Excel Group
Talent Intelligence
Solutions for Effective Talent Management

Excel TI™
Multi-Rater Job Report

For: Department Manager

Solutions for Effective Performance

EXCEL GROUP
D e v e l o p m e n t

www.GrowingCoaches.com
1-888-89COACH

TTI TriMetrix®

Multiple Respondent Job Report

Department Manager

Department Manager

8-7-2008

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 TTI 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.
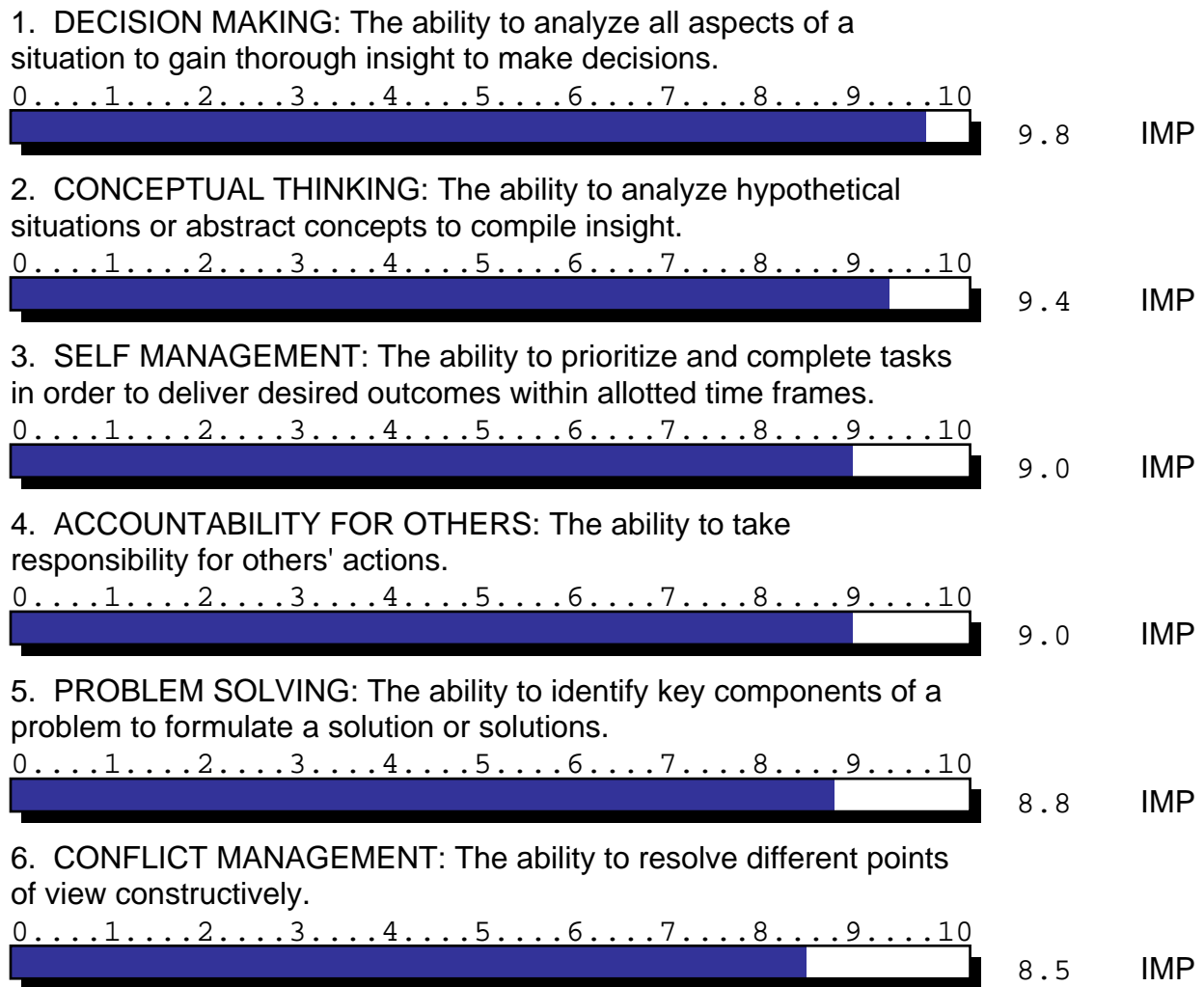
SECTION 10: COMPOSITE RANKINGS

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.

Section 1
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.

1. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
```
0....1....2....3....4....5....6....7....8....9....10
```
9.8   IMP

2. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.
```
0....1....2....3....4....5....6....7....8....9....10
```
9.4   IMP

3. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
```
0....1....2....3....4....5....6....7....8....9....10
```
9.0   IMP

4. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.
```
0....1....2....3....4....5....6....7....8....9....10
```
9.0   IMP

5. 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
```
8.8   IMP

6. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.
```
0....1....2....3....4....5....6....7....8....9....10
```
8.5   IMP

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

Section 1
JOB ATTRIBUTES HIERARCHY

7. 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

8.2   IMP

8. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.

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

8.1   IMP

9. 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

8.1   IMP

10. 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

8.0   IMP

11. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

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

8.0   IMP

12. RESULTS ORIENTATION: The ability to identify actions necessary to complete tasks and obtain results.

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

7.9   IMP

13. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.

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

7.8   IMP

14. RESILIENCY: The ability to quickly recover from adversity.

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

7.5   IMP

15. SELF STARTING: The ability to initiate and sustain momentum without external stimulation.

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

7.5   IMP

Section 1
JOB ATTRIBUTES HIERARCHY

16. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.

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

7.4   SWI

17. INFLUENCING OTHERS: The ability to personally affect others' actions, decisions, opinions or thinking.

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

7.4   SWI

18. 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
```

7.3   SWI

19. CUSTOMER FOCUS: A commitment to customer satisfaction.

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

7.2   SWI

20. TEAMWORK: The ability to cooperate with others to meet objectives.

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

6.4   SWI

21. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.

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

6.1   SWI

22. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.

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

6.0   SWI

23. 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
```
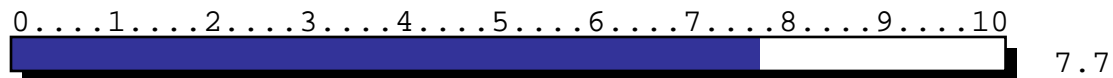
5.6   SWI

Section 2
JOB REWARDS/CULTURE HIERARCHY

This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.
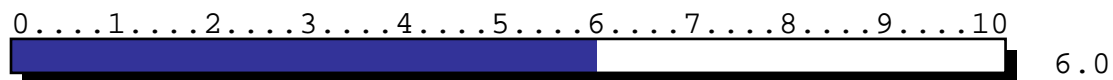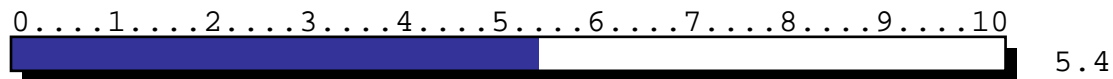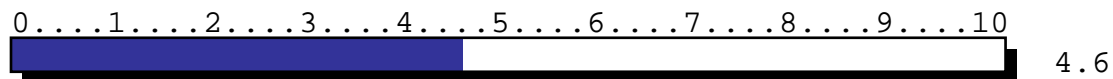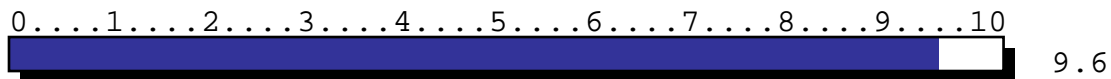
1. TRADITIONAL/REGULATORY
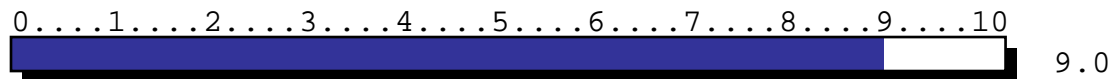
0....1....2....3....4....5....6....7....8....9....10

9.0

2. SOCIAL

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

7.7

3. AESTHETIC

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

6.0

4. UTILITARIAN/ECONOMIC

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

5.4

5. INDIVIDUALISTIC/POLITICAL

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

4.6

6. THEORETICAL

0....1....2....3....4....5....6....7....8....9....10
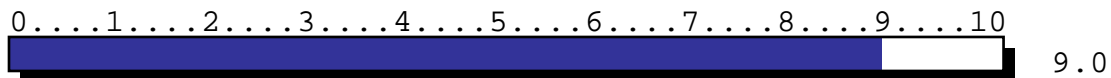
4.1
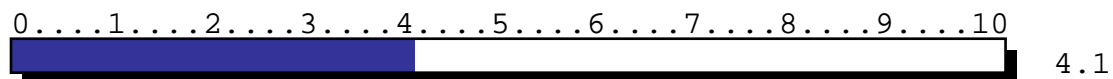
Section 2
ORGANIZATIONAL REWARDS/CULTURE HIERARCHY

This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.
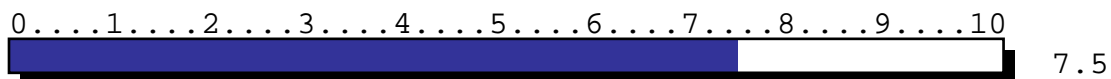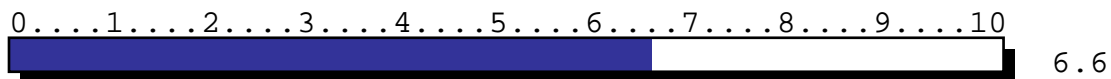
1. SOCIAL
```
0....1....2....3....4....5....6....7....8....9....10
```
9.6

2. TRADITIONAL/REGULATORY
```
0....1....2....3....4....5....6....7....8....9....10
```
9.0

3. UTILITARIAN/ECONOMIC
```
0....1....2....3....4....5....6....7....8....9....10
```
8.0

4. THEORETICAL
```
0....1....2....3....4....5....6....7....8....9....10
```
7.5

5. AESTHETIC
```
0....1....2....3....4....5....6....7....8....9....10
```
6.6

6. INDIVIDUALISTIC/POLITICAL
```
0....1....2....3....4....5....6....7....8....9....10
```
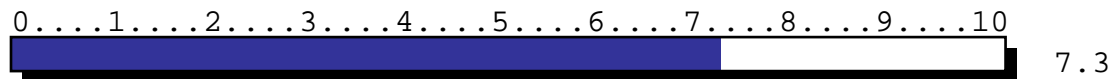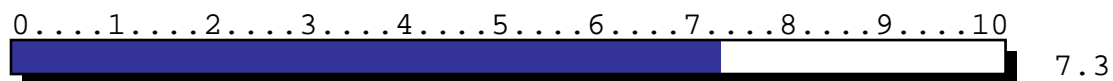3.3
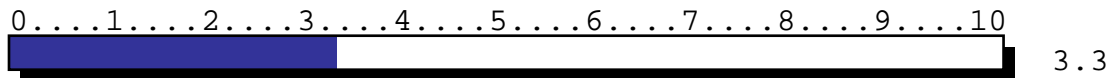
Section 3
BEHAVIORAL HIERARCHY

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.
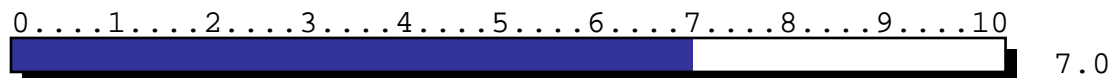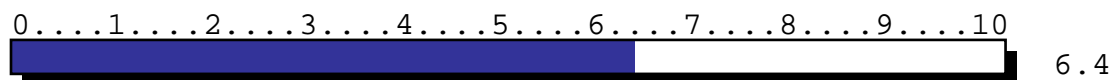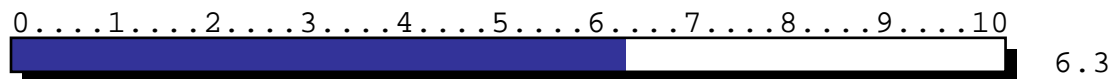
1. ORGANIZED WORKPLACE
```
0....1....2....3....4....5....6....7....8....9....10
```
7.3

2. ANALYSIS OF DATA
```
0....1....2....3....4....5....6....7....8....9....10
```
7.3

3. COMPETITIVENESS
```
0....1....2....3....4....5....6....7....8....9....10
```
7.0

4. URGENCY
```
0....1....2....3....4....5....6....7....8....9....10
```
6.4

5. FREQUENT INTERACTION WITH OTHERS
```
0....1....2....3....4....5....6....7....8....9....10
```
6.3

6. CUSTOMER ORIENTED
```
0....1....2....3....4....5....6....7....8....9....10
```
6.3

7. VERSATILITY
```
0....1....2....3....4....5....6....7....8....9....10
```
5.8

8. FREQUENT CHANGE
```
0....1....2....3....4....5....6....7....8....9....10
```
5.3

WB: 65-44-52-85 (39)
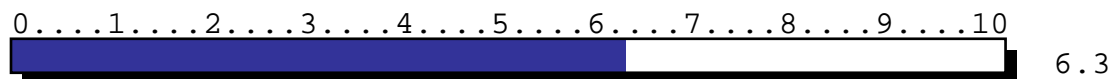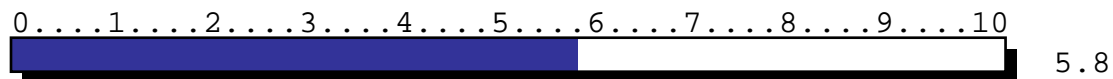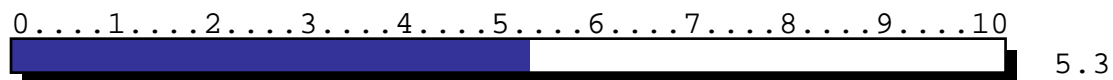
Section 4
JOB ATTRIBUTES FEEDBACK

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. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
    -   Analyzes data necessary for decision-making
    -   Makes major decisions impacting strategic outcomes appropriately and effectively
    -   Makes decisions in a timely manner
    -   Demonstrates ability to make unpopular and difficult decisions when necessary

2. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.
    -   Demonstrates ability to forecast long range outcomes and develop suitable business strategies
    -   Identifies, evaluates and communicates potential impacts of hypothetical situations
    -   Defines options to leverage opportunities in achieving business goals
    -   Develops plans and strategies that lead to desired strategic outcomes

3. 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

4. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.
    -   Establishes appropriate performance standards for others
    -   Assumes personal accountability for others' performance
    -   Effectively confronts performance issues promptly
    -   Monitors performance, tracks results and measures achievement of key accountabilities

Section 4
JOB ATTRIBUTES FEEDBACK

5. PROBLEM SOLVING: The ability to identify key components of a problem to formulate a solution or solutions.
   • Analyzes all data relative to a problem
   • Divides complex issues into simpler components in order to achieve clarity
   • Selects the best options available to solve specific problems
   • Applies all relevant resources to implement suitable solutions

6. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.
   • Faces difficult issues with objectivity
   • Considers all opinions and facts before drawing conclusions
   • Identifies appropriate solutions for volatile situations
   • Negotiates acceptable solutions between parties to successfully move beyond confrontation

7. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
   • Establishes goals that are relevant, realistic and attainable
   • Identifies and implements required plans and milestones to achieve specific business goals
   • Initiates activity toward goals without unnecessary delay
   • Stays on target to complete goals regardless of obstacles or adverse circumstances

Section 5
JOB REWARDS/CULTURE FEEDBACK

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

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

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

11

Section 6
BEHAVIORAL FEEDBACK

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

2. 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.

3. 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.

Section 7
JOB ATTRIBUTES QUESTIONS

Below are suggested interview questions on each of the top seven attributes. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.

1. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
   - How much of your decision making is based strictly on data? What other input do you use for making decisions? What role does "gut instinct" play?
   - What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
   - Give me an example of a decision you made quickly? Why were you able to make it so quickly? Give me an example of a decision that took a very long time to make. How long did it take and why?
   - Describe a decision you had to make where you put the needs of the organization before your personal preferences.
   - What decision have you made that had the most strategic impact on others or an organization? What were those implications? Which were good? Bad?
   - Describe a situation when you had to explain the rationale for a decision you made to other people? How did you communicate your rationale? What were the reactions of others? How did you handle any negative reactions?

2. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight.
   - Describe a situation where you formulated a hypothetical outcome of a situation and developed a tangible plan to make that outcome a reality.
   - Give me an example of a conceptual idea you had. Walk me through how you implemented it.
   - What will your industry look like in five years? Who will your biggest competitors be and why? Describe our competition as you see it. Point out strengths and weaknesses of the competitors.
   - What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
   - Give me an example of a specific plan you developed that was deemed successful or improved a situation.
   - How have your career plans changed over the past few years?

Section 7
JOB ATTRIBUTES QUESTIONS

3. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
   - Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
   - Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
   - Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
   - We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
   - How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
   - What is the difference between activity and results? How do you personally define this difference?

4. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.
   - How do you go about establishing performance standards for others? Give me an example of a set of specific standards you have established for others and how you kept track of performance.
   - Tell me about a time when you inherited a poor performer. What approach did you take with that person?
   - Describe a sensitive issue you have dealt with in correcting a subordinate. What made it so sensitive? What factors did you have to consider when dealing with it?
   - Describe a difficult, performance issue you have dealt with in the past and describe the process you used to correct the problem. What was the outcome?
   - Have you ever had a situation where failure came from a "system" rather than from the "people" who made the system function? How do you differentiate between the two? How would you go about correcting a flawed "system" versus the "people" who are part of it?
   - Describe a time when it was necessary to discipline or take punitive action with an employee. How did it work out? Did you do anything differently the next time you faced a similar problem?

Section 7
JOB ATTRIBUTES QUESTIONS

5. PROBLEM SOLVING: The ability to identify key components of a problem to formulate a solution or solutions.
    •   Give me an example of a difficult problem you solved at work and describe how you went about solving it.
    •   What problem have you solved in your career that has provided you the greatest sense of fulfillment?
    •   Give me an example of a problem at work that you just couldn't solve. What did you do?
    •   Give me an example of how you approach a complex or difficult problem.
    •   How do you identify resources and data and go about organizing them when working on a project or problem?
    •   When confronted with a difficult or complex issue how do you prepare yourself with the right attitude and expectation?

6. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.
    •   Give me an example of a situation where you had to take control of an emotionally charged situation and exactly what you did to keep everyone and everything under control.
    •   Who is the most difficult person you have ever encountered? What made that person so difficult? What did you do to remain as objective as possible when dealing with them?
    •   Give me an example of a situation when you had to choose between two difficult alternatives in a very short time frame. What process did you use to reach your decision? How popular was your decision? What did you do to defend your position, if anything at all?
    •   Tell me about a time when you had to solve a conflict between disputing parties. What was the outcome? What did you learn from the way you handled it?
    •   How have you handled criticism of your work? Describe a time when you failed to resolve differing opinions.
    •   How do you go about learning all sides of a dispute or disagreement before reaching a conclusion? Tell me about a situation that you observed where all sides or points of view were not heard and how you would have handled it differently.

Section 7
JOB ATTRIBUTES QUESTIONS

7. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.

   *   Describe the most complex project you ever worked on. How did you establish action steps and milestones for that project? What was the most difficult part of that project for you?
   *   Share with me 5 goals you have previously set for yourself in in your career. How many have you accomplished? What have been the reasons for your successful completion of them? How about those you have not completed?
   *   Give me an example of a time when you really procrastinated before getting started on something. How did you get started? Did you complete that goal or project?
   *   Is there one thing in your life that you have accomplished that gives you the most satisfaction? What is it? How tough was it to accomplish?
   *   What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration? Why didn't you complete it? How could you complete it?
   *   Give me an example of a time when you were really able to focus your efforts on a single goal. How were you able to do that?

Section 8
JOB REWARDS/CULTURE QUESTIONS

Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

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

2. SOCIAL
   - Is there such a thing as "too much" service to others? Explain your answer to me, please.
   - Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
   - Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
   - What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take corrective action? What would that action be?

3. AESTHETIC
   - How would you rank the importance of creativity and self-expression in your work? How do you personally express your unique creative side?
   - Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off balance more than anything else?
   - Describe how you would feel if you were to discover that an organization you worked for was misusing the earth's natural resources. How would you show your feelings?
   - Describe your strategy for achieving and maintaining a comfortable level of balance and harmony in your life. What would you say you are most sensitive to in your work environment and/or in general?

Section 9
BEHAVIORAL QUESTIONS

Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

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

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

3. COMPETITIVENESS
   - How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
   - How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

Section 10
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
1	DECISION MAKING	9.8	10.0	9.4	10.0
2	CONCEPTUAL THINKING	9.4	9.4	10.0	9.0
3	SELF MANAGEMENT	9.0	9.4	9.4	8.4
4	ACCOUNTABILITY FOR OTHERS	9.0	8.8	8.8	9.5
5	PROBLEM SOLVING	8.8	8.8	8.8	9.0
6	CONFLICT MANAGEMENT	8.5	7.5	8.8	9.2
7	GOAL ACHIEVEMENT	8.2	9.4	8.1	7.3
8	PERSONAL ACCOUNTABILITY	8.1	6.9	9.4	8.0
9	FLEXIBILITY	8.1	8.1	8.1	8.3
10	DIPLOMACY AND TACT	8.0	6.9	10.0	7.2
11	LEADING OTHERS	8.0	8.8	7.5	7.7
12	RESULTS ORIENTATION	7.9	8.8	7.5	7.4
13	PLANNING AND ORGANIZATION	7.8	9.4	6.9	7.1
14	RESILIENCY	7.5	9.4	7.5	5.6
15	SELF STARTING	7.5	7.5	6.9	8.1
16	INTERPERSONAL SKILLS	7.4	6.9	9.4	6.0
17	INFLUENCING OTHERS	7.4	7.5	7.5	7.2
18	EMPATHETIC OUTLOOK	7.3	5.6	9.4	6.9
19	CUSTOMER FOCUS	7.2	5.6	10.0	6.2
20	TEAMWORK	6.4	6.2	7.5	5.5
21	OBJECTIVE LISTENING	6.1	3.8	9.4	5.1
22	DEVELOPING OTHERS	6.0	4.4	6.9	6.8
23	CONTINUOUS LEARNING	5.6	5.0	5.0	6.9

Section 10
JOB REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3
1	TRADITIONAL/REGULATORY	9.0	9.6	9.2	8.4
2	SOCIAL	7.7	6.8	6.8	9.6
3	AESTHETIC	6.0	6.8	4.4	6.8
4	UTILITARIAN/ECONOMIC	5.4	2.8	8.4	5.2
5	INDIVIDUALISTIC/POLITICAL	4.6	3.2	4.8	6.0
6	THEORETICAL	4.1	2.4	3.6	6.4

Section 10
ORGANIZATIONAL REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3
1	SOCIAL	9.6	10.0	9.0	10.0
2	TRADITIONAL/REGULATORY	9.0	10.0	10.0	7.0
3	UTILITARIAN/ECONOMIC	8.0	5.0	10.0	9.0
4	THEORETICAL	7.5	7.0	8.0	7.5
5	AESTHETIC	6.6	8.0	8.0	4.0
6	INDIVIDUALISTIC/POLITICAL	3.3	2.0	3.0	5.0

Section 10
BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3
1	ORGANIZED WORKPLACE	7.3	8.0	8.0	6.0
2	ANALYSIS OF DATA	7.3	7.5	7.5	7.0
3	COMPETITIVENESS	7.0	5.0	8.0	8.0
4	URGENCY	6.4	5.0	6.5	7.8
5	FREQUENT INTERACTION WITH OTHERS	6.3	5.0	5.0	9.0
6	CUSTOMER ORIENTED	6.3	5.5	5.5	8.0
7	VERSATILITY	5.8	5.0	5.0	7.5
8	FREQUENT CHANGE	5.3	4.2	5.0	6.8

Section 10
RESPONDENT KEY

R1: FRANK RICHARDS
R2: CHRISTOPHER BIRCH
R3: JENNFER HAYEK