

**PROCESSING**

**PASSION**



**PRESENCE**

Employability Insights

## Passion, Processing, Presence

**Example's Employability Insights Report:**

5/11/2020

[Company name]



## 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.**

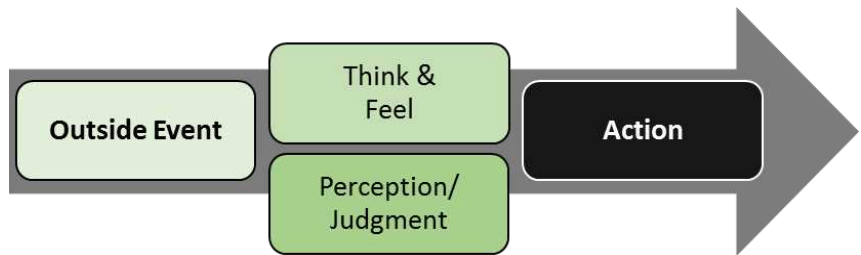
One key to increasing the quality of hire is an in-depth understanding of the applicant. Neuroscience today has been demonstrating over and over again that gaining a detailed perspective of individuals can be transformational in placing people in positions where they are the best suited, engaged, and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



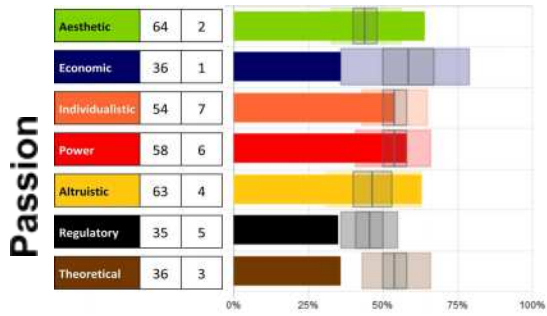
The first section contains their **PASSIONcompass** report. By reviewing this section you will learn their level of passion in the seven dimensions of value. The degree of passion in any of these dimensions provides insight into what drives them and how that relates to the position and culture. The highest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

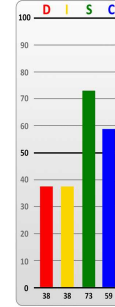


The third section contains their **JUDGMENTcompass** report. This is where you discover how they evaluate information and where they focus their attention. This is the realm of processing, how they perceive people, how they determine immediate needs, and how they see the absolutes and conceptual rules 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.

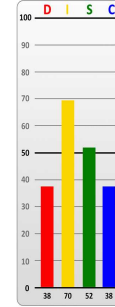


Presence

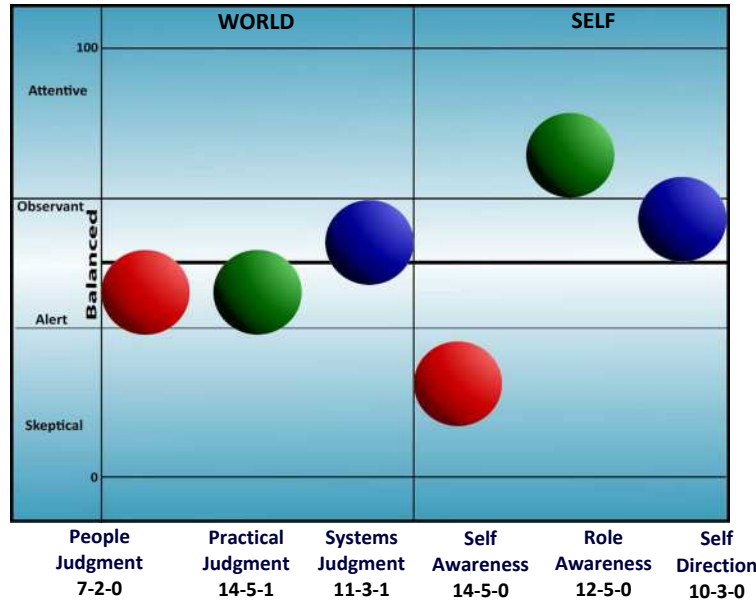
Adapted Style Graph I



Natural Style Graph II



89

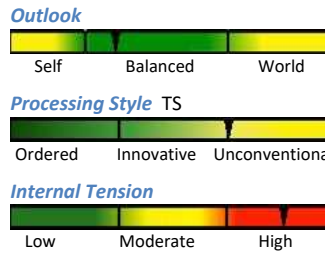


Judgment Definitions and Legend

Consistency: 895/877

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>	Low	Fair	High	<b>Problem Solving Skills</b>	Low	Fair	High
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>	Low	Fair	High	<b>Approach to Work</b>	Low	Fair	High
Outcome Orientation		✓		Pride in Work Quality	✓		
Trainability		✓		Determination	✓		
Focus	✓			Acceptance of Leadership & Rules	✓		
Self-Confidence		✓		Goal Setting Skills	✓		

## Introduction to PASSIONcompass

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

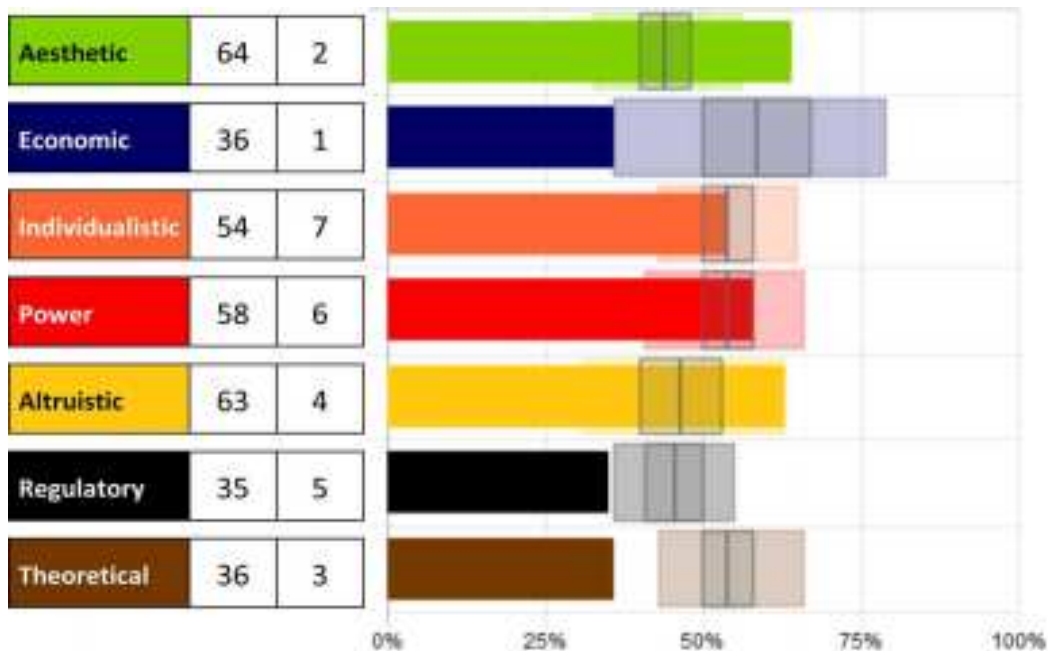
#### A closer look at the seven dimensions

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 Ravishankar's Passion



### **Aesthetic - Very High**

You tend to think “alternatively” and will likely seek personal fulfillment, creative alternatives, and peace of mind rather than the status quo.



### **Economic - Low**

You are not driven by monetary rewards or being “first” and may lack the emotional initiative necessary to compete with those around you.



### **Individualistic - Average**

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



### **Power - High**

You will endeavor to own the roles and responsibilities under your leadership and control.



### **Altruistic - High**

You connect personally before connecting professionally and are always willing to lend a hand.



### **Regulatory - Low**

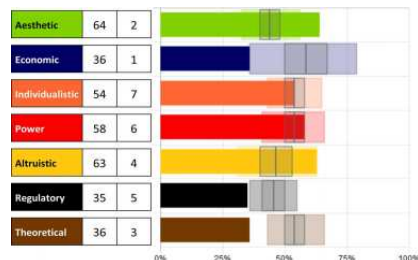
You believe there’s always another way when the current situation changes or roadblocks are apparent.



### **Theoretical - Very Low**

You will tend to skip over information you consider unnecessary and will rely solely on what you already know.

## 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:

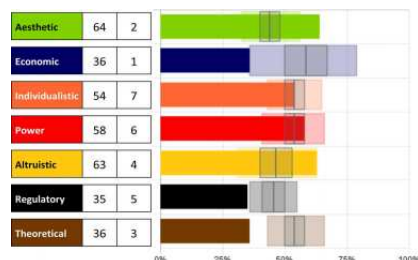
- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.
- You show a very strong desire for expressing your talents and fulfilling your dreams.
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You will have a hyper awareness of your surroundings and they will need to "feel" right.



### Driving Intuitions:

- You will see things differently than most because your insights are intuitive, like seeing the rainbow in a prism.
- You like to uncover, discover, and recover creative ideas and solutions.
- You may demonstrate a very high personal and professional regard for the feelings and emotions of those outside the machine.
- You believe in giving your energy and not taking up space.

## 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:

- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.
- You are not driven by monetary rewards and competitive frameworks.
- You may believe money is for spending on things you want.
- You score in a range that indicates a lower interest in gaining material wealth.

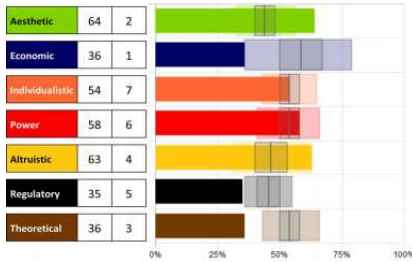


### Driving Intuitions:

- You rarely (if ever) look at a project with a "what's in it for me" perspective.
- You see a much wider spectrum of the picture, not just your own needs.
- You are sensitive and responsive to the "people-side" of work related activities.
- To you, monetary compensation is a basic function, you may look elsewhere for higher levels of value.



## 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:

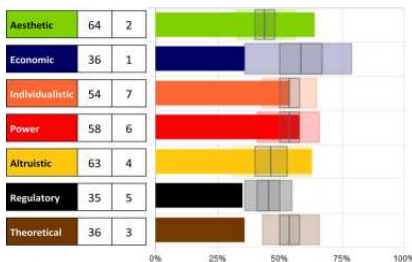
- You will be happy to yield your position if warranted in an effort to give others a chance at their ideas and contributions.
- When compared to others, you are unlikely to be extreme in your need to be unique or set apart from the crowd.
- Your score indicates a balance between being an individual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



### Driving Intuitions:

- You are flexible and free flowing without an excessive need to be number one.
- 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 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:

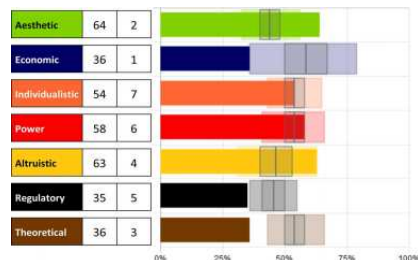
- You need to direct and control subordinates as opposed to letting them control themselves.
- You feel like you always deserve an opportunity.
- You may take responsibility when necessary; you likely won't wait for someone else to step in.
- You enjoy making your own decisions or calling your own shots.



### Driving Intuitions:

- You may get angry or agitated quickly with slow moving people and will nudge them forward.
- You won't mind owning your roles within the workplace and handle everything associated with them.
- You will likely advance quickly within your area of expertise.
- You are likely to look for leadership roles within group settings.

## 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:

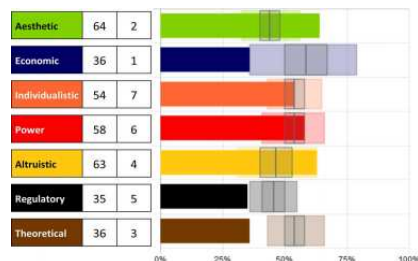
- You will usually see others needs as being more important than your own.
- You connect personally before you connect professionally with most people.
- You might rather give something away as opposed to sell it for profit.
- You will appreciate kind, selfless, and good-hearted people.



### Driving Intuitions:

- You are often willing to volunteer your time and efforts for things you believe in.
- You treat others with respect and care.
- You are far more open to the needs of others and may spend much of your time in response to them.
- Your ambitions are typically focused on other and not yourselves.

## 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:

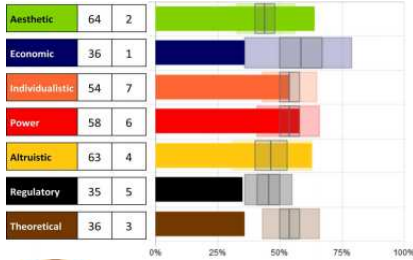
- You might imagine jumping off a cliff and building your wings on the way down.
- You likely have many questions and will do whatever it takes to get them answered.
- You probably don't appreciate being told what to do or handholding.
- Once you know what to do, you'll pull the trigger and not worry about the consequences.



### Driving Intuitions:

- There's always another way when the current situation changes.
- You are not narrow-minded.
- You believe in freedom to express ideas.
- You likely don't want to wait for permission to do things you believe need to be done.

## 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 likely a hands-on learner with strong imagination.
- You may want to skip learning "everything" in order to get to the most important information.
- You will not likely spend resources on continuing education.
- You probably look for the road of least resistance.



### Driving Intuitions:

- You are more than likely highly adaptive and intuitive.
- The end probably justifies the means.
- You believe in freedom to express progressive ideas.
- You believe mistakes are normal and part of the learning process.

## 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 to 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

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 have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifespaces, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

Ravishankar, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

You show a rare ability to get along with a wide variety of people. This comes from both your sincere interest in people and from your inherent patience in working with others. You may be able to bring various individuals together who might not otherwise cooperate.

Others may tend to seek you out for assistance or advice. This is because they perceive you as being sensitive to their needs, and because you provide a stable and consistent point of view for them. You may be seen as a coach or counselor that they can count on to listen to ideas and input. That's good, as long as it doesn't hamper your ability to complete your own tasks.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.

With regard to decision making, you tend to listen carefully to alternatives before making a judgment. The decisions you tend to make are not knee-jerk or crisis reactions, but rather thoughtful deliberations taken in a manner that considers the full scope of outcomes. This doesn't mean that all of your decisions are necessarily correct, just that they are informed.

## Ideal Work Environment

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

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

- A favorable working climate containing positive attitudes and optimistic spirit.
- A participatory manager or board with whom a democratic relationship has been established.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- A job culture where there is little hostility, confrontation, anger, or pressure.
- Support and appreciation of your individual efforts.

## Strengths

### What They Bring to the Organization

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

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

- You are able to reach goals by working with and supporting the efforts of others on the team.
- Your strong optimism helps motivate the team toward their goals.
- Your excellent listening style stands as a model for others to observe and follow.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You demonstrate a high degree of patience in working with others.
- You possess a positive sense of humor and never make jokes at the expense of others.
- You are able to build positive relationships with internal and external stakeholders.

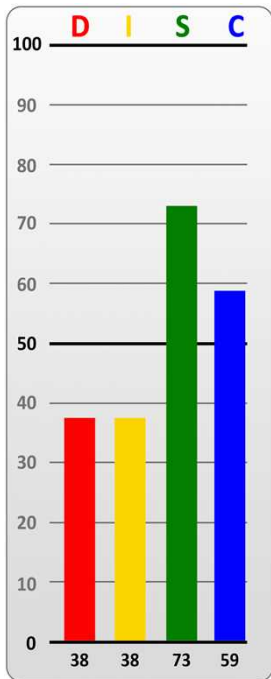
#### ***Applicant's Work Style Tendencies That They Bring to the Job:***

- You are perceived by others on the team as a good listener.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- At work, you tend to have a "long fuse," and are not easily angered, although you may take some of the anger home to vent.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- On the job, you have a strong need to be patient, polite, and create an environment of good-will for internal and external stakeholders.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- You meet new people easily and prefer networking with others rather than working in solitary conditions.

## DISCcompass eGraphs for Example

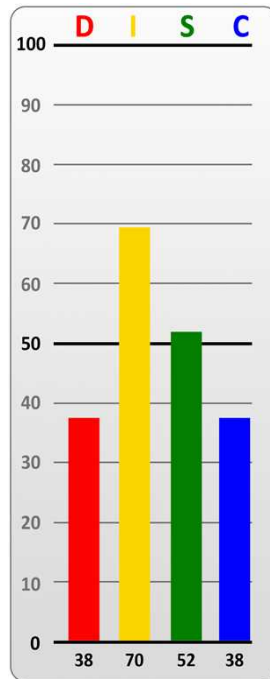
The applicant's Adapted Style is the graph displayed on the left. It is their perception of the behavioral tendencies they think they should use in the selected focus (work, social or family). Keep in mind that this is most likely how they are adapting to their current situation. If it is very different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

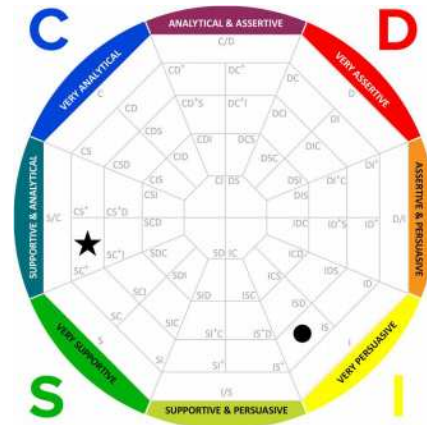


**Pattern: Sc (3354)**

**Natural Style - Graph II**



**Pattern: Is (3543)**



- = 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.

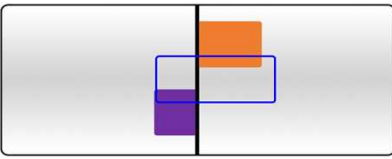
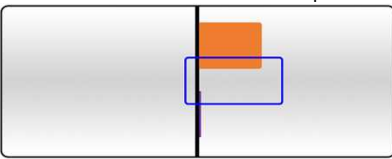
<b>Behaviors</b>	<b>Natural</b>	<b>Adapted</b>
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	<b>Social</b>	<b>Structural</b>
<b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i>	<b>Relationships-Focused</b>	<b>Situational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

## 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:

- 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
- 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.
- General Population Comparison** – The blue box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

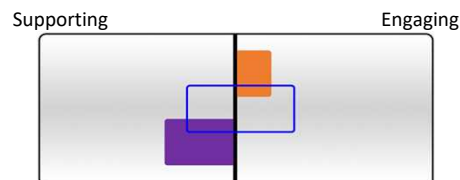
<p style="text-align: center;"><b>Expressing Openness</b></p> <p><b>Natural (HM):</b> You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.</p> <p><b>Adapted (LM):</b> You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.</p>	<p style="text-align: center;"><b>Situational</b></p> <div style="display: flex; justify-content: space-between;"> <span>Structural</span> <span>Social</span> </div>  <p>The graph shows a horizontal axis from Structural to Social. A vertical line is at the center. An orange bar is positioned in the Social range, and a blue box highlights the area around the center.</p>
<p style="text-align: center;"><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 (MOD):</b> Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!</p>	<div style="display: flex; justify-content: space-between;"> <span>Results-Focused</span> <span>Relationships-Focused</span> </div>  <p>The graph shows a horizontal axis from Results-Focused to Relationships-Focused. A vertical line is at the center. An orange bar is positioned in the Relationships-Focused range, and a blue box highlights the area around the center.</p>

**Situational**

**Customer & Team Interaction**

**Natural (MOD):** 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.

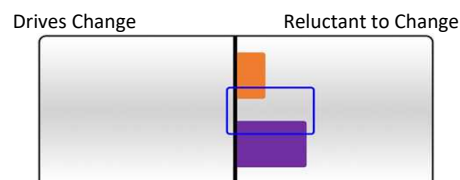
**Adapted (LM):** You are likely to focus on providing support and a calming presence to others, often caring for their needs in a way that builds trust and confidence in your service. You are more likely to do whatever you can to make sure others are taken care of and get what they require. It is important to also be attentive to the needs of the business too.



**Change Resistance**

**Natural (MOD):** You can be slow to accept or embrace change or more committed to your own thoughts and ideas during times of change, depending on the level of risk and expected outcome. There may be times when you actively accept and engage in change and other times you feel like more information and planning would be beneficial. You are likely to be on board, as long as things make sense.

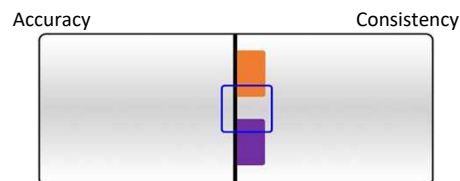
**Adapted (HM):** You are somewhat change oriented as long as you can prepare for it and understand the expectations associated as well as the reasons for the needed adjustments. You are likely to respond/interact in change by building understanding first, and then planning how to successfully navigate what may come. You won't always have time to fully prepare so flexibility and openness can be a benefit



**Work Process Alignment**

**Natural (MOD):** 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.

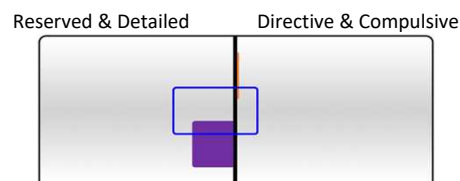
**Adapted (MOD):** Consistent with natural style



**Providing Instruction**

**Natural (MOD):** You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

**Adapted (LM):** 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.

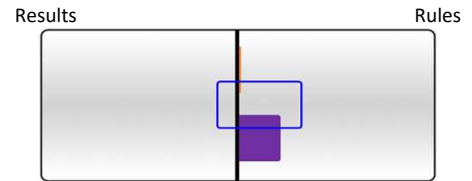


**Situational**

**Prioritizing**

**Natural (MOD):** You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.

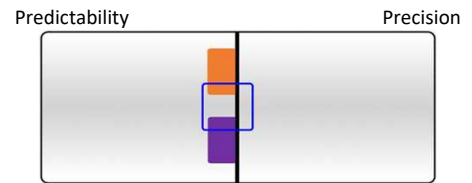
**Adapted (HM):** You often focus on following established structural and procedural guidelines to ensure high-quality outcomes with great importance on accuracy, order and precision. You are likely to prioritize the rules rather than the results. While the rules and procedures are a key component to success and what should take precedence, be sure you know what the end result should be.



**Accuracy**

**Natural (MOD):** 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 like have more positive outcomes when using balanced planning.

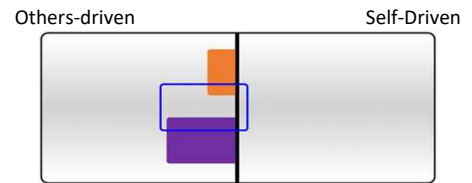
**Adapted (MOD):** Consistent with natural style



**Personal Drive**

**Natural (MOD):** Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the process.

**Adapted (LM):** Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely by 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.



<b>Situational</b>	
<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 (HM):</b> You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.</p>	<p style="text-align: center;">Impulsive <span style="float: right;">Cautious</span></p>
<p style="text-align: center;"><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 (MOD):</b> You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.</p>	<p style="text-align: center;">Collaborative <span style="float: right;">Directive</span></p>
<p style="text-align: center;"><b>Reasoning</b></p> <p><b>Natural (LM):</b> You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.</p> <p><b>Adapted (HM):</b> You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.</p>	<p style="text-align: center;">Intuition-based <span style="float: right;">Evidence-based</span></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".

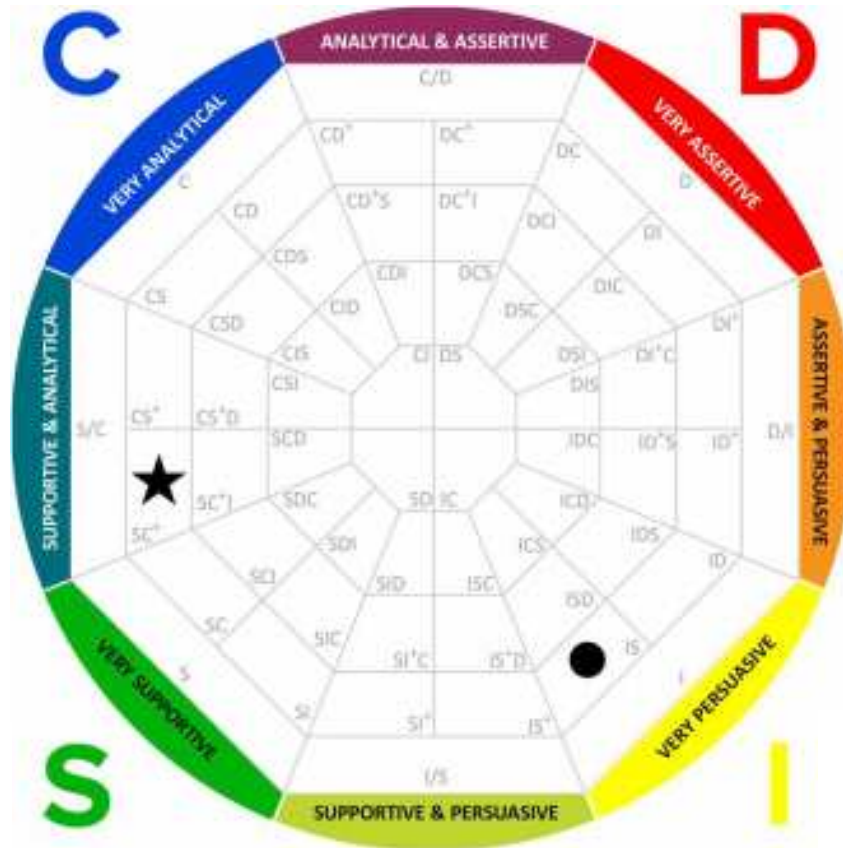
Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

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

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

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

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



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

- = Natural Behavioral Style
- ★ = Adapted Behavioral Style

5/11/2020

## Introduction to JUDGMENT*compass*

### 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.

## Example’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
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
X	Moderate risk
	Significant risk

Approach to Work	
X	Minimal risk
	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: 895/877    Capacity for Action: Very Good

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

**Outlook**



**Processing Style** TS



**Internal Tension**



Global Risk	Low	Fair	High	Global Risk	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	✓		

## 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.

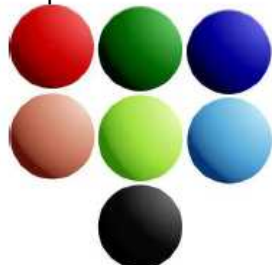
**Observant:** Indicates a more balanced attention towards information from the dimension and a greater tendency to see both its positive and negative aspects.

**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

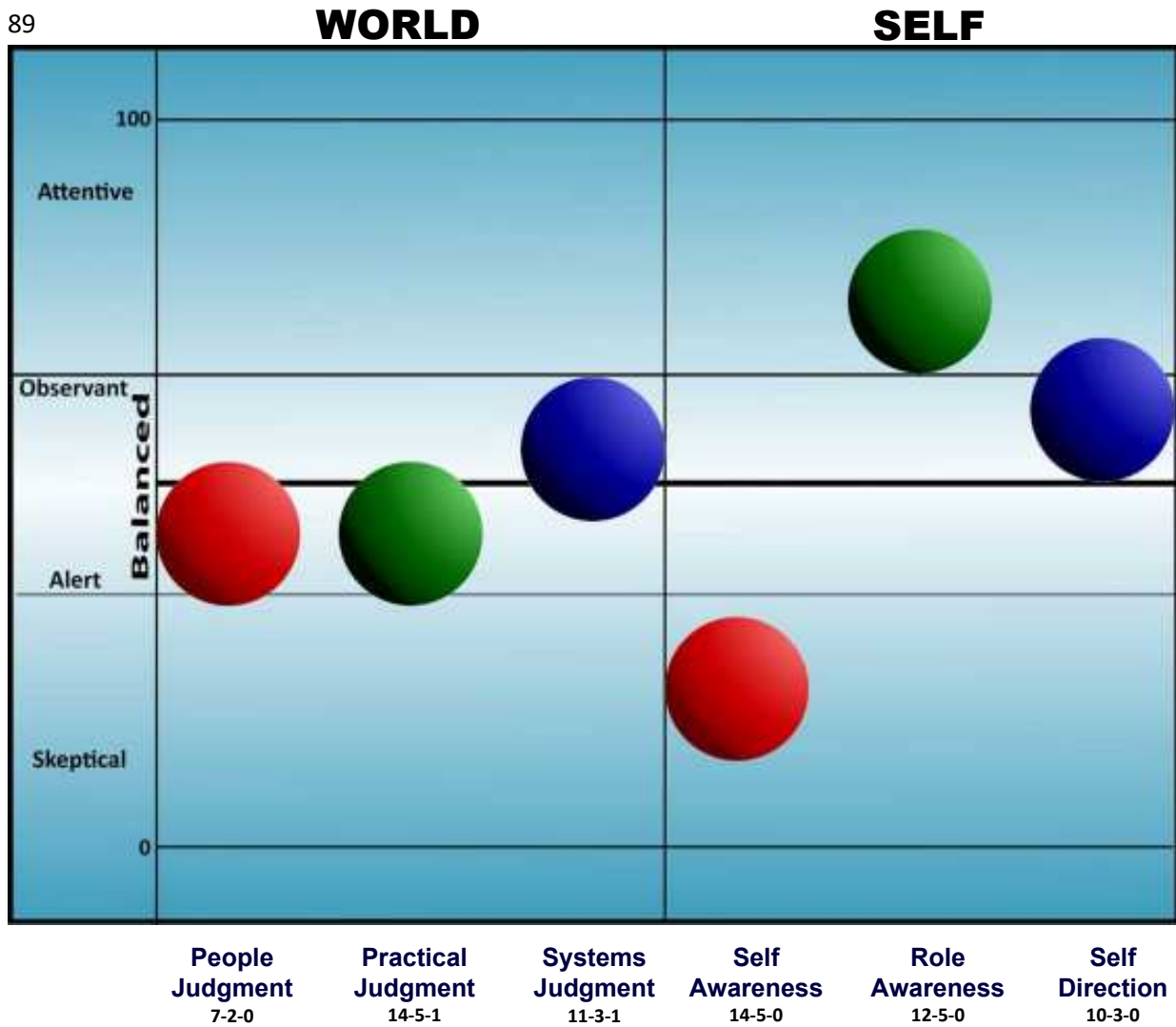


**Strong:** The more vivid the color the better their ability to utilize the information, see what is important and make good decisions.

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

### Processing Style Slider

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

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

You naturally like to think in innovative ways and make connections between people, problems, or systems that others do not naturally make. You have the ability to help others to see things from your perspective and give them new insights, when you take the time to explain them.

## Internal Tension Slider

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

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

## Positive Attitude Toward Work

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

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

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

## Commitment to Personal Standards

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

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

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

## Adherence to Company Policy

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

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

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

## Ownership for Problems

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

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

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

## Care of Company Assets

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

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

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

## Assessment of People

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

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

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

## Sensitivity To Others

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

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

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

## Interpersonal Potential

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

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

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

## Self-Control

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

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

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

## Integrated Judgment Capacity

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

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

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



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

## Practical Thinking

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

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

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

## Strategic Planning Ability

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

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

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

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

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

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

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

## Focus

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

**Risk Statements:** 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 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:** 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:** 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.

## 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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