



THE BROOKS GROUP

BROOKS TALENT INDEX

Job Benchmark Report



AFRS Flight Chief

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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 Brooks Talent Index Job benchmarking process. The result is an evaluative report that analyzes a total of 53 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics

This section represents the level of importance for four key areas of business risk.

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.

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.

Behavioral Hierarchy (12 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 this section 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.

Acumen Indicators (12 Areas)

This section represents the acumen needed for superior performance in the position.

Introduction

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.

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.

Behavioral Feedback

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

Attribute Interview Questions

This section contains suggested interview questions that pertain specifically to the attributes of the job.

Rewards/Culture Interview Questions

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

Behavioral Interview Questions

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

Key Characteristics of the Position

The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar graph. The scale range includes none, slight, moderate, significant, and major.

Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily upon the efforts and cooperation of people to produce results.



Authority: This characteristic addresses the level of authority that exists in the position. Evidence of authority can be found in the ability to make decisions or changes without prior approval from upper management. This characteristic is not limited to management or leadership position. In their efforts to become more responsive, many large organizations are finding it necessary to drive decision-making downward. In these organizations, many positions can be characterized by a moderate to significant amount of authority but are not considered management or leadership.



Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other appropriate assessments in their selection and management systems.



Hierarchy of Attributes

The attributes required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the attributes represents their relative importance to each other in producing superior performance in the job.

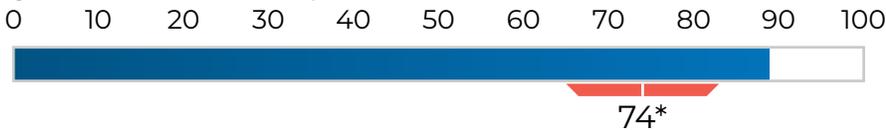
HIERARCHY OF ATTRIBUTES	
1	Developing Others
2	Self Management
3	Accountability for Others
4	Diplomacy and Tact
5	Leading Others
6	Personal Accountability
7	Interpersonal Skills
8	Results Orientation
9	Decision Making
10	Influencing Others
11	Teamwork
12	Objective Listening
13	Goal Achievement
14	Problem Solving
15	Resiliency
16	Self Starting
17	Flexibility
18	Empathetic Outlook
19	Conflict Management
20	Planning and Organization
21	Continuous Learning
22	Conceptual Thinking
23	Customer Focus

Very Important
 Important
 Somewhat Important
 Not Important

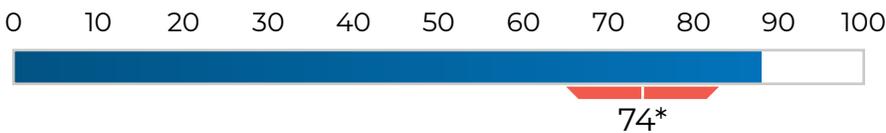
Job Attributes Hierarchy

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.

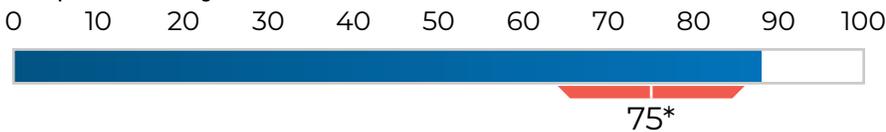
1. Developing Others - The ability to contribute to the growth and development of others.



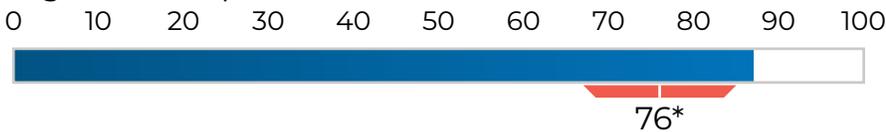
2. Self Management - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



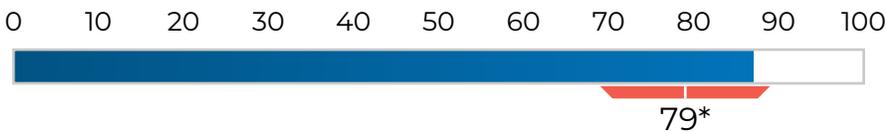
3. Accountability for Others - The ability to take responsibility for others' actions.



4. Diplomacy And Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



5. Leading Others - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



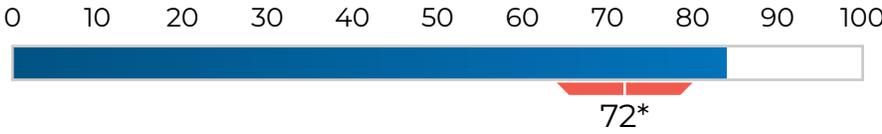
The following scale is used throughout the report.

- 0 - 49 = NOT IMPORTANT TO JOB
- 50 - 69 = SOMEWHAT IMPORTANT
- 70 - 89 = IMPORTANT
- 90 - 100 = VERY IMPORTANT

Please note that the population means and standard deviations shown are based on the entire population and are not job/position specific.
* 68% of the population falls within the shaded area.

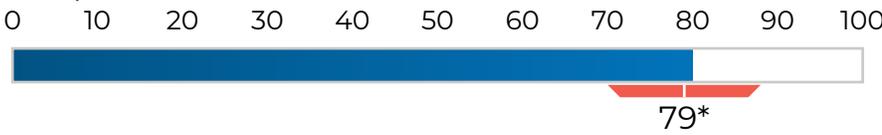
Job Attributes Hierarchy

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



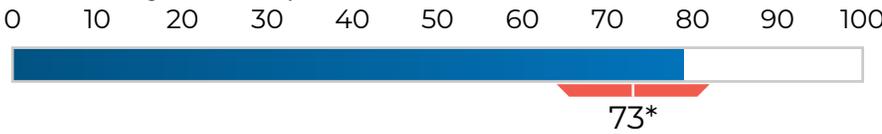
84
IMP

7. Interpersonal Skills - The ability to interact with others in a positive manner.



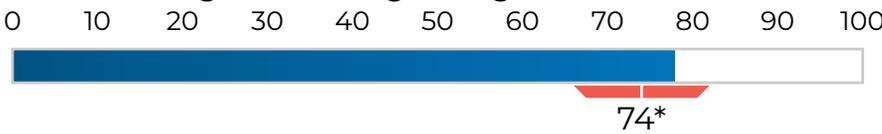
80
IMP

8. Results Orientation - The ability to identify actions necessary to complete tasks and obtain results.



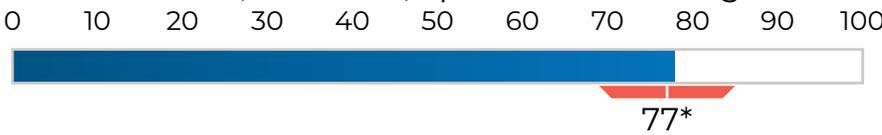
79
IMP

9. Decision Making - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



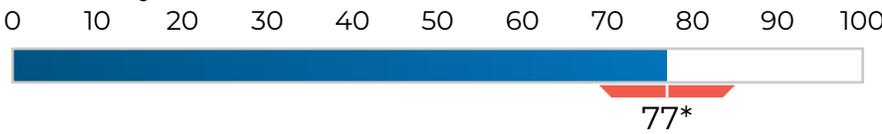
78
IMP

10. Influencing Others - The ability to personally affect others' actions, decisions, opinions or thinking.



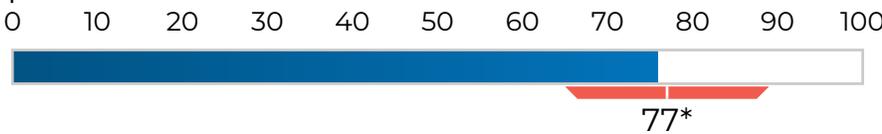
78
IMP

11. Teamwork - The ability to cooperate with others to meet objectives.



77
IMP

12. Objective Listening - The ability to listen to many points of view without bias.

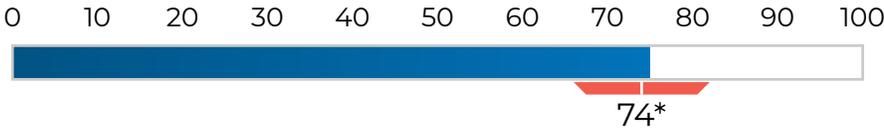


76
IMP

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

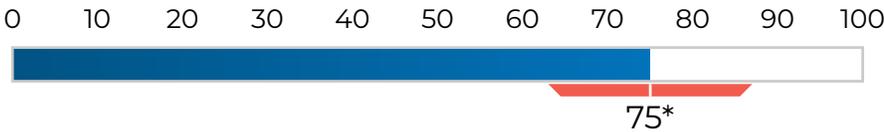
Job Attributes Hierarchy

13. Goal Achievement - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



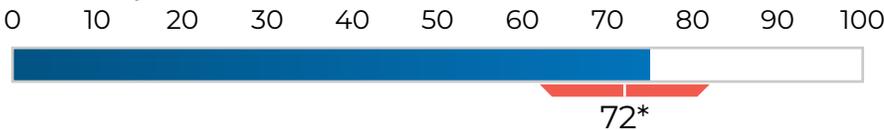
75
IMP

14. Problem Solving - The ability to identify key components of a problem to formulate a solution or solutions.



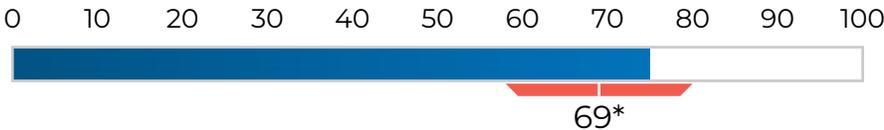
75
IMP

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



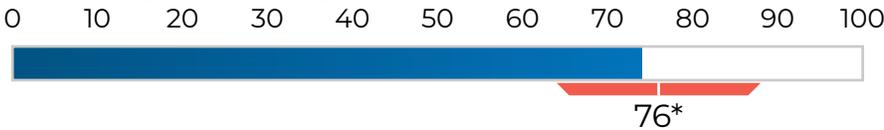
75
IMP

16. Self Starting - The ability to initiate and sustain momentum without external stimulation.



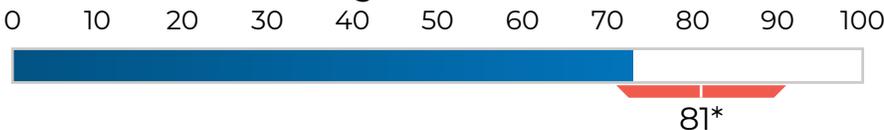
75
IMP

17. Flexibility - The ability to readily modify, respond to and integrate change with minimal personal resistance.



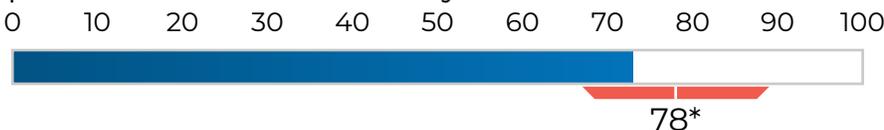
74
IMP

18. Empathetic Outlook - The capacity to perceive and understand the feelings and attitudes of others.



73
IMP

19. Conflict Management - The ability to resolve different points of view constructively.

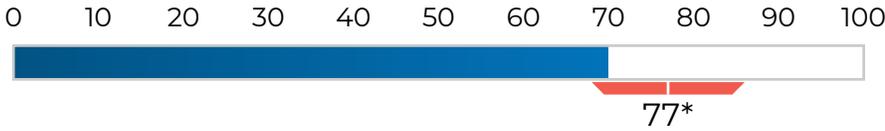


73
IMP

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

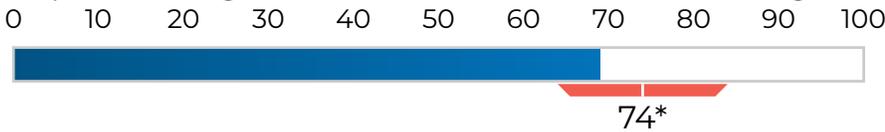
Job Attributes Hierarchy

20. Planning and Organization - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



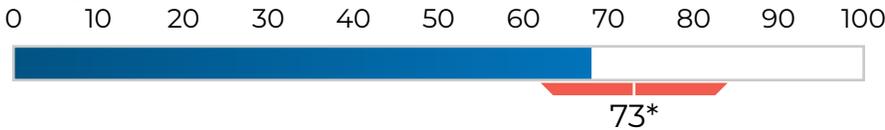
70
IMP

21. Continuous Learning - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



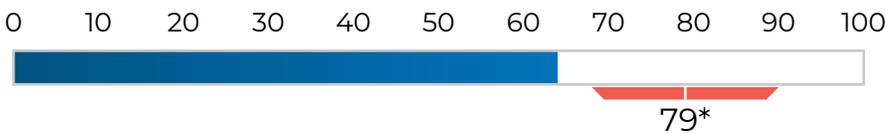
69
SWI

22. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



68
SWI

23. Customer Focus - A commitment to customer satisfaction.



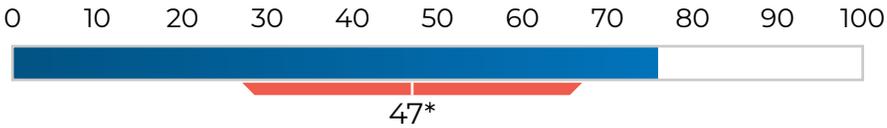
64
SWI

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

Organizational Rewards/Culture Hierarchy

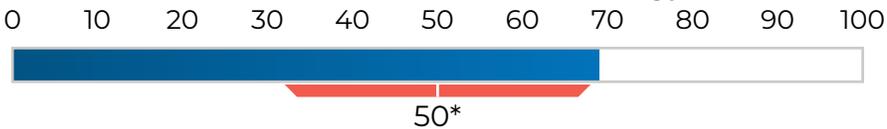
This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.

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



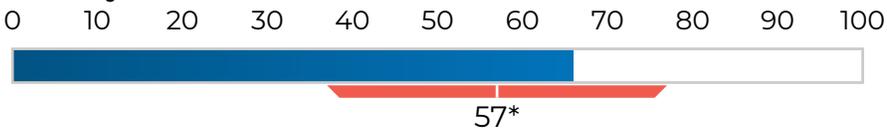
76

2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



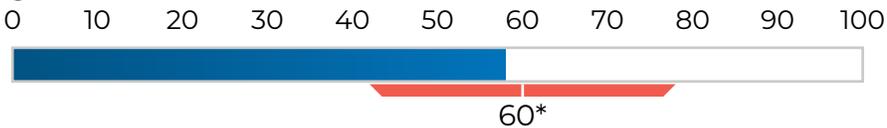
69

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



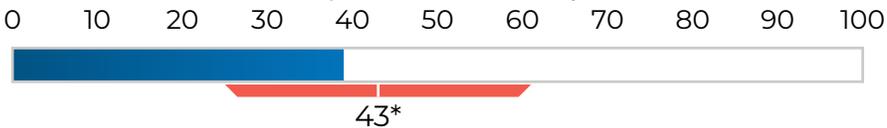
66

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



58

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

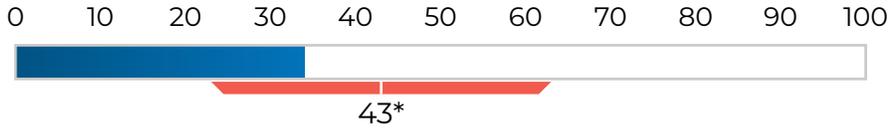


39

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

Organizational Rewards/Culture Hierarchy

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



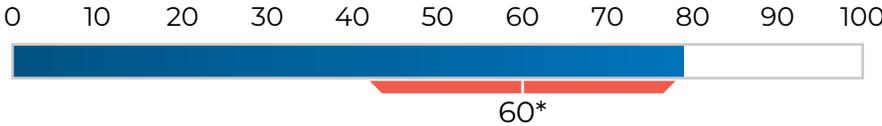
34

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

Job Rewards/Culture Hierarchy

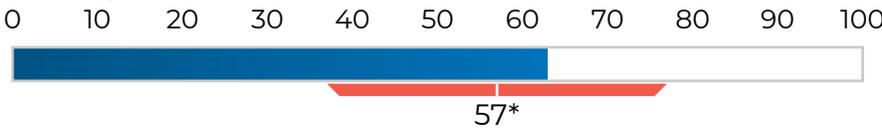
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1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



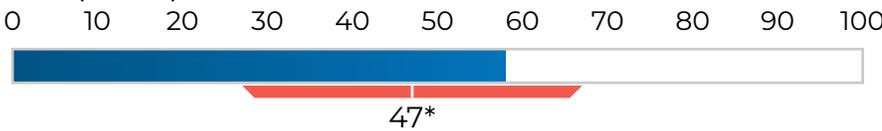
79

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



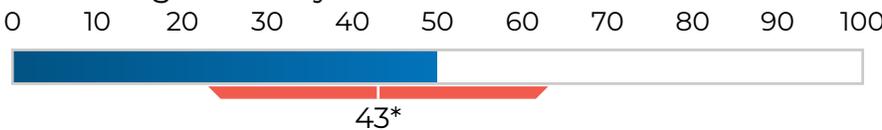
63

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



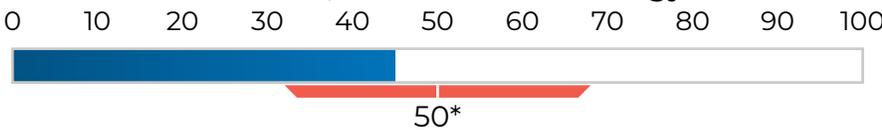
58

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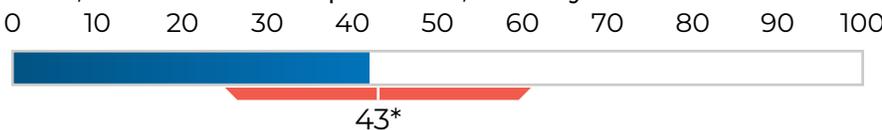
50

5. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



45

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



42

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Conflicting Job Requirements

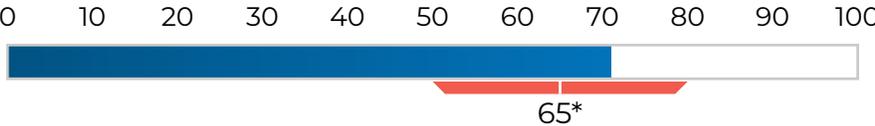
The TTI Success Insights Workplace Behaviors assessment is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position. In some cases an organization may choose to re-evaluate the position or its key accountabilities.

This position requires a behavioral style with the potential for me-me conflicts. This is quite common in positions and normal for individuals to possess such behavioral styles. Based on this behavioral style, the organization may need to make modifications to the communication flow and activity levels of the position.

Behavioral Hierarchy

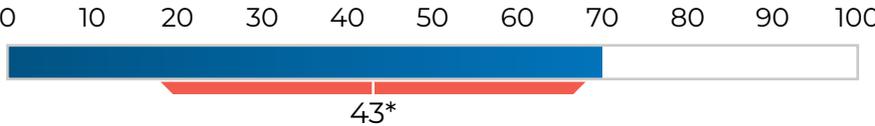
This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to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

1. People-Oriented - The job requires building rapport with a wide range of individuals.



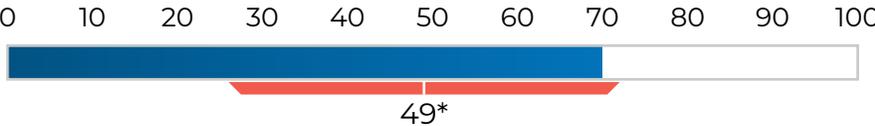
71

2. Urgency - The job requires decisiveness, quick response, and fast action.



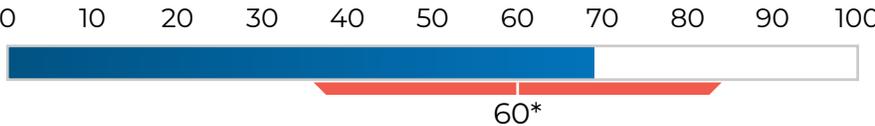
70

3. Competitive - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.



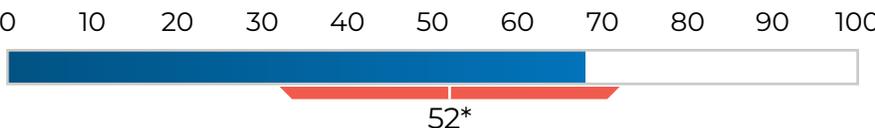
70

4. Interaction - The job requires frequent communication and engagement with others.



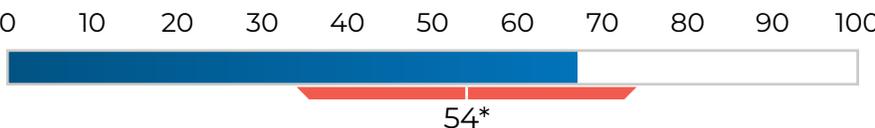
69

5. Frequent Change - The job requires rapid shifts between tasks.



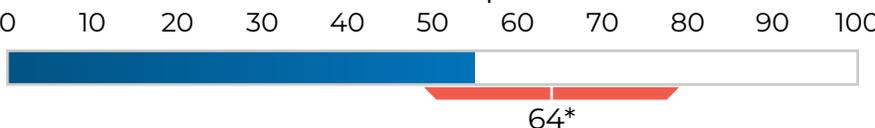
68

6. Versatile - The job requires adapting to various situations with ease.



67

7. Customer-Oriented - The job requires identification and fulfillment of customer expectations.

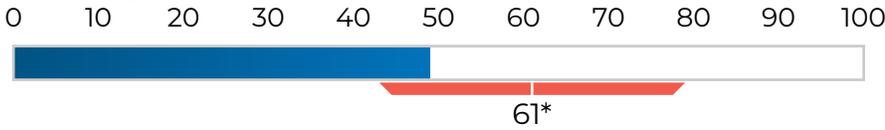


55

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

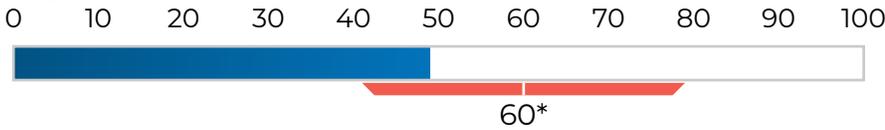
Behavioral Hierarchy

8. Persistence - The job requires finishing tasks despite challenges or resistance.



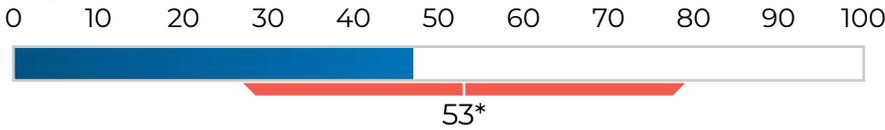
49

9. Following Policy - The job requires adhering to rules, regulations or existing methods.



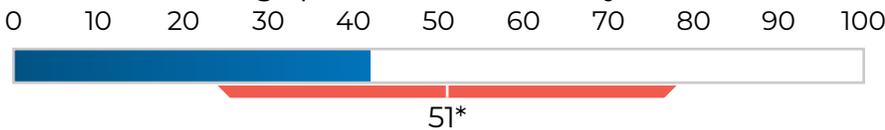
49

10. Analysis - The job requires compiling, confirming, and organizing information.



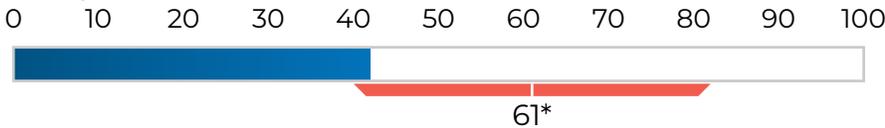
47

11. Organized Workplace - The job requires establishing and maintaining specific order in daily activities.



42

12. Consistent - The job requires predictable performance in repetitive situations.



42

WB: 71-77-40-56 (45)

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

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. **Developing Others:** The ability to contribute to the growth and development of others.
 - Strongly advocates for the growth and development of others
 - Devotes appropriate time to training, coaching and developing others
 - Understands the implications of varied learning styles and their importance to individual development
 - Regularly follows up and holds others accountable for their performance
2. **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
3. **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
4. **Diplomacy And Tact:** The ability to treat others fairly, regardless of personal biases or beliefs.
 - Maintains positive relationships with others through treating them fairly
 - Demonstrates respect for others
 - Understands and values differences between people
 - Respects diversity in people

Job Attributes Feedback

5. **Leading Others:** The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
 - Inspires others with a compelling vision
 - Empowers others to accomplish common goals
 - Represents a positive, motivational example for others to emulate in becoming leaders
 - Supports others through providing clarity, direction, organization and purpose

6. **Personal Accountability:** A measure of the capacity to be answerable for personal actions.
 - Accepts personal responsibility for the consequences of personal actions
 - Avoids placing unnecessary blame on others
 - Maintains personal commitment to objectives regardless of the success or failure of personal decisions
 - Applies personal lessons learned from past failures to moving forward in achieving future successes

7. **Interpersonal Skills:** The ability to interact with others in a positive manner.
 - Initiates and develops business relationships in positive ways
 - Successfully works with a wide range of people at varying levels of organizations
 - Communicates with others in ways that are clear, considerate and understandable
 - Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

Job Rewards/Culture Feedback

This section provides a brief description of the top three Job Rewards for this position. These rewards are listed in hierarchical order, with the most important listed at the top.

1. Theoretical
 - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.
2. Individualistic/Political
 - Rewards those who value personal recognition, freedom and control over their own destiny and others.
3. Traditional/Regulatory
 - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

Behavioral Feedback

This section provides a brief description of the top three Behaviors required for this position. These are the behaviors that will need to be demonstrated most often for superior performance.

1. People-Oriented
 - The job requires building rapport with a wide range of individuals.
2. Urgency
 - The job requires decisiveness, quick response, and fast action.
3. Competitive
 - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.

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. Developing Others: The ability to contribute to the growth and development of others.
 - Tell me about someone in your career who put time and energy into your development.
 - Give me an example of a time when you recommended a book or seminar to a subordinate for development purposes. Why did you select what you did? How did you follow up with that person?
 - How important are training and development for the ongoing success of your group? Department? Company? What percentage of an annual budget should be set aside for education and training purposes?
 - What is the difference between training and coaching? Which are you better at doing?
 - How would you go about identifying and developing a training plan to improve someone's performance?
 - Give me an example of a time when you delegated a project to someone for the purpose of developing that individual. How did you stay in the loop? How successful were they?

Job Attributes Questions

2. 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?

Job Attributes Questions

3. 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?

4. Diplomacy And Tact: The ability to treat others fairly, regardless of personal biases or beliefs.
 - Give me an example of a time when you had to exhibit diplomacy while under pressure on the job. How did you do that?
 - Give me an example of a time when you or someone you know set aside their personal agenda for the sake of larger, business-oriented issues? What did you think of that?
 - How do you identify key stakeholders in a relationship? Give me an example of a time when you not only identified them but also maintained a positive relationship with a diverse group of people at all levels of an organization.
 - Give me an example of a time when you overcame internal resistance or "politics" to an idea or project. How did you go about doing that?
 - Is there ever a time when your personal agenda should supersede the needs of your organization? If so, when?
 - Describe the most politically sensitive situation in which you ever found yourself. What were the three things you did to ensure that you maintained your position in that situation without offending anyone?

Job Attributes Questions

5. **Leading Others:** The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
 - Who is the most effective leader you have ever seen? What made that person so effective?
 - Would you consider yourself to be a leader? What is your philosophy of leadership?
 - What do you believe are the attributes of an effective leader? How have you demonstrated these qualities? Where would you like to grow?
 - Who was the worst leader you have ever encountered? What did they do that made them the worst?
 - Who is a role model you have had in your life? What did that person do to justify being a role model? Would you do the same? How would you do it?
 - If we asked your immediate subordinates to describe your leadership style, what would they say? In what areas would they make positive comments? Negative comments?

6. **Personal Accountability:** A measure of the capacity to be answerable for personal actions.
 - Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
 - Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
 - What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
 - Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
 - Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?
 - What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?

Job Attributes Questions

7. Interpersonal Skills: The ability to interact with others in a positive manner.
- Describe for me the most difficult business relationship you have ever had to deal with. Why was it so difficult? What did you do to make the relationship go more smoothly?
 - What is the most stressful or difficult situation where you had to maintain your composure at work? What did you do to maintain the composure? How do you think you did? If you had it to do over, what would you do the same? Differently?
 - What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
 - Describe the most difficult, demanding person you have ever encountered. What made them so difficult? What did you do to better understand and relate to them?
 - Give me an example of a situation when a personal relationship you had or developed was helpful in a business situation. How did you cultivate that relationship without appearing to be patronizing?
 - Give me a specific example of a situation where you had to develop a productive relationship with someone whose point of view was different from your own. How did you go about sustaining the relationship?

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. Theoretical: Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.
 - 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. Individualistic/Political: Rewards those who value personal recognition, freedom, and control over their own destiny and others.
 - 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.
3. Traditional/Regulatory: Rewards those who value traditions inherent in social structure, rules, regulations and principles.
 - 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.

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. People-Oriented: The job requires building rapport with a wide range of individuals.
 - 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?

2. Urgency: The job requires decisiveness, quick response, and fast action.
 - 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. Competitive: The job requires assertiveness and a "will to win" in dealing with highly competitive situations.
 - 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?

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	R4	R5	R6	R7	R8
1	Developing Others	89	94	100	81	81	100	88	69	100
2	Self Management	88	81	88	88	94	100	88	88	81
3	Accountability for Others	88	81	94	81	81	100	81	94	88
4	Diplomacy and Tact	87	56	81	100	88	100	88	81	100
5	Leading Others	87	94	81	69	75	100	94	94	88
6	Personal Accountability	84	94	100	75	75	94	75	94	69
7	Interpersonal Skills	80	100	56	81	81	88	69	81	88
8	Results Orientation	79	56	94	62	75	100	75	88	81
9	Decision Making	78	69	75	62	81	94	81	81	81
10	Influencing Others	78	94	81	44	75	69	94	88	81
11	Teamwork	77	75	75	94	81	88	75	62	69
12	Objective Listening	76	38	81	94	75	100	81	69	69
13	Goal Achievement	75	44	81	75	69	94	94	62	81
14	Problem Solving	75	62	75	75	81	75	88	75	69
15	Resiliency	75	75	62	62	75	94	75	81	75
16	Self Starting	75	94	81	44	88	81	75	81	56
17	Flexibility	74	56	75	56	81	94	81	69	81
18	Empathetic Outlook	73	56	75	100	81	88	50	69	62
19	Conflict Management	73	50	75	88	69	88	69	62	81
20	Planning and Organization	70	44	75	75	69	88	81	69	56
21	Continuous Learning	69	50	69	56	81	81	81	62	69
22	Conceptual Thinking	68	69	69	44	75	81	75	81	50
23	Customer Focus	64	38	50	88	69	50	81	62	75

Organizational Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5	R6	R7	R8
1	Traditional/Regulatory	76	70	80	80	70	80	80	70	80
2	Utilitarian/Economic	69	80	70	60	60	100	40	90	50
3	Individualistic/Political	66	90	70	50	40	80	80	50	70
4	Theoretical	58	20	90	50	60	80	50	60	50
5	Aesthetic	39	30	70	40	30	40	40	20	40
6	Social	34	30	60	40	20	30	30	20	40

Job Rewards/Culture Composite

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5	R6	R7	R8
1	Theoretical	79	68	88	76	80	96	72	60	92
2	Individualistic/Political	63	84	64	68	52	92	52	60	32
3	Traditional/Regulatory	58	28	52	60	72	64	68	52	68
4	Social	50	68	64	40	52	40	44	60	28
5	Utilitarian/Economic	45	60	56	28	48	52	20	40	56
6	Aesthetic	42	52	72	36	32	32	56	36	20

Behaviors Composite

	BEHAVIORS	C	R1	R2	R3	R4	R5	R6	R7	R8
1	People-Oriented	71	70	70	70	70	75	75	70	70
2	Urgency	70	73	79	30	76	75	75	77	72
3	Competitive	70	75	85	30	70	80	73	75	75
4	Interaction	69	80	80	60	55	55	60	80	80
5	Frequent Change	68	72	75	50	65	65	68	72	78
6	Versatile	67	70	75	57	60	60	67	75	75
7	Customer-Oriented	55	57	50	75	50	50	55	53	53
8	Persistence	49	45	45	60	55	52	52	45	40
9	Following Policy	49	42	42	68	55	52	50	45	38
10	Analysis	47	35	40	55	63	57	57	40	30
11	Organized Workplace	42	30	35	50	55	55	50	35	25
12	Consistent	42	38	35	65	45	45	42	38	32



Respondent Key

R1: CHRISTOPHER CONSALVO
R2: CHRISTOPHER RABENOLD
R3: JOSHUA ROETHLISBERGER
R4: DARRELL GAUDIO
R5: BRANDON REID
R6: GARY HALSTEAD
R7: MICHAEL WILLIAMS
R8: GILLY LADIWINA