

JUDGMENT

PASSION

BEHAVIOR



INSIGHT

This Report prepared exclusively for:

Sample Report

ACTIONCOACH DEMO

4/8/2014

ActionCOACH
business coaching

4/8/2014

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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.

This unique report is based on Robert S. Hartman's Value Profile that was derived from the Science of Valuation (known as Axiology).

"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it."

-- **Raymond Chandler**

How to Use this Report

This 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.

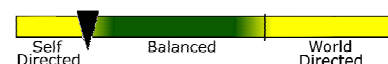
Low Risk: The individual has the ability to make sound judgments and has balance in his or her decision-making abilities, hence the potential for making errors is greatly reduced.

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

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



Consistency: 804/858

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

Sample Report's Judgment Style

Maintainer (Strategic Evaluator)

Problem Solving

They will be very proactive and pay attention to the consequences of decisions to minimize risk. They will be logical in breaking down the source of a conflict or problem. They may spend too much time on the idea generating or evaluation of solution phase of problem solving. They may tend to rush the process and want to act before a solution is ready to be implemented. Others may see them as competitive and distant when they do not listen to idea. They often do not ask for others opinions and as a result they may not gain support from them.

Strengths

- They maintain a high personal standard of work quality
- They can project a confidence in what they do
- They are very proactive and anticipate the consequences of actions and outcomes well
- They can address other peoples' questions and objections in an organized and clear manner
- They can keep a conversation on track and help focus the outcome
- They will promote fairness in their work relationships with others and keep good customer relations

Potential Limitations

- They can become impatient with others that are slow or do not support their ideas with sound reasoning
- When convinced their way is best, they can become unresponsive to the ideas of others
- They may let their first impression preset their expectations of others
- When they become matter-of-fact in a communicating with others, they can leave others feeling like they do not care about them or their interests or ideas
- They may become competitive and imposing in a conversations when others questions their logic or ideas

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?



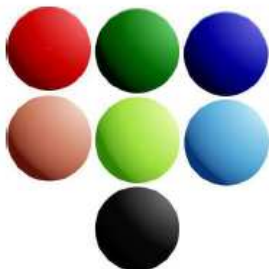
Attentive: Indicates there is a strong draw towards or emphasis on information from this dimension; they will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.

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.

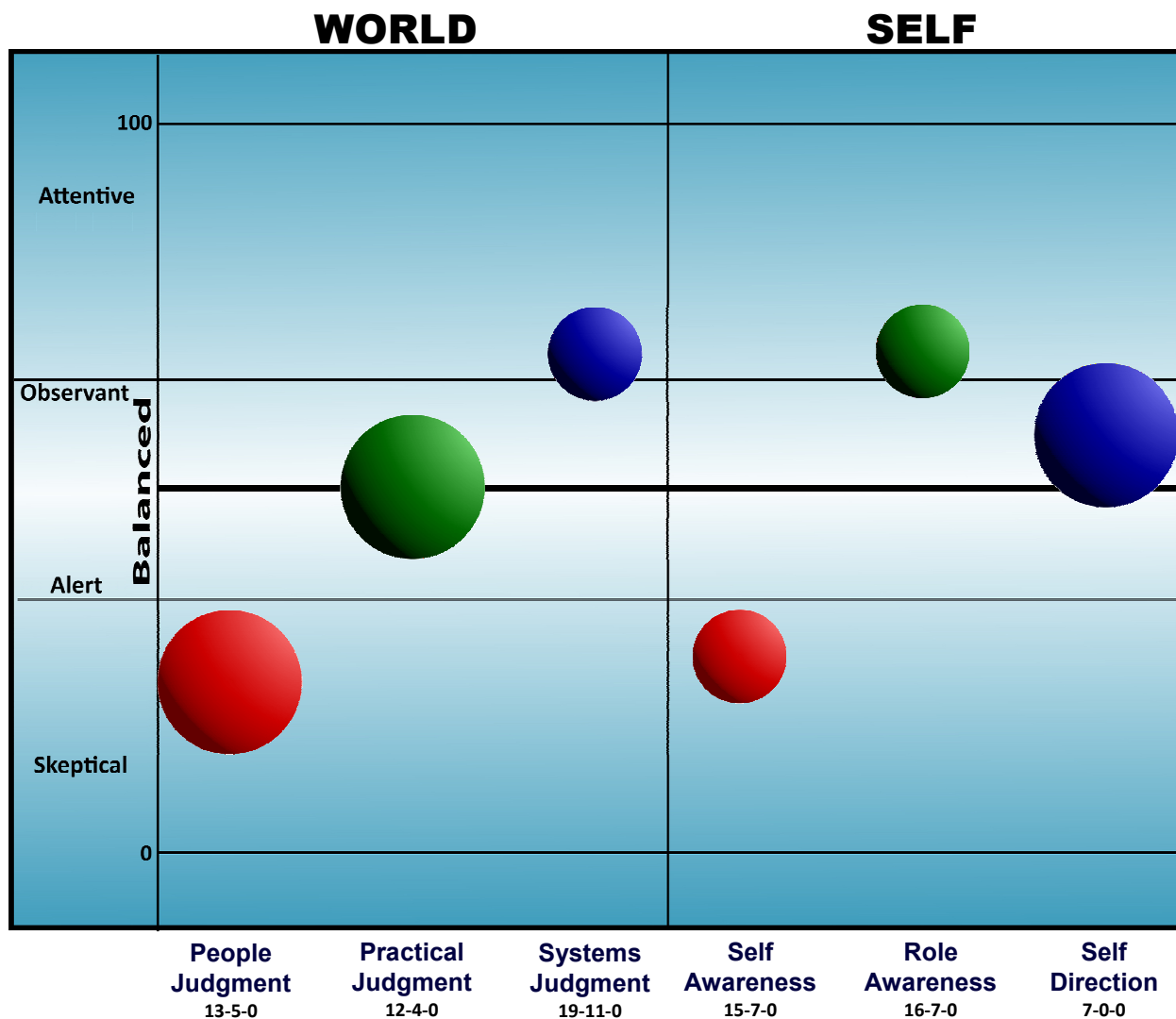
How *Resourceful* are THEY? How well can they sort through the information they receive to set priorities and solve problems?



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.



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, Risks, and Interview Questions

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: 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.

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: 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.

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: This individual has an overly strong sense of self confidence that comes from knowing their role too well. They may tend to over value or be biased towards the image they are presenting in a given situation and will do anything to protect it. In some situations, they may not see a need to own up to problems as this would be admitting they had a problem that may tarnish their image. They want to appear to be great at all times and if they have to step back to think about what needs to change, they are more than likely to point the finger at others instead of owning up.

Interview Questions: Find out how important their present role is to them and how much they identify with the position? Find out what they have done when someone has challenged their ability or status in a position, or has attempted to give them a piece of advice they didn't agree with?

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: This individual may be at risk because they can be very skeptical and cautious toward others. They are resistant to open up to others and tend to be very critical of them and expect the worst. This individual may have a tendency to see only the negative qualities and flaws in others. They will either measure people according to practical results or a high set of standards and expectations. They may also appear to be manipulative of those around them. (**If they are naturally outgoing, you may not notice their critical tendencies in an interview.)

This individual may be at risk because they tend to compare people against a high set of standards. When people do not measure up they can become overly critical of them.

Interview Questions: Find out their approach to working with new people. When they have had to train or manage someone new, do they expect the best? Do they allow for the worst?

How responsive have they been to people under them when they are dealing with personal issues? Are they sensitive to the issue or do they still expect them to meet expectations? Have they ever received any training on how to coach others? What did they pick up from the training and what have they implemented?

How would a previous co-worker or a prior boss describe their ability to give feedback?

When they are training others, do they tend to give strong encouragement even when the person is off the mark or do they tend to jump in with what needs to be fixed? Do they expect others to meet standards and only give feedback when the other individual is not meeting expectations?

Find out what they have done when people do not measure up to their expectations? What were the expectations? How did the individual not meet them? What did they do as a result?

These individuals have a tendency to become micro managers of others, as they may not feel others will complete the work to their standards. Find out how they have managed others in the past. How did they monitor quality of work? How did they communicate their expectations to others? How often did they communicate their expectations to others?

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.

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 relation problems 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 type problem 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 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.

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 know how to prioritize goals to reach the desired outcome because they can pick up on information related to timing and importance.

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 goals.

Interview Questions: You will also want to find out how much time they have spent in the planning and carrying out of 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, what would he or she say and why would they say it?

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 into a preset system? How much of the long term planning was actually done with a team of people?

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 what information 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 came out right? How did they go about solving the problem?

If they had a choice in solving a people problem, a task related 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: 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.

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: 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.

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 because they are easily distracted by their working environment and, as a result, they will often have poor judgment and make poor decisions.

Interview Questions: You may want to ask them to describe a past position that is similar to the one they are trying for and what they found to be the priorities when it came to job tasks. What was most important, and what did they work on to ensure it was completed first. Were there outside issues that kept them from getting things done as planned? How did they overcome them?

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: 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.

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 in this capacity because they are a perfectionist that feels there is only one right way to do something. This strong desire for perfection may lead them to overtly or covertly do their own thing if they disagree with others.

Interview Questions: Have they been in the role of leadership or management to reinforce the rules? If so, how have reinforced them?

What types of situation have they been in before where they have disagreed with the rules or leadership and why? How did they deal with their differences?

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

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: 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.

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