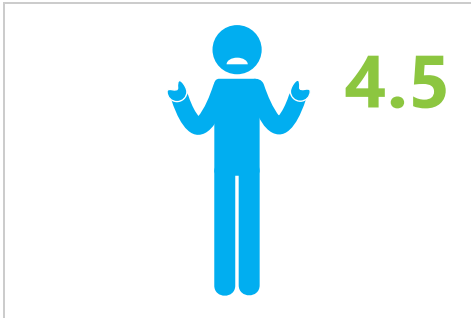


Top 3 Competencies



Influencing

The extent to which one convinces others to take a specific position or action through the effective communication of ideas.



Planning and Organizing

The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.



Resilience

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

Key Insights

Job Match



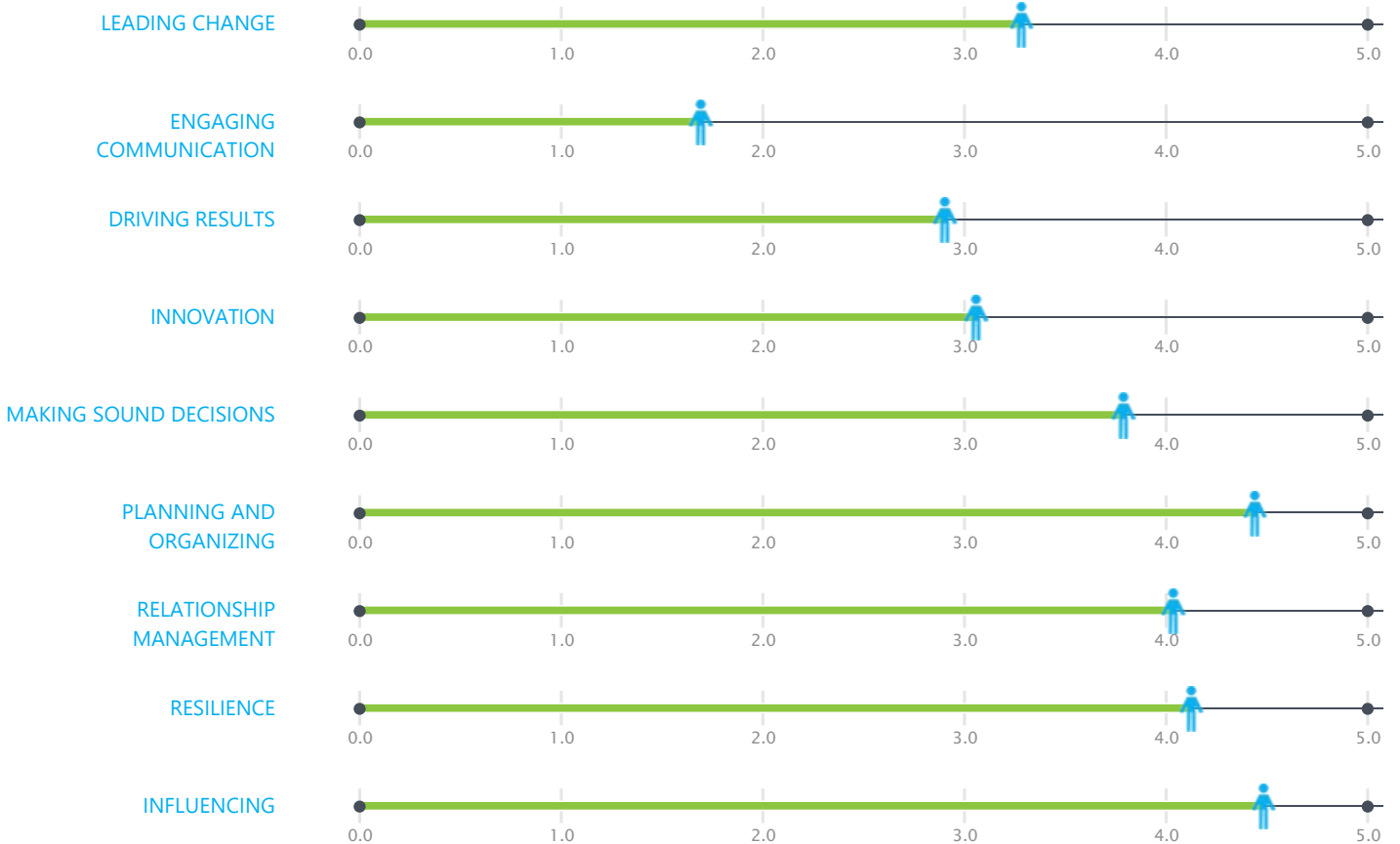
3.5

FAIR

Relevance 100.00 %

COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role

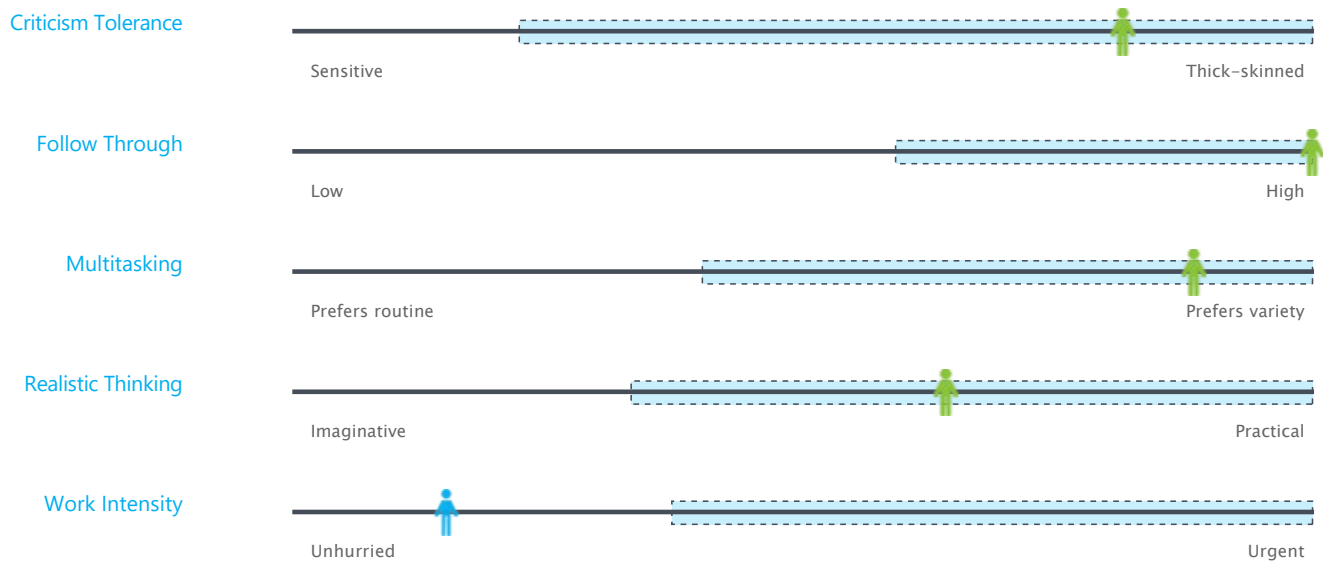


LEADING CHANGE



The extent to which one leads the successful implementation of new business practices or ideas.

- Criticism Tolerance - Interprets criticism objectively; is likely to seek feedback and input from others when championing a change initiative.
- Follow Through - Will likely follow through by ensuring team members are on board to successfully accomplish a change initiative.
- Multitasking - Is likely motivated by managing unpredictable and constantly changing environments; should lead others to adapt well through change initiatives.
- Realistic Thinking - Is able to make practical recommendations for driving change across the business.
- Work Intensity - May find it difficult to adapt to frequent changes and to motivate others to adjust.

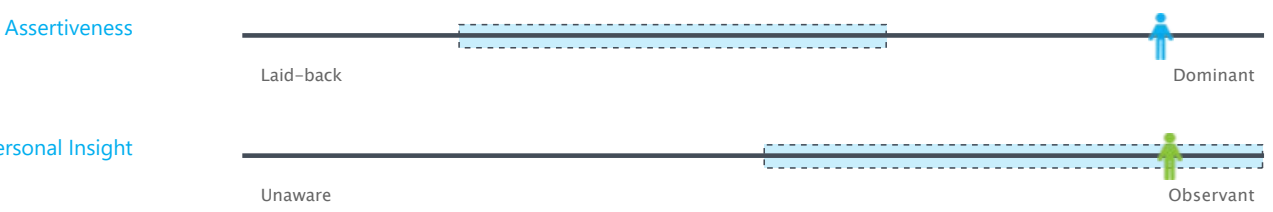


ENGAGING COMMUNICATION



The extent to which one engages others and inspires action through communication.

- Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Multitasking - May become distracted and not fully pay attention when communicating with others.
- Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.



Multitasking



Positive View of People



Sociability



DRIVING RESULTS



The extent to which one ensures goals are met through support and accountability.

- Detail Interest - May spend too much time on the details at the expense of completing tasks in a timely manner or thinking through long-term goals.
- Follow Through - Is likely to persist and place high importance on completing all tasks assigned.
- Multitasking - Is likely to thrive in an environment with multiple work demands; is able to efficiently switch between tasks to ensure results are achieved.
- Process-Focused - May spend more time planning versus doing the work, potentially impeding the ability to drive results effectively.
- Realistic Thinking - Tends to take a practical approach to work; will focus on achieving tangible results.
- Work Intensity - May lack a sense of urgency which could inhibit the ability to inspire high effort and urgency in others.

Detail Interest



Follow Through



Multitasking



Process-Focused



Realistic Thinking



Work Intensity



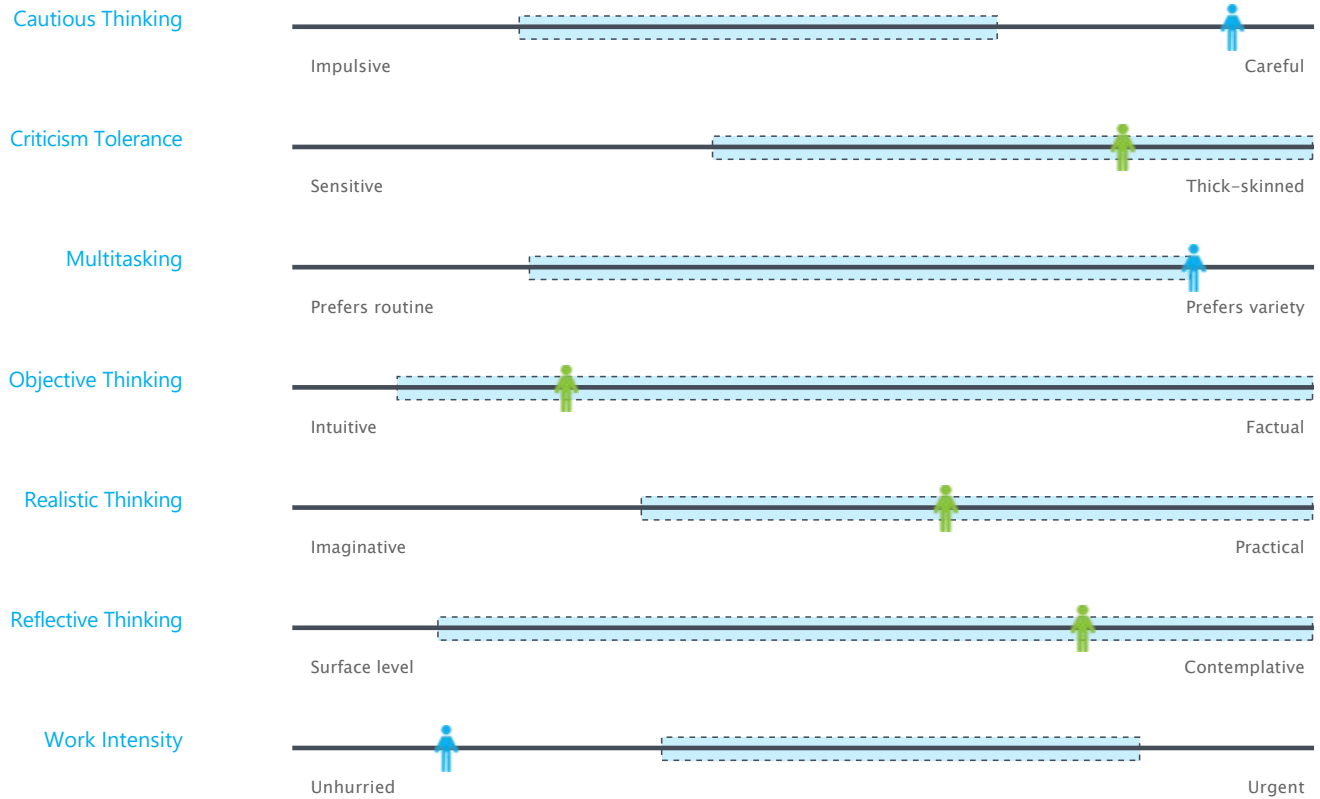
INNOVATION



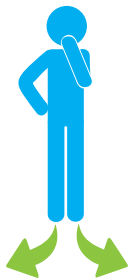
The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

- Cautious Thinking - May be overly cautious or risk averse when generating new ideas.
- Criticism Tolerance - Is open to receiving feedback from others and should seek this to improve on innovation and ideas.
- Multitasking - May be so busy managing multiple demands that little time is allotted to innovate.
- Objective Thinking - Is capable of balancing intuition with facts when generating new ideas or considering possibilities.

- Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.
- Reflective Thinking - Has a need to understand underlying business processes at a deep level, which is beneficial when considering alternative and innovative approaches.
- Work Intensity - May be more laid back and not see the value to quickly innovate or improve.

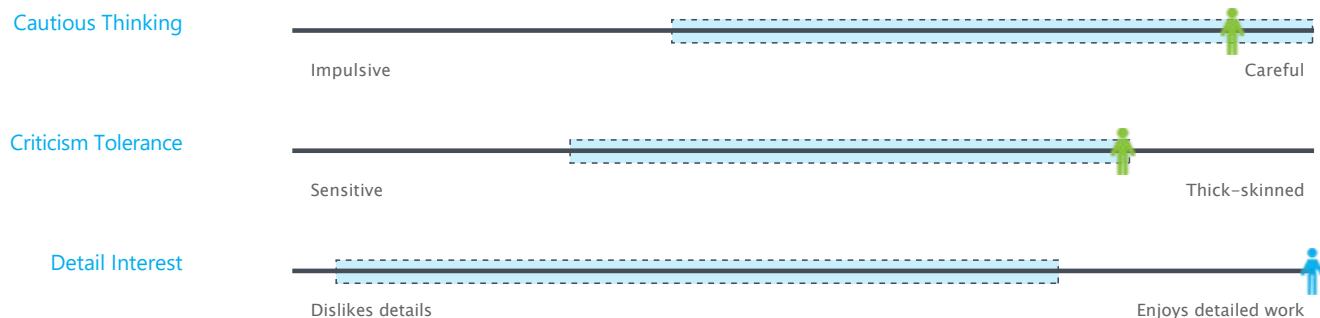


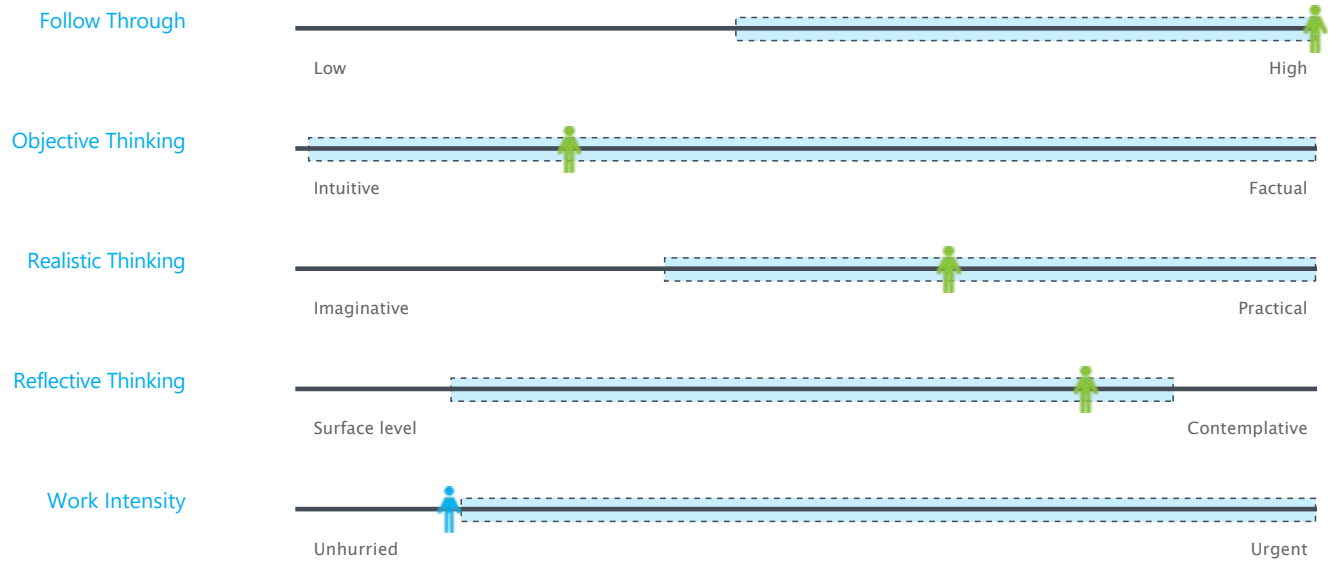
MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - Is likely to carefully consider potential risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.



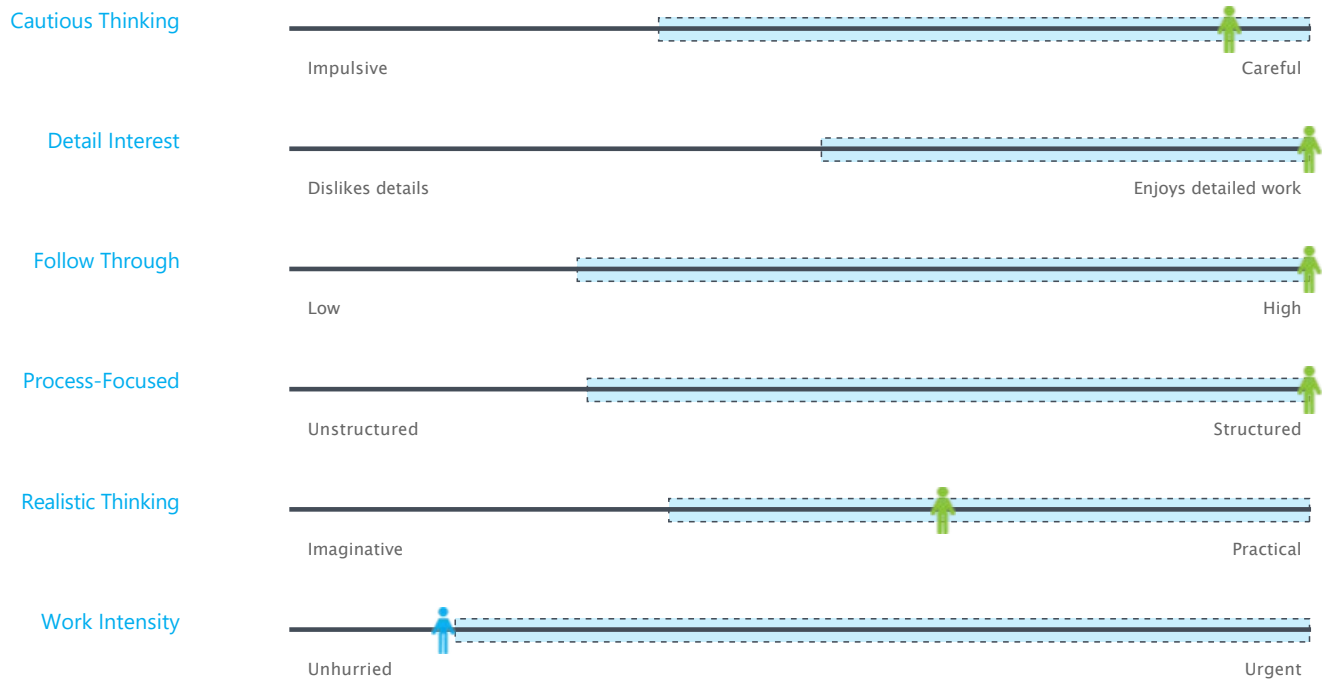


PLANNING AND ORGANIZING



The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.

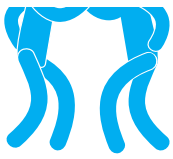
- Cautious Thinking - Tends to be careful and conservative when creating plans.
- Detail Interest - Is capable of attending to details when needed in developing plans.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - May struggle with time management and ensuring enough time is allocated to complete the needed tasks.



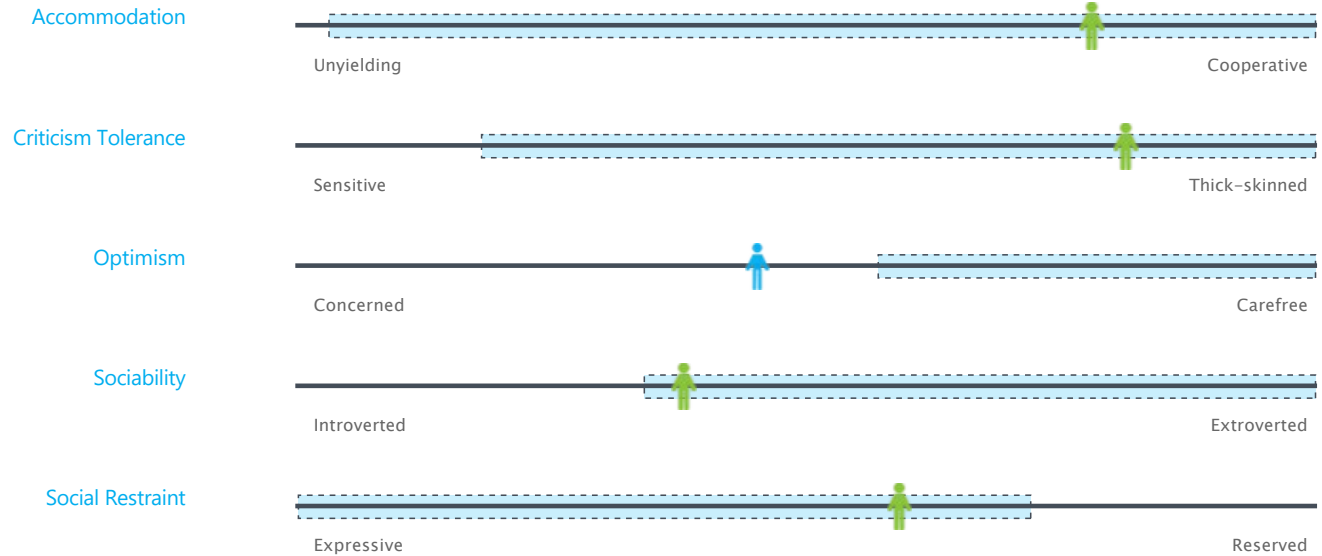
RELATIONSHIP MANAGEMENT

The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.





- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.
- Sociability - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

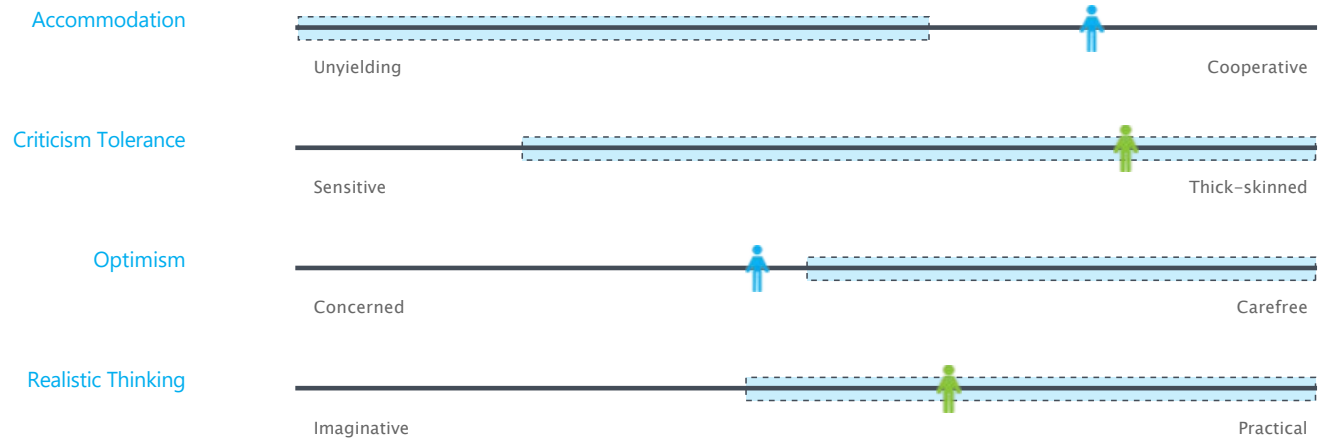


RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.



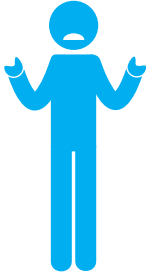
Reflective Thinking



Social Restraint



INFLUENCING



The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

- Accommodation - Is able to show a sincere concern for others, which may help when influencing coworkers and customers alike.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - Is comfortable following up with others to reinforce their commitment to an idea.
- Sociability - Is moderately social, which will help to influence and understand the needs of others.
- Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.

Accommodation



Assertiveness



Follow Through



Sociability



Social Restraint



RICHARD CAMASTRO

Sales Manager

0e3f0dd2-01f8-4632-9cb2-543e838fdc18-zzmask@outmatch.com

Interview Date: _____

OPENING QUESTIONS

1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?

2. Tell me about what attracted you most to this position. What prompted you to apply for this job?

3. Describe your ideal work environment. In what type of work culture do you feel you perform best?

4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

COMPETENCY QUESTIONS

LEADING CHANGE

Think of a time when you had to help lead a change initiative in your organization or area. What actions did you take to ensure that the change was implemented and working as expected? What resulted from your actions?

ANSWER:

Describe a time when you anticipated the need for a change in your company. How did you realize that the change was necessary and how did you proceed? What was the result?

ANSWER:

ENGAGING COMMUNICATION

Tell me about a situation where you had to vary your communication approach according to the audience that you were addressing and the type of information you were sharing. What was the situation? What did you do? How did you determine whether your approach was effective?

ANSWER:

Tell me about a time when you had to facilitate a group discussion in order to clarify issues and/or establish strategic direction. What was your approach? What was the outcome?

ANSWER:

DRIVING RESULTS

Tell me about a time when you had to lead a group in accomplishing a specific goal. How did you ensure that the goal was met? Were there any barriers? What did you do? What was the result?

ANSWER:

Sometimes in spite of our best efforts, work projects don't go as smoothly as we would hope. Tell me about a time when you were leading a challenging project, and it was hindered by a barrier or setback. How did you handle the obstacle? What was the outcome?

ANSWER:

INNOVATION

Give me some examples of your most innovative business ideas. What were they and what issue(s) did they address?

ANSWER:

Tell me about a time when you generated an innovation or idea that was ultimately unsuccessful. What was the situation? Why didn't the idea work? What lesson did you take away from the experience?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

PLANNING AND ORGANIZING

Tell me about a recent time when you had to plan a project or some work you had been assigned. What was the assignment or project? Describe your approach.

ANSWER:

Tell me about a project that you were responsible for planning that did not go as smoothly as you would have liked. What did you do? If you could redo the planning of the project, what would you do differently?

ANSWER:

RELATIONSHIP MANAGEMENT

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

INFLUENCING

Have you ever had to persuade a coworker or manager to accept an idea that you knew they would not like? What was the issue? How did you go about convincing them? How successful were you in getting them to change their mind?

ANSWER:

Tell me about a recent work experience when you tried to persuade a colleague or customer of something and were unsuccessful. What was the situation? What did you do? What would you do differently next time?

ANSWER:

FOLLOW-UPS

For the following competency(ies): **Resilience**, the individual scored **above** the match area for Accommodation.

Tell me about a time when you took an unpopular position at work. What was the situation? What was most challenging for you?

(Listen for an ability to be direct and speak up when needed.)

For the following competency(ies): **Engaging Communication**, the individual scored **above** the match area for Assertiveness. When you are working as part of a team, what is your style in interacting with others? Do you try to 'go with the flow' or take the lead? How do you think your approach impacts the team dynamics? Have you received any positive or constructive feedback on your interpersonal style?

(Listen for an ability to get along smoothly with others, and to exert influence without coming across as a poor listener.)

For the following competency(ies): **Innovation**, the individual scored **above** the match area for Cautious Thinking. Tell me about a recent decision you had to make at work. What did you take into account? What was the timeline? What was the outcome?

(Listen for a tendency to balance thoroughness of evaluating a decision with timeliness. Did the individual overthink the issue?)

For the following competency(ies): **Driving Results, Making Sound Decisions**, the individual scored **above** the match area for Detail Interest. When you are organizing a project, what types of activities do you prefer to do yourself and what do you give to others? Give me examples from a recent project.

(Listen for a tendency to be too involved in details personally or to become overly focused on the details.)

For the following competency(ies): **Engaging Communication, Innovation**, the individual scored **above** the match area for Multitasking. What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?

(Listen for a tendency to become easily bored or uninterested in the work.)

For the following competency(ies): **Relationship Management, Resilience**, the individual scored **below** the match area for Optimism. Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?

(Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)

For the following competency(ies): **Engaging Communication**, the individual scored **below** the match area for Positive View of People. What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?

(Listen for a tendency to be skeptical or suspicious of others, rather than trusting and being open to others.)

For the following competency(ies): **Driving Results**, the individual scored **above** the match area for Process-Focused. We all have times at work where things get very busy, even overwhelming. Tell me about a time when you were faced with a lot of challenges or projects. How did you deal with this? What was the outcome?

(Listen for a tendency to focus on process or quality so much that it prevents the individual from getting the work done on time. How has the individual been able to balance a focus on process and getting it 'just so' with efforts to meet deadlines or quotas?)

For the following competency(ies): **Engaging Communication**, the individual scored **below** the match area for Sociability. Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)

For the following competency(ies): **Driving Results, Innovation, Leading Change, Making Sound Decisions, Planning and Organizing**, the individual scored **below** the match area for Work Intensity. Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these circumstances? What was the result?

(Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?)