FACTOR EMPHASIS COMBINATIONS

A:D Comfortable or Cautious with Risk

	A>D: Comfortable with Risk	D>A: Cautious with Risk
Example	A/D ⟍	D/A ⟍
Perception of Risk	Risk = Opportunity Bring it on, it's fun!	Mitigate/Protect Worrisome
Decision Making	Quickly Easily	Carefully Cautiously
Need for Rules & Processes	Minimal Rules are "suggestions"	Strong need Needs clarity around rules
Generalist vs. Specialist	Generalist	Specialist

Question Samples A:D

Decision Making:
- How often will this role be expected to make decisions on their own?
- How often will they be responsible for gaining the consensus of a group before moving forward?
- Will this role be responsible for initiating decision making when it comes to important and strategic initiatives? If so, how often?
- Will this role be working inside of a subset of rules and guidelines for decision making?
- By the book or freedom to explore or color outside the lines?
- How often will this role have to make decisions without a lot of information to guide their decision making
- process?

Delegation:
- Will this role be responsible for delegating details to others or expected to carry out the details of the work on their own?
- Should they be comfortable executing the details of work on their own or as part of a larger team?
- How often will this role be required to delegate authority to others?
- Is this role one that will be required to keep authority close to their hip and rarely allow other to "make the call"?

- Is the hope for this role to spend more time creatively collaborating with their team?
- Who will be expected to do the work that is identified as a necessary task for goal achievement?
- How often will this role be expected to make calculated decisions on their own AND execute the work associated with those decisions on their own?

Risk:
- How risk averse do we expect this role to be?
- How risk oriented?
- When challenged how will this role need to respond?
- How important will the "proven" way of doing things be for this role?
- Do we expect this role to lean into challenge and back it up with proof or instead will this role need to be OK functioning in the "grey area"?
- How comfortable does this role need to be with taking chances and working to fix things that didn't turn out the way we expected them to later?
- When doing so, will they be expected to work as part of a team or on their own to fix it and keep going?

FACTOR EMPHASIS COMBINATIONS

A:C Proactive or Responsive

	A>C: Proactive	**C>A: Responsive**
Example		
Responding to Pressure	Thrive under pressure Positive response	Tentative With caution
Adjusting/Adapting to Change	Adapt easily Change agent	Takes time Needs to understand why
Taking Action	Decisive Proactive	Carefully Responsively
Listening	Sparingly Finds it difficult	Listens well Thoroughly

Question Samples A:C

Pace:
- Overall, what is the desired pace of work for this role?
- Do we expect this role to work with a sense of urgency or are we more so expecting a steady and consistent pace of work from this role?
- How much time will we be able to allow for the person in this role to become familiar with what is expected of them in the role?
- Speedy Pete or Steady Eddie? Spring or Slinky?

Pressure:
- How much time pressure will this role be subjected to?
- How do we expect them to respond to time pressure?
- Simplify and go or work the process?
- Will this role be allowed the proper time needed to complete tasks or will this role more likely be under the gun to complete associated task in a faster than normal or appropriate manner?
- How many times per day or week will this role be subjected to pressure due to unforeseen circumstances?
- Is it appropriate to say that this role will deal with multiple time sensitive events on any given day, possibly even at the same time?

FACTOR EMPHASIS COMBINATIONS

Prioritization:

- How do we expect the role to prioritize their tasks?
- How often will this role be required to focus on more than one thing at a time?
- Will this role have the ability to make a plan and work the plan or is it instead unlikely this role will be provided the horizontal visibility to be able to see what is coming at them next?
- How often will interruption happen during an average day for this role?
- How do we need this role to respond to interruption?
- What percentage of an average given day will this role be dealing with new or changing situations? Will these changes typically be time sensitive or will they be allowed to prioritize these changes in a FIFO manner?
- Will this role be expected to prioritize tasks on their own or will they be given third party guidance on the proper order for completion of the tasks that have been assigned to them?

FACTOR EMPHASIS COMBINATIONS

A:B Task or People Oriented

	A>B: Task Oriented	B>A: People Oriented
Example		
Communicating	Direct, to the point Blunt under pressure	Empathetic Social
Delegating Authority	Tightly held Find it hard	Sharing Delegates easily
Problem Solving	Creative solutions	Collaborative Talks it through with others
Decision Making	Individual "Decide and announce"	Consensus People-focused

Question Samples A:B

Communicating:
- What are the expectations for this role when it comes to communicating ides?
- Do we need this role to be more directive in nature or do we want this role to be naturally more collaborative when it comes to ideation?
- How do we expect this role to respond to needs that are voiced by their team or by customers?
- What word best describes our expectations on how this role communicates? Collaborative, Directive, Persuasive, Proactive, Reactive?
- What will be the preferred channel for communication for this role? E-mail, chat, phone, face to face?

Delegating Authority:
- Will this role be expected to delegate authority to others and participate as part of a team or function, or are they responsible for carrying the authoritative torch?
- What type of management support will be accessible for this role?
- Will this be a role that is heavily micro-managed or will they be expected to function on their own most of the time without a lot of guidance and connection with others?
- Should this role be comfortable functioning on their own or should they be more inclined to feel most comfortable navigating the role as part of a larger group or unit?

FACTOR EMPHASIS COMBINATIONS

Problem Solving:
- Will we expect that this role is able to problem solve on their own, without input from others? If so, how often?
- At what point do we expect this role to seek input from others, including a team or higher-level manager when problem solving in unfamiliar territory?
- When doing so, is this role more inclined to face to face communication or will the likely channels be more data centric such as email?
- How willing does this role need to be when it comes to seeking out and accepting advice or input from others when problem solving through unfamiliar situations?
- Once a solution has been reached, will this role be responsible for communicating the solution with others? If so, will the role be responsible for gaining buy-in by persuading other peoples' point of view or more directive with the solution?

Overall Style:
- Will this role need to be more outgoing and persuasive in nature or will it be OK for this role to be more
- reserved in the overall approach to the work?
- How will this role be expected to influence opinions of others?
- Does this role need to take a proactive or reactive approach to their work? How do we expect this role to
- deal with data?
- What level of emotional expression will this role require?
- How aware of feelings do we need this role to be?
- When encountering opposing opinions how do we expect this role to respond?
- Will this role be responsible for dealing with conflict or delegate conflict resolution to someone else?