



Excel Job Insights

JOB PLUS REPORT
Multi-Respondent Version
POSITION: Customer Service



Multiple Respondent Job Insights Report

Customer Service
11-10-2004



INTRODUCTION

Where Talent Meets Opportunity™

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the Job Insights benchmarking process. The result is an evaluative report that analyzes a total of 14 separate areas in Sections 1 and 2. Additional feedback on each area is presented in Sections 3 and 4. Suggested interview questions that pertain to each area complete this report in Sections 5 and 6. Finally, Section 7 contains composite rankings in all areas.

SECTION 1: REWARDS/CULTURE HIERARCHY (6 AREAS)

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

SECTION 2: BEHAVIORAL HIERARCHY (8 AREAS)

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

The results of each area are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.



INTRODUCTION

SECTION 3: 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 4: BEHAVIORAL FEEDBACK

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

SECTION 5: REWARDS/CULTURE INTERVIEW QUESTIONS

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

SECTION 6: BEHAVIORAL INTERVIEW QUESTIONS

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

SECTION 7: COMPOSITE RANKINGS

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

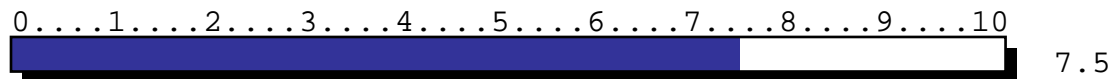


Section 1

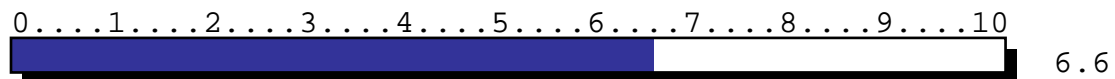
REWARDS/CULTURE HIERARCHY

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

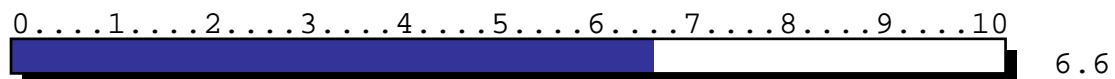
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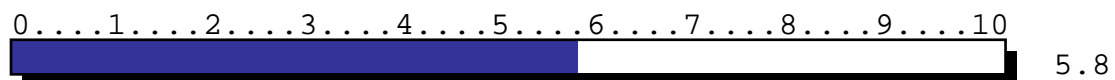
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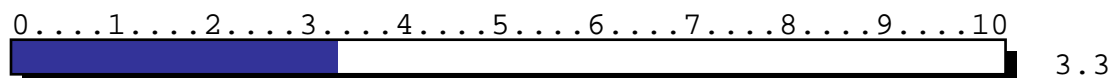
3. TRADITIONAL/REGULATORY



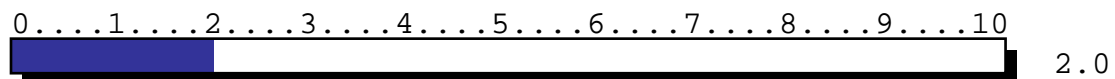
4. INDIVIDUALISTIC/POLITICAL



5. AESTHETIC



6. SOCIAL

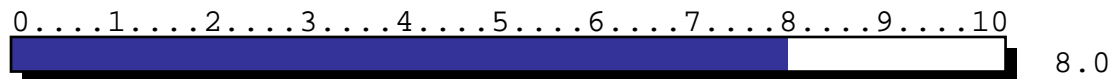




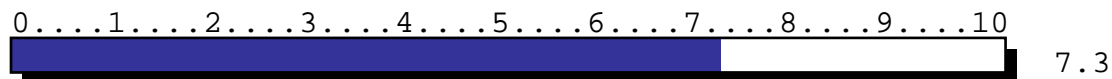
Section 2 BEHAVIORAL HIERARCHY

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

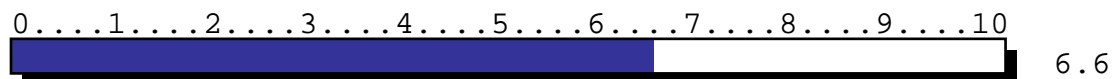
1. FREQUENT INTERACTION WITH OTHERS



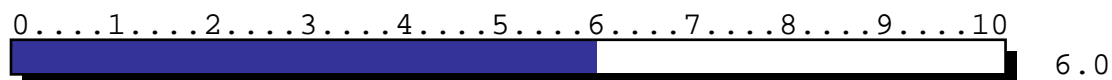
2. CUSTOMER ORIENTED



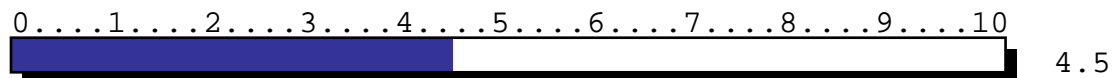
3. VERSATILITY



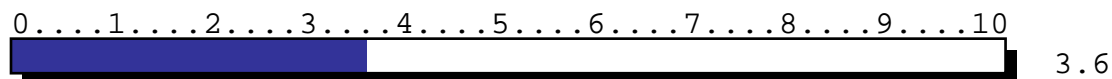
4. FREQUENT CHANGE



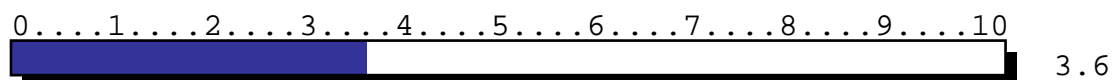
5. URGENCY



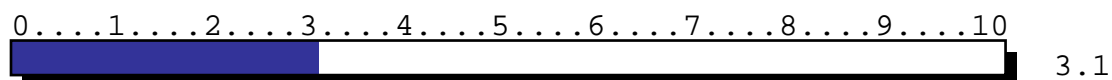
6. ANALYSIS OF DATA



7. COMPETITIVENESS



8. ORGANIZED WORKPLACE





Section 3

REWARDS/CULTURE FEEDBACK

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. TRADITIONAL/REGULATORY

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



Section 4

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. CUSTOMER 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. 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.



Section 5

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. THEORETICAL

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

2. UTILITARIAN/ECONOMIC

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?

3. 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.



Section 6

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. FREQUENT INTERACTION WITH OTHERS

- How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
- Are you more comfortable with details or people with the big picture or with bits of data?

2. CUSTOMER ORIENTED

- How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
- Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

3. VERSATILITY

- Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
- How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.



Section 7

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3
1	THEORETICAL	7.5	7.5	5.0	10.0
2	UTILITARIAN/ECONOMIC	6.6	5.0	10.0	5.0
3	TRADITIONAL/REGULATORY	6.6	10.0	7.5	2.5
4	INDIVIDUALISTIC/POLITICAL	5.8	2.5	7.5	7.5
5	AESTHETIC	3.3	2.5	2.5	5.0
6	SOCIAL	0.0	0.0	0.0	0.0



Section 7

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3
1	FREQUENT INTERACTION WITH OTHERS	8.0	7.0	8.0	9.0
2	CUSTOMER ORIENTED	7.3	7.0	7.5	7.5
3	VERSATILITY	6.6	5.5	6.5	8.0
4	FREQUENT CHANGE	6.0	5.2	5.8	7.2
5	URGENCY	4.5	3.0	4.0	6.5
6	ANALYSIS OF DATA	3.6	4.5	4.0	2.5
7	COMPETITIVENESS	3.6	3.0	3.0	5.0
8	ORGANIZED WORKPLACE	3.1	4.0	3.5	2.0



Section 7

RESPONDENT KEY

R1: JANE DOE
R2: JEFF DOE
R3: JOHN SMITH