



ABC, Inc. Benchmark

Outside Sales

| | Scores for Superior Performance (Company's Mean) | National Mean | Standard Deviation | Acceptable Range | Candidate 1 | Candidate 2 | Candidate 3 | Candidate 4 |
|------------------------------------|--|---------------|--------------------|---------------------|-------------|-------------|-------------|-------------|
| Top Job Attributes (Skills) | | | | | | | | |
| Personal Accountability | 9.5 | 7.20 | 0.84 | 8.04-10.0 | 7.8 | 7.0 | 8.1 | 8.3 |
| Self Management | 9.3 | 7.41 | 0.93 | 8.34-10.0 | 7.9 | 6.9 | 8.4 | 8.5 |
| Results Orientation | 9.2 | 7.33 | 0.93 | 8.26-10.0 | 7.7 | 7.2 | 7.7 | 8.1 |
| Goal Achievement | 8.4 | 7.37 | 0.80 | 8.17-9.20 | 8.6 | 7.4 | 8.1 | 8.4 |
| Planning and Organization | 8.4 | 7.70 | 0.90 | 8.4 - 9.30 | 8.6 | 7.5 | 8.6 | 8.4 |
| Leading Others | 8.4 | 7.89 | 0.96 | 8.4 - 9.36 | 8.3 | 8.1 | 9.4 | 8.5 |
| Influencing Others | 8.3 | 7.68 | 0.84 | 8.3 - 9.14 | 7.7 | 7.2 | 8.9 | 9 |
| Flexibility | 8.2 | 7.65 | 1.15 | 8.2 - 9.35 | 8.5 | 7.5 | 8.7 | 8.7 |
| Interpersonal Skills | 8.1 | 7.87 | 0.92 | 8.1 - 9.02 | 8.4 | 7.6 | 9.3 | 9.3 |
| Resiliency | 8.1 | 7.16 | 0.99 | 8.1 - 9.09 | 7.8 | 7.2 | 7.9 | 8.6 |
| Diplomacy and Tact | 7.9 | 7.63 | 0.91 | 7.9 - 8.81 | 8.0 | 7.5 | 8.8 | 9.1 |
| Decision Making | 7.9 | 7.43 | 0.76 | 7.9 - 8.66 | 8.0 | 7.0 | 8.1 | 8.5 |
| Accountability for Others | 7.9 | 7.47 | 1.08 | 7.9 - 8.98 | 6.8 | 6.2 | 8.4 | 9.8 |
| Problem Solving | 7.8 | 7.47 | 1.18 | 7.8 - 8.98 | 8.3 | 7.7 | 8.4 | 9 |
| Developing Others | 7.6 | 7.39 | 0.91 | 7.6 - 8.51 | 7.6 | 7.5 | 8.2 | 8.9 |
| Rewards (Motivators) | | | | | | | | |
| Utilitarian | 1st (10.0) | 5.80 | 1.80 | 8.2 - 10.0 | 1st/8.7 | 1st/7.5 | 1st (7.0) | 2nd/5.8 |
| Individualistic / Political | 2nd (7.5) | 4.80 | 1.50 | 6.0 - 9.0 | 2nd/5.5 | 2nd/7.0 | 2nd (6.7) | 3rd/5.8 |
| Traditional / Regulatory | 3rd (7.5) | 4.50 | 2.00 | 7.5 - 9.5 | 7th/2.6 | 3rd/4.8 | 4th (5.0) | 5th/3.0 |
| Behaviors | | | | | | | | |
| D - Dominance | 2nd (49) | N/A | N/A | At or above midline | 3rd (43) | 3rd (64) | 2nd (79) | 1st (86) |
| I - Influence | 1st (71) | N/A | N/A | Above midline | 4th (10) | 4th (06) | 1st (100) | 2nd (74) |
| S - Steadiness | 4th (39) | N/A | N/A | Below midline | 2nd (69) | 1st (93) | 3rd (34) | 3rd (25) |
| C - Compliance | 3rd (41) | N/A | N/A | At or above midline | 1st (90) | 2nd (84) | 4th (7) | 4th (17) |
| Behavioral Hierarchy | | | | | | | | |
| Frequent Interaction with Others | 7.0/1st | 5.7 | 2.9 | 5.7-8.6 | 1.0/8th | 1.0/7th | 1st (9.0) | 8.0/4th |
| Versatility | 6.5/2nd | 5.4 | 2.4 | 5.4-7.8 | 3.0/7th | 1.0/8th | 3rd (8.5) | 8.0/5th |
| Customer Oriented | 6.5/3rd | 6.4 | 1.8 | 6.4-8.2 | 3.5/6th | 5.5/4th | 6th (7.5) | 7.0/6th |
| Frequent Change | 6.2/4th | 5.4 | 2.3 | 5.4-7.7 | 4.0/5th | 3.0/6th | 2nd (8.8) | 8.5/3rd |
| Critical Thinking Ability | | | | | | | | |
| Raw Score | N/A | N/A | N/A | N/A | 28/40 | 40/40 | 28/40 | 40/40 |
| Comparison Percentile | N/A | N/A | N/A | N/A | 33% | 99% | 33% | 99% |

When comparing a person to a specific job benchmark, you must ask yourself some very important questions with regard to the top attributes, rewards and behaviors. The answer to these questions will maximize the use of this report:

ATTRIBUTES:

1. How difficult will it be for someone to master and maintain the specific attribute for which the job is calling?
2. If a gap exists between the job and the person, can the gap be addressed with training, or not?
3. Are courses, seminars, training, books or CDs available for personal development in the weak area(s)?
4. How cost effective will it be to train a person rather than hire someone who has already mastered the necessary attributes?
5. Has the person mastered certain attributes that could be detrimental to the job benchmark?

REWARDS:

1. How will a person feel if they have to spend eight hours a day in a culture that does not reward their passion?
2. How will a person feel if he/she has negative feelings about the built-in rewards and culture of the job?

BEHAVIORS:

1. How will a person feel about being required to make a major behavioral change, and how will that affect productivity?