DNA® 25
Job/Talent Comparison

Job Talent Comparison 4 Candidates
DNA Specialist
12-24-2015

Introduction

This comparison report is based on the hierarchy of the job benchmark. The report uses raw numbers generated from the job and talent scoring. The job may call for something to be very important; however, people rarely bring perfection and complete mastery to any job. The job could call for the person to be a perfect 10; however, do not exclude people from consideration based solely on the gap(s) between the job benchmark and their talent score.

If a person is poor in an area that the job benchmark has identified as "very important," you must ask the difficult questions to determine if that would keep a person from achieving and maintaining superior performance.

Note: THE ORDER IN WHICH A PERSON'S NAME APPEARS IS NOT BASED ON THE PERSON'S MATCH TO THE JOB. THE ORDER IS BASED SOLELY ON THE ORDER IN WHICH PERSONAL REPORTS WERE SELECTED BY THE ORIGINATOR OF THIS REPORT.

Job Competencies Hierarchy

All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

1. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100
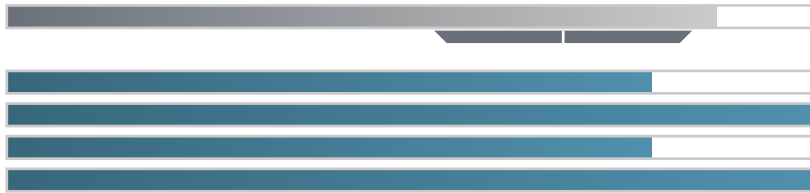
88	**Job**
69	*****
80	Sally Sample
100	Steve Boland
80	Sylvia Sales
100	Dina Sample

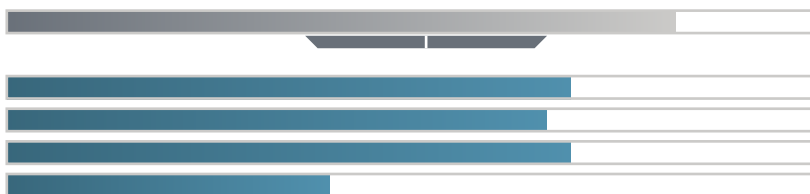**2. Personal Accountability** - A measure of the capacity to be answerable for personal actions.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

83	**Job**
67	*****
70	Sally Sample
70	Steve Boland
70	Sylvia Sales
50	Dina Sample

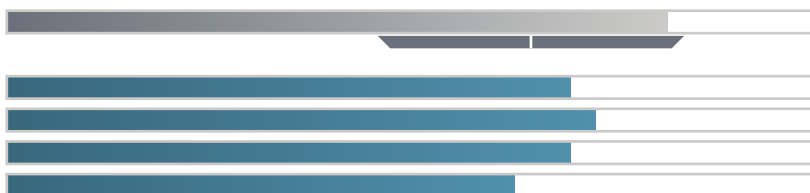**3. Planning and Organizing** - Utilizing logical, systematic and orderly procedures to meet objectives.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

83	**Job**
52	*****
70	Sally Sample
67	Steve Boland
70	Sylvia Sales
40	Dina Sample

4. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

82	**Job**
65	*****
70	Sally Sample
73	Steve Boland
70	Sylvia Sales
63	Dina Sample

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

Job Competencies Hierarchy

5. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

75	**Job**
72	*
70	Sally Sample
67	Steve Boland
70	Sylvia Sales
57	Dina Sample

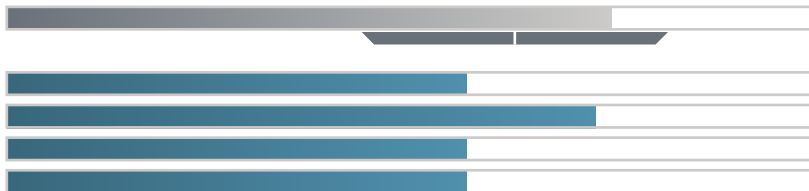**6. Influencing Others** - Personally affecting others actions, decisions, opinions or thinking.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

75	**Job**
58	*
67	Sally Sample
27	Steve Boland
67	Sylvia Sales
47	Dina Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

75	**Job**
63	*
57	Sally Sample
73	Steve Boland
57	Sylvia Sales
57	Dina Sample

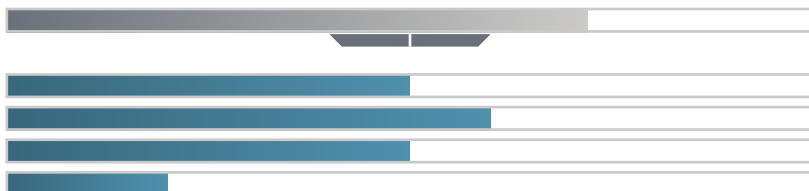**8. Teamwork** - Working effectively and productively with others.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

75	**Job**
63	*
87	Sally Sample
33	Steve Boland
87	Sylvia Sales
80	Dina Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

72	**Job**
50	*
50	Sally Sample
60	Steve Boland
50	Sylvia Sales
20	Dina Sample

DNA Specialist

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

3

Job Competencies Hierarchy

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

72	**Job**
71	*
83	Sally Sample
57	Steve Boland
83	Sylvia Sales
77	Dina Sample

11. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

68	**Job**
56	*
80	Sally Sample
80	Steve Boland
80	Sylvia Sales
47	Dina Sample

12. Flexibility - Agility in adapting to change.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

67	**Job**
70	*
73	Sally Sample
40	Steve Boland
73	Sylvia Sales
100	Dina Sample

13. Leadership - Achieving extraordinary business results through people.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

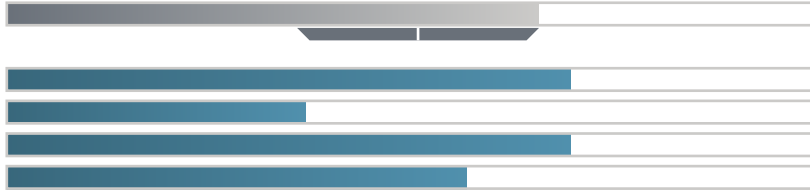|	
66	**Job**
62	*
80	Sally Sample
47	Steve Boland
80	Sylvia Sales
67	Dina Sample

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

4

Job Competencies Hierarchy

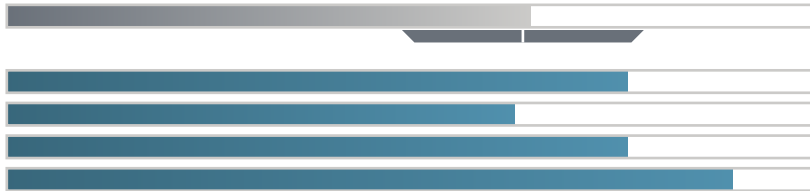**14. Negotiation** - Facilitating agreements between two or more parties.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

66	**Job**
51	*
70	Sally Sample
37	Steve Boland
70	Sylvia Sales
57	Dina Sample

15. Self Starting - Demonstrating initiative and willingness to begin working.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

65	**Job**
64	*
77	Sally Sample
63	Steve Boland
77	Sylvia Sales
90	Dina Sample

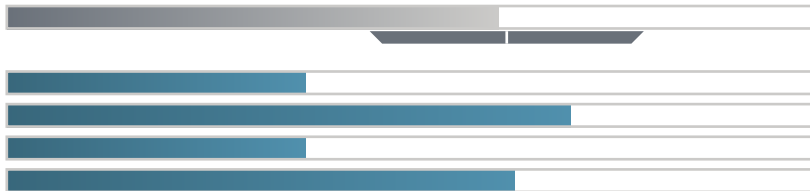**16. Conflict Management** - Addressing and resolving conflict constructively.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

61	**Job**
62	*
80	Sally Sample
37	Steve Boland
80	Sylvia Sales
70	Dina Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

61	**Job**
62	*
37	Sally Sample
70	Steve Boland
37	Sylvia Sales
63	Dina Sample

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

Job Competencies Hierarchy

18. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.
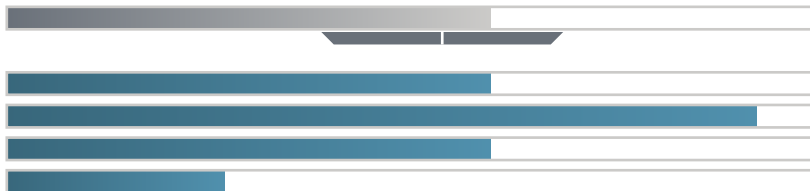
0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

60	**Job**
59	*
50	Sally Sample
50	Steve Boland
50	Sylvia Sales
63	Dina Sample

19. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

60	**Job**
54	*
60	Sally Sample
93	Steve Boland
60	Sylvia Sales
27	Dina Sample

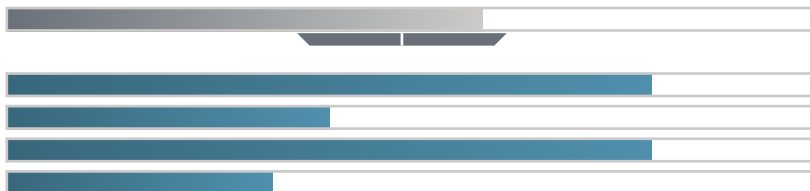**20. Diplomacy** - The ability to treat others fairly, regardless of personal biases or beliefs.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

59	**Job**
56	*
67	Sally Sample
23	Steve Boland
67	Sylvia Sales
57	Dina Sample

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

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

59	**Job**
49	*
80	Sally Sample
40	Steve Boland
80	Sylvia Sales
33	Dina Sample

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

Job Competencies Hierarchy

22. Understanding Others - Understanding the uniqueness and contributions of others.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

53	**Job**
76	*****
100	Sally Sample
47	Steve Boland
100	Sylvia Sales
60	Dina Sample

23. Appreciating Others - Identifying with and caring about others.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

50	**Job**
55	*****
100	Sally Sample
43	Steve Boland
100	Sylvia Sales
63	Dina Sample

24. Employee Development/Coaching - Facilitating and supporting the professional growth of others.
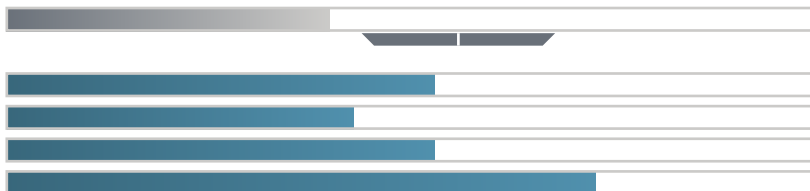
0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

50	**Job**
72	*****
90	Sally Sample
77	Steve Boland
90	Sylvia Sales
80	Dina Sample

25. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.

0. . . .10. . . .20. . . .30. . . .40. . . .50. . . .60. . . .70. . . .80. . . .90. . . 100

40	**Job**
56	*****
53	Sally Sample
43	Steve Boland
53	Sylvia Sales
73	Dina Sample

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

Summary of Top Competencies

This section of the report focuses on competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
   - Strives to anticipate, identify and understand customers' wants, needs and concerns.
   - Responds to customers with a sense of urgency.
   - Follows through on customer requests.
   - Is patient and courteous with customers.
   - Resolves issues and complaints to the satisfaction of customers.
   - Expends extraordinary effort to satisfy customers.
   - Develops relationships with customers.
   - Partners with customers to assist them in achieving their objectives.
   - Acts as an advocate for customers' needs.
   - Takes professional risks for the sake of customers' needs.

2. Personal Accountability: Being answerable for personal actions.
   - Demonstrates the ability to self evaluate.
   - Strives to take responsibility for her actions.
   - Evaluates many aspects of her personal actions.
   - Recognizes when she has made a mistake.
   - Accepts personal responsibility for outcomes.
   - Utilizes feedback.
   - Observes and analyzes data to learn from mistakes.
   - Sees new possibilities by examining personal performance.
   - Accepts responsibility for actions and results.
   - Willing to take ownership of situations.

Summary of Top Competencies

3. Planning and Organizing: Establishing courses of action to ensure that work is completed effectively.
   - Works effectively within established systems.
   - Utilizes logical, practical and efficient approaches.
   - Prioritizes tasks for optimum productivity.
   - Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
   - Anticipates probable effects, outcomes and risks.
   - Develops contingency plans to minimize waste, error and risk.
   - Allocates, adjusts and manages resources according to priorities.
   - Monitors implementation of plans and makes adjustments as needed.
   - Establishes action plans to ensure desired results.
   - Allows for practical, systematic and organized conclusions.

4. Time and Priority Management: Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.
   - Effectively manages difficulties and delays to complete tasks on time.
   - Effectively manages time and priorities to meet deadlines.
   - Presents completed tasks on or before the deadline.
   - Demonstrates an ability to maintain deadlines in the midst of crisis.
   - Strives to improve prioritization.
   - Balances timelines and desired outcomes.
   - Takes initiative and prioritizes tasks to stay on schedule.
   - Accepts responsibility for deadlines and results.
   - Creates an environment conducive to effectiveness.
   - Reduces the amount of time spent on non-priorities.

5. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
   - Acts instinctively to achieve objectives without supervision.
   - Expends the necessary time and effort to achieve goals.
   - Recognizes and acts on opportunities to advance progress to meet goals.
   - Establishes and works toward ambitious and challenging goals.
   - Develops and implements strategies to meet objectives.
   - Measures effectiveness and performance to ensure results are attained.
   - Acts with a determination to achieve goals.
   - Demonstrates persistence in overcoming obstacles to meet objectives.
   - Takes calculated risks to achieve results.
   - Employs a strategy that affects how they approach tasks and future projects.

Summary of Top Competencies

6. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.
   - Utilizes the knowledge of others' needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
   - Builds trust and credibility before attempting to promote concepts, products or services.
   - Understands and utilizes the behaviors of others to personally affect an outcome.
   - Uses logic and reason to develop rational arguments that challenge current assumptions.
   - Identifies and addresses the barriers that prevent people from seeing the benefits.
   - Adapts techniques to understand and meet the needs and wants of those being influenced.
   - Understands the role self-awareness plays in influencing others.
   - Leverages a person in an indirect but important way.
   - Produces effects on the actions, behavior and opinions of others.
   - Brings others to their way of thinking without force or coercion.

7. Resiliency: Quickly recovering from adversity.
   - Demonstrates the ability to overcome setbacks.
   - Strives to remain optimism in light of adversity.
   - Evaluates many aspects of the situations to create a positive outcome.
   - Recognizes criticism is an opportunity to improve.
   - Accepts setbacks and looks for ways to progress.
   - Utilizes feedback to forge forward.
   - Seeks to understand how certain obstacles can impact results.
   - Sees the unique opportunities by overcoming challenges.
   - Swiftly works through the emotions and effects of stressful events.
   - Copes with the inevitable bumps in life.

Job Competency Questions

Below are suggested interview questions on each of the top seven competencies. 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. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
   - Give me an example of when you went out of your way for a customer.
   - What was the outcome?
   - Describe the most difficult customer you've ever had to deal with and how you handled them.
   - Describe a situation when you were given outstanding customer service.
   - What made it stand out?
   - Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
   - What was the outcome?
   - Give me an example of a situation when you improved the level of customer service in your organization.
   - What did you do to improve it?
   - What was the outcome?
   - Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
   - Question: Describe a situation when you took a stand for a customer.

2. Personal Accountability: Being answerable for personal actions.
   - Describe a situation when you made a mistake and had to deal with the consequences.
   - What reaction did you have to this situation?
   - Give me an example of when you identified something that went wrong in your department, organization or industry.
   - What caused you to identify the problem?
   - What, in your opinion, are the consequences when people try to hide a mistake?
   - Describe a work situation when something good came from admitting a failure.
   - What caused you to take this approach?
   - Describe a situation where a failure occurred and who was at fault.
   - What was the solution?
   - Give me an example of when you had to defend your actions.

Job Competency Questions

3. Planning and Organizing: Establishing courses of action to ensure that work is completed effectively.
   - Describe the most complex assignment or project you've worked on.
   - What actions did you take before starting the assignment or project?
   - What were the most challenging aspects of the assignment or project?
   - How did you determine what steps needed to be taken to complete it?
   - How did you determine what resources were needed?
   - What obstacles did you encounter that you didn't anticipate?
   - What could you have done differently?
   - Describe a situation when your planning and preparation was a major factor in the success of a project.
   - Describe a work situation where lack of planning and organizing had a negative effect.
   - Give me an example of when you were acknowledged for your attention to detail.

4. Time and Priority Management: Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.
   - Give an example of when you were able to meet a professional deadline.
   - Describe a situation when you had to exercise a significant amount of time management.
   - Describe a situation when you demonstrated initiative and prioritized tasks to stay on schedule.
   - What was the outcome?
   - Give an example of when your ability to manage your time and priorities proved to be an asset.
   - What have you done in the past that demonstrates your commitment to reducing non-essential activities?
   - Give an example of when you were responsible for a major project with a strict schedule.
   - What was the outcome?
   - What, if anything, would you do differently?
   - Describe a time when you had to make a difficult choice between your priorities and time management.

Job Competency Questions

5. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.
   - Give me an example of the most significant professional goal you have met.
   - How did you achieve it?
   - What were the obstacles?
   - How did you overcome them?
   - Give me an example of when you took a risk to achieve a goal.
   - What was the outcome?
   - What are your future professional goals?
   - How do you plan to achieve them?
   - What might keep you from achieving them?
   - Tell me about a time when you overcame great obstacles to achieve something significant.
   - Give me an example of when you achieved something by your persistence that others couldn't.

6. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.
   - Utilizes the knowledge of others' needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
   - Builds trust and credibility before attempting to promote concepts, products or services.
   - Understands and utilizes the behaviors of others to personally affect an outcome.
   - Uses logic and reason to develop rational arguments that challenge current assumptions.
   - Identifies and addresses the barriers that prevent people from seeing the benefits.
   - Adapts techniques to understand and meet the needs and wants of those being influenced.
   - Understands the role self-awareness plays in influencing others.
   - Leverages a person in an indirect but important way.
   - Produces effects on the actions, behavior and opinions of others.
   - Brings others to their way of thinking without force or coercion.

Job Competency Questions

7. Resiliency: Quickly recovering from adversity.
   - Describe a situation when you overcame a challenge to positively impact the organization.
   - What was the reaction to this impact?
   - Describe a situation when the only way you could accomplish a goal was to confront a negative situation.
   - What were the outcomes?
   - What, in your opinion, are the consequences when you let an adverse situation get the best of you?
   - What obstacles did you have to overcome during a successful venture?
   - Give an example of when you were able to facilitate a dramatic shift to overcome a major setback.
   - Describe a situation where a failure occurred because someone could not handle personal criticism.
   - What could they have done differently?
   - Describe a situation when you accomplished something significant as a result of overcoming adversity.