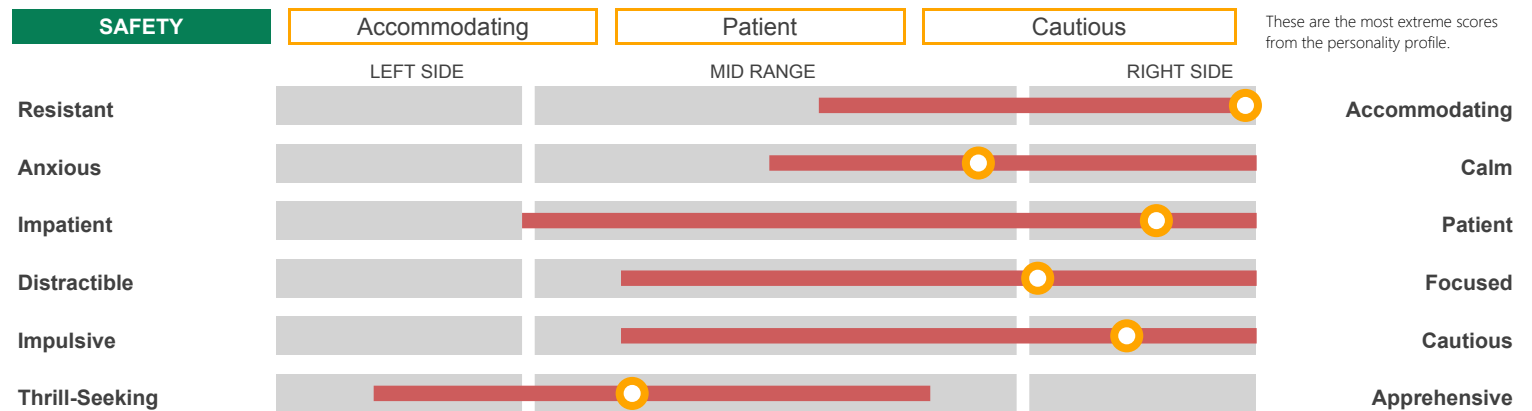
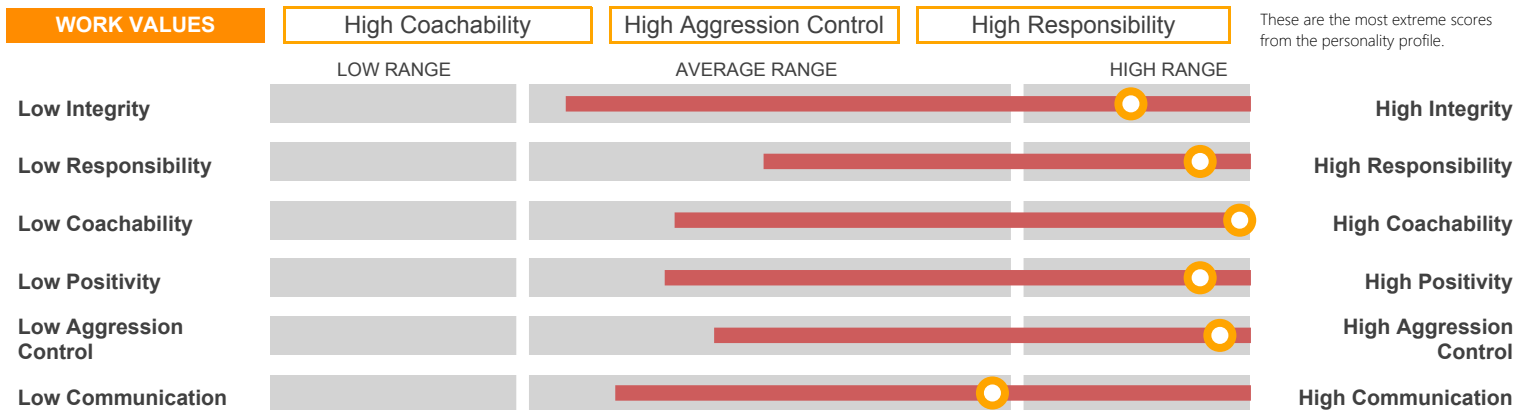
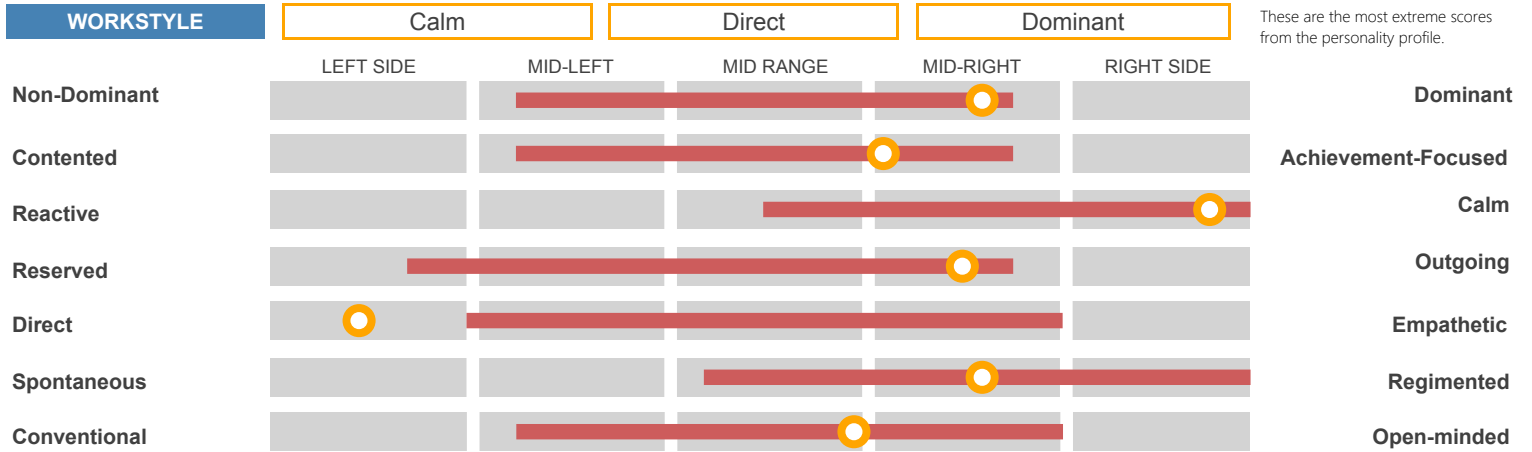




98

- Good Fit
- Possible Fit
- Low Fit

Project Staff



Disclaimer: Results should always be considered in the context of all available information about a person; do not use this as the sole factor for making employment-related decisions



Suggested Behavioral Interview Questions

**Project Staff**

Direct



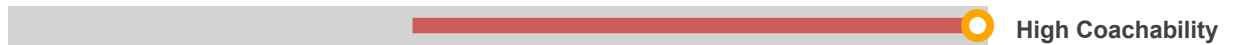
Empathetic

Area 1: Otis Sample scored **OUTSIDE THE BENCHMARK** on Direct vs. Empathetic

*Ask one or more of the following questions:*

- Tell me about a time when you needed to make someone feel comfortable and at ease. How did you approach the situation?
- Sometimes customers or co-workers make unreasonable requests. Describe a time when someone made an especially unreasonable request to you. How did you handle this situation?

Low Coachability



High Coachability

Area 2: Otis Sample scored **INSIDE THE BENCHMARK** on Low Coachability vs. High Coachability

*Ask one or more of the following questions:*

- Give me an example of something about yourself that you'd like to improve. What steps could you take to improve it?
- Tell me about a time when you decided not to act on advice or feedback from someone. Describe the situation in detail.

Resistant



Accommodating

Area 3: Otis Sample scored **INSIDE THE BENCHMARK** on Resistant vs. Accommodating

*Ask one or more of the following questions:*

- Tell me about a situation where you felt that if you followed standard rules and procedures it might be unsafe. How did you handle the situation? Did you tell anyone?
- Tell me about a time when you were supposed to follow rules or regulations that you thought were unnecessary. What was the situation and what did you do?

Non-Dominant



Dominant

Area 4: Otis Sample scored **INSIDE THE BENCHMARK** on Non-Dominant vs. Dominant

*Ask one or more of the following questions:*

- Tell me about a time when you disagreed with a decision that your manager made. What was the situation, how did you handle it and what was the result?
- The ability to inspire and motivate others is an important skill in any position. Tell me about a time when you influenced others you worked with or managed to improve their performance. How did you help them and what were the results?



## Performance Management Considerations and Coaching Tips

### Project Staff

Direct



Empathetic

Area 1: Otis Sample scored **OUTSIDE THE BENCHMARK** on Direct vs. Empathetic

*Positive aspects related to this score:*

- Will likely be a straightforward and frank communicator
- Focused on completing tasks
- Comfortable voicing unpopular opinions
- Comfortable handling interpersonal tension

*Management Considerations and Coaching Tips:*

- Should be encouraged to provide frank opinions and constructive criticism
- Will not shy away from interpersonal conflict
- Can handle negative information
- Not likely to take criticism personally

Low Coachability



High Coachability

Area 2: Otis Sample scored **INSIDE THE BENCHMARK** on Low Coachability vs. High Coachability

*Positive aspects related to this score:*

- Seeks suggestions for improvement
- Aware of own capabilities and limitations
- Open to changing behaviors
- Motivated to improve

*Management Considerations and Coaching Tips:*

- May act on advice or direction from others without questioning it
- May expect to reach unrealistic standards for self-improvement
- May need to be reminded of times when they should evaluate feedback before implementing

Resistant



Accommodating

Area 3: Otis Sample scored **INSIDE THE BENCHMARK** on Resistant vs. Accommodating

*Positive aspects related to this score:*

- Will accept and follow existing rules and procedures
- Open to hearing feedback and coaching
- Accepts changes in procedures or re-training

*Management Considerations and Coaching Tips:*

- May hesitate to stop and question things
- May "blindly" follow rules even when standard procedures aren't appropriate
- May hesitate to point out areas for improvement

Non-Dominant



Dominant

Area 4: Otis Sample scored **INSIDE THE BENCHMARK** on Non-Dominant vs. Dominant

*Positive aspects related to this score:*

- Confident and self-motivated
- Sets and reaches difficult goals
- Enjoys leading others
- Assertive and driven

*Management Considerations and Coaching Tips:*

- Would benefit from ongoing coaching on leadership skills
- Can be given the authority to lead important projects/initiatives
- Will likely prefer to decide how and when tasks are completed
- Will not prefer to be managed or monitored closely