



# Employability Insights

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Motivators, DISC, Judgment

Report For: **Sample**

Date: **9/23/2019**

## 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.**

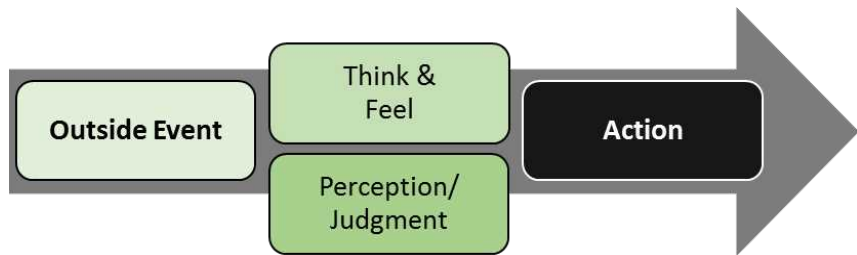
One key to increasing the quality of hire is an in-depth understanding of the applicant. Neuroscience today has been demonstrating over and over again that gaining a detailed perspective of individuals can be transformational in placing people in positions where they are the best suited, engaged, and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



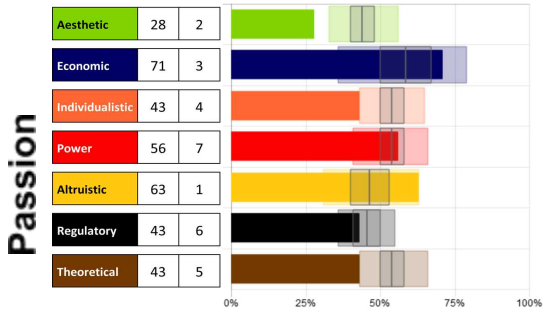
The first section contains their **PASSIONcompass** report. By reviewing this section you will learn their level of passion in the seven dimensions of value. The degree of passion in any of these dimensions provides insight into what drives them and how that relates to the position and culture. The highest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

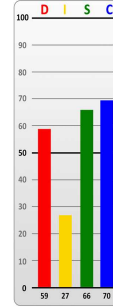


The third section contains their **JUDGMENTcompass** report. This is where you discover how they evaluate information and where they focus their attention. This is the realm of processing, how they perceive people, how they determine immediate needs, and how they see the absolutes and conceptual rules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

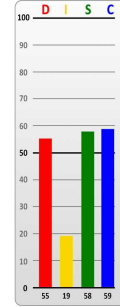


Presence

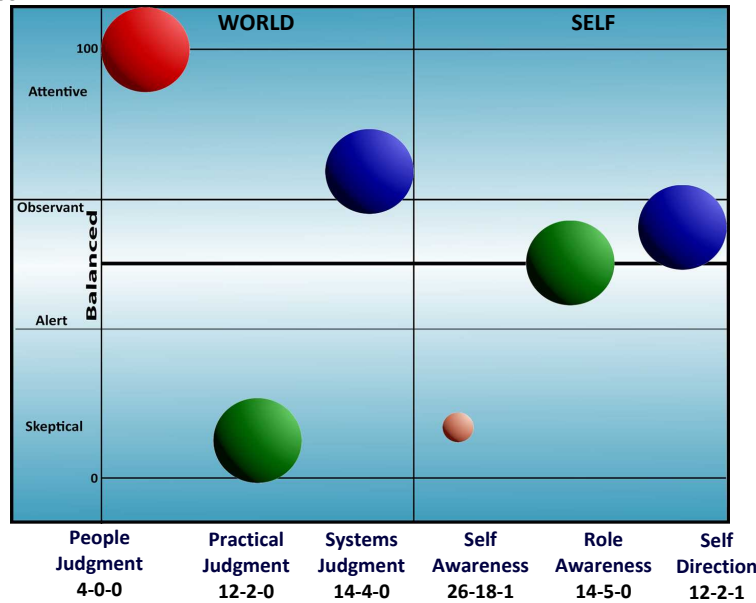
Adapted Style Graph I



Natural Style Graph II



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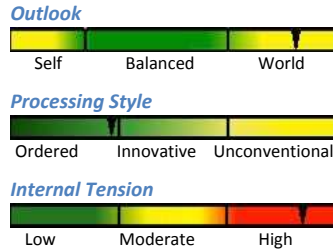


Judgment Definitions and Legend

Consistency: 910/705

Capacity for Action: 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>	[Progress bar]			<b>Problem Solving Skills</b>	[Progress bar]		
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>	[Progress bar]			<b>Approach to Work</b>	[Progress bar]		
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

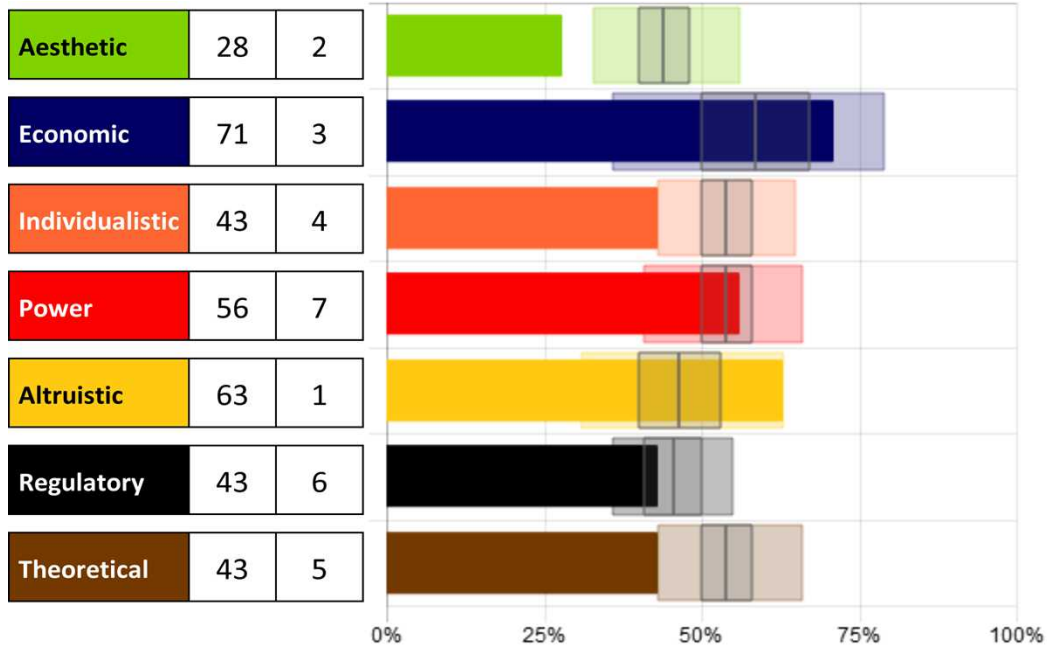
#### A closer look at the seven dimensions

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 Goncalo'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 - High

You will likely possess a competitive spirit and will focus on gaining a practical return for your time and energy.



### Individualistic - Low

You are able and willing to support someone else’s ideas without having to interject your own.



### Power - Average

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



### Altruistic - High

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



### Regulatory - Average

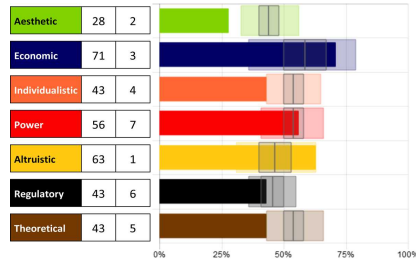
You understand structure but will not be bound by outside ideas if they do not work for you.



### Theoretical - Low

You are more apt to rely on past experiences and intuition 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:

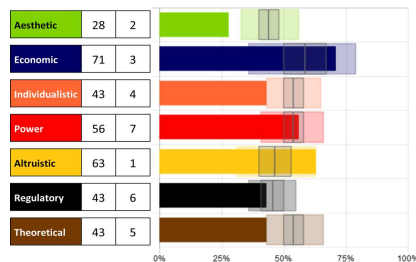
- You are a strong advocate of productivity and functional processes, and don't want to waste resources on things that don't effect the bottom line.
- You are not likely to connect with impractical ideas emotionally or professionally.
- You may view "feeling good" as a secondary and not a primary driver at work.
- You believe something's usefulness is more important than its appearance.



### Driving Intuitions:

- You tend to take a strong stance on your bottom-line approach to business and functionality; this may put people off.
- You are able to stay grounded and remain sensible.
- Your pragmatic approach can balance those who think unconventionally.
- You see what is useful where others may miss the best application.

## 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 will notice expensive cars and confident people.
- You are likely motivated by public recognition and monetary gains for a job well done.
- You respond best when your time is not being wasted on superficial things.
- You may fit the stereotype of the typical hard worker who wants to win most of the time.

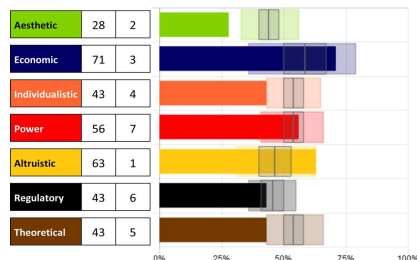


### Driving Intuitions:

- You are moderately aggressive for capturing time, profits, and bottom-line oriented outcomes.
- You will protect organizational or team finances and pay attention to where things sit.
- You are highly productive and proactive.
- You play to win or you don't play.



## 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:

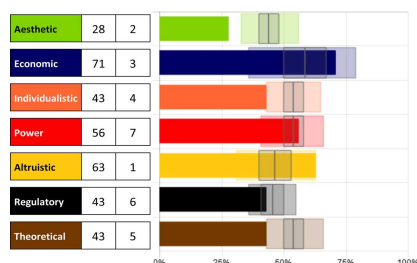
- You'll likely prefer to be seen and not heard.
- You are not one to steal the spotlight or gain excessive recognition.
- You likely won't "hog the ball" when working with others.
- You appreciate a team mentality and will think in terms of "we" as opposed to "me."



### Driving Intuitions:

- You don't require name recognition and will be satisfied with being a part of the whole.
- Your cooperative spirit and quiet confidence will be a breath of fresh air to many.
- You are able to help others shine.
- You will likely stabilize the group rather than de-stabilize it.

## 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:

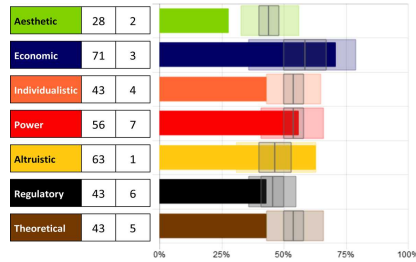
- You are able to understand both aggressive and passive leaders.
- You will likely be on board with leaders who are competent, but may struggle with leaders who seem unskilled.
- You can be both cooperative and competitive depending on the situation at hand.
- You're a stabilizing force in normal team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



### Driving Intuitions:

- You can mediate all available ideas as opposed to only focusing on one.
- You can both lead and follow depending upon the circumstances involved.
- You are flexible and free flowing without an excessive need to be number one.
- You can both take a stand or sit quietly depending on what is necessary within a leadership role.

## 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:

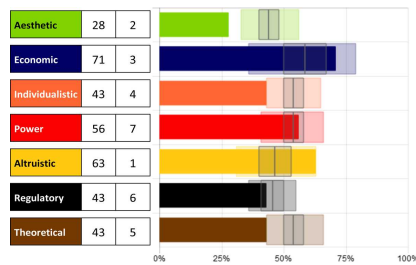
- You connect personally before you connect professionally with most people.
- You are typically cause and mission minded in your endeavors.
- You might rather give something away as opposed to sell it for profit.
- You may be turned off by people who speak excessively about their personal gains.



### Driving Intuitions:

- You are usually looking for meaningful ways to help.
- You treat others with respect and care.
- Your ambitions are typically focused on other and not yourselves.
- You likely say, "yes" more often than you say, "no."

## 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:

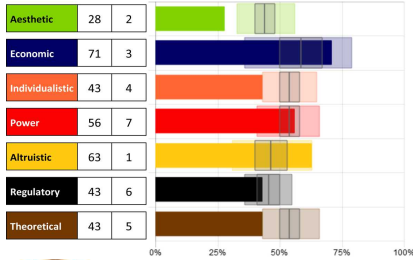
- You can challenge rules that do not make any sense to you.
- You may desire a more stable atmosphere with some structure and uniformity.
- You have no extremes when it comes to regularity and dependence on methods that work.
- You understand structure, but will not be bound by another's idea if it does not work for you.



### Driving Intuitions:

- You can moderate those who may challenge established authorities while understanding both sides.
- You understand logical sequence, but will be able to move things around when necessary.
- You are not so closed that you can't see things in multiple dimensions.
- You can be a stabilizing member when necessary, but can also do your own thing if required.

## 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 have an awareness of time management, but will not let time be your boss.
- You will likely depend more on intuition than getting caught up in theory.
- Knowledge isn't the most important thing to you.
- You might know something and not know why you know it.



### Driving Intuitions:

- You will likely pick and choose your own rules instead of reading them.
- You likely will have an opinion.
- You'll likely try anything in your attempt to figure something out.
- You are more than likely highly adaptive.

## 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.*

Goncalo, you score like those who have a high degree of self-discipline. This comes from three primary traits: your somewhat strong tendency toward risk avoidance, your high degree of patience, and your overall detail orientation. These three traits in combination are somewhat rare, but they converge in ways that provide a versatile strength for you. This strength can be used in both personal and business ventures.

You display a high degree of tenacity and follow-through in addressing complex and detailed activities. This trait emerges from your perseverance, attention to quality, and strong desire to win and achieve. This can be a great strength in a variety of technical climates, or anywhere there is a complexity of interconnected issues and activities.

You persuade others with patience and persistence rather than emotion and coercion. Logic, facts, data, examples, and supporting evidence are the tools of your persuasion toolkit. This gives you a remarkable ability to persuade others without "jumping on the desk" and shouting enthusiastically. Your internal enthusiasm is fueled when you deliver the message in a direct, patient and factual manner.

You tend to make decisions through logic, rather than emotion. This can be very important in negotiation situations. When others may get emotionally involved, you tend to remain factual, deliberate, and objective.

You tend to provide an objective and vocal opinion when you feel strongly about an issue or procedure. The interesting point here, Goncalo, is that while you may remain somewhat quiet through much of the team's deliberation, you have the ability to present your case with vigor when you have an idea. This may sometimes take team members by surprise.

You may be somewhat suspicious of new ideas or innovations, until you have an opportunity to do your own investigation and research. This may be a bit of a two-edged sword: you are a bit of a risk-taker, but you prefer those risks to be calculated. That is, once you're convinced that the risk is worth taking, you'll jump in and give it a try. Until that time, the suspicion flag flies high.

You possess a sense of urgency that is sometimes not readily visible to others. Your sense of urgency is masked a bit by your high level of patience and detail orientation. This subjects others to the illusion that they can be more laid back on a project you're working on or are in charge of. It may come as a surprise to them that, in reality, you expect them to proceed full-speed ahead.

Goncalo, your response pattern to the instrument indicates that you may tend to be most productive when working alone and undisturbed, or in rather self-contained small groups or teams. In some ways, you may become your own best ally on a project. Your risk-taking nature tends to allow you to function somewhat independently from the group, and your attention to detail is best amplified in an undisturbed climate. Letting others know, in a polite way, that you need some personal space in getting the job done can lead to a win-win situation for both you and the team.

## 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 direct, detailed approach to what needs to be done on a project.
- A work culture that provides opportunity for challenges and complex problem solving.
- A job culture in which your critical thinking skills can be maximized.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- The ability to work independently with no interruptions.
- Freedom from constraints, direct supervision, and process bottlenecks.
- A minimum of conflict, hostility, pressure, or sudden change.



## 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 bring a high degree of objectivity to the organization's systems and projects.
- You always follow through, with a strong emphasis on completeness.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You tend to be patient in working with others.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You are able to assimilate complex information and develop conclusions based on data, rather than emotions.

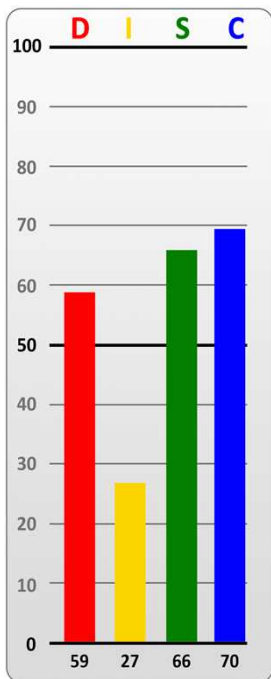
#### ***Applicant's Work Style Tendencies That They Bring to the Job:***

- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.
- You are able to demonstrate independence from the team and take your own path, based on analysis of the facts and data.
- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You show a high degree of tenacity and follow-through in complex and detailed activities.
- You persuade others on the team through perseverance and determination to get the project completed.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.
- You demonstrate a tireless work ethic in solving complex problems.

## DISCcompass eGraphs for Sample

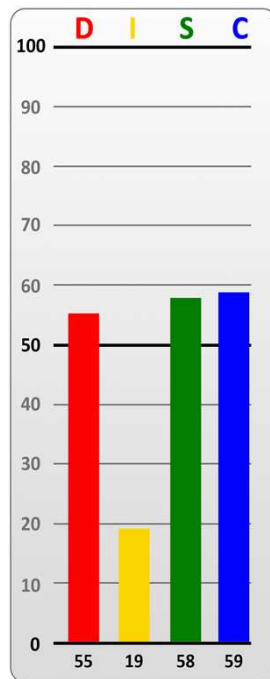
The applicant's Adapted Style is the graph displayed on the left. It is their perception of the behavioral tendencies they think they should use in the selected focus (work, social or family). Keep in mind that this is most likely how they are adapting to their current situation. If it is very different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

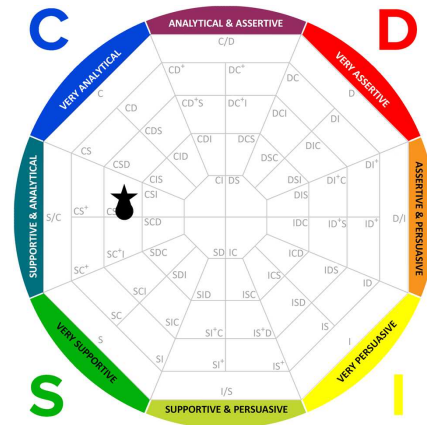


**Pattern: CSd (4255)**

**Natural Style - Graph II**



**Pattern: CSD (4144)**



- = 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>Reasoning</b> <i>How this individual uses evidence to think through and solve problems.</i>	<b>Evidence-based</b>	<b>Evidence-based</b>
<b>Careful Decision Making</b> <i>How this individual approaches decisions and actions.</i>	<b>Cautious</b>	<b>Cautious</b>
<b>Self-Reliance</b> <i>How this individual works within a team.</i>	<b>Directive</b>	<b>Directive</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>Situational</b>
<b>Change Resistance</b> <i>How this individual resists engaging with change.</i>	<b>Situational</b>	<b>Situational</b>
<b>Accuracy</b> <i>How this individual focuses on correctness and exactness.</i>	<b>Situational</b>	<b>Situational</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>Personal Drive</b> <i>How this individual's own goals move things forward.</i>	<b>Situational</b>	<b>Situational</b>
<b>Providing Instruction</b> <i>How this individual dictates directions and expectations.</i>	<b>Situational</b>	<b>Situational</b>
<b>Building Rapport</b> <i>How this individual focuses when interacting with others.</i>	<b>Results-Focused</b>	<b>Results-Focused</b>
<b>Customer &amp; Team Interaction</b> <i>How this individual engages with customers and stakeholders, internal and external.</i>	<b>Supporting</b>	<b>Supporting</b>
<b>Expressing Openness</b> <i>How this individual is most comfortable expressing themselves.</i>	<b>Structural</b>	<b>Structural</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.
  - o **HI** – Clearly observed in most situations, seen more often
  - o **HM** – Frequently observed in many situations
  - o **MOD** – May or may not be observed depending on the situation
  - o **LM** – Sometimes observed in some situations
  - o **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.

	Situational
<p style="text-align: center;"><b>Reasoning</b></p> <p><b>Natural (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><b>Adapted (HM):</b> Consistent with natural style</p>	<p>Intuition-based                      Evidence-based</p>
<p style="text-align: center;"><b>Careful Decision Making</b></p> <p><b>Natural (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><b>Adapted (HM):</b> Consistent with natural style</p>	<p>Impulsive                                      Cautious</p>

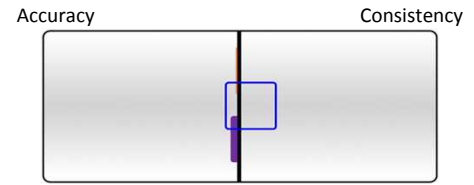
<b>Situational</b>	
<p style="text-align: center;"><b>Self-Reliance</b></p> <p><b>Natural (HM):</b> You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directionally. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.</p> <p><b>Adapted (HM):</b> Consistent with natural style</p>	<p>Collaborative <span style="float: right;">Directive</span></p>
<p style="text-align: center;"><b>Prioritizing</b></p> <p><b>Natural (MOD):</b> 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.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p>Results <span style="float: right;">Rules</span></p>
<p style="text-align: center;"><b>Change Resistance</b></p> <p><b>Natural (MOD):</b> 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.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p>Drives Change <span style="float: right;">Reluctant to Change</span></p>
<p style="text-align: center;"><b>Accuracy</b></p> <p><b>Natural (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 like have more positive outcomes when using balanced planning.</p> <p><b>Adapted (MOD):</b> Consistent with natural style</p>	<p>Predictability <span style="float: right;">Precision</span></p>

**Situational**

**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.

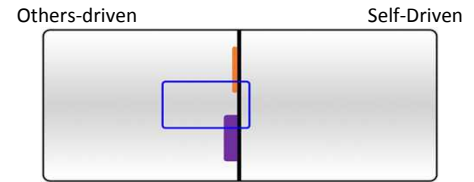
**Adapted (MOD):** Consistent with natural style



**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.

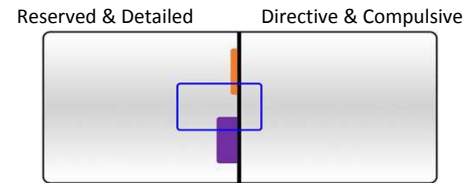
**Adapted (MOD):** Consistent with natural style



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





<b>Situational</b>	
<p style="text-align: center;"><b>Building Rapport</b></p> <p><b>Natural (LM):</b> You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.</p> <p><b>Adapted (LM):</b> Consistent with natural style</p>	<p>Results-Focused      Relationships-Focused</p>
<p style="text-align: center;"><b>Customer &amp; Team Interaction</b></p> <p><b>Natural (LM):</b> 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.</p> <p><b>Adapted (LM):</b> Consistent with natural style</p>	<p>Supporting      Engaging</p>
<p style="text-align: center;"><b>Expressing Openness</b></p> <p><b>Natural (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><b>Adapted (LM):</b> Consistent with natural style</p>	<p>Structural      Social</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 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".

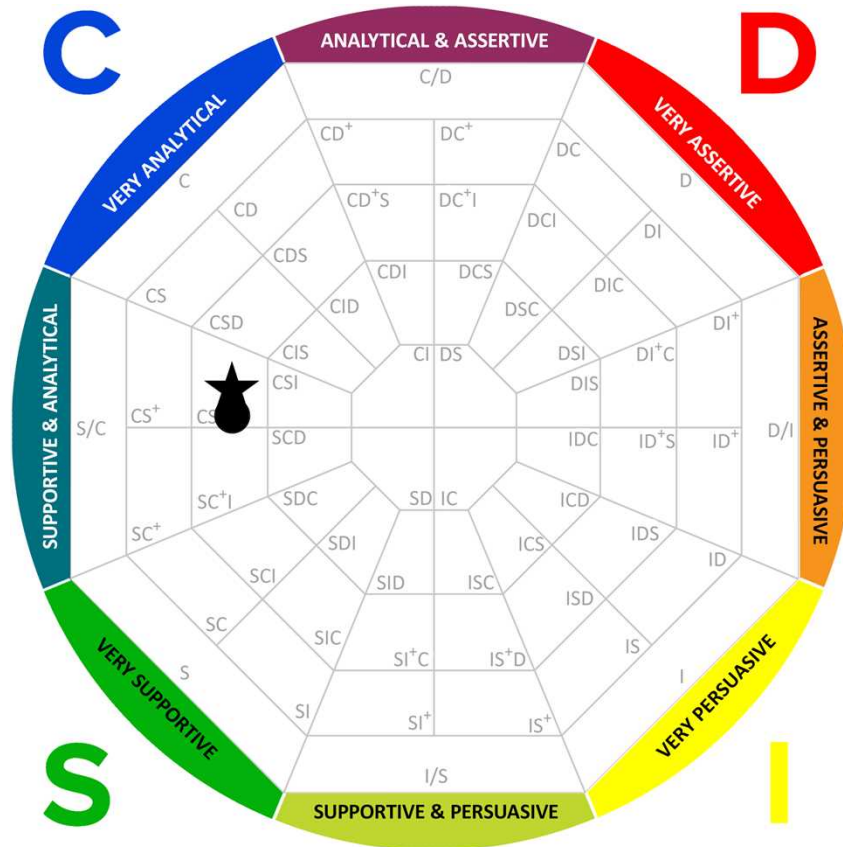
Assertive, Results Focused, Rapid Decisions, Will Seek Challenges, Can be Aggressive and Impatient, Desires to Lead.

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

9/23/2019

## 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.

## Sample’s Judgment Style

### Facilitator (Tactful Arbitrator)

#### Problem Solving

They are good at developing intuitive feelings about the outcomes that need to take place to solve a problem. When working with others they need to make sure to keep an open mind and not prejudge people and potential solutions before they have been thought out completely. In applying a solution to a problem, they need to be flexible in case the potential solution is not working. They can get stuck on their own ideas and not ask others for their opinion.

#### Strengths

- Ability to project commitment to, belief in, and have enthusiasm for what they know to be true
- Can build trust and respect of others with their inner confidence
- Can show concern and anticipate other’s questions, needs, potential objections
- Ability to keep a conversation focused on relevant issues and see the big picture
- Will be thorough in developing a presentation
- Can be a steady influence in a chaotic environment

#### Potential Limitations

- They may promise more than they can realistically deliver, but always have good intentions
- Ask too many questions and get overloaded with details
- May work too hard at developing trust or personal ties with others instead of letting it happen
- When passionate about a topic, they may talk more than they listen
- Potential for becoming competitive or impulsive when they let their emotions take over in response to other peoples objections

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	
	Minimal risk
X	Moderate risk
	Significant risk

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

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

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

**Judgment Definitions and Legend**      Consistency: 910/705      Capacity for Action: 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**



**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.

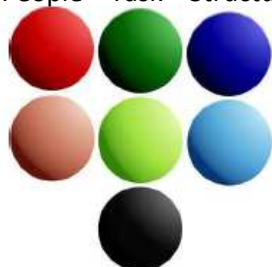
**Observant:** Indicates a more balanced attention towards information from the dimension and a greater tendency to see both its positive and negative aspects.

**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



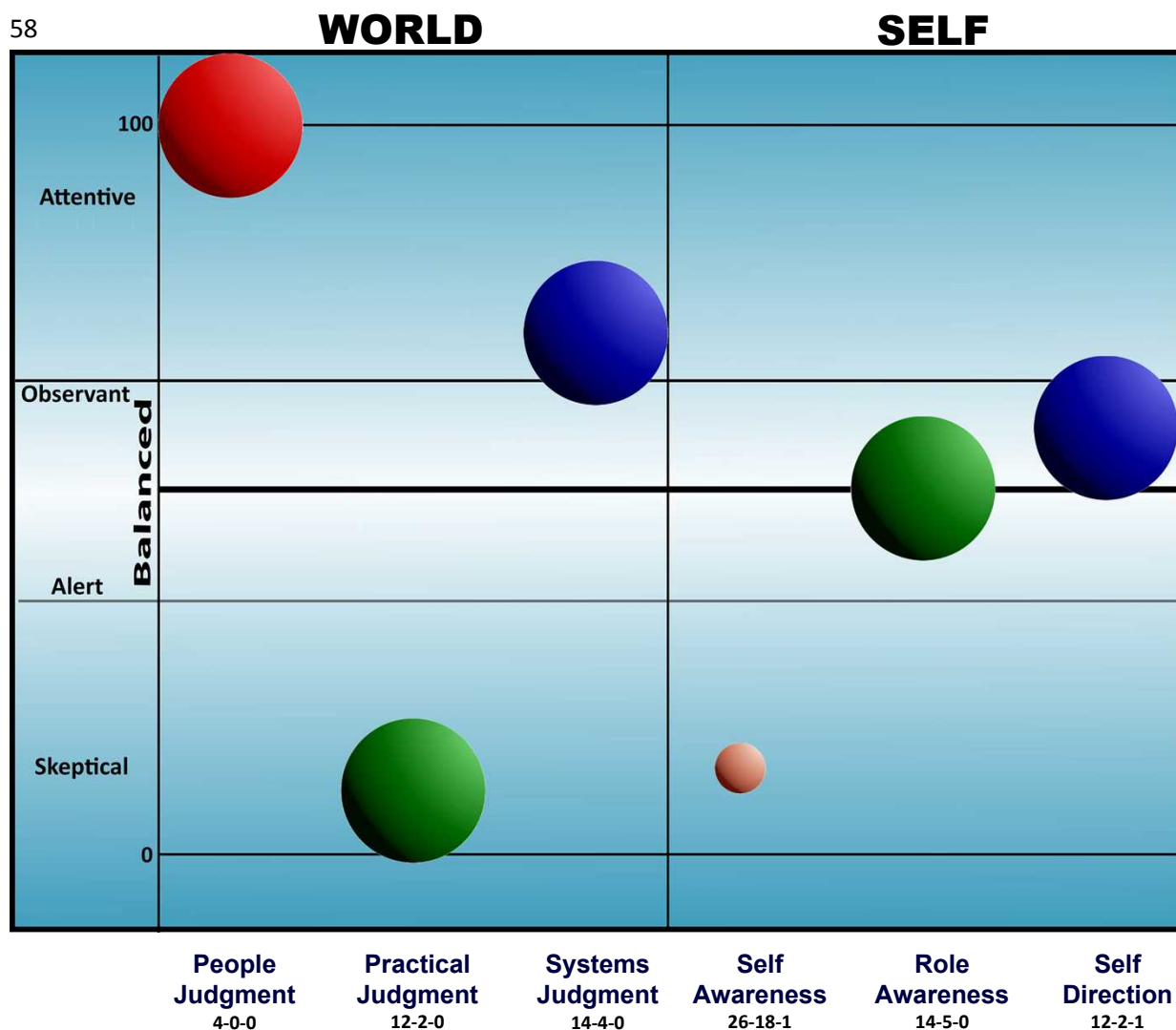
**Strong:** The more vivid the color the better their ability to utilize the information, see what is important and make good decisions.

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

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

### 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 does not have a realistic view of their own strengths and limits and may not be able to see how their actions lead to the problems that exist around them. Since they cannot see how their actions affect a situation, or others, they may not own up to them or know how to fix them.

**Interview Questions:** Find out if they have ever been a part of a team project that did not work out and what they felt led to the lack of success for the project. Do they always point at others and to outside circumstances? Or, do they take responsibility for their contribution to the problem?

Find out what they feel their greatest strength is and how they were able to use it in their last position. Then ask them to identify their greatest limitation and how it may have negatively impacted them in that position. What did they do to reduce the negative impact on the particular situation or on future situations?

## Care of Company Assets

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

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

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

## Assessment of People

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

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

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

## Sensitivity To Others

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

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

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

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

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

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

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

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

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

## Integrated Judgment Capacity

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

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

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

## Practical Thinking

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

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

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



## Strategic Planning Ability

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

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

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

## Overall Problem Solving Ability

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

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

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

## Outcome Orientation

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

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

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

## Focus

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

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

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

## Self-Confidence

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

**Risk Statements:** This individual may be at risk because they may only see their strengths, or their limits, or may not be able to see the value of their own inner worth. There is a strong potential that they will put themselves in situations to fail or not meet expectations, or not put themselves in challenging situations at all.

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

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

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

**Interview Questions:** When learning new things, how long does it take them to feel like they have mastered it and could train others? Have them give an example of something from a prior job, that is similar to something from the present position, that they had to learn. How long did it take to learn it? How would they go about training others? What would make them feel more confident in their ability to train others? (Or do they need anything to feel confident?)

You will want to find out what type of situations they have found challenging in their past, and if they have elected to be in those positions or if the position was forced upon them. What did they do to ensure their success? Did they feel successful at the end of the challenge? What did they learn from the challenge that they applied again in a new challenge?

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

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

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

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

## Pride in Work Quality

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

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

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

## Determination

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

**Risk Statements:** 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:** 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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