



## The Eight Characteristics of a TAG Team Member

In an effort to build the best team and company culture as possible, The Access Group has developed the following key characteristics of a TAG Team Member. These characteristics should serve as a guideline and report card for every current and potential TAG employee AND contractor. These characteristics will be used as a quantitative assessment tool and every TAG team member should be prepared to answer how they and all candidates they recommend meet these characteristics. You will notice that experience and specific skills are not listed. While obviously these are important (especially for technical staff), without these characteristics, they will not be a productive and positive member of the team.

### **Characteristic #1: Integrity**

This is the first and most important characteristic of any team member. If they cannot be rated highly in this area, then they cannot be a member of our team. Integrity impacts all areas of our business but particularly credibility, respect, ethics and professionalism. Unfortunately, this may be the toughest area to rate for a new hire. We should be asking prospective team members about situations in which they found themselves in a position of moral conflict (from a work perspective) and how they dealt with it. Independent references (references not provided by the candidate) will be key in this area. Again, Integrity is the single most important member characteristic.

### **Characteristic #2: Intelligence & Learning Capacity**

Intelligence is another very difficult question. Most everyone believes that they are intelligent, but we need to get an understanding of what that means as it relates to The Access Group's goals. We are most interested in their ability to and interest in gathering new information and assimilating it and applying it to their current base of knowledge. Do they read often? What do they read? Do they pursue intellectual pursuits outside of their career area? We are looking for people who are well educated (doesn't have to be formal) in a wide range of areas and who vigorously pursue knowledge and new ideas in everything they do. We additionally seek individuals with wide ranging interests that add color and character to the team.

### **Characteristic #3: Maturity**

Closely related to Characteristic #2, all team members must possess a high level of maturity in all of their dealings. While this is also difficult to ascertain, we must probe to understand how team members deal with customers at all levels and how they respond to stress, politics and a fast-paced environment. How did they deal with an irate customer when it was their fault? Their team's fault? The customer's fault? How did they deal with internal disputes? How did they react to a decision that didn't go their way? We're looking for team members that can stay above the fray and deal calmly and pleasantly with anything that gets thrown at them. Customers and partners recognize that challenges occur, however, it is an individual's ability to maturely respond that earns respect.

### **Characteristic #4: Positive Energy**

This is as straight forward as they come. Is the team member or candidate a glass half full or glass half empty kind of person? Do they spend their time and energy looking for how things can work and be made better or complaining that they don't work and why they can't be made better? We also need to be aware

that neutral energy is not the same as positive energy. It is not enough to NOT be negative. Every TAG team member must exude positive energy in their dealings with the team, with customers and with partners and through that positive energy show a willingness to go the extra mile to get things done. As with any person, customers gravitate to positive individuals - we want them to gravitate to TAG.

**Characteristic #5: Ability to Energize Teammates & Customers**

The ability to energize teammates and customers should be a natural by-product for someone that has positive energy, but it also means that they take the extra step to engage those around them. TAG team members should be constantly infusing their positive energy into everything they do – especially their customer engagements. We need to identify people who can harness their positive energy to lead our teams, partners and customers to successful engagements. Do they consider themselves a leader? Why? How do they lead? What was the worst manager they had? The best? Why? How do they respond in a social setting? Fun and outgoing? Quiet and shy? Do they like telling jokes? Do they laugh out loud? How do they make you feel when you spend time with them? Our customers, peers and partners need to be enthusiastic about their interaction with us.

**Characteristic #6: Ability to Make Difficult Decisions (The “Edge”)**

The Access Group operates in a fast-paced, high pressure market. Our team is typically viewed as a subject matter expert and is involved in highly political, mission critical projects. Things often go wrong and require that difficult decision be made quickly and decisively. TAG team members must have that “edge” – that ability to make those difficult decisions. When a (potential) team member has found themselves in such a difficult situation, how did they react? Did they make the decision or escalate up? Why? If they made the decision, how did they make it? What did they consider? Did they ask anyone else’s opinion? How long did it take them to make that decision? What was the outcome? Would they do anything differently next time? We must exude confidence in our decision-making to ensure that our customers remain confident with us.

**Characteristic #7: The Proven Ability to Execute**

This is the one area where “experience” counts, but perhaps not in the way we’re use to looking at it. We need to be less concerned with where we and our prospective teammates have worked (and their lists of technical credentials, etc.) than with how well they have executed in the past. TAG team members should be able to articulate the goals and objectives of a project or position and describe in specific (preferably quantitative) terms how they achieved those objectives and the ultimate outcome of the project or position. All of the above characteristics are vital, but only matter if the team member is able to pull them all together and focus them to deliver specific results.

**Characteristic #8: Passion**

The final ingredient is passion. You should know it when you see it – although it might be buried just a little below the surface (but not too far!). Do they get excited about what they do? About what we do? Do they get “fired up” (in a mature way) when something threatens the success of their project? Do they dip a toe in the water or do they jump into the water at a full run? Having a passion for our business (and really, for life in general) is a key requirement of all TAG team members. Our customers, partners and peers should be inspired by our passion for our work and lives.