



TTI TriMetrix®
Multiple Respondent Job Report

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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 TTI TriMetrix Job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area are in Sections 7 through 9. Finally, Section 10 contains composite rankings in all areas.

SECTION 1: 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.

SECTION 2: 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 3: 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 Sections 1 through 3 (above) are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.



INTRODUCTION

SECTION 4: 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.

SECTION 5: 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 6: BEHAVIORAL FEEDBACK

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

SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

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

SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

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

SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

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

SECTION 10: COMPOSITE RANKINGS

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



Section 1

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.	0 1 2 3 4 5 6 7 8 9 10		9.2	IMP
2. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.	0 1 2 3 4 5 6 7 8 9 10		9.1	IMP
3. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.	0 1 2 3 4 5 6 7 8 9 10		9.1	IMP
4. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.	0 1 2 3 4 5 6 7 8 9 10		9.0	IMP
5. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.	0 1 2 3 4 5 6 7 8 9 10		8.7	IMP
6. RESULTS ORIENTATION: The ability to identify actions necessary to complete tasks and obtain results.	0 1 2 3 4 5 6 7 8 9 10		8.6	IMP

The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT



Section 1

JOB ATTRIBUTES HIERARCHY

- 7. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.6 IMP
- 8. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.5 IMP
- 9. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.3 IMP
- 10. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.3 IMP
- 11. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.3 IMP
- 12. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.2 IMP
- 13. RESILIENCY: The ability to quickly recover from adversity.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.2 IMP
- 14. INFLUENCING OTHERS: The ability to personally affect others' actions, decisions, opinions or thinking.
0 1 2 3 4 5 6 7 8 9 10
[Redacted] 8.1 IMP



Section 1

JOB ATTRIBUTES HIERARCHY

15. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	8.0	IMP
16. PROBLEM SOLVING: The ability to identify key components of a problem to formulate a solution or solutions. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	7.9	IMP
17. TEAMWORK: The ability to cooperate with others to meet objectives. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	7.9	IMP
18. SELF STARTING: The ability to initiate and sustain momentum without external stimulation. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	7.9	IMP
19. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	7.8	IMP
20. OBJECTIVE LISTENING: The ability to listen to many points of view without bias. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	7.7	IMP
21. CUSTOMER FOCUS: A commitment to customer satisfaction. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	7.1	SWI
22. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	7.0	SWI
23. CONCEPTUAL THINKING: The ability to analyze hypothetical situations or abstract concepts to compile insight. 0...1...2...3...4...5...6...7...8...9...10 [Redacted] []	6.9	SWI



Section 2

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

0...1...2...3...4...5...6...7...8...9...10



2. THEORETICAL

0...1...2...3...4...5...6...7...8...9...10



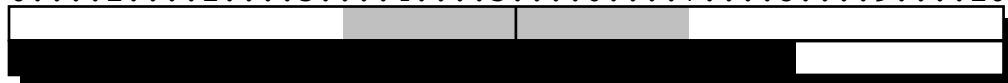
3. TRADITIONAL/REGULATORY

0...1...2...3...4...5...6...7...8...9...10



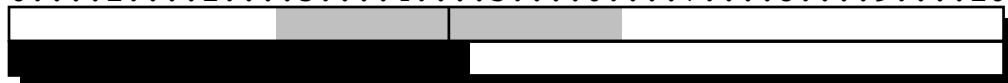
4. UTILITARIAN/ECONOMIC

0...1...2...3...4...5...6...7...8...9...10



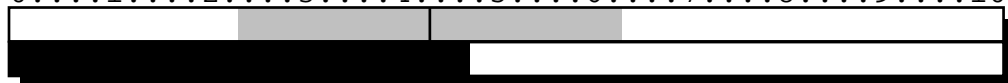
5. AESTHETIC

0...1...2...3...4...5...6...7...8...9...10



6. SOCIAL

0...1...2...3...4...5...6...7...8...9...10





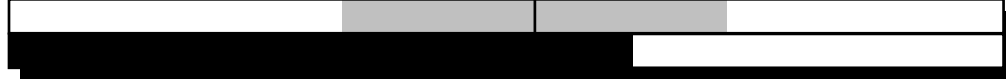
Section 3

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. VERSATILITY

0...1...2...3...4...5...6...7...8...9...10



2. URGENCY

0...1...2...3...4...5...6...7...8...9...10



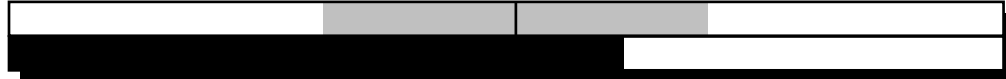
3. FREQUENT INTERACTION WITH OTHERS

0...1...2...3...4...5...6...7...8...9...10



4. FREQUENT CHANGE

0...1...2...3...4...5...6...7...8...9...10



5. CUSTOMER ORIENTED

0...1...2...3...4...5...6...7...8...9...10



6. COMPETITIVENESS

0...1...2...3...4...5...6...7...8...9...10



7. ANALYSIS OF DATA

0...1...2...3...4...5...6...7...8...9...10



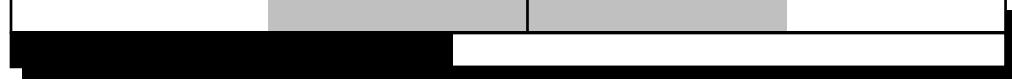


Section 3

BEHAVIORAL HIERARCHY

8. ORGANIZED WORKPLACE

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



5.3 *
4.5

WE: 54-61-38-46 (13)



Section 4

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. **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
4. **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



Section 4

JOB ATTRIBUTES FEEDBACK

5. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
 - Analyzes data necessary for decision-making
 - Makes major decisions impacting strategic outcomes appropriately and effectively
 - Makes decisions in a timely manner
 - Demonstrates ability to make unpopular and difficult decisions when necessary

6. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
 - Maintains focus on goals
 - Identifies and acts on removing potential obstacles to successful goal attainment
 - Implements thorough and effective plans and applies appropriate resources to produce desired results
 - Follows through on all commitments to achieve results

7. **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



Section 5

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. TRADITIONAL/REGULATORY

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



Section 6

BEHAVIORAL FEEDBACK

1. VERSATILITY

- The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.

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. FREQUENT INTERACTION WITH OTHERS

- The job requires a strong "people orientation," versus a task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



Section 7

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?

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?



Section 7

JOB ATTRIBUTES QUESTIONS

3. **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?
4. **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?



Section 7

JOB ATTRIBUTES QUESTIONS

5. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
- How much of your decision making is based strictly on data? What other input do you use for making decisions? What role does "gut instinct" play?
 - What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
 - Give me an example of a decision you made quickly? Why were you able to make it so quickly? Give me an example of a decision that took a very long time to make. How long did it take and why?
 - Describe a decision you had to make where you put the needs of the organization before your personal preferences.
 - What decision have you made that had the most strategic impact on others or an organization? What were those implications? Which were good? Bad?
 - Describe a situation when you had to explain the rationale for a decision you made to other people? How did you communicate your rationale? What were the reactions of others? How did you handle any negative reactions?
6. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
- Give me an example of one thing in your life that you have worked on for what you consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long a time did you work it?
 - Give me an example of a time when someone didn't follow-through on a commitment to you. What did you do about it? How do you make sure that others around you follow through on their commitments? How do you ensure that you do?
 - Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
 - Describe a plan you've developed for something you are currently working on. What are the most essential components of that plan...the things that must be accomplished or the plan won't work?
 - Tell me about a time when you missed a deadline. What were the consequences? What did you do differently the next time you faced a deadline?
 - Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?



Section 7

JOB ATTRIBUTES QUESTIONS

7. **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?



Section 8

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. TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.



Section 9

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. VERSATILITY

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

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. FREQUENT INTERACTION WITH OTHERS

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



Section 10

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	R9
1	DEVELOPING OTHERS	9.2	8.1	10.0	8.8	8.8	10.0	8.8	9.4	9.4	9.4
2	SELF MANAGEMENT	9.1	8.8	9.4	9.4	8.8	10.0	7.5	8.8	9.4	9.4
3	PERSONAL ACCOUNTABILITY	9.1	9.4	9.4	10.0	8.8	10.0	6.9	8.8	9.4	9.4
4	LEADING OTHERS	9.0	7.5	8.1	10.0	8.8	9.4	8.1	9.4	9.4	10.0
5	DECISION MAKING	8.7	6.9	9.4	9.4	8.8	10.0	6.9	10.0	8.8	8.1
6	RESULTS ORIENTATION	8.6	8.1	8.1	9.4	7.5	10.0	8.1	8.8	7.5	10.0
7	ACCOUNTABILITY FOR OTHERS	8.6	7.5	9.4	8.8	8.8	10.0	6.9	8.1	9.4	8.1
8	INTERPERSONAL SKILLS	8.5	8.1	8.1	8.8	8.1	9.4	8.1	7.5	8.1	10.0
9	GOAL ACHIEVEMENT	8.3	7.5	7.5	9.4	7.5	10.0	7.5	8.8	8.1	8.8
10	PLANNING AND ORGANIZATION	8.3	8.8	6.9	7.5	8.1	9.4	7.5	9.4	8.1	8.8
11	CONTINUOUS LEARNING	8.3	9.4	8.1	8.8	8.1	8.8	5.6	8.1	9.4	8.8
12	DIPLOMACY AND TACT	8.2	8.1	7.5	7.5	7.5	10.0	6.9	7.5	9.4	9.4
13	RESILIENCY	8.2	7.5	8.1	8.8	7.5	9.4	7.5	8.8	7.5	8.8
14	INFLUENCING OTHERS	8.1	6.9	7.5	6.9	8.8	10.0	6.2	8.1	9.4	8.8
15	FLEXIBILITY	8.0	6.2	5.6	7.5	8.1	10.0	7.5	8.8	9.4	8.8
16	PROBLEM SOLVING	7.9	8.8	6.9	8.8	8.8	8.8	3.8	8.8	8.1	8.1
17	TEAMWORK	7.9	6.9	8.8	8.8	7.5	8.8	6.2	7.5	7.5	9.4
18	SELF STARTING	7.9	7.5	6.9	8.1	6.9	9.4	8.1	8.1	6.9	9.4
19	CONFLICT MANAGEMENT	7.8	6.2	8.1	5.6	8.1	9.4	6.2	8.1	9.4	8.8
20	OBJECTIVE LISTENING	7.7	7.5	6.9	7.5	7.5	10.0	6.2	7.5	8.1	8.1
21	CUSTOMER FOCUS	7.1	6.9	6.9	6.9	6.9	8.8	3.8	7.5	7.5	8.8
22	EMPATHETIC OUTLOOK	7.0	6.9	5.0	6.9	7.5	9.4	5.6	7.5	7.5	6.9
23	CONCEPTUAL THINKING	6.9	6.2	5.6	8.1	8.1	8.1	4.4	7.5	7.5	6.9



Section 10

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5	R6	R7	R8	R9
1	INDIVIDUALISTIC/POLITICAL	9.7	10.0	10.0	10.0	7.5	10.0	10.0	10.0	10.0	10.0
2	THEORETICAL	8.6	10.0	7.5	7.5	7.5	10.0	7.5	10.0	7.5	10.0
3	TRADITIONAL/REGULATORY	8.6	10.0	2.5	10.0	10.0	10.0	10.0	10.0	7.5	7.5
4	UTILITARIAN/ECONOMIC	8.1	7.5	10.0	5.0	7.5	10.0	7.5	7.5	10.0	7.5
5	AESTHETIC	4.7	7.5	2.5	5.0	5.0	7.5	2.5	5.0	2.0	5.0
6	SOCIAL	4.7	10.0	2.5	2.5	2.5	7.5	2.5	2.5	5.0	7.5



Section 10

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3	R4	R5	R6	R7	R8	R9
1	VERSATILITY	6.4	5.0	7.5	7.0	7.0	7.5	5.0	6.0	6.0	6.5
2	URGENCY	6.3	5.0	8.0	6.0	6.5	6.5	5.0	8.0	6.5	5.0
3	FREQUENT INTERACTION WITH OTHERS	6.3	5.0	7.0	7.0	7.0	8.0	5.0	5.0	5.0	8.0
4	FREQUENT CHANGE	6.3	5.0	7.8	6.0	6.5	6.8	5.5	6.8	5.2	6.8
5	CUSTOMER ORIENTED	5.9	5.5	6.0	6.0	6.0	7.0	5.5	5.0	5.0	7.5
6	COMPETITIVENESS	5.6	5.0	8.0	4.0	5.0	5.0	5.0	8.0	5.0	5.0
7	ANALYSIS OF DATA	4.7	6.5	4.0	4.5	4.5	3.5	5.0	4.5	6.5	3.5
8	ORGANIZED WORKPLACE	4.5	6.5	3.5	4.5	4.0	3.0	5.0	4.5	7.0	2.5



Section 10

RESPONDENT KEY

R1: WILLIAM LANE
R2: SCOTT BREWER
R3: ROBERT STARKEY
R4: BUDELL WILLIS
R5: LINDA MCELLIGOTT
R6: DENISE HOLLOWAY
R7: DUREN HARMON
R8: F. B. WHITELEY
R9: LARRY GILES