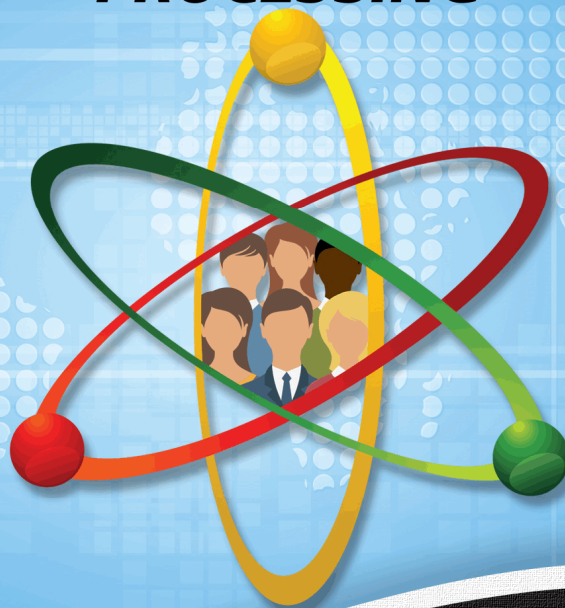


PROCESSING

PASSION

PRESENCE



JUDGMENT *compass* Employability

This Report prepared exclusively for:

Bob Sample

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4/25/2016

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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.

"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.

Bob Sample's Judgment Style

Influencer (Thoughtful Listener)

Problem Solving

They have strong intuitive and common sense ideas for solving problems. They will be very timely and practical in producing solutions, but may want to act without evaluating all potential solutions. They are at their best in crisis situations, but may not be as good in long-term situations. They need to make sure that if they deal with the same problem several times, to take a step back and find out what is causing the problem to prevent it from recurring.

Strengths

- Open to listening and accepting an opposing point of view
- Good team player and sense of duty to serve others
- Able to express personal ideas well
- Strong desire for harmony and people before strategy
- Can develop a sense of trust when communicating with others and make them feel significant

Potential Limitations

- May rely too much on intuitive feelings and let emotion affect judgment in the moment
- May be too overly trusting and spend too much time proving their support
- May put comforting others over action and personal needs and create inner conflict for themselves
- Their enthusiasm in the moment may cause them to rush when presenting information to others
- Can become reactive instead of proactive when dealing with immediate, practical issues
- Possible desire to get their way no matter what when they feel their way is better

Overall Risk Assessment:

	Minimal risk – potential retention risk
X	Minimal risk – explore compatibility with position
	Moderate risk – decide if risk area affects position
	Significant risk – suggest clear understanding of the risk areas and how they affect job, management and culture

Core

X	Minimal risk
	Moderate risk
	Significant risk

People Skills

X	Minimal risk
	Moderate risk
	Significant risk

Problem Solving Skills

X	Minimal risk
	Moderate risk
	Significant risk

Performance Qualities

	Minimal risk
	Moderate risk
X	Significant risk

Approach to Work

	Minimal risk
X	Moderate risk
	Significant risk

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: 972/850

Capacity for Action: Very Good

Core Risk	<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	✓		

Outlook



Processing Style



Internal Tension



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	✓		
Self-Control	✓			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		✓	

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?



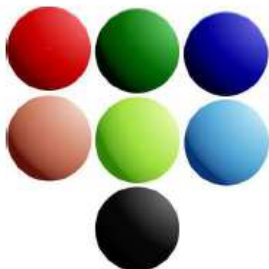
Attentive: Indicates there is a strong draw towards or emphasis on information from this dimension; they will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.

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?

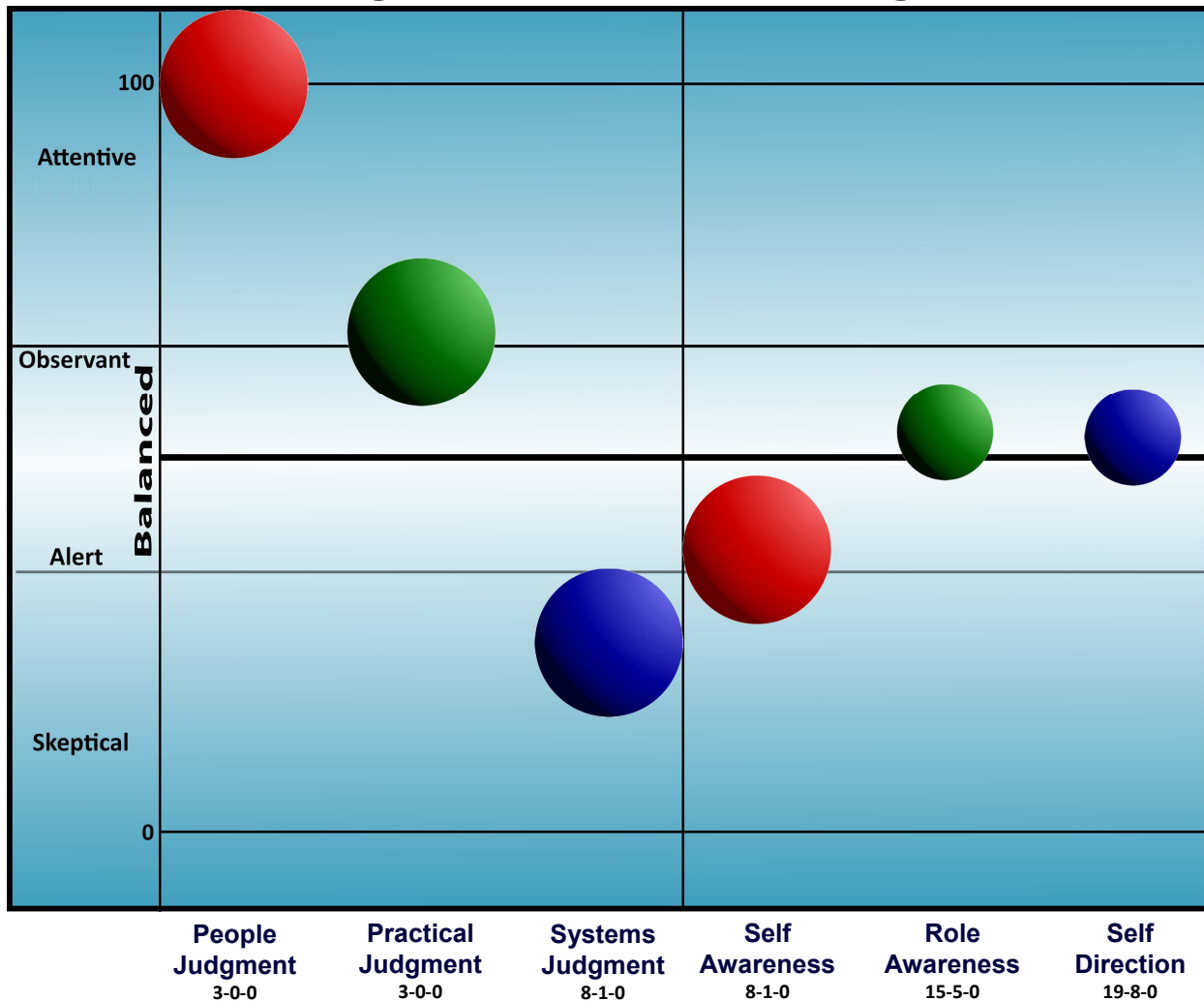


Strong: The more vivid the color the better their ability to utilize the information, see what is important and make good decisions.

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.

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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?.

They do not take time to reflect about themselves. They may have been raised with the idea that it is what you do that counts, not who you are. Their only way to amount to anything was by working hard. They have a very mature understanding of what goes on in the world around them and can solve problems relative to the world. Individuals often have one or more of the following capacities: 1. They are more observant and perceptive about aspects of others and often self-sacrifice to help others. 2. They have a more balanced view of the world around them and are in touch with what is taking place. (and/or) 3. They can be quite good at resolving problems in many situations and for others but not for themselves.

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.

They are a very intuitive person. They may find it easier to be innovative, as long as their intuitions are grounded in some reality.

Internal Tension Slider

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

This individual may find that some situations cause them to lose emotional control when confronting issues within themselves.

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: 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: This individual may be at risk because they have a tendency to be overly optimistic and sensitive to others, both empathizing with them and being concerned about how they are viewed by the other person in return. This will lead them to make more emotional and subjective decisions when it comes to dealing with problems and situations around them when people are involved. They also may be resistant to dealing with potential situations that may create personal conflict.

Interview Questions: Because they hope for the best in others, they may be lenient and give others too many chances to get it right. They may even make excuses to cover for them. Find out how they deal with people who are not living up to company standards. How quickly do they act? How quick are they able to terminate them if they do? Make sure they give specific examples.

They have a strong need to be liked by others which may lead them to put off potential confrontations with others. They do not like to deal with stress or disunity in a relationship. Find out how they have dealt with personal conflict with others in past work experiences. Were they able to approach the other person to resolve the issue? How long did it take?

They may have an issue delegating work to others because they feel they are imposing on them. Find out how well they have been able to assign duties to others in their past positions. Did they just prefer to deal with the work on their own instead of passing the work on?

This individual may be susceptible to being taken advantage of by others. They can be unrealistically optimistic and miss the potential cues of how others may harm them or use them. You will want to find out if they feel they have been burned or blindsided by others that they have worked with in past positions. Find out how many times they have been asked to cover for others. You may want to ask them how they guard themselves from being taken advantage of, or, if they even feel they need to be guarded.

Their ability to form long-lasting relationships with others may be an issue. You will want to check the length of their employment in any given company and the type of relationships they have had with prior bosses and fellow employees.

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: 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: 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.

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: 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.

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: 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.

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 in this capacity because they are too focused on their desire for results. They are so quick to take action that they may not think through all of the consequences of their decisions.

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: Find out if they have ever had to make a quick decision only to discover something later that they missed. If so, what was it? How did they correct the situation? What did they learn from it?

What would a prior boss say about the timeliness and accuracy of their decision-making ability? What would the boss use to support their statements?

You will want to find out how quickly they go about making decisions and the types of things they consider before making them. Be sure that you get them to support their examples with work-specific experiences.

What would a prior boss say about the timeliness and accuracy of their decision-making ability? What would the boss use to support their statements?

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: 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: 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-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.

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.

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.

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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