



Multiple Respondent Job Insights Report

Financial Controller
Behavior, Values and Motivation for Success

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INTRODUCTION

Where Talent Meets Opportunity™

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the Job Insights benchmarking process. The result is an evaluative report that analyzes a total of 14 separate areas in Sections 1 and 2. Additional feedback on each area is presented in Sections 3 and 4. Suggested interview questions that pertain to each area complete this report in Sections 5 and 6. Finally, Section 7 contains composite rankings in all areas.

SECTION 1: REWARDS/CULTURE HIERARCHY (6 AREAS)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

SECTION 2: BEHAVIORAL HIERARCHY (8 AREAS)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of each area are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.



INTRODUCTION

SECTION 3: REWARDS/CULTURE FEEDBACK

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

SECTION 4: BEHAVIORAL FEEDBACK

This section clarifies the nature of the behavioral traits demanded by the job.

SECTION 5: REWARDS/CULTURE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

SECTION 6: BEHAVIORAL INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

SECTION 7: COMPOSITE RANKINGS

This last section details the individual input contributed by each respondent and shows the final composite rankings (averages of all responses) in Rewards/Culture and Behaviors.

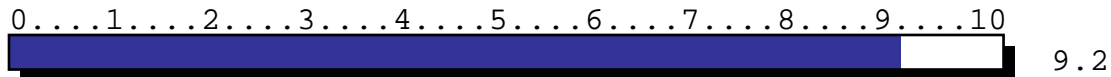


Section 1

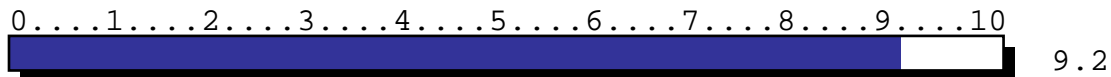
REWARDS/CULTURE HIERARCHY

This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.

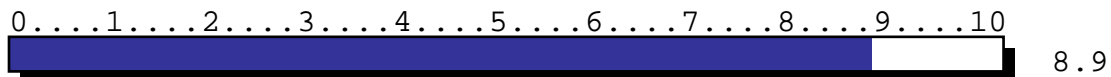
1. THEORETICAL



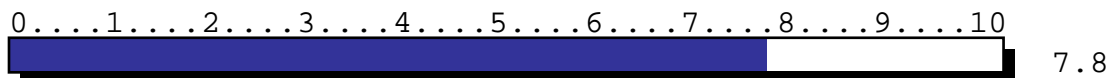
2. TRADITIONAL/REGULATORY



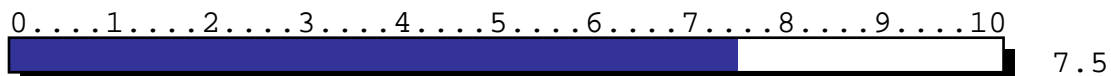
3. UTILITARIAN/ECONOMIC



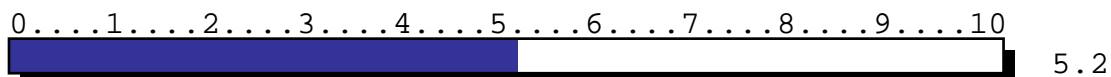
4. AESTHETIC



5. INDIVIDUALISTIC/POLITICAL



6. SOCIAL



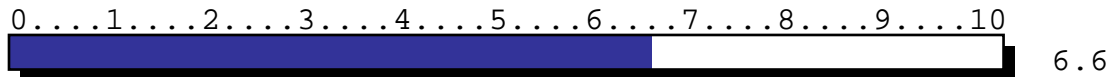


Section 2

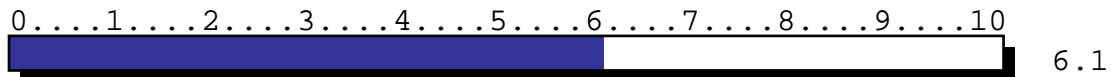
BEHAVIORAL HIERARCHY

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

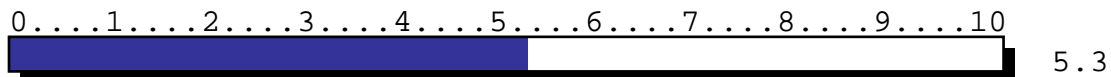
1. ORGANIZED WORKPLACE



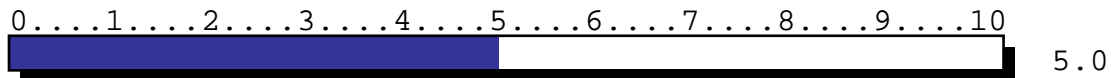
2. ANALYSIS OF DATA



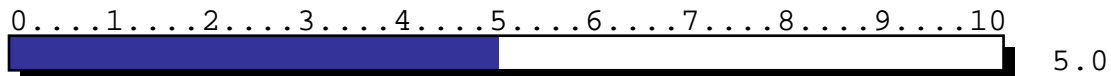
3. CUSTOMER ORIENTED



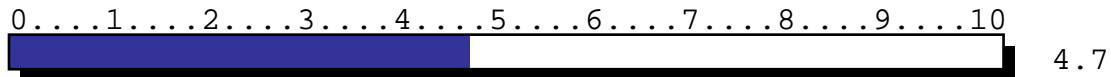
4. FREQUENT INTERACTION WITH OTHERS



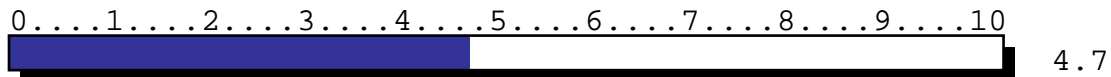
5. VERSATILITY



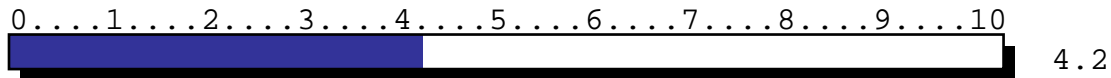
6. URGENCY



7. FREQUENT CHANGE



8. COMPETITIVENESS



WE: 39-47-51-63 (21)

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Section 3

REWARDS/CULTURE FEEDBACK

1. THEORETICAL

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

2. TRADITIONAL/REGULATORY

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

3. UTILITARIAN/ECONOMIC

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



BEHAVIORAL FEEDBACK

1. 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.

2. 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.

3. CUSTOMER 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.



Section 5

REWARDS/CULTURE QUESTIONS

Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. THEORETICAL

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

2. TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.

3. UTILITARIAN/ECONOMIC

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?



Section 6

BEHAVIORAL QUESTIONS

Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. ORGANIZED WORKPLACE

- How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
- How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success.

2. ANALYSIS OF DATA

- How do you organize details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
- What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.

3. CUSTOMER ORIENTED

- How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
- Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?



Section 7

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5	R6	R7
1	THEORETICAL	9.2	10.0	7.5	10.0	10.0	7.5	10.0	10.0
2	TRADITIONAL/REGULATORY	9.2	10.0	10.0	10.0	10.0	7.5	7.5	10.0
3	UTILITARIAN/ECONOMIC	8.9	10.0	10.0	10.0	7.5	10.0	10.0	5.0
4	AESTHETIC	7.8	2.5	7.5	10.0	7.5	10.0	10.0	7.5
5	INDIVIDUALISTIC/POLITICAL	7.5	5.0	7.5	7.5	10.0	7.5	10.0	5.0
6	SOCIAL	5.2	2.0	5.0	10.0	2.5	5.0	7.5	5.0



Section 7

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3	R4	R5	R6	R7
1	ORGANIZED WORKPLACE	6.6	7.0	7.5	7.0	8.5	4.5	6.0	6.0
2	ANALYSIS OF DATA	6.1	6.5	7.0	6.5	8.5	4.5	5.0	5.0
3	CUSTOMER ORIENTED	5.3	4.5	5.5	5.5	4.5	6.5	5.0	6.0
4	FREQUENT INTERACTION WITH OTHERS	5.0	4.0	5.0	5.0	4.0	7.0	5.0	5.0
5	VERSATILITY	5.0	4.5	5.0	5.0	4.5	6.0	6.0	4.5
6	URGENCY	4.7	5.0	4.0	4.0	5.0	4.0	7.5	3.5
7	FREQUENT CHANGE	4.7	4.5	4.0	4.2	4.2	5.5	6.2	4.5
8	COMPETITIVENESS	4.2	5.0	3.0	3.0	5.0	3.0	7.0	4.0



Section 7

RESPONDENT KEY

- R1: FINANCIAL CONTROLLER RESPONDANT #1
- R2: FINANCIAL CONTROLLER RESPONDANT #2
- R3: FINANCIAL CONTROLLER RESPONDANT #3
- R4: FINANCIAL CONTROLLER RESPONDANT #4
- R5: FINANCIAL CONTROLLER RESPONDANT #5
- R6: FINANCIAL CONTROLLER RESPONDANT #6
- R7: FINANCIAL CONTROLLER RESPONDANT #7