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Gap Report

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Solutions Director
ABC Management
11-30-2015





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.

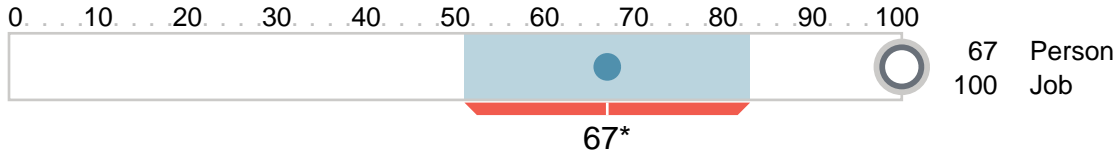
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



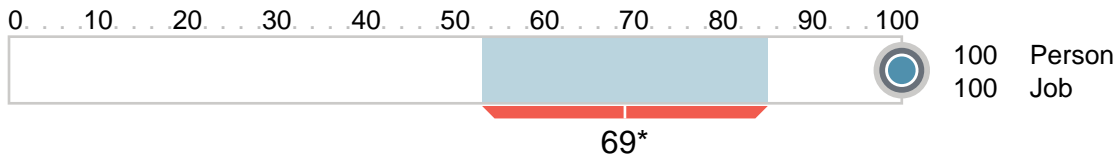
Job Competencies Hierarchy

All 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.

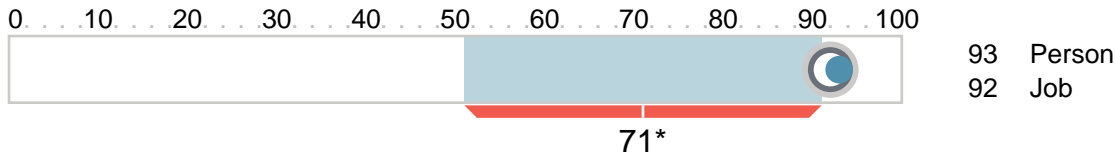
1. Personal Accountability - A measure of the capacity to be answerable for personal actions.



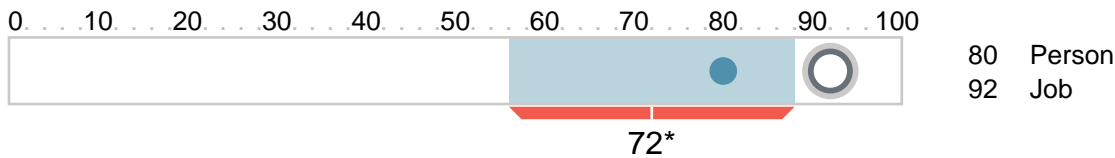
2. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



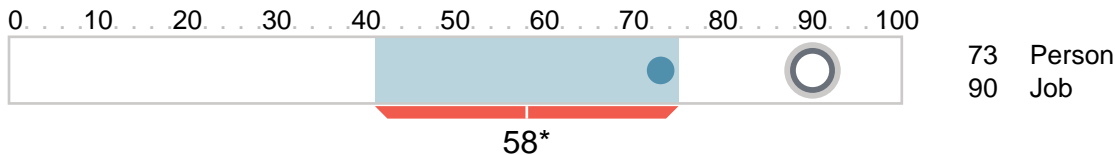
3. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



4. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



5. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.



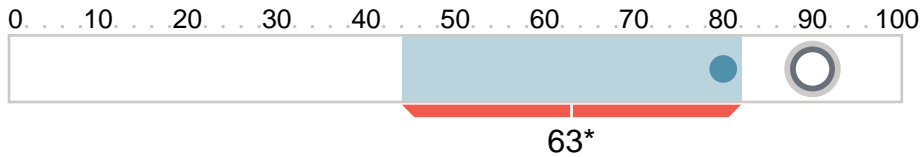
○ - Job ● - Person

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



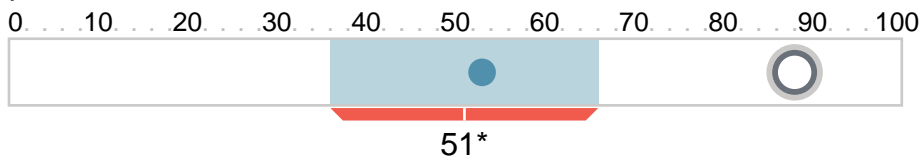
Job Competencies Hierarchy

6. Resiliency - The ability to quickly recover from adversity.



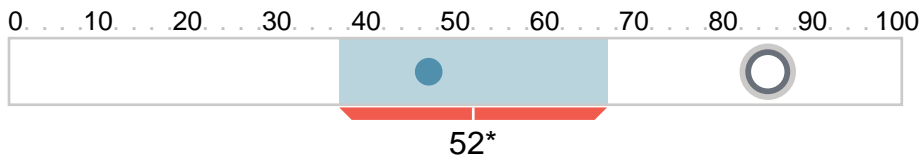
80 Person
90 Job

7. Negotiation - Facilitating agreements between two or more parties.



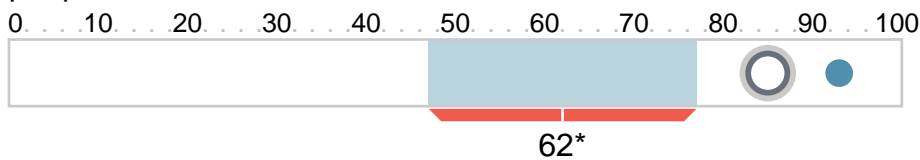
53 Person
88 Job

8. Planning and Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



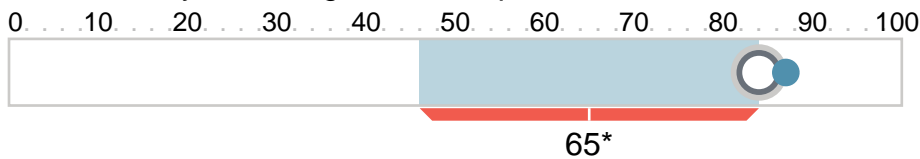
47 Person
85 Job

9. Leadership - Achieving extraordinary business results through people.



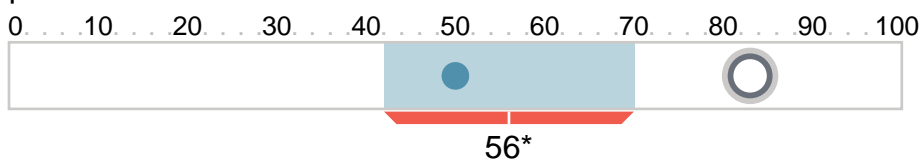
93 Person
85 Job

10. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.



87 Person
84 Job

11. Diplomacy - The ability to treat others fairly, regardless of personal biases or beliefs.



50 Person
83 Job

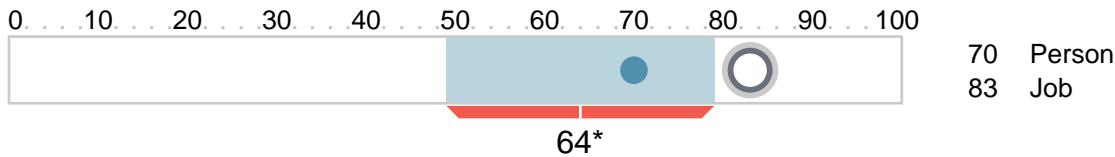
○ - Job ● - Person

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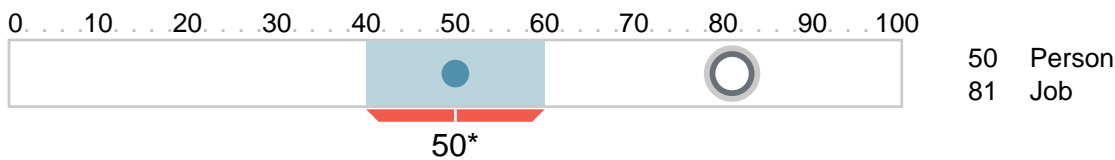


Job Competencies Hierarchy

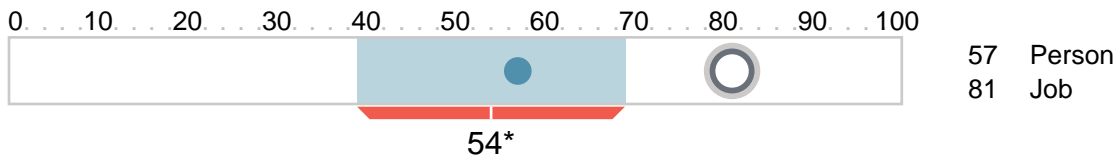
12. Self Starting - Demonstrating initiative and willingness to begin working.



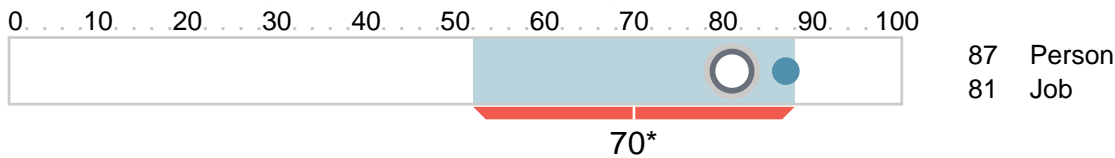
13. Decision Making - Utilizing effective processes to make decisions.



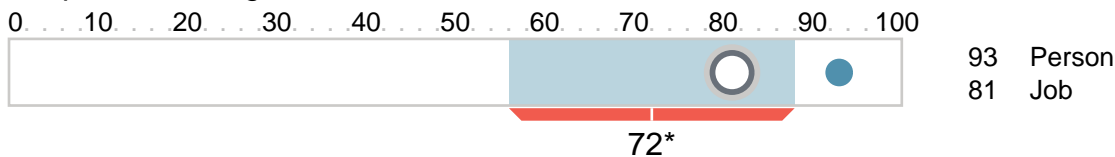
14. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



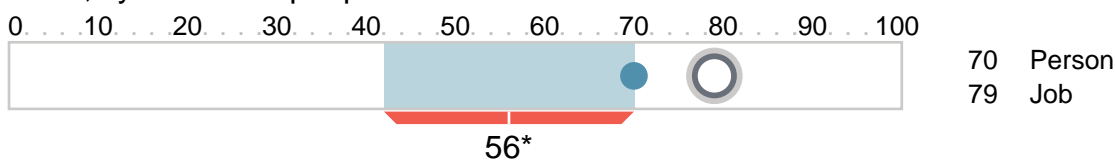
15. Flexibility - Agility in adapting to change.



16. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



17. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



○ - Job ● - Person

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



Job Competencies Hierarchy

18. Teamwork - Working effectively and productively with others.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



60 Person
79 Job

63*

19. Conflict Management - Addressing and resolving conflict constructively.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



73 Person
77 Job

62*

20. Understanding Others - Understanding the uniqueness and contributions of others.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



87 Person
77 Job

76*

21. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



40 Person
71 Job

49*

22. Appreciating Others - Identifying with and caring about others.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



93 Person
67 Job

55*

23. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



73 Person
67 Job

59*

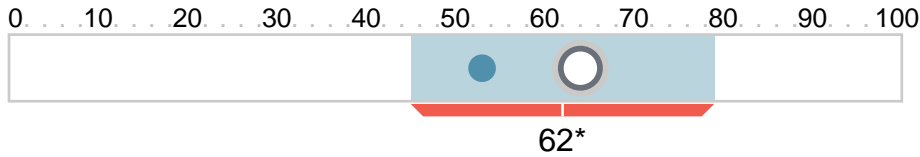
○ - Job ● - Person

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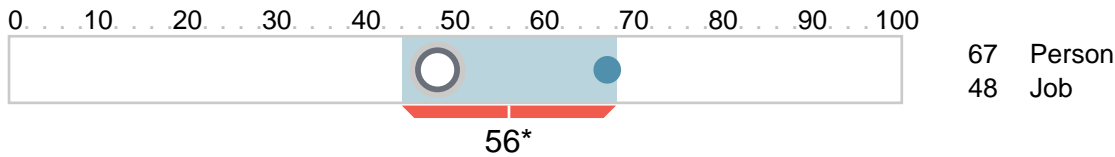


Job Competencies Hierarchy

24. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



25. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



○ - Job ● - Person

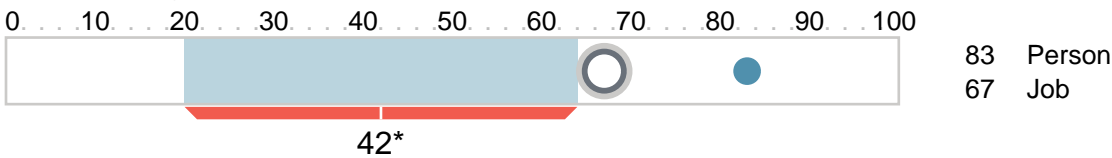
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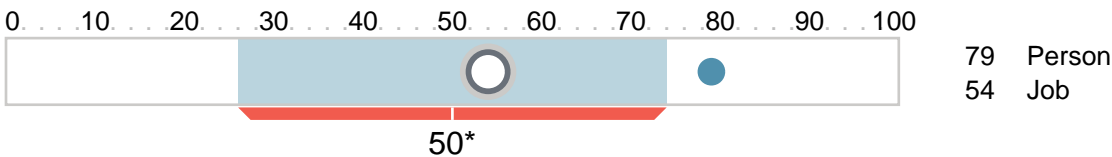
Primary Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

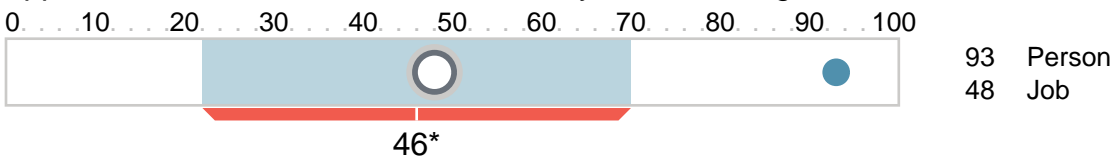
1. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



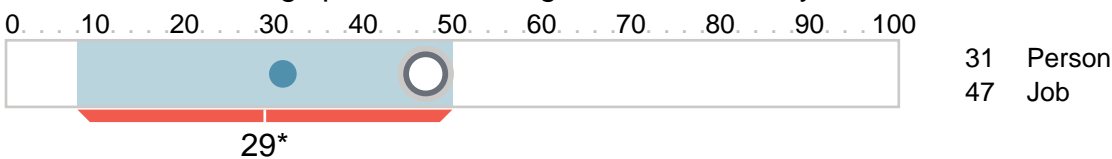
2. Commanding - People who are driven by status, recognition and control over personal freedom.



3. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



4. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



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

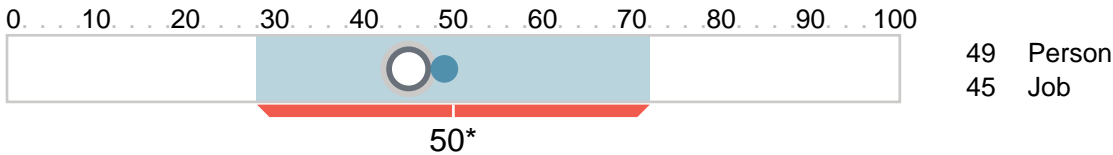
○ - Job ● - Person



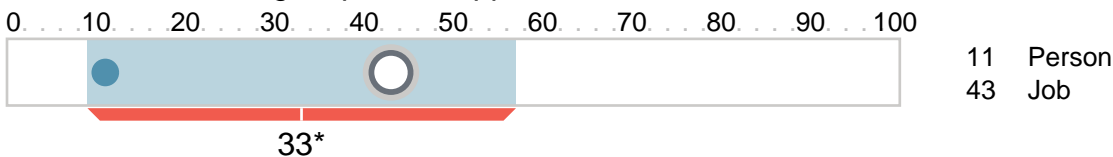
Situational Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

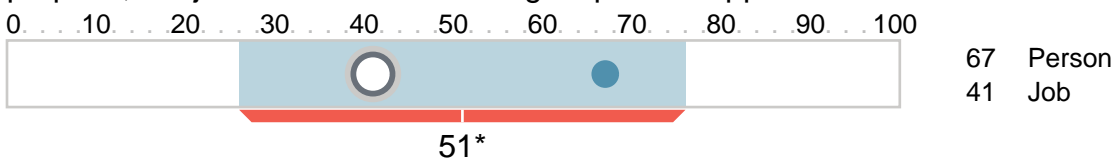
5. Objective - People who are driven by the functionality and objectivity of their surroundings.



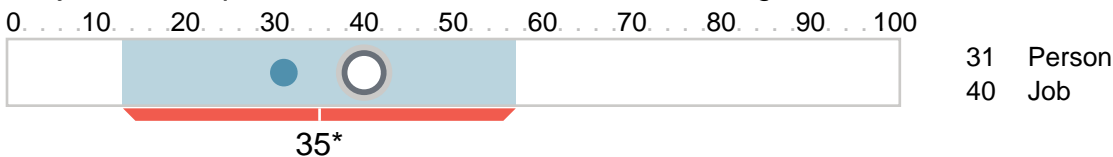
6. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



7. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



8. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



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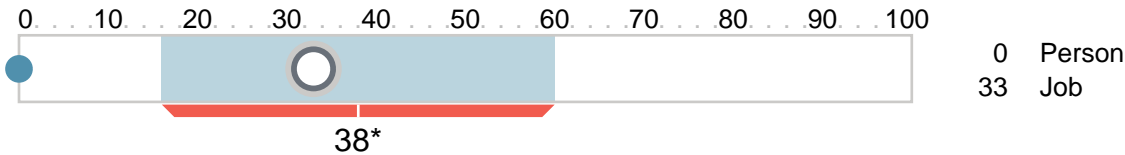
○ - Job ● - Person



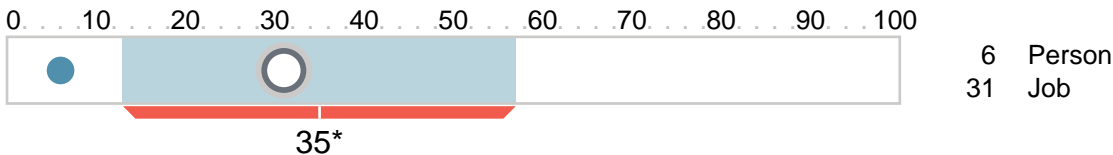
Indifferent Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

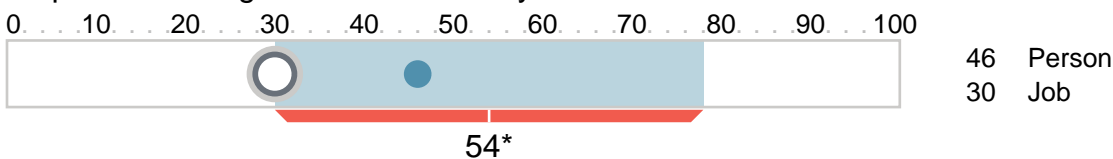
9. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



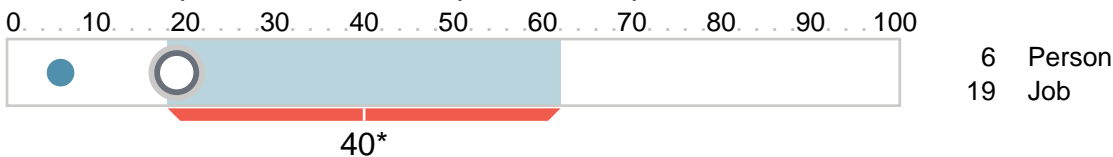
10. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



11. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



12. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



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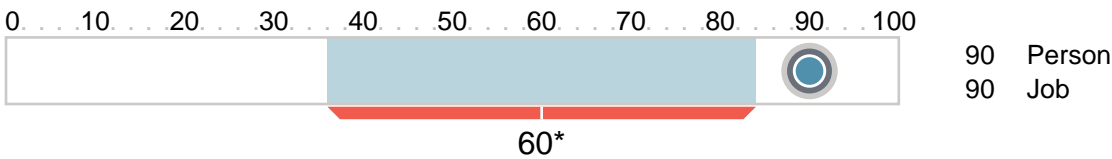
○ - Job ● - Person



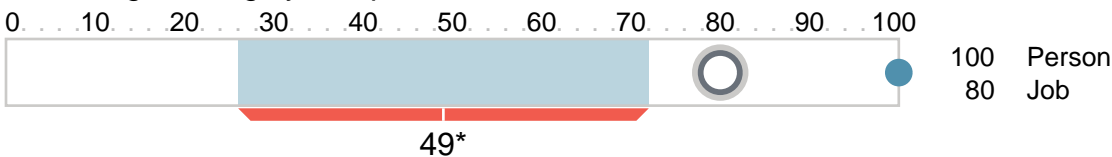
Behavioral Hierarchy

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.

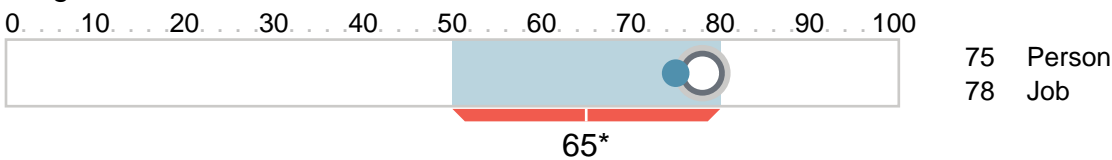
1. Interaction - The job requires frequent communication and engagement with others.



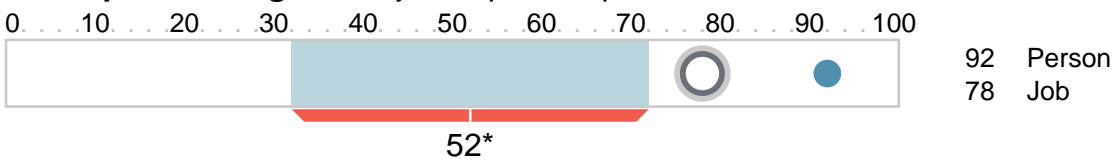
2. Competitive - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.



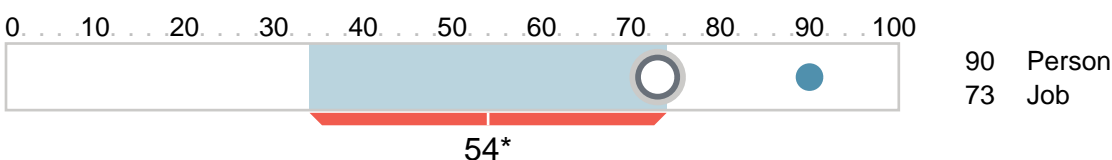
3. People-Oriented - The job requires building rapport with a wide range of individuals.



4. Frequent Change - The job requires rapid shifts between tasks.



5. Versatile - The job requires adapting to various situations with ease.



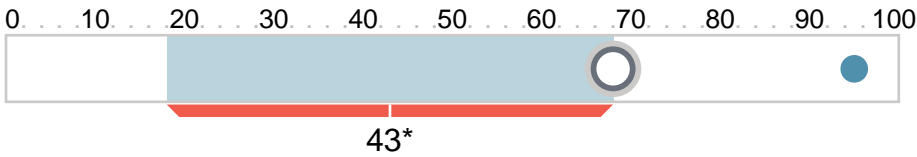
* 68% of the population falls within the shaded area.

○ - Job ● - Person

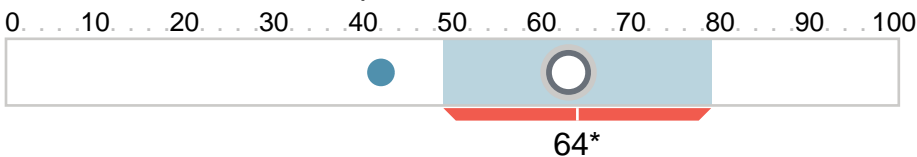


Behavioral Hierarchy

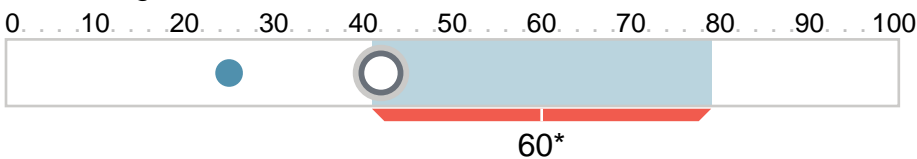
6. Urgency - The job requires decisiveness, quick response, and fast action.



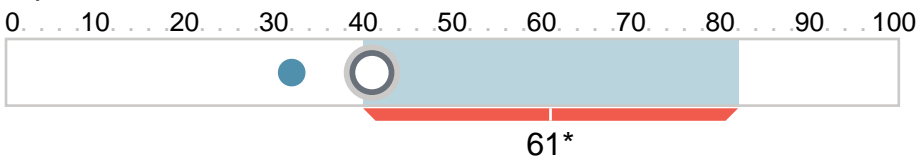
7. Customer-Oriented - The job requires identification and fulfillment of customer expectations.



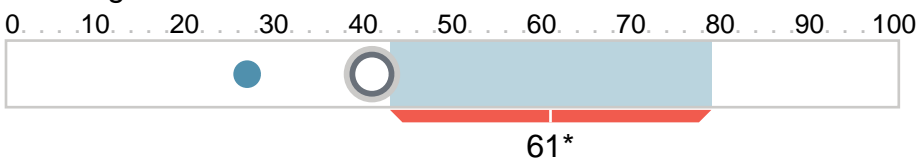
8. Following Policy - The job requires adhering to rules, regulations or existing methods.



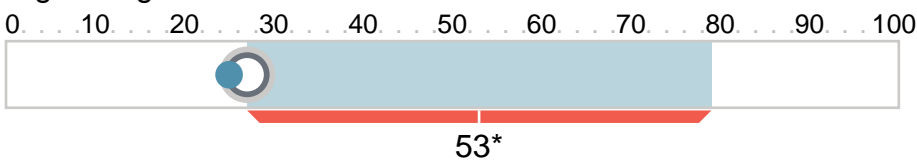
9. Consistent - The job requires predictable performance in repetitive situations.



10. Persistence - The job requires finishing tasks despite challenges or resistance.



11. Analysis - The job requires compiling, confirming, and organizing information.



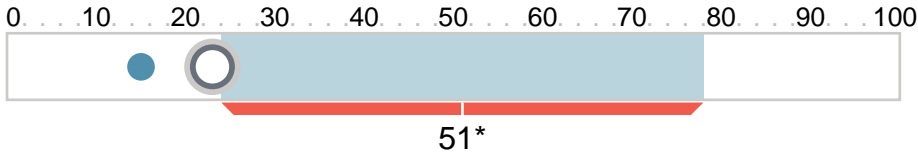
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Behavioral Hierarchy

12. Organized Workplace - The job requires establishing and maintaining specific order in daily activities.



15 Person
23 Job

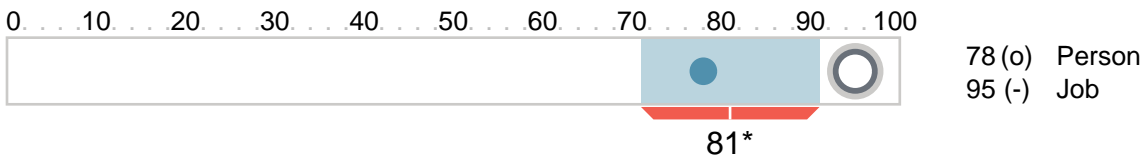
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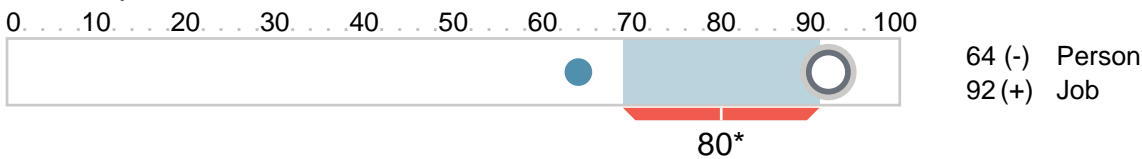
Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

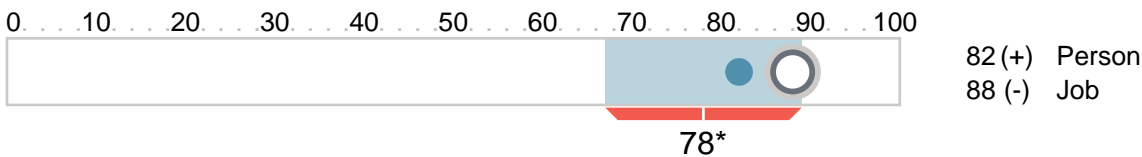
UNDERSTANDING OTHERS - The development of the capacity to discern individuality in others.



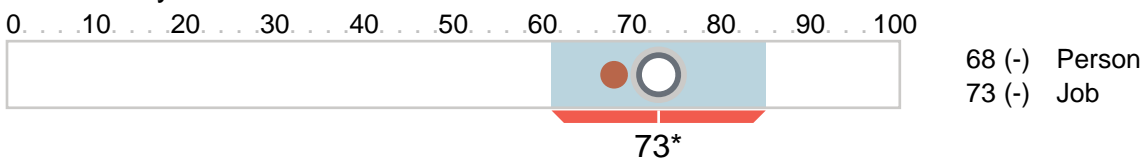
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



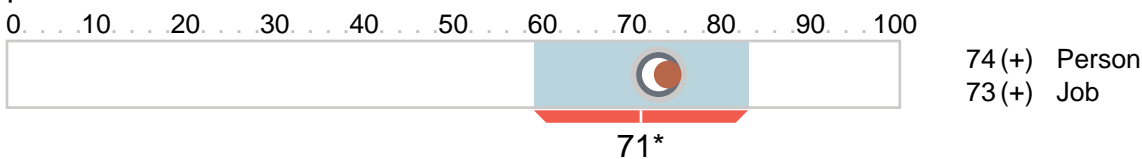
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



SENSE OF SELF - The development of the capacity to discern individuality in one's self.



ROLE AWARENESS - The development of the capacity to discern practical values in situations in one's own roles in the world.



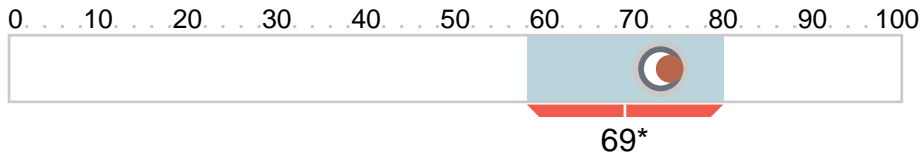
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Acumen Indicators

SELF DIRECTION - The development of the capacity to discern systems and order within oneself.



74(+) Person
73(+) Job

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

○ - Job ● - Person

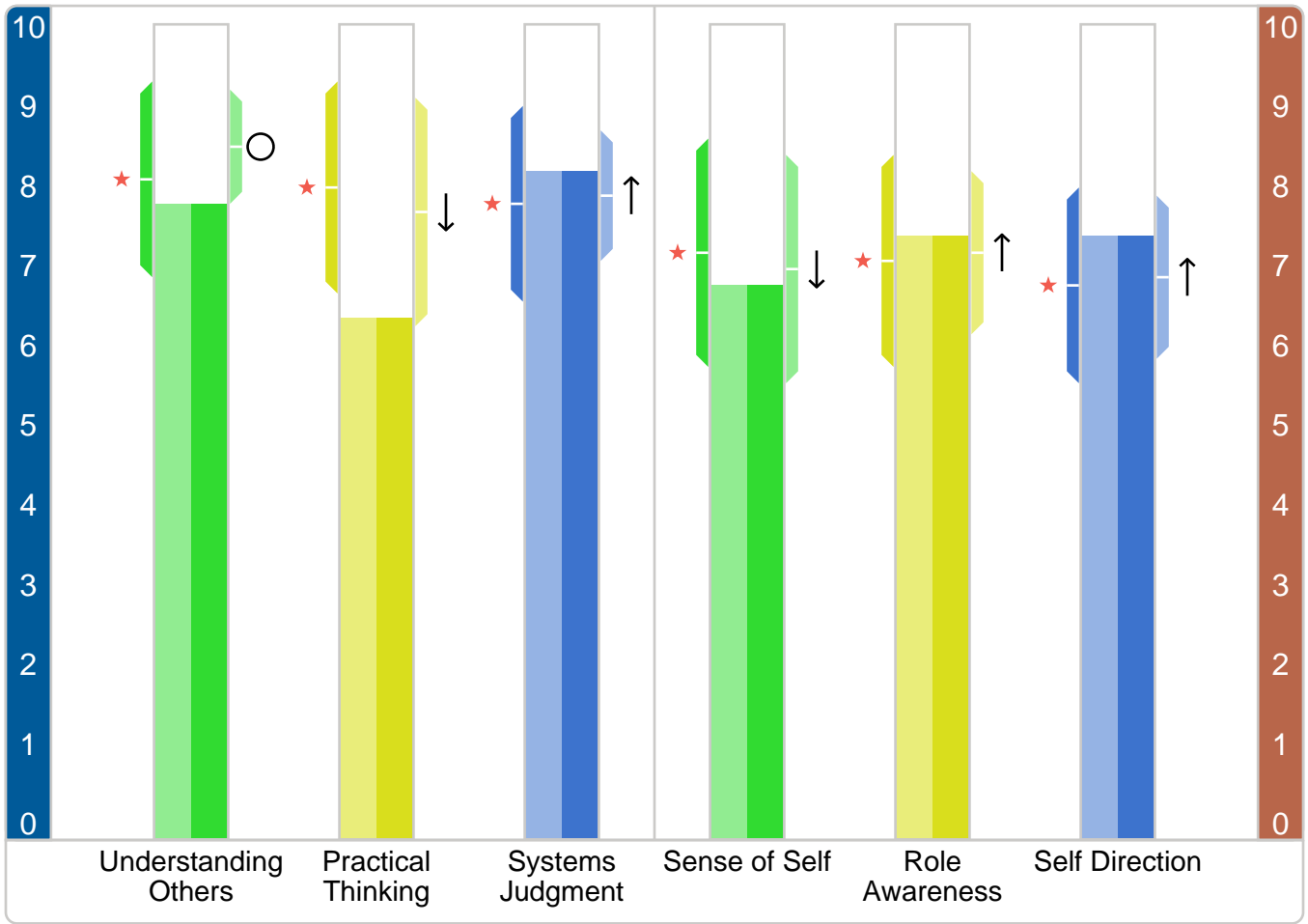


Dimensional Balance

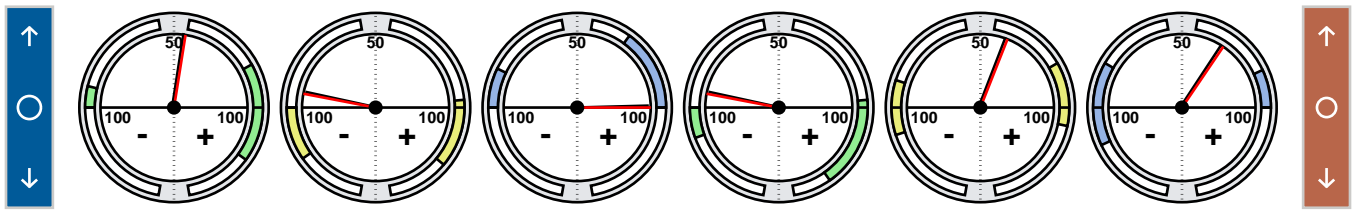
- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	7.8	6.4	8.2	6.8	7.4	7.4
Bias	○	↓	↑	↓	↑	↑














Rev: 0.87-0.84





T: N/A








Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Personal Accountability	84 — 100	67 
2. Customer Focus	86 — 100	100 
3. Interpersonal Skills	92 — 100	93 
4. Goal Orientation	89 — 100	80 
5. Influencing Others	76 — 100	73 
6. Resiliency	83 — 100	80 
7. Negotiation	67 — 100	53 

Primary Driving Forces Cluster	Zone Range	Person
1. Resourceful	65 — 100	83 
2. Commanding	50 — 74	79 
3. Receptive	46 — 70	93 
4. Instinctive	29 — 50	31 

Job Behavioral Hierarchy	Zone Range	Person
1. Interaction	85 — 100	90 
2. Competitive	73 — 100	100 
3. People-Oriented	65 — 80	75 
4. Frequent Change	73 — 100	92 

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