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Gap Report

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5-21-2013

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Introduction

Long-term superior performance is directly related to job fit. Job fit, in simple terms, is having the talent that the job requires.

Most people match some, but not necessarily all, job requirements. When this happens, we have a gap. The gap is nothing more than an area for development.

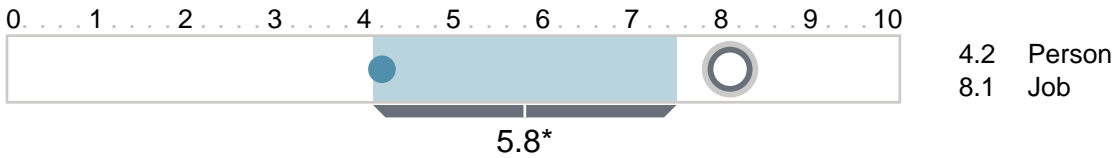
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



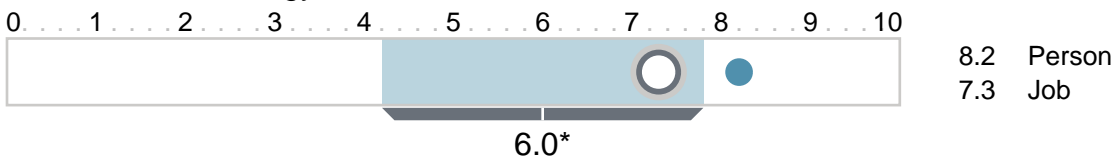
Job Rewards/Culture Hierarchy

These graphs are based on the hierarchy of the job benchmark's rewards/culture in descending order from highest required by the job to the lowest. Gaps may point to a job culture that does not match the person's passion and may produce negative feelings about the job.

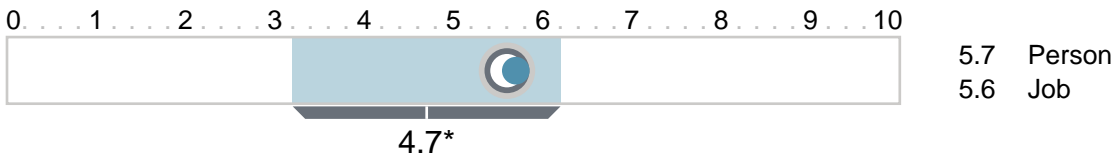
1. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



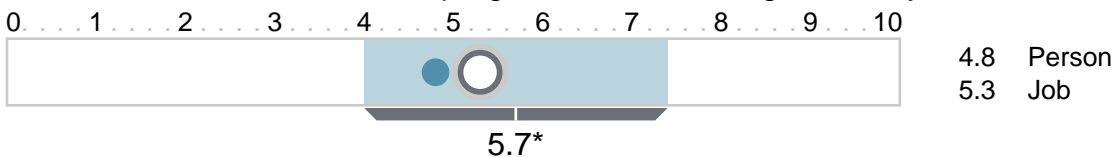
2. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



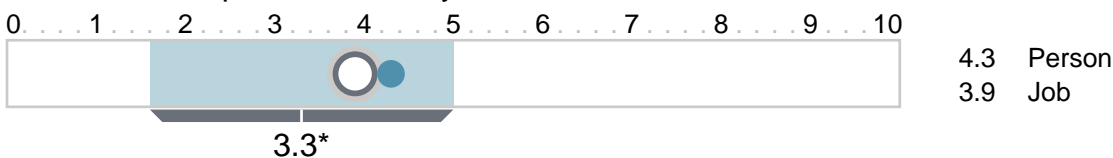
3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



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



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



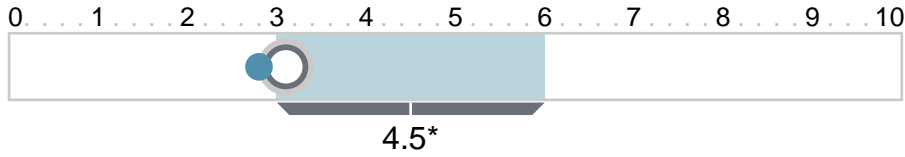
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Job Rewards/Culture Hierarchy

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



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

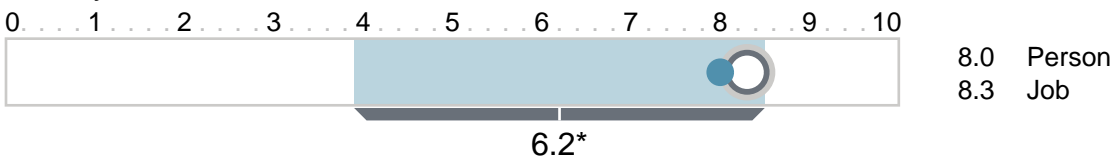
○ - Job ● - Person



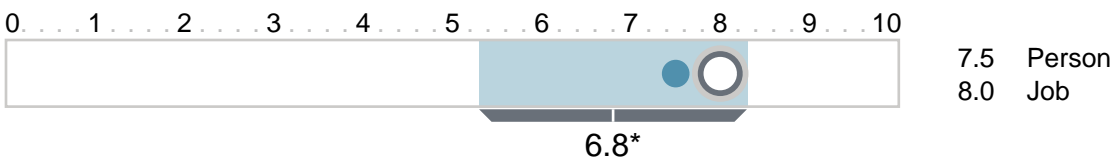
Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the job and the natural behavioral style(s) of the individual(s). The graphs are in descending order from the highest rated behavioral traits required by the job to the lowest. In comparing the results in this section, it is important to note how gaps may indicate a level of stress that could be created when a person is forced to adapt behavior that is not his/her natural style.

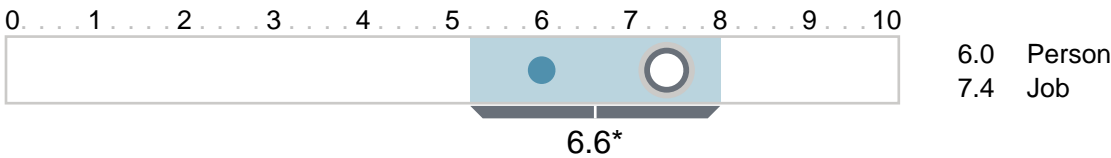
1. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



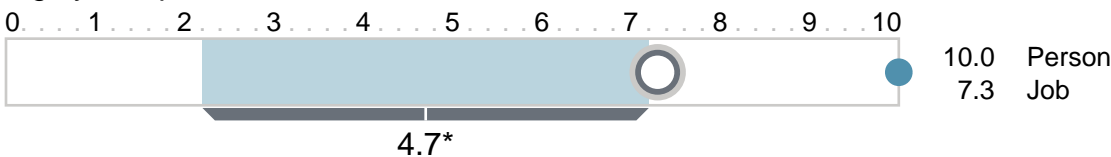
2. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



3. Customer Relations - The job demands a desire to convey your sincere interest in your internal and/or external customers.



4. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



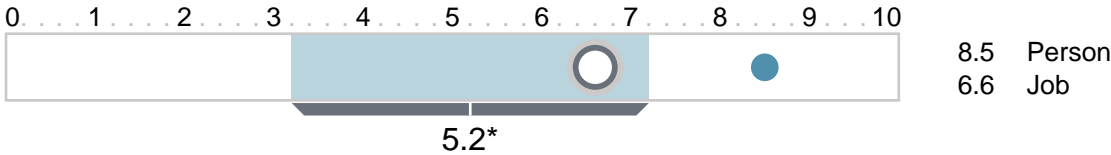
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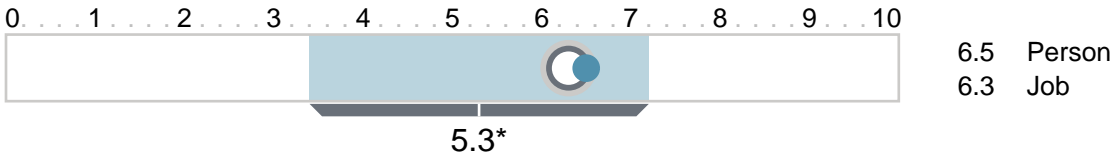


Behavioral Hierarchy

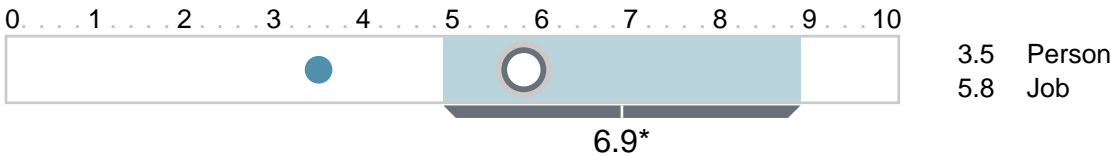
5. Frequent Change - The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished and easily move on to new tasks with little or no notice.



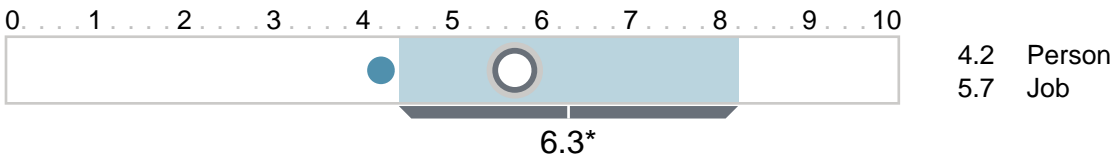
6. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



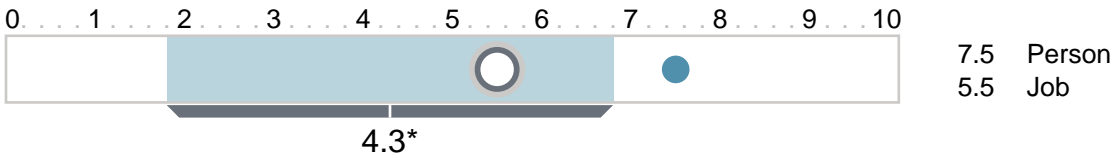
7. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



9. 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.



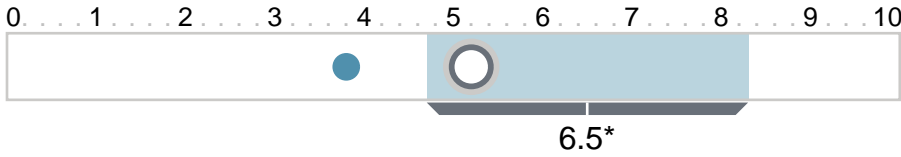
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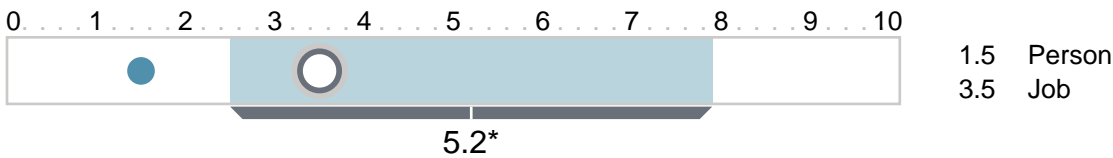


Behavioral Hierarchy

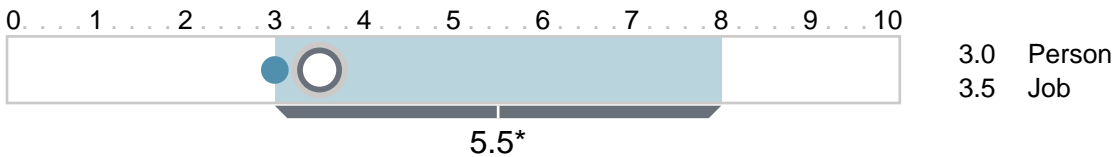
10. Consistency - The job requires the ability to do the job the same way on a repeated basis.



11. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



12. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



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○ - Job ● - Person

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Comparison Analysis For Consulting and Coaching

Job Rewards/Culture Hierarchy	Zone Range	Person
1. Theoretical	7.6 — 10.0	4.2
2. Utilitarian/Economic	6.1 — 7.8	8.2
3. Individualistic/Political	4.8 — 6.2	5.7

Job Behavioral Hierarchy	Zone Range	Person
1. Frequent Interaction with Others	6.3 — 8.5	8.0
2. People Oriented	6.9 — 8.3	7.5
3. Customer Relations	6.7 — 8.0	6.0

- Exact match
- Fair compatibility
- Good compatibility
- Poor compatibility
- Over-focused