



# Employability Insights

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Motivators, DISC, Judgment

Report For: Sample Report

Date: 5/12/2016



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**"The more we understand our fellow human beings, the greater our ability to facilitate integration into the world around us and to leave a positive impact on others.**

**When I can look past myself to see you for who you are, the more we will accomplish together."**

**WARNING! You should not use this or any other test or profile as the sole basis for making a hiring decision. Doing so may result in legal liability. For employment consideration you should consider all relevant factors regarding an applicant's qualifications.**

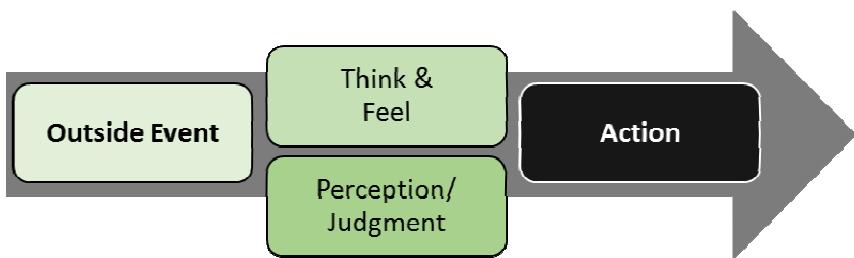
One key to increasing the quality of hire is an in-depth understanding of the applicant. Neuroscience today has been demonstrating over and over again that gaining a detailed perspective of individuals can be transformational in placing people in positions where they are the best suited, engaged, and can be the most productive.

A one-dimensional assessment is not able to capture the full depth of a position applicant, it takes different perspectives to get a clear picture of who they are from the inside-out, much like it takes three satellites to truly triangulate your location. This integrated report is designed to uncover information in the areas of Motivators, DISC, and Judgment.

Motivators are the drive to take action, while judgment (Processing) impacts how information is processed, and the individuals' natural behavioral responses and emotional style (Presence) predicts how natural interface with others and the world around them occurs. These three distinct aspects of performance integrate together and give insight into performance potential. This **Employability Insights Report** will utilize some of the cutting edge information from neuroscience to help reach a more grounded understanding of how motivators and judgment drive behavior and how behavior can help balance out motivators and judgment. It provides a summary of the applicant's Motivators, DISC and Judgment reports and walks you through how to pull the important information that impacts performance potential in the areas of **people, task, and systems**.

### Fundamentals of Performance

How do our brains go from absorbing information to taking action? How can the understanding of this process help us consciously make better choices to improve performance?



- An event happens; we see it, feel it, and sense it. The bits of information are picked up through our senses and sent to our brain for sorting.
- The frontal cortex of the brain (logic center) and the limbic system (emotional center) of the brain respond to the information simultaneously. Depending on how the brain sorts and evaluates the information, the brain either begins to sort out a logical response or our emotions win out in stressful situations and we are moved either into a fight, flight, or freeze response.
- **Our perception / judgment of the event is largely based on past experience**, values, training etc. (same-different, good-bad, right-wrong).
- **95% of our judgment is done without consciously “thinking about it”**, that is to say it happens behind the scenes. Actual thinking takes work, like solving a math problem. Our brain, when given the option, likes to take the easier well-traveled path of response; it is wired for this and in reality makes our lives easier in most situations.
- **The general motivation behind the judgment that leads to action is to increase pleasure and avoid pain.** This does not mean that our perceptions and judgment are necessarily right, or that our actions are correct or productive, but the brain thinks so. The brain automatically wants to do things that enhance or protect our safety needs, our belonging needs, and our need to feel important or have purpose. The key is in discovering the core of why a person does what they do. Once they understand this they can make changes that are more productive and lead to better outcomes.

### Integrating the Reports

Each section of the report will give you a new language of understanding of the applicant under consideration. Things to keep in mind as you go through each section:

1. **In addition to a focus on potential risk areas you may want to explore through the interview process some areas of strengths that pertain to the position under consideration. Note strengths that may be underutilized.** These may be helpful to draw on at some point!
2. **Only focus on the areas of limitation or risk that pertain to the position.** These will be the ones to really address and find ways to limit or eliminate the risk areas and identified limitations.
3. **Note how the three disciplines, Motivators, DISC, and Judgment affect each other.** If one of the three indicates a limitation or risk look at the others to determine if they compensate. The same with a strength. Look at the other two to see if they moderate or enhance.



The first section contains their MOTIVATORS report. By reviewing this section you will learn their level of passion in the seven dimensions of value. The degree of passion in any of these dimensions provides insight into what drives them and how that relates to the position and culture. The highest levels of passion translate into strengths. Their highest motivator areas provide insight into what they are motivated by.

Use this information to understand how their motivators can translate into benefit for the company and the applicant. Also be aware of how extremely high values in any of the motivator dimensions can turn into a potential “Achilles Heel”.

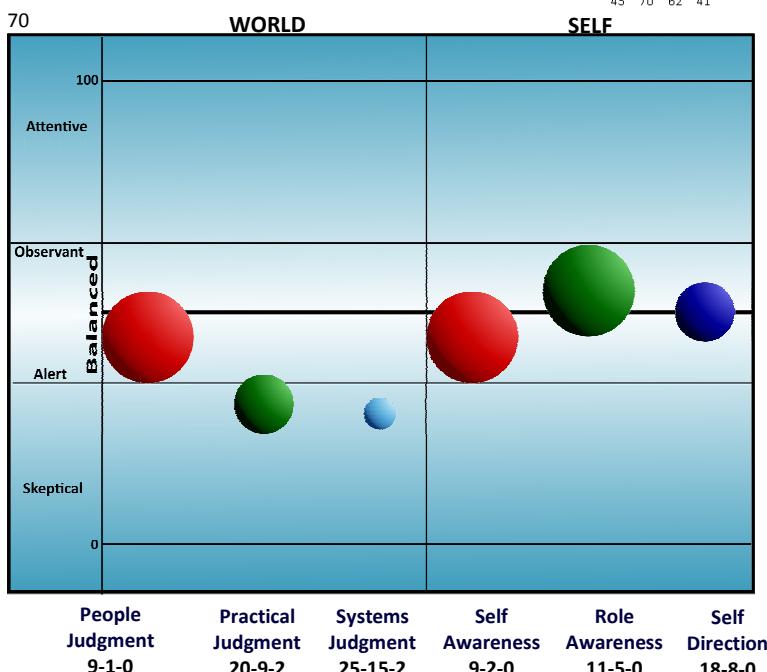
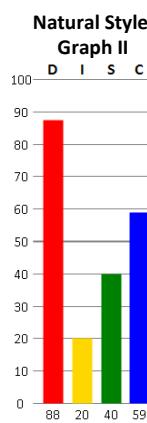
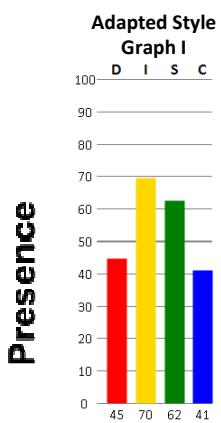
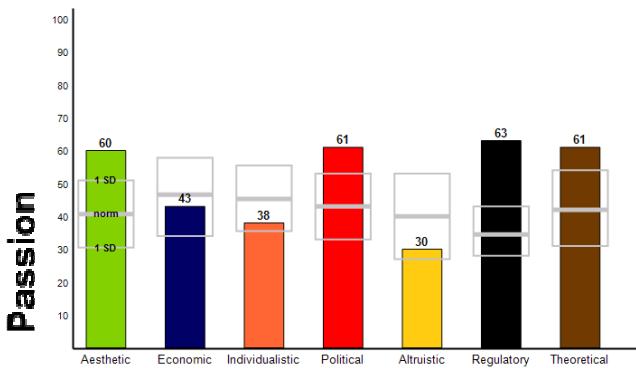
The second section contains their DISC report. This section describes their behavioral style and emotional response to the environment and others. Understanding the applicants behavioral style is useful in determining potential success in the position. This particular section can also be used to compare to a position benchmark based on ideal behavioral tendencies for success in the position. This is not a pass/fail determination but a look at potential behavioral mismatches to determine their effect on position success.



The third section contains their JUDGMENT report. This is where you discover how they evaluate information and where they focus their attention. This is the realm of processing, how they perceive people, how they determine immediate needs, and how they see the absolutes and conceptual rules and limits. These hold true for how they view the world in the areas of people, task, and structure as well as their view of themselves in the areas of self-awareness, role awareness, and self-direction. Each person has various levels of focus toward people, task, and structure that can create biases in processing. How these vary determines both strengths and limitations and can provide ways to understand how they might fit to the position as well as insight in how to increase performance. This section is, by far, the most important as it can become a map to unparalleled success. How they arrive at judgments gives them the power to better understand them self as well as others and then use that ability to propel themselves to achieve goals.

# Employability Insights

## REPORT FOR Sample Report



### Judgment Definitions and Legend

Consistency: 753/848 Capacity for Action: Very Good

Core Capacities	<i>Low</i>	<i>Fair</i>	<i>High</i>
Positive Attitude Towards Work			✓
Commitment to Personal Standards	✓		
Adherence to Company Policy			✓
Ownership of Problems	✓		
Care for Company Assets	✓		



Global Capacities	<i>Low</i>	<i>Fair</i>	<i>High</i>	Global Capacities	<i>Low</i>	<i>Fair</i>	<i>High</i>
People Skills	Green	Yellow	Blue	Problem Solving Skills	Green	Yellow	Blue
Assessment of People	✓			Integrated Judgment Capacity			✓
Sensitivity To Others	✓			Practical Thinking	✓		
Interpersonal Potential	✓			Strategic Planning Ability		✓	
Self-Control			✓	Overall Problem Solving Ability			✓
Performance Qualities	Green	Yellow	Blue	Approach to Work	Green	Yellow	Blue
Outcome Orientation		✓		Pride in Work Quality	✓		
Trainability		✓		Determination	✓		
Focus		✓		Acceptance of Leadership & Rules			✓
Self-Confidence		✓		Goal Setting Skills		✓	

## Introduction to MOTIVATORS

This report is a combination of the research of Dr. Eduard Spranger and Gordon Allport into motivators that motivate an individual to utilize their talents in the unique way they do.

### Seven Dimensions of Motivators

This Motivators Index is unique in the marketplace in that it examines seven independent and unique aspects of motivators. Most similar instruments only examine six dimensions of motivators by combining the Individualistic and Political into one dimension. This Motivators Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand the applicants' own unique motivators and drivers.

Understanding a person's motivator can be very helpful in understanding potential success or failure in any particular position. This section details the General Traits and Key Strengths of the applicant giving you an insight into what drives them and will that play into success in the position

### A closer look at the seven dimensions

Motivators helps influence behavior and action, and can be considered somewhat hidden because motivators are not readily observable. Understanding a person's Motivator helps to create an environment where they are motivated to be their very best.

It is vital for superior performance to ensure that their motivators are satisfied by what they do. This drives them, reduces fatigue, and increases engagement.



**Aesthetic** - a drive for balance, harmony and form.



**Economic** - a drive for economic or practical returns.



**Individualistic** - a drive to stand out as independent and unique.



**Political** - a drive to be in control or have influence.



**Altruistic** - a drive for humanitarian efforts or to help others altruistically.

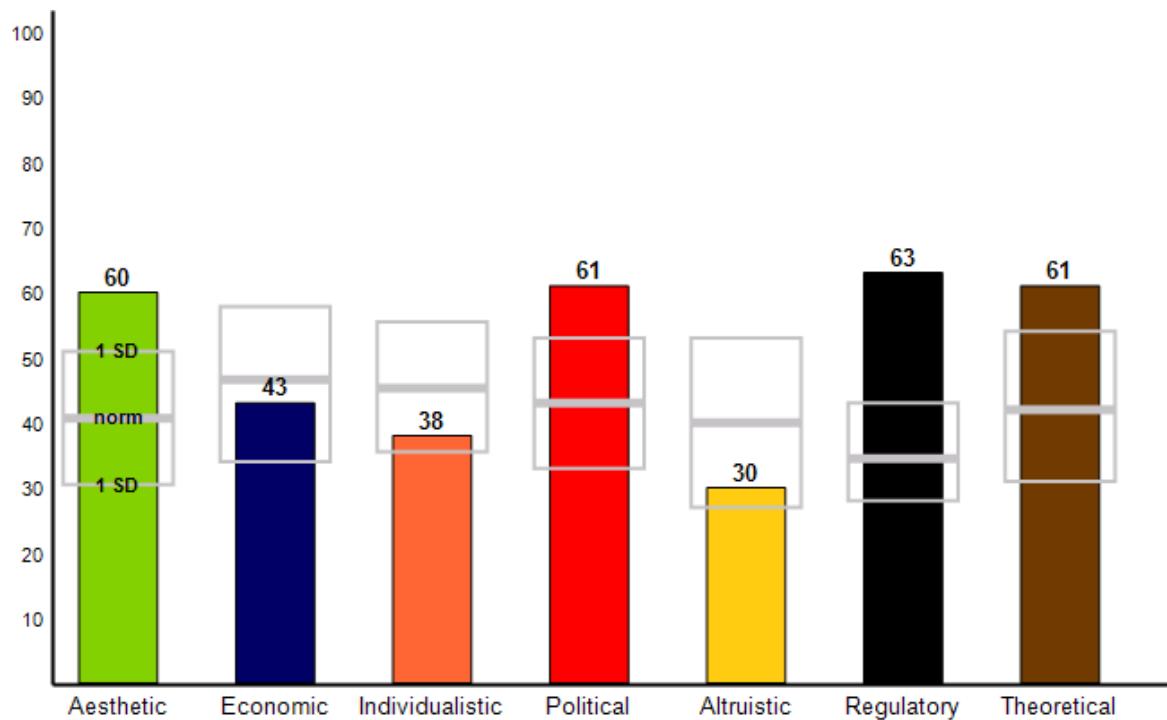


**Regulatory** - a drive to establish order, routine and structure.



**Theoretical** - a drive for knowledge, learning and understanding.

## Executive Summary of Sample's Motivator



### **Aesthetic - High**

You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.



### **Economic - Average**

You are able to perceive and create a balance between the need for economic return and other needs as well.



### **Individualistic - Average**

You are not an extremist and able to balance the needs of both others and self.



### **Political - High**

You are able to accept the credit or take the blame with a 'the buck stops here' attitude.



### **Altruistic - Average**

You are concerned for others without giving everything away; a stabilizer.



### **Regulatory - Very High**

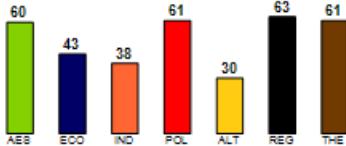
You are well disciplined, and follow standard operating protocol and traditional ways.



### **Theoretical - High**

You have a high interest level in understanding all aspects of a situation or subject.

## Your Aesthetic Drive



**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.



### General Traits:

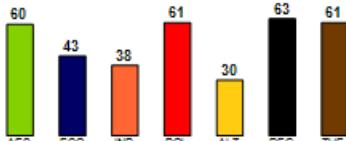
- You have a strong appreciation for nature, beauty and the environment.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You like to express yourself in artistic or creative ways.
- You will utilize creativity and artful expression to persuade or influence others.
- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.



### Key Strengths:

- You tend to look for what is beautiful in any subject rather than what is ugly.
- You are able to defuse a tense situation with a humorous quip or comment.
- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- You show the ability to see common things in new ways, and can bring creativity to the team as a result.
- You will bring a creative outside view to discussions.

## Your Economic Drive



**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.



### General Traits:

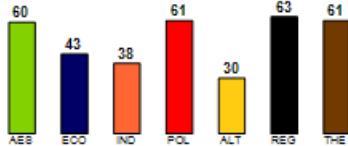
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.
- Regarding the Economic score, you would be considered rather practical and realistic about money.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.



### Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.

## Your Individualistic Drive



**The Individualistic Dimension:** The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.



### General Traits:

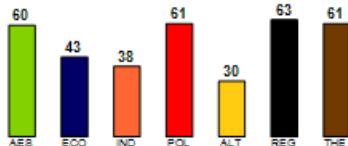
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You have the ability to take or leave the limelight and attention given for special contributions.



### Key Strengths:

- You may be considered flexible and versatile without being an extremist.
- You are able to follow or lead as asked.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.

## Your Political Drive



**The Political Dimension:** This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.



### General Traits:

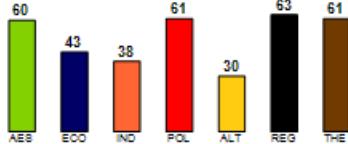
- You are an active agent in tough decision-making roles.
- You seek competition.
- You are comfortable being in a leadership position and seek those roles.
- You enjoy winning.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.



### Key Strengths:

- You have a 'buck stops here' approach to business and getting things done.
- You have a high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.

## Your Altruistic Drive



**The Altruistic Dimension:** This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.



### General Traits:

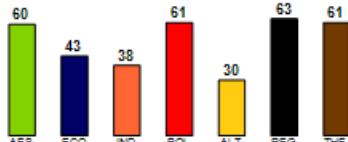
- You have a good sense for when to freely help others and when to say "No."
- You can be a good mediator between those who give too much and those who don't give enough.
- You balance helping others with personal concerns very effectively.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You are very much in line with the average level of altruism seen in business environments.



### Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value pitch in others through personal actions.

## Your Regulatory Drive



**The Regulatory Dimension:** The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.



### General Traits:

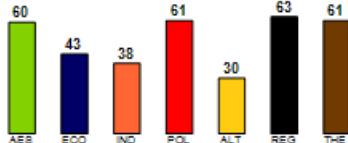
- You are very loyal to established rules and policies.
- You subscribes to a "Rules are made to be followed" mentality.
- You seek the more traditional view of how things should be done.
- You believe in sticking to what works.
- You think flexibility and creativity are good as long as they are not out of control.



### Key Strengths:

- You are very reliable and dependable.
- You take great accomplishment in completing duties accurately and with high quality.
- You are very attentive to details.
- You are very supportive of groups, national entities, honor and tradition.
- You hate to get behind the timeline or miss a deadline.

## Your Theoretical Drive



**The Theoretical Dimension:** The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.



### General Traits:

- Others on the team may seek you to help answer questions about projects or procedures.
- You are willing to take risks to learn something new.
- You may enjoy learning even for its own sake.
- You have many interests outside the workplace.
- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.



### Key Strengths:

- You will work long, hard hours on the complex solution to a problem.
- You know a little about most everything and are conversant about it.
- You bring a strong knowledge-driven ethic.
- You provide an open-minded approach that comes from broad-based research.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.

## Introduction to DISC

### Behavioral Styles

Historical research reveals more than a dozen various models of human behavioral differences, but many share one common thread -- they all group behavior into four categories. Each one of us is a *specific blend* of all four styles.

DISC identifies patterns of external, observable behaviors using scales of pace and priority – we display some level of each. Because we can see and hear these behaviors, it is possible to “read” people almost on contact. This DISC is deceptively simple, quickly learned, and easy to continuously practice throughout your day.

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

DISC identifies an applicant’s natural behavioral style. This gives you the opportunity to compare that behavior with what the job needs. Comparing this information against a benchmark gives a clearer understanding of potential matches behaviorally and areas where behavioral style can be an obstacle to success.

In a very large percentage of jobs behavioral match is a strong indicator of success.

This section details the applicant’s general characteristics, Strengths, work style Tendencies and Ideal Work Environment. Use this section to compare the applicant to the requirements of the position.

## Part I General Characteristics

*The narration below serves as a general overview of the applicant's behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on their results. We've occasionally provided some coaching ideas so that you can leverage the applicant's strengths whenever possible to maximize their personal success.*

You make day-to-day operational decisions very quickly and easily. You put substantially more time, effort, and caution into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times, you may present yourself with "double-bind" situations: "damned if you do, and damned if you don't." You may reduce stress in these types of situations by seeking input from trusted advisors.

You tend to handle assertive and aggressive people in a blunt and critical way. If someone is "dishing it out," you can take it and also dish it right back to them. This may be somewhat intimidating to those in the workplace who prefer a softer approach, so be careful not to overreact. In your communication with others, you tend to provide just the facts and information needed to get the job done, or the question answered. Sometimes, however, it may be necessary to tolerate some off-topic discussion in order to build a rapport with others on the team.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

You tend to be assertive and responsive to creative ideas and solutions. When in creative mode, you may tend to withdraw a bit and process information internally. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Sample, you score like those who push the envelope of their own creativity, and tend to lead their teams to optimal performance. To get the most out of this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

Sample, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

Your responses to the instrument show that you tend to be non-aggressive with your input, in order to avoid making waves. You tend to be brief and concerned with the bottom-line, and thus may be perceived as abrupt.

## Ideal Work Environment

*Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding the applicant's motivations, you can create an environment where they are most likely to be self-motivated. Check the two most important environment factors and transfer them to the Summary of the applicant's Style page.*

### **The Applicant Tends to Be Most Effective In Environments That Provide:**

- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A favorable working climate containing positive attitudes and optimistic spirit.
- A work culture that allows for your natural interest in helping others learn and grow professionally.
- Specialized assignments that also involve working and communicating with a variety of people.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- Support and appreciation of your individual efforts.

## Strengths

### What They Bring to the Organization

*They are likely to display their strength characteristics rather consistently. For the most part, these qualities tend to enhance their effectiveness within your organization. Work Style Preferences provide useful insights as they work in a job or as they work together on a team or family project. They are the talents and tendencies the applicant brings to the job. Check the two most important strengths and the two most important work style tendencies and transfer them to the applicant's Summary of Your Style page.*

#### **Applicant's Strengths:**

- You tend to be a strong agent of change.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You are a very creative thinker and innovator.
- You are able to make decisions having the bottom-line in mind.

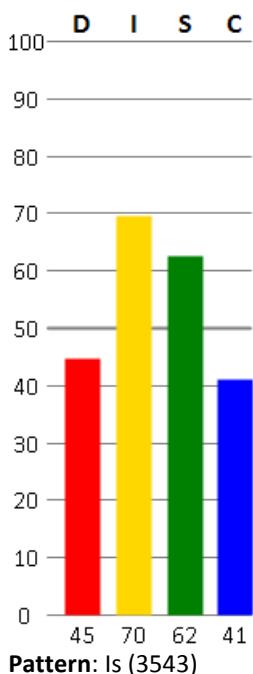
#### **Applicant's Work Style Tendencies That They Bring to the Job:**

- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- Your empathetic nature and sensitivity toward people may lead others to seek you out as a coach or counselor, or ask to assist them with a personal or team problem.
- You show a high degree of persistence in working on projects, especially over the long haul.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You are perceived by others on the team as a good listener.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.

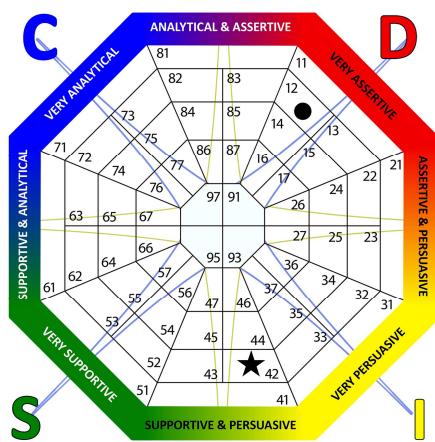
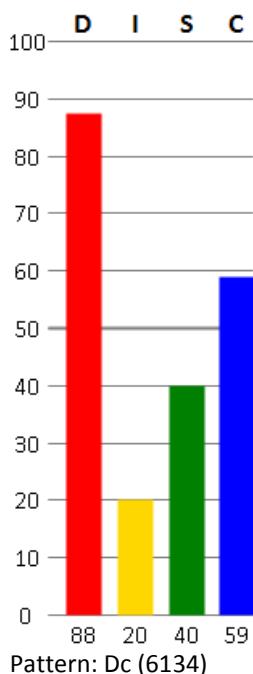
## DISC eGraphs for Sample Report

The applicant's Adapted Style is the graph displayed on the left. It is their perception of the behavioral tendencies they think they should use in the selected focus (work, social or family). Keep in mind that this is most likely how they are adapting to their current situation. If it is very different than Graph II, their natural or instinctive behaviors, you should direct some interview questions towards that adaptation, why it might be happening, and how it affects them. Remember that their Natural Style – Graph II is most likely a better indicator of the "real person" and their "knee jerk", instinctive behaviors. Compare that behavioral style to what the position most likely favors. The closer their natural behavioral style matches the style requirements of the job the more likely the potential for success. This graph tends to be fairly consistent, even in different environments.

Adapted Style - Graph I



Natural Style - Graph II

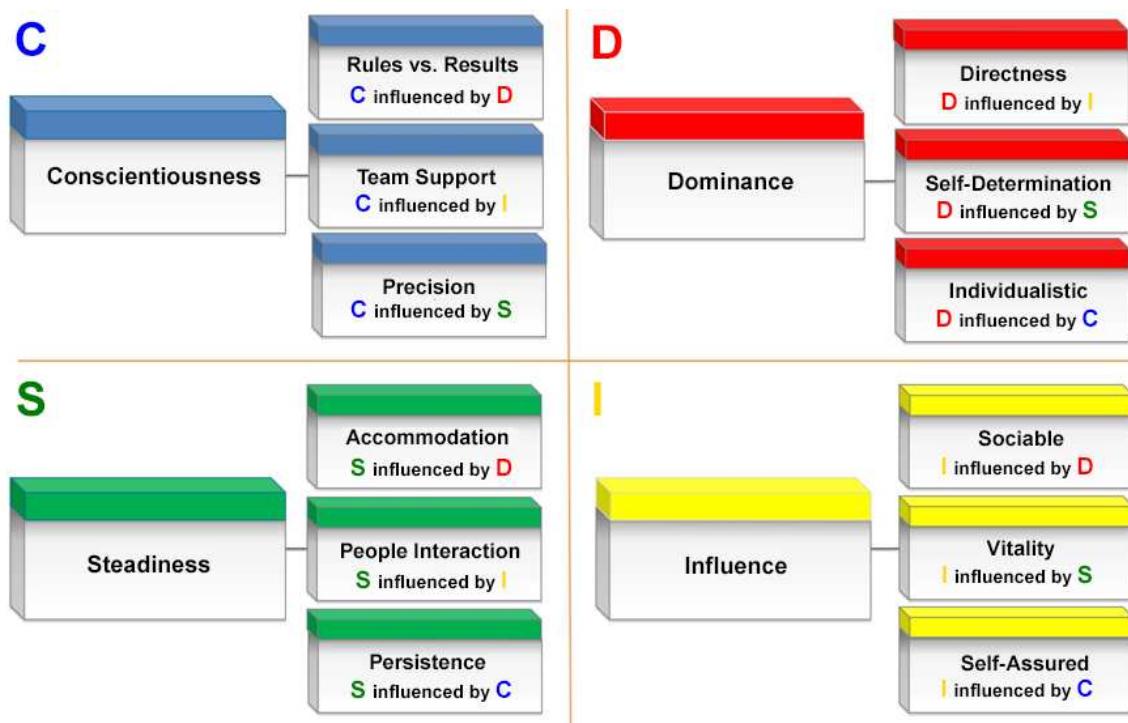


● = Natural Behavioral Style

★ = Adapted Behavioral Style

The higher or lower each D, I, S, C point is on the graphs, the greater or lesser their needs-motivated behavior impacts results at work and others around them.

## The 12 Integrated DISC Style Relationships



For a more complete understanding of a person's overall behavior style, view how each of the primary (4) four DISC factors interact to produce (12) twelve integrated behaviors.

When comparing each of the (4) four basic DISC factors with the others, a group of (12) twelve factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others.

Each of the (12) twelve factors has been assigned a specific descriptor(s) to help naturally associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the (12) twelve factors represents a dramatic improvement in the use and application of DISC to better understand human workplace behavior.

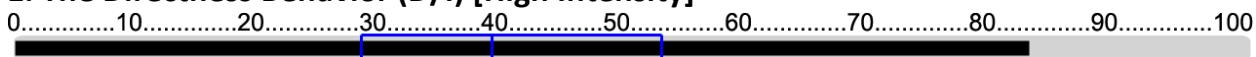
We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score. Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations.

The (5) five intensity levels range from Low (absent in most situations) thru High (clearly displayed in most situations). This integrated behavioral view represents an improvement that contributes to the overall understanding of human behavior. Behaviors define how we deliver our thinking into the world.

This list of (12) twelve Integrated DISC relationships reveals how the (4) four Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The Length of the black bar shows the relative influence of the DISC factors in someone's overall observable behavioral style.

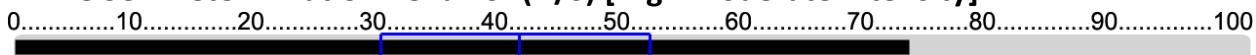
The **blue box** identifies the Range of all scores in the General Population for each integrated behavior. Half score below the median score (vertical link) and half above. Unlike an AVERAGE...the median score will not always be shown with equal space on both sides.

### **1. The Directness Behavior (D/I) [High Intensity]**



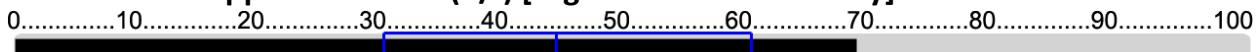
"How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others." The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

### **2. The Self-Determination Behavior (D/S) [High Moderate Intensity]**



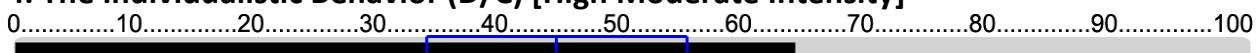
"How this individual's degree of assertive "results now" focus is impacted by their level of patience." The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and "results now" oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more "now oriented pace" that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

### **3. The Team Support Behavior (C/I) [High Moderate Intensity]**



"How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction." The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

### **4. The Individualistic Behavior (D/C) [High Moderate Intensity]**



"How this individual's "results now" assertiveness is impacted by their desire to be accurate, analytical and structured." The Individualistic behavior measures HOW the strength of this individual's direct, assertive and "results now focus" is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

**5. The People Interaction Behavior (S/I) [Moderate Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction." The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled "on the fly."

**6. The Precision Behavior (C/S) [Moderate Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation." The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a "fail-safe" environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

**7. The Persistence Behavior (S/C) [Moderate Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning." The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

**8. The Vitality Behavior (I/S) [Moderate Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's people focused extroversion is impacted by their preferred pace and activity level." The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

**9. The Rules vs. Results Behavior (C/D) [Low Moderate Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results." The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct "results now" actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate "result now" focus that will not likely be restrained by established protocols, procedures and policies.

**10. The Self-Assured Behavior (I/C) [Low Moderate Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's people oriented extroversion is impacted by their need for accuracy and structure." The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

**11. The Accommodation Behavior (S/D) [Low Moderate Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results." The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

**12. The Sociable Behavior (I/D) [Low Intensity]**

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100

"How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results." The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive "result now" focus with less effort on accommodation and building relationships.

**Intensity Scoring Legend – DISC Style intensity is a measure of how the applicant will likely display the specific behavior when interacting and communicating with others in most situations.**

- **Low Intensity** - Low Intensity scores indicate the ABSENCE of this behavior in MOST situations.
- **Low Moderate** - Low Moderate Intensity scores are only SOMETIMES observable in SOME situations.
- **Moderate Intensity** - Moderate Intensity scores do not mean "mild." Moderate means the behavior is flexible and may or may not become observable based upon the requirements of the specific situation.
- **High Moderate** - High Moderate Intensity scores are frequently observable in many situations.
- **High Intensity** - High Intensity scores will be clearly observable, displayed more often and seen in most situations.

## Behavioral Pattern View

The DISC has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with the applicant's style. Plots on the outer edges of the diamond identify that one factor (DISC) of their style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of the style descriptors within a specific behavioral zone.

### THE SCORING LEGEND

**D = Dominance:** How they deal with Problems

**I = Influence/Extroversion:** How they deal with Other People

**S = Steadiness/Patience:** How they deal with their Activity Level

**C = Conscientious/Compliance/Structure:** How they deal with the "Organization's Rules" as well as the focus on details, accuracy and precision

Efficient, Analytical, Organized, Factual,  
Aware of the Consequences of their Actions,  
Practical and Innovative.

**Data, Fact & Analysis**  
Based. Precise & Accurate  
Trusted in the Value of  
Structure, Standards &  
Order. Sees the value of  
"Rules".

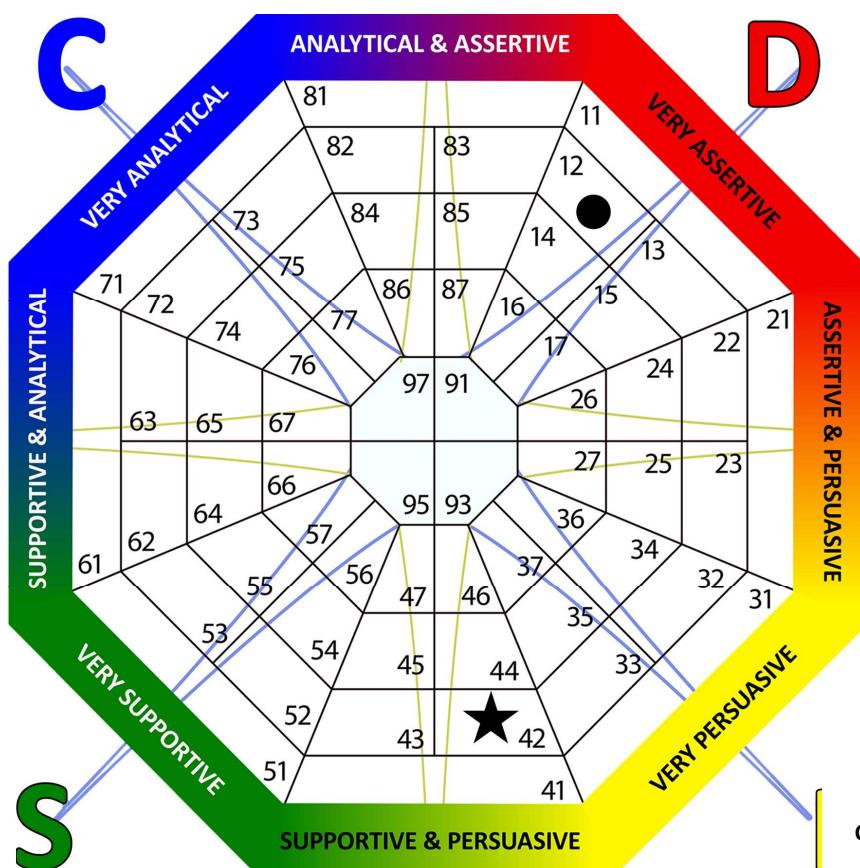
Assertive, Results Focused,  
Rapid Decisions, Will Seek  
Challenges, Can be Aggressive  
and Impatient, Desires to Lead.

Balances & Values Data  
& Diplomacy, Mindful of  
the "Rules". Will be Goal  
Focused, Dislikes  
Confusion and  
Ambiguity.

Both Assertive and  
Persuasive, Likely to  
embrace New Concepts,  
Often a Mover and a  
Shaker, Can be very  
outgoing with High Energy  
and Engaging Effort.

Very Patient & Favors  
Stability and Structure. Not a  
Risk Taker, Likes to operate at  
a Steady, Even Pace.

Very Outgoing & Persuasive,  
Very People Oriented, Quite  
Optimistic Outlook, Strong  
Communication Skills, Likes to  
have Variety in their day.



● = Natural Behavioral Style

Supportive & Persuasive, Good  
Team Player, Creates Good Will &  
provides Good Customer Service

★ = Adapted Behavioral Style

5/12/2016

## Introduction to JUDGMENT

### How to Use this Section

The Judgment report is designed to target potential performance risks. The information it provides will make it easier to identify people with strong potential that have the ability to utilize the natural skills and abilities you are looking for. People with excellent processing ability are able to perform a wide range of skills better in many diverse situations. People with reduced processing ability may be able to perform some skills well in some situations, but may not in others. People with extremely reduced processing ability will often have difficulty performing a broad range of skills in most situations.

On the page that follows you will find several skill sets that are marked according to the individual's degree of risk. Risk, in this instance, is defined as the proneness of an individual to make good or bad decisions. It is not an indication of someone being honest or dishonest. ***Areas of increased risk should be explored in an interview to see how and when the individual's reduced ability to perform the needed skill might affect performance.***

**There are three causes for risk in this assessment which are important to distinguish:**

1. **Risk can be the indication of judgment ability to make a good decision.** Can the individual evaluate situations accurately to identify the key problems that will lead him or her to the best course of action? In other words, can he or she make sound and objective decisions?
2. **Risk can indicate the possibility of either a good or bad judgment that leads to taking a particular action.** For example, can an individual consider another person's point of view, will he or she make the right choices to respect company property.
3. **Risk can also indicate an imbalance in decision making and in making judgments.** Sensitivity toward good only or sensitivity to bad only can affect a person's ability to make clear decisions. A balanced judgment represents low risk while a potential bias in judgment, either positive or negative, indicates problem-solving issues that could affect his or her decision-making and performance ability.

## Sample Report's Judgment Style

### Connector (Intuitive Feeler)

#### Problem Solving

They have good intuitive insight into problems and situations; however they may not be able to express the reasons for these intuitive insights to others. They need to ground their intuition with past experiences to help others understand the present solution. They can have issues at times when their intuition is blocked or unclear and may have difficulty taking action on solutions they are not confident about.

#### Strengths

- Good at facilitating groups as they listen well and know what is important in a situation
- Can build the respect and trust of others
- Can have strong verbal skills and are able to share their passion with others
- Can be at their best sometimes when chaos, uncertainty, and change may stifle others
- Good at pulling out the “truth” from people who tend to be conflict-avoidant

#### Potential Limitations

- Can be overly sensitive to what other people think and feel about them
- May put off or avoid conversation and confrontation that may provide negative feedback to them
- A “need to please” may cause them to give in more than standing their ground for what is right
- They may let others control a conversation because they feel asserting themselves is negative
- They may overlook issues that are seen as being important to them

**Low Risk:** The individual has the ability to make sound judgments and has balance in his or her decision-making abilities, hence the potential for making errors is greatly reduced.

**Fair Risk:** There are situations where the individual's judgment capacity is reduced and the possibility of making a mistake is increased. You will want to find out what situations tend to be avoided that could lead the individual to become confused, emotionally aroused, or uncertain.

**High Risk:** There are specific situations that will cause a person to have issues making sound judgment in the skill area. This can occur when someone values something too highly or not high enough. You will want to explore this area in an interview. (\*\*Note: Not all risks equate to a bad hire, as the skill in question may not be a requirement of the job in your company.)

## Judgment Definitions and Legend

Consistency: 753/848

Capacity for Action: Very Good

Core Risk	<i>Low</i>	<i>Fair</i>	<i>High</i>
Positive Attitude Towards Work			✓
Commitment to Personal Standards	✓		
Adherence to Company Policy			✓
Ownership of Problems	✓		
Care for Company Assets	✓		

### Outlook



### Processing Style TS



### Internal Tension



Global Risk	<i>Low</i>	<i>Fair</i>	<i>High</i>	Global Risk	<i>Low</i>	<i>Fair</i>	<i>High</i>
People Skills	✓			Problem Solving Skills	✓		
Assessment of People	✓			Integrated Judgment Capacity			✓
Sensitivity To Others	✓			Practical Thinking	✓		
Interpersonal Potential	✓			Strategic Planning Ability		✓	
Self-Control			✓	Overall Problem Solving Ability			✓
	<i>Low</i>	<i>Fair</i>	<i>High</i>		<i>Low</i>	<i>Fair</i>	<i>High</i>
Performance Qualities	✓			Approach to Work	✓		
Outcome Orientation			✓	Pride in Work Quality	✓		
Trainability			✓	Determination	✓		
Focus			✓	Acceptance of Leadership & Rules			✓
Self-Confidence			✓	Goal Setting Skills		✓	

## 3 Keys to Judgment Strength

A Guide to the Judgment Graph to Follow

### How Observant are THEY?

What is their capacity to naturally pick up on all aspects of a dimension when not directly focusing on it?



**Perceptive:** Large circle indicates the ability to notice, discern, and see all aspects of a dimension including its good and bad properties. Clear judgment.  
(Looking out window and seeing everything clearly.)



**Focused:** Medium circle indicates a tendency to focus on certain aspects of the dimension, while leaving out or ignoring others. Focused Judgment  
(Looking out a window and only seeing things far way or very close.)



**Unclear:** Small circle indicates a state of transition which can reduce your ability to discern all aspects of the dimension in a consistent manner.  
(Not being able to see out the window very well because it is dirty.)

### How Open are THEY?

How receptive are they to information? Do they see more of the good or the bad? Do they tend to be open and positive or more guarded or skeptical?



**Attentive:** Indicates there is a strong draw towards or emphasis on information from this dimension; they will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.

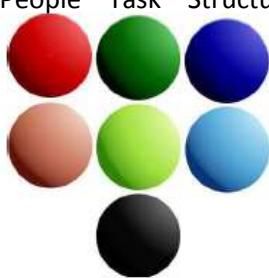
**Observant:** Indicates a more balanced attention towards information from the dimension and a greater tendency to see both its positive and negative aspects.

**Alert:** Indicates that other dimensions are paid attention to first and that there will be a more cautious evaluation of information from this dimension and a potential tendency to pay slightly more attention to the negative aspects than positive.

**Skeptical:** Indicates that more attention is given to the other dimensions and there is a more doubting skeptical view towards the information from this dimension than a positive one, or a tendency to expect the worst or challenge all options.

### How Resourceful are THEY?

How well can they sort through the information they receive to set priorities and solve problems?

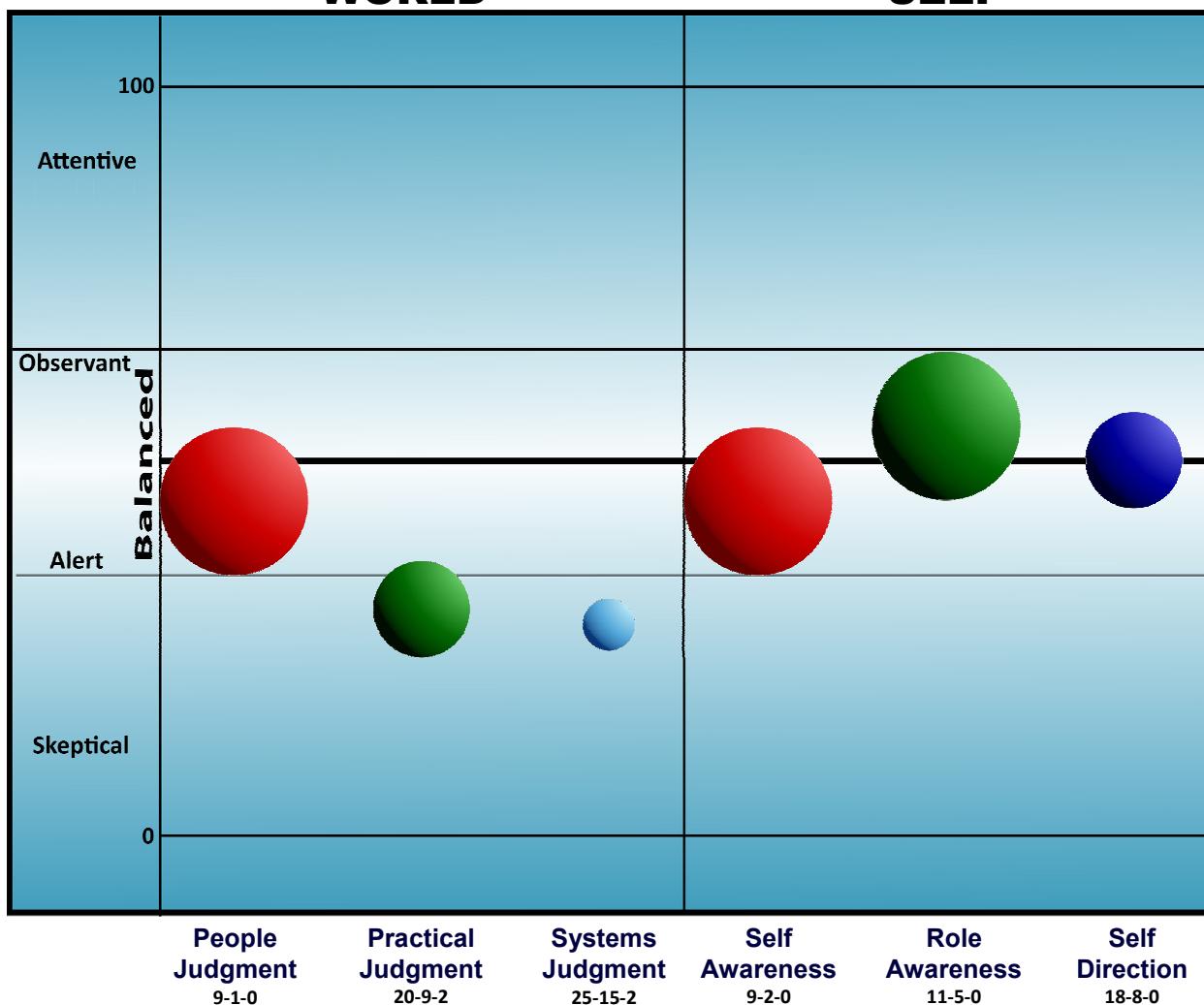


**Strong:** The more vivid the color the better their ability to utilize the information, see what is important and make good decisions.

**Fair:** The lighter the color the more difficulty they may have discerning what is important, relevant, or a priority when sorting information to make decisions in most situations.

**Limited:** If the circle is black, they are in a state of transition which significantly reduces their ability to sort information resulting in inconsistencies in decision making in most situations.

70

**WORLD****SELF**

When applied to how we EVALUATE THE WORLD around us we provide three base levels of judgment:

- **People:** Ability to see, understand, and appreciate the uniqueness in others and extend trust
- **Practical:** Ability to see, understand, and appreciate functional worth and short-term results
- **Systems:** Ability to see, understand, and appreciate the need for order, structure and standards

When applied to how we EVALUATE THE "SELF" they break down a person's:

- **Self-Awareness:** Ability to see, understand, and appreciate personal strengths and limits
- **Role Awareness:** Ability to see, understand, and appreciate one's social roles and/or job function
- **Self-Direction:** Ability to set goals, have a vision for the future and have the determination and persistence to reach the goals

## Definitions and Interview Guidelines

### Capacity for Action:

This measures the potential of an individual's judgment to be transformed into action. A good score indicates that the individual has a greater potential to take the talents they have from their external judgments, utilize their natural talents, and put what they know into action. A limited score in an area indicates that an individual may be going through a period of transition and either questions their abilities to execute, or questions how to execute in their given circumstances.

### Outlook slider

This is an indication of an individual's judgment balance. It highlights where they naturally spend more time processing information. Is it within and more about themselves? Is it more balanced where they can shift thinking from about themselves to what is happening in the world around them? Is it more outward directed, where they spend more time processing what is happening in the world around them at the point of potentially neglecting self-reflection?

You have been taught how to take time to self-reflect. You have a very clear understanding of yourself and your abilities. Your ability to excel comes from within and not by what others say about you. You may be more observant and perceptive about aspects of yourself than the world. You can have a more balanced view of yourself related to your personal awareness, role identity, and future goals. When things do not work out, you are better about resolving things about yourself, than you are potentially about things around you. When things go well, nothing can stop you. On the other hand, when one thing goes wrong it may seem like you face even more issues every time you turn around and don't know why they are all happening to you at once. When situations like this arise it is best to seek the advice of a trusted friend who can give you a clear perspective of your situation.

### Processing Style Slider

This scale is an indication of how a person's mind sorts the incoming information they receive. This is often done behind the scene and people are not conscious of what it is that influences the way they view or process information. Everyone can take in the same information, but how people process it and how they sort it can be very different. This difference can have a big impact on how people respond to the information they receive.

- Some people can be very ordered or logical in how they sort information. They take the facts and classify them and come out with a logical conclusion. Some people can sort the same information by intuitive feel, their brain sorts it against past experience and they come up with a gut feel about something and respond accordingly.
- On the other hand, some people can be quite innovative with how they view things and take a different spin on what they see, they are often called the "Out of the box" thinkers. They automatically think in ways that go against conventional judgment.
- Some people may be so "out of the box" that they would be classified as unconventional. These individuals tend to never seem to see things in the same light and may have difficulty relating their version of what they see or how they have processed the information to others.

You are very unconventional in your thinking and your brain creates connections between things that are different than most of the people you meet. Some may find it difficult to see things from your perspective. You may need to take more time to help them draw the connections you make to help them understand.

### Internal Tension Slider

How well a person manages internal emotions and pressure under stress.

You tend to internalize your stress when things do not go as planned and can be quite hard on yourself when you do not live up to your own expectations. If you do not have an outlet for these tensions, they will wear you out physically and your stress could actually cause you harm.

## Positive Attitude Toward Work

**Positive Statement:** An Individual that is strong in this category has the ability to maintain a positive and dynamic attitude toward work and the things going on around them including relationships with others. They also have a greater ability to maintain a positive outlook toward work, events and relationships despite potential stressful situations that might arise.

**Risk Statements:** High risk in this area indicates that the individual may already have a skeptical outlook towards work and people, in which case, they will have a poor ability to deal with changes and potential setbacks within the work environment. They will find it difficult to maintain a positive outlook and performance level under stress.

**Interview Questions:** Find out if they have had issues with other people at work. Did they feel a need to resolve them or did they wait and hope they would go away?

You may want to ask them questions about what they like or do not like about their present position. If they have more dislikes than likes, and if any of their dislikes exist in your company, they may not be a good fit. Be sure to keep asking probing questions until you get specific details.

You will want to find out what they do when projects or job assignments do not go as planned. Do they dig in and find a way to make it work? Or, Do they tend to get discouraged and hope someone else will fix the problem?

## Commitment to Personal Standards

**Positive Statement:** An individual who values themselves clearly and what they do realistically frequently has high personal standards and often makes better moral choices. People with good scores in this area, can still make bad choices, but often feel a high level of guilt if and when they do, while people with high risk scores may not see what they did as bad.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Adherence to Company Policy

**Positive Statement:** An individual who can see standards without personal bias is more likely to adhere to and value the same rules, order, and standards as others. People with good scores in this area understand and have a conventional view of the importance of rules and policies and are more willing to follow them.

**Risk Statements:** This person may be at risk for following company policy because they are inconsistent on seeing what rules or standards are important. They may follow a rule one time, but not see the need for it at a different time because they are distracted or suffer from fuzzy thinking.

This individual may be at risk because of a strong alternative view of how something should be done. This person can be very individualistic and an innovative thinker that may see a problem in a different way and may attempt to carry out that idea either overtly or covertly. This individual's desire to think creatively may cause them to underestimate the need to follow company rules and policy.

This individual may be at risk because they question rules, order, and structure. They can be very skeptical about the need for rules and structure, and tend to want to either challenge them or resist following them. They can be very selective about what rules they subject themselves to. This individual may also want to impose their way of doing things, or their point of view, on others.

**Interview Questions:** Have them reflect on a time that they were in a position similar to the one they are applying for. Ask them how they went about determining what policies and rules were important to follow. Ask them how consistently they followed them or how accountable they were for how well they were followed.

Are there any rules in past organizations that they felt hindered them from working effectively? How did they deal with them?

The drive to be unique may cause this individual to be reactive instead of proactive. Instead of looking at the consequences of decisions, this individual may be caught up in what is new and unique. You will want to ask them to describe the last project they worked on and what ideas they came up with for it. How did they go about implementing their ideas? Did they get to challenge a conventional way of thinking? If yes, how did they go about it? If no, did they find it frustrating?

This individual may have a drive to accomplish what they see as important which causes them to ignore or challenge existing rules. When working on their last project what type of rules did they feel had to be changed or ignored to ensure the project was completed? Did they feel bad about having to change or challenge the rules?

Since this individual questions everything, this may carry over into working with others. They may appear to be demanding or critical of others who have too many standards. Find out what type of people in the past they have had difficulty working with or what standards they didn't agree with.

Their skeptical view of outside rules may cause them to want to enforce their own rules on others. Find out, if in their current position, they were able to create the structure they were in or if they had to follow an existing

structure. If they had to follow an existing structure, how did they like it? What did they dislike about it? Did they attempt to change it? If they had issues with existing structure(s), explore what level of authority they had to make changes and how that worked out in their current or past culture.

This individual may be so skeptical to outside views, they may resist receiving feedback from others and hold on to their views and ways of doing things despite evidence that would suggest a better way. Find out their ability to change directions when outside feedback has been given to them. Have they ever had to change direction?

## Ownership for Problems

**Positive Statement:** An individual strong in this capacity has the ability to see their own strengths and limits and are able to realistically step back to solve problems as they relate to themselves. They are more likely to own up to their responsibility for a problem when it arises at work.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Care of Company Assets

**Positive Statement:** An individual that is strong in this capacity has the ability to be very organized and self-disciplined. People who tend to organize themselves are also aware of their surroundings and the importance of what they work with. They like to keep things in good working order.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Assessment of People

**Positive Statement:** An individual that is strong in this capacity has the ability to work well with others and realistically see both the good and bad qualities in others. They can feel comfortable working with many different kinds of people.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Sensitivity To Others

**Positive Statement:** An individual that is strong in this skill has the ability to balance the need for sensitivity without losing the ability to make objective decisions with regard to people. They tend to be more realistic in their evaluation of others and, while they can show care and compassion, they also know where to draw the line and when to hold others accountable.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Interpersonal Potential

**Positive Statement:** An individual that is strong in this dimension is very effective in solving personal relationship issues and making decisions about people. They can see what is important and know what to focus on to keep a relationship problem free.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Self-Control

**Positive Statement:** An individual strong in this capacity has the ability to control their emotional reactions when confronting problems in the work place and within themselves. They can organize their thoughts, feelings and emotions in a way that helps contain them in an appropriate manner.

**Risk Statements:** This individual may be at risk in this capacity because they have a bias in their judgment towards people, tasks, or processes that can derail their ability to control their emotions.

**Interview Questions:** It may be difficult to get the individual to speak about the situations that cause them to lose their cool as nobody wants to divulge their weaknesses. You will need to get them to potentially reflect about themselves. What is their greatest strength? Follow with asking: If there was one thing they could change about themselves what would it be?

## Integrated Judgment Capacity

**Positive Statement:** An individual that is strong in this capacity has the ability solve complex problems. They have good judgment when it comes to dealing with people, situations, and complex order. They can readily pick up on and evaluate information on many levels without personal bias and come to a sound decision.

**Risk Statements:** This individual may be at risk in this capacity because they are biased by one or more of the areas with regard to people, the situation, or the complexity of the problem, which means they will over value some aspects of the problem while also neglecting valuable information from others. They will find it difficult to identify the important details that lead to a sound judgment.

**Interview Questions:** You will want to ask them about the most difficult 'people' problem(s) they have had to solve and how they went about coming up with solutions. Note what type of problem it was and how complex it was. How did they go about gathering information? What did their gut tell them? What made the problem difficult for them? How successful was their solution? What did they learn from it?

You will want to ask them about the most difficult 'task' related problem(s) they have had to solve and how they went about coming up with solutions. Note what type of problem it was and how complex was it. How did they go about gathering information? What did their gut tell them? What made the problem difficult for them? How successful was the solution? What did they learn from it?

## Practical Thinking

**Positive Statement:** An individual that is strong in this capacity has the ability to be very perceptive and has the capacity to pick up on what is needed to make practical decisions and correct a situation that has turned out poorly. While their capacity is good, they need to allow enough time to be as perceptive as possible and know that without actions, thinking alone will not resolve anything.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Strategic Planning Ability

**Positive Statement:** An individual that is strong in this capacity has the ability to think strategically and make long-term plans. They can pick up on the relevant information that helps them prioritize and set realistic goals to reach the desired outcome. They understand the importance of priorities and realistic timing.

**Risk Statements:** This individual may be at risk in strategic planning because they have a tendency to be biased toward certain information, or miss important information, that affects their ability to make realistic and strategic long-term plans.

The individual may be at risk in this capacity because they have an unrealistic view of what can be done in a specified amount of time. They may be overly optimistic and plan more than is possible, or they may be skeptical and may underestimate what can be done.

**Interview Questions:** You will want to find out how much time they have spent in planning and carrying out long-term goals. What job in their past required them to do a great deal of long-term planning? How did they deal with setting goals? How well did they meet the goals they set? How would their prior boss describe their ability in this area?

You will want to find out what type of responsibility they have had for setting long-term goals in prior positions. How much was their direct responsibility as opposed to how much of it was filling in numbers in a preset system? How much of the long-term planning was actually done with a team of people?

This individual has a strong desire to reach their goals, or meet the expectations of others, but may underestimate the amount of time it will take to complete a task or overestimate their ability, or the ability of others, to execute a task. Find out how many projects they have completed similar to the ones that will be required in the position in your company. Find out how much responsibility they had in the strategic planning process and what they did along the way to ensure they were meeting deadlines and expectations. Did they under or over deliver? You may want to ask them what a prior boss might say about their ability to problem solve, plan, and execute a project from start to finish. What would the boss use to support their evaluation?

## Overall Problem Solving Ability

**Positive Statement:** An individual that is strong in this capacity has the ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem. They can see what is relevant in a complex situation and make the right decision.

**Risk Statements:** This individual may be at risk in their overall problem-solving ability because they have a bias toward the people involved, the important requirements of the task, or the information that is most important. They will have difficulty seeing what is most relevant to solve a problem. As a result, this individual will have a tendency to make very biased decisions.

**Interview Questions:** Find out the greatest problem they have ever had to solve on their own. What did the problem entail? What was their position? What was their level of responsibility to make sure the problem was resolved? How did they go about solving the problem?

If they had a choice in solving a 'people' problem, a 'task' problem, a 'situation' problem, or a complex problem that may have involved all three areas, which one would they feel more comfortable solving? Have them give a couple of examples from their past to support their answer.

## Outcome Orientation

**Positive Statement:** An individual that is strong in this capacity has the ability to focus on making things happen and obtaining results. They have the ability and desire to push themselves to accomplish goals.

**Risk Statements:** This individual may be at risk because they are too slow in making decisions. They either have such a strong desire to wait until all things are perfect or they want to make sure they have explored all other options first. They can get stuck in analysis paralysis, overthinking their decisions and take too long to decide.

This individual may be at risk for reaching an outcome because they have a natural skeptical bias against authority and are hesitant to follow some directions that may be given to reach goals and outcomes. They can get stuck resisting the change and delay the outcome.

**Interview Questions:** Have they ever been pressured to make a quick decision and felt uncomfortable? What type of decision was it? What was the timeline and why was it difficult to make this type of decision quickly?

You will want to find out, from their prior positions, how quickly they have had to make decisions and how close they came to meeting deadlines. Be sure you get practical examples of the types of decisions they have had to make, the complexity of the decisions, and the timelines they were under.

It is important to understand how resistant this individual may be to authority. Consider the following questions: "How receptive are you when you are given new directives and timelines that you may not agree with? How do you feel and respond when you are faced with a difference of opinion?"

## Trainability

**Positive Statement:** An individual that is strong in this capacity understands how things work around them and the relationship between things. They have the ability to pick up on things quickly as they can relate what needs to be learned with what they already know.

**Risk Statements:** This individual may be at risk with trainability because they are not able to connect new information to what they already know or they do not have enough experience to connect the information to other things they know.

This individual is highly innovative with how they connect with information around them. They may not connect new information they need to learn in a way that will lead to standard expected outcomes or performance. They may attempt to adapt what they need to know in unique and unconventional ways.

**Interview Questions:** What types of training have they found to be most effective? On the job? Via the internet? Formal classroom? Etc. What about their preferences made the training more effective for them?

What would a prior boss say about their ability to pick up on new things? What would they use to back their statements?

You will want to find out how open they are to training and when was the last time they looked for training on their own to better a needed skill set. How well did they apply what they learned to a prior position?

You will want to know how much training they have received related to the skills needed in your position. What have they learned in prior jobs that has been valuable and what were they able to quickly utilize on the job?

Find out what type of training they received in the past that relates to the position they are applying for. What was the subject and objective of the training and how did it impact their ability to perform their duties more effectively? Did they elect to attend it or was it required? How did they attempt to remember the new information?

You will want to find out how open they are to new ideas. When was the last training they participated in? Did they elect to attend it or was it required?

## Focus

**Positive Statement:** An individual that is strong in this capacity can concentrate on what matters most to solve a problem despite potential distractions in the surrounding environment.

**Risk Statements:** This individual may be at risk in this capacity because they are finding it difficult to stay focused on the present situation. They may either be too distracted by what has happened in the past, or too worried about what may happen in the future, to really think about what needs to be done in the present.

**Interview Questions:** Explore what types of training they have participated in in prior positions that will relate to the responsibilities of the position they are applying for: What types of training and/or training formats do they find to be most effective: On the job? Via the internet? In a formal classroom? Why do they feel they are effective for them: Do they lead to greater retention of information? Do they lead to better performance? Do they lead to better relationships?

You will want to find out what types of things they find distracting at work: Other employees, too much noise, responding to emails, phone calls, etc. What have they done in the past to get beyond these distractions to ensure they are able to get their job done?

## Self-Confidence

**Positive Statement:** An individual that is strong in this capacity has the ability to understand their own inner worth and individuality. They can realistically see their strengths and limits, and are more likely to put themselves in situations that they know they can succeed in.

**Risk Statements:** This individual has potential issues with self-confidence because they have inner disharmony and discord. They may feel disorganized in their thoughts, making it difficult to display confidence in what they do or potentially holding in stress until it affects their health.

This individual is struggling with the ability to accept themselves for all of their good and bad qualities. They may have a tendency to accept only the good or only the bad, which makes it difficult to realistically meet the demands of what is required of them. They may appear over confident or not confident enough.

This individual may have self-confidence issues because they lack the ability to equally process information about a situation from all sides and/or size up the reality of what is taking place. This can cause them to second guess themselves about what they feel is happening or what they feel needs to be done. This hesitation is often perceived as a lack of confidence.

**Interview Questions:** This is a difficult question to get people to really talk about honestly. You may want to ask them about the most difficult 'thinking and processing' challenge they have been faced with and what made it so difficult for them? Or you may ask them to share a point in time when they faced an internal conflict between what they wanted to do and what they were able to do. How did they sort out the conflict in their own mind?

This is a sensitive question that people may not like to talk about. One way to get at this issue is to ask them to describe a situation when they successfully performed a job. When they reflect back on it, did they see only their success, or are they overly humble and only see their potential flaws and areas they could still improve? Ask them if they feel their past boss was harder on them than they were on themselves when it came to finding areas of improvement, and see what kind of discussion follows.

Be sure to ask them about situations from their past when they were put on the spot to make a decision about something they were unclear about. Find out what they did to improve their clarity about the situation.

Ask about a time that they just had to act, had to take action and things did not go as expected, what did they do to improve their potential understanding of the situation so they could resolve similar situations with more confidence in the future?

## Pride in Work Quality

**Positive Statement:** An individual that is strong in this capacity can understand the role they fulfill at work and what they need to do to be successful. They can size up what needs to be done on the job and make it happen. They feel connected to what they do and will take pride in their work.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Determination

**Positive Statement:** An individual that is strong in this capacity will be able to maintain a push toward resolving personal issues that may get in the way of reaching goals. They have the ability to concentrate and maintain drive despite setbacks.

**Risk Statements:** There appears to be no risk in this area from a judgment standpoint. However, you may still want to explore how the individual's natural behavioral style or passions may play into their performance in this capacity.

**Interview Questions:** You may ask the individual how they have used this strength in past positions to make sure they have been utilizing it in the way that you need in your company.

## Acceptance of Leadership and Rules

**Positive Statement:** An individual that is strong in this capacity has the ability to see and accept the rules and regulations imposed by the leadership above them. They are accustomed to having rules and a sense of order for how to get things done.

**Risk Statements:** This individual may be at risk because they are skeptical about all rules and systems. They do not feel there is only one way to do things. This strong desire to remain open to new ways of doing things may lead them to overtly, or covertly, do their own thing if they disagree with others.

This individual may be at risk because they have a very strong unconventional and individualistic view of how things should be done. They may have difficulty fitting into a conventional system and may challenge existing rules.

**Interview Questions:** Find out how realistic their views are of the present position, in terms of the expectations of the leadership and management above them, and the regulations that surround how they are required to complete their work. If they agree with the rules and the need for them, there may be limited issues.

Find out what they have done or how they have handled others that have forced rules and regulations on them.

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You will want to find out what their ideal work environment looks like in terms of management and the need to follow rules. Have them give specific examples from their past to highlight their points.

Find out what type of work situations or leadership they have worked with in the past that they liked and what kind work situations or leadership they have struggled with the most. Pay attention to the detail here. If they have had issues with something that is going to be present in your work environment, they will likely have issues in your company.

Find out what types of bosses they have had that they have liked and why. Dig deep into the characteristics they would use to describe them. Follow-up by asking about the most difficult boss they had to work with and what made them difficult.

You will want to find out what types of rules were important to them from past positions they have held.

Find out what they have done in the past when they disagreed with the rules or leadership that they were to follow.

You will want to see how clearly they understand the rules and procedures that must be followed in the present position. Are they realistic? Do they agree with them and would they follow them?

## Goal Setting Skills

**Positive Statement:** *An individual that is strong in this capacity will not only organize and discipline themselves to reach goals, but also will have the capacity to set realistic goals for self-development.*

**Risk Statements:** This individual may be at risk in this capacity because they either do not set goals or set goals that are unattainable and unfulfilling.

**Interview Questions:** How does the present position help them reach toward goals they have for themselves?

What was one of the most challenging goals that this individual has set for themselves? What steps did they take to ensure that their goal became a reality? What setbacks did they have to overcome to make it happen? How much satisfaction did they feel after attaining their goal?

You will want to find out what goals they have set for themselves in the next three to six years. How do they plan on making their goals a reality?

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