



DNA compare
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Bringing Awareness
ABC Co. Ltd.
789 Street
Springfield, USA
800-555-5555



INTRODUCTION

This comparison report is based on the hierarchy of the job benchmark. The report uses raw numbers generated from the job and talent scoring. The job may call for something to be very important; however, people rarely bring perfection and complete mastery to any job. The job could call for the person to be a perfect 10; however, do not exclude people from consideration based solely on the gap(s) between the job benchmark and their talent score.

If a person is poor in an area that the job benchmark has identified as "very important," you must ask the difficult questions to determine if that would keep a person from achieving and maintaining superior performance.

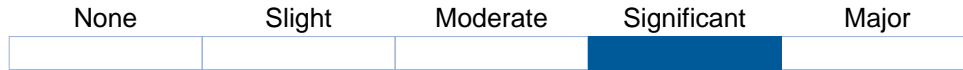
Note: THE ORDER IN WHICH A PERSON'S NAME APPEARS IS NOT BASED ON THE PERSON'S MATCH TO THE JOB. THE ORDER IS BASED SOLELY ON THE ORDER IN WHICH PERSONAL REPORTS WERE SELECTED BY THE ORIGINATOR OF THIS REPORT.



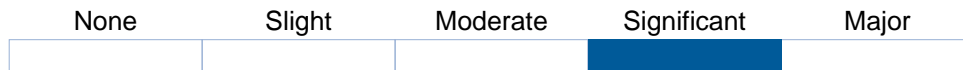
KEY CHARACTERISTICS OF THE POSITION

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.

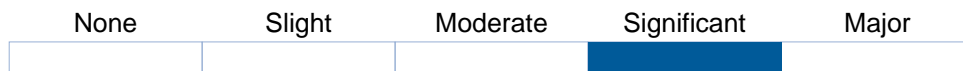
Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



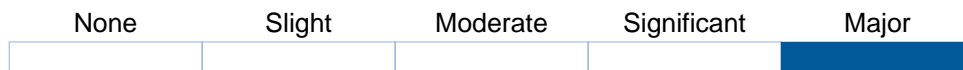
Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily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



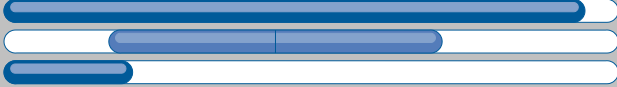


JOB COMPETENCIES HIERARCHY

All human jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

1. SELF-MANAGEMENT (TIME AND PRIORITIES) - Demonstrating self control and an ability to manage time and priorities.

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



9.6 Job
4.4 *
2.0 Linda Lewis

2. WRITTEN COMMUNICATION - Writing clearly, succinctly and understandably.

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



9.4 Job
5.4 *
4.3 Linda Lewis

3. PERSUASION - Convincing others to change the way they think, believe or behave.

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



9.4 Job
5.5 *
1.3 Linda Lewis

4. CUSTOMER SERVICE - Anticipating, meeting and/or exceeding customer needs, wants and expectations.

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



9.3 Job
6.3 *
4.0 Linda Lewis

5. GOAL ORIENTATION - Energetically focusing efforts on meeting a goal, mission or objective.

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



9.3 Job
6.8 *
6.0 Linda Lewis

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



JOB COMPETENCIES HIERARCHY

6. PRESENTING - Communicating effectively to groups.

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



9.1 Job
6.1 *
Linda Lewis

7. PLANNING/ORGANIZING - Utilizing logical, systematic and orderly procedures to meet objectives.

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



9.1 Job
4.8 *
Linda Lewis

8. PERSONAL EFFECTIVENESS -

Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

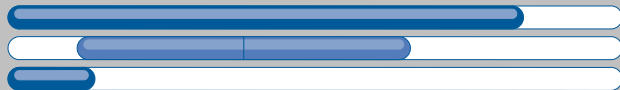
0...1...2...3...4...5...6...7...8...9...10



8.7 Job
5.5 *
Linda Lewis

9. NEGOTIATION - Facilitating agreements between two or more parties.

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



8.5 Job
3.8 *
Linda Lewis

10. MANAGEMENT - Achieving extraordinary results through effective management of resources, systems and processes.

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



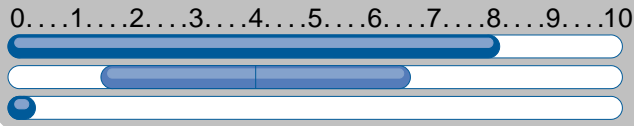
8.3 Job
5.7 *
Linda Lewis

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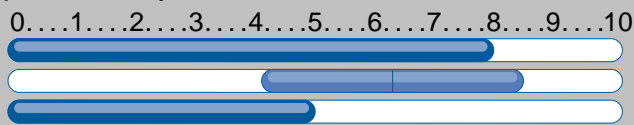
JOB COMPETENCIES HIERARCHY

11. DECISION MAKING - Utilizing effective processes to make decisions.



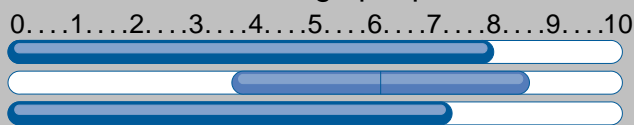
8.1 Job
4.0 *
0.0 Linda Lewis

12. TEAMWORK - Working effectively and productively with others.



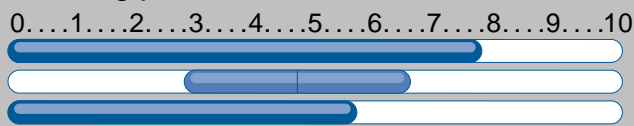
8.0 Job
6.3 *
5.0 Linda Lewis

13. LEADERSHIP - Achieving extraordinary business results through people.



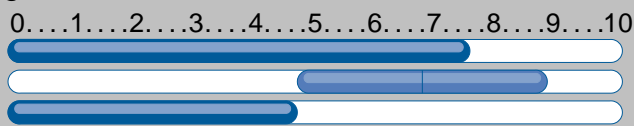
8.0 Job
6.1 *
7.3 Linda Lewis

14. ANALYTICAL PROBLEM SOLVING - Anticipating, analyzing, diagnosing, and resolving problems.



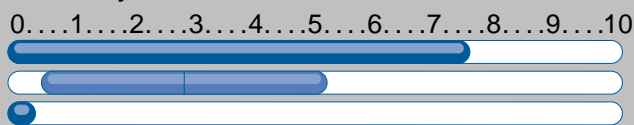
7.8 Job
4.7 *
5.7 Linda Lewis

15. EMPLOYEE DEVELOPMENT/COACHING - Facilitating and supporting the professional growth of others.



7.6 Job
6.8 *
4.7 Linda Lewis

16. FUTURISTIC THINKING - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



7.6 Job
2.8 *
0.0 Linda Lewis

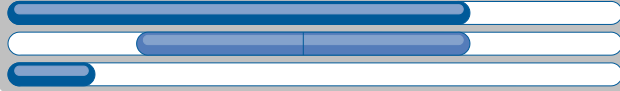
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JOB COMPETENCIES HIERARCHY

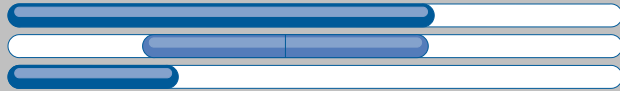
17. CREATIVITY/INNOVATION - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

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



18. FLEXIBILITY - Agility in adapting to change.

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



19. INTERPERSONAL SKILLS - Effectively communicating, building rapport and relating well to all kinds of people.

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



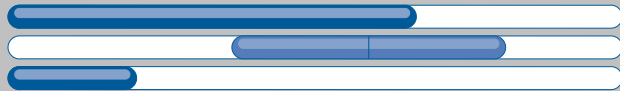
20. CONTINUOUS LEARNING - Taking initiative in learning and implementing new concepts, technologies and/or methods.

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



21. DIPLOMACY - Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.

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



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JOB COMPETENCIES HIERARCHY

22. CONFLICT MANAGEMENT - Addressing and resolving conflict constructively.

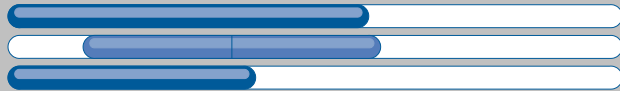
0...1...2...3...4...5...6...7...8...9...10



6.5 Job
5.2 *
6.7 Linda Lewis

23. EMPATHY - Identifying with and caring about others.

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



5.9 Job
3.6 *
4.0 Linda Lewis

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



SUMMARY OF TOP COMPETENCIES

This report focuses on personal skill competencies because they are usually more difficult to identify or assess than technical competencies or experience. Observing the behaviors people use to produce superior performance can provide insight into the demonstration of competencies. Seven (7) of the most important competencies required to produce superior performance are described below in terms of observable behaviors. The behaviors listed below each competency provide examples of some of the ways the competency is demonstrated. Read each behavior and check the ones that must be demonstrated to produce superior performance in the position. More importance is typically placed on those behaviors that must be demonstrated consistently on a daily, weekly or monthly basis.

1. SELF-MANAGEMENT (TIME AND PRIORITIES): Demonstrating self control and an ability to manage time and priorities.

- Effectively manages emotions and impulses.
- Effectively manages time and priorities to meet deadlines.
- Presents self assertively.
- Demonstrates an ability to maintain composure in the midst of crisis.
- Strives for continuous improvement.
- Balances personal and professional life.
- Takes initiative and acts without waiting for direction.
- Accepts responsibility for actions and results.

2. WRITTEN COMMUNICATION: Writing clearly, succinctly and understandably.

- Writes in ways that make abstract concepts, issues and information clear and understandable.
- Utilizes a wide range of appropriate writing techniques and methods.
- Succinctly presents objective or subjective viewpoints and arguments.
- Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions.
- Determines what information needs to be communicated.
- Skillfully utilizes written language to convey key messages and meaning.
- Effectively involves readers in the material.
- Adjusts writing style to specific audiences as needed.



SUMMARY OF TOP COMPETENCIES

3. **PERSUASION:** Convincing others to change the way they think, believe or behave.
 - Utilizes the knowledge of other's needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
 - Builds trust and credibility before attempting to promote concepts, products or services.
 - Understands and utilizes compliance-producing behaviors to influence others such as authority, being likeable, proof of the prior compliance of others, limited availability, sampling or giving something away to create a sense of obligation.
 - Uses logic and reason to develop rational arguments that challenge current assumptions, attitudes, beliefs, and behavior.
 - Identifies and addresses the social, emotional, economic, and practical barriers that prevent people from complying.
 - Adapts techniques and approaches to the needs and wants of those being influenced.

4. **CUSTOMER SERVICE:** Anticipating, meeting and/or exceeding customer needs, wants and expectations.
 - Strives to anticipate, identify and understand customers' wants, needs and concerns.
 - Responds to customers with a sense of urgency.
 - Follows through on customer requests.
 - Is patient and courteous with customers.
 - Resolves issues and complaints to the satisfaction of customers.
 - Expend extraordinary effort to satisfy customers.
 - Develops relationships with customers.
 - Partners with customers to assist them in achieving their objectives.
 - Acts as an advocate for customers' needs.
 - Takes professional risks for the sake of customers' needs.



SUMMARY OF TOP COMPETENCIES

5. GOAL ORIENTATION: Energetically focusing efforts on meeting a goal, mission or objective.

- Acts independently to achieve objectives without supervision.
- Expend the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress towards meeting goals.
- Establishes and works toward ambitious and challenging goals.
- Develops and implements strategies to meet objectives.
- Measures effectiveness and performance to ensure results are attained.
- Acts with a sense of urgency to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.

6. PRESENTING: Communicating effectively to groups.

- Organizes information to be presented in succinct, logical sequence.
- Presents information in ways that makes abstract or complex concepts clear and understandable.
- Effectively utilizes language, word-pictures, stories, metaphors and humor.
- Utilizes a wide range of non-verbal communication or body language such as speech inflection, voice modulation, eye contact, facial expression and gestures.
- Implements a variety of visual and auditory devices to capture and invoke the audience's senses, participation and interest.
- Projects authenticity, confidence, conviction and passion.
- Appeals to and engages the heart and mind of the audience.
- Tailors presentation to the interests, needs and wants of audiences.
- Establishes and delivers content objectives.
- Communicates in ways that elevate audience awareness and understanding.
- Communicates in ways that enlighten, educate, challenge and persuade the audience to think, believe or behave in a specific way.
- Is recognized and relied upon as an effective spokesperson.



SUMMARY OF TOP COMPETENCIES

7. PLANNING/ORGANIZING: Utilizing logical, systematic and orderly procedures to meet objectives.
- Works effectively within established time frames and priorities.
 - Utilizes logical, practical and efficient approaches.
 - Prioritizes tasks for optimum productivity.
 - Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
 - Anticipates probable effects, outcomes and risks.
 - Develops contingency plans to minimize waste, error and risk.
 - Allocates, adjusts and manages resources according to priorities.
 - Monitors implementation of plans and makes adjustments as needed.