



Multiple Respondent Job Fit Report

Accountant
1-18-2006



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 Job Fit 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 4 and 5. Suggested interview questions that pertain to each area complete this report in Sections 6 and 7. Finally, Section 8 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.

SECTION 3: TASK QUOTIENT (3 AREAS)

TQ™ defines the ideal mixture of task types (Routine, Troubleshooting and Project) that provide an individual the most intrinsic motivation, or personal satisfaction. William Daniels, in his book **Breakthrough Performance** defines 4 types of tasks that we perform:

- A) **Routine Tasks** - highly predictable and have a low delay tolerance (must be accomplished immediately)
- B) **Troubleshooting Tasks** - highly unpredictable and have a low delay tolerance (must be accomplished immediately)
- C) **Project Tasks** - highly predictable and have a high delay tolerance (do not have to be accomplished immediately)
- D) **Negotiable Tasks** - low predictability and have a high delay tolerance (do not have to be accomplished immediately). Daniels states that these tasks when they are frequent should be considered as Troubleshooting Tasks, and when they are infrequent they should be considered Project Tasks.



INTRODUCTION

SECTION 4: 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 5: BEHAVIORAL FEEDBACK

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

SECTION 6: REWARDS/CULTURE INTERVIEW QUESTIONS

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

SECTION 7: BEHAVIORAL INTERVIEW QUESTIONS

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

SECTION 8: 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.

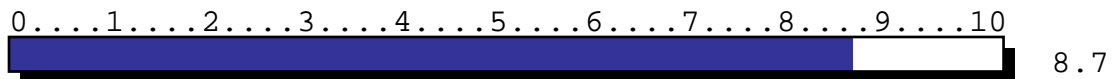


Section 1

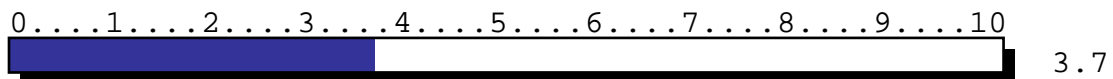
REWARDS/CULTURE HIERARCHY

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.

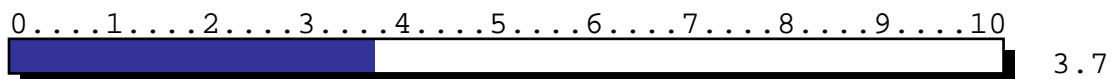
1. INDIVIDUALISTIC/POLITICAL



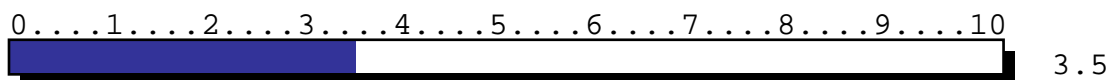
2. THEORETICAL



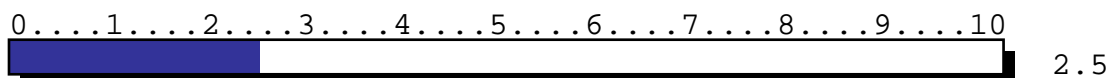
3. SOCIAL



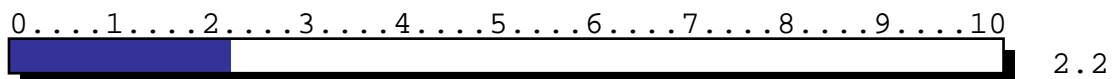
4. UTILITARIAN/ECONOMIC



5. TRADITIONAL/REGULATORY



6. AESTHETIC



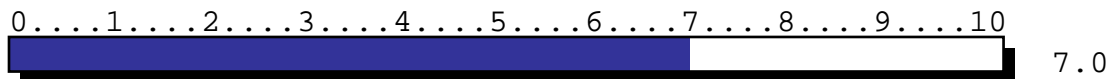


Section 2

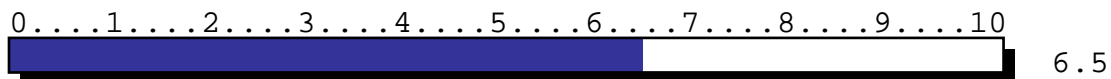
BEHAVIORAL HIERARCHY

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.

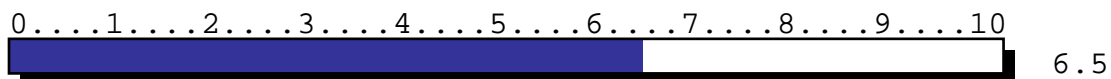
1. ORGANIZED WORKPLACE



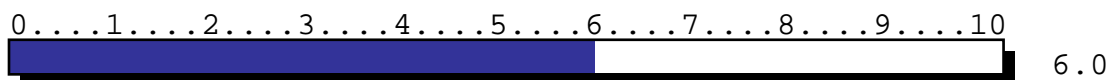
2. URGENCY



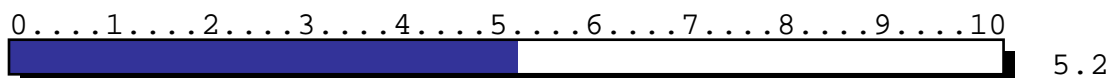
3. ANALYSIS OF DATA



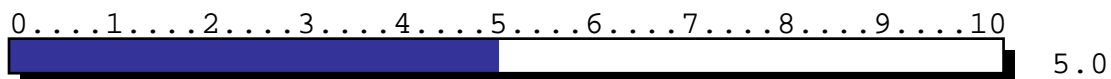
4. VERSATILITY



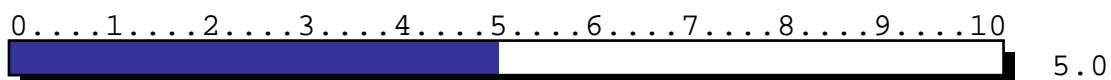
5. FREQUENT CHANGE



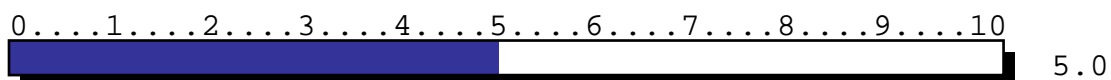
6. FREQUENT INTERACTION WITH OTHERS



7. COMPETITIVENESS



8. CUSTOMER ORIENTED





Section 3

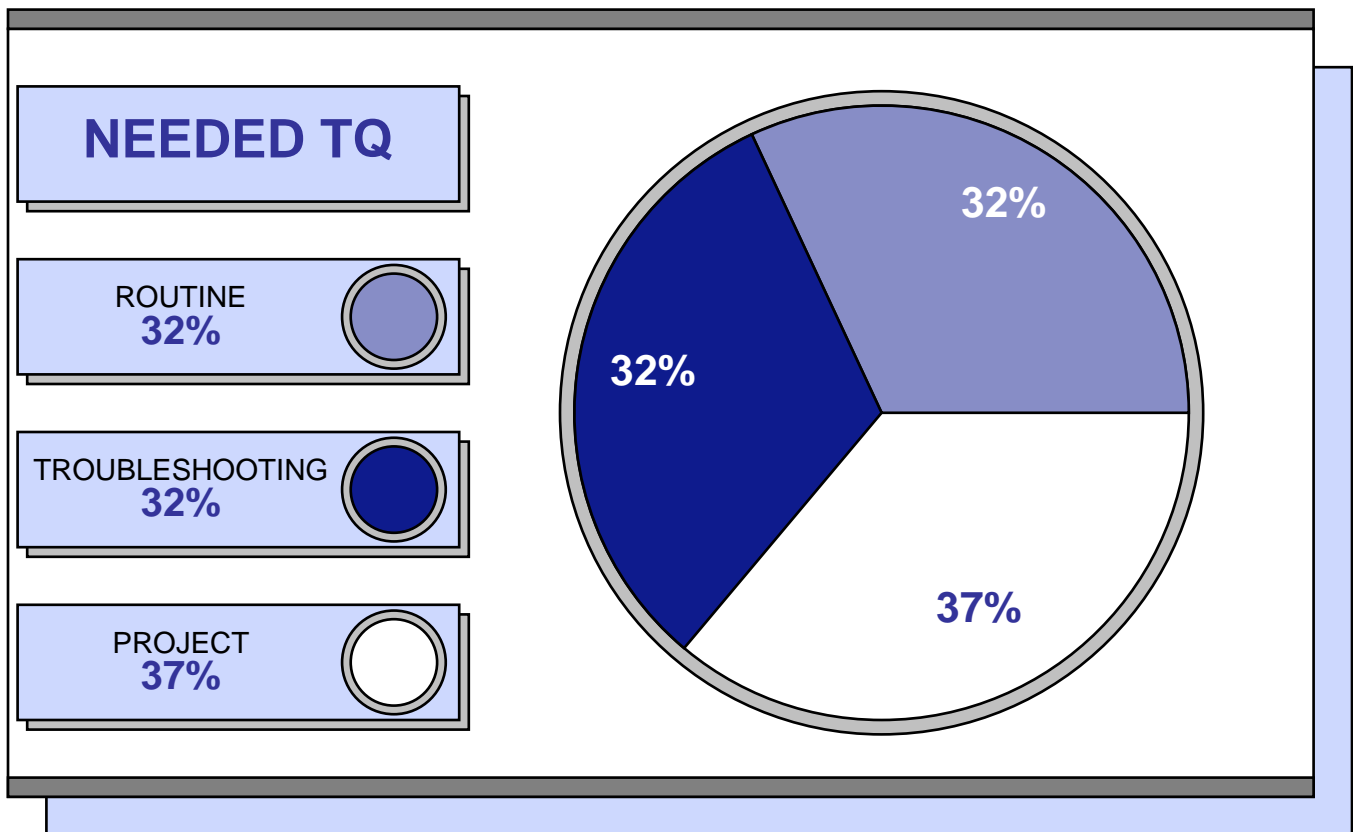
JOB WORK DISTRIBUTION

This graph describes your view of what the desired work distribution would be needed to optimize the current work environment.

The optimized work distribution would include:

- 32% routine tasks. This work is highly predictable and needs to be accomplished immediately
- 32% troubleshooting tasks. This work is highly unpredictable and needs to be accomplished immediately
- 37% project tasks. This work is highly predictable and does not have to be accomplished immediately

A person with a Task Quotient of 32-32-37 would be needed to work in the current work environment if it was optimized.





Section 4

REWARDS/CULTURE FEEDBACK

1. **INDIVIDUALISTIC/POLITICAL**

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

2. **THEORETICAL**

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

3. **SOCIAL**

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



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. 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.

3. 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.



Section 6

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. INDIVIDUALISTIC/POLITICAL

- What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How good are you in taking directions from others? How much do you like doing so?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.

2. 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?

3. 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?



Section 7

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. URGENCY

- When faced with a deadline, how do you respond?
- How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you proceeded anyway. How did you feel? How did it work out?

3. 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.



Section 8

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2
1	INDIVIDUALISTIC/POLITICAL	8.7	7.5	10.0
2	THEORETICAL	3.7	2.5	5.0
3	SOCIAL	3.7	2.5	5.0
4	UTILITARIAN/ECONOMIC	3.5	2.0	5.0
5	TRADITIONAL/REGULATORY	2.5	2.5	2.5
6	AESTHETIC	2.2	2.5	2.0



Section 8

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2
1	ORGANIZED WORKPLACE	7.0	7.0	7.0
2	URGENCY	6.5	6.5	6.5
3	ANALYSIS OF DATA	6.5	6.5	6.5
4	VERSATILITY	6.0	6.0	6.0
5	FREQUENT CHANGE	5.2	5.2	5.2
6	FREQUENT INTERACTION WITH OTHERS	5.0	5.0	5.0
7	COMPETITIVENESS	5.0	5.0	5.0
8	CUSTOMER ORIENTED	5.0	5.0	5.0



Section 8

TASK QUOTIENT COMPOSITE

	TASK TYPE	C	R1	R2
1	ROUTINE	32%	25%	38%
2	TROUBLESHOOTING	32%	39%	24%
3	PROJECT	37%	36%	38%



Section 8

RESPONDENT KEY

R1: RICHARD HUNT
R2: KEITH RICHARDS