



BEHAVIORAL BENCHMARK · ROLE BENCHMARK

Behavioral Competency & *Role Alignment* Summary

Hiring and onboarding decision support. How one finalist fits the core values of the business, the demands of the role, and your top-performing benchmark, with interview questions built in. Read it before the offer, then use it through onboarding.

CANDIDATE	ROLE	ORGANIZATION	INSTRUMENT	PREPARED
Sample Candidate	General Manager	Acme Landscaping	Maxwell Leadership DISC	June 2026

Where the wiring *fits*, and where it won't

This is decision support, not a verdict. It shows how the candidate aligns on three lenses: the core values of Acme Landscaping, the General Manager job description, and a top-performing benchmark. It names the strengths the role can lean on, the risks worth watching, and the coaching that gets a new hire productive faster. The benchmark is informed by proven performers and interpreted within the context of the role, the team, and the values, not a copy of any one person.

Scores reflect degree of alignment on a 1–10 scale (1 = low, 10 = exceptional).

<p style="font-size: 24pt; font-weight: bold; margin: 0;">8.2/10</p> <p style="font-size: 10pt; margin: 0;">CORE VALUES ALIGNMENT</p>	<p style="font-size: 24pt; font-weight: bold; margin: 0;">8.5/10</p> <p style="font-size: 10pt; margin: 0;">ROLE RESPONSIBILITIES</p>	<p style="font-size: 24pt; font-weight: bold; margin: 0;">81%</p> <p style="font-size: 10pt; margin: 0;">BENCHMARK MATCH</p>
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Core Values Alignment

CORE VALUE	STRENGTHS	COACHING NEEDS	SCORE
● Get It Done (Lemonade)	Persistence, optimism	Agility in uncertain situations	8.5
● Raise the Bar	Accountability, quality	Embrace change faster	8
● Proactively Communicate	Trust-building, empathy	Direct conflict feedback	7.5
● Grow Together	Loyalty, mentoring	Balance empathy w/ accountability	9

Job Responsibilities Alignment

RESPONSIBILITY AREA	STRENGTHS	COACHING NEEDS	SCORE
● Operations & Strategic Planning	Steady leadership	Agility in rapid change	8.5
● Sales & Marketing	Rapport-building	Assertive closing	8
● EHS / Safety	Dependability	Urgent communication	8.5
● Talent Development & HR	Mentorship	Direct feedback	9
● Leadership & Culture	Integrity, inclusivity	Sharpen accountability	8.5

How to read this report. Parts One and Two pair an alignment read with three lists: strengths, potential weaknesses, and coaching opportunities. Part Three measures the candidate against an example top-performer benchmark. Every section closes with interview questions built from its findings, so the conversation tests the exact areas the instrument flags. A gap is not a flaw. It is a coaching target, an interview focus, and a head start on the first ninety days.

Alignment with *Acme Landscaping* core values

How the candidate's behavioral profile maps to what the organization says it stands for.

01/04 Get It Done (Lemonade)

8.5/10

The Attainer style reflects persistence, optimism, and resourcefulness — all highly compatible with this value's focus on progress over perfection. This candidate can make decisions under pressure, hold a positive outlook, and find creative solutions that mirror the “making lemonade” mindset, naturally balancing logic and intuition to move forward even without perfect information.

STRENGTHS

- + Tenacity and follow-through ensure tasks get completed.
- + Optimism and resilience under pressure align with “lemons to lemonade” adaptability.
- + Willingness to take calculated risks and challenge the status quo when necessary.

POTENTIAL WEAKNESSES

- High “S” tendencies may cause hesitation in rapidly changing or uncertain situations.
- Preference for proven methods may slow adoption of unconventional solutions.
- Possible over-reliance on comfort zones during high stress.

COACHING OPPORTUNITIES

- Practice faster decision-making with incomplete data to strengthen adaptability.
- Intentionally step outside established processes when innovation could yield better results.

02/04 Raise the Bar

8/10

A methodical, quality-focused approach, high personal standards, and loyalty to the mission all align with elevating professionalism and accountability. Strong persistence and follow-through mean this candidate won't settle for mediocrity.

STRENGTHS

- + Strong personal accountability and dependability.
- + Desire to lead by example inspires others toward higher standards.
- + Consistent focus on quality and measurable results.

POTENTIAL WEAKNESSES

- Resistance to change can create friction in environments pushing for rapid evolution.
- May prefer to refine proven systems rather than innovate from scratch.
- Can be skeptical of new approaches until proven.

COACHING OPPORTUNITIES

- Build comfort with ambiguity and embrace change initiatives sooner.
- Balance quality assurance with speed to market when raising the bar requires rapid shifts.

03/04 Proactively Communicate

7.5/10

A natural team orientation and the ability to connect with others position this candidate well for proactive communication. Building trust and empathy comes easily, and a relating strength makes them approachable. A tendency to avoid confrontation with more aggressive personalities can, however, hinder difficult conversations.

STRENGTHS

- + Strong listening skills and empathetic approach.
- + Ability to create a collaborative, non-threatening environment.
- + Willingness to support others and provide clear information when comfortable.

POTENTIAL WEAKNESSES

- May withhold concerns or feedback to avoid conflict.
- Can become too passive with more aggressive communicators.
- Tendency to process internally before speaking may slow proactive sharing.

COACHING OPPORTUNITIES

- Develop skills to deliver constructive feedback directly, even in conflict-prone situations.
- Practice initiating communication before being asked, especially when news is unfavorable.

04/04 Grow Together

9/10

This value aligns most naturally with the candidate's style. They thrive in collaborative environments, value loyalty, and willingly support teammates. Coachable, empathetic, and relationship-driven, they prioritize team success over personal credit.

STRENGTHS

- + Strong empathy and loyalty to team members.
- + Ability to foster trust and unity.
- + Willingness to mentor and encourage growth in others.

POTENTIAL WEAKNESSES

- May overextend to support others at the expense of personal needs.
- Reluctance to confront underperformance to "keep the peace."
- Possessiveness over established relationships or processes may limit openness.

COACHING OPPORTUNITIES

- Maintain healthy boundaries to prevent burnout.
- Pair relational empathy with accountability to ensure collective growth.

Interview Questions

Use these to test the core-values themes above — especially the lower-scoring ones — with behavioral, past-tense prompts.

1. Tell me about a time you had to give direct, critical feedback to someone you had a close working relationship with. How did you handle it, and what happened?

LISTEN FOR: PROACTIVELY COMMUNICATE — WILLINGNESS TO CONFRONT RATHER THAN AVOID

2. Describe a situation where your usual, proven approach stopped working and you had to change direction quickly without complete information.

LISTEN FOR: GET IT DONE — AGILITY AND DECISIVENESS UNDER CHANGE

3. Give an example of a time you supported your team to the point it cost you personally. How do you set boundaries now?

LISTEN FOR: GROW TOGETHER — OVEREXTENSION AND SELF-MANAGEMENT

4. When have you insisted on a higher standard that others were ready to call “good enough”? What did it take?

LISTEN FOR: RAISE THE BAR — STANDARDS AND ACCOUNTABILITY

Alignment with the *General Manager* role

How the same profile maps to the actual responsibilities of the seat.

01/05 Operations & Strategic Planning

8.5/10

Persistence, a methodical approach, and strong follow-through align well with the operational rigor of reviewing budgets, forecasts, and performance metrics. This candidate balances task focus with people engagement, enabling effective coordination between teams.

STRENGTHS

- + Tenacity ensures operational plans are executed consistently.
- + Ability to balance facts and relationships when making decisions.
- + Steady leadership style promotes reliable branch performance.

POTENTIAL WEAKNESSES

- Comfort with proven systems may cause hesitation in implementing bold operational shifts.
- May prefer gradual change rather than rapid adjustments required by unexpected challenges.

COACHING OPPORTUNITIES

- Enhance agility in operational decision-making when faced with incomplete data.
- Build proactive contingency planning into operational reviews.

02/05 Sales & Marketing

8/10

A relating strength and natural charisma support relationship-building with prospective clients. A collaborative approach drives strong client trust and loyalty, aligning with the need to partner with business development and meet prospects.

STRENGTHS

- + Builds rapport easily with clients and internal partners.
- + Encourages collaborative pursuit of new business.
- + Strong listener who can align proposals with client needs.

POTENTIAL WEAKNESSES

- May not naturally push aggressively for closes if it risks relationship tension.
- Risk of over-relying on existing networks rather than continually seeking new connections.

COACHING OPPORTUNITIES

- Increase comfort with assertive follow-up in competitive sales situations.
- Leverage data and metrics to complement relationship-based selling.

03/05 EHS / Safety

8.5/10

A steady, dependable nature aligns well with enforcing consistent safety standards and conducting regular training. Methodical follow-through ensures compliance and fosters a safe work culture.

STRENGTHS

- + Reliability in following established safety protocols.
- + Encourages a culture of accountability and care for team wellbeing.
- + Strong at building team buy-in for safety initiatives.

POTENTIAL WEAKNESSES

- May under-communicate urgency during high-risk situations.
- Could over-rely on routine rather than adapting safety measures for evolving risks.

COACHING OPPORTUNITIES

- Develop quick-response communication strategies for urgent safety incidents.
- Proactively seek innovative safety practices beyond established standards.

04/05 Talent Development & HR

9/10

Loyalty, a team-first mindset, and mentoring skills strongly match the GM's responsibility to build, review, and coach direct reports. This candidate naturally encourages growth and harmony within the team.

STRENGTHS

- + Strong mentoring and coaching presence.
- + Skilled at building trust and long-term loyalty.
- + Willing to invest time in others' growth.

POTENTIAL WEAKNESSES

- Reluctance to confront underperformance directly.
- Risk of prioritizing harmony over difficult but necessary personnel decisions.

COACHING OPPORTUNITIES

- Strengthen direct feedback skills for performance issues.
- Implement structured development plans with measurable outcomes.

05/05 Leadership & Culture

8.5/10

High integrity, transparency, and a problem-solving focus align well with establishing a culture of accountability and collaboration. This candidate naturally avoids gossip and encourages constructive dialogue.

STRENGTHS

- + Models integrity and consistency in leadership.
- + Creates a supportive, inclusive environment.
- + Balances optimism with realistic expectations.

POTENTIAL WEAKNESSES

- May need to push harder for performance accountability in challenging times.
- Possible over-reliance on consensus when decisive action is required.

COACHING OPPORTUNITIES

- Pair relational leadership with sharper performance-metrics enforcement.
- Be intentional about driving urgency when results lag.

Interview Questions

Each question targets one responsibility area and the specific coaching need the instrument surfaced for it.

1. Walk me through how you would assess a branch's budget and performance metrics in your first 90 days. Where would you act immediately versus gather more data?

LISTEN FOR: OPERATIONS — DECISIVENESS WITH INCOMPLETE DATA

2. Tell me about a competitive deal you closed. How hard did you push on the follow-up, and what would you do differently?

LISTEN FOR: SALES & MARKETING — ASSERTIVE CLOSING

3. Describe a high-risk safety incident you managed in the moment. How did you communicate urgency to the team?

LISTEN FOR: EHS / SAFETY — FAST-RESPONSE COMMUNICATION

4. Tell me about an underperformer you coached. At what point did you decide coaching wasn't enough?

LISTEN FOR: TALENT & HR — MOVING FROM HARMONY TO ACCOUNTABILITY

Measured against your *top performer*

The benchmark is the standard a new hire is held to, not an average of the field.

A composite of the organization's strongest-performing GM — the standard a new hire is measured against, not an average of the field. Decisive and persuasive, comfortable driving urgency and direct conversations, with enough steadiness to hold a team together. The comparison below sets the candidate's behavioral profile side by side with that benchmark across DISC dimensions and the competencies that distinguish strong GMs. A gap is not a flaw. It is a coaching target and an interview focus.

BENCHMARK EMPLOYEE	CANDIDATE
<p>Top-Performing General Manager</p> <p>DISC style: Conductor (D/I blend)</p> <p>A composite of the organization's strongest-performing GM — the standard a new hire is measured against, not an average of the field. Decisive and persuasive, comfortable driving urgency and direct conversations, with enough steadiness to hold a team together.</p>	<p>Sample Candidate</p> <p>DISC style: Attainer (S/I blend)</p> <p>Relationship-driven and dependable, with strong follow-through and a quality focus. Naturally collaborative; needs deliberate support on urgency, decisiveness, and direct conflict.</p>

<p>81%</p> <p>OVERALL BENCHMARK MATCH</p>	<p>3 areas</p> <p>EXCEED THE BENCHMARK</p>	<p>3 areas</p> <p>COACHING TARGETS</p>
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DISC Dimensions

DIMENSION	BENCHMARK	CANDIDATE	GAP
Dominance — drive & decisiveness	8	6	-2
Influence — persuasion & visibility	7	6	-1
Steadiness — patience & consistency	5	8	+3
Conscientiousness — precision & process	6	7	+1

Role Competencies

DIMENSION	BENCHMARK	CANDIDATE	GAP
Drive for results	9	8	-1
Decisiveness under pressure	9	7	-2

DIMENSION	BENCHMARK	CANDIDATE	GAP
Relationship building	7	9	+2
Direct communication & conflict	8	6	-2
Adaptability to rapid change	8	6	-2
Process & quality discipline	7	9	+2
Team development & coaching	7	9	+2

Read. Sample Candidate matches the benchmark closely overall (81%), and exceeds it on relationship building, process discipline, and team development. The gaps line up with the rest of this report: decisiveness under pressure, direct confrontation, and adaptability to rapid change all sit below the top-performer standard. None are disqualifying for a relationship-driven operator. Each is a deliberate coaching target, and the focus of the questions below.

Interview Questions

These probe the gaps against the benchmark directly — where the candidate sits below your top performer.

1. Our top-performing GM tends to make the call before full consensus forms. Tell me about a high-stakes decision you made without complete buy-in.
LISTEN FOR: DECISIVENESS GAP VS. BENCHMARK
2. This role rewards creating urgency when results lag. Describe a time you raised the tempo on a team that preferred a steady pace.
LISTEN FOR: ADAPTABILITY AND URGENCY GAP
3. Where do you believe you would outperform our current top performer, and where would you need the most support in your first six months?
LISTEN FOR: SELF-AWARENESS AND COACHABILITY
4. Our benchmark leans into direct confrontation when standards slip. How comfortable are you with that, and how have you grown in it?
LISTEN FOR: DIRECT-COMMUNICATION GAP

What this *informs*

Strong, consistent alignment across all three lenses. An 81% match to the top-performer benchmark, with the clearest fit in *Grow Together* and *Talent Development*, and the most coaching upside in *Proactively Communicate*, assertive sales follow-through, and decisiveness under pressure. The pattern points to a capable, relationship-driven operator who will need deliberate support to push urgency and direct feedback when results lag. The interview questions in each section test exactly those areas before the offer. The same gaps become the onboarding plan after it. The report does two jobs. It informs the hire, and it hands you the first ninety days for the person you choose.

This is what a *Role Benchmark* looks like.

Benchmark your proven performers. Compare every finalist against the same standard. Get a clear, decision-support read before the offer goes out, plus a live debrief and a written onboarding plan with dated checkpoints. Keep the benchmark and reuse it the next time the seat opens.

BENCHMARK · COMPARE · KEEP

PREPARED BY

Dimensional Performance Development

EMAIL

paul@dimensionalpd.com

PHONE

571.800.7776

WEB

dimensionalpd.com

Sample report. Candidate and organization names are fictional and used for illustration only. Prepared with the Maxwell Leadership DISC and Benchmark instruments by a Maxwell Leadership Certified, DISC-certified consultant.