requirements. When this happens, we have a gap. The gap is nothing more than an area for development.

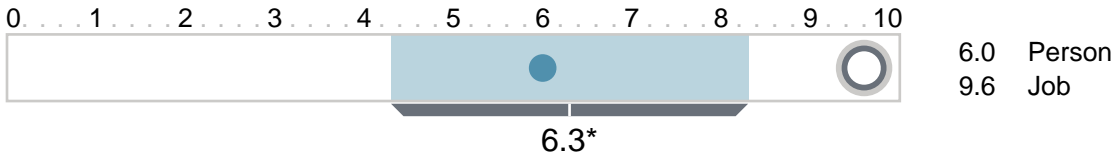
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



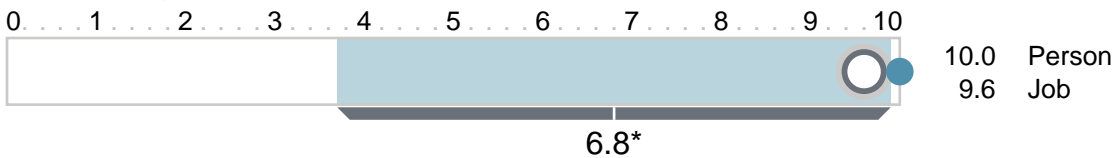
Job Competencies Hierarchy

This section identifies which people competencies are important to the job benchmark from its highest to lowest rankings. In comparing talent, it is important to note that gaps may point to a job competency that is of significant importance to the job but has a low ranking by the person. In turn, a job competency may be of low importance to the job but has a high ranking by the person.

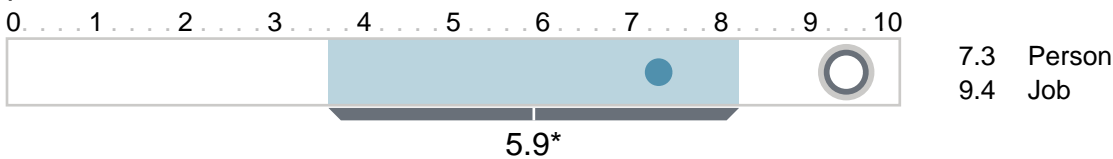
1. Customer Focus - A commitment to customer satisfaction.



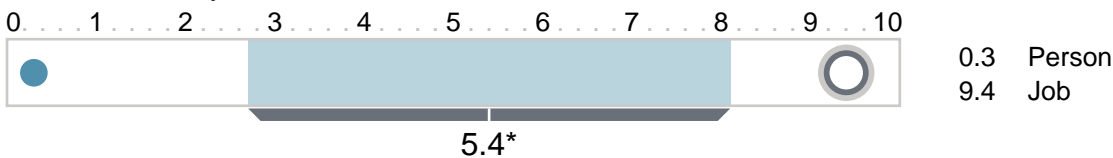
2. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



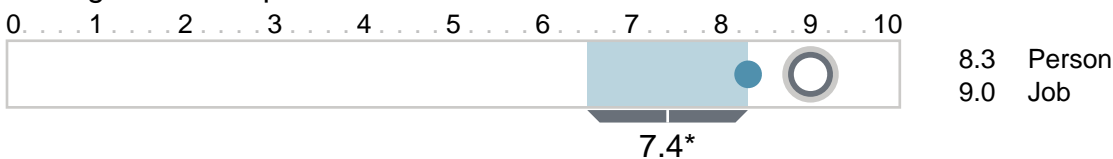
3. Diplomacy & Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



4. Written Communication - Writing clearly, succinctly and understandably.



5. Self-Management - Demonstrating self control and an ability to manage time and priorities.

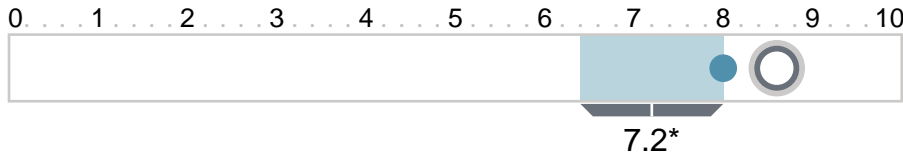


* 68% of the population falls within the shaded area.



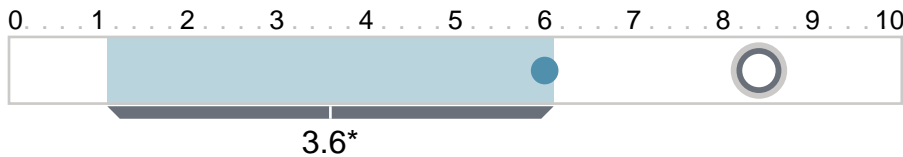
Job Competencies Hierarchy

6. Personal Accountability - A measure of the capacity to be answerable for personal actions.



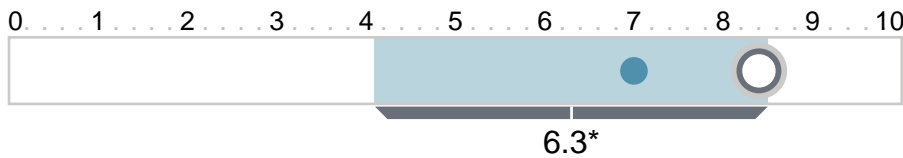
8.0 Person
8.6 Job

7. Empathy - Identifying with and caring about others.



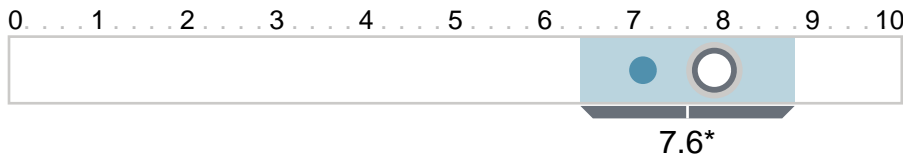
6.0 Person
8.4 Job

8. Teamwork - Working effectively and productively with others.



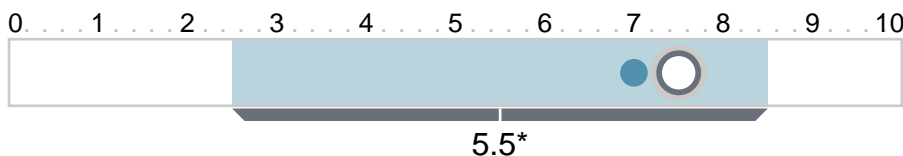
7.0 Person
8.4 Job

9. Flexibility - Agility in adapting to change.



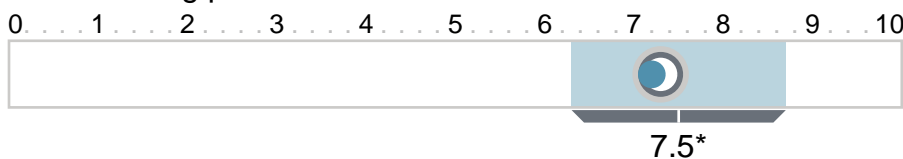
7.1 Person
7.9 Job

10. Persuasion - Convincing others to change the way they think, believe or behave.



7.0 Person
7.5 Job

11. Problem Solving Ability - Anticipating, analyzing, diagnosing, and resolving problems.



7.2 Person
7.3 Job

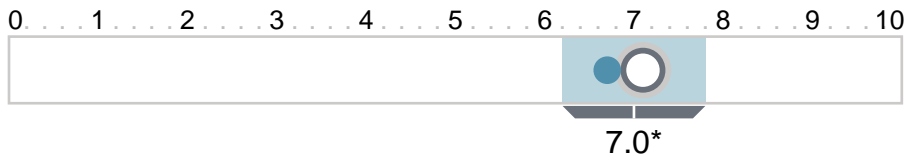
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○ - Job ● - Person

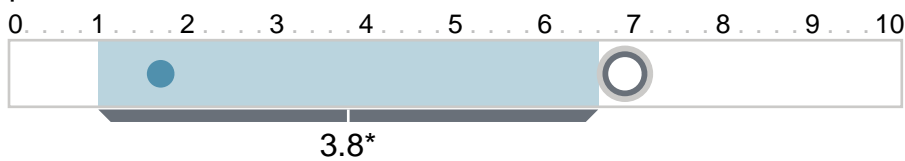


Job Competencies Hierarchy

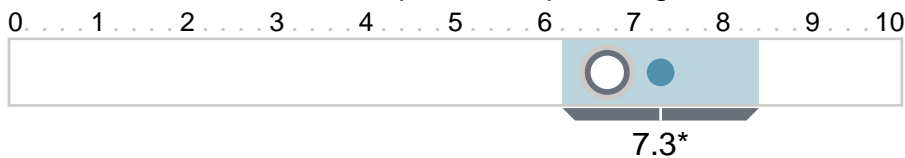
12. Decision Making - Utilizing effective processes to make decisions.



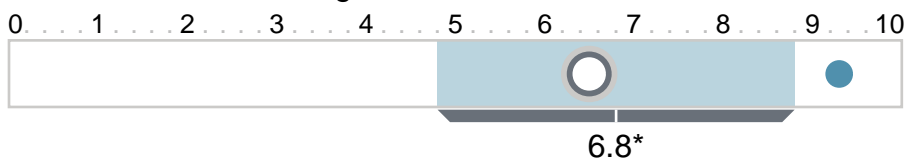
13. Negotiation - Facilitating agreements between two or more parties.



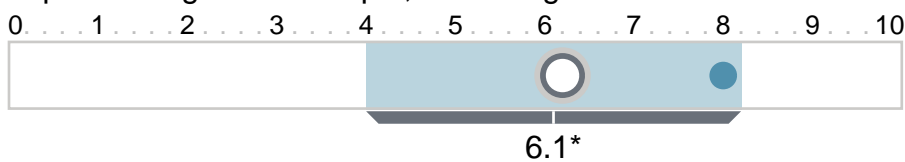
14. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



15. Goal Achievement - The ability to identify and prioritize activities that lead to a goal.



16. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



* 68% of the population falls within the shaded area.

○ - Job ● - Person



Job Competencies Hierarchy

17. Resiliency - The ability to quickly recover from adversity.

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



8.4 Person
6.2 Job

7.2*

18. Presenting - Communicating effectively to groups.

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



4.3 Person
5.6 Job

6.1*

19. Creativity - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

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



4.0 Person
5.4 Job

4.8*

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

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



0.3 Person
5.2 Job

2.8*

21. Planning & Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.

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



2.3 Person
5.2 Job

4.8*

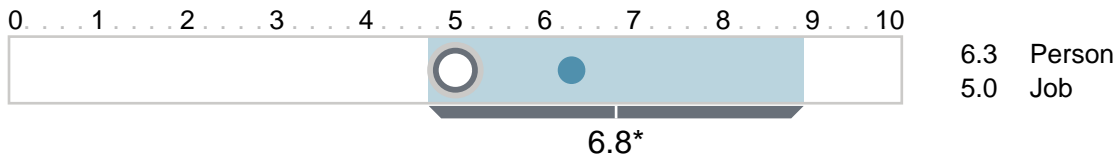
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○ - Job ● - Person

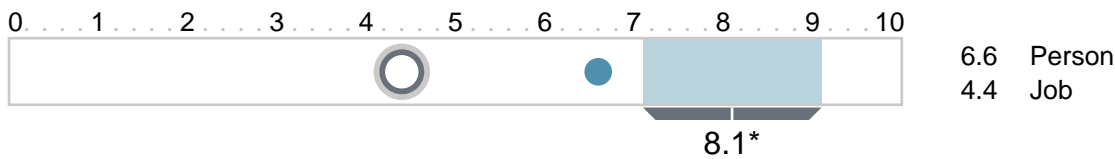


Job Competencies Hierarchy

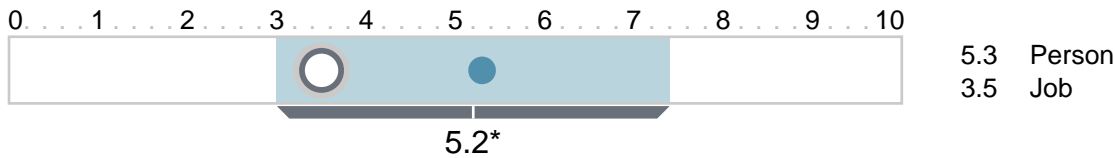
22. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



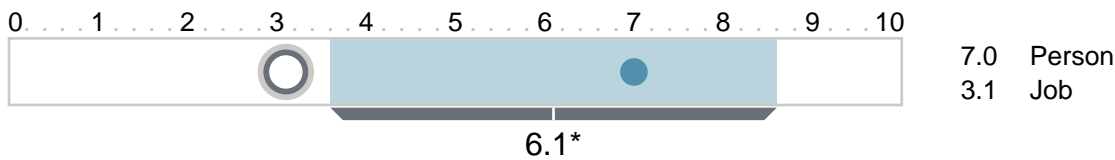
23. Understanding & Evaluating Others - The capacity to perceive and understand the feelings and attitudes of others.



24. Conflict Management - Addressing and resolving conflict constructively.



25. Leadership - Achieving extraordinary business results through people.



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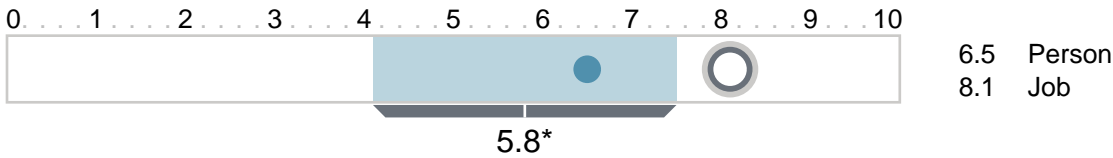
○ - Job ● - Person



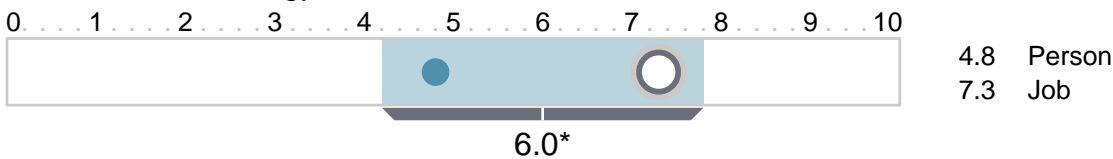
Job Rewards/Culture Hierarchy

These graphs are based on the hierarchy of the job benchmark's rewards/culture in descending order from highest required by the job to the lowest. Gaps may point to a job culture that does not match the person's passion and may produce negative feelings about the job.

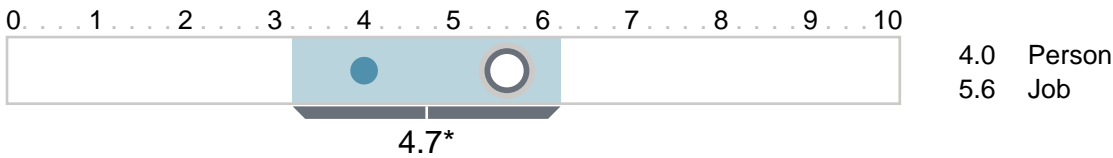
1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



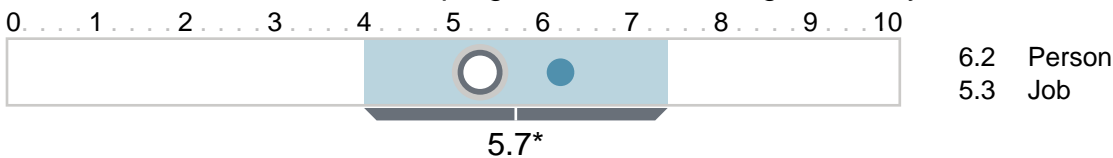
2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



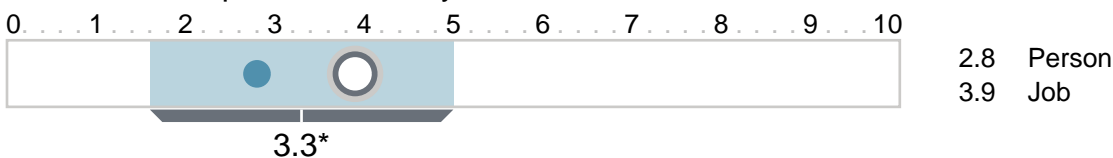
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



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



5. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



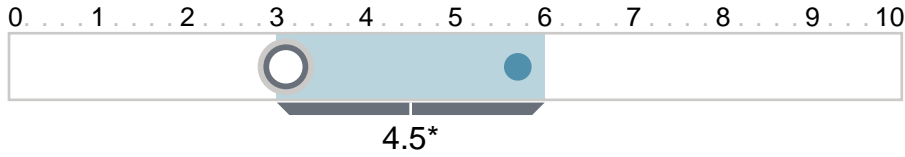
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Job Rewards/Culture Hierarchy

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



5.7 Person
3.1 Job

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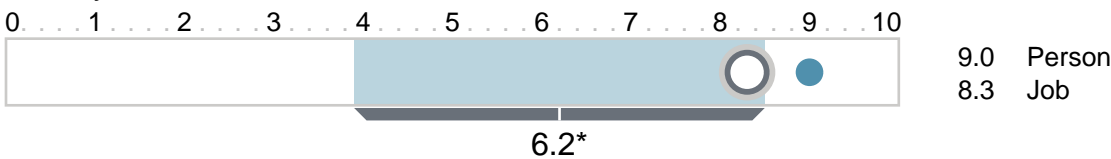
○ - Job ● - Person



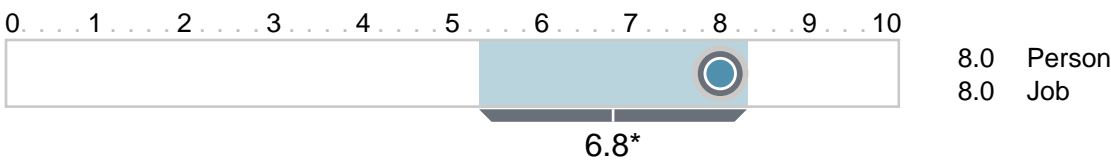
Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the job and the natural behavioral style(s) of the individual(s). The graphs are in descending order from the highest rated behavioral traits required by the job to the lowest. In comparing the results in this section, it is important to note how gaps may indicate a level of stress that could be created when a person is forced to adapt behavior that is not his/her natural style.

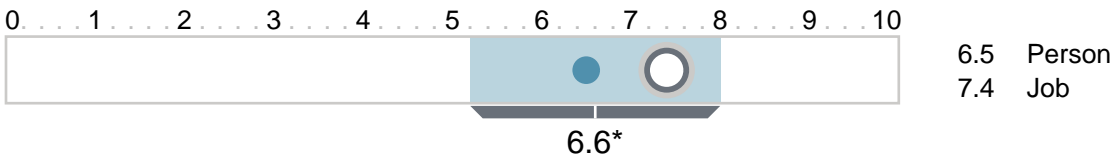
1. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



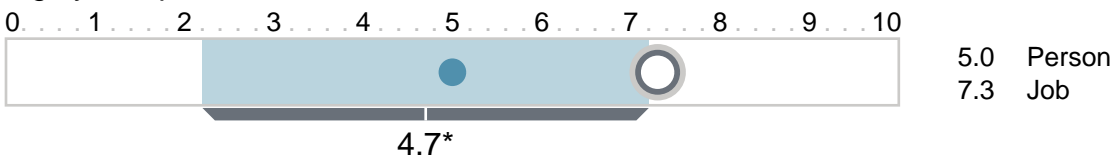
2. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



3. Customer Relations - The job demands a desire to convey your sincere interest in your internal and/or external customers.



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



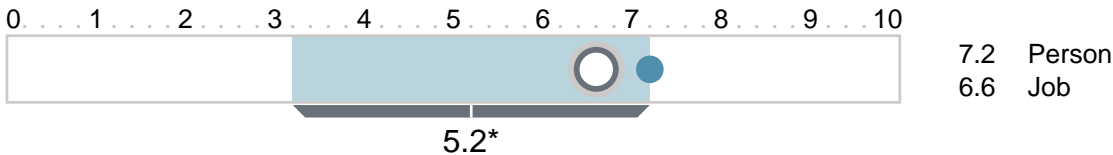
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○ - Job ● - Person

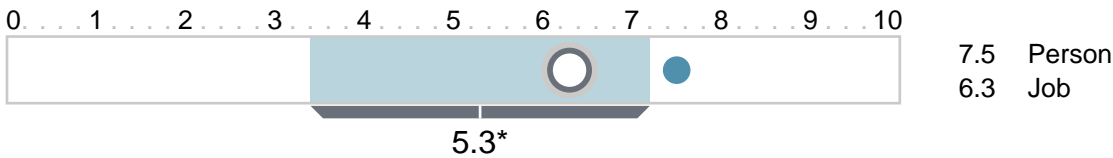


Behavioral Hierarchy

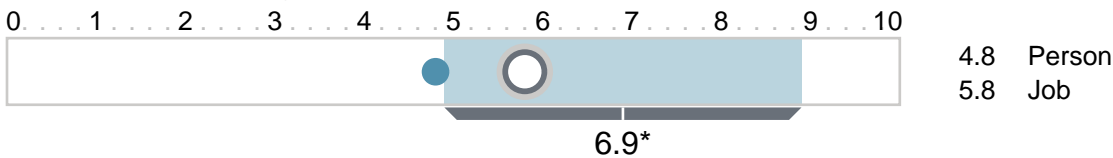
5. Frequent Change - The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished and easily move on to new tasks with little or no notice.



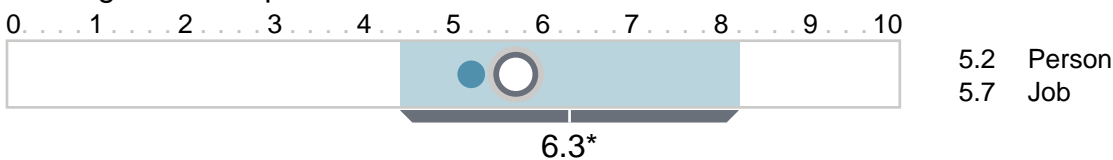
6. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



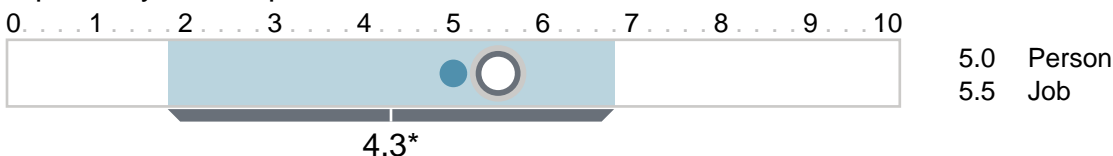
7. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



9. 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.



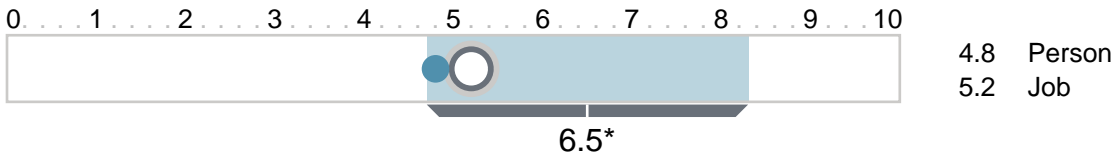
* 68% of the population falls within the shaded area.

○ - Job ● - Person

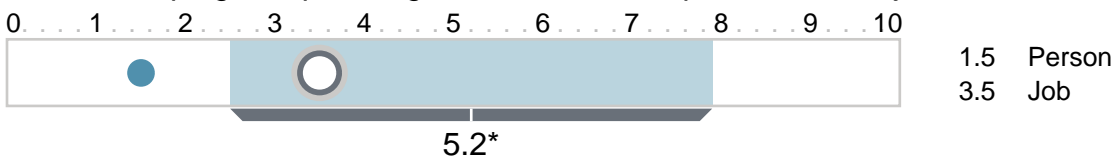


Behavioral Hierarchy

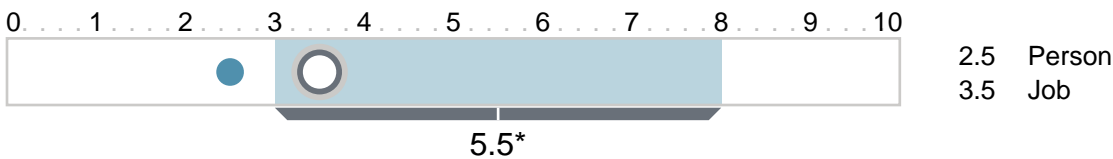
10. Consistency - The job requires the ability to do the job the same way on a repeated basis.



11. 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.



12. 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.



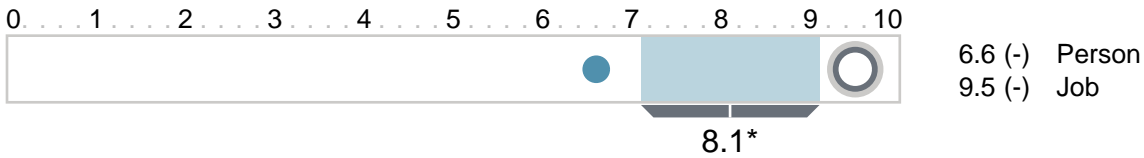
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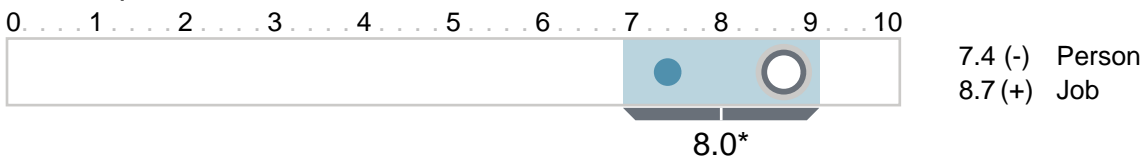
Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

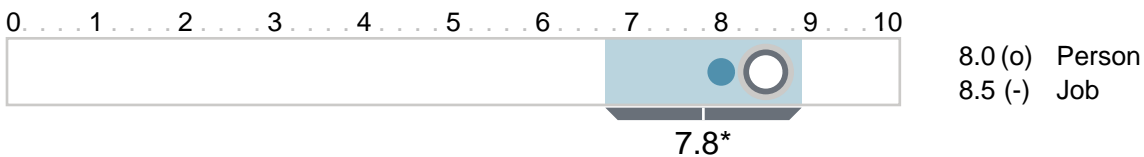
UNDERSTANDING OTHERS - The development of the capacity to discern individuality in others.



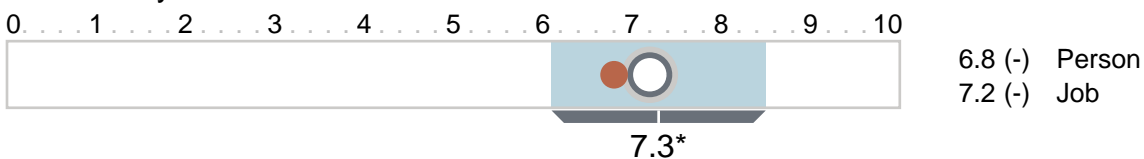
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



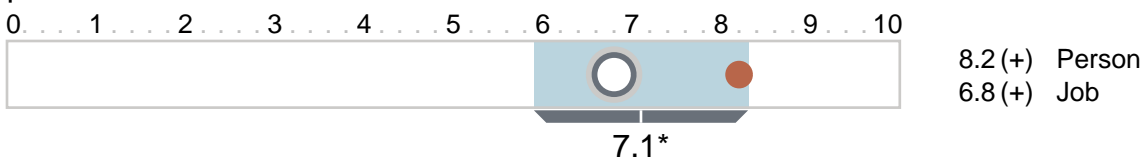
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



SENSE OF SELF - The development of the capacity to discern individuality in one's self.



ROLE AWARENESS - The development of the capacity to discern practical values in situations in one's own roles in the world.



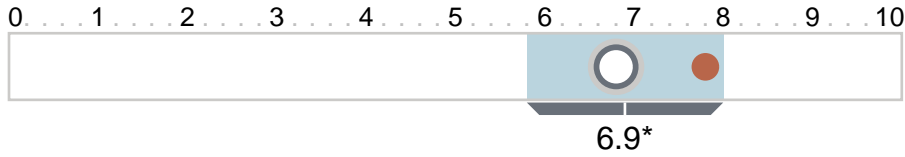
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Acumen Indicators

SELF DIRECTION - The development of the capacity to discern systems and order within oneself.



7.8 (+) Person
6.8 (+) Job

* 68% of the population falls within the shaded area.

○ - Job ● - Person

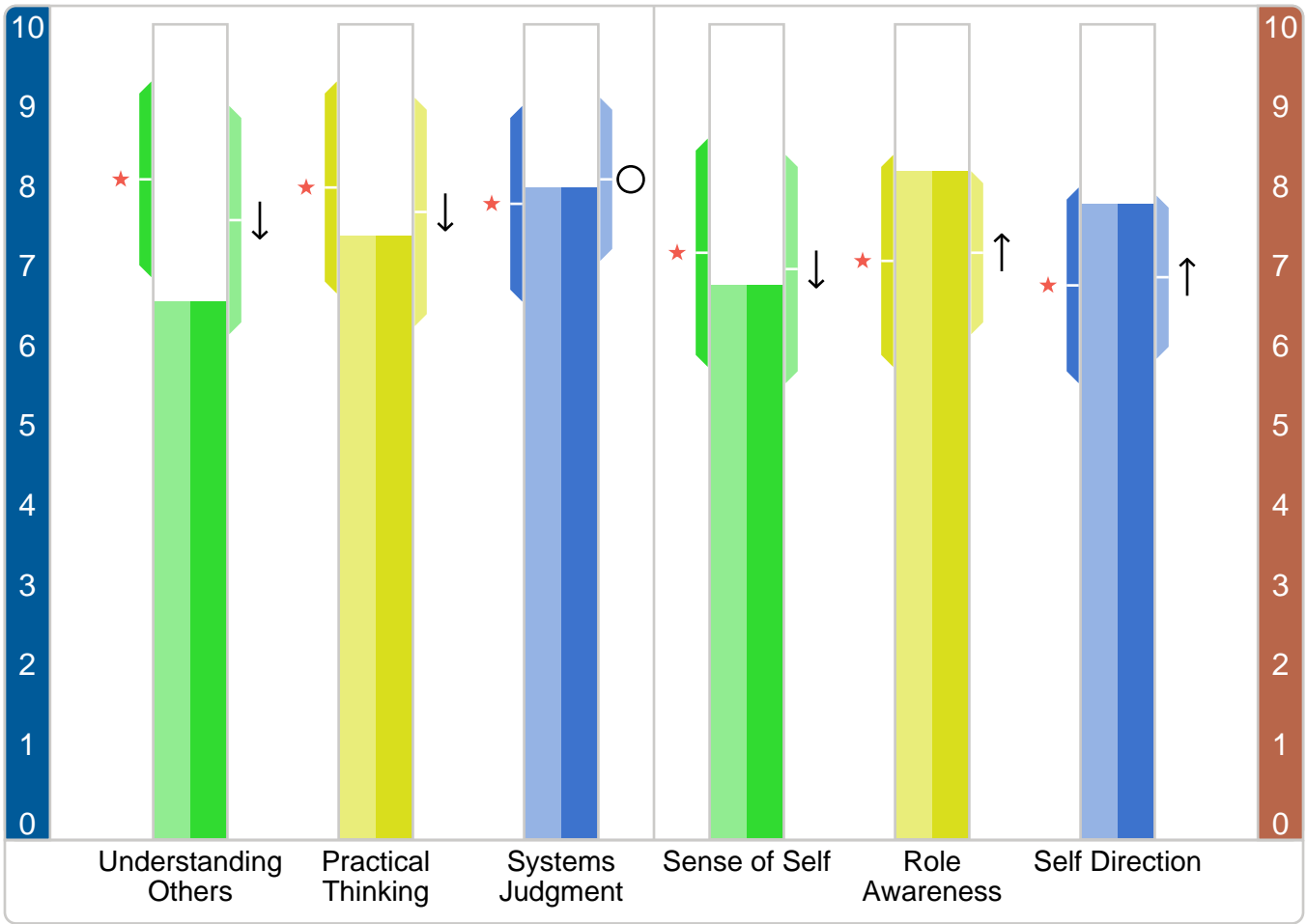


Dimensional Balance

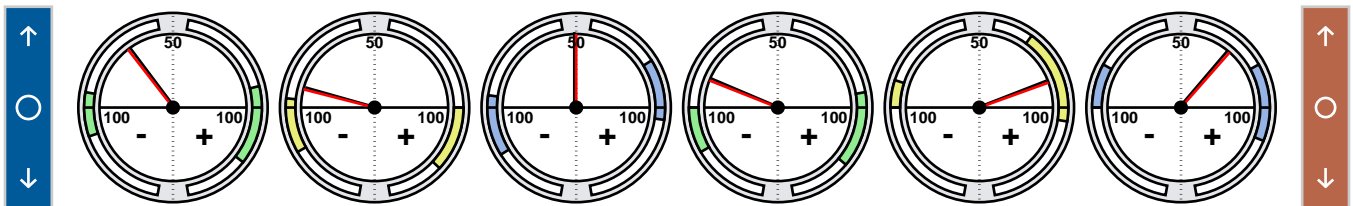
- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	6.6	7.4	8.0	6.8	8.2	7.8
Bias	↓	↓	○	↓	↑	↑



Rev: 0.84-0.86



Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Customer Focus	8.4 — 10.0	6.0
2. Interpersonal Skills	6.9 — 9.9	10.0
3. Diplomacy & Tact	8.3 — 10.0	7.3
4. Written Communication	8.2 — 10.0	0.3
5. Self-Management	8.4 — 10.0	8.3
6. Personal Accountability	8.1 — 10.0	8.0
7. Empathy	6.2 — 10.0	6.0

Job Rewards/Culture Hierarchy	Zone Range	Person
1. Theoretical	7.6 — 10.0	6.5
2. Utilitarian/Economic	6.1 — 7.8	4.8
3. Individualistic/Political	4.8 — 6.2	4.0

Job Behavioral Hierarchy	Zone Range	Person
1. Frequent Interaction with Others	6.3 — 8.5	9.0
2. People Oriented	6.9 — 8.3	8.0
3. Customer Relations	6.7 — 8.0	6.5

Exact match Fair compatibility Over-focused
 Good compatibility Poor compatibility