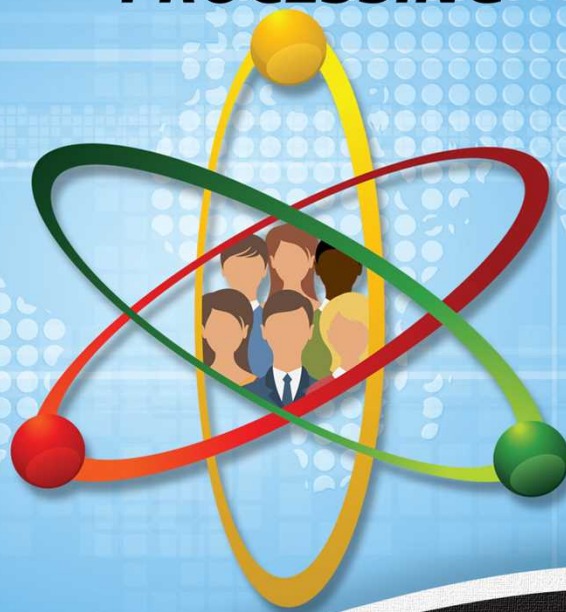


**PROCESSING**

**PASSION**

**PRESENCE**

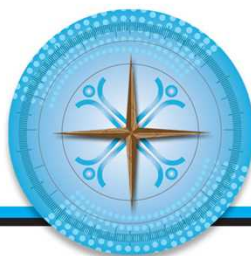


Employability Insights

## Passion, Processing, Presence

**Nancy Sample's Employability Insights Report:**

11/4/2022



## Employability Insights Report – Path to Indepth Understanding

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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.**

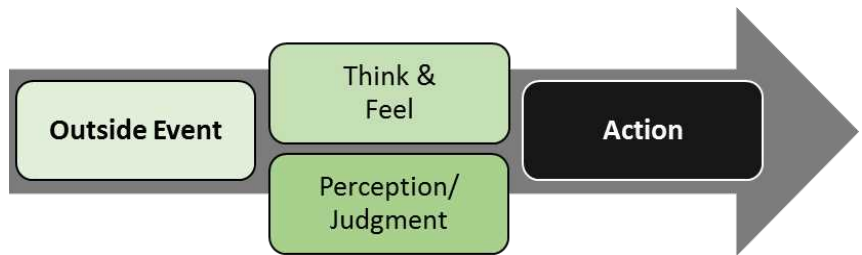
One key to increasing the quality of hire is an in-depth understanding of the applicant. Neuroscience today has been demonstrating over and over again that gaining a detailed perspective of individuals can be transformational in placing people in positions where they are the best suited, engaged, and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

Passions 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 passions and judgment drive behavior and how behavior can help balance out passions and judgment. It provides a summary of the applicant's Passion, DISC and Judgment compass 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, Passion, Processing, and Presence 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.



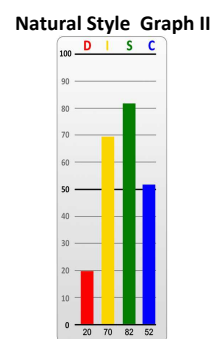
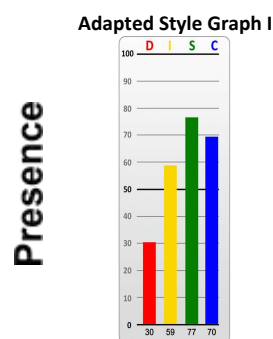
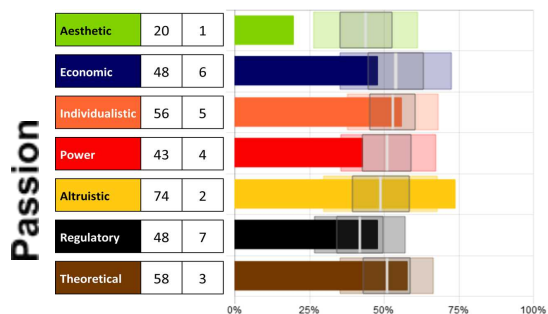
The first section contains their **PASSIONcompass** report. By reviewing this section you will learn their level of passion in the seven dimensions of value. The degree of passion in any of these dimensions provides insight into what drives them and how that relates to the position and culture. The highest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

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

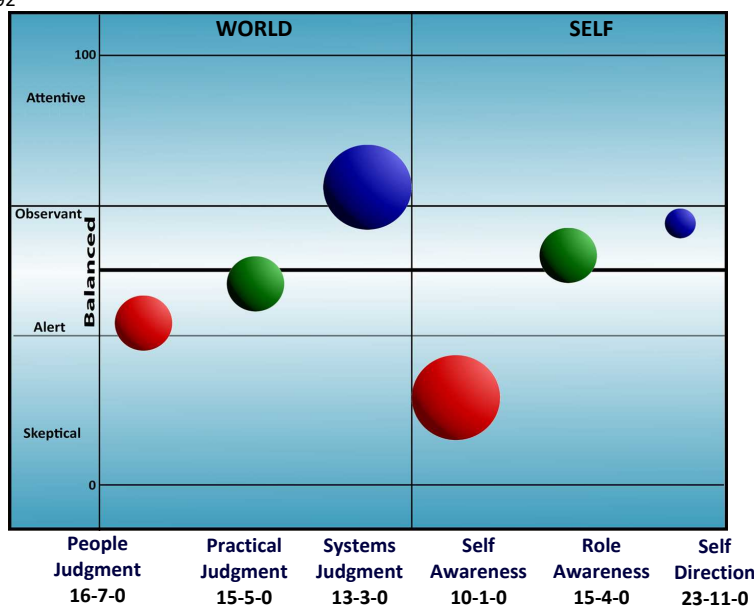
The second section contains their **DISCcompass** report. This section describes their behavioral style and emotional response to the environment and others. Understanding the applicants behavioral style is useful in determining potential success in the position. This particular section can also be used 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 **JUDGMENTcompass** 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.



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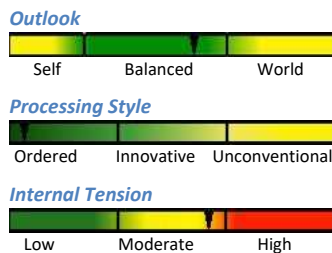


### Judgment Definitions and Legend

Consistency: 831/823

Capacity for Action: Very Good

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



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

## Introduction to **PASSION**compass

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

### Seven Dimensions of Passion



This Passion Index is unique in the marketplace in that it examines seven independent and unique aspects of passion. Most similar instruments only examine six dimensions of passion by combining the Individualistic and Power into one dimension. This Passion 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 passions and drivers.

Understanding a person's passion can be very helpful in understanding potential success or failure in any particular position. This section details the Universal Assets and Driving Intuitions of the applicant giving you an insight into what drives them and will that play into success in the position

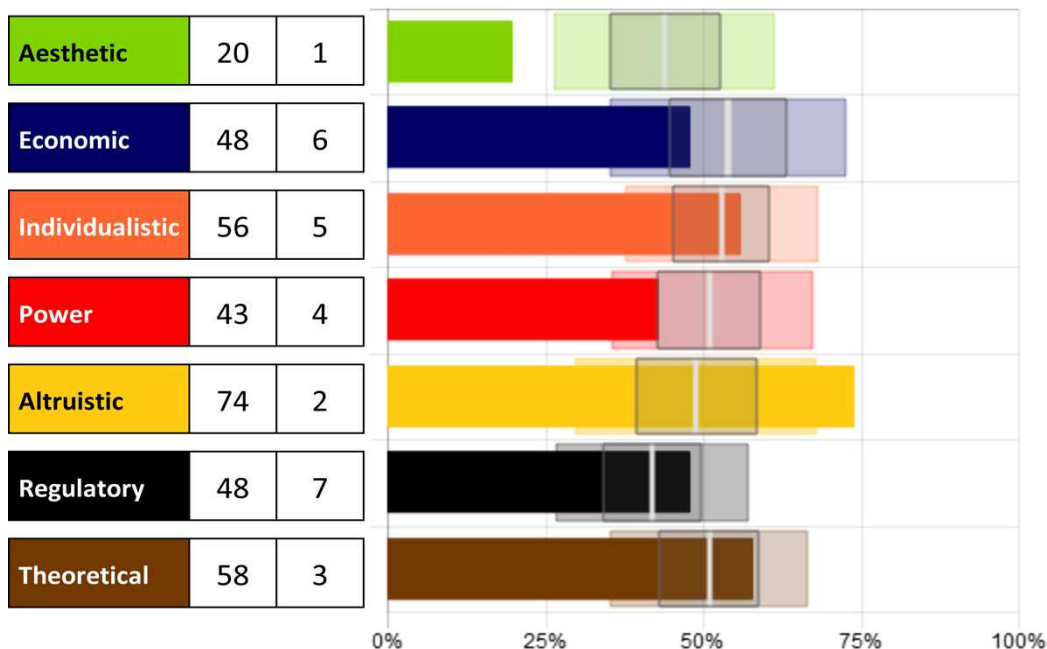
#### A closer look at the seven dimensions

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

It is vital for superior performance to ensure that their passions 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 a return on investment.
-  **Individualistic** - A drive to stand out as independent and unique.
-  **Power** - A drive to be in control or have influence.
-  **Altruistic** - A drive to help others at the expense of self.
-  **Regulatory** - A drive to establish order, routine and structure.
-  **Theoretical** - A drive for knowledge, learning and understanding.

## Executive Summary of Nancy's Passion



### Aesthetic - Very Low

You appreciate real-world approaches and “feet on the ground” thinking and may view those with their “head in the clouds” as impractical.



### Economic - Average

You will balance yourself between being satisfied with what you have and a need for more.



### Individualistic - Average

You can both lead and follow and can be flexible between taking a stand or sitting quietly.



### Power - Average

You can mediate all available ideas without an excessive need to control outcomes.



### Altruistic - Very High

You will seek to benefit others at your own personal expense and may find it very difficult to fight for what you want.



### Regulatory - Average

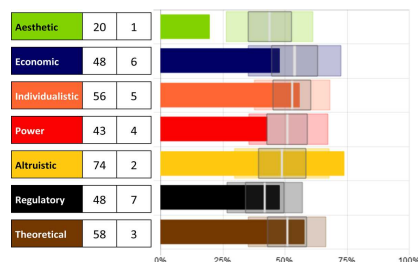
You understand structure but will not be bound by outside ideas if they do not work for you.



### Theoretical - Average

You can rely on both new information and what has worked in the past when making decisions.

## Your Aesthetic Motivator



**The Aesthetic Motivator:** Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, arty, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



### Universal Assets:

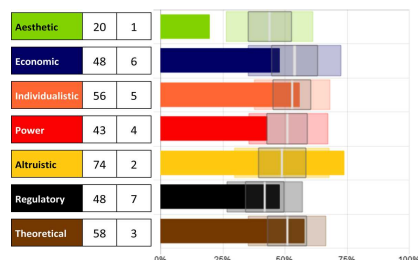
- You are not likely to connect with impractical ideas emotionally or professionally.
- You are a strong advocate of productivity and functional processes, and don't want to waste resources on things that don't affect the bottom line.
- You likely believe creative people waste time and are too focused on non-essentials.
- You may view "feeling good" as a secondary and not a primary driver at work.



### Driving Intuitions:

- You are likely a real-world thinker and may fight as opposed to negotiate to win.
- You are able to stay grounded and remain sensible.
- You tend to take a strong stance on your bottom-line approach to business and functionality; this may put people off.
- Your down-to-earth style aids in your rational approach to life and work.

## Your Economic Motivator



**The Economic Motivator:** The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



### Universal Assets:

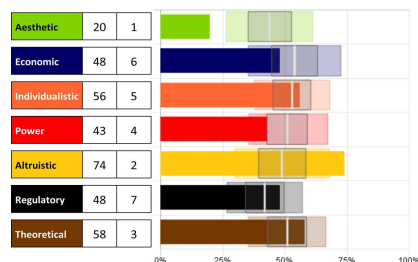
- Your score indicates a balance between being satisfied with what you have and the need for more.
- Your score indicates that there would be no excessive need to win when engaging with others.
- You have the ability to identify with individuals who have both high and low satisfaction rates.
- You may have already achieved substantial economic goals of your own.



### Driving Intuitions:

- You can balance the needs and perspectives of those with different attitudes towards financial gain.
- You're fine with helping others with their projects and initiatives without experiencing to "get yours."
- You do not try to compete to the extent of creating dissension within the group.
- You are likely motivated by more than just personal gain.

## Your Individualistic Motivator



**The Individualistic Motivator:** Need to be seen as autonomous, 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 apart from being told what to do.



### Universal Assets:

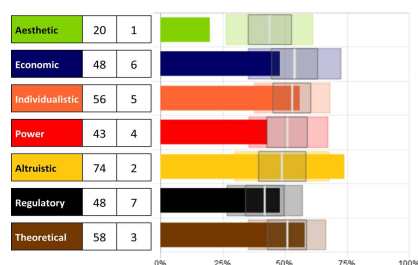
- You won't likely need to be in the limelight or to attract special attention to your contributions.
- When compared to others, you are unlikely to be extreme in your need to be unique or set apart from the crowd.
- Your score indicates a balance between being an individual and a team player.
- You will be happy to yield your position if warranted in an effort to give others a chance at their ideas and contributions.



### Driving Intuitions:

- You are more stable than unpredictable when influencing decisions.
- You can both take a stand or sit quietly depending on what is necessary for accomplishing the task.
- You are flexible and free flowing without an excessive need to be number one.
- You can both lead and follow depending upon the circumstances involved.

## Your Power Motivator



**The Power Motivator:** Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control is often associated with those scoring higher in this motivational dimension.



### Universal Assets:

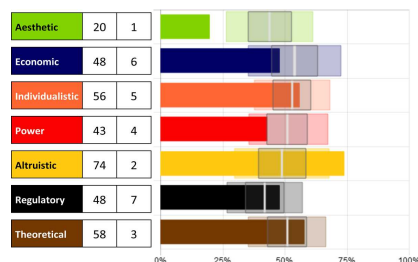
- You're a stabilizing force in normal team operations and will lead if necessary, but you don't need to.
- You are able to understand both aggressive and passive leaders.
- You will likely be on board with leaders who are competent, but may struggle with leaders who seem unskilled.
- You can be both cooperative and competitive depending on the situation at hand.



### Driving Intuitions:

- You can both lead and follow depending upon the circumstances involved.
- You can drive the car or sit in the back seat; you aren't extreme in either mindset.
- You can mediate all available ideas as opposed to only focusing on one.
- You don't need to be in charge, but are willing to take initiative within your area of expertise if necessary.

## Your Altruistic Motivator



**The Altruistic Motivator:** An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



### Universal Assets:

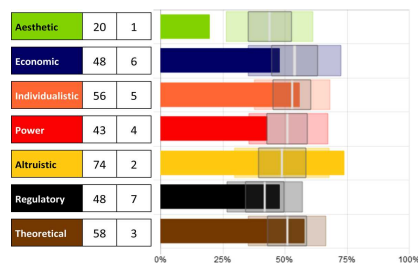
- You will see the value in others much quicker than you will see it in yourself.
- You are mission-minded in your endeavors.
- Your high service ethic allows you to put others first and yourself last.
- When it comes to monetary things, you believe "you can't take it with you."



### Driving Intuitions:

- You are always willing to volunteer your time and efforts to things you believe in.
- You usually treat others with respect and care.
- You are always looking for ways to help.
- People like you are better team players than captains.

## Your Regulatory Motivator



**The Regulatory Motivator:** A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



### Universal Assets:

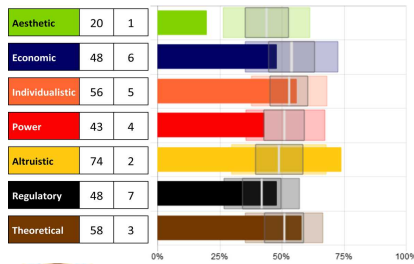
- You have no extremes when it comes to regularity and dependence on methods that work.
- You are generally in the middle when it comes to instructions, protocols, and having to do things a certain way.
- You can challenge rules that do not make any sense to you.
- You'll accept authority, but will not do it blindly especially if the authority figure does not obey their own rules.



### Driving Intuitions:

- You appreciate regularity and structure, but you are not controlled by this need.
- You may have both open and narrow views on many things.
- You are a situational doer, being able to work within established structures or within arenas that may lack guidelines.
- You can be both judgmental and merciful, depending on the situation.

## Your Theoretical Motivator



**The Theoretical Motivator:** The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking (frontal lobe), reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



### Universal Assets:

- You are more of a broad-minded person and less a detailed person when it comes to finding out why.
- Your technical prowess will be limited to the things you love.
- If you have limited patience, you will "cram for the exam."
- You need to know something, not everything.



### Driving Intuitions:

- You will likely pick up on new subjects rather easily.
- You will be versed in a variety of subjects that you care about.
- You can be both practical and theoretical depending on the subject matter.
- You are likely to need some proof when it comes to important beliefs.

## Introduction to DISCcompass™

### 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.

DISCcompass™ identifies patterns of external, observable behaviors using scales of 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 DISCcompass™ is deceptively simple, quickly learned, and easy continuously practice throughout your day.

STYLE	TENDENCIES
<b>Dominance</b>	Tends to be direct and guarded
<b>Influence</b>	Tends to be direct and open
<b>Steadiness</b>	Tends to be indirect and open
<b>Conscientious</b>	Tends to be indirect and guarded

pace

to

DISCcompass™ 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 show sincere interest in others. The key word here is "sincere," as people can often tell when someone is feigning interest. When others remember your interest in them, they'll be more likely to support you in return.

Your responses indicate that you tend to be very inclusive of others on the team. You make certain that each team member feels valued and accepted as a part of the group. This isn't something you've been trained to do, it's something that comes naturally to you. You're most comfortable when everyone else feels comfortable, and you go the extra mile to be certain that everyone feels accepted.

You are ready, willing, and able to help others become more effective and successful. People who score like you tend not to carry hidden agendas and believe that individual success is tied to the results of the team.

Your response pattern indicates that you are an empathic individual with a high degree of sincerity in the things you do and say. You tend to follow through on projects, always doing your homework prior to a meeting or event. You are prepared, and others will notice that.

You generally tend to avoid showing hostility toward others. No good can come from creating dissension -- you realize this, and thus may serve as a model for others in working together effectively. Your ability to calm people who are agitated or angry can assist in defusing such hostility.

Nancy, you have the ability to get along with a wide variety of people. This skill can be leveraged in a variety of ways as a team member and leader. You may find that you get along very well with individuals who may not develop the same rapport with each other. You sometimes serve as a conduit for understanding between those individuals.

Nancy, your response pattern shows that you are able to appropriately handle both the human side and the task side of projects. This strength that can be of great value in a variety of situations. Your patience, coupled with your "people skills," may make you a welcome empathetic presence to your peers.

You have excellent listening skills and are perceived as a person with an active interest in the opinions of others. Your listening style is natural and genuine, and you may frequently find yourself a "sounding board" for team members aware of your ability to listen.

## 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:***

- Variety in work tasks and projects.
- Opportunities to work with people with whom you have developed trust, rapport, and credibility.
- Public recognition for your accomplishments.
- Sincere interest for the people in the workplace.
- A democratic supervisor and participatory management.
- Minimal interpersonal conflict and hostility.
- Encouragement to speak up.

## 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 will readily join outside clubs and organizations to advance personal or team goals.
- A reflective, critical thinker, you are able to comprehend complex or abstract systems and assist with solutions.
- You are able to direct and motivate others while still being sensitive to their needs and concerns.
- You are patient and considerate of others on the team and remain cool-headed under pressure.
- You bring an extensive base of both knowledge and expertise that can be tapped in getting a job done.
- Your people-oriented nature allows you to build large networks of contacts with both internal and external stakeholders.
- Optimistic, enthusiastic, self-motivated and goal-directed, you are often able to spread your self-motivation to others.

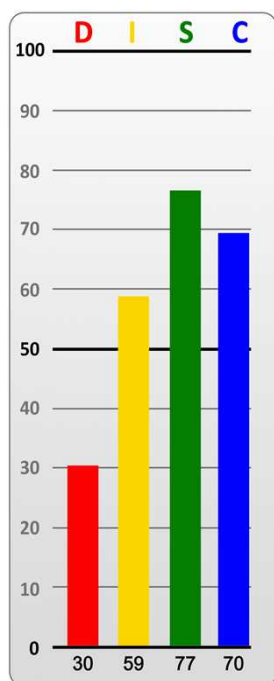
#### ***Applicant's Work Style Tendencies That They Bring to the Job:***

- You are motivated to be a team player who is supportive of team efforts.
- Your approach to the job is systematic, deliberate, and persistent, and you are able to keep others optimistically involved in the process.
- You maintain a stable and predictable pace in completing complex or specialized projects, and demonstrate a tireless work ethic to get the project finished.
- You encourage others and contribute to a positive work atmosphere, making efforts to avoid a climate of hostility or aggression.
- You tend to be very inclusive of others on the team. You make sure that no one feels left out.
- You are ready, willing, and able to help others become more effective and successful.
- You are motivated to demonstrate good organizational skills, and to follow processes through to completion.

## DISCcompass eGraphs for Nancy Sample

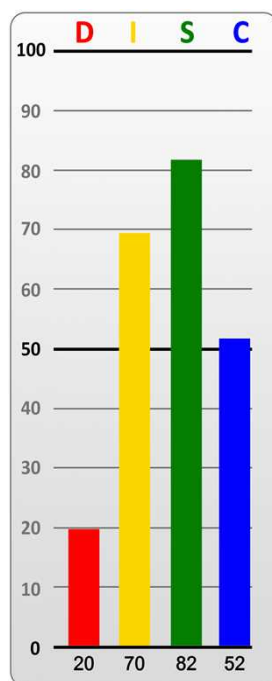
The applicant's Adapted Style is the graph displayed on the left. It is their perception of the behavioral tendencies they think they should use in the selected focus (work, social or family). Keep in mind that this is most likely how they are adapting to their current situation. If it is very different 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**

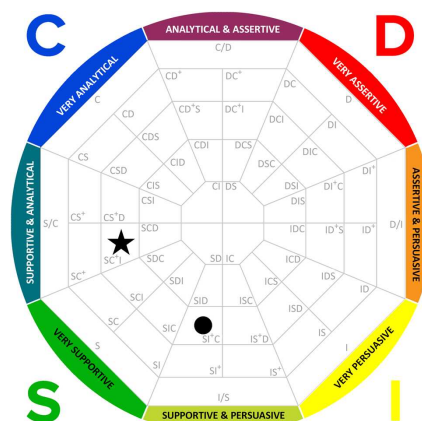


**Pattern: SCi (2455)**

**Natural Style - Graph II**



**Pattern: SIc (1564)**



● = 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.

## 12 Behavioral Tendencies - Summary

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. The following behavioral tendencies are scored based on the way your DISC styles combine and influence one another. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.


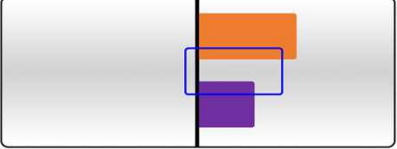
Behaviors	Natural	Adapted
<b>Change Resistance</b> <i>How this individual resists engaging with change.</i>	Reluctant to Change (S)	Reluctant to Change (S)
<b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i>	Relationships-Focused (I)	Relationships-Focused (I)
<b>Prioritizing</b> <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Rules (C)	Rules (C)
<b>Work Process Alignment</b> <i>How this individual focuses on process to follow through on work.</i>	Consistency (S)	Situational
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	Situational	Situational
<b>Careful Decision Making</b> <i>How this individual approaches decisions and actions.</i>	Situational	Situational
<b>Customer &amp; Team Interaction</b> <i>How this individual engages with customers and stakeholders, internal and external.</i>	Situational	Situational
<b>Reasoning</b> <i>How this individual uses evidence to think through and solve problems.</i>	Situational	Situational
<b>Accuracy</b> <i>How this individual focuses on correctness and exactness.</i>	Predictability (S)	Situational
<b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i>	Reserved & Detailed (C)	Reserved & Detailed (C)
<b>Self-Reliance</b> <i>How this individual works within a team.</i>	Collaborative (I)	Collaborative (I)
<b>Personal Drive</b> <i>How this individual's own goals move things forward.</i>	Others-driven (S)	Others-driven (S)

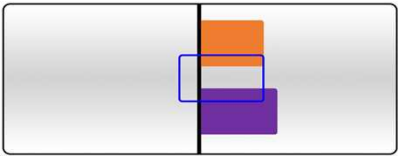
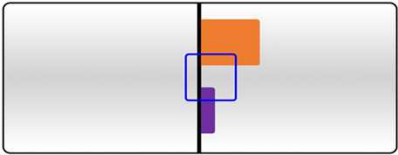
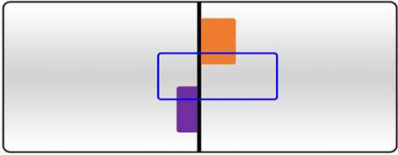
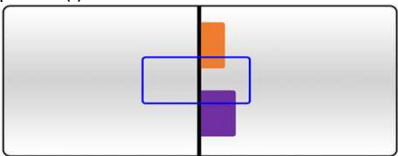
## 12 Behavioral Tendencies – Details & Graphs

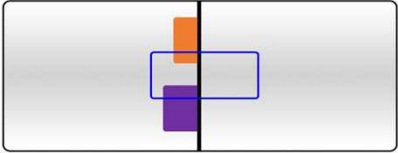
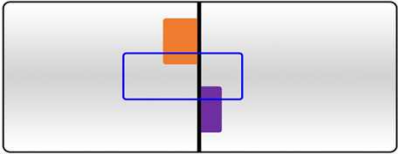
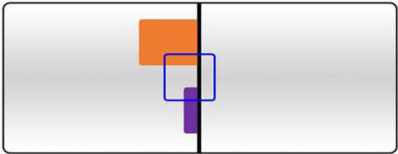
For each of the 12, you will see a graph and personalized statement for your Natural and Adapted style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

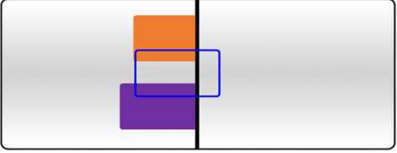
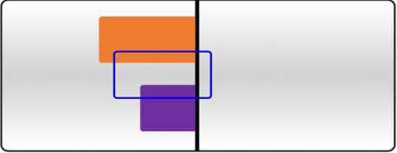
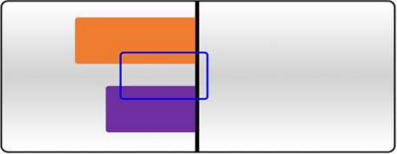
### Interpretation Notes:

1. **Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
  - **HI** – Clearly observed in most situations, seen more often
  - **HM** – Frequently observed in many situations
  - **MOD** – May or may not be observed depending on the situation
  - **LM** – Sometimes observed in some situations
  - **LOW** – Absence of the behavior in most situations
2. **Direction of your score** – As the graph moves to the right or left, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
3. **General Population Comparison** – The blue box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

	Situational
<p><b>Change Resistance</b></p> <p><b>Natural (HI):</b> You are reluctant to embrace change unless you can prepare for it and understand all expectations and reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit</p> <p><b>Adapted (HM):</b> You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit</p>	<p>Drives Change (D)      Reluctant to Change (S)</p> 
<p><b>Building Rapport</b></p> <p><b>Natural (HM):</b> You are somewhat social and more likely to focus on building relationship and making connections, rather than accomplishing a goal or completing a task. Don't forget that sometimes there are things to be done.</p> <p><b>Adapted (HM):</b> Consistent with natural style</p>	<p>Results-Focused (D)      Relationships-Focused (I)</p> 

<p style="text-align: center;"><b>Prioritizing</b></p> <p><b>Natural (HM):</b> You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.</p> <p><b>Adapted (HM):</b> Consistent with natural style</p>	<p style="text-align: center;"><b>Situational</b></p> <p>Results (D) Rules (C)</p> 
<p style="text-align: center;"><b>Work Process Alignment</b></p> <p><b>Natural (HM):</b> Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.</p> <p><b>Adapted (MOD):</b> Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.</p>	<p>Accuracy (C) Consistency (S)</p> 
<p style="text-align: center;"><b>Expressing Openness</b></p> <p><b>Natural (MOD):</b> Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p>Structural (C) Social (I)</p> 
<p style="text-align: center;"><b>Careful Decision Making</b></p> <p><b>Natural (MOD):</b> You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p>Impulsive (I) Cautious (S)</p> 

<p style="text-align: center;"><b>Customer &amp; Team Interaction</b></p> <p><b>Natural (MOD):</b> You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p style="text-align: center;"><b>Situational</b></p> <div style="display: flex; justify-content: space-between; padding: 5px;"> <span>Supporting (S)</span> <span>Engaging (I)</span> </div> 
<p style="text-align: center;"><b>Reasoning</b></p> <p><b>Natural (MOD):</b> You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<div style="display: flex; justify-content: space-between; padding: 5px;"> <span>Intuition-based (I)</span> <span>Evidence-based (C)</span> </div> 
<p style="text-align: center;"><b>Accuracy</b></p> <p><b>Natural (LM):</b> Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.</p> <p><b>Adapted (MOD):</b> Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.</p>	<div style="display: flex; justify-content: space-between; padding: 5px;"> <span>Predictability (S)</span> <span>Precision (C)</span> </div> 

	Situational
<p><b>Providing Instruction</b></p> <p><b>Natural (LM):</b> You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.</p> <p><b>Adapted (LM):</b> Consistent with natural style</p>	<p>Reserved &amp; Detailed (C)      Directive &amp; Compulsive (D)</p> 
<p><b>Self-Reliance</b></p> <p><b>Natural (LM):</b> You are quite attentive to involving others, preferring to reach results together, which may impact efficiency. You will likely do your best work in collaboration with others. Be aware that too much interaction may cause some delays in productivity or efficiency.</p> <p><b>Adapted (LM):</b> Consistent with natural style</p>	<p>Collaborative (I)      Directive (D)</p> 
<p><b>Personal Drive</b></p> <p><b>Natural (LOW):</b> Your determination is very steady, very supportive and less urgent, highly driven by considering relationship consequences before taking action. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p> <p><b>Adapted (LM):</b> Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.</p>	<p>Others-driven (S)      Self-Driven (D)</p> 

## DISCcompass™

The DISCcompass 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 plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D 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  
Trusts in the Value of  
Structure, Standards &  
Order. Sees the value of  
"Rules".

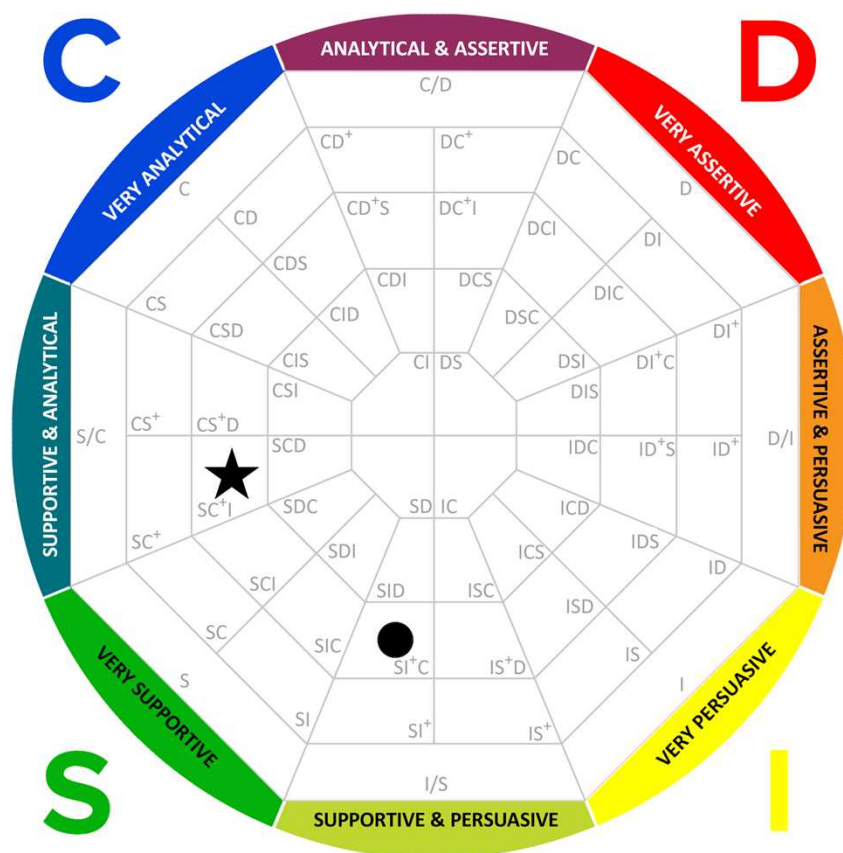
Balances & Values Data  
& Diplomacy, Mindful of  
the "Rules". Will be Goal  
Focused, Dislikes  
Confusion and  
Ambiguity.

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

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

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



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

● = Natural Behavioral Style

★ = Adapted Behavioral Style

11/4/2022

## Introduction to JUDGMENT<sup>compass</sup>

### 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.

## Nancy Sample's Judgment Style

### Regulator (Logical Thinker)

#### Problem Solving

They are good at evaluating information that is given to them by others. They like to get a full conceptual understanding of an issue or problem before making plans and strategies to solve them. When they feel they have a solution in mind, their overconfidence may lead to an overestimation of their ability to actually complete the work. They like to have order and consistency and plenty of time to reach a solution. They may be challenged when put under a short time limit.

#### Strengths

- They like clear communication and focus on being organized and logical in their presentations and communication with others
- They like to have a clear organized plan for handling another person's questions, issues or problems
- They are proactive and like to plan for and anticipate consequences of decisions and actions before they are taken
- They will be logical and objective when handling problems presented by others
- They are very selective in the type of leadership they like to be under and the way they like to be led

#### Potential Limitations

- Their strong need for organizing and planning may lead others to think they are unresponsive to other people's personal needs and interests
- They can be impatient or critical of others who question their ideas and point of view
- They can have a natural bias to only see what they are looking for and may overlook non-verbal signals that do not match their predetermined expectations
- They can get caught up in too many details when talking about issues they are passionate about
- They tend to have perfectionistic and potentially unrealistic expectations and timelines for implementation of solutions and may promise more than can be delivered realistically

#### Overall Risk Assessment:

	Minimal risk – potential retention risk
	Minimal risk – explore compatibility with position
X	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

	Minimal risk
X	Moderate risk
	Significant risk

#### Problem Solving Skills

	Minimal risk
X	Moderate risk
	Significant risk

#### Performance Qualities

	Minimal risk
X	Moderate risk
	Significant risk

#### Approach to Work

	Minimal risk
	Moderate risk
X	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: 831/823

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>
<b>People Skills</b>				<b>Problem Solving Skills</b>			
Assessment of People		✓		Integrated Judgment Capacity			✓
Sensitivity To Others		✓		Practical Thinking	✓		
Interpersonal Potential	✓			Strategic Planning Ability	✓		
Self-Control		✓		Overall Problem Solving Ability		✓	
<b>Performance Qualities</b>				<b>Approach to Work</b>			
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.

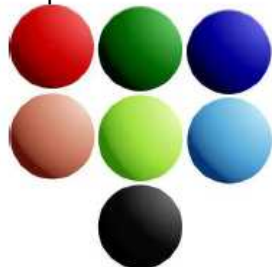
**Observant:** Indicates a more balanced attention towards information from the dimension and a greater tendency to see both its positive and negative aspects.

**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?

People Task Structure

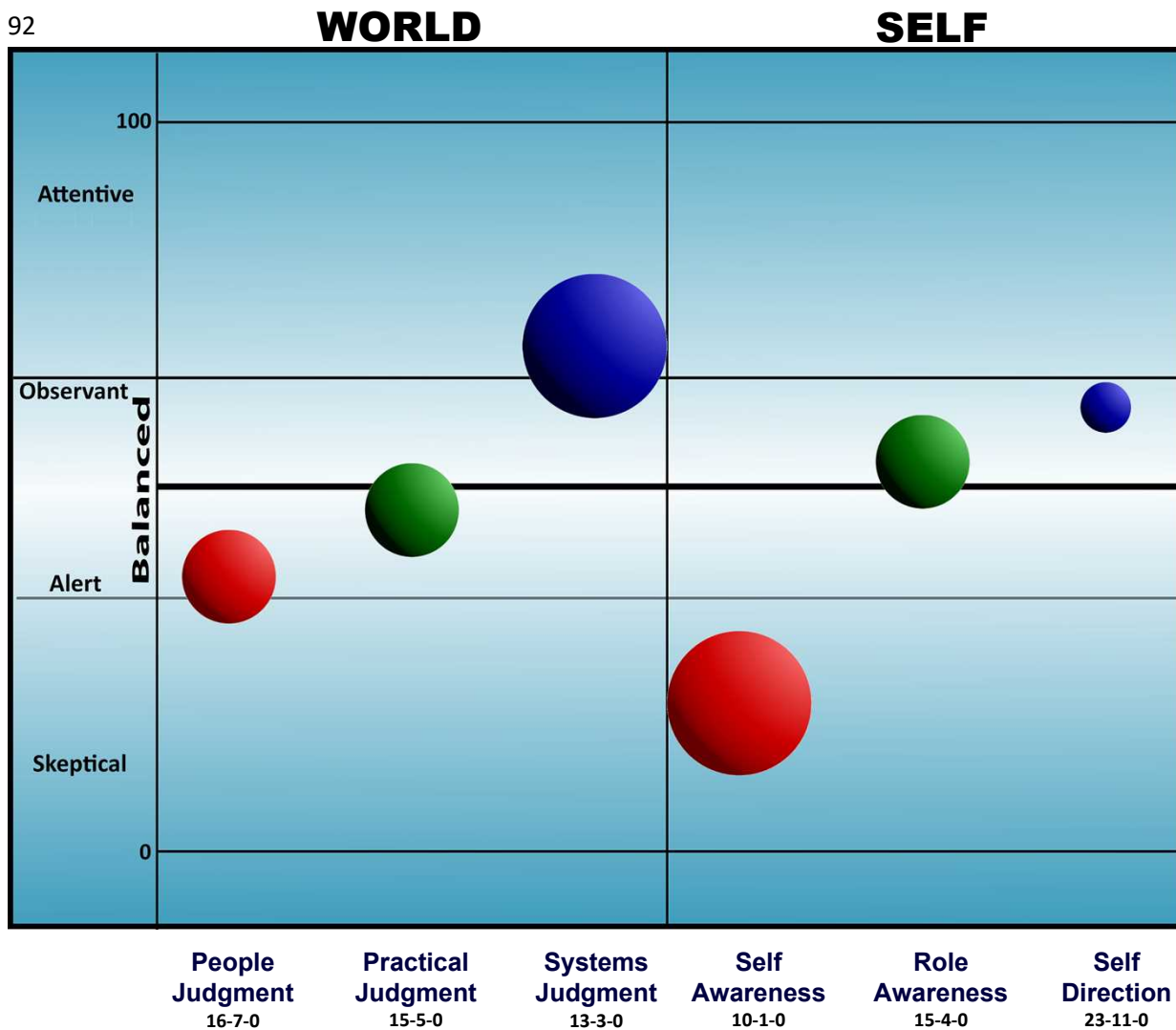


**Strong:** The more vivid the color the better their ability to utilize the information, see what is important and make good decisions.

**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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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 that it is important to not only self-reflect, but to also keep tabs on what is happening in the world around you. You have the ability to step back and reflect on what is happening around you and you will potentially see how what you do affects the world around you and how the world affects you.

### 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 structured in your thinking and like to see things in black and white this may make it difficult for you to be innovative at times.

### Internal Tension Slider

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

You may find that some situations cause you to lose emotional control when confronting issues within yourself. Keep track of your internal dialog and find out what you are telling yourself when you make a mistake. If you

realistically rewrite the negative statements and expectations you have into a more proactive and outcome oriented statements, you will find you are more productive and engaged. Reduce Stink'n Think'n!

## 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:** This individual may be at risk because they tend to be disorganized and may not pay attention to what is important in their work environment. As a result, things will tend to break down due to lack of proper maintenance and care. They may also be unaware of safety concerns.

**Interview Questions:** Find out in their last position, what type of responsibilities they may have had to keep up with or maintain office equipment such as computers and printers, tools and light machinery, vehicles and heavy construction equipment. If this is important in your position it is critical to understand how serious this risk is for this candidate.

Find out If they have had something break down at work before. How did they handle it? What did they do? Could they see the cause of the breakdown?

If you were to ask a prior boss about their ability to follow company rules about equipment, ask: What would their prior boss say and why would they say it? Have them give examples.

## 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:** This individual may be at risk because they have a difficult time being realistic of others' abilities. They may see only the positive or negative qualities and have a tendency to blow them out of proportion. Their unrealistic expectations may interfere with their ability to form strong relationships and manage others.

**Interview Questions:** Ask them to tell you about a prior boss and/or fellow employee they really connected with and what they liked about them. Then ask about a boss and/or fellow employee that bothered them and why. This may give you a greater indication as to how positively or negatively they view others.

Ask them to describe the characteristics of their best boss and what they liked most about them. Find out about their worst boss and what bothered them. This may give you a greater indication as to how they positively or negatively assess others in leadership roles.

The ability to form long-lasting relationships with others can 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.

## 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 opening 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 to 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? Would they describe them as a tough boss who set high expectations? How would their co-worker or prior boss describe how they responded when things didn't go according to plan?

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?

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 had with prior bosses and fellow employees.

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 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.

## 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:** 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:** 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:** 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:** 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.

**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?

## 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.

**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.

## 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:** This individual may be at risk because they either do not like some aspect of their current position, have been through many changes in their current position, or are not able to figure out the priorities of their current position. This risk needs to be explored carefully, as people may not take pride in their current position for very specific reasons that are beyond their control. If the cause of their stress in the current position would exist in the position within your company, their performance issues are likely to continue. If the cause of the stress is very specific to their current position, they may still do well in your company if they have a realistic understanding of the position they are applying for.

**Interview Questions:** Have them describe what they like best about their current position and what you would like to change about this position? (If they are out of work right now, ask them about the last position they held.) Be sure to ask them to describe what they like(d) or dislike(d) about their job in enough detail that you understand why and relate their responses to both your current culture and the position you are considering them for.

How do they view the responsibilities of the position they are applying for? How does it compare to their "ideal position"? What are they hoping to learn from this position that they have not been able to learn in prior

positions? (The more realistic their expectations are, and the closer it comes to their ideal position, the more pride they will take in their work.)

You may also ask them to describe their ideal position. What responsibilities would it entail? What tasks would they do? What would they spend their time doing? What type of supervision would they like? Have they ever been in a position that came close to their expectations?

## 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:** This individual may be at risk in this area because they lack the resolve to keep pushing ahead, despite personal problems and setbacks, or they have a tendency to set unrealistic expectations for themselves.

**Interview Questions:** You may want to find out what the most recent challenge they have faced is and how they managed to get past it to reach their goal. A lack of challenge may either be an indication that they do not set goals, they cannot see challenges, they do not want to overcome them or they don't know how.

You will want to get an idea of the greatest challenge they have ever had to overcome to reach a goal. How difficult was the challenge and what did they have to do to overcome it?

You will want to get an idea of what types of goals they have set for themselves. Are they challenging? Are they reachable? Are they fulfilling? What are they looking forward to when they accomplish them?

## 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 they reinforced them?

What types of situations 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:** 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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