



Multiple Respondent Job Plus Report

National Account Manager
12-16-2003

INTRODUCTION

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TriMetrix job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area are in Sections 7 through 9. Finally, Section 10 contains composite rankings in all areas.

SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job. Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

SECTION 2: REWARDS/CULTURE HIERARCHY (6 AREAS)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

SECTION 3: BEHAVIORAL HIERARCHY (8 AREAS)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of Sections 1 through 3 (above) are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.

INTRODUCTION

SECTION 4: JOB ATTRIBUTES FEEDBACK

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

SECTION 5: REWARDS/CULTURE FEEDBACK

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

SECTION 6: BEHAVIORAL FEEDBACK

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

SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

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

SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

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

SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

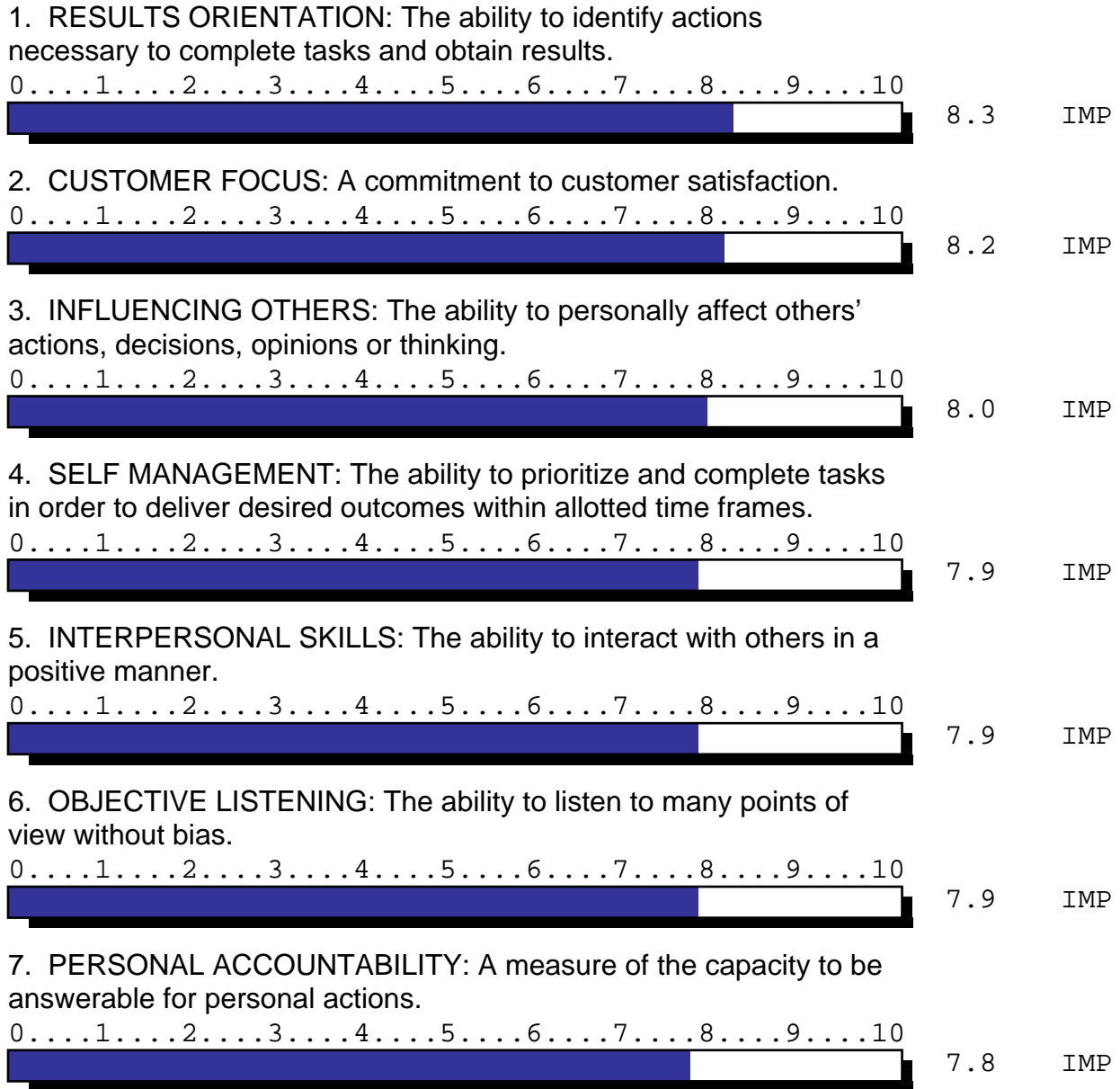
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

SECTION 10: COMPOSITE RANKINGS

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

JOB ATTRIBUTES HIERARCHY




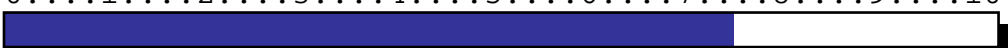




All human jobs require certain people attributes. This section of the report identifies the composite of the respondents to show which attributes are most important to the job in question. Input from all respondents has been averaged. (Details of individual respondents' input are listed in a later section,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






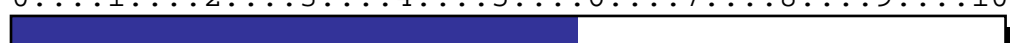
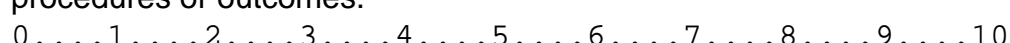
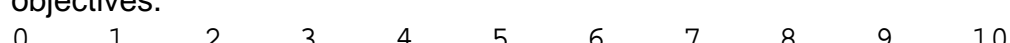
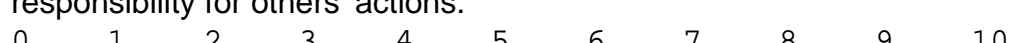
The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

JOB ATTRIBUTES HIERARCHY

8. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	7.7	IMP
9. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	7.7	IMP
10. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	7.7	IMP
11. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	7.6	IMP
12. RESILIENCY: The ability to quickly recover from adversity. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	7.5	IMP
13. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	7.2	SWI
14. SELF STARTING: The ability to initiate and sustain momentum without external stimulation. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	7.0	SWI
15. PROBLEM SOLVING: The ability to identify key components of a problem to formulate a solution or solutions. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	6.6	SWI
16. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively. 0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 	6.5	SWI

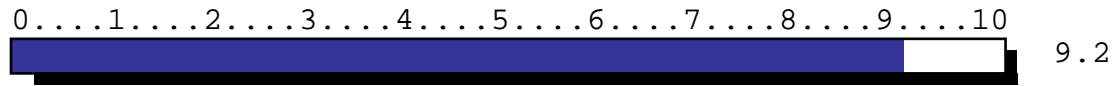
JOB ATTRIBUTES HIERARCHY

<p>17. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	<p>6.4 SWI</p>
<p>18. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	<p>6.3 SWI</p>
<p>19. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	<p>5.8 SWI</p>
<p>20. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	<p>5.8 SWI</p>
<p>21. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	<p>5.4 SWI</p>
<p>22. TEAMWORK: The ability to cooperate with others to meet objectives.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	<p>5.3 SWI</p>
<p>23. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.</p> <p>0 1 2 3 4 5 6 7 8 9 10</p> 	<p>5.3 SWI</p>

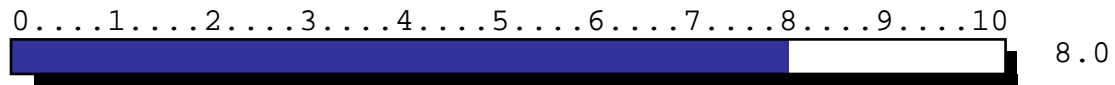
REWARDS/CULTURE HIERARCHY

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

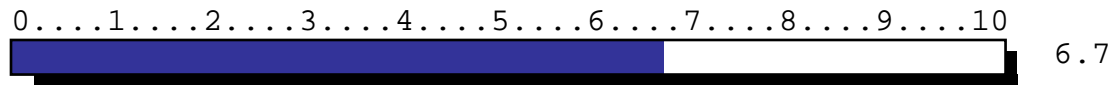
1. UTILITARIAN/ECONOMIC



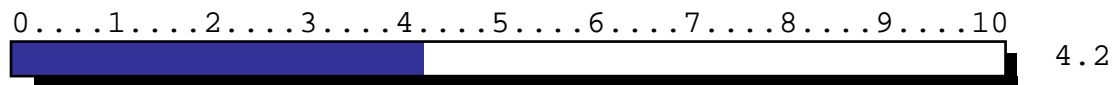
2. THEORETICAL



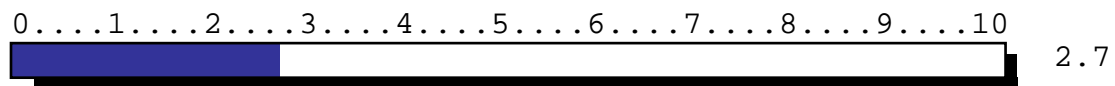
3. INDIVIDUALISTIC/POLITICAL



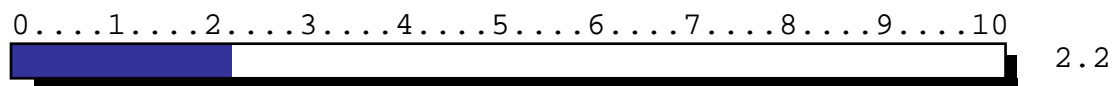
4. AESTHETIC



5. TRADITIONAL/REGULATORY

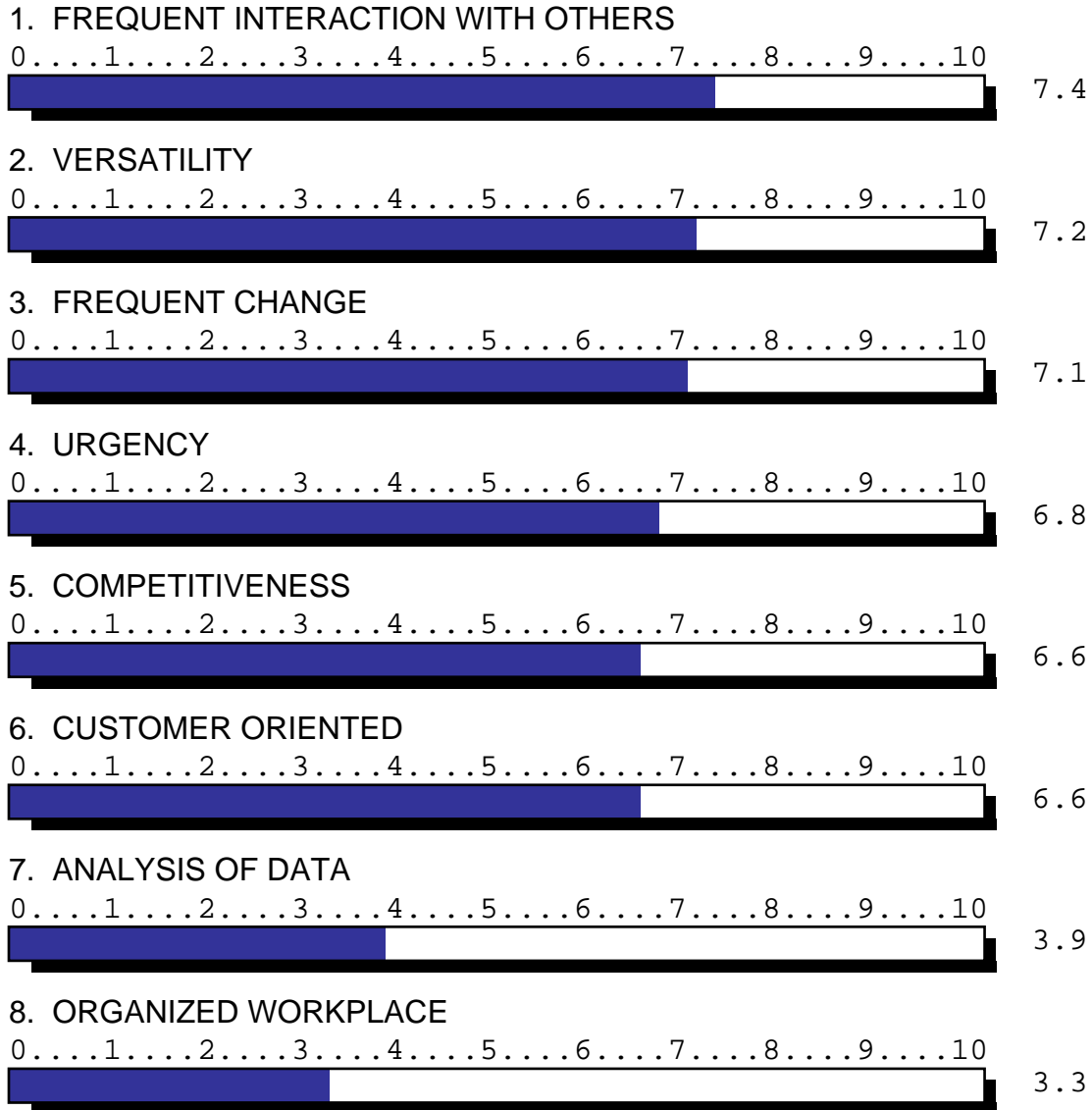


6. SOCIAL



BEHAVIORAL HIERARCHY

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.



JOB ATTRIBUTES FEEDBACK

This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.

1. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
 - Maintains focus on goals
 - Identifies and acts on removing potential obstacles to successful goal attainment
 - Implements thorough and effective plans and applies appropriate resources to produce desired results
 - Follows through on all commitments to achieve results

2. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
 - Consistently places a high value on customers and all issues related to customers
 - Objectively listens to, understands and represents customer feedback
 - Anticipates customer needs and develops appropriate solutions
 - Meets all promises and commitments made to customers

3. **INFLUENCING OTHERS:** The ability to personally affect others' actions, decisions, opinions or thinking.
 - Effectively impacts others' actions
 - Gains commitment from others to achieve desired results
 - Analyzes others' opinions and leads them to understand and willingly accept desired alternatives
 - Persuades others in a positive manner

4. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
 - Independently pursues business objectives in an organized and efficient manner
 - Prioritizes activities as necessary to meet job responsibilities
 - Maintains required level of activity toward achieving goals without direct supervision
 - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

5. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.
 - Initiates and develops business relationships in positive ways
 - Successfully works with a wide range of people at varying levels of organizations
 - Communicates with others in ways that are clear, considerate and understandable
 - Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

JOB ATTRIBUTES FEEDBACK

6. **OBJECTIVE LISTENING:** The ability to listen to many points of view without bias.
 - Values others' points of view
 - Regularly solicits input from others and listens to them without interrupting
 - Represents others' points of view impartially
 - Verifies understanding of others' feedback

7. **PERSONAL ACCOUNTABILITY:** A measure of the capacity to be answerable for personal actions.
 - Accepts personal responsibility for the consequences of personal actions
 - Avoids placing unnecessary blame on others
 - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
 - Applies personal lessons learned from past failures to moving forward in achieving future successes

REWARDS/CULTURE FEEDBACK

1. UTILITARIAN/ECONOMIC

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

2. THEORETICAL

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

3. INDIVIDUALISTIC/POLITICAL

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

BEHAVIORAL FEEDBACK

1. FREQUENT INTERACTION WITH OTHERS

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

2. 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.

3. 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.

JOB ATTRIBUTES COMPOSITE

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

	PERSONAL ATTRIBUTES	C	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10
1	RESULTS ORIENTATION	8.3	9.4	8.8	8.1	6.2	6.9	9.4	8.1	8.8	10.0	8.1
2	CUSTOMER FOCUS	8.2	10.0	9.4	6.2	10.0	6.2	7.5	8.1	9.4	9.4	6.2
3	INFLUENCING OTHERS	8.0	10.0	10.0	6.2	9.4	6.9	6.9	8.1	7.5	8.1	7.5
4	SELF MANAGEMENT	7.9	8.1	10.0	8.1	5.6	8.1	8.8	8.8	6.9	6.2	8.8
5	INTERPERSONAL SKILLS	7.9	10.0	9.4	5.6	10.0	8.1	10.0	7.5	3.8	7.5	7.5
6	OBJECTIVE LISTENING	7.9	9.4	8.8	6.2	9.4	7.5	10.0	8.1	6.9	5.6	7.5
7	PERSONAL ACCOUNTABILITY	7.8	9.4	9.4	6.2	7.5	6.9	8.8	5.6	6.9	10.0	8.1
8	GOAL ACHIEVEMENT	7.7	8.8	9.4	7.5	5.0	7.5	8.8	5.6	5.6	9.4	9.4
9	DIPLOMACY AND TACT	7.7	8.8	9.4	5.6	10.0	7.5	10.0	8.8	3.8	5.0	8.1
10	FLEXIBILITY	7.7	8.8	9.4	6.9	6.9	7.5	9.4	8.8	6.9	5.0	8.1
11	EMPATHETIC OUTLOOK	7.6	9.4	8.1	6.2	10.0	7.5	10.0	7.5	5.0	5.0	7.5
12	RESILIENCY	7.5	8.8	8.8	5.6	7.5	7.5	8.1	8.1	6.2	6.9	8.1
13	CONTINUOUS LEARNING	7.2	8.1	7.5	8.1	10.0	6.2	9.4	5.6	5.6	4.4	7.5
14	SELF STARTING	7.0	8.8	8.8	6.2	5.6	6.9	7.5	8.8	5.0	5.6	6.9
15	PROBLEM SOLVING	6.6	8.8	6.9	8.1	7.5	8.1	6.9	6.2	6.9	7.5	0.0
16	CONFLICT MANAGEMENT	6.5	8.8	7.5	4.4	10.0	8.1	8.1	7.5	3.1	5.6	2.5
17	CONCEPTUAL THINKING	6.4	9.4	3.8	8.8	5.0	6.9	6.2	5.6	10.0	7.5	1.2
18	DECISION MAKING	6.3	9.4	5.6	5.6	5.6	8.1	7.5	4.4	7.5	7.5	2.5
19	DEVELOPING OTHERS	5.8	8.8	5.0	5.6	2.5	8.1	10.0	7.5	2.5	7.5	1.2
20	LEADING OTHERS	5.8	8.1	5.0	6.2	3.8	8.1	5.6	6.2	2.5	8.1	4.4
21	PLANNING AND ORGANIZATION	5.4	5.6	4.4	5.6	5.6	6.9	5.6	6.2	3.1	2.5	8.8
22	TEAMWORK	5.3	5.0	9.4	4.4	6.2	6.2	6.9	3.8	2.5	5.0	4.4
23	ACCOUNTABILITY FOR OTHERS	5.3	8.8	2.5	2.5	1.9	7.5	7.5	5.6	5.6	10.0	1.9

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10
1	UTILITARIAN/ECONOMIC	9.2	10.0	10.0	5.0	10.0	10.0	10.0	10.0	7.5	10.0	10.0
2	THEORETICAL	8.0	7.5	10.0	10.0	7.5	10.0	7.5	7.5	10.0	2.5	7.5
3	INDIVIDUALISTIC/POLITICAL	6.7	10.0	2.5	7.5	0.0	10.0	5.0	5.0	7.5	10.0	10.0
4	AESTHETIC	4.2	5.0	2.5	2.5	2.5	10.0	5.0	5.0	5.0	2.5	2.5
5	TRADITIONAL/REGULATORY	2.7	0.0	0.0	2.5	5.0	10.0	2.5	2.5	0.0	0.0	5.0
6	SOCIAL	2.2	5.0	0.0	0.0	0.0	10.0	7.5	0.0	0.0	0.0	0.0

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10
1	FREQUENT INTERACTION WITH OTHERS	7.4	8.0	9.0	8.0	9.0	5.0	8.0	7.0	5.0	7.0	8.0
2	VERSATILITY	7.2	8.0	7.0	8.0	7.0	6.0	8.0	7.0	7.0	7.5	6.5
3	FREQUENT CHANGE	7.1	8.5	6.8	7.8	6.0	5.2	8.0	7.5	7.0	8.8	6.2
4	URGENCY	6.8	8.5	5.0	7.5	4.0	6.5	7.5	7.5	8.5	9.0	4.5
5	COMPETITIVENESS	6.6	10.0	5.0	7.0	3.0	5.0	7.0	7.0	8.0	10.0	4.0
6	CUSTOMER ORIENTED	6.6	7.0	8.0	7.0	8.0	5.0	7.0	6.0	5.0	6.0	7.5
7	ANALYSIS OF DATA	3.9	3.5	2.5	3.5	3.0	6.5	3.5	4.0	5.0	4.0	3.5
8	ORGANIZED WORKPLACE	3.3	2.0	2.5	3.0	3.0	7.0	2.5	3.5	5.0	2.5	2.5

RESPONDENT KEY

R1: KAREN KELLY
R2: HELEN DRUCKER
R3: WILLIAM MARQUIS
R4: ANN RIDING
R5: EMIL PELLTIER
R6: RENE BOLTON
R7: JAMES WEEDLER
R8: GILDA DORCHEK
R9: FRED STEARMAN
R10: STEVE MONTAGNE