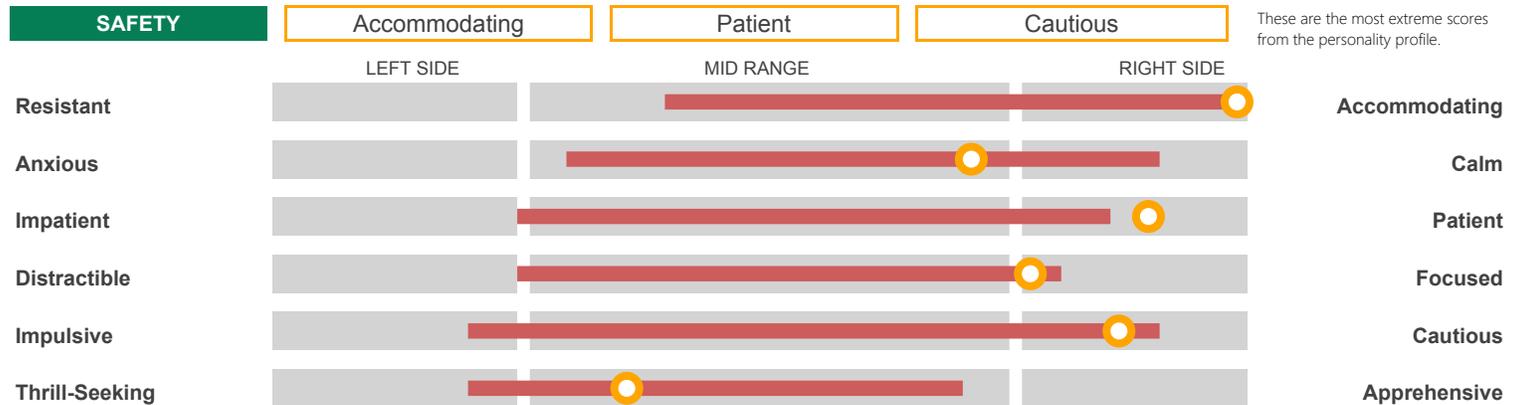
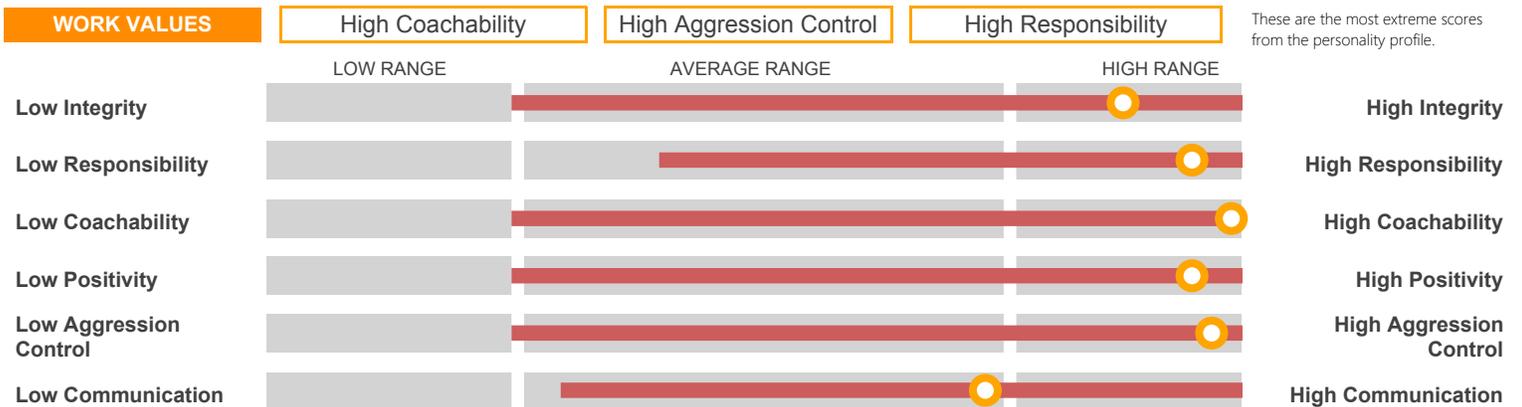
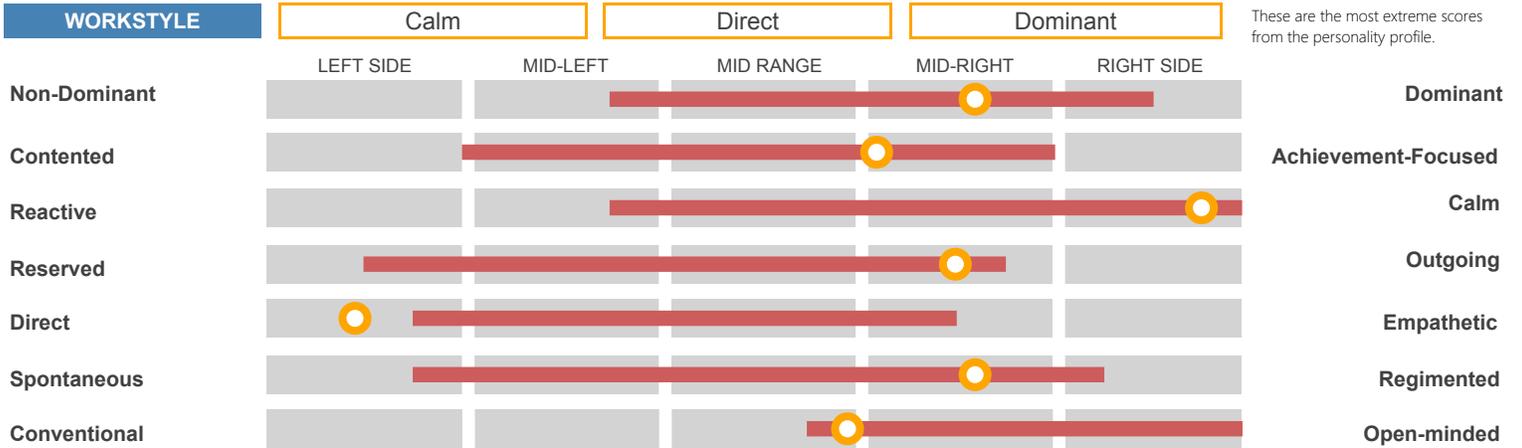




98

- Good Fit
- Possible Fit
- Low Fit

Driver - Short Haul



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

■ Driver - Short Haul

Direct



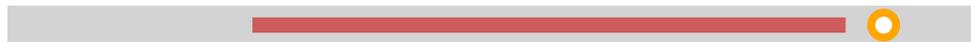
Empathetic

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?

Impatient



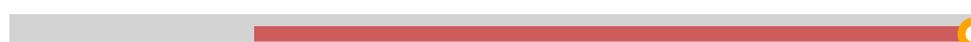
Patient

Area 2: Otis Sample scored OUTSIDE THE BENCHMARK on Impatient vs. Patient

Ask one or more of the following questions:

- Give me an example of a work situation where you let someone know that their behavior was unacceptable. What was the situation?
- Give me an example of a work situation where you became angry about something. What was the situation and how did you handle it?

Low Coachability



High Coachability

Area 3: 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 4: 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?



Performance Management Considerations and Coaching Tips

■ Driver - Short Haul

Direct



Empathetic

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

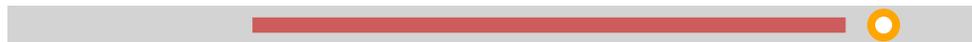
Positive aspects related to this score:

- 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

Impatient



Patient

Area 2: Otis Sample scored OUTSIDE THE BENCHMARK on Impatient vs. Patient

Positive aspects related to this score:

- Will be patient and understanding with others
- Able to keep emotions under control
- Will be able to handle stress without becoming irritable

Management Considerations and Coaching Tips:

- May not always correct unsafe behavior in other team members
- May be too tolerant of others' bad behavior
- Should be encouraged to speak up if something is bothering him/her

Low Coachability



High Coachability

Area 3: 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 4: 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