



ZERORISK

HIRING SYSTEM<sup>®</sup>

USER'S MANUAL

**ZERORISK Hiring System<sup>®</sup>**  
**User's Manual**

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# ZERORISK Hiring System User's Manual

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## Getting Started with the ZERORISK Hiring System

People are the most important element contributing to the success—or failure—of organizations. The risks arising from hiring the wrong person for a job are enormous—lost productivity, reduced morale, missed opportunities. On the other hand, the rewards of placing the right person in the right position can be equally great—increased profits, higher productivity, and improved morale. Indeed, employee selection may be a manager’s most important function. With so much at stake, doesn’t it make sense to apply a logical and thorough management process to the employee selection problem? That is what the ZERORISK Hiring System is all about.

Since it is impossible to completely eliminate risk from the employee selection process, the goal of the ZERORISK Hiring System is to reduce your risk to the lowest possible level. The system guides you through a logical process using a proven science to help you assure that each person you hire is the right match for the job, for his or her manager, and for the organization.

This chapter reviews the process, introduces you to the science, and gives you the basic information you need to use the ZERORISK Hiring System.

### The Science

There are two basic questions that must be answered about any potential new employee.

Does he or she have the skills necessary to perform the job?

Is he or she the right fit for the company, his or her manager, and the job?

Only with an affirmative answer to both these questions can you maximize your odds of making a good hire. With the first question, you essentially are trying to determine if the candidate *can*

do the job on an ongoing basis. You can answer the first question by reviewing the candidate's education, training, and experience. Depending on the job, you may also be able to test the candidate's knowledge or skills.

With the second question you seek to determine if the candidate will do the job. The answer to the second question, while just as important as the first, is much more difficult to ascertain. For a person to perform well, his or her personal style, traits, and preferences must match well with the job, the organization, and the person's manager. For example, a team-oriented company needs people who enjoy and excel at working with other people; a low-key, hands-off manager needs self-motivated people; and many types of sales positions require people who handle rejection well. The ZERORISK Hiring System helps you answer this second question, thus substantially increasing the odds that your new hire will do the job!

The heart and soul of the ZERORISK Hiring System is the Hartman-Kinsel Value Profile. The Hartman Value Profile has been used in academic settings since the 1950s, and Dr. Robert Kinsel Smith, the developer of the ZERORISK Hiring System, has applied it and the Profile in business employee selection and career counseling activities since 1987. Behind the simplicity of this assessment are hundreds of thousands of hours of work in the science of thinking by more than 30 doctors in philosophy, psychology, psychiatry, medicine, axiology, and business. One U.S. company spent \$2,000,000 testing more than 50,000 candidates to confirm its accuracy, reliability, and validity. It has been validated using benchmark psychological tests (MMPI and the 16PF) and medical blood tests (for predictable changes in chemical components). More than six studies by different doctoral teams, in different regions of the United States and on four continents, have proven its usefulness, reliability, and validity.

The Hartman-Kinsel Value Profile is different from all other assessment systems. Everyone has a unique pattern of thinking that leads him or her to think one thing or choice is better than another. All people assign higher values to some things than others, and these valuations are assigned in consistent patterns. The Hartman-Kinsel Value Profile measures this pattern of how the candidate values different things, people, and himself or herself. From the candidate's unique

pattern, the resulting Candidate Profile & Interview Guide tells you such things as whether the person prefers to work alone or with others, whether he or she willingly follows rules and procedures or rebels against them, and whether he or she is strong enough to handle criticism or rejection. These are the person's Competencies. The science behind the assessment, including summaries of important validation studies, is discussed in more detail in **Chapter 9** of this manual.

The Hartman-Kinsel Value Profile is an exercise consisting of 72 items divided into four tasks. For each task, the candidate is asked to rank 18 items or statements from "best" to "worst." The first two tasks are the Hartman Value Profile, and the second two tasks are Dr. Robert Kinsel Smith's adaptation of the Hartman Value Profile to late 20th century language and concepts. It takes most people less than 20 minutes to complete the assessment.

Since few people are familiar with the science behind the ZERORISK Hiring System, most candidates are not able to guess what is being measured. Because it is a formal science ("Formal Axiology") the results are significantly more precise and objective than most psychologically based tests. Further, the mathematics underlying the science allow for a short questionnaire and fast analysis of the results (i.e., the time required to complete the questionnaire and interpret the results is very short). And, because it does not require the candidate to engage in self-analysis, test trauma and "fudging" of answers is substantially eliminated. Finally, the simplicity of the questionnaire makes it easy to administer.

## The Process

The ZERORISK Hiring System uses a logical five-step process for selecting personnel.

**Step 1:** Refer to the position Core Competency Benchmark.

**Step 2:** Evaluate the candidate's ZERORISK Profile results and compare against the Core Competency Benchmark.

**Step 3:** Review the candidate's résumé.

**Step 4:** Interview to confirm Core Competencies.

**Step 5:** Check references to further confirm Core Competencies.

**Step 1.** The first step in matching the person to the job, the organization, and his or her manager is to assess those three variables and identify the competencies most critical to success in the position. This step is very important, since it will help you focus your attention on the most important competencies. Through objective means, ZERORISK HR has studied the core traits and competencies that correlate to success in specific positions within various industries. These position Core Competency Benchmarks are available for reference in the ZERORISK Hiring System Customer Portal (<https://zip.zeroriskhr.com/>). Custom data analytics studies for a particular position through statistical analysis can also be completed (see **Chapter 8**).

**Steps 2 and 3.** The candidate should be asked to complete the ZERORISK HR assessment (provided in **Chapter 3**) early in the interview process. Most users ask candidates to complete it along with the employment application form. You may even wish to evaluate the results before the first interview. This can be accomplished fairly easily since the assessment can usually be taken and scored and the results printed in less than 25 minutes. Another approach is to have the candidate complete the assessment at the first interview and print out the results for use with the second interview.

**While any of these approaches can be effective, you should be *consistent* in the approach you use with respect to any particular hiring decision to minimize the possibility of legal problems.** Essentially, the law requires that if you use an assessment system as part of the candidate selection process, it be used in the same way for all candidates for a given position. Assume, for example, you are interviewing candidates for an accounting position. If you decide to ask your first candidate to complete the ZERORISK HR assessment after the first interview, all other candidates should be asked to complete the questionnaire at the same point in the interview process. Likewise, you should utilize the assessment results at the same point in the selection process for all candidates.

Once the results are printed, the candidate's scores for his or her various competencies then can be evaluated and compared to the Core Competency Benchmarks identified in Step 1. The results provide insight into elements to look for in the résumé, areas to explore in the interview, and questions to pose to references. In particular, focus on those competencies for which the candidate's score does not match the desired score range within the Core Competency Benchmark. Will they be barriers to the candidate's success in his or her role with the organization? Or are they in areas that should not pose problems?

**It is important to keep in mind that the candidate's scores should not be used as a screen to make hire/don't hire decisions unless you have established predictive validity for the particular position under consideration.** Without first establishing predictive validity this, or any other pre-employment test, should be used only as one of many sources of information about a candidate, not as a gatekeeper. An employer should not use any test as the sole reason for a hiring decision unless it has predictive validity for that position. In many cases, predictive validity may be established through a custom data analytics study (see **Chapter 8**).

**Steps 4 and 5.** In Steps 4 and 5, Interviewing for the Core Competencies and Checking References, you seek to confirm or deny any concerns you have over a discrepancy between the desired scores and the actual scores of the candidate. And, the Candidate Profile and Interview Guide provides you with uncanny insight into the areas to probe! Then you use careful questioning and attention to responses to decide how to proceed during the interview and afterward during reference checks.

## The Assessment Results

The Candidate Profile and Interview Guide indicates the candidate's attentiveness to competencies within the six facets of his or her thinking. Three of these thinking facets focus on how the candidate thinks about the world, things, and other people; these are called "Intuition and Empathy," "Results Orientation and Decisiveness," and "Adherence and Organization." It is important to understand that these names are assigned to the measurements as a matter of convenience. While the words used in these names have meanings in and of themselves, the

actual measurements reflect even more about the person. These three facets of thinking are briefly described in Figure 1.1 and explained in detail in **Chapter 4**. There is also a score provided for the candidate's "Type of Reasoning," which is an extension of the Adherence and Organization measurement.

**Figure 1.1**  
**Three Facets of Thinking about the World and Others**

**Intuition and Empathy.** This involves seeing the singular, unique, one-of-a-kind object or person. To think about the Intuition and Empathy facets of people is to focus on their unique feelings, their individual personalities, and their own individual desires. A business manager is displaying his or her Intuition and Empathy when he or she cares about a subordinate personally, the person's feelings about work, the individual's personal life, and the individual's mental and spiritual health. The reason the Intuition and Empathy facet of a candidate is important to an organization is that it is the source of the person's imagination, desire to do good when no one is watching, creative passion, ambition, willingness to forgive and work with others, and desire to help others succeed.

**Results Orientation and Decisiveness.** This is a focus on the common sense, practical aspects of people, decisions, and things. It is also a comparative perspective. A business manager is displaying his or her Results Orientation and Decisiveness when he or she evaluates the skills and experience of an employment candidate and how that candidate compares to other candidates. The reason the candidate's Results Orientation and Decisiveness measurement is important to an organization is that this part of the person drives reliability, the desire to get the job done, the degree of organization and planning, competitiveness, and the ability to adapt to changing circumstances.

**Adherence and Organization.** This involves seeing in black and white terms. To think about the Adherence and Organization facets of people is to focus on whether they are acting right or wrong (from the perspective of the viewer). A business manager focuses on the Adherence and Organization facets of a subordinate when he or she evaluates whether the employee follows company policies and procedures and is loyal to the company. A candidate's Adherence and Organization measurement is important to an organization because it is this part of the person that determines how he or she will react to rules, policies, and procedures.

The other three thinking facets look at how the candidate thinks about himself or herself and are called “Self View,” “Self Awareness,” and “Self Expectations.” As with the ways a person views the world, the actual measurements of these thinking facets reflect even more about the person than the names imply. These three facets of thinking are briefly described in Figure 1.2 and explained in detail in **Chapter 5**. The Candidate Profile and Interview Guide also provides a score for the candidate’s “Attention Balance,” which indicates whether the person is more focused on himself or herself personally, on the world and others, or maintains a balance of attention to the two.

For each thinking facet, people are attentive, balanced, or inattentive in their focus. When people are attentive to one of these World Thinking or Self Thinking facets, it exerts significant influence over their decision-making processes and, thus, their behavior. For example, a person who is very attentive to the Adherence and Organization thinking facet has an intense need to apply specific rules and guidelines in his or her personal and work life.

**Figure 1.2**  
**Three Facets of Thinking about One’s Self**

**Self View.** This pertains to how the person views himself or herself rather than how he or she views the world and others. A person’s Self View is his or her spirit or soul. It is the person’s feelings and perspectives about his or her own uniqueness and personhood. The candidate’s Self View is important to the employer because it is the source of the person’s ambition, passion, contentment, and courage.

**Self Awareness.** This is the candidate’s ability to know his or her own strengths, weaknesses, and interests. A person with a balanced Self Awareness will know what jobs he or she is good at as well as the ones at which he or she would not excel. This facet also reflects the person’s social awareness (e.g., how the person does or does not fit in to different groups and settings). Lastly, this facet is a reflection of the person’s awareness of his or her own body (e.g., grooming and health). The candidate’s Self Awareness is important to the employer because it is the source of initiative, energy, and self-confidence.

**Self Expectations.** This involves the rules, values, expectations, and standards the candidate imposes on himself or herself. It is the candidate’s sense of mission, purpose, and meaning. The candidate’s Self Expectations measurement is important to his or her employer because it is the source of right and wrong, self-direction, and accountability.

People who are balanced in their focus on a facet will factor it into their decision making (and thereby their behavior) but not be dominated by it. A person who has a balanced focus on the Adherence and Organization thinking facet follows rules and procedures but also keeps them in perspective.

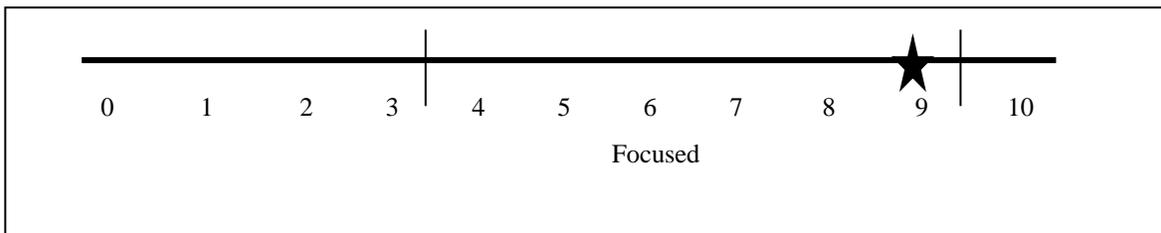
On the other hand, when people are inattentive to a thinking facet, it exerts little influence over their decision-making process and, thus, their behavior. Therefore, a person who is very inattentive to the Adherence and Organization thinking facet dislikes rules and tends to bend them (or even ignore them altogether).

Generally speaking, peoples' strengths come from the thinking facets on which their focus is balanced or slightly attentive. On the other hand, their weaknesses tend to come from those to which they are inattentive. However, no one is attentive to all of the thinking facets, and being inattentive to a facet can be a strength in a given situation. For example, a start-up company undergoing rapid change will not have many procedure manuals, guidelines, and policies on which employees can rely. For this reason, a manager who is attentive to the Adherence and Organization thinking facet likely would have difficulty being successful in the corporate culture. A person who is balanced or slightly inattentive to the Adherence and Organization facet probably would be much more comfortable and successful.

In summary, a person's thinking either fits or does not fit what the person must do. The thinking orientation indicates where a person's behavioral inclinations are. When the person's thinking orientations fit what the person must do, he or she does it well. When those orientations do not fit, the person will not do well over a period of time. The goal of the interviewer is to match the candidate's thinking orientations with the job, the corporate culture, and the person's manager.

The ZERORISK Hiring System Candidate Profile and Interview Guide provides numerical scores showing the candidate's thinking orientations. It reflects those scores on a scale similar to the one below. It is a continuum flowing from the center in two directions. The closer the candidate's score (depicted by a star) is to the center (6), the more reasonable or balanced the candidate is likely to be with respect to the issues falling within the particular facet. The closer

the candidate's score comes to 0, the more he or she pays attention to issues other than those involving that particular facet (i.e., the candidate is inattentive to the facet). As a candidate's score on a facet moves closer to 10, the more fixated the candidate is on the issues involving that facet. Thus, for example, a person with a Self Expectations score of 0 tends to have a very low level of self-direction and accountability whereas a person scoring a 10 is obsessed with responsibility and accountability.



The scales include vertical lines to indicate where the majority of the U.S. population's scores fall, based on the testing conducted by Dr. Robert K. Smith during the past 10 years. The graphs for the three Self Thinking facets and World Thinking facets each have two vertical lines. More than 95 percent of the people who take the assessment have scores between the two lines. The graphs for Type of Reasoning and Attention Balance each have one vertical line. More than 95 percent of U.S. citizens tested have scored to the left of the line for Types of Reasoning, and more than 95 percent have scored to the right of the line for Attention Balance.

Since the ZERORISK Hiring System Candidate Profile and Interview Guide provides eight different measurements, it is not uncommon for some of them to match with the job, the manager, or the corporate culture while others do not. In other words, the scores may sometimes seem to conflict. This is comparable to evaluating an athlete's physical ability to perform in a certain role on a sports team. He may be tall enough but not be the ideal weight. Or he may be fast enough but not the perfect height. This is why it is so important to determine which of the various thinking facets are most critical for the particular hiring decision. To provide additional insight into how the various thinking facets blend together, also refer to the summaries of the

different World Thinking facet score combinations in **Chapter 4** and Self Thinking facet score combinations in **Chapter 5**.

Each of the thinking facets summarizes the candidate's probable strengths and weaknesses arising from his or her attentiveness level to that facet. It also provides an indication of the optimal working environment and examples of types of jobs that generally match the traits and interests of people with that attentiveness level. Finally, it suggests interview questions and points to cover with references.

One final note about the Candidate Profile and Interview Guide is that the software evaluates the reliability of the candidate's responses. Few candidates try to outsmart the system because it is not obvious from the assessment what is being measured. However, the answers are compared, and the cover page provides a statement indicating whether the reliability was very high, high, moderate, or marginal. Do not rely on the Candidate Profile and Interview Guide's scores unless the cover page states that the reliability score is "high" or "very high."

## Administering the Paper Assessment

A copy of the ZERORISK Profile can be found and printed from within the ZERORISK Hiring System Customer Portal (<https://zip.zeroriskhr.com/>).

The first page of the assessment provides simple instructions to guide the candidate toward proper completion of the assessment. The most common error in completing the assessment is repeating a number in the rankings. Using the list of numbers (1–18) at the bottom of each task will help the candidate avoid this error (there is a safeguard in the scoring software to help mitigate erroneous scores should this still occur). Additionally, some candidates may not know the meaning of a few of the terms used in the assessment; definitions for these terms are provided. If they question the meaning of another, undefined term, providing them with a dictionary to look it up will not affect test scores.

The written instructions should make it unnecessary to give verbal instructions. Therefore, the assessment can be administered by a staff person without specific training in the use of this tool. The administrator should be instructed to simply hand the questionnaire to candidates and ask them to read the instructions and complete the assessment. If the candidate asks for verbal instructions, have the administrator simply read the instructions to the candidate. In doing so the administrator may emphasize that the candidate is to rank the items from best to worst using the numbers 1–18, with 1 being best.

**Candidates who refuse to complete the assessment should *not* be excluded from employment consideration on that basis alone.** A policy of excluding from consideration any applicant who refuses to take a preemployment test may subject the employer to legal liability. Further, the ZERORISK Hiring System is designed to be a tool to help you conduct effective interviews and is not intended for use as a gatekeeper (unless predictive validation is obtained through a custom validation study). If a candidate refuses to complete the assessment, the administrator should ask him or her to write a note on the form stating that he or she is declining to complete the assessment and to sign the note. If the candidate appears to have the objective qualifications for the job, it is generally best to proceed with the interview process. Of course, a request for an explanation as to why the candidate refused to complete the assessment could be asked in the interview, with the candidate's answer providing insight as to whether the candidate is a good choice.

## Some Interview Suggestions

Effective interviews use open-ended questions that provide the candidate an opportunity to show how he or she thinks and what he or she knows or believes. All the questions provided in the results and in this manual are questions of that type.

Listening as an interviewer demands different attentions than the ones we use in normal conversations. While interviewing be careful to not focus too much on the content of the answers the candidate gives but rather focus on how the candidate is making decisions, including and excluding input, and responding to you. You may strongly disagree with what the candidate says

(the candidate is a Republican and you are a Democrat, for example) while finding that the candidate followed a very balanced and effective manner of arriving at his or her conclusion. You will be more effective as an interviewer if you focus on *how* the candidate arrived at his or her conclusions. Keep in mind that most of *what* a person affirms is learned. All of us can change our perspectives, values, and beliefs when we receive new information about a particular subject. But *how* we think generally does not change. Therefore it is *how* a person thinks that will be fairly constant and consistent throughout that person's employment.

Obviously it would be a mistake to totally ignore what the candidate says, because the particular attitudes, values, and perspectives a person brings make a big difference. As you listen to the candidate address the questions and scenarios you pose, simply be careful also to observe how the person arrived at his or her conclusions.

Consider the following three examples of how a person answers. Each presents a review of what the thinking methods are and how those pertain to work habits and productivity.

**Example #1. Was there an appropriate balancing of rules with the practical concerns of the company?**

**Yes:** If the person balanced different concerns then you can deduce that the candidate is not blindly focused on one particular thinking facet or another. This is an important trait in management, sales, marketing, and customer service because of the need to be open to the perspectives of others who have oversight of systems, budgets, plans, operations, finance, sales, etc.

**No:** If the person did not balance different concerns but rather focused on one particular thinking facet (and the candidate's assessment results indicate that he or she fixates on things in that thinking facet), you can be fairly sure that this candidate's way of making decisions will be demonstrated at work on a consistent basis. Fixating on rules and procedures (Adherence and Organization facet), for example, is an important trait for electrical engineers, for people with the responsibility to protect something without exercising judgment, or for people handling

dangerous materials, but it is a problem for a person who must manage a business in an unpredictable environment.

**Example #2. Is the person able to be reasonable and include your input (or is the person a more closed-minded or emotionally directed decision maker)?**

**Yes:** The candidate considered your input and then demonstrated an ability to include your input in his or her decision process, answer why and how your input does and does not pertain, and then reach a reasonable conclusion. This is a very important strength in jobs where motivating others, resolving people's problems, and cooperative teamwork is needed.

**No:** If the candidate did not wrestle with your perspective but rather dug in his or her heels and continued to insist on his or her position, then this person is best suited for positions where reasonability is a detriment. For example, this person may be best suited for positions where single-focused behavior is needed, where the person does not have to be flexible with other's perspectives, and where the person does not have to agree with others.

**Example #3. Does the candidate engage in constructive, interactive dialogue with you (or does the candidate back down when his or her ideas are challenged)?**

**Yes:** This type of reasonability and ability to interact about issues is an important skill for people who need to create, persuade, motivate, communicate, or perform customer service.

**No:** When a person folds under pressure or when challenged, that person typically is not high in self-initiative, not persuasive, is more of a people pleaser than an effective leader, and is high maintenance in roles where there is a need to act autonomously.

## Chapter 2

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# Using the Hiring System

The first step to using the ZERORISK Hiring System begins by placing your order and becoming set up in the online ZERORISK Hiring System Customer Portal (<https://zip.zeroriskhr.com/>). The portal allows you to assign the access code necessary for the candidate to complete the online assessment. Once the code has been assigned, you will be able to render an e-mail and send the access code link to the candidate. An assigned code can be tracked in the portal and determined when it has been completed. The subsequent ZERORISK Hiring System Interview Guide is available for rendering inside the portal. The Interview Guide will also deliver via e-mail to individuals who you have designated when assigning the access code in the portal. The portal provides storage of all completed assessments for an account. The benchmarked position Core Competencies may also be accessed and rendered within the portal.

## Administering and Scoring Assessments

### Online Administration of the Assessment

When the access code is assigned within the ZERORISK Hiring System Customer Portal (<https://zip.zeroriskhr.com/>), an accompanying access code link is generated that you will e-mail to the candidate. When clicked, this link will take the candidate directly to the [www.zrprofile.com](http://www.zrprofile.com) website login page and prefill the assigned access code, first name, last name, and position. At this point, the candidate will rank all of the assessment statements in Tasks A—D. Upon completion, the candidate will select “finish,” and the results will be delivered to you and other designees.

## Paper and Pencil Administration of the Assessment

If the candidate does not have Internet access to complete the assessment, or if your organization chooses, a paper and pencil version of the assessment can be administered to the candidate. **Chapter 3** in this manual contains a blank copy of the assessment that you can copy and provide to candidates. Additionally, there is an electronic file copy of the assessment in the ZERORISK Hiring System Customer Portal (<https://zip.zeroriskhr.com/>) that can be printed when needed. Once you have the completed paper version of the assessment from the candidate, please use the following administration site for inputting his or her responses to be scored: [www.zrprofile.com/admin](http://www.zrprofile.com/admin)

**Step 1**— Assign an access code through the ZERORISK Hiring System Customer Portal (<https://zip.zeroriskhr.com/>). However, instead of using the access code link, you will use the eight-digit access code for logging into the admin site to score the assessment.

**Step 2**—Log into [www.zrprofile.com/admin](http://www.zrprofile.com/admin) and enter the assigned access code in the Access Code Box.

**Step 3**—Select “sign in.”

**Step 4**—Enter the candidate name, position, and scores using the tab or enter key to advance.

**Step 5**—When input is complete, select “finished.”

When finish is selected, the subsequent ZERORISK Hiring System Interview Guide for that candidate will be e-mailed directly and immediately to the to the designees. There may be a situation in which the candidate has mistakenly entered a duplicate number and the system will catch this error upon processing. There will be an option to autocorrect this error by clicking on the button that has appeared in the lower right hand side of the screen titled “Autofix Duplicates & Add Profile.” It should then continue to process and the results will be forwarded to the designated individual(s).

## Communicating the ZERORISK Hiring System® Assessment to Candidates

Explaining the purpose of the ZERORISK Hiring System Profile to candidates is extremely important. Candidates should be reassured that the information will not be the sole basis for making an employment decision. They should also be permitted to ask questions about the assessment they are being asked to complete, and those questions should be answered. However, ZERORISK advises that questions about the completed assessment results should not be discussed with the candidate, and you are not legally required to do so. The following guidelines can be used to effectively introduce the candidate to the assessment and to answer their questions.

### Example Wording for Candidates

#### Using the Access Code Link

We ask that you complete a brief 15–20 minute exercise that is standard to our interviewing and selection process. In no way will this information be the sole basis for an employment decision with our company. This information will help us design a list of interview questions to ask you in our screening process. Following are instructions for completing the assessment:

- Click on the Assessment Link below.
- Confirm your first and last name are correct on the Welcome page. If incorrect, you may update these fields with your correct first and last name. Select “Sign In.”
- Select “Next” on the Permissions page to indicate your acceptance.
- After reading the assessment instructions, select “Next.”
- Rank all assessment statements in Task A through Task D.
- Select “Finished” when complete.

Assessment Link:

<http://www.zrprofile.com/?AccessCode=XXXXXXXX&AutoLogin=1>

Please contact us should you have any questions.

## Using the Eight-Digit Access Code Only

The following is a brief 15–20 minute exercise that is standard to our interviewing and selection process. In no way will this information be the sole basis for an employment decision with our company. This information will help us design a list of behavioral-based interview questions to ask you in our screening process. Thank you for completing the assessment.

### Access Code:

Please go to [www.zrprofile.com](http://www.zrprofile.com).

- Enter your assigned access code as listed above (you may cut and paste this code in the box).
- At the registration screen, fill in your name and select continue.
- Select “Next” on the permission page to indicate your acceptance.
- After reading the Profile Instructions page, select “Next.”
- Rank all statements in Task A through Task D.
- Select “Finished” when complete.

## Common Questions from Candidates

**“May I see my assessment results?”** It is company policy not to share the results. The information obtained from the assessment is confidential and used to develop questions for the interview process.

**“Do I have to take the assessment?”** Candidates that refuse to complete the assessment should not be excluded from employment consideration on that basis alone. The ZERORISK Hiring System® is designed to be a tool to help you conduct effective interviews and is not intended for use as a gatekeeper. It is recommended that you document their reasons for not wanting to take the assessment and then continue on through the rest of your interview process. The administrator should also ask the candidate to write a note on the form stating that he or she is declining to complete the assessment and should ask him or her to sign the note. It is acceptable

to take the reasoning into consideration as it can provide insight as to whether the candidate is a good choice.

*“Who will see my results?”* The results are confidential and no one other than the hiring manager or the recruiter/human resources will see them.

## Communicating the ZERORISK Hiring System® Assessment to Current Employees

The ZERORISK Hiring System assessment may also be used with current employees for data analytics studies that identify overall company culture and create Core Competency benchmarks or as a development tool using the Clear Direction Products. ZERORISK advises that current employees be given feedback of their assessment results and may be given their World Thinking and Self Thinking Blending Summary pages. It is not advisable to give employees the entire Candidate Profile Interview Guide, as it contains scoring information as well as questions used in the interview process. The example wording templates below may be used in communicating the assessment to current employees. More examples are available in the ZERORISK Hiring System Customer Portal (<https://zip.zeroriskhr.com/>).

### Example Wording for Current Employees

#### Example 1:

The executive team is currently evaluating a new candidate profiling system that will assist our organization in improving efficiencies in hiring top talent. We would like you to assist us in evaluating the program by completing the 20-minute assessment online. The entire executive team has gone through this process, and we are now interested in further confirming its ease of use and accuracy and ultimately benchmarking the traits of our current staff to help us in identifying those same success traits in future candidates.

Following is an access code for you to use to complete the assessment. Please go to [www.zrprofile.com](http://www.zrprofile.com), click “Sign In,” and input the access code to begin. The “Position” asked for by the assessment will be the current position you hold in the company. Again, it only takes 15–20 minutes of uninterrupted time to complete. Thank you for helping the executive team in this effort.

Website: [www.zrprofile.com](http://www.zrprofile.com)

Access Code:

**Example 2:**

You have been chosen to participate in the Kinsel-Hartman assessment system as part of a company organizational study.

In an effort to better identify top talent and hire quality people who stay, grow, and produce in our organization, we would like to benchmark certain individuals to identify both personal and performance characteristics that work well within our organization and culture.

To participate, you need to access the Internet and go to [www.zrprofile.com](http://www.zrprofile.com). Your Access Code is     (access code)    . The “Position” asked for by the assessment will be the current position you hold in the company. You will be asked to rank lists of choices in 4 sections during a process that should take about 20 minutes. This exercise helps determine how you think and make decisions that lead to your success here at     (co. name)    .

There are no right or wrong answers, and your information will remain confidential and will in no way impact your employment with at     (co. name)    . After submission, your assessment will be included with the rest of the group for analysis by ZERORISK HR, Inc. ZERORISK will then review the results and fine-tune the profiling system for our use when considering candidates for professional leadership positions in the future.

This is an important step that we are taking to help ensure our future success. Please participate at your earliest convenience. Completion is expected within 10 days of your memo receipt.

If you have difficulty accessing the Internet or have reservations about assessments in general, please contact me with your questions or concerns.

Website: [www.zrprofile.com](http://www.zrprofile.com)

Access Code:

## Technical Assistance and Troubleshooting

**Problem:** Candidate gets a JavaScript error message.

**Solution:** Candidate must enable the JavaScript. In Internet Explorer, select “Options” from the “Tools” menu. Select the “Security” option. Select the “Internet Zone,” and click the “Default Level” button.

**Problem:** “Garbled” text within the report.

**Solution:** Upgrade to the latest version of Adobe Reader. You may do this by directing your browser to [www.Adobe.com](http://www.Adobe.com). The most recent version of the Adobe Reader is available for free download.

**Problem:** Missing results.

**Solution:** The results may be held up by recently updated company spam blocker. Have your company’s IT department add our e-mail address [info27@ZERORISKHR.com](mailto:info27@ZERORISKHR.com) to its list of safe providers.

## ZERORISK HR Websites and Hiring System Terms of Use

By using ZERORISK HR websites and the ZERORISK Hiring System®, you signify your Assent and Agreement to these Terms of Use. If you do not agree to these Terms of Use, do not access or use ZERORISK Hiring System® or ZERORISK HR's websites.

### Ownership, License, and Use Restrictions

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Upon payment of applicable fees, ZERORISK HR grants you a nonexclusive, nontransferable license to enter, score, and/or administer Hartman-Kinsel Value Profiles for use with ZERORISK Hiring System®, subject to these Terms of Use. You may use the Application to generate an authorized number of reports, such as the ZRHR Candidate Interview Profile. You may print out paper copies of the report for your own use or the use of your clients. You may also print out paper copies of the ZERORISK HR assessments and User's Manual for your own use.

The information provided in the reports is intended for use as an aid in interviewing and choosing between prospective employees. Do not use it as the sole determiner of whether to hire candidates. You should consider all relevant factors regarding an applicant's qualifications, such as, but not limited to, prior work experience, education, special skills, and training.

## **Authorized Number of Reports**

You are licensed to use the Application to prepare a limited number of reports, such as the Candidate Interview Profile, as agreed upon separately between you and ZERORISK HR. This limited number of reports is provided to you via access codes, and you may obtain authorization to prepare additional reports by paying ZERORISK HR additional licensing fees for more access codes. A fee schedule is available separately from ZERORISK HR. Please note that each access code will only allow you to generate one report. The access codes have no time limits and never expire until they have actually been used.

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## **Trial Use of the System**

ZERORISK HR will sometimes provide prospective clients with access to the system for the purpose of evaluating the ZERORISK Hiring System®. No fee is charged for such trial access. If you are provided such access, you agree to use ZERORISK Hiring System® only for the purpose of determining whether to become a client and not for any other type of business purpose.

## **Disclaimer**

ZERORISK HR employs a rigorous quality control process to assure that the information we provide is as up-to-date and accurate as we can make it. Nevertheless, Content may become out-of-date and mistakes will occur.

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## **Communications**

You agree that any communication you make to ZERORISK HR (such as questions, letters, or e-mails to the editor; comments; suggestions; information; and data) is not confidential unless you specifically state that it is confidential.

## **Client Relationship Termination**

Either you or ZERORISK HR may terminate your client relationship at any time for any reason by giving notice to the other party.

At its sole discretion, ZERORISK HR may terminate it immediately without notice should you fail to comply with any term or provision of this agreement.

Upon termination, you must destroy any copies of the ZRHR User's Manual or ZERORISK HR assessments in your possession.

## **Privacy**

ZERORISK HR respects your privacy and that of your employees and prospective employees. We do not sell, give, or rent the e-mail addresses of our customers to other companies (except companies whose products or services you purchase through our websites). The profile results

are available only to our staff and the people who are authorized to receive them from our clients. For additional details, please read our Privacy Policy.

## **Miscellaneous**

These Terms of Use will apply to each and every access to any ZERORISK HR website and your use of the ZERORISK Hiring System®, including the reports it produces. ZERORISK HR reserves the right to issue revisions to these Terms of Use by publishing a revised version and e-mailing a copy to all ZERORISK Hiring System® users. The revised version will then apply to all use by you following the date of publication.

These Terms of Use and the license granted may not be assigned or sublet by you without ZERORISK HR's written consent in advance.

These Terms of Use shall be governed by, construed, and enforced in accordance with the laws of the State of Texas, United States of America. Any action you bring to enforce this agreement or any matters related to ZERORISK Hiring System® shall be brought in either the State or Federal Courts located in Dallas County, Texas.

ZERORISK Hiring System® is based in the United States of America. If you access this site from another country, you are responsible for compliance with the applicable local laws. Access from regions where the site content is illegal or restricted is prohibited.

If any provision of this agreement is void or unenforceable in whole or in part, the remaining provisions of this Agreement shall not be affected thereby.

# ZERORISK HR Assessments

This chapter includes two copies of the five-page assessment questionnaires in both English and Spanish that you may use with candidates for administering the paper version. There is also a Braille version of the assessment that may be obtained from ZERORISK Client Services. You may make additional copies of the assessment or an electronic version of the assessment questionnaires may be obtained from your account executive.

## Administering the Paper Questionnaire

Most users ask candidates to complete the ZERORISK HR assessment along with the employment application form. You may even wish to evaluate the results before the first interview. Another approach is to have the candidate complete the questionnaire at the first interview and print the results for use with the second interview.

**While either of these approaches (or some variation of them) can be effective, you should be consistent in the approach you use with respect to any particular hiring decision to minimize the possibility of legal problems.** Essentially, the law requires that if you use a test as part of the candidate selection process, it be used in the same way for all candidates for a given position. Assume, for example, you are interviewing candidates for an accounting position. If you decide to ask your first candidate to complete the ZERORISK HR assessment after the first interview, all other candidates should be given the test at the same point in the interview process. Likewise, you should print and review the results at the same point in the interview process.

The ZERORISK HR assessment includes simple instructions to guide the candidate toward proper completion of the questionnaire. The most common error in completing the questionnaire is repeating a number in the rankings. Using the list of numbers (1–18) at the bottom of each task

will help the user avoid this error (the software includes safeguards to help mitigate erroneous scores should this still occur). Additionally, some candidates may not know the meaning of a few of the terms used in the questionnaire; definitions for these terms are provided.

The written instructions should make it unnecessary to give verbal instructions. Therefore, the questionnaire can be administered by a staff person without specific training in the use of this tool. The administrator should be instructed to simply hand the test to candidates and ask them to read the instructions and complete the questionnaire. If the candidate asks for verbal instructions, have the administrator simply read the instructions to the candidate. In doing so the administrator may emphasize that the candidate is to rank the items from best to worst using the numbers 1–18, with 1 being best.

**Candidates who refuse to complete the assessment should *not* be excluded from employment consideration on that basis alone.** A policy of excluding from consideration any applicant who refuses to take a preemployment test may subject the employer to legal liability. Further, the ZERORISK Hiring System® is designed to be a tool to help you conduct effective interviews and is not intended for use as a gatekeeper (unless predictive validation is obtained through a custom validation study). If a candidate refuses to complete the assessment, the administrator should ask him or her to write a note on the form stating that he or she is declining to complete the assessment and to sign the note. If the candidate appears to have the objective qualifications for the job, it is generally best to proceed with the interview process. Of course, a request for an explanation as to why the candidate refused to complete the assessment could be asked in the interview, with the candidate's answer providing insight as to whether the candidate will be a good choice.

## Inputting Scores for Paper and Pencil or Electronic Versions of the Assessment

HR representatives who will be inputting the scores for completed pencil/paper or electronic versions of the assessment will need to use the following default address:

[www.zrprofile.com/profile/admin](http://www.zrprofile.com/profile/admin)

**Step 1**—Log onto [www.zrprofile.com/profile/admin](http://www.zrprofile.com/profile/admin).

**Step 2**—Enter the assigned access code in the Access Code box.

**Step 3**—Select “Sign In.”

**Step 4**—Enter the candidate name, position, and scores using the tab or enter key to advance.

**Step 5**—When input is complete, select “Finished.”

When “Finished” is selected, the subsequent results for that candidate will be e-mailed directly and immediately to the designees. There may be a situation in which the candidate has mistakenly entered a duplicate number and the system will catch this error upon processing. There will be an option to autocorrect this error by clicking on the button that has appeared in the lower right hand side of the screen titled “Autofix Duplicates & Add Profile.” The assessment should then continue to process and the results will be forwarded to the appointed HR representative contact.

# THE HARTMAN-KINSEL PROFILE

FOR USE WITH



**ZERORISK Hiring System<sup>®</sup>**

# Interview Profile Instructions

The Interview Profile series is a group of four simple tasks that provide helpful insight into how people make decisions. We use the results of this profile as an aid in our candidate review process. Please read the directions and permission grant below, sign where indicated, and fill out the personal information section. Once you have done so, proceed to Task A.

## Directions

The tasks are made up of lists of 18 items or statements, which you compare with each other and rank from best (#1) to worst (#18). Therefore, on each of the four pages you will use numbers 1 through 18 without repeating any of the numbers. Use the checklist at the bottom of each task to help keep from repeating numbers. For example, one candidate ranked the following list of 4 items as follows:

<u>4</u>	A nuclear war
<u>1</u>	A friendly greeting
<u>3</u>	A broken nose
<u>2</u>	New shoes

These tasks are designed to be simple and fast. Do not labor over the comparisons. It takes most people about 6 minutes for each task, and you will do best if you spend no more than 10 minutes on any one task. Some of the items and statements are difficult to compare with each other, and you may even find a few of them to be somewhat disturbing. Just do your best to rank these according to how they compare with each other. No one statement will reveal anything by itself. This profile works by how you rank all of the items in comparison to each other. Do not worry about what others may think of your answers. The results will be most accurate if you do these tasks in accordance with how you rate them; not how you think others may want you to rate them.

## Granting of Permission

I am taking this profile of my own free will and agree to do so under the condition that the information gained from this exercise WILL NOT BE USED AS THE SOLE BASIS for hiring, firing, promoting, or distinguishing me in any way from others. I understand that it is being used to help direct the interview and selection process, with special emphasis on helping formulate more effective interviews, reference checks, and résumé checks.

---

Signed/Dated:

### Personal Information:

Please print:

---

# Interview Profile

## Task A

---

Rank these 18 items from best to worst (1 is best, 18 is worst). Be careful to use each number only one time.

Answers:

Personal Work Space and Helpful Definitions:

- \_\_\_\_\_ A good meal
- \_\_\_\_\_ A technical improvement
- \_\_\_\_\_ Nonsense
- \_\_\_\_\_ A fine (like a speeding ticket)
- \_\_\_\_\_ A rubbish heap
- \_\_\_\_\_ A devoted scientist
- \_\_\_\_\_ Totally destroying crops of food
- \_\_\_\_\_ Imprison an innocent person
- \_\_\_\_\_ A short circuit
- \_\_\_\_\_ "By this ring, I thee wed."
- \_\_\_\_\_ A baby
- \_\_\_\_\_ Using love to commit murder
- \_\_\_\_\_ Love of nature
- \_\_\_\_\_ A person who does not tell the truth
- \_\_\_\_\_ An assembly line
- \_\_\_\_\_ A thief
- \_\_\_\_\_ A mathematical genius
- \_\_\_\_\_ A uniform

Cross out the numbers as you double check your answers:

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**WHEN YOU FINISH, BEGIN TASK "B".**

# Interview Profile

## Task B

Rank these statements from best (1) to worst (18). Do not rank them according to how “true” they are about your life but rather how these statements compare to each other. Some people find this easier to do by thinking about how they would compare these statements if a friend was stating them. Be careful to use each number only one time.

Answers:

Personal Work Space and Helpful Definitions:

\_\_\_\_\_ “I like my work it does me good.”

\_\_\_\_\_ “The universe is a remarkably harmonious system.”

**Harmonious**—To be in harmony, to be in agreement, to be at peace with the other people or elements of the group.

\_\_\_\_\_ “The world makes little sense to me.”

\_\_\_\_\_ “No matter how hard I work, I shall always feel frustrated.”

\_\_\_\_\_ “My working conditions are poor and ruin my work.”

\_\_\_\_\_ “I feel at home in the world.”

\_\_\_\_\_ “I hate my work.”

\_\_\_\_\_ “My life is messing up the world.”

\_\_\_\_\_ “My work contributes nothing to the world.”

\_\_\_\_\_ “My work brings out the best in me.”

\_\_\_\_\_ “I enjoy being myself.”

\_\_\_\_\_ “I curse the day I was born.”

\_\_\_\_\_ “I love my work.”

\_\_\_\_\_ “The lack of meaning in the universe disturbs me.”

\_\_\_\_\_ “The more I understand my place in the world, the better I get at my work.”

\_\_\_\_\_ “My work makes me unhappy.”

\_\_\_\_\_ “I love the beauty of the world.”

\_\_\_\_\_ “My work adds to the beauty and harmony of the world.”

Cross out the numbers as you double check your answers:

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**WHEN YOU FINISH, BEGIN TASK “C”.**

# Interview Profile

## Task C

*Rank these 18 items from best to worst (1 is best, 18 is worst). Be careful to use each number only one time.*

Answers

Personal Work Space

- \_\_\_\_\_ A working refrigerator
- \_\_\_\_\_ Correct grammar
- \_\_\_\_\_ An incorrect answer
- \_\_\_\_\_ An illegally parked car
- \_\_\_\_\_ A television burned by lightning
- \_\_\_\_\_ A father-in-law
- \_\_\_\_\_ A person who tortures animals
- \_\_\_\_\_ A person's hatred for the truth
- \_\_\_\_\_ A traffic jam
- \_\_\_\_\_ A gift representing love
- \_\_\_\_\_ A mother's love for her child
- \_\_\_\_\_ A person who loves to murder people
- \_\_\_\_\_ A lifesaving medicine
- \_\_\_\_\_ A dishonest person
- \_\_\_\_\_ A speed limit sign
- \_\_\_\_\_ A life without fun
- \_\_\_\_\_ A person's passion for justice
- \_\_\_\_\_ A plan that works

Cross out the numbers as you double check your answers:  
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**WHEN YOU FINISH, BEGIN TASK "D".**

# Interview Profile

## Task D

*Rank these statements from best (1) to worst (18). Do not rank them according to how "true" they are about your life but rather how these statements compare to each other. Some people find this easier to do by thinking about how they would compare these statements if a friend was stating them. Be careful to use each number only one time.*

Answers

Personal Work Space

- \_\_\_\_\_ "I like what I have done."
- \_\_\_\_\_ "I know what I believe."
- \_\_\_\_\_ "I am confused about my future direction."
- \_\_\_\_\_ "My beliefs prevent me from doing what I like to do."
- \_\_\_\_\_ "I do not like my body."
- \_\_\_\_\_ "I am committed to being a loving person."
- \_\_\_\_\_ "I hate what I do."
- \_\_\_\_\_ "My inner feelings confuse me."
- \_\_\_\_\_ "I don't do what I know I should."
- \_\_\_\_\_ "I like myself."
- \_\_\_\_\_ "I am a loving person."
- \_\_\_\_\_ "I hate myself."
- \_\_\_\_\_ "I love doing my best work."
- \_\_\_\_\_ "My future plans cause me to feel lifeless."
- \_\_\_\_\_ "When I have a plan, I am happy."
- \_\_\_\_\_ "What I do is destroying my life."
- \_\_\_\_\_ "I am passionate about what I believe."
- \_\_\_\_\_ "My accomplishments show what I believe."

Cross out the numbers as you double check your answers:  
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18



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# ¡BIENVENIDOS!

## Instrucciones sobre el Perfil de Entrevistas

La Serie del Perfil de Entrevista Hartman-Kinsel consiste en un grupo de cuatro sencillas tareas que aportan una útil percepción de cómo la gente toma decisiones. Utilizamos los resultados de este perfil como una ayuda en el proceso de revisión de nuestro candidato. Favor de leer las instrucciones y la autorización al final de esta hoja, firmar donde se indica y completar la sección con la información personal. Una vez hecho esto proceda con la Tarea A.

### Instrucciones

Cada tarea está compuesta por listados conteniendo 18 *enunciados*, que deberá comparar entre sí y ordenarlos del mejor (#1) al peor (#18). Por lo tanto en cada una de las cuatro páginas utilizará los números del 1 al 18 sin repetir ningún número. Utilice la lista de números al pie de cada página para ayudarse a evitar repetir cualquier número. Ejemplo: un candidato ordenó la siguiente lista de cuatro enunciados como sigue:

- |          |                     |
|----------|---------------------|
| <u>4</u> | Una guerra nuclear  |
| <u>1</u> | Un saludo amistoso  |
| <u>3</u> | Una nariz rota      |
| <u>2</u> | Unos zapatos nuevos |

Estas tareas están diseñadas para ser sencillas y rápidas. No elabore mucho sobre las comparaciones. Cada tarea toma a la mayoría de las personas 6 minutos y le irá mejor si no invierte mas de 10 minutos en cualquiera de ellas. Es difícil comparar entre sí algunos de los enunciados y aún encontrará que algunos de ellos son algo perturbadores. Simplemente haga su mejor intento para ordenar éstas de acuerdo a como se comparan unas con otras. Ninguno de los enunciados revela nada por sí mismo. El perfil funciona en cómo ordena todos los enunciados comparándolos unos con otros. No se preocupe de lo que puedan pensar los demás sobre sus respuestas. El resultado será mas preciso si realiza estas tareas de acuerdo a como usted las ordena, no como cree que otros desearan que usted las ordenara.

### Concesión de Autorización

Estoy completando este perfil por mi propia y libre voluntad y estoy de acuerdo en hacerlo bajo la condición de que la información obtenida de este ejercicio NO SERA USADA COMO LA UNICA BASE para contratar, despedir, promover o distinguirme de ninguna manera de los demás. Yo entiendo que está siendo utilizado para ayudar a dirigir mejor la entrevista y el proceso de selección, con especial énfasis en ayudar a efectuar mas efectivamente la entrevista, la revisión de referencias o del currículum..

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Fecha y firma:

### Información personal:

Favor de utilizar letra de molde:

## Tarea A

Ordene estos dieciocho enunciados del mejor(1) al peor (18). Tenga cuidado de utilizar cada número una sola vez.

Respuestas

Espacio de Trabajo Personal:

- \_\_\_ Una buena comida
- \_\_\_ Un mejora técnica
- \_\_\_ Una tontería
- \_\_\_ Una multa (como una multa por una violación de tráfico)
- \_\_\_ Un montón de basura
- \_\_\_ Un científico dedicado
- \_\_\_ Destrucción total de suministro de alimentos
- \_\_\_ Encarcelar a un inocente
- \_\_\_ Un corto-circuito eléctrico
- \_\_\_ "Con este anillo, yo te desposo"
- \_\_\_ Un bebé
- \_\_\_ Usar el amor para cometer asesinato
- \_\_\_ Amor por la naturaleza
- \_\_\_ Una persona que no dice la verdad
- \_\_\_ Una línea de ensamble
- \_\_\_ Un ladrón
- \_\_\_ Un genio matemático
- \_\_\_ Un uniforme

Revise sus respuestas cruzando los números utilizados:

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**CUANDO TERMINE, COMIENZE LA TAREA "B".**

## Tarea B

---

Ordene los siguientes enunciados del mejor (1) al peor (18). No los ordene en razón a que tan "ciertos" son en comparación con su vida, sino como se relacionan unos enunciados con otros. Algunas personas encuentran más sencillo hacerlo pensando como los compararían si los estuviera diciendo un amigo. Tenga cuidado de utilizar cada número una sola vez.

Respuestas:

Espacio personal para anotaciones y definiciones de apoyo:

\_\_\_\_\_ "Me gusta mi trabajo y me sienta bien."

\_\_\_\_\_ "El universo es un sistema notablemente armonioso." **Armonioso**—Estar en armonía, estar en concordancia, estar en paz con otras personas o elementos del grupo.

\_\_\_\_\_ "El mundo no tiene mucho sentido para mí."

\_\_\_\_\_ "Por más intensamente que trabaje, siempre me sentiré frustrado."

\_\_\_\_\_ "Las condiciones en que trabajo son pésimas y arruinan mi labor."

\_\_\_\_\_ "Me siento a gusto en el mundo."

\_\_\_\_\_ "Detesto mi trabajo."

\_\_\_\_\_ "Mi vida crea desorden en el mundo."

\_\_\_\_\_ "Mi trabajo no contribuye con nada al mundo."

\_\_\_\_\_ "Mi trabajo pone de manifiesto lo mejor de mí."

\_\_\_\_\_ "Disfruto ser yo mismo."

\_\_\_\_\_ "Maldigo el día en que nací."

\_\_\_\_\_ "Me encanta mi trabajo."

\_\_\_\_\_ "Me molesta la falta de sentido en el universo."

\_\_\_\_\_ "Cuanto mejor comprendo mi lugar en el mundo, tanto mejor me va en mi trabajo."

\_\_\_\_\_ "Mi trabajo me hace desdichado."

\_\_\_\_\_ "Amo la belleza del mundo."

\_\_\_\_\_ "Mi trabajo contribuye a la belleza y armonía del mundo."

Revise sus respuestas cruzando los números utilizados:

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**CUANDO TERMINE, COMIENZE LA TAREA "C".**

## Tarea C

Ordene estos dieciocho enunciados del mejor(1) al peor ( 18). Tenga cuidado de utilizar cada número una sola vez .

Respuestas:

Espacio de Trabajo Personal :

- \_\_\_\_\_ Un refrigerador en buenas condiciones
- \_\_\_\_\_ Buena gramática
- \_\_\_\_\_ Una respuesta incorrecta
- \_\_\_\_\_ Un automóvil estacionado ilegalmente
- \_\_\_\_\_ Un televisor quemado por los relámpagos
- \_\_\_\_\_ Un suegro
- \_\_\_\_\_ Una persona que tortura animales
- \_\_\_\_\_ El odio de una persona por la verdad
- \_\_\_\_\_ Una congestión de tráfico
- \_\_\_\_\_ Un regalo que representa amor
- \_\_\_\_\_ El amor de una madre por su hijo
- \_\_\_\_\_ Una persona a quien le encanta asesinar gente
- \_\_\_\_\_ Una medicina que salva vidas
- \_\_\_\_\_ Una persona deshonesto
- \_\_\_\_\_ Una señal de límite de velocidad
- \_\_\_\_\_ Una vida sin diversión
- \_\_\_\_\_ La pasión de una persona por la justicia
- \_\_\_\_\_ Un plan que funciona

Revise sus respuestas cruzando los números utilizados:  
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**CUANDO TERMINE, COMIENZE LA TAREA "D".**

## Tarea D

---

Ordene los siguientes enunciados del mejor (1) al peor (18). No los ordene en razón a que tan "ciertos" son en comparación con su vida, sino como se relacionan unos enunciados con otros. Algunas personas encuentran más sencillo hacerlo pensando como los compararían si los estuviera diciendo un amigo. Tenga cuidado de utilizar cada número una sola vez.

Respuestas:

Espacio personal para anotaciones y definiciones de apoyo.

- \_\_\_\_\_ "Me gusta lo que he hecho" ."
- \_\_\_\_\_ "Conozco lo que yo creo."
- \_\_\_\_\_ "Estoy confundido acerca de mis planes futuros."
- \_\_\_\_\_ "Mis creencias me impiden hacer lo que me gusta."
- \_\_\_\_\_ "No me gusta mi cuerpo."
- \_\_\_\_\_ "Estoy comprometido a ser una persona amorosa."
- \_\_\_\_\_ "Odio lo que hago."
- \_\_\_\_\_ "Mis sentimientos íntimos me confunden."
- \_\_\_\_\_ "No hago lo que sé que debería hacer."
- \_\_\_\_\_ "Estoy a gusto conmigo mismo."
- \_\_\_\_\_ "Soy una persona amorosa."
- \_\_\_\_\_ "Me odio."
- \_\_\_\_\_ "Me encanta hacer mi mejor esfuerzo."
- \_\_\_\_\_ "Mis planes futuros me hacen sentir sin vida."
- \_\_\_\_\_ "Cuando tengo un plan, soy feliz."
- \_\_\_\_\_ "Lo que hago está destrozando mi vida."
- \_\_\_\_\_ "Soy un apasionado de lo que yo creo. "
- \_\_\_\_\_ "Mis logros muestran lo que yo creo."

Revise sus respuestas cruzando los números utilizados:

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

# World Thinking Facets

The Candidate Profile and Interview Guide produced by the software indicates the candidate's attentiveness to three facets of his or her thinking about people or things external to him or her (see Figure 4.1). These three facets are called "Intuition and Empathy," "Results Orientation and Decisiveness," and "Adherence and Organization." A score for the candidate's "Type of Reasoning," which is an extension of the Adherence and Organization measurement, is also provided. It is important to understand that the names are assigned to the measurements as a matter of convenience. While the words used in these names have meanings in and of themselves, the actual measurements reflect even more about the person than the names imply.

For each facet, people are attentive, balanced, or inattentive in their focus. When people are attentive to one of these facets, as reflected by a score greater than 6 in the Candidate Profile and Interview Guide, it will exert significant influence over their decision-making processes and, thus, their behavior. People who are balanced in their focus on a facet, as reflected by a score of 6 in the Candidate Profile and Interview Guide, will factor it into their decision making (and thereby their behavior) but not be dominated by it. On the other hand, when people are inattentive to a thinking facet, as reflected by a score less than 6 in the Candidate Profile and Interview Guide, it exerts little influence over their decision-making process and, thus, their behavior.

Generally speaking, people's strengths come from the facets on which their focus is balanced or slightly attentive. On the other hand, their weaknesses tend to come from those to which they are inattentive. However, no one is attentive to all of the thinking facets, and being inattentive to a facet can be a strength in a given situation.

**Figure 4.1**  
**Three Facets of Thinking about the World and Others**

**Intuition and Empathy.** This involves seeing the singular, unique, one-of-a-kind object or person. To think about the Intuition and Empathy facets of people is to focus on their unique feelings, their individual personalities, and their own individual desires. A business manager is displaying her or his Intuition and Empathy when he or she cares about a subordinate personally, the person's feelings about work, the individual's personal life, and the individual's mental and spiritual health. The reason the Intuition and Empathy facet of a candidate is important to an organization is that it is the source of the person's imagination, desire to do good when no one is watching, creative passion, ambition, willingness to forgive and work with others, and desire to help others succeed.

**Results Orientation and Decisiveness.** This is a focus on the common sense, practical aspects of people, decisions, and things. It is also a comparative perspective. A business manager is displaying his or her Results Orientation and Decisiveness when he or she evaluates the skills and experience of the employment candidate and how that candidate compares to other candidates. The reason the candidate's Results Orientation and Decisiveness measurement is important to an organization is that this part of the person drives reliability, desire to get the job done, degree of organization and planning, competitiveness, and the ability to adapt to changing circumstances.

**Adherence and Organization.** This involves seeing in black and white terms. To think about the Adherence and Organization facets of people is to focus on whether they are acting right or wrong (from the perspective of the viewer). A business manager focuses on the Adherence and Organization facets of a subordinate when he or she evaluates whether the employee follows company policies and procedures and is loyal to the company. A candidate's Adherence and Organization measurement is important to an organization because it is this part of the person that determines how he or she will react to rules, policies, and procedures.

The three World Thinking facets and the Types of Reasoning extension to the Adherence and Organization measurement are explained in more detail in this chapter. In some cases, these explanations duplicate material that is included in the Candidate Profile and Interview Guide, but they also supplement that information. Since the Candidate Profile and Interview Guide provides separate scores for each of the three World Thinking facets, it is important to determine which of

the various thinking facets are most significant for the particular hiring decision. To help you understand how a candidate's World Thinking orientations blend together, a discussion of the various combinations of attentive and inattentive orientations is presented at the end of this chapter.

## Intuition and Empathy

The Intuition and Empathy thinking facet involves seeing the unique, one-of-a-kind nature of an object or person. To think this way about people is to focus on their unique feelings, their individual personalities, and their individual desires. A business manager is employing the Intuition and Empathy thinking facet when he or she cares personally about an employee, the person's feelings about work, the individual's personal life, and the individual's mental and spiritual health.

The Intuition and Empathy thinking facet of a candidate is important to an organization because this part of the person holds the intentions, imagination, desire to do good when no one is watching, creative passion, willingness to forgive and work with others, tendency to trust and delegate to others, and desire to help others succeed.

At one end of the spectrum, the people who are attentive to the Intuition and Empathy thinking facet (i.e., score above 6) tend to be good at building one-on-one relationships. They generally are considered to be kind, sensitive, forgiving, passionate, and caring people. These people tend to need an environment where they can have interpersonal relationships with others. They need to feel included and to have regular contact with other people. People who are attentive to the Intuition and Empathy thinking facet may also be gullible, indecisive, naïve, procrastinating, and too forgiving of others.

Most people (95 percent or more) score from 4 to 8.

## Intuition and Empathy Scores of 0–3

These people are suspicious of others' intentions, guarded about personal matters and generally unwilling to assume the risk associated with trusting others. They have an interpersonal wall that may not be apparent. Sometimes these people disguise this guarded orientation by being very sociable, outgoing, or direct.

In the interview look for:

- A preference for working alone or where interaction on a personal level is very limited
- A tendency to not engage personally, talk about family, friends, or hobbies, and a feeling that you did not get to see the inside of the candidate
- A lack of people from the candidate's past to whom the candidate says he or she feels close
- An inability, lack of experience, or unwillingness to delegate tasks to others

### ***Supported Positions***

This orientation leads these people to be more comfortable in roles where they can focus on their ideas and projects—roles where they do not have to pay attention to others' feelings and personal matters on a regular basis. Other people's personal matters cause people with this orientation significant stress with which they are not adequately equipped to deal. They can work effectively with some people, but they usually have great difficulty working with people who personalize their feelings with their work or bring personal matters to work.

**Examples of supported positions:** Construction foreman, heavy machinery operator, assembly line worker, truck driver, airplane pilot, special forces in the military or police, explosives expert, technical expert, auditor, taxi driver, mechanic, security guard.

## ***Risky Positions***

This orientation leads these people to be unaware of the importance of others' feelings, opinions, intuitive hunches, and "family" orientations. They chafe in roles where they have to be "touchy-feely" or deal with personal matters on a regular basis. Positions that are the best fit for such a perspective do not require that the person work with people or utilize intuitive insight.

**Examples of risky positions:** Hospitality director for a hotel, activities director for a country club, receptionist, office manager, retail store or restaurant cashier, salesperson, insurance underwriter, insurance claims adjuster, bank teller, concierge, manager of volunteers in a not-for-profit organization, trustee of a large family-run company.

## **Intuition and Empathy Scores of 4 or 5**

These people are cautious of others' intentions, guarded about personal matters, and generally resist taking the risks associated with trusting others. They have an interpersonal wall that may not be apparent. Some people disguise this guarded orientation by being very sociable, outgoing, or direct. These people often have close personal relationships but not very many in a work context. They also tend to want to pay attention to aspects of business other than the individual value and personalities of others. Their inattention to others often causes them to fail to see when they demotivate others, to ignore what is most important to others, or to deal with others from a distance.

In the interview look for:

- A preference for working alone or where interaction on a personal level is very limited
- An avoidance of jobs or roles where the person had to pay attention to the individual interests, opinions, or personalities of others
- A lack of people from his or her past who the person says he or she feels close to and considers to be personal friends

- A history of liking to do the work himself or herself, tending not to delegate tasks to others
- A tendency to not engage personally or talk about family, friends, or hobbies, leaving you with a feeling that you did not get to see inside the candidate

### ***Supported Positions***

This orientation leads these people to be more comfortable in roles where they do not have to pay attention to others' feelings and personal matters on a regular basis. However, these people can work effectively with other people in mutually agreed upon roles or tasks.

**Examples of supported positions:** Head of operations, customer service specialist, assembly line worker, construction worker, truck driver, insurance claims adjuster, airplane pilot, soldier, police officer, technician, auditor.

### ***Risky Positions***

This orientation leads these people to be unaware of the importance of others' feelings, opinions, intuitive hunches, and “family” orientations. They chafe in roles where they have to be sensitive to the feelings of others.

**Examples of risky positions:** Hospitality director for a hotel, activities director for a country club, concierge, manager of volunteers in a not-for-profit organization, receptionist, office manager.

## **Intuition and Empathy Score of 6**

These people are extremely aware of the individuality of others. They have very clear intuition and rarely make errors in judgment when it comes to motivating or caring for others. These people typically are not as relational as people with scores of 7–10 because they do not need a lot of time to get a “feel” for someone else's intentions or motivations. They are very adept at building relationships, working with people, and being open personally. However, they can also

be unsympathetic and insensitive with people who are seeking to be babied or excused. They are energized by interpersonal relationships, very aware of the needs and interests of others, and put passion and personal risk into their activities. They are able to make decisions intuitively and quickly and feel strong passion for things in which they believe.

### ***Supported Positions***

People with this ability and attentiveness do best when they work in personable environments, where relationships are part of the working culture, and where motivating and working with people are critical parts of the job. Most management, sales, teaching, psychological, and supervisory roles need this ability.

**Examples of supported positions:** Senior executive, department manager, store manager, executive secretary, human resources director, admissions director, leasing agent, sales manager, teacher, coach, salesperson, bank teller, retail store or restaurant cashier, judge, wedding planner, fashion designer, receptionist, staff support, insurance underwriter, insurance claims adjuster, trial attorney.

### ***Risky Positions***

Any position where empathy and caring about others can cause burnout or inhibit a person's effectiveness can be risky. Any position where the person is expected to work alone without meaningful contact with others on a regular basis also is difficult for these people.

**Examples of risky positions:** High stress customer service positions, nurse in a cancer ward of a children's hospital, collections agent, parole officer, turnaround specialist for a troubled company, construction worker, loss control engineer, auditor, assembly line worker, truck driver, computer programmer, security guard, short-order cook.

## Intuition and Empathy Scores of 7 or 8

These people are naturally aware of the individuality of others. They also have very clear intuition (although they do not necessarily use it). These people do business by building relationships, working with people, and being open personally. They are energized by interpersonal relationships, attending to the needs and interests of others, and putting passion and heart into their activities. They are able to be sensitive to the unique interests of others, to empathize with them, to make decisions intuitively, and to feel passion for things in which they believe.

A person with a score of 7 is likely to be known as personable and empathic. In the interview, look for tendencies described in this section. You probably will not find many problems from this area.

People with a score of 8 are also naturally aware of and attentive to the individuality of others. They need to get a gut feeling about something or someone before they are ready to open up, trust, or choose. These people do business by building relationships, working with people, and being open personally. Most of these people have a very difficult time working alone, without regular contact with others. They tend to pay attention to how others feel and do not want to cause others pain or frustration. Once they get a good feeling about an idea, a person, or a project, they can become stubborn, because they have grown to personally identify with and care about the idea, person, or project with strong emotional ties.

In the interview look for (especially in 8s):

- A tendency to place too much emphasis on others' feelings, individuality, and personal lives
- A tendency to avoid confrontation by being "nice" or "soft"; an overreliance on building personal relationships at work
- A tendency to take criticism personally, to personalize his or her work and ideas, or take a long time to reach a conclusion or make a choice

- A tendency to prefer to coach and delegate tasks to others and an avoidance of situations where this person will have to direct and monitor others

### ***Supported Positions***

People with this ability and attentiveness do best when they work in personable environments, where relationships are part of the working culture and where imagination and personal feelings are valued. Most management, sales, teaching, and supervisory roles need this ability. This focus is also helpful in many other occupations.

**Examples of supported positions:** Senior executive, department manager, store manager, sales manager, teacher, coach, salesperson, bank teller, retail store or restaurant cashier, receptionist, staff support, insurance underwriter, insurance claims adjuster, trial attorney.

### ***Risky Positions***

Any position where empathy and caring about others can cause burnout or inhibit a person's effectiveness can be risky. Any position where the person is expected to work alone without meaningful contact with others on a regular basis also is difficult for these people.

**Examples of risky positions:** High stress customer service positions, nurse in a cancer ward of a children's hospital, collections agent, parole officer, turnaround specialist for a troubled company, construction worker, loss control engineer, auditor.

## **Intuition and Empathy Scores of 9 or 10**

These people are so aware of and attentive to the individuality of others that they cannot surrender this value. As a result they avoid actions that may cause others pain, distress, or anger. These people typically would rather relate to people than do business, and they generally are unable to work alone. They have to continually be in touch with others. They continually pay attention to how others feel. They tend to be sympathetic and take their work very personally.

In the interview look for:

- A tendency to place too much emphasis on others' feelings, individuality, and personal lives
- A need to have the approval of others before taking a stand
- A tendency to avoid confrontation by being "too nice," "soft," or sympathetic
- An overreliance on building personal relationships as a critical basis for succeeding in work
- A tendency to take criticism personally, personalize his or her work and ideas, or take a long time to reach a conclusion or make a choice
- A tendency to prefer to coach and delegate tasks to others and an avoidance of situations where this person will have to direct and monitor others
- A tendency to avoid situations that will cause another pain or jeopardize or strain a personal relationship
- A habit of giving bad performers too much benefit of the doubt

### ***Supported Positions***

People with this strong fixation work best in positions where making friends, being caring about others, or bringing personal passion and individual expression to one's work is important. They also work well where imagination and personal feelings are valued and utilized regularly.

**Examples of supported positions:** Chef, wedding planner, professional musician, artist, designer, architect, college professor, waitress, maître d', hostess, receptionist.

### ***Risky Positions***

Any position where empathy and caring about others can cause burnout or inhibit a person's effectiveness can be risky. They also do not generally perform well in positions that require them to correct, discipline, or cause pain to others. Any position where the person is expected to work alone without meaningful contact with others also is risky.

**Examples of risky positions:** High stress customer service positions, nurse in a cancer ward of a children's hospital, insurance claims adjuster, collections agent, parole officer, district attorney, turnaround specialist for a troubled company, construction foreman, heavy machinery operator, assembly line worker, truck driver, auditor.

## Results Orientation and Decisiveness

The Results Orientation and Decisiveness thinking facet focuses on the common sense, practical aspects of people, decisions, and things. It also is a comparative perspective. A business manager is exercising the Results Orientation and Decisiveness thinking facet when he or she evaluates the skills and experience of an employee candidate and how that candidate compares to other candidates.

The candidate's focus on the Results Orientation and Decisiveness thinking facet is important to an employer because this part of the person influences the desire to get the job done, attentiveness to results, risk orientation, competitiveness, and the ability to adapt to changing circumstances.

People who are attentive to this thinking facet tend to be opportunistic, results-oriented, adaptive, risk takers. On the other hand, they also may be impatient, demanding, unorganized, too present-time focused, and too political.

Most people (95 percent or more) score from 4 to 8.

### Results Orientation and Decisiveness Scores of 0–3

These people have difficulty taking actions, making decisions, responding to change, and acting on new opportunities. They do not look at how things are but rather focus on how they feel about them or how they think they should be. This thinking bias causes them to be risk averse, skeptical, and cautious. They tend to focus their attention on the downside of taking actions or making decisions (before enough time has been spent analyzing the risks and rewards). These

people are very uncomfortable in situations that are not predictable, in changing environments, and doing tasks where persuading others is critical to success. They also tend to make errors in judgment in social and political situations and have a very difficult time seeing the value in acknowledging small improvements that fall short of their high ideals.

In the interview look for:

- A tendency to be more cautious and careful than a person who makes decisions with only some information
- A tendency to be judgmental about politically savvy people
- A propensity to avoid social situations where everyone's roles are undefined
- A disregard for the importance of marketing and timing
- A need to justify every choice or decision with a reason

### ***Supported Positions***

People with this focus work best in situations where they can analyze things, look for the problems that come from a particular action, focus on theories, enforce rules or policies, and think about things.

**Examples of supported positions:** Graduate school professor, medical doctor, tax attorney, accountant, auditor, loan officer, strategic planner, analytical problem solver, scientist, researcher, construction worker, assembly line worker, bank teller.

### ***Risky Positions***

People with this focus are stressed in environments that change on a regular basis, require that people make decisions with minimal data or information, or where they have to stimulate and motivate people who otherwise show little initiative.

**Examples of risky positions:** Business promoter, fund raiser, entertainer, public accountant, entrepreneur, salesperson, coach, stock broker, insurance claims adjuster, appraiser, firefighter, counselor, bartender.

## Results Orientation and Decisiveness Scores of 4 or 5

These people are cautious about taking actions, making decisions, responding to change, and acting on new opportunities. They tend not to look at how things are but rather focus on how they feel about them or how they think they should be. This thinking bias leads them to be risk averse; they focus on the downside of taking actions or making decisions (before enough time has been spent analyzing the risks and rewards). They usually are uncomfortable in unpredictable situations, in changing environments, and in roles where influencing others is critical to their success. They also tend to avoid social and political situations. They have a difficult time seeing the value in acknowledging small improvements, and as a result, they do not often motivate others by optimistically praising their efforts.

In the interview look for:

- A tendency to be more cautious and careful than a person who makes decisions with minimal information
- A tendency to be judgmental about politically savvy people
- A propensity to avoid social situations where everyone's roles are undefined
- A fear of making a mistake
- A need to justify every choice or decision with a reason

### ***Supported Positions***

People with this focus work best in situations where they do not have to make quick decisions in areas foreign to them, where they can look for the problems that come from a particular action, focus on theories, enforce rules or policies, and pay attention to people.

**Examples of supported positions:** Graduate school professors, medical doctors, analytical problem solvers, chief financial officers, chief operating officers, auditor, loan officer, strategic planner, scientist, researcher, construction worker, assembly line worker, bank teller, cashier.

### ***Risky Positions***

People with this focus are bothered by change on a regular basis, they do not like to make decisions with minimal data or information, and are sporadic in stimulating and motivating people who otherwise show little initiative.

**Examples of risky positions:** Business promoter, fund raiser, entertainer, public accountant, entrepreneur, salesperson, coach, stock broker.

## **Results Orientation and Decisiveness Score of 6**

These people are extremely attuned to and adept at the social, political, and practical aspects of business and people. They are energized by activities that get tangible results, by business matters, and by seeing people accomplish things. They are naturally aware of what it takes to accomplish things and how to best arrive at the desired result. This gives them a significant ability to see how things compare and which is the best choice. This often leads to impatience with others who delay making decisions because they are unable to see what is so obvious to the candidate.

These people have an uncanny ability to get a gut feeling about what is happening in a social or political setting. Because they see the world as responsive and changing, they are comfortable in chaotic, social, or political settings. Because they can so clearly tell how things differ, they focus on what choices and actions will secure desired results and enjoy doing things to produce tangible results. These people rarely make political errors in judgment.

While few problems generally arise from this orientation, in the interview you may want to look for:

- A sense that the person cannot be pinned down (plays both sides of the coin until he or she has a sense of which choice is construed as the best)
- A tendency to not play all of his or her cards until he or she needs to (does not disclose all of the truth until forced to)
- A tendency to pay too much attention to social, political, or “what works now” factors while overlooking what is right or best for the long term
- A tendency to answer direct questions with stories, partial responses, or even to change the subject when he or she feels the “truth” will bring problems

### ***Supported Positions***

People with this focus need to work in roles where they are able to get practical, concrete results and not have to spend a lot of time with systematic aspects of business (accounting, law, planning, organization, etc.). They have a great deal of energy action and a positive view toward making a decision and giving it a try. They also are naturally attentive to political dynamics. They do have a difficult time in situations where the rules absolutely govern decisions, where policies are set in stone, and where little change is experienced. They also need to work in a context where a significant part of the company’s measure of success is how it is better than its competition.

**Examples of supported job positions:** Politician, fundraiser, firefighter, executive secretary, customer service personnel, finance specialist, salesperson, stock broker, public accountant, promoter, marketing specialist, trial attorney, telephone operator, painter, plumber, electrician.

## ***Risky Positions***

This orientation can be a problem in roles where patience is needed in the face of processes or bureaucracy. These people often have a hard time delegating, planning strategically, and thinking before they act.

**Examples of risky job positions:** Contract sales to the federal government, accounting teacher, assembly line worker, truck driver, security guard, bank loan officer, business consultant, strategic planner, tax accountant, systems analyst.

## **Results Orientation and Decisiveness Scores of 7 or 8**

These people are naturally aware of and attentive to the social, political, and practical aspects of business and people. They are energized by activities that get tangible results, by business matters, and by seeing people accomplish things. They are naturally aware of what it takes to accomplish things and how dynamics and timing are essential in determining outcomes.

These people have an ability to sense what is happening in a social or political setting. Those with a score of 8 are particularly attentive to the social, political, and practical aspects of business and people. They are comfortable in chaotic, social, or political settings, are focused on what choices and actions will secure desired results, and enjoy doing things to produce tangible results. Often times their colleagues feel people with this focus are politically motivated, results driven, and impatient.

In the interview look for:

- A tendency to shoot from the hip without careful consideration or planning
- A sense that the person cannot be pinned down (plays both sides of the coin until he or she has a sense of which choice is construed as the best)
- A tendency to not play all of his or her cards until he or she needs to (does not disclose all of the truth until forced to)

- A greater focus on social, political, or “what works now” factors than on what is right or best for the long term
- A tendency to answer direct questions with stories, partial responses, or even change the subject

### ***Supported Positions***

People with this focus need to work in roles where they are able to get practical, concrete results. They have a great deal of energy and a positive view toward making a decision and trying it out. They also are naturally attentive to political dynamics.

**Examples of supported positions:** Politician, fundraiser, firefighter, finance specialist, salesperson, stock broker, public accountant, promoter, marketing specialist, trial attorney, telephone operator, painter, plumber, electrician.

### ***Risky Positions***

This orientation can be a problem in roles where patience is needed in the face of processes or bureaucracy. These people often have a hard time delegating, planning strategically, and thinking before they act.

**Examples of risky positions:** Contract sales to the federal government, accounting teacher, business consultant, strategic planner, tax accountant, systems analyst.

## **Results Orientation and Decisiveness Scores of 9 or 10**

These people are excessively attentive to the social, political, and practical aspects of business and people. They see everything and everyone through a practical, useful, and calculating filter. They are able to be comfortable in chaotic, social, or political settings. This often causes them to throw a monkey wrench in the works just to heat things up when things are in place, orderly, and predictable. They are always focused on what choices and actions secure desired results, and

they must see tangible results. Usually these people are seen by their colleagues as politically motivated, results driven, manipulative, calculating, and impatient.

In the interview look for:

- A tendency to shoot from the hip with little or no planning
- An impatience with silence, rules, or people's feelings delaying actions
- A sense that he or she cannot be pinned down (plays both sides of the coin until he or she has a sense of which choice is construed as the best)
- A greater focus on social, political, or "what works now" factors than on what is right or best for the long term or what is best for the personal aspects of others
- An impatience with processes, plans, rules, or structured procedures
- A tendency to use people and calculate their relationships

### ***Supported Positions***

People with this focus need to work in roles where they are able to see practical, concrete results. They have a great deal of energy and a positive view toward making a decision and giving it a try. They also are very attentive to political dynamics.

**Examples of supported positions:** Politician, emergency room doctor, salesperson, stock broker, trial attorney, telephone operator, electrician, plumber, painter.

### ***Risky Positions***

This orientation can be a problem in roles where patience is needed in the face of processes or bureaucracy. These people often have a hard time delegating, planning strategically, and thinking before they act.

**Examples of risky positions:** Contract sales to the federal government, analytical problem solver, business consultant, strategic planner, claims adjuster, plant manager, tax accountant, corporate attorney.

## Adherence and Organization

The Adherence and Organization thinking facet involves thinking in black-and-white terms. A person is using the Adherence and Organization thinking facet when he or she is determining whether another person is acting rightly or wrongly (from the perspective of the viewer). A business manager is using the Adherence and Organization thinking facet when he or she evaluates whether an employee follows company policies and procedures and is loyal to the company.

A candidate's focus on the Adherence and Organization thinking facet is important to an employer because this part of the person determines how he or she will react to rules, policies, and procedures. This black-and-white thinking usually separates the rebels from the preservers of the law.

People who are attentive to this thinking facet (i.e., score above a 6) tend to be good delegators, big picture oriented, principled, dependable, team oriented, and loyal. On the other hand, they can also be opinionated, judgmental, idealistic, tactless, inflexible, bound by rules, and stubborn.

Most people (95 percent or more) score from 4 to 8.

### Adherence and Organization Scores of 0–3

People with this focus typically are rebellious toward rules and absolutes being imposed on them by others. They usually feel a need to be independent so they can express their own individuality. They typically resist being strictly identified with a particular group or class of people and do not like standardized tests that classify or “type” them. These people also usually feel a need to prevent processes from following a systematic and logical flow, often because to do so is boring to them.

In the interview look for:

- A resistance to upholding, policing, or enforcing rules or policies
- A hesitance to rely on facts when they get in the way of either people's feelings and personal concerns or when they may cost the company money in the short run
- Emotionally driven thinking (decisions often are made as a reaction against some rule, standard, "judgment," or policy)
- A need to show individuality and uniqueness
- An inability or unwillingness to write a plan that follows a logical format

### ***Supported Positions***

People with this orientation need a work environment in which individual expression is needed and encouraged.

**Examples of supported positions:** Union steward, salesperson, artist, jazz musician, creative person in advertising agency, designer.

### ***Risky Positions***

Any position where systems and company-imposed rules, policies, or procedures are critical is risky.

**Examples of risky positions:** Accountant, soldier, police officer, college professor, bank teller, insurance underwriter, insurance claims adjuster, auditor, cashier, loan officer.

## **Adherence and Organization Scores of 4 or 5**

Typically these people are mildly rebellious toward rules and absolutes being imposed on them by others. They feel a need for independence and the ability to express their own individuality. Yet these people also have strong views about the need for clear job descriptions, company policies, and a clear company mission. They usually are uncomfortable being identified with a

particular group or class of people and do not like standardized tests that classify or “type” them. They feel a need to bring their rules and expectations to the company. While these people present a strong need for order and structure, they also typically have a corresponding need to be able to work on their own in ways that let them express their individuality.

In the interview look for:

- A resistance to upholding, policing, or enforcing rules or policies
- A hesitance to rely on facts when they get in the way of people’s feelings and personal concerns
- A tendency to be recognized as an individual and not feeling the need to be part of a team
- A need to show their individuality and uniqueness

### ***Supported Positions***

People with this focus perform best in environments and roles where individual expression is needed or, at minimum, tolerated.

**Examples of supported positions:** Trial attorney, salesperson, promoter, purchasing agent, union steward, artist, musician, designer.

### ***Risky Positions***

Risky positions for people with this focus include those where systems and company-imposed rules, policies, and procedures are critical. Positions where individual expression is stifled are risky.

**Examples of risky positions:** Accountant, police officer, soldier, auditor, bank examiner, insurance underwriter, insurance claims adjuster, cashier, bank teller, loan officer.

## Adherence and Organization Score of 6

These people are attentive to the value of organizing, rules, order, policies, mission statements, and plans. They naturally see how everything fits into patterns, have clear ideas of how things and other people should be, and display an openness and receptivity to discuss and consider new ideas. In business these people typically are strategic planners and organizers, have the ability to make clear the importance of rules and processes, and submit to rules and policies without being excessively dogmatic or close minded.

This particular thinking orientation rarely manifests weaknesses or gets in the way of a person being effective. As a result, interview time is usually better spent focusing on other areas (unless you are curious about the person's ability to organize things in his or her mind).

### *Supported Positions*

These people work best in environments providing clearly defined missions and purposes, organizational charts, and clearly defined job responsibilities. (They bring such clear thinking with respect to rules, mission, and organization that their input about these areas could prove useful.) While they can function in chaos and change, a constantly changing or chaotic environment can be a drain for these people. They also value organizational integrity, efficiencies, and logical reasons.

**Examples of supported positions:** Strategic planner, mathematician, organizer, accountant, corporate attorney, tax attorney, financial planner, human resources director, teacher, systems analyst, software writer, police officer, firefighter, plant manager, insurance underwriter, insurance claims adjuster, cashier, bank teller, loan officer.

### *Risky Positions*

People with this focus typically do not perform well in roles that require flexibility and the ability to adapt to change without proactive planning beforehand.

**Examples of risky positions:** Sales in a nontechnical field, promoter, artist, jazz musician, creative person in advertising agency, architect, designer, customer service in high stress contexts (e.g., airports, hospitals, hotels), assembly line worker, construction personnel, truck driver, security guard, short-order cook, artist, salesperson, operations manager.

## **Adherence and Organization Scores of 7 or 8**

These people usually are reasonable and attentive to the value of rules, order, policies, mission statements, and plans. They have ideas of how things and other people should be but usually display a sense of openness to discuss and consider new ideas.

Even people with a score of 8 usually are reasonable people. However, they may be perceived to be inflexible, and the interview presents an opportunity to determine just how rigid and opinionated the candidate is.

In the interview look for:

- Rigidity or excessive strictness
- A tendency to categorize people
- The tendency to expect more from people who have a higher position within the company
- A tendency to be strongly opinionated
- Little or no hesitation to express his or her perspective
- An unwillingness to reconsider his or her opinions when another person's perspective is added to the discussion

### ***Supported Positions***

People with this focus generally perform best in positions that involve systematic thought and allow them to follow rules, policies, and procedures. They value organizational integrity, mission statements, plans, and job descriptions.

**Examples of supported positions:** Accountant, corporate attorney, tax attorney, financial planner, strategic planner, systems analyst, software writer, police officer, firefighter, plant manager, insurance underwriter, insurance claims adjuster, cashier, bank teller, loan officer.

### ***Risky Positions***

People with this focus typically do not perform well in roles that require flexibility and the ability to adapt to change.

**Examples of risky positions:** Salesperson in a nontechnical field, promoter, artist, jazz musician, creative person in advertising agency, architect, designer, customer service in high stress contexts (e.g., airports, hospitals, hotels).

### **Adherence and Organization Scores of 9 or 10**

These people are perceived as being very organized, systematic, and predictable. They need rules, job descriptions, order, policies, mission statements, and plans. They have ideas of how things and other people should be, and it is important to them that these precepts be followed. In other words, they can be very inflexible. The interview presents an opportunity to determine the candidate's rigidity and whether he or she will be comfortable working within the organization's culture.

In the interview look for:

- Rigidity or excessive strictness
- A tendency to categorize people
- A tendency to expect more from people who have a higher position within the company
- Strong opinions about everything
- A tendency to not reconsider her or his opinions when another person's perspective is added to the discussion

## ***Supported Positions***

People with this focus have a high tolerance for routine. They generally perform best in positions that involve systematic thought and allow them to follow rules, policies, and procedures.

Organizational integrity, mission statements, plans, and job descriptions are very important to them

**Examples of supported positions:** Corporate attorney, tax attorney, auditor, electrical engineer, computer programmer, referee, military service, cashier, bank teller, assembly line worker, plant foreman, data processor, word processor, bookkeeper, general secretary, bus driver, taxi driver.

## ***Risky Positions***

People with this focus typically do not perform well in roles that require flexibility and the ability to adapt to change.

**Examples of risky positions:** Salesperson, promoter, trial attorney, artist, jazz musician, creative person in advertising agency, architect, designer, receptionist, sales manager, emergency room doctor, firefighter, chef.

## **Types of Reasoning**

The Types of Reasoning measurement is an extension of the Adherence and Organization thinking facet. It focuses on the candidate's approach to reasoning and different ways of being logical. The score will give you an indication of whether the candidate has a tendency to think in definable and logical steps or employs less defined logic patterns. This will provide insight into whether the candidate will perform better doing routine work or work that permits individuality or requires creative and novel thinking.

The scale used in the Candidate Profile and Interview Guide for Types of Reasoning is different from that used with the other thinking facets. It does not have a midpoint indicating a focused attention to the facet. Instead it shows a linear progression from analytical thinking, through

intuitive thinking, to unconventional thinking. Rather than numbers, the scale uses letters of the alphabet to indicate the score. A different scale is used to avoid associating strengths with scores to the right and weaknesses with scores to the left of center. Depending on the requirements of the job, any score can be an indicator of strength or weakness.

The scores of more than 95 percent of people in the United States tested by Dr. Robert Kinsel Smith during the past 10 years ranged from A to F. The scale printed in the Candidate Profile and Interview Guide places a line between F and G to designate this division. More than 95 percent of the population scores to the left of the line with the remainder scoring to the right.

## **Types of Reasoning Score of A**

These people have clear and optimistic Adherence and Organization thinking. This enables them to follow a consistent, linear type of reasoning, while bringing a positive, optimistic orientation toward rules, order, policies, and logic. These people process logic in a conventional manner, demanding that things make sense by following a logical A–B–C process. They have a need for both the conclusions and the process of arriving at the conclusions to make sense.

### ***Supported Positions***

These people are clear analytical thinkers. They like to analyze and organize things and ideas and enjoy planning and putting together concepts.

**Examples of supported positions:** Consultant, strategic planner, office manager, marketing specialist, mathematician, tax attorney, administrative assistant, accountant, financial markets analyst.

### ***Risky Positions***

Sales of tangible products (selling things as opposed to ideas), customer service representative, cashier, artist, designer, trial attorney, receptionist, customer relations specialist, and any position that provides tangible service to people.

## Types of Reasoning Score of B

People with this orientation have clear and cautious Adherence and Organization. It is a fairly uncommon orientation that enables the candidate to follow a consistent, linear type of reasoning while bringing a caution or skepticism to literal adherence to rules, order, policies, or structures. These people process logic in a conventional manner, demanding that things make sense by following a logical A–B–C pattern.

### *Supported Positions*

These people are clear analytical thinkers who need analysis and plans to make sense while not wanting the concepts to take a higher priority than the application of those concepts to practical results or people.

**Examples of supported positions:** Consultant, marketing specialist, head of operations, customer service specialist, administrative assistant, finance specialist.

### *Risky Positions*

Any position that has a focus on the absolute preservation and upholding of rules, policies, or processes will be a strain for people with this thinking orientation.

**Examples of risky positions:** Security guard, junior high school vice principal, internal affairs police officer, auditor, accountant, math teacher, IRS agent, word processor, tax preparer, productivity specialist, draftsman, title company support staff, bank teller.

## Types of Reasoning Score of C

People who score “C” for Types of Reasoning and 6 or more for Adherence and Organization have optimistic Adherence and Organization thinking. However, most find the tasks associated with this thinking facet (planning, writing policies, etc.) to be hard work. They have a positive, optimistic orientation toward rules, order, policies, and logic, and they have a need for them so

they can know exactly what is expected. They need both the conclusions and the process of arriving at the conclusions to make sense. It is common for very intelligent people to have this orientation.

People who score “C” for Types of Reasoning and less than 6 for Adherence and Organization have clear and cautious Adherence and Organization thinking. This is a fairly uncommon orientation that enables people to follow a consistent, linear type of reasoning while being skeptical about a literal adherence to rules, order, policies, or structures.

Regardless of the Adherence and Organization score, these people process logic in a conventional manner, demanding that things make sense by following a logical A–B–C process.

### ***Supported Positions with Adherence Score of 6 or More***

These people work best in consistent, predictable roles. They like things to make sense, be orderly, and follow a plan.

**Examples of supported positions:** Consultants, strategic planners, office managers, marketing specialists, writers, artists, chefs, computer programmers, mathematicians, administrative assistants, accountants, financial markets analysts.

### ***Risky Positions with Adherence Score of 6 or More***

These people usually struggle in positions where they must remain flexible in the midst of chaos on a regular basis.

**Examples of risky positions:** Sales of tangible products (selling things as opposed to ideas), customer service representative, cashier, trial attorney, receptionist.

### ***Supported Positions with Adherence Score of Less than 6***

These people usually are not clear, analytical thinkers. They need analysis and plans to be in place, but they do not want the concepts to take a higher priority than the applying of those concepts to practical results or to people.

**Examples of supported positions:** Marketing specialist, school counselor, customer service specialist, administrative assistant, general staff person.

### ***Risky Positions with Adherence Score of Less than 6***

These people have difficulty in positions that require them to focus on the absolute preservation and upholding of rules, policies, or processes.

**Examples of risky positions:** Security guard, junior high school vice principal, internal affairs police officer, auditor, accountant, math teacher, IRS agent, word processor, tax preparer, productivity specialist, draftsman, title company support staff, and bank teller.

## **Types of Reasoning Score of D**

People with this score have intuitive and optimistic Adherence and Organization thinking. This enables them to follow an intuitive line of reasoning while bringing a positive, optimistic orientation toward rules, order, policies, and logic. These people are not as concerned with the “rightness” of their process of thinking as they are with finding the best solution or application.

### ***Supported Positions***

These people are clear analytical thinkers, like to analyze and organize things and ideas, and enjoy planning and putting together solutions.

**Examples of supported positions:** Writer, computer programmer, interior designer, creative finance problem solver, strategic planner, office manager, marketing specialist, theoretical mathematician, tax attorney, administrative assistant, architect, financial markets analyst.

## ***Risky Positions***

Sales of tangible products (selling things as opposed to ideas), customer service representative, cashier, receptionist, any position that provides tangible service to people (because of the high value of concepts and thinking how things should be), any position where one's creative and novel approaches are not valued.

## **Types of Reasoning Score of E**

People with this score have intuitive, almost unconventional Adherence and Organization thinking. This enables them to employ different ways of thinking depending on the circumstances. It sometimes is called intuitive reasoning because it blends logic with intuition. Many see this as a natural way of thinking "outside the box." These people also are cautious about literal adherence to rules, order, policies, or structures. Therefore they tend to be novel thinkers who need to include their individuality in their work.

## ***Supported Positions***

These people do not need analysis and plans to make sense nearly as much as they need to sense that the plans will work.

**Examples of supported positions:** Consultant, marketing specialist, artist, designer, writer, customer service specialist, administrative assistant (in roles that do not require a predominance of filing and organizing), human resource specialist, finance specialist.

## ***Risky Positions***

Any position that has a focus on the absolute preservation and upholding of rules, policies, or processes along with a great deal of routine will be a strain for people with this thinking orientation.

**Examples of risky positions:** Security guard, assembly line worker, maid, janitor, junior high school vice principal, internal affairs police officer, auditor, accountant, math teacher, IRS agent, word processor, tax preparer, title company support staff, bank teller.

## Types of Reasoning Score of F

People who score “F” for Types of Reasoning and 6 or more for Adherence and Organization have intuitive and optimistic Adherence and Organization thinking. This allows them to follow an intuitive line of reasoning while bringing a positive, optimistic orientation toward rules, order, policies, and logic. These people are not as concerned with the “rightness” of their process of thinking as they are with finding the best solution or application. They tend to be emotional about right and wrong and often get “lost” in their thoughts. It is very common for this thinking to be associated with high intelligence.

People who score “F” for Types of Reasoning and less than 6 for Adherence and Organization have unconventional Adherence and Organization thinking. This enables them to employ different types of thinking in their reasoning depending on the circumstances. It sometimes is called intuitive reasoning because it blends logic with intuition. It also is often considered to be a natural way of thinking “outside the box.” These people have a cautious (sometimes skeptical) orientation about literal adherence to rules, order, policies, or structures. Therefore they tend to be novel thinkers who need to include their individuality in their work.

### ***Supported Positions with Adherence and Organization Score of 6 or More***

These people like things to be organized, ideas to make sense, and enjoy putting together solutions.

**Examples of supported positions:** Writers, computer programmers, interior designers, creative finance problem solvers, strategic planners, office managers, marketing specialists, theoretical mathematicians, tax attorneys, administrative assistants, architects, financial markets analysts.

### ***Risky Positions with Adherence and Organization Score of 6 or More***

These people tend to perform best in positions that provide a tangible service to people (because of the high value of concepts and thinking how things should be) and any position where one's creative and imaginative abilities are useful for job success.

**Examples of risky positions:** Cashier, receptionist, any position that provides service to people in unpredictable situations (certain hotel and airlines positions, vice principal position, media spokesperson), any position where one's creative and novel approaches are not valued.

### ***Supported Positions with Adherence and Organization Score of Less than 6***

These people do not need analysis and plans to make sense nearly as much as they need to sense that the plans will work.

**Examples of supported positions:** Marketing specialist, artist, designer, writer, customer service specialist, administrative assistant (in roles that do not require a predominance of filing and organizing), human resource specialist, finance specialist.

### ***Risky Positions with Adherence and Organization Score of Less than 6***

These people struggle in any position that requires the absolute preservation and upholding of rules, policies, or processes along with a set routine.

**Examples of risky positions:** Security guard, assembly line worker, maid, janitor, junior high school vice principal, internal affairs police officer, auditor, accountant, math teacher, IRS agent, word processor, tax preparer, title company support staff, bank teller.

## Types of Reasoning Score of G

People with this score have unconventional, clear, and optimistic Adherence and Organization thinking. This enables them to follow a very unconventional line of reasoning while bringing a positive, optimistic orientation toward rules, order, policies, and logic. These people are not as concerned with the “rightness” of their thinking process as they are with finding a creative solution or application.

### *Supported Positions*

These clear analytical thinkers like to analyze and organize things and ideas and enjoy planning and putting together concepts.

**Examples of supported positions:** Instructor in a creative field, creative writer (copywriters, novelists, script writers), computer programmer, interior designer, creative finance problem solver, theoretical mathematician, surgeon, architect.

### *Risky Positions*

These people have difficulty in positions that require strict compliance to set ways of doing things or solving problems or that provide little opportunity for the person to bring novel and creative thinking to the job.

**Examples of risky positions:** Salesperson, customer service representative, cashier, receptionist.

## Types of Reasoning Score of H

People with this score have unconventional Adherence and Organization thinking that is still very clear. This enables them to reason using very creative and different thinking. It sometimes is called unconventional reasoning because the candidate sees things and people in ways most people do not. Many see this as a natural way to think “outside the box,” and many of these people find that they have a need to think “outside the box.” These people are cautious about a

literal adherence to rules, order, policies, or structures. They tend to be novel thinkers who need to include their individuality and creativity in their work.

### ***Supported Positions***

These people do not need analysis and plans to make sense. Instead, they need the process of arriving at a conclusion to be dynamic and creative. They are especially sensitive to impressions and how things generate impressions.

**Examples of supported positions:** Marketing specialist, artist, designer, writer, computer programmer, chef, musician, social worker, and labor lawyer.

### ***Risky Positions***

Any position that has much routine, required compliance, or a required preservation and upholding of rules, policies, or processes will be very difficult for people with this thinking orientation.

**Examples of risky positions:** Bank teller, tax preparer, security guard, assembly line worker, maid, janitor, junior high school vice principal, internal affairs police officer, auditor, accountant, math teacher, IRS agent, word processor, title company support staff, paralegal.

## **Types of Reasoning Score of I**

People with this score have unconventional and optimistic Adherence and Organization thinking. They follow a very unconventional line of reasoning while bringing a strong support to rules, order, policies, and logic. These people are not as concerned with the “rightness” of their thinking process as they are with finding a creative solution or application and bringing creativity to their work.

## ***Supported Positions***

These people like things to be organized yet enjoy bringing creative expression to those environments.

**Examples of supported positions:** Creative writer (copywriter, novelist, script writer), surgeon, artist, musician, computer programmer, interior designer, creative finance problem solver, theoretical mathematician, architect.

## ***Risky Positions***

Positions that involve much routine, set ways of solving problems, or little opportunity for novel and creative thinking are difficult for these people.

**Examples of risky positions:** Salesperson, customer service representative, cashier, receptionist.

## **Types of Reasoning Score of J**

People with this score have unconventional Adherence and Organization thinking that is also not very clear. This allows these people to reason using highly creative and unconventional thinking. This sometimes is called unconventional reasoning because they see things and people in ways most people do not and tend to be contrarian in their thinking. These people actually need to think “outside the box” because they see things so differently from how they normally are presented. These people also are very cautious about literal adherence to rules, order, policies, or structures. They are very creative and/or emotional about their work.

## ***Supported Positions***

These people do not need analysis and plans to make sense. Instead, they need the process of arriving at a conclusion to be moving, dynamic, and creative. They are extremely sensitive to impressions and how things generate impressions. These thinkers are often involved in the entertainment, graphics, musical, advertising, and literary worlds.

## ***Risky Positions***

Any position that involves a set routine, requires corporate compliance, or involves the preservation of or upholding of rules, policies, or processes will be extremely difficult for people with this thinking orientation.

**Examples of risky positions:** Bank teller, tax preparer, security guard, assembly line worker, maid, janitor, junior high school vice principal, internal affairs police officer, auditor, accountant, math teacher, IRS agent, word processor, title company support staff, and paralegal.

## **Types of Reasoning Score of K**

These people are on the opposite side of the logic spectrum from analytical thinkers. They have a strong tug away from conventional rules, order, and structures. They see patterns of logic others do not, and they follow different patterns to arrive at their conclusions at any given point in time. They see good in what others would consider bad and bad in what others see as good. They rebel against requirements to conform, to explain thoughts in logical steps, or be constrained by strict definitions.

## ***Supported Positions***

These people perform best in jobs that benefit from individual creativity, expression, and uniqueness. They bring strong internal feelings and emotions to their work.

**Examples of supported positions:** Chefs, artists, rock musicians, and athletes in individual expression sports.

## ***Risky Positions***

These people usually struggle in positions that involve set routines, provide little opportunity for creative and novel thinking, require them to explain the reasons behind their decisions or to make

written plans, or rely on logical and consistent processes. They also have difficulty when required to remain reasonable or unemotional in the face of disagreement or opposition.

## **Blending the Intuition and Empathy, Adherence and Organization, and Results Orientation and Decisiveness Scores**

Everyone uses all three World Thinking facets to make decisions. People rarely use just one facet when they are making decisions and thinking about other people and things. By putting a candidate's scores together, you will be able to see the candidate's style—i.e., how these different facets lead him or her to see and understand things differently than others see them. It is this interaction of a candidate's different thinking facets that makes that candidate specially gifted to do certain things.

### **Finding the Candidate's Style**

The pages that follow describe eight combinations of the three World Thinking facets. To simplify the process of identifying them, they are assigned descriptive names. The names and the scores associated with them are provided in Figure 4.2.

Keep in mind as you read about the candidate's style that his or her natural strengths are the thinking facets with scores of 6 or higher. These are the thinking facets of other people and the things around the candidate to which he or she is naturally attentive, in which he or she will mature, and from which he or she will gain energy and satisfaction. These are the keys to the candidate's success in relationships and work. Consider how well the candidate's strengths match with the requirements of the job you are trying to fill! People succeed by mastering and using their strengths.

<b>Figure 4.2</b>	
<b>Scores</b>	<b>Name</b>
Intuition and Empathy greater than or equal to 6 Results Orientation and Decisiveness less than 6 Adherence and Organization less than 6	The “Empathic Carer”
Intuition and Empathy less than 6 Results Orientation and Decisiveness greater than or equal to 6 Adherence and Organization less than 6	The “Doer”
Intuition and Empathy less than 6 Results Orientation and Decisiveness less than 6 Adherence and Organization greater than or equal to 6	The “Preserver”
Intuition and Empathy greater than or equal to 6 Results Orientation and Decisiveness greater than or equal to 6 Adherence and Organization less than 6	The “Enthusiast”
Intuition and Empathy greater than or equal to 6 Results Orientation and Decisiveness less than 6 Adherence and Organization greater than or equal to 6	The “Equipper”
Intuition and Empathy less than 6 Results Orientation and Decisiveness greater than or equal to 6 Adherence and Organization greater than or equal to 6	The “Plan Accomplisher”
Intuition and Empathy less than 6 Results Orientation and Decisiveness less than 6 Adherence and Organization less than 6	The “Cautious Proceeder”
Intuition and Empathy greater than or equal to 6 Results Orientation and Decisiveness greater than or equal to 6 Adherence and Organization greater than or equal to 6	The “Optimist”

The World Thinking facets for which the candidate's scores are less than 6 reveal potential limitations, because these are the facets where the candidate has attention deficits. The candidate will miss seeing the good that lies inside those facets for which he or she scores less than 6. Therefore the candidate will be inclined to ignore these aspects, not mature in the areas and disciplines that address these facets, and miss opportunities and benefits that are found in these facets.

### ***The “Empathic Carer”***

*Intuition and Empathy greater than or equal to 6*

*Results Orientation and Decisiveness less than 6*

*Adherence and Organization less than 6*

These people see and pay attention to intuitive feelings, personal matters, and individual's rights. Work is viewed as an individual expression and effort. Gifts are personal expressions of friendship or love. Work is a “family” place where people come together and attend to one another as unique, valuable, and caring persons.

Empathic Carers are good listeners, hospitable, compassionate, caring, gentle, and supportive.

Empathic Carers may be too easy on people and too feelings-directed in some circumstances. For example, Empathic Carers have a hard time telling a friend that they are hurt, frustrated, or angry when that friend is consistently late meeting them for lunch.

Empathic Carers also have a hard time telling others “No” because they do not want to cause others pain. Empathic Carers usually avoid causing any kind of pain to someone they know personally. This can put a strain on their friendships, because every relationship has painful encounters that can only be resolved in the context of pain or discomfort.

Empathic Carers personalize their work and therefore have a hard time accepting practical criticism or judgmental analysis of that work. Their work is a creation and deserves to be

appreciated even if it is wrong or is not effective. Criticism feels worse to the Empathic Carer than it is intended to be by the person giving it.

Empathic Carers think a decision or choice is good when it feels right. They tend to disregard the practical and analytical aspects of matters. This is especially true when friends or colleagues must be corrected or “policed.” These actions are difficult for Empathic Carers.

## ***The “Doer”***

*Intuition and Empathy less than 6*

*Results Orientation and Decisiveness greater than or equal to 6*

*Adherence and Organization less than 6*

For Doers, work is seen from a practical orientation, and relationships are social more than interpersonal. They enjoy getting things done, being active, and interacting with many people.

Doers are good counselors and managers of programs. They focus on making sure time and resources are not wasted and spurring people to action to make good things happen.

Doers can be too practically minded to work effectively in a world with people who are not as results-oriented as they are. For example, a Doer has a hard time listening to a colleague express hurt feelings when that person has not tried to do something to change the situation.

Doers also avoid commitments for which they don't see an immediate practical value. Their focus is on doing what it takes to put things into motion and make things happen. To many people this appears to be superficial, political, manipulative, or expedient.

Doers work diligently and jump with both feet into projects. This makes it difficult for them to deal with people who insist on studying, planning, or developing good feelings about things before they proceed. Doers think a decision or choice is good when it works; they do not think it through beforehand to see if it makes logical sense.

Doers love to tell people how to do things and what they think needs to be done. They have a tendency simply to give practical advice to others when their problems really involve other aspects. This shows up when a person needs understanding and reasoning and the Doer just tells him or her what to do while ignoring the person's need for understanding.

## ***The “Preserver”***

*Intuition and Empathy less than 6*

*Results Orientation and Decisiveness less than 6*

*Adherence and Organization greater than or equal to 6*

Preservers see and pay attention to how things should be and how people should act, focusing on “right” and “wrong.” They interpret information literally. Preservers work to gain an understanding of the most efficient and principled ways to achieve things.

Preservers see work from an analytical orientation. Things need to make sense for Preservers to think decisions are good. People need to have good reasons for what they do and why they do it that way. If something does not make sense, Preservers see it as bad or incomplete.

The name “Preserver” was chosen for people with these scores because of their focus on keeping systems, processes, or order in place. They believe the world has a consistent, reliable, and safe system. If someone or something disturbs that system, they have a mission to restore the order.

Preservers are good planners, organizers, accountants, administrators, researchers, and preservers of the truth.

Preservers may have a tendency to make everything a black-and-white issue. For example, a Preserver has a hard time listening to a loved one express hurt feelings when those feelings don't make sense (which they almost never do).

Preservers tend to be too rigid, demanding that everyone fit into their black-and-white world when grays actually exist. They miss seeing how things have improved even when they were not

done exactly right. They avoid complimenting a person for a job well done when it was not done perfectly.

Preservers normally understand language literally. This focus prevents them from experiencing the feelings of poetry and metaphors and the motivating effects of stories and exaggerations. The idea of 110-percent effort is usually very offensive to a Preserver because, “A person can only give 100 percent!”

Preservers are rigid because of their commitment to the preservation of the “order.” They resist change and hate surprises because they are not consistent with their idea that the world is predictable and constant.

Preservers are judgmental. They understand people through a filter of absolutes: the person either is or is not acting, looking, or talking as the Preserver thinks he or she should. In either case Preservers evaluate whether the person measures up to their ideas of what they should be.

### ***The “Enthusiast”***

*Intuition and Empathy greater than or equal to 6*

*Results Orientation and Decisiveness greater than or equal to 6*

*Adherence and Organization less than 6*

Enthusiasts tend to downplay or disregard right and wrong, understanding, and literal meaning, instead focusing on obtaining results and building relationships. They see and pay attention to what works, getting things done, moving people to action, and personal matters. They are Enthusiasts because they have strong feelings for accomplishing things. They love to motivate people to action and have a passion for what they do.

Enthusiasts’ relationships are both social and personal. They have an emotionally charged allegiance to individuals when they are working together.

Enthusiasts are good at promoting activities, energizing the fainthearted, bringing enthusiasm to the environment, and spearheading service/work efforts.

Enthusiasts may discount the importance of rules and formal agreements (such as written contracts). They tend to disregard rules, order, and processes while focusing on individual's rights and accomplishing things.

Enthusiasts may be impatient with processes and planning. They often grow impatient because they cannot see the results of a process until later. Enthusiasts want things to happen now!

In communicating, Enthusiasts are inattentive to the importance of absolute facts, of giving people something they can count on (no matter what!), and using words in literal, definite ways.

Enthusiasts avoid making commitments when they do not see immediate practical value. Their focus is on doing what it takes to get things moving, make things happen, and accomplish measurable results. As a result, Enthusiasts often are perceived to be superficial, political, manipulative, or expedient.

Even more than Doers, Enthusiasts love to tell people how to do things and what they think needs to be done. This shows up most strongly when another person needs understanding and reasons, and the Enthusiast just tells them what to do.

### ***The "Equipper"***

*Intuition and Empathy greater than or equal to 6*

*Results Orientation and Decisiveness less than 6*

*Adherence and Organization greater than or equal to 6*

Equippers combine a focus on right and wrong, understanding, and literal meaning with passion, feelings, and attention to individuals.

Work combines analytical and personal traits for Equippers, leading them to focus on doing things that reflect their principles and values as well as ideas that make sense for the future. They have strong feelings about what they do, because in their minds, their activities always flow out of their logical understanding and passion for doing the right thing.

Relationships are strongly felt by Equippers. They prefer to have a few deep, close relationships rather than many superficial ones.

Equippers are teachers, planners, delegators, organizers, administrators, and guardians of the truth.

Equippers may miss seeing when people disagree with them, when they are boring others, and when they are being rigid. They miss these things because they are passionate about what should be while they ignore what actually is.

Equippers tend to discount improvement while striving for things to be done right. They have a hard time complimenting people for their efforts when the people fall short of their expectations. They focus on how it should have been done or how it could have been done better and miss the good that actually was accomplished.

Equippers often miss the importance and value of packaging, timing, and finesse while focusing on the substance, facts, and truth. They miss the sizzle (such as not spending money on the fancy wrapping of a present) while focusing on the substance (“but it is a really expensive gift!”).

In communicating, Equippers miss the dynamics and flow of conversations, focusing more on the actual content. They miss the subtle and indirect ways people communicate and grow frustrated when people do not “say what they mean.”

Equippers underestimate how much effort is required to complete tasks, what skills and efforts are required to turn ideas into reality, and how long it takes to accomplish things. They focus on how these things should happen and the course of action required to get there, while they remain unaware of the energy needed to get there.

## ***The “Plan Accomplisher”***

*Intuition and Empathy less than 6*

*Results Orientation and Decisiveness greater than or equal to 6*

*Adherence and Organization greater than or equal to 6*

Plan Accomplishers want to get things done and do them in the right way. Work is started only after it makes sense and follows a clear plan or mission statement. Once the work is begun, Plan Accomplishers stay at the task until it is completed.

These people naturally see and pay attention to the most efficient and effective ways to do things. Work is seen from an analytical and practical orientation, which is the perfect combination for many employers. The Adherence and Organization thinking facet focus causes them to want things to be well thought out and done the right way. The Results Orientation and Decisiveness focus causes them to want to turn ideas into practical, real things or results.

Theories are only good if they work!

Relationships are social and political with deep roots and loyalty. People tend to feel that Plan Accomplishers do not care about them because they ignore people’s feelings. However, despite this perception, Plan Accomplishers are some of the most loyal and faithful friends.

Plan Accomplishers are good operations planners, organizers, administrators, and task spearheaders.

Plan Accomplishers may ignore the importance of others’ feelings and the crucial part they play in motivation and encouragement. In communicating, they often miss the importance of talking about feelings, opinions, and personal interests.

Because Plan Accomplishers do not pay attention to the good parts of others’ unique character, they tend to be cautious or skeptical about other people’s intentions. This can cause them to hesitate giving others very important things and responsibilities because they are not sure the people have their best intentions in mind.

Plan Accomplishers normally understand language and communication literally. This focus prevents them from experiencing the feelings of poetry and metaphors and from understanding when people express personal opinions and perspectives. For the Plan Accomplishers, interpersonal interactions and dwelling on feelings are either boring or get in the way of accomplishing important things.

### ***The “Cautious Proceeder”***

*Intuition and Empathy less than 6*

*Results Orientation and Decisiveness less than 6*

*Adherence and Organization less than 6*

The Cautious Proceeder is a person who consistently and readily measures risk. He immediately sees the downsides in being overly trusting, in taking risks, and in depending on plans or systems to get the job done.

For the Cautious Proceeder, systems, rules and structures are risky because they can be used to buttonhole people, limit people or lead to missing opportunities that otherwise could be realized.

For the Cautious Proceeder, opportunities, political dynamics, and decisions must be approached with caution, because the outcomes are unpredictable and can lead to disastrous results.

For the Cautious Proceeder, trusting that people have the best intentions or giving attention to their individual feelings are two attitudes that must also be approached carefully. People can hurt others and they can deceive themselves, thinking their intentions are good when in fact they are mixed. Cautious Proceeders see others this way and approach trust and relationships with caution and a guardedness.

## ***The “Optimist”***

*Intuition and Empathy greater than or equal to 6*

*Results Orientation and Decisiveness greater than or equal to 6*

*Adherence and Organization greater than or equal to 6*

These people see and pay attention to intuitive feelings, practical matters, and individual rights. Work is viewed from all three perspectives, so it depends on what is needed as to which perspective this person will present. Gifts are personal expressions of friendship or love. Work is a “family” place where people come together and get things done, and do them according to plan and up to standards.

Optimists are not always good listeners because their practical thinking can cause them to be impatient, wanting people to not waste time or resources but rather to get things done.

While they care about others’ feelings, they can be direct with others when those people are too indecisive or distracted from what needs to be done. They can be too practically minded to work effectively in a world with people who are not as results-oriented as they are. For example, an Optimist may have a hard time listening to a colleague express hurt feelings when that person has not tried to do something to change the situation.

They can be good managers of projects because they focus on what needs to be done and understand the unique value of each person and what constraints the budgets and system brings to the situation.

Others often have a hard time “defining” Optimists because the optimist will flip from one perspective to another depending on what is needed. When a strategic plan, logical approach, or accountability is needed then the Optimist will push for that. But if practical, calculating, politically sensitive action is required, then he will push for that. While all this is going on, if the individuality of people is being ignored, then the Optimist will push for that. Most people need a

consistent characteristic to be able to define the people they work with and the Optimist does not just show one or two characteristics.

They are titled Optimists because they naturally see the good in all three dimensions and are frustrated or annoyed when others ignore the value and usefulness of any of the dimensions.

# Self Thinking Facets

In addition to the World Thinking facets, the Candidate Profile and Interview Guide produced by the software also indicates the candidate's attentiveness to three facets of the candidate's thinking about himself or herself (see Figure 5.1). These three facets are called "Self View," "Self Awareness," and "Self Expectations." A score is also provided for the candidate's "Attention Balance," which indicates whether the person is more focused on himself or herself, on the world and others, or maintains a balance of attention to the two. It is important to understand that the names are assigned to the measurements as a matter of convenience. While the words used in these names have meanings in and of themselves, the actual measurements reflect even more about the person than the names imply.

As with the World Thinking facets, people are attentive, balanced, or inattentive in their Self thinking facet focuses. When people are attentive to one of these facets, as reflected by a score greater than 6 in the Candidate Profile and Interview Guide, it exerts significant influence over their decision-making processes and, thus, their behavior. People who are balanced in their focus on a facet, as reflected by a score of 6 in the Candidate Profile and Interview Guide, factor it into their decision making (and thereby their behavior) but are not dominated by it. On the other hand, when people are inattentive to a thinking facet, as reflected by a score less than 6 in the Candidate Profile and Interview Guide, it exerts little influence over their decision-making process and, thus, their behavior.

Generally speaking, people's strengths come from the facets on which their focus is balanced or slightly attentive. On the other hand, their weaknesses tend to come from those to which they are inattentive. However, no one is attentive to all of the thinking facets and being inattentive to a facet can be a strength in a given situation.

**Figure 5.1**  
**Three Facets of Thinking about One's Self**

**Self View.** This pertains to how the person views himself or herself rather than how he or she views the world and others. A person's Self View is his or her spirit or soul. It is the person's feelings and perspectives about his or her own uniqueness and personhood. The candidate's Self View is important to the employer because it is the source of the person's ambition, passion, contentment, and courage.

**Self Awareness.** This is the candidate's ability to know his or her own strengths, weaknesses, and interests. A person with a balanced Self Awareness will know what jobs he or she is good at as well as the ones at which he or she would not excel. This facet also reflects the person's social awareness (e.g., how he or she does or does not fit in to different groups and settings). Lastly, this facet is a reflection of the person's awareness of his or her own body (e.g., grooming and health). The candidate's Self Awareness is important to the employer because it is the source of initiative, energy, and self-confidence.

**Self Expectations.** This involves the rules, values, expectations, and standards the candidate imposes on himself or herself. It is the candidate's sense of mission, purpose, and meaning. The candidate's Self Expectations measurement is important to his or her employer because it is the source of right and wrong, self-direction, and accountability.

The three Self thinking facets and the Attention Balance measurement are explained in more detail in this chapter. In some cases, these explanations duplicate material that is included in the Candidate Profile and Interview Guide, but they also supplement that information. Since the Candidate Profile and Interview Guide provides separate scores for each of the three Self thinking facets, a discussion of the various combinations of attentive and inattentive orientations is presented at the end of this chapter to help you understand how they might blend together for a particular candidate.

## Self View

The Self View thinking facet pertains to how the person knows himself or herself rather than how he or she views the world and others. A person's Self View is his or her spirit or soul. It is the person's feelings and perspectives about his or her own uniqueness and personhood.

The candidate's Self View is important to the employer because it is the source of the person's ambition, passion, contentment, and courage.

People with a Self View score above 6 tend to be courageous, passionate, ambitious, self-caring, nurturing, in touch with their own feelings, and content. On the other hand, they may also be self-absorbed, ego driven, too content, too opinionated, and egotistical.

Most people (95 percent or more) score from 3 to 6.

### Self View Scores of 0–3

These people are not in touch with their own feelings and question their own worth as individuals. As a result they usually are either very sensitive or very defensive. Often, they are exceptional successes in their fields because they push very hard to avoid having this part of themselves exposed. In effect, they believe that if they perform well and are successful in their other pursuits, this part of themselves will never be seen.

In the interview look for:

- A tendency to avoid talking about personal feelings
- A consistent effort to not reveal any personal examples of errors in judgment
- A sensitivity to criticism, rejection, or challenge
- An excessive reaction to being challenged
- A desire to avoid things where he or she might fail
- Timidity or a general sense this candidate is very fragile

## ***Supported Positions***

These people are suited for positions where excessively high self-sacrifice is rewarded, where self-reliance and sticking to something (even if it kills the person) are critical. They can be strong leaders or managers. They also can be effective followers (e.g., staff support), but their manager must be kind and personable, and they must be insulated from personal attacks and political infighting.

**Examples of supported positions:** Secretary, bookkeeper, data processor, word processor, architect, artist, designer, writer, chef.

## ***Risky Positions***

These people do not perform well in roles where continual rejection is part of the job, where a thick skin is needed, or where fear of failure is a problem. These people typically do not perform well in political organizations.

**Examples of risky positions:** Salesperson (particularly cold calling), insurance producer, insurance underwriter, insurance claims adjuster, business consultant, trial attorney, property manager, restaurant manager, store manager.

## **Self View Scores of 4 or 5**

This is the most common Self View orientation of businesspeople in the United States. These people disregard their inner person, feelings, and personal opinions in the face of being responsible (Self Expectations thinking facet) or productive (Self Awareness thinking aspect). This score indicates the candidate is sensitive enough to feel rejection and correction but tough enough not to be decimated by it.

Because this orientation makes up approximately 90 percent of the population, it is found among successful people in all occupations. Therefore, this orientation generally is not a concern, and in

most cases interviewers should focus on the candidate's other thinking facets. For example, look at his or her Intuition and Empathy orientation. If it is higher than a 7, this inattentive Self View can lead the person to crave the approval of others. During the interview, this can be investigated by determining whether the person is willing to disagree with you or instead caves in to your desires and positions.

### ***Supported Positions***

People with this orientation may perform well in virtually any position. An extensive study of salespeople showed that this orientation was very common for highly effective salespeople. It provided them enough sensitivity to feel and want to avoid rejection, while that same rejection did not hurt so much that they left the position because of the discomfort.

**Examples of supported positions:** Salesperson, insurance producer, insurance underwriter, insurance claims adjuster, business manager, plant manager, construction superintendent, construction worker, secretary, public accountant, attorney, customer service representative, assembly line worker.

### ***Risky Positions***

This orientation makes up approximately 90 percent of the population, and people with this orientation succeed in virtually every type of occupation. One area where this orientation can be risky is where extreme inner resilience or defensiveness is needed. However, it still is inappropriate to see this orientation as a problem since it usually does not get in the way of the other aspects.

### **Self View Score of 6**

These people have a natural attentiveness to and awareness of their inner good, their feelings, and their worth as individuals. In American culture (where the predominance of the studies has been performed) this orientation is fairly unusual. This results in the person appearing

courageous, self-accepting, confident, resilient, and thick-skinned. These people typically take on leadership roles and like to be the boss of the group, even when they are not the best qualified, most effective, or most respected by others.

In the interview look for:

- A willingness to freely share his or her opinions
- A tendency to want to be appreciated and in charge
- An imperviousness to correction or instructions

### ***Supported Positions***

These people are resilient and handle rejection well. Therefore, they work well in roles in which other people would be distracted or demoralized by rejection. These people also have a great deal of passion for what they do and need their work to embody this passion.

**Examples of supported positions:** Chef, musician, artist, professional entertainer, entrepreneur in aggressive markets (financial, commercial real estate, gems, etc.), professor, doctor, lawyer, salesperson, pilot, consultant, manager of small groups that need caretaking, truck driver, taxi driver, trial attorney, internal auditor, minister, rabbi, chaplain, priest.

### ***Risky Positions***

These people typically do not perform well on teams where everyone shares and contributes equally. They typically do not do as well when they have to surrender the limelight to others or listen and learn from others. They are unable to work in roles where they are constantly demeaned, abused, or rejected.

**Examples of risky positions:** Salesperson, insurance underwriter, insurance producer, insurance claims adjuster, chief financial officer, marketing manager, risk manager, customer service

representative, paralegal, accountant, staff support, loan officer, waitperson, customer service representative, desk clerk, bellman, security guard, court reporter, real estate attorney.

## Self View Scores of 7–10

These people have a natural attentiveness and awareness of their inner good, their feelings, and their worth as individuals. In American culture (where the predominance of the studies has been done) these orientations are fairly unusual. This results in the person appearing self-satisfied, “full of himself or herself,” or impervious to correction by others. These people typically take on leadership roles and like to be the boss of the group, even when they are not the best qualified, most effective, or most respected by others.

In the interview look for:

- A willingness to freely share his or her opinions
- An inability to give others credit as the candidate takes full credit for his or her successes
- A tendency to want to be appreciated and in charge
- An imperviousness to correction or instructions

## *Supported Positions*

These people are resilient and handle rejection well. Therefore they work well in roles where rejection normally would distract or diffuse a person’s effectiveness. These people also have a great deal of passion for what they do and need their work to embody this passion.

**Examples of supported positions:** Chef, musician, artists, professional entertainer, entrepreneurs in aggressive markets (financials, commercial real estate, gems, etc.), managers of small groups that need caretaking, truck driver, taxi driver, trial attorney, internal auditor, minister, chaplain, priest.

## *Risky Positions*

These people typically do not do well where they have to be part of a team where everyone shares and contributes equally. These people typically do not do as well when they have to surrender the limelight to others or listen and learn from others.

**Examples of risky positions:** Salesperson, insurance underwriter, insurance producer, insurance claims adjuster, chief financial officer, marketing manager, risk manager, customer service representative, paralegal, accountant, staff support.

## **Self Awareness**

The Self Awareness thinking facet is the candidate's ability to know his or her own strengths, weaknesses, and interests. A person who is attentive to this facet knows what jobs he or she is good at as well as the ones at which he or she does not excel. This facet also reflects the person's social awareness (e.g., how he or she does or does not fit into different groups and settings). Lastly, this facet is a reflection of the person's awareness of his or her own body (e.g., grooming and health) and external impressions.

The candidate's Self Awareness thinking facet is important to an employer because it is the source of initiative, energy, self-confidence, and ability to instill confidence in others.

People with a Self Awareness score above 6 tend to be optimistic, energetic, confident, results-oriented, and socially aware. On the other hand, they may also be overconfident, too competitive, glory seeking, defensive, image conscious, and superficial.

Most people (95 percent or more) score from 3 to 9.

## Self Awareness Scores of 0–3

These people do not look at themselves in comparison to others or do not believe that they are maximizing their potential at this point in their lives. In either case, when under stress they question their own competitive competence—their ability to win or finish the task in a superior way. To their peers, this orientation usually is seen as being excessively sensitive or underconfident. This person has a hard time promoting himself or herself. Typically these people are better at doing the job than they believe or communicate they are.

These candidates usually are not able to clearly distinguish between what they are best suited to do and what they are not well suited to do. Therefore their input as to whether a particular job is good for them is circumspect. In fact, this sometimes surfaces during the interview as a “jack of all trades” orientation. This results from the person’s trying to appear good in the interview; in doing so, the person goes overboard in trying to display confidence. In general, these people often interview poorly.

In the interview look for:

- A lack of confidence
- A “jack of all trades” orientation
- Sensitivity to criticism
- Shyness (particularly in social settings)
- Inattentiveness to personal appearance

## ***Supported Positions***

These people are natural team players who are driven to hold up their end of the bargain. They feel some insecurity about their belonging, so they typically work extra hard to prove their worthiness. They also work well in roles where they can support others and not have to compete with others in order to do a good job.

**Examples of supported positions:** Architect, engineer, draftsman, assembly line worker, bank teller, bellman, secretary, bookkeeper, word processor, computer software developer or programmer, waitperson, cashier, paralegal, corporate attorney.

## ***Risky Positions***

These people usually do not perform well in positions where competitiveness is crucial to success.

**Examples of risky positions:** Insurance producer, insurance underwriter, salesperson, trial attorney, family law attorney, sales manager, construction job superintendent, plant manager, chief executive officer, chief financial officer, branch manager.

## **Self Awareness Scores of 4 or 5**

These people either have a general orientation of minimizing themselves in comparison to others or they are frustrated in their present roles. In either case, when under stress they often doubt their own competence, question their ability to win, or have a tendency to avoid finishing the task. These people typically do not promote themselves. Overall, they often are better at doing a job than they are at communicating that they can do the job.

During the interview they often display a “jack of all trades” orientation. In trying to appear good in the interview, they sometimes go overboard in an attempt to display confidence.

In the interview look for:

- Underconfidence
- “Jack of all trades” orientation
- Sensitivity to criticism or a need to defend himself or herself
- Shyness (especially in a social setting)

## ***Supported Positions***

These people are natural team players who are driven to hold up their end of the bargain. They feel some insecurity about their belonging, so they typically work extra hard to prove their worthiness. They also work well in roles where they can support others and not have to compete with them in order to do a good job. For example, they may perform well in management roles that require delegation to others.

**Examples of supported positions:** Architect, engineer, draftsman, assembly line worker, bank teller, bellman, secretary, bookkeeper, word processor, computer software developer or programmer, waitperson, cashier, paralegal, corporate attorney, chief executive officer, chief financial officer.

## ***Risky Positions***

These people usually do not perform well in positions where competitiveness is crucial to success.

**Examples of risky positions:** Insurance producer, insurance underwriter, salesperson, trial attorney, family law attorney, sales manager, construction job superintendent, plant manager, branch manager.

## **Self Awareness Score of 6**

These people are precise in their ability to assess their own strengths and weaknesses, make a good career or role choice, and understand and act on their own skills and abilities. They are confident and competitive without being snobbish. They like to win, are aware of how they appear, and appreciate a compliment because they believe in what they do. They have a difficult time remaining in the background and delegating to others because they love to be involved. This orientation gives these people an accurate ability to tell whether a particular position is a good match with their skills, interests, and abilities. Therefore, it is a good idea to discuss the job with

candidates who have this orientation because they are insightful and accurate about their abilities and interests. In general, these people exude confidence and therefore do well in interviews.

In the interview look for:

- Confidence and an ability to convince others he or she can succeed
- An accurate and definite ability to decide what he or she likes to do and is best suited to do
- Well groomed, body awareness, and an ability to make a good first impression

### ***Supported Positions***

These people do best in roles where their accomplishments and self-initiative are recognized and rewarded. They do well in competitive situations, in roles where sociability and social confidence are valued, and in environments where their performance can earn them status.

**Examples of supported positions:** Sales, insurance producer, insurance underwriter, customer service, competitive sports, entrepreneur, media, entertainment, comedy, trial attorney, tax attorney, family law attorney, stock broker, chef, musician, writer, chief executive officer, professional firm partner, consulting, executive positions, broker, real estate sales.

### ***Risky Positions***

These people do not do well in roles where they take a back seat to others, where their efforts are simply attributed to a team, and where individual accomplishment is not rewarded.

**Examples of risky positions:** Bookkeeper, telephone operator, word processor, data processor, staff secretary, accountant, maintenance worker, word processor, staff support.

## Self Awareness Scores of 7 or 8

These people are confident and competitive. They like to win, are attentive to their appearance, and love to be recognized for what they do. They have a difficult time sitting in the background and delegating to others because they love to be involved. This orientation gives the candidate the ability to tell whether a particular position is a good match with his or her skills, interests, and abilities. Therefore, it is a good idea to discuss the job with candidates with this orientation because they are insightful and accurate about their abilities and interests. In general, these people usually do well in interviews.

In the interview look for:

- Confidence and an ability to convince others he or she can succeed
- An accurate and definite ability to decide what he or she likes to do and is best suited to do
- Well-groomed, body awareness, and an ability to make a good first impression

### *Supported Positions*

These people do best in roles where their accomplishments are recognized and rewarded. They do well in competitive situations and in environments where their performance can earn them status.

**Examples of supported positions:** Salesperson, insurance producer, insurance underwriter, trial attorney, tax attorney, family law attorney, stock broker, chef, musician, writer, chief executive officer, professional firm partner.

## ***Risky Positions***

These people do not do well in roles where they take a back seat to others, where their efforts are lost in the big pot of everyone on the team, and where individual accomplishment is not rewarded.

**Examples of risky positions:** Bookkeeper, telephone operator, word processor, data processor, staff secretary.

## **Self Awareness Scores of 9 or 10**

These people are confident and attentive to how they appear to others. They are driven to appear good and are discouraged or defensive when they do not. As a result, they usually avoid blame or unfavorable comparisons with others. They love recognition and prefer to work for companies that have a “good” social image.

Candidates with this focus are not able to clearly distinguish between what they are best suited to do and what they are not well equipped to do—they generally believe they can do everything, and they want to try! Therefore their input as to whether a particular job is good for them is not very reliable.

In the interview look for:

- Excessive confidence and an unwillingness to admit he or she is bad at anything
- Very good dresser or self-consciousness about how he or she looks
- A major effort to make a good first impression on everyone
- Status consciousness, playing up to people with rank or position

## ***Supported Positions***

This orientation lends itself to roles where the person's accomplishments are recognized publicly. These people have such high internal confidence that they excel in roles where individual performance is valued. However, an abusive, overbearing, or egotistical supervisor can dampen this confidence and success.

**Examples of supported positions:** Salesperson, insurance producer, trial attorney, tax attorney, family law attorney, stock broker, chef, musician, writer, chief executive officer, chef, fundraiser, entertainer, professional athlete.

## ***Risky Positions***

These people do not do well in roles where they take a back seat to others, where their efforts are lost in the big pot of everyone on the team, and where individual accomplishment is not rewarded. They usually do not perform well in management roles where delegation is crucial.

**Examples of risky positions:** Bookkeeper, telephone operator, word processor, data processor, architect, engineer, computer analyst, consultant.

## **Self Expectations**

The Self Expectations thinking facet involves the rules, values, expectations, and standards the candidate imposes on himself or herself. It is the candidate's self-image, the picture the person has of himself or herself. It also is the candidate's sense of mission, purpose, and meaning.

The candidate's Self Expectations thinking facet is important to the employer because it is the source of right and wrong, self-direction, and accountability.

People with Self Expectations scores above 6 generally have a desire to be consistent, dependable, principled, self-disciplined, and loyal. On the other hand, they also may be dogmatic, inflexible, stubborn, idealistic, and duty bound.

Most people (95 percent or more) score from 5 to 9.

## **Self Expectations Scores of 0–3**

A candidate with this orientation is very confused about his or her future direction. These people tend to lack initiative, drive, and internal guidelines to direct them when no one is watching. As a result, they typically do not possess the compulsive self-push usually seen in self-directed executives or salespeople.

When their Adherence and Organization score is above a 6, these people need their direction to come from others and the world around them. Their place at work gives them the definition and constraints they need. If they do not have a clearly defined, definite job description, they feel totally goalless and without direction.

In the interview look for:

- An inability to state clearly and definitely what his or her personal life goals are, where he or she is headed, and exactly where he or she wants to be in 5 years
- A lack of initiative, passiveness about future aspirations
- Anxiety when questioned about his or her future goals
- If the Self Awareness score is above 5, look for the person to be very fun loving and highly competitive

## ***Supported Positions***

These people need a position where their sense of future can be put on hold. They typically need to be in roles that do not require high initiative and self-direction. They often need to belong to a

group that gives them the definition they cannot provide for themselves (military unit, large corporation, etc.).

**Examples of supported positions:** Construction worker, assembly line worker, bank teller, soldier, firefighter, bellman, desk clerk, telephone operator, secretary, word processor, janitor, housekeeper, waitperson, cook, cashier.

### ***Risky Positions***

People with this orientation tend to have a low level of internal accountability. Thus, they can be risky hires for a position that requires self-direction on an ongoing basis. An environment that requires competitiveness or political astuteness is also risky for these people.

**Examples of risky positions:** Salesperson, insurance producer, insurance underwriter, insurance claims adjuster, insurance premium auditor, loss control engineer, construction job superintendent, controller, chief executive officer, child care worker, truck driver, plant or division manager, attorney, store manager.

### **Self Expectations Scores of 4 or 5**

These people are somewhat uncertain about their future directions and do not presently have a compulsive internal push into the future. They tend to fluctuate in their internal initiative and lack a sense of where they are headed.

When the Adherence and Organization score is above a 6, these people are looking for direction to come from others and the world. Their place at work gives them the definition and constraints they need. If they do not have a clearly defined, definite job description, they feel goalless and directionless.

In the interview look for:

- An inability to clearly and definitely state his or her personal life goals, where he or she is headed, and exactly where he or she wants to be at some future date (e.g., 5 years)
- A sense of uncertainty or frustration when questioned about his or her future goals
- If the Self Awareness score is above 5, look for the person to be very fun loving and highly competitive

### ***Supported Positions***

These people need a position where their sense of future can be put on hold. They also typically need to be in roles that do not require high initiative and self-direction. They often need to belong to a group that gives them the definition they cannot provide for themselves (military unit, large corporation, etc.).

**Examples of supported positions:** Construction worker, assembly line worker, bank teller, soldier, firefighter, bellman, desk clerk, telephone operator, secretary, bookkeeper, word processor, janitor, housekeeper, waitperson, cook, cashier.

### ***Risky Positions***

This orientation can be risky when the position requires self-direction on an ongoing basis. An environment that requires competitiveness or political astuteness also is risky for these people.

**Examples of risky positions:** Salesperson, insurance producer, insurance underwriter, insurance claims adjuster, insurance premium auditor, loss control engineer, child care worker, construction job superintendent, controller, chief executive officer, truck driver, plant or division manager, attorney, store manager.

## Self Expectations Score of 6

These people have a high capacity to know and define their own values and principles. They are able to think clearly and optimistically about their future and, thus, have little or no anxiety about it. It is easy for them to see how guilt applies (when it does), and they do not suffer under a sense of false guilt when it does not apply. They have an accurate self-image, which enables them to take blame, responsibility, and success in stride.

This orientation is a strength that enables the candidate to develop realistic self-expectations, a realistic and healthy self-image, and clearly defined and realistic personal goals.

In the interview look for:

- A clear sense that the person knows himself or herself and is able to freely admit mistakes
- Confidence and ability to take things in stride without fear of the future
- A natural comfort when talking about personal goals and aspirations without any fear of failure

### ***Supported Positions***

This orientation supports all roles except the extremes of either not caring for the future or being fixated on fulfilling one's mission and destiny.

**Examples of supported positions:** Business executives, insurance producer, salesperson, insurance underwriter, insurance claims adjuster, loss control engineer, construction job superintendent, construction worker, assembly line worker, architect, engineer, plant or division manager, public accountant, tax accountant, internal auditor, loan officer, bank teller, stock broker, tax attorney, corporate attorney, trial attorney, family law attorney, secretary, bookkeeper, public receptionist, real estate agent, computer operator, computer software developer/programmer, store manager, maître d', bartender, restaurant manager.

## ***Risky Positions***

On the one hand, these people generally do not perform well in roles where a sense of one's future can get in the way of doing the job. On the other hand, these people also are unlikely to succeed in roles that require the individual to blindly pursue a sense of destiny. Therefore positions where the person needs extreme perseverance (such as door-to-door sales) or self-deception (such as politics and certain lawyer or military roles) to succeed are risky for these people.

**Examples of risky positions:** “Top Gun” Navy pilot, bomb diffuser, sky diver, telephone salesperson, direct salesperson, daredevil stunt person, or President of the United States.

## **Self Expectations Scores of 7 or 8**

This is the most common Self Expectations score in the United States. These people have a high capacity to know and define their own values and principles. They are able to think clearly and optimistically about their future and thus have little or no anxiety about it. It is easy for them to see how guilt applies (when it does), and they do not suffer under a sense of guilt when it does not apply. They have an accurate self-image, which enables them to take blame, responsibility, and success in stride.

In the interview look for:

- A clear sense that the person knows himself or herself
- Confidence and ability to take things in stride
- A natural comfort when talking about personal goals and aspirations

## ***Supported Positions***

This orientation supports all roles except the extremes of either not caring for the future or being fixated on fulfilling one's mission and destiny.

**Examples of supported positions:** Business executives, insurance producer, salesperson, insurance underwriter, insurance claims adjuster, loss control engineer, construction job superintendent, construction worker, assembly line worker, architect, engineer, plant or division manager, public accountant, tax accountant, internal auditor, loan officer, bank teller, stock broker, tax attorney, corporate attorney, trial attorney, family law attorney, secretary, bookkeeper, public receptionist, real estate agent, computer operator, computer software developer/programmer, store manager, maître d', bartender, restaurant manager.

## ***Risky Positions***

On the one hand, these people generally do not perform well in roles where a sense of one's future can get in the way of doing the job. On the other hand, these people also are unlikely to succeed in roles that require the individual to blindly pursue a sense of destiny.

**Examples of risky positions:** "Top Gun" Navy pilot, bomb diffuser, sky diver, daredevil stunt person, President of the United States.

## **Self Expectations Scores of 9 or 10**

These people are internally driven and directed, pushing themselves to continually achieve. They strive to fulfill their strongly felt "shoulds" and feel guilt when they fail to do so. This is a very common orientation in executives and professionals. On the positive side, it causes people to be hard driving, goal oriented, and persistent. On the negative side, it leads to defensiveness, stubbornness, and dogmatism. These people need to be seen as responsible. They feel comfortable with themselves when they have goals and purposes for which they are striving.

When they do not have those goals, they feel anxious. This pattern makes it hard for these people to rest and enjoy life without activity or productivity.

This thinking has a tendency to lead people away from balance in their personal lives. The compulsive pushing in which they engage has been linked to many health issues (e.g., heart disease, depression, and midlife crisis) and is often a major contributing cause of personal life upheavals (e.g., divorce and strained parenting relationships).

In the interview look for:

- Defensiveness about failures
- A need to appear responsible and trustworthy
- Excessive loyalty
- A tendency to take themselves too seriously
- Few examples of when they have applied counsel from family members
- A tendency to work long hours

### ***Supported Positions***

This thinking orientation supports compulsive pushing ahead. Because this is valued in the American business culture, it is a desirable trait. These people thrive in positions where self-direction, self-discipline, and compulsively moving forward are important.

**Examples of supported positions:** Chief executive officer, chief financial officer, chief information officer, plant or division manager, restaurant manager, marketing/sales manager, tax attorney, corporate attorney, family law attorney, trial attorney, public accountant, tax accountant, physician, consultant, healthcare professional, computer operator, computer technician, computer software developer/programmer, systems analyst.

## ***Risky Positions***

These people generally do not perform well in roles where a sense of one's future can get in the way of doing the job.

**Examples of risky positions:** "Top Gun" Navy pilot, bomb diffuser, sky diver, daredevil stunt person.

## **Attention Balance**

Attention Balance indicates whether, while under stress, the person is most comfortable dealing with his or her own feelings and perspectives or those of others. This measurement reveals the candidate's ability to balance his or her own concerns with others' concerns, willingness and ability to function effectively under stress, and balance between the candidate's own perspectives and those of others.

The scale used for Attention Balance differs from that used with the other thinking facets. Balanced candidates (balanced between attention to the candidate's own perspectives and others) score .7 to 1.7. Inner Directed people score less than .3, while Outer Directed people score 3. A different scale is used to avoid associating strengths with scores to the right and weaknesses with scores to the left of center. Depending on the position, any score can be an indicator of strength or weakness.

The scores of more than 95 percent of people in the United States tested during the past 10 years ranged from .7 to 3. In other words, most people are either Balanced or Outer Directed. The graph printed in the Candidate Profile and Interview Guide places a line between .3 and .7 to designate this division.

## **Inner Directed (.3)**

Inner Directed people make up less than 5 percent of the population. These people are better able to focus on what they like and are committed to than on what others want or need. They manage themselves and do what they want to do. They generally are unresponsive to external pressures or conventional reasoning when the pressure or reasoning conflicts with what they want to do or feel like doing. They are their own persons and can maintain their own courses in spite of social pressures or rejection. Since these people are self-managed, they can be your best employees when their personal goals correspond with your organization's goals.

A good technique for interviewing Inner Directed candidates is to tell them little or nothing about the nature of the job, the company, or even yourself. Instead, encourage them to tell you what is important to them, what their personal goals are, and what they would like to do.

### ***Supported Positions***

These people typically work best in roles where individual performance is rewarded and where they have periods in the day when they are either alone or otherwise relieved of the need to understand and relate to people.

**Examples of supported positions:** Salesperson, truck driver, computer repair person, computer technician, computer software developer/programmer, systems analyst, professional athlete, security guard, chef, performer, jet pilot, plaintiff attorney.

### ***Risky Positions***

These people may not perform well in roles where they must constantly work with or interact with the same people. They also may have difficulty working in roles where they constantly must be responsive to others' interests or perspectives in stressful contexts.

**Examples of risky positions:** Bank teller, bellman, telephone operator, receptionist, customer service person, cashier, store clerk, project team member, family law attorney, trial attorney, general practice medical doctor, operations manager.

## **Balanced (.7 – 1.7)**

People with balanced attention are equally comfortable dealing with matters important to others and to themselves. These people generally are sensitive to stress but not stymied or rendered ineffective by it. Essentially this score indicates that the person has the ability and tendency to juggle his/her own interests with others' interests.

## **Outer Directed (3)**

This orientation is common (approximately 55 percent of the population). Outer Directed people are better able to understand and address the perspectives, feelings, and concerns of others than their own feelings, desires, and concerns. They need to gear up and prepare themselves for situations where they have to deal with stressful personal concerns. This is a strength in that it makes them more sensitive to others and the world around them. It can be a weakness when it causes them to avoid important personal matters or situations that need to be faced quickly or when it causes them to ignore their own needs or expectations.

People with this orientation are more comfortable addressing the matters and concerns of others than attending to their own interests. Since they are sensitive to others and make personal sacrifices to help or please others, they can be good performers.

These people sometimes tend to internalize stress. Consider inquiring about techniques the candidate uses to control his or her stress level. Also consider asking references how the candidate reacted and performed when under stress.

## ***Supported Positions***

These people typically work best in roles where responsiveness to others and the world around them is rewarded. However, the majority of the workforce consists of Outer Directed people, and they can be successful in virtually any role. One of the primary reasons they succeed is that they focus on others, work when they are under stress, and tend to ignore their own needs and wants.

## ***Risky Positions***

These people typically are higher risks in roles where they have to be consistent and levelheaded when being confronted or challenged personally. Positions requiring them to remain energetic and motivated while facing social rejection are difficult for them.

For example, these people find it challenging to be entertainers, politicians, financial bonds brokers, and plaintiff attorneys. However, many Outer Directed people do function successfully in these roles. In these cases, the stresses of these roles require that the people use extra efforts or strategies to compensate for the energy drain.

## **Blending the Self View, Self Expectations, and Self Awareness Scores**

A person's Self View, Self Expectations, and Self Awareness affect the types of work and work environment for which they are best suited. All three facets come into play, but the candidate will emphasize some over others. By putting the candidate's scores together, you can see how the strengths and weaknesses of the three Self thinking facets compare to the realities of the job and the work environment.

## Finding the Candidate's Internal Perspective

The pages that follow describe eight combinations of the three Self thinking facets. To simplify the process of identifying them, they are assigned descriptive names. The names and the scores associated with them are provided in Figure 5.2.

<b>Figure 5.2</b>	
<b>Scores</b>	<b>Name</b>
Self View greater than or equal to 6 Self Awareness less than 6 Self Expectations less than 6	The “Sensitive Nurturer”
Self View less than 6 Self Awareness greater than or equal to 6 Self Expectations less than 6	The “Confident Helper”
Self View less than 6 Self Awareness less than 6 Self Expectations greater than or equal to 6	The “Responsible Perfectionist”
Self View greater than or equal to 6 Self Awareness greater than or equal to 6 Self Expectations less than 6	The “Enthusiastic Helper”
Self View greater than or equal to 6 Self Awareness less than 6 Self Expectations greater than or equal to 6	The “Dutiful Delegator”
Self View less than 6 Self Awareness greater than or equal to 6 Self Expectations greater than or equal to 6	The “Driven Accomplisher”
Self View less than 6 Self Awareness less than 6 Self Expectations less than 6	The “Sensitive Maintainer”
Self View greater than or equal to 6 Self Awareness greater than or equal to 6 Self Expectations greater than or equal to 6	The “Courageous Dependable Accomplisher”

## ***The “Sensitive Nurturer”***

*Self View greater than or equal to 6*

*Self Awareness less than 6*

*Self Expectations less than 6*

Sensitive Nurturers love themselves for who they are. They are attentive to their feelings and unique character and believe everyone else should be as well. They crave attention and love to give their opinions. The facet they primarily pay attention to is their self-esteem, inner self, and the part that gives and receives love (Self View).

They are limited in their sense of accountability because they believe they are good just for who they are and ignore their internal sense of duty. Sensitive Nurturers are easily able to forgive themselves of any wrongs. They may not be very ambitious (however, some Sensitive Nurturers push themselves to gain the approval of others). Sensitive Nurturers actually do not need to accomplish things in order to feel good about themselves. They see themselves as good just for who they are and not based on what they do.

## ***The “Confident Helper”***

*Self View less than 6*

*Self Awareness greater than or equal to 6*

*Self Expectations less than 6*

Confident Helpers are happiest when they are accomplishing tasks, moving people and things into action, and doing something that deserves recognition. They are motivated to accomplish objectives, win recognition from others, and appear competent to others. Confident Helpers are attentive to themselves on the outside, to their abilities to accomplish things, and to how they appear to others. They are naturally confident in their ability to perform and are natural competitors.

They often are limited in their sense of accountability because they believe they are good because of what they accomplish while ignoring their internal sense of duty. They easily forgive themselves for wrongs, have difficulty accepting blame imposed by others, and do not react well to other people insinuating that they are not good at something. Their sensitive button is shame and blame, and they hate to be embarrassed in front of others.

Confident Helpers ignore how they feel on the inside about a situation or what a particular role or responsibility does for their inner person. They focus on their outer person, sometimes to the exclusion of what is good for their spiritual side or personal goals.

### ***The “Responsible Perfectionist”***

*Self View less than 6*

*Self Awareness less than 6*

*Self Expectations greater than or equal to 6*

Responsible Perfectionists believe they are good people when they are doing what they should. They continually monitor themselves to make sure they are paying attention to their commitments, responsibilities, and values. They are inattentive to their feelings and unique character. Responsible Perfectionists do not believe it is appropriate for others to measure them by comparing them to others or what others achieve. They love being responsible and only feel at peace with themselves when they accomplish tasks according to their standards. The facet to which they primarily pay attention includes their internal sense of duty, values, and personal goals (Self Expectations thinking facet).

Responsible Perfectionists expect to live up to their own standards and commitments perfectly. They do not necessarily try to be perfect, but they demand of themselves a perfect fulfillment of their own standards. For example, a Responsible Perfectionist doesn't necessarily expect to get all “As” in school, but if he or she expects to get all “Bs” then he or she feels badly when receiving a “C.”

Responsible Perfectionists are inattentive to both their relative, competent selves (Self Awareness thinking facet) and inner selves (Self View thinking facet). They feel capable only when in settings and situations that are both familiar and clearly defined. They are uncomfortable and uncertain in contexts where their roles are not defined or in purely social situations where they do not have a defined role or do not know the people. They are also unaware of how good they are at what they do, causing them to be excessively competitive, to dislike being compared to others, and to feel like victims who cannot change their life circumstances. They also do not give themselves fair or accurate appraisals, believing they could have done better than they did even when they cannot think of a way that such an expectation actually could have been achieved.

### ***The “Enthusiastic Helper”***

*Self View greater than or equal to 6*

*Self Awareness greater than or equal to 6*

*Self Expectations less than 6*

Enthusiastic Helpers feel good when they are accomplishing tasks, moving people and things into action, and being accepted for who they are. They believe they are good people when they are included and get recognition from others, when their opinions are valued, and when they accomplish things. They are attentive to themselves on the inside and outside, their feelings, and their ability to accomplish things. They love recognition for their accomplishments, are natural competitors, and want others to include them in things that are important to them.

They are limited in their sense of accountability because they believe they are good, even when they do not do what they should or what they have said they will do. They easily forgive themselves of any wrongs and have a difficult time if others blame them for a problem or indicate they do not want them around. Their sensitive buttons are shame and rejection, and they hate to be either embarrassed in front of others or not recognized as important to the group.

## ***The “Dutiful Delegator”***

*Self View greater than or equal to 6*

*Self Awareness less than 6*

*Self Expectations greater than or equal to 6*

Dutiful Delegators think they are good people when they are doing what they should and just because they are a good person. They love themselves for who they are, while paying attention to their commitments, responsibilities, and values. They are attentive to their feelings and unique character and believe everyone else should do the same. They crave attention, love to give their opinions, and feel good about themselves when they accomplish tasks according to their standards.

Dutiful Delegators are inattentive to their practical, relative, competent self (Self Awareness). They feel they are capable in settings and situations that are both familiar and clearly defined. They are uncomfortable and uncertain in contexts where their roles are not defined or in purely social situations where they do not either have a role or know the people. They also tend to be unaware of how good they are at what they do (in a relative sense). This may cause them to be excessively competitive, to dislike being compared to others, or feel like victims who cannot affect the outcomes and circumstances of their lives.

## ***The “Driven Accomplisher”***

*Self View less than 6*

*Self Awareness greater than or equal to 6*

*Self Expectations greater than or equal to 6*

Driven Accomplishers think they are good people when they are doing what they should and getting things done. They continually monitor themselves to make sure they are paying attention to their commitments, responsibilities, and values, while they set themselves into motion. They are inattentive to their feelings and unique character and believe it is inappropriate for others to

pay attention to them apart from what they do or believe. They usually are uncomfortable when recognized for who they are (e.g., on their birthday) but are very comfortable being identified as responsible and competent. Put Driven Accomplishers on stage to sing “Happy Birthday” and they squirm. Put them on stage to recognize something they have accomplished and they smile.

Driven Accomplishers are inattentive to their inner self (Self View). They do not give themselves a fair or accurate appraisal, believing they could have done better than they did even when they cannot think of a way that such an expectation actually could have been achieved. They also ignore their feelings as those feelings build up. This causes them to be surprised by their feelings (usually by their anger) when they finally do come out.

### ***The “Sensitive Maintainer”***

*Self View less than 6*

*Self Awareness less than 6*

*Self Expectations less than 6*

The Sensitive Maintainers see all three aspects of themselves in a cautious or skeptical manner. This results in their being sensitive to criticism, rejection, failure, and embarrassment. Their unique self perspective (self view) indicates that they are presently ignoring personal intrinsic value, resulting in their ignoring their own feelings and personal growth. Their relative self perspective (self assessment) indicates that they presently feel that they are not maximizing their potential and that their present roles are either frustrating or a misfit. Their ideal self perspective (self expectations) indicates that their sense of future direction is on hold, resulting in their being a person who is presently in a maintaining mode.

This overall pattern is often the result of significant personal or role stress in a person’s life. Those can vary from professional stress, divorce, loss of a loved one, sickness, or a significant career setback or disappointment.

For most Sensitive Maintainers, the best first step is to reestablish a sense of personal direction and goals to which they are going to commit. The reestablishing of one's own sense of future is the first step toward rebuilding confidence, consistency, and joy into one's life.

### ***The “Courageous Dependable Accomplisher”***

*Self View greater than or equal to 6*

*Self Awareness greater than or equal to 6*

*Self Expectations greater than or equal to 6*

The Courageous Dependable Accomplisher loves to get things done, move people and things into action, and do something that merits recognition. They are motivated to accomplish objectives, win recognition from others, and appear competent to others. Courageous Dependable Accomplishers are attentive to themselves on the outside, to their abilities to accomplish things, and to how they appear to others. They are naturally confident in their ability to perform and are natural competitors.

They are also very attentive to their own inner standards and commitments and have a good sense of accountability. While they love to succeed in the present, they are also attentive to how their actions are or are not consistent with their own values and goals. This can often lead to their being aware of the wrongs they commit, while they do not grovel in their own guilt. They feel rejection but are not knocked down by it. Their sense of confidence and inner worth provide them ready resources to get back up and try again.

Courageous Dependable Accomplishers think they are good people when they are doing what they should and just because they are good people. They love themselves for who they are, while paying attention to their commitments, responsibilities, and values. They are attentive to their feelings and unique character and believe everyone else should do the same. They love attention, giving their opinions, and accomplishing tasks according to their standards.

Courageous Dependable Accomplishers feel they are capable in settings and situations that are both familiar and unfamiliar. They have very high senses of courage, of how they fit into the world they live in, and an internal sense of direction that keeps their courage and confidence in check.

# Sample Assessment Results

The following pages contain a sample Candidate Profile and Interview Guide to illustrate how it is formatted. Of course, each candidate's report will be different based on his or her actual assessment results. (There are more than 125,000 possible text combinations for the reports.) This is provided to assist you in learning how to use or in teaching others how to use ZERORISK Hiring System.



## Candidate Profile and Interview Guide

John Sample

*This report is based on the candidate's answers on the  
ZERORISK Hiring System Profile.  
The profile reliability score is very high,  
which indicates that the results are highly reliable.*

**ZERORISK HR<sup>TM</sup> Inc.**  
A Subsidiary of International Risk Management Institute, Inc.

# Four Keys To Interpreting the Report

1. Before using this report, check the statement on the cover to make sure the candidate's profile reliability score is either "very high" or "high." Do not use the report if the reliability score is "moderate," or "marginal," which would indicate the candidate either did not understand the instructions or tried to manipulate the results.

2. On each scoring scale you will notice two vertical lines in the areas Intuition & Empathy, Results Orientation & Decisiveness, Adherence & Organization, Self View, Self Awareness, and Self Expectations. The areas between these two lines indicate the general norm range, of which 95 percent of the population will score between those two vertical lines. Additionally, 95 percent of the population will score to the left of the one vertical line in Types of Reasoning and to the right of the one vertical line in Attention Balance.

3. It is important to keep in mind that a higher score in the profile is not necessarily a better score. Scores to the right of six (6) indicate the person is naturally attentive to that particular competency. Scores to the left of six (6) indicate an inattention to that particular competency. The closer the person scores to six (6) the more balanced and clear/focused thinking they have in that particular competency. The further away their scores are from six (6), the more biased and less clarity in thinking they have in that particular competency. Certain jobs will require an inattention (i.e., scores below 6) to various competencies.

4. It is not uncommon for some of the scores to match the desired benchmark range for a certain job, which results in a potential strength, while others do not match the desired range, which results in a potential weakness. In other words, the scores may sometimes seem to conflict. For example, a management candidate may be able to build strong relationships, but have an inability to assert themselves and lead others. Use the behavioral interview questions in the report, and/or in Chapter 7 of the User Manual, to help determine the candidate's overall competency level.

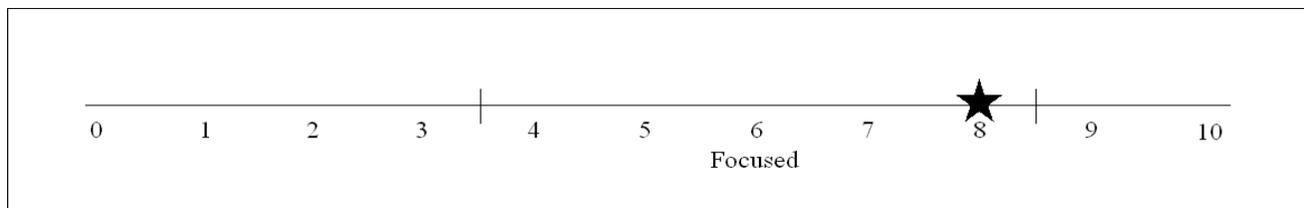
**WARNING! You should not use this or any other test or profile as the sole basis for making a hiring decision (unless you have completed a validation study for the particular position in your company and the results are statistically significant). Consider all relevant factors regarding an applicant's qualifications, such as but not limited to prior work experience, education, special skills, and training.**

ZERORISK HR, Inc.  
12222 Merit Drive, Suite 1600  
Dallas, TX 75251  
972-687-9367

# Intuition and Empathy

FOCUSING ON THE UNIQUE, INDIVIDUAL ASPECTS OF PEOPLE AND THE WORLD

- The Ability To See the Differences in Individuals, Their Personalities, and Uniqueness
- Attention to Personal Matters, Feelings, Others' Concerns, and Aesthetics
- Ability and Desire To Empathize and Relate Personally
- Intuitive Abilities and Personal Identification With One's Work



## Candidate's Score: 8

**LIKELY STRENGTHS:** Caring, kind, attentive to others' interests; loves to be around other people; relationship builder; gives others the benefit of the doubt; trusting; brings passion and inventiveness to work; invests themselves into their work.

**STRENGTHS DETERMINED BY OTHER ORIENTATIONS:** Passionate about business, right and wrong, concepts, and knowledge. Able to win over others to their side.

**POTENTIAL WEAKNESSES:** May be too soft or trusting at times; may give people the benefit of the doubt and sometimes does not see the bad in them; is sensitive to others' feelings and opinions; wants to avoid causing pain in others; will view their work personally; may delay making decisions until they feel right.

**BEST WORKING ENVIRONMENT:** One where they do not have to deal regularly with abusive or harsh people. Where individuals' passion, creativity, and imagination are highly valued, welcomed, and honored. People must be kind to each other, and there must be attention to personal matters in the workplace, a clear focus on people as individuals, and a family-type environment. This person likes to have regular interaction with people.

**RÉSUMÉ:** Did this person predominately work in roles that required and used their people-centeredness? Did this person leave roles where they had to be too tough, where the environment was not "kind" enough, or under contexts where business performance was considered more important than personal loyalties and compassion?

**REFERENCES:** "\_\_\_\_\_ seems to have a strong orientation toward people's feelings and individuality. Sometimes this ability shows itself in the person missing the point of getting the work

done. Did you ever see that this person's focus on people got in the way of their business effectiveness? Did this attention lead to \_\_\_\_\_ actually becoming ineffective because of an unwillingness to do the tough things when others were not doing what they needed to be doing? Did you ever see \_\_\_\_\_ take criticism too personally such that they were not able to be effective?"

#### BEHAVIORAL INTERVIEW QUESTIONS:

1. "Generally, working on a team requires building effective relationships with your teammates. Tell me how this people focus and your ability to build relationships with people has worked for you in your past. Then give me an example of how it got in your way."
2. "Give me an example when you were too trusting or gave a colleague the benefit of the doubt in a critical situation. How did that work out?"
3. "Several best-selling management books say that managers need to be distant from their people in order to be good managers. When was the last time you experienced that from your manager, and how did that make you feel?"
4. "Describe the worst boss under whom you have worked. What were the traits you observed in the individual?"

For a Manager Candidate:

5. "Describe for me a situation when you had to get your staff to implement a policy or decision they did not agree with? How did it turn out?"
6. "Tell me about a time when you had to give difficult or less than positive feedback to someone on your team (or a customer). What was the situation, and what did you do?"

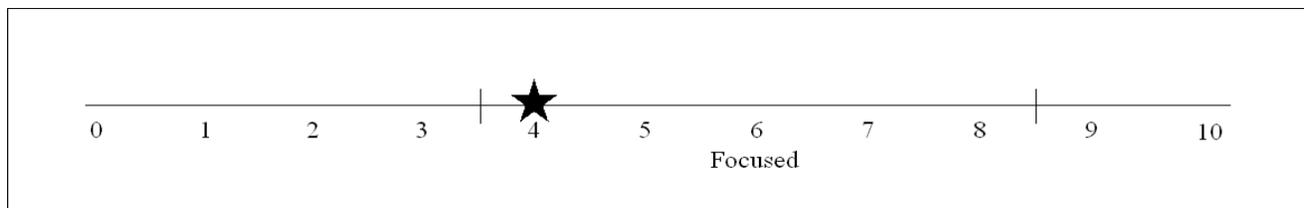
#### WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being too sympathetic and attentive to others' feelings.
2. Do these candidate's views of team membership fit those of the people with whom he or she will be working (or managing) if hired? Is your environment too harsh or impersonal for this person to feel comfortable?
3. Will this candidate respect his or her new boss in your company based on their answers to questions 3 and 4 above?

# Results Orientation and Decisiveness

FOCUSING ON THE RELATIVE, COMPARATIVE ASPECTS OF THINGS AND PEOPLE

- The Ability To See Practical Differences, Political Means, How To Get People Into Action
- Attention to How Things Change and Compare
- Ability and Desire To See Things Through To Get Results
- Political and Practical Orientation (What Works)



## Candidate's Score: 4

**LIKELY STRENGTHS:** Somewhat cautious in situations that they are new to or not familiar with; prefers to gather all of the facts first before making decisions within those situations they have not dealt with before; not easily persuaded; not politically oriented; able to stay focused on attention to detail; will be more decisive and more deliberate in making decisions in those situations they have experience in dealing with or have dealt with before.

**STRENGTHS DETERMINED BY OTHER ORIENTATIONS:** Careful maintainer of processes, rules, and reasons; able to be consistent and predictable; can be very supportive and loyal; able to focus on ideas and not become distracted by things happening around them; able to stay on course regardless of changes or interruptions; strategic planner and thinker.

**POTENTIAL WEAKNESSES:** Can be somewhat indecisive in new situations or in those situations they have little experience in dealing with; needs time to be supportive of new ideas or ventures and will need assurances the new approach will work. If their score in Self Awareness is below 6, they will be risk-averse and may not be as effective where it is necessary to think on their feet in unpredictable or new situations. They can lack aggressiveness or assertiveness. If their score in Self Awareness is 6 or greater, the strengths in that section can compensate for these potential weaknesses.

**BEST WORKING ENVIRONMENT:** This candidate will be more comfortable in an environment where systems and processes are in place. If their score in Self Awareness is below 6, they will require an environment where there is minimal change, no surprises, no political savvy is required, and there are few political dynamics in the organization. If their score in Self Awareness is 6 or greater, their internal confidence and energy that comes from that score will allow them to be more aggressive and adjust to change or political dynamics more easily.

RÉSUMÉ: Has this candidate worked predominately in roles where he or she did not have to make things happen as much as be part of a system that when properly maintained produced results?

REFERENCES: "\_\_\_\_\_ seems to be a cautious decision-maker and therefore may delay making decisions. Did you find \_\_\_\_\_ to be this way? Did they struggle when the situation called for them to be decisive? Did they have a tendency to not be effective in situations where tact and political sensitivity was necessary?"

#### BEHAVIORAL INTERVIEW QUESTIONS:

1. "Give me an example when you had to make an important decision or take a critical action before having all the facts. What was the situation and what did you do?"
2. "Sometimes people are too averse to taking action when they are not exactly sure what the final outcome will be. Give me an example of how you've approached someone like this and what you did when you were working with them."
3. "Describe a time when you were very successful in stopping a decision from being made before everyone was included or before things were well thought out. What were the critical issues, and how did the situation turn out?"
4. "Give me an example of a situation (or project) when things began to change significantly or the planned schedule/deadline was put in jeopardy. What did you do?"
5. "Describe the best boss under whom you have worked. What were the key attributes that you observed in that individual?"

For a Manager Candidate:

6. "Many times managers are very focused on their people getting results. Give me an example of when you encouraged a person under your direction to take critical action."
7. "A lot of books have been written about how managers need to be politically adept and good at playing the corporate game. Tell me about a situation when you had to play the corporate game to achieve a desired result."

#### WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being cautious and skeptical in the face of someone trying to persuade them.
2. Is the candidate too cautious and risk-averse for this position?
3. Is this candidate able to make critical decisions and take action when needed?
4. Does your company require more political skills inside or outside its business than this candidate is comfortable with?

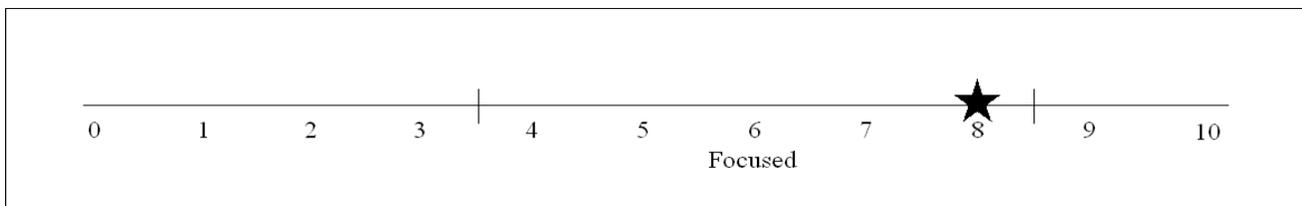
5. Will this candidate respect their new boss in your company based on their answers to question 5?

6. In a leadership role, can this candidate motivate others into action?

# Adherence and Organization

FOCUSING ON THE ABSOLUTE, BLACK AND WHITE NATURE OF THINGS

- The Ability To Plan, Structure, and Analyze Ideas
- Attention to Rules, Order, Agendas, Strict Logic, Contracts, and Structured Plans
- Ability and Desire To Submit to Rules, Policies, and Processes
- Tendencies Toward Preset Ideas, Standards, and Systems



## Candidate's Score: 8

**LIKELY STRENGTHS:** Planner; organizer; proactive; consistent; deadline-oriented; problem solver; passionate about what they believe in. Benefits from rules and processes, likes things to be clearly defined, and will push for order and logic. Can be patient with processes and complex problems. Very flexible and accepting of new rules when not surprised by them and given time to accept them.

**POTENTIAL WEAKNESSES:** Could be stubborn or too focused on the importance of rules, clear definition, or doing things the way they think they need to be done. Also may prejudge another person's effectiveness when that person does not meet certain minimum standards. May have a difficult time being spontaneous and will resist change when surprised by it. If their score in either Results Orientation & Decisiveness or Self Awareness is 6 or greater, then these weaknesses may be minimized.

**BEST WORKING ENVIRONMENT:** An environment providing a clearly defined company mission and purpose, an organizational chart, and clearly defined job responsibilities. They will work best when tasks have clear definition with beginnings and endings. They work well with deadlines. They prefer to work where things are consistent and predictable. They may struggle some in an environment that presents constant chaos and change if their score in Results Orientation & Decisiveness is less than 6.

**RÉSUMÉ:** Avoid being impressed with the status of the schools this person went to, the companies they worked for, or the positions they held. Focus on what the person has actually accomplished.

**REFERENCES:** "We have been led to believe that \_\_\_\_\_ is oriented toward planning, processes, and organizing thoughts. Sometimes this ability shows itself in the person appearing to be too rules-oriented or judgmental. Did you ever see examples of this person being too rigid or overly focused on their own ideas of how things should be or how people should act?"

## BEHAVIORAL INTERVIEW QUESTIONS:

1. "Describe a time when a new rule or policy was handed down that decreased your effectiveness to get a task or a project completed. How did you handle that situation?"
2. "Often people in organizations are too focused on just getting things done and they skip the processes requiring careful thought. Can you think of a situation you've been in where a colleague or superior was ready to take action before things had been properly planned or thought through? Describe how you dealt with that situation."
3. "We have all had to work with people who share different opinions on matters than us. Give me an example of a person or group who disagreed with you on a key issue and how you addressed the situation."
4. "Tell me about the most changing or unpredictable environment you have recently worked in. What made it so challenging to you?"

For a Manager Candidate:

5. "Give me an example when someone on your staff repeatedly didn't follow policies or procedures. What did you do?"
6. "As a manager, give me an example when you have helped a direct report be better organized. How did it turn out?"

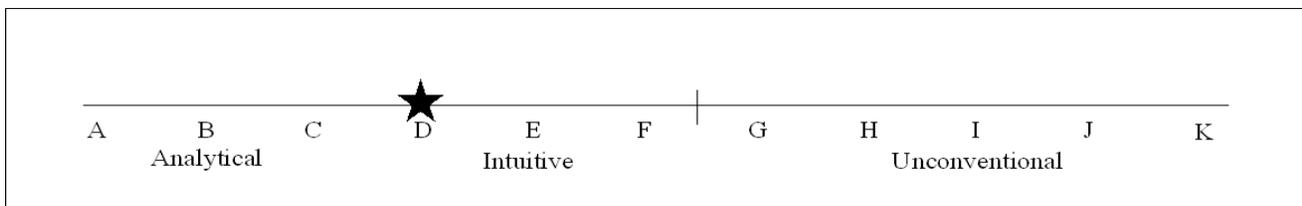
## WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being black-and-white in their thinking and sometimes too focused on rules, logic, data, or processes.
2. Will this candidate be too strongly opinionated to work in your environment (question 3)?
3. Will this candidate function effectively if your environment is constantly changing or possibly unpredictable?
4. How clearly can this candidate communicate directions to his or her people?

# Types of Reasoning

FOCUSING ON THE DIFFERENT TYPES OF REASONING AND WAYS OF BEING LOGICAL

- The Tendency To Think In Definable, Correct Steps Or Less Defined Patterns
- The Need Have One's Process Of Thinking Be As "Right" As The Conclusion
- The Ability To Work With Routine or Be Unable To Do Routine Work
- The Need To Bring Creative, Novel Thinking To One's Work



## Candidate's Score: D

A score of "D" indicates the Adherence and Organization thinking is intuitive and optimistic. This enables the candidate to follow an intuitive line of reasoning while bringing a positive, optimistic orientation toward rules, order, policies, and logic. This person is not as concerned with the "rightness" of their process of thinking as much as they are concerned with finding a best solution or application.

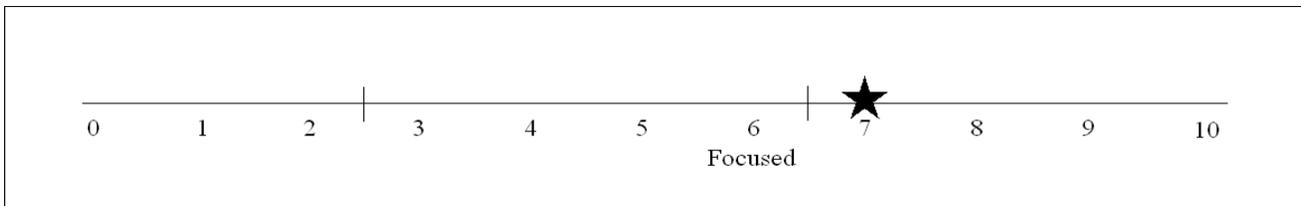
## BEHAVIORAL INTERVIEW QUESTIONS:

1. "Give me an example when you displayed an ability to think outside the box and provide a novel solution to a problem or decision facing you."
2. "In your current or previous position, how much of your role required doing routine tasks? What tasks did you like most and which ones did you like least and why?"

# Self View

## FOCUSING ON THE CANDIDATE'S UNIQUE, INDIVIDUAL, INTERNAL SELF

- One's Attention to His/Her Own Feelings, Opinions, and Inner-Value
- One's Imagination, Passion, and Spiritual Attentiveness
- One's Ability to Handle Rejection, Get Up After Repeated Failures, and Inner Courage
- Desire To Be Included Just Because Of Who He/She Is



### Candidate's Score: 7

**CHARACTERISTIC BEHAVIOR:** Personally courageous; self-accepting; confident; competitive; aware of their own feelings, passions, and opinions.

**POTENTIAL WEAKNESSES:** Concerned about but not discouraged by others' rejection or disapproval. Opinionated; very focused on their own feelings and how important they are; loves to be in the center of attention. May take personal rejection extremely hard (but will not be greatly affected by business rejection).

**BEST WORKING ENVIRONMENT:** One where they are recognized, appreciated, and liked as a person. They will work best in a context where their supervisor will communicate appreciation for their abilities and includes them in decision making and regularly asks for their opinions about business decisions.

**RÉSUMÉ:** Did this person predominately work in roles where they were the leader or were often included in business decisions within their organization or department?

**REFERENCES:** Try to make sure that the person is not so self-focused that they do not work as hard as the rest of the people in the company or want to be at the center of things so much that they have an inflated feeling of self-importance. When you call references about candidates with this thinking orientation, try to determine if either of these characteristics applies for this person. The best way to approach these issues is usually from the perspective of respect from their peers and effectiveness in their job.

"We have been led to believe that sometimes \_\_\_\_\_ was not respected by their peers when they were working in your company. I know you are not allowed to say anything negative about any past employees, but we want to make sure that they are given a fair assessment if we have been given

misleading information. If this is not true, please clear up the record and tell me how they were accepted and respected by their peers. If you prefer not to speak to this issue, then we can just move on."

**BEHAVIORAL INTERVIEW QUESTIONS:** Do not expect to gain much insight regarding this thinking orientation from an interview. This orientation will show its characteristics over a long period of time in varying contexts. During the course of an interview, look for indications of how freely this person gives their opinions, how comfortable this person is with himself or herself, and how self-accepting this person is. The interview also can give this person an opportunity to show they are not afraid of trying things.

1. "Tell me about a time when you felt under-appreciated for your work. What was the situation and what did you do?" (Also probe about how they felt in the situation.)
2. "Every now and then I observe a person who does not try something because they are afraid of failing. Describe for me a time when you found yourself not trying something because you were afraid that you might not achieve your objective."
3. "Often it is helpful for leaders to get others' opinions before making a decision. Give me an example of when someone asked your opinion before making a decision and how that made a difference. How did that make you feel?"
4. "Describe for me a situation when a team member or coworker received more credit than they deserved. What were the circumstances, and how did that make you feel?"

For a Manager Candidate:

5. "Management consultants tell us there are two primary ways to motivate people—recognize the accomplishments of the individual or recognize the accomplishments of the group. Give me an example of when you've used one of these approaches and why."

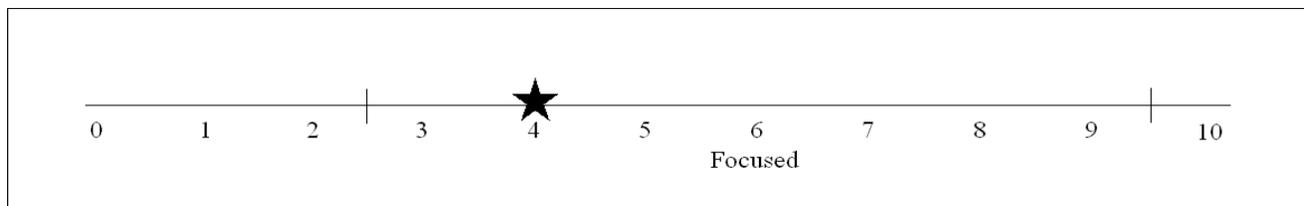
**WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:**

1. Is it important for this candidate to feel appreciated as a person?
2. Will this candidate need a lot of positive feedback from his or her supervisor?
3. Is this candidate likely to force his or her opinions on others?

# Self Awareness

## FOCUSING ON THE ABILITIES AND CHARACTERISTICS OF THE CANDIDATE

- One's Attention To How He/She Compares, Is Viewed By Others, and Presents Him/Herself
- One's Own Sense Of Competence and Tendency To Do Good Work
- One's Own Desire For Recognition, For Accolades, and A Need To Win
- Tendencies Towards Being Energetic, Involved, and Fun-Loving



### Candidate's Score: 4

**CHARACTERISTIC BEHAVIOR:** May have difficulty in comfortably promoting themselves if they have not had time to gear up for it; somewhat uncomfortable being complimented; may not always be able to appreciate their own efforts or accomplishments. Candidates with this thinking orientation may not always promote themselves confidently in the interview. They are not natural self-promoters, and as such, their interviews may work against them rather than for them. Look past the interview and your initial impressions about this person and look carefully at their substance, previous achievements, and references.

**POTENTIAL STRENGTHS DETERMINED BY OTHER ORIENTATIONS:** Grateful for help from others; a team player who will not compete for position with peers; strong dedication to their own principles and standards. Can be very loyal and a supportive team player. May be easily managed due to having lower ego.

**POTENTIAL WEAKNESSES:** Somewhat anxious in undefined social situations; may have a difficult time effectively selling or promoting themselves; may adopt a victim posture when rules or expectations are not clearly defined; may not always assimilate compliments; may not clearly see the power their words or actions have on other people; may sometime discount their abilities in the face of their lofty standards. If their score in Results Orientation & Decisiveness is below 6, they can lack aggressiveness or assertiveness. If their score in Results Orientation & Decisiveness is 6 or greater, the weaknesses in this section will be minimized.

**BEST WORKING ENVIRONMENT:** One where they do not have to defend themselves or need to promote themselves over and against other people on a consistent basis. This particular aspect of their thinking supports their being a natural team player. They need to have a person protect and champion their work, protect them if they are working in a very political, aggressive, and/or competitive

environment. If their score in Results Orientation & Decisiveness is below 6, they will require an environment where no political savvy is required, and there are few political dynamics in the organization. If their score in Results Orientation & Decisiveness is 6 or greater, the energy and impatience from that score will allow them to be more aggressive and adjust to change or political dynamics more easily.

RÉSUMÉ: Did this person predominately work in positions where they did not have to be persuasive or constantly promote themselves over others and be assertive?

REFERENCES: "Did \_\_\_\_\_ seem to undervalue their own contributions and fail to give themselves appropriate credit for their accomplishments? Could you always count on \_\_\_\_\_ to do what they said they would do, or would they sometimes be thwarted by events happening around them?"

#### BEHAVIORAL INTERVIEW QUESTIONS:

1. "Tell me about a project in which you played a critical role that demonstrated a key personal attribute to achieve an end result."
2. "Think of a situation when what you believed was best was different from the thinking of your manager or peers (or what had been standard operating procedure). What did you do and what was the outcome?"
3. "Some managers go overboard trying to motivate people. Think of a time when you received more credit for contributing to the success of a project or goal than you probably deserved. Tell me about your actual role and how it was overblown by management."
4. "Everyone faces a situation where they must promote their ability or accomplishments to others. Give me an example of when you had to promote one of your abilities or accomplishments. Please explain the situation, the person you were dealing with, and the outcome."
5. "Think of a time when you had to make a strong case to management for resources you needed. How did you approach them, and what was the outcome?"
6. "Tell me about a time where you had to make a verbal presentation to a group of your peers or superiors. How did you handle this situation?" (Look for evidence of confidence or a lack of confidence in tackling the situation.)

For a Manager Candidate:

7. "Give me a recent example of when you've praised or given recognition to a direct report."

#### WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

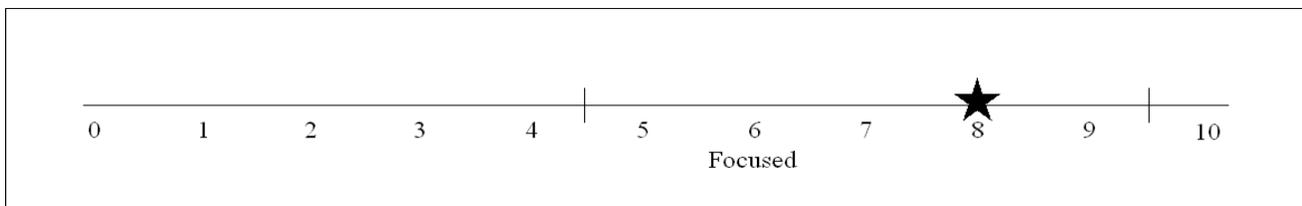
1. Can the candidate be honest with himself or herself and others regarding his or her past accomplishments?
2. Is the candidate hypersensitive to being praised above others?

3. Does this candidate have enough confidence and assertiveness for this position?
4. Can this candidate give praise and recognition to others?

# Self Expectations

## FOCUSING ON THE CANDIDATE'S OWN RULES, PRINCIPLES, AND GOALS

- One's Attention to Personal Goals, Commitments, and Expectations
- One's Own Values, Principles, and Non-Violatable Rules
- One's Self-Definition, Self Expectations, and Standards of Self-Judgment
- Tendencies Towards Openness or Stubbornness, Courage or Fear, Drivenness or Lack of Direction



### Candidate's Score: 8

**CHARACTERISTIC BEHAVIOR:** Driven to be found responsible; sense of personal mission and purpose; somewhat sensitive to correction when trying to do the right things; generally not anxious about the future; confident in their area of expertise; aware of their own opinions, principles, direction, and values. Typically people with this orientation want to excel, hold themselves to strict standards, and want to be found reliable and trustworthy.

**POTENTIAL WEAKNESSES:** Personally self-judging; can have a false image of themselves (either better or worse than they actually are); can be stubborn when they think they are doing the right thing. May be too focused on doing things exactly right or according to their own high standards.

**BEST WORKING ENVIRONMENT:** Because this thinking orientation drives a person to be self-initiating, self-policing, and self-judging, the environment must be one where the company's values and principles match those of the candidate. This ranges all the way from what kinds of products or services the company provides to how management treats the employees.

**RÉSUMÉ:** Does this person have a consistent and steady work history in terms of tenure with previous employers?

**REFERENCES:** "We have been led to believe that this person may be very demanding and extremely focused on doing things according to their high standards. Did you ever see these traits in the work setting? Did you ever see evidence that this person is too hard on themselves? If you did see this, how did it affect their work?"

**BEHAVIORAL INTERVIEW QUESTIONS:**

You will not gain much insight regarding any problems that may come from this thinking orientation from an interview. This capability and orientation drive this person to fulfill their own standards and expectations, strive to do things right, and make this person self-regulating. In the interview, try to determine the degree of self-judging and whether this causes a lack of risk taking in the face of uncertainty, or to not rebound from setbacks.

1. "In your perspective, give me a sense of how this position fits into your current professional goals beginning with an overview of your current career goals."
2. "One of the things that motivates some people to do a good job is to set high standards for themselves and seek to fulfill them. Can you give me some examples of how you do this and how it has helped you succeed? Do you ever set your standards so high that you have trouble fulfilling them?"
3. "Every now and then I talk to a person who does not try something because they are afraid of failing. Have you ever found yourself not trying something because you were uncertain that you would succeed?"

For a Manager Candidate:

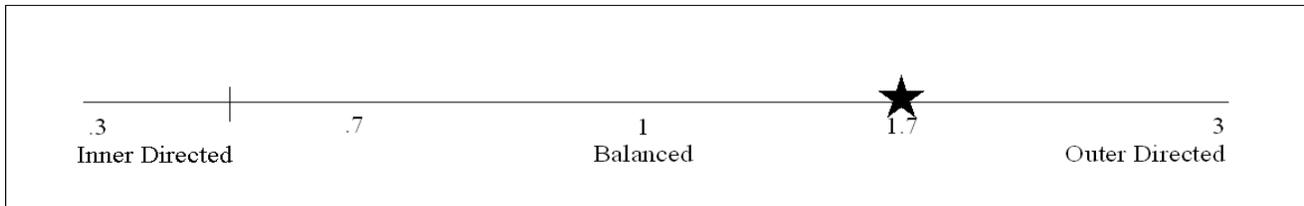
4. "As a manager, what standards have you set for your team for doing a good job? How did you determine those standards?"

#### WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Are the candidate's goals reasonable? Do they match the goals of your organization fairly closely? Will the candidate be happy over the long term?
2. This candidate probably will admit that he or she has been afraid of failure but will also exude a great deal of confidence in their ability to succeed.
3. How self-demanding is this person? How demanding of others will they be?

# Attention Balance

- The Ability to Balance One's Own Concerns With Others' Concerns
- One's Willingness and Ability to Function Effectively Under Stress
- The Balance Between One's Own Perspectives and Those of Others'



An Attention Balance score in the balanced region indicates that the candidate is equally comfortable dealing with matters important to others and important to themselves. These people generally are sensitive to stress but are not usually stymied or rendered ineffective by it. This score essentially indicates that the person has the ability and tendency to juggle their own interests with others' interests. This is an excellent score for people who manage other people.

## NOTES

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# World Thinking Blending Summary

## The "Equipper"

Equippers combine a focus on right and wrong, understanding, and literal meaning with passion, feelings, and attention to individuals.

Work combines analytical and personal traits for Equippers, leading them to focus on doing things that reflect their principles and values as well as ideas that make sense for the future. They have strong feelings about what they do, because in their minds, their activities always flow out of their logical understanding and passion for doing the right thing.

Relationships are strongly felt by Equippers. They prefer to have a few deep, close relationships rather than many superficial ones.

Equippers are teachers, planners, delegators, organizers, administrators, and guardians of the truth.

Equippers may miss seeing when people disagree with them, when they are boring others, and when they are being rigid. They miss these things because they are passionate about what should be while they ignore what actually is.

Equippers tend to discount improvement while striving for things to be done right. They have a hard time complimenting people for their efforts when the people fall short of their expectations. They focus on how it should have been done or how it could have been done better and miss the good that actually was accomplished.

Equippers often miss the importance and value of packaging, timing, and finesse while focusing on the substance, facts, and truth. They miss the sizzle (such as not spending money on the fancy wrapping of a present) while focusing on the substance ("but it is a really expensive gift!").

In communicating, Equippers miss the dynamics and flow of conversations, focusing more on the actual content. They miss the subtle and indirect ways people communicate and grow frustrated when people do not "say what they mean."

Equippers underestimate how much effort is required to complete tasks, what skills and efforts are required to turn ideas into reality, and how long it takes to accomplish things. They focus on how these things should happen and the course of action required to get there, while they remain unaware of the energy needed to get there.

# Self Thinking Blending Summary

## The "Dutiful Delegator"

Dutiful Delegators think they are good people when they are doing what they should and just because they are a good person. They love themselves for who they are, while paying attention to their commitments, responsibilities, and values. They are attentive to their feelings and unique character and believe everyone else should do the same. They crave attention, love to give their opinions, and feel good about themselves when they accomplish tasks according to their standards.

Dutiful Delegators are inattentive to their practical, relative, competent self (Self Awareness). They feel they are capable in settings and situations that are both familiar and clearly defined. They are uncomfortable and uncertain in contexts where their roles are not defined or in purely social situations where they do not either have a role or know the people. They also tend to be unaware of how good they are at what they do (in a relative sense). This may cause them to be excessively competitive, to dislike being compared to others, or feel like victims who cannot affect the outcomes and circumstances of their lives.

# John Sample's Scores Summary

Monday, September 19, 2005

Categories	Scores
WORLD THINKING	
Intuition and Empathy	8
Results Orientation and Decisiveness	4
Adherence and Organization	8
Types of Reasoning	D
SELF THINKING	
Self View	7
Self Awareness	4
Self Expectations	8
Attention Balance	1.7

**WARNING! You should not use this or any other test or profile as the sole basis for making a hiring decision (unless you have completed a validation study for the particular position in your company and the results are statistically significant). Doing so may result in legal liability. In making your decision, you should consider all relevant factors regarding an applicant's qualifications, such as but not limited to prior work experience, education, special skills, and training.**

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## The Interview

This chapter outlines several best practices to incorporate into your interview process and assist in putting together a consistent and structured interview. The most effective interview begins well before the candidate arrives with careful preparation. It's important to remember that there are two sides to the job-matching process: employers seeking qualified applicants, and applicants seeking attractive career opportunities.

The cornerstone of developing a high-performing and profitable workforce is a sound selection process. Aside from the expense to recruit, hire, and train a new employee, the long term cost of “hiring mistakes” are even more expensive. Therefore, every new hire counts, and effective interviewing and selection techniques are important for identifying top talent and ultimately employee retention.

### Preparing for the Interview

**Step 1**—Identify job requirements, candidate competencies and skills, and the style of the manager to whom the candidate will report

**Step 2**—Communicate these requirements to those involved in the interview process

**Step 3**—Review candidate résumé and ZERORISK Hiring System Profile and prepare interview questions

**Step 4**—Anticipate and prepare for candidate questions

**Step 5**—Finalize interview schedule and responsibilities of those involved

**Step 6**—Ensure proper setting and privacy

## The Phone Screen Interview

Interview phone screen calls will generally be made impromptu, that is, without prior notice to the candidate. However, you can e-mail the individual ahead of time to alert them to the time frame you plan to call or to prearrange a set time based on their availability. Be aware you have now opened a line of communication that you may have to manage going forward, at least initially.

The phone screen interview should be conducted by one individual—most likely a designated (and prepared) HR representative or a recruiter/staffing specialist. Having more than one company person on the call tends to create confusion due to the nature of phone calls, plus you're tying up more personnel resources than are needed at this point in your interview process.

The phone screen interview will probably last between 20 to 40 minutes depending on the amount and depth of information you have planned for this screening call. A set of structured questions should be prepared ahead of time, written out in a simple interview guide format that includes space to take notes and record impressions. This format could include the following:

1. How did you learn about this position?
2. Why are you currently looking for a new position? And walk me through the reasons for your last (#) of job changes.
3. What are the key skills and recent experience you have as they apply to this position (assuming the candidate has some knowledge of the position from the advertisement or job posting descriptions)?
4. Briefly walk me through your accomplishments in your current and previous positions (ask this in relation to positions held that apply to your organization's business/industry).
5. Why does this position interest you?
6. If there appears to be good interest in the candidate explain your interview process going forward, and ask about the candidate's availability to meet as the next step.

If you e-mail the candidate ahead of time (i.e., to arrange a time frame to call), think about including a brief overview/expectation of the phone call, but not including the specific questions. In this early phase of your process, you are looking for some level of “thinking on your feet,” clear responses from the candidate indicating their verbal communication skills, and a sense of their interpersonal skills. The e-mail could include the following:

“John, I plan on calling you on Monday between 2:00 & 4:00 to introduce myself and National Bank to you. I would like to briefly cover your work history and key areas of your work experience to determine how they relate to the basic requirements of the position for which you applied. I can also answer a few questions you may have regarding this position and our environment at National. If this time is not convenient for you, please let me know several alternatives that would work for you.”

From an EEO perspective, there is always a slight risk, even with a phone call, of a personal prejudice against race, place of origin, or sex that can sometimes be determined on the phone. However, in this initial phase of your process, these prejudices will tend to be minimized on a phone call over a face-to-face meeting—you’re not laying eyes on the individual. The overall caution for your entire interview and selection process is to have everyone involved be trained to exclude illegal questions and personal biases that would fall into a liability category. The best approach for this is “*preparation*” —with targeted information (i.e., skills, competencies, traits), legally defensible questions, and a fair and consistent process that everyone follows. Keep in mind this interview step is very common and used every day by many, many organizations. The EEOC certainly knows this, and they expect a well-prepared, consistent, and documented process where all participants have a thorough understanding and will follow the process.

## The Behavioral Interview

The premise for Behavioral Interviewing is based on a proven theory that “a person’s past behavior is the best predictor of their future performance in similar circumstances.” In other

words, a candidate's actual behavior and choices in situations faced in the past will give a good indication of behavior and choices they likely will make in the future.

Behavioral interviewing is ...

- A *process* to identify a candidate's actual behaviors and choices
- A *strategy* to uncover behavioral indicators in important situations
- A *means* to access a candidate's competencies and skills against job-related qualifications

Here are a few examples of legally defensible behavioral interview questions that will assist in uncovering core competencies in an interview.

1. What has been a particularly demanding goal for you to achieve? What were the obstacles you faced and how did you get through those hurdles? *(This question taps into the candidate's achievement orientation.)*
2. Can you think of a situation in which an innovative course of action was needed? What did you do in this situation? *(This question taps into the candidate's ability to uncover creative and novel solutions to problems.)*
3. What are the typical customer interactions you have in your present position? Can you think of a recent example of one of these? *(This questions taps into the candidate's customer service orientation.)*
4. In your present position, what standards have you set for doing a good job? How did you determine them? *(This questions taps into the candidate's high work standards.)*
5. Have you ever been in a situation where you have had to take on new tasks or roles? Describe this situation and what you did. *(This question taps into the candidate's degree of flexibility.)*
6. Have you done things in your job beyond what has been required? Tell me about some things which you've done that exceed requirements. *(This question taps into the candidate's initiative.)*

7. Can you tell me about a situation in which you attempted to raise an individual's (or group's) level of performance? Describe for me the situation and your specific actions in this process. *(This question taps into the candidate's people management skills.)*
8. Virtually all jobs have stresses associated with them. What kinds of pressures or stresses have you faced in your present position? How did you deal with these situations? *(This question taps into the candidate's stability and ability to deal with stress.)*
9. We all have had to work with people who see things differently from us. Can you think of a person or group you have worked with who saw things quite differently from you? Give me an example of when they didn't agree with what you were doing. How did this make you feel and what was the end result of the situation? *(This question taps into the candidate's degree of sensitivity.)*
10. Describe for me the best boss you ever worked for. Describe for me the worst boss you ever worked for. *(This question taps into the best management style for the candidate)*

In addition to the behavioral interview questions above, it's important to use "probes" in follow up to your questions to dig deeper in uncovering the "big picture" of the situation, circumstances etc. involved. Following are some primary and secondary probes you can use to perfect your behavioral interviewing technique.

Primary Probes:

- What was your role?
- What did you do?
- What did you say?
- What were you thinking?
- What were you feeling?

Secondary Probes:

- Who was involved?
- Expand on the part in which you played a significant role.
- How did you first get involved?
- What stands out most in your mind?
- What was the outcome?

## The Team/Panel Interview

Interview Team Lead—Facilitator role:

Preparation: review candidate's résumé, define 5–6 critical areas that need to be covered for the position. "Assign" key areas to interview panel team members. In most cases this will include an interview guide with prepared behavioral questions targeted for either manager or individual contributor candidates.

Open the interview—introductions

Ask candidate to take 5 minutes to introduce himself or herself and provide a brief overview of their recent background.

Facilitate round-table rotation of questions through the panel—it's okay for team members to jump in with follow-up questions, but facilitator needs to keep meeting on track and be sensitive to time frame.

Take notes to document candidate's responses.

Ask candidate for any questions they would like to ask.

Wrap-up at the end of the interview—next steps, etc.

Lead debriefing with panel members and assemble assessment/evaluation.

## Interview Team Member role:

Preparation: review candidate's resume, draft 2–3 behavioral questions for each key area assigned. Draft any follow-up probing questions needed to ensure details are covered during the course of the interview.

When cued by the team lead, ask questions for your assigned key area. Allow for follow-up questions by other panel members.

Stay engaged in the interview even when another panel member is leading the discussion.

Ask follow-up/probing questions to ensure that you get all the information needed to form an opinion on the candidate and understand their specific role and accomplishments.

Take notes to document candidate's responses.

## Notes:

All participants need to do prep-work; the interview needs to be managed but not “stiff.” Attempt to create flow, have flexibility, but not be chaotic. Team members must be briefed ahead of time in order to participate—or sit in on one interview to observe before taking an active role.

Suggest conducting panel debriefs directly after interview (panel stays for 15 minutes to discuss candidate and agree on next steps).

For a 3- or 4-person panel, schedule approximately 1.5 hours. Don't go over 5 people on the panel. Actual time with the candidate may be approximately 1 hour; however, allow for some flexibility for more time if needed.

## Interview Questions To Avoid

Four potential dangers when interviewing are 1) asking improper questions; 2) making discriminatory statements; 3) making binding contract statements; 4) allowing personal biases to cloud your judgment. The following are examples of questions that should be avoided in interviews because they may be alleged to show illegal bias. This is not intended to be a complete list of prohibited interview questions.

### Citizenship

- “Are you a U.S. citizen?” (adversely impacts national origin)

### Physical/Mental Handicaps

- “Do you have a visual, speech, or hearing disability?”
- “Have you ever filed a workers compensation claim?”
- “How many days of work did you miss last year due to illness?”

### Marital/Dependents Status

- “Are you planning to have a family? When?”
- “Do you have children? How old are they?”

### Organizations

- “What off-the-job activities do you participate in?”

### Sex

- “Would you have a problem working with a female partner?”

### Place of Origin/Birthplace

- “Where were you born?”
- “Where did you grow up?”

Age

- “What year did you graduate from high school?” (reveals age)

Religion

- “What is your religion?”
- “What religious holidays do you normally observe?”

Military Service

- “What type of discharge did you receive from your military service?”

Prior Criminal Record

- “Have you ever been arrested or charged with a crime?” (can only inquire about previous criminal convictions)

Name

- “Would you like to be called Miss, Mrs., or Ms.?” (denotes marital status)

As you can see, these rather simple and seemingly non-threatening questions can easily violate one of the aforementioned dangers when conducting interviews.

# Reliability & Validity: The Science Behind the ZERORISK Hiring System

The Hartman Value Profile is the testing instrument underlying the ZERORISK Hiring System. It is the creation of the late Dr. Robert S. Hartman and is owned by the Robert S. Hartman Institute, University of Tennessee. It is a paper-and-pencil exercise that requires the subject to rank order 18 different statements in two different lists. This forced ranking of the statements requires that the subjects evaluate each statement and compare it to every other statement. Added to Dr. Hartman's two lists are two similar lists created by Dr. Robert Kinsel Smith. The candidate's rankings of these lists are compared by the software to the rankings in the first two lists to further validate and check the reliability of the candidate's responses. The lists are included on the ZERORISK HR assessments provided in **Chapter 3**.

The resultant rankings demonstrate the subjects' different capacities and orientations in valuing. The Hartman Value Profile is based on the science of Formal Axiology. Dr. Hartman's theory of Formal Axiology is described in detail in his book, *The Structure of Value: Foundations of Scientific Axiology*, Southern Illinois University Press, 1967.

Formal Axiology is the scientific system of identifying and measuring value. The Hartman Value Profile is one means by which an individual person's propensity and capacity to value may be measured. It is the person's structure of value (the road map and filtration system a person uses to think, evaluate, and make decisions) that results in personality, individual perceptions, and decisions. In common parlance, a person's structure of value is how that person thinks, or their emotional intelligence.

That we are able to simply and objectively measure a person's structure of value has significant ramifications for business. The Hartman Value Profile eliminates much of the need for arduous

and expensive psychological testing for business purposes. It provides an easy-to-use, objective, deductive measurement that is used for interviewing, employee counseling, training, and development. Businesses have used the Hartman Value Profile in candidate selection as well as designing training programs and measuring their efficacy (before and after measurement of growth, change, or improved skills).

The most comprehensive book to date covering Dr. Hartman, Formal Axiology, and the uses of axiology is Drs. Rem B. Edwards and John W. Davis' book, *Forms of Value and Valuation*, University Press of America, 1991.

## **Summary of Validation Studies**

This section summarizes 20 studies conducted on groups of people who completed the Hartman Value Profile. It serves as a general introduction and index to studies that prove the validity and reliability of the Hartman Value Profile. Validating tests is the multifaceted discipline that determines the accuracy, dependability, and consistency of an instrument with the scientific theories supporting it. Validation measures how closely a testing instrument's scores correspond to measurable behaviors or characteristics. It also establishes the reliability of the instrument, ensuring that the nature of the instrument does not significantly affect the outcomes. The process of validating an instrument is compartmentalized with each different process measuring different aspects about the instrument.

The studies summarized in this section measured 16 different aspects of the Hartman Value Profile. They present clear, objective proof that the Hartman Value Profile is reliable, valid, and useful for applications in business, psychology, and human development. All of the studies described comply with the American Psychological Association's guidelines for analysis of psychometric instruments and follow industry-standard procedures for statistical analysis. Since the Candidate Profile and Interview Guide generated by the ZERORISK Hiring System is based on the Hartman Value Profile, these conclusions should also apply to this hiring system.

The Equal Employment Opportunity Commission (EEOC) has established that screening instruments, psychological testing, personality tests, and all other evaluation procedures that are to be used in industry are to fulfill the Uniform Guidelines on Employment Selection Procedures (1978):

Employer policies and practices which have an adverse impact on the employment opportunities of any age, race, sex, or ethnic group are illegal.

Employer decisions include, but are not limited to hiring, promotion, demotion, membership, referral, retention, licensing, and certification.

*Federal Register, Vol. 43, No. 166, 8/25/78*

Various studies have sought to determine whether the Hartman Value Profile discriminates based on age, race, or sex. Every known study to date has concluded that the Hartman Value Profile does not discriminate on any of these three bases.

## **Discrimination by Age**

The Age Discrimination in Employment Act of 1967 states that employers may not discriminate against employees and applicants older than 40 in their hiring and promotion practices.

Therefore, for a test to be legal it must be found to have no statistical bias between people older than 40 and people younger than 40.

### ***Age Study A***

Value, Inc. (Wayne Carpenter and Edward Martin) conducted this study in 1987.

Two separate sample populations of 200 persons were built by random selection from a group of more than 6,000 people. The groups represented adults below the age of 30 and adults above the age of 40. The two-sample parametric interval data T-test was used to measure statistical significance.

The Hartman Value Profiles generated 54 different scores on each participant. The T-test value would have to have been above 1.282 in order for there to be some discrimination between ages (resulting in a  $p > .2$ ). For all 54 items  $p < .01$ . **Thus the Hartman Value Profile did not discriminate against persons of particular ages or age groups.**

## ***Age Study B***

This study was conducted in 1987 by The Institute for the Study of Human Values (Charles McDonald, Ph.D., Wayne Carpenter, Edward Martin, William Panak, and Gary McDonald) with funding by a grant from the Dollar General Corporation.

The sample population was 1,075 persons who were either employed or seeking employment within a large corporation. The ages of the participants ranged from below 18 to over 70 and were grouped into groups of <30 (421 persons), 30–39 (298 persons), 40–49 (200 persons), and >49 (156 persons). Analyses of the results were completed both according to the individual ages and on the four clusters of age groupings.

The null hypothesis used was: “That mean ranks for different aged persons for the following normative items will not be significantly statistically different when using the Hartman Value Profile.”

**The Hartman Value Profile also did not discriminate between people of different ages in this study.** This is true with analysis being done either by individual ages or as part of an age grouping. All means rankings were proven to not be different with a very high statistical significance of  $.0395 > p < .0005$ .

## **Discrimination by Sex**

Title VII of the 1964 Civil Rights Act stipulates that an employer may not discriminate in hiring and promotion practices or the terms and conditions of employment because of the individual’s sex.

## ***Sex Study A***

Value, Inc. (Wayne Carpenter and Edward Martin) conducted this study in 1987.

Two separate sample populations of 200 people were built by random selection from a group of more than 6,000 people. One group was males and the other females. The two-sample parametric interval data T-test was used to measure statistical significance.

Fifty-four scores for each participant's profile were measured and compared. The results were that all 54 scores, using the T-test, were found to have a  $p < .01$ . The authors concluded that: "in compliance with EEOC regulations, the  $H_0$  (null hypothesis) is that the mean ranks for men and women for the following normative items will not be significantly statistically different when using the Hartman Value Profile." **Therefore, the Hartman Value Profile did not discriminate between males and females in this study.**

## ***Sex Study B***

This study was conducted in 1987 by The Institute for the Study of Human Values (Charles McDonald, Ph.D., Wayne Carpenter, Edward Martin, William Panak, and Gary McDonald) and funded by a grant from the Dollar General Corporation.

The sample population was 1,075 persons who were either employed or seeking employment within a large corporation. There were 92 men and 983 women in the study. Analysis of the results was completed using the F ratio between the groups and the  $E\eta^2$ , which measures the proportion of the total variability in the dependent variable that can be accounted for by knowing the values of the independent variables.

The null hypothesis used was: "That mean ranks for men and women for the following normative items will not be significantly statistically different when using the Hartman Value Profile."

**Once again, the Hartman Value Profile did not discriminate between people of different sexes.** Of the 36 items tested, 29 had no statistical significance at all and in the other 7, where the mean ranks of the male and female subjects were significantly different, the  $E\ t^2$  indicated that less than 1% of the difference was due to sexual gender (with statistically significant p values ranging from  $< .0490$  to  $< .0086$ ).

## **Race Discrimination**

Title VII of the 1964 Civil Rights Act stipulates that an employer may not discriminate in hiring and promotion practices or the terms and conditions of employment because of the individual's race.

### ***Race Study A***

Value, Inc. (Wayne Carpenter and Edward Martin) conducted this study in 1987.

Two separate sample populations of 200 participants were built by random selection from a group of more than 6,000 people. The groups represented adults of Caucasian and of African-American race. The two-sample parametric interval data T-test was used to measure statistical significance. 54 scores for each participant's profile were measured and compared. The results were that all 54 scores, using the T-test, were found to have a  $p < .01$ .

**The Hartman Value Profile did not discriminate among different races in this study.**

### ***Race Study B***

This study was conducted by The Institute for the Study of Human Values (Charles McDonald, Ph.D., Wayne Carpenter, Edward Martin, William Panak, and Gary McDonald) and funded by a grant from the Dollar General Corporation, 1987.

The sample population consisted of 1,075 persons who were either employed or seeking employment within a large corporation. There were five racial groups represented: African-American, American Indian, Asian, Caucasian, and Hispanic. Analysis of the results were completed using the F ratio between the groups and the  $E \eta^2$ , which measures the proportion of the total variability in the dependent variable that can be accounted for by knowing the values of the independent variables.

The null hypothesis used was: “Mean ranks for persons of different racial origins for the following normative items will not be statistically significant in differences when using the Hartman Value Profile.”

**The Hartman Value Profile also did not discriminate between people of different races in this study.** Of the 36 items tested, 31 had no statistical significance at all and in the other 5, where the mean ranks of the subjects were significantly different, the  $E \eta^2$  indicated that less than 1% of the difference was due to race (with statistically significant p values ranging from  $<.0144$  to  $<.0001$ ).

## Face Validity

Face validity is the measure of how the structure and content of each statement on the Hartman Value Profile is consistent with Formal Axiological theory. Unlike other validation studies, this study is more of an assessment as to whether each statement accurately expresses the value and valuation defined by Dr. Robert S. Hartman in the science of Formal Axiology.

This study was conducted by The Institute for the Study of Human Values (Charles McDonald, Ph.D., Wayne Carpenter, Edward Martin, William Panak, and Gary McDonald) and funded by a grant from the Dollar General Corporation in 1987.

The procedure followed was for the axiologists to evaluate each statement according to:

1. The concept
2. The value dimension
3. The valuation
4. Whether the concept is correct
5. Whether the value dimension is correct
6. Whether the valuation is correct

After completing these analyses for each of the 36 statements, the team then reviewed Dr. Hartman's analysis of those same statements to confirm agreement. **In every case, the validation team's analysis concluded that each statement was an accurate expression of value and valuation for each of the intended combinations.** In every case, they arrived at the same conclusions as Dr. Hartman.

This independent analysis, along with the matching of conclusions with Dr. Hartman's, provides high confidence that the structure and content of every statement in the Hartman Value Profile is axiologically valid.

## Reliability

Reliability is the measure of whether the results or assessments derived from an instrument are the result of chance. When an instrument is proven to be reliable, it can be used at different times and in different contexts with confidence that the presiding conditions did not affect the results with any statistical significance. Reliability is usually proven with a test/retest procedure within a 10-day period. The longer the period, the more reliable the instrument is found to be.

## ***Reliability Study A***

This study was conducted by John Davis, Ph.D., Glenn Graber, Ph.D., and Leon R. Pomeroy, Ph.D.

A group of 86 students at the University of Tennessee was given the Hartman Value Profile. Ten weeks later, the same students were given the Profile again. This lengthy period between testing added to the rigorousness of the testing of the stability of the Hartman Value Profile.

**The results of this study prove the reliability and stability of the Hartman Value Profile.** All 40 dimensions measured by the Hartman Value Profile were statistically the same between the first and second trials. “The reliability of the Hartman Value Profile was especially noteworthy in the most complex dimensions: value quotients, balance quotients, self-quotients, integration scores, and differentiation scores.” These more complex dimensions all had confidences above 99.9% with  $p < .01$ .

## ***Reliability Study B***

Wayne Carpenter and Edward Martin of Value, Inc., conducted this study in 1987.

A group of 200 adults was assembled from persons who either worked for or were applying for work with Dollar General Corporation. These subjects took the Hartman Value Profile over a 3-year period. This length of time for a test/retest would demonstrate superior stability of the Hartman Value Profile. Value, Inc., conducted two analyses of the results:

1. The raw scores themselves
2. The evaluated scores according to Hartman’s scoring scheme

The results of both analyses provided a highly significant level of confidence:  $p < .001$ . The evaluated scores were analyzed using the Spearman Rank Order Correlation Analysis. For this study a rank order coefficient  $> .549$  was all that was needed to secure a  $p < .001$ . The final rank

order coefficient was .974, indicating **“an extremely high level of significance and confidence in the reliability of the instrument, which is far greater in significance than provided by a  $p < .001$ .”**

## Construct Validity

Construct validity measures whether an instrument in both its form and results is consistent with the theory behind the instrument. In this case the measure is to see if the ranks assigned the statements in the Hartman Value Profile (which have a fixed, universal order of value) provide support for the validity of Dr. Hartman’s constructs.

This study was conducted by The Institute for the Study of Human Values (Charles McDonald, Ph.D., Wayne Carpenter, Edward Martin, William Panak, and Gary McDonald) with funding by a grant from the Dollar General Corporation in 1987.

The sample size was 6,354 persons. Analysis was of the profile as a whole, the compositional items (18), the transpositional items (18), and each individual item. The null hypotheses were that the ranking of all items would be random, that the compositional and transpositional items would be ranked randomly, and that the normative rank and median obtained rank for each item would be zero.

The results of the test as a whole, using Friedman’s two-way ANOVA by rank, Page’s Test for Ordered Alternative, and Kendall’s Coefficient of Concordance, provided a 99.9% confidence level that the rankings did match the theoretical order of value. The Spearman Rank Order Correlation also provided a statistically significant indication that a correlation exists between the rank order of the model and the rank order of the obtained rankings.

**“The results obtained support the contention that the Hartman Value Profile provides a valid description and explanation of the structure and dynamics of human value and human value judgments.”**

## Concurrent Validity

Concurrent validity is the test as to whether a particular instrument correlates significantly to other valid instruments. This validation provides an alternative means of validating an instrument by “piggy-backing” on the reams of validation of previously benchmarked, psychometric instruments. Leon Pomeroy, Ph.D. and John Davis, Ph.D., conducted this study in 1982.

The study incorporated six different psychological instruments as measuring rods to establish concurrent validation. The instruments were the MMPI, the Cattell 16PF, the CAQ, Ellis’s Personal Belief Inventory, the Cornell Medical Index, and the Auto Lethality Index. This study was completed in two phases over a period of more than a year. The first study had a sample size of 68 adults and compared the Hartman Value Profile with the MMPI, ALI, CMI, and the PBI. The second study had a sample size of 72 adults and compared the Hartman Value Profile to the 16PF and the CAQ.

The very comprehensive results of this two-part study can be summarized as follows.

**Part I:** The Hartman Value Profile correlated with a high degree of significance ( $.05 > p < .0001$ ) in 36 different specific measurements to the MMPI, CMI, AL, and PBI.

**Part II:** The Hartman Value Profile correlated with a high degree of significance ( $.05 > p < .0001$ ) in 32 different specific measurements to the 16PF and CAQ.

Dr. Pomeroy concluded: **“These data clearly establish a concurrent validity for the Hartman Value Profile and that the Hartman Value Profile is a valid measure of various stress states that produce problems in living.”**

## Construct and Concurrent Validation

This joint construct and concurrent validation study determines both the individual and comparative validity of the instrument. Because the Hartman Value Profile is axiological in

nature and therefore has more robust and useful applications than psychological instruments, it is necessary to ensure its axiological validity by validating it against benchmark axiological instruments. Drs. John Austin and Barbara Garwood conducted this study in 1976 and presented the findings at the National Association of School Psychologists Convention in March, 1977.

The study incorporated three different values instruments as measuring rods to establish concurrent validation. The instruments were the Rokeach Value Survey (RVS), the Allport-Lindzey Study of Values (AVL), and Kohlberg's Theory of Moral Development (KMD). The population comprised 65 university students with an average age of 23.5 years.

The results were obtained by using the nonparametric median test of the significance of differences between the number of persons in two or more subgroups that scored above and below the median. The study indicated that the expected and obtained mean rankings were significant with a correlation of .95. For the compositional versus transpositional items the confidence is highly significant with a  $p < .001$ . The individual items test indicated that no significant difference existed among individual items ( $p = .911$ ).

**The findings of this study prove that the Hartman Value Profile measures what it claims to measure and that it is a valid axiological instrument.**

## Biomedical Validity

Biomedical validity is the measure of whether the results from an instrument correlate to results of biomedical tests (e.g., heart rate, blood pressure, or components in the blood). When an instrument is proven to be biomedically valid, then a direct correlation has been found between the instrument's scores and physical conditions measured by medical tests. This particular validation proves the objective nature of the instrument and a corresponding relationship between the thinking process of the subject and his or her present physical condition or physical response. This study was conducted by Leon Pomeroy, Ph.D., Elaine Fox, Ph.D., Richard Bishop, Ph.D., and John Davis, Ph.D. in 1983. It was published in the *VA Practitioner* in July 1986.

The sample comprised 150 volunteers at a private preventative medicine clinic in New York. Participants were informed that this was part of a study to measure the medical and psychological effects of stress. The study was conducted over a period of 1 year. The working hypothesis—based on Selye’s work—was that the Hartman Value Profile results would correlate significantly with certain blood components.

This study demonstrated that the levels for creatinine, calcium, blood cholesterol, sodium, CO<sup>2</sup>, and BUN were significantly correlated to the Hartman Value Profile scales measuring: attitudes towards others, ability to concentrate, self-acceptance, self-insight, self-consciousness, anxiety, tendencies to distort things, and depression. The p values ranged from being less than .04 to less than .001.

**The results of the study prove that a direct correlation exists between the candidate’s thinking structure, measured by the Hartman Value Profile, and compounds found in the blood.**

## **Business Necessity**

The EEOC requires that any instrument used in candidate selection “measure those traits and/or abilities that directly relate to what is needed to do the particular job.” This is referred to as the “business necessity requirement.” When an instrument has either predictive validity or criterion validity it fulfills the business necessity requirement.

Predictive validity is a measure of an instrument’s precision and usefulness in being able to predict whether given individuals will be successful, prior to the person’s working in that position or acting in that specific role. It follows the process of predicting a person’s future success in a particular job or position based on his or her test scores. This validation provides a foundation for using an instrument as both a candidate screen and a guide for training and managing employees in specific roles.

Criterion validity is a measure of the ability of an instrument to correspond to specific criteria or behaviors. This type of validation compares groups and analyzes the differences measured between the groups. When the analysis is statistically significant, then that instrument is a valid tool for distinguishing the characteristics that separate the members of those two groups.

### ***Predictive Validity***

Drs. Robert K. Smith and Virginia G. Harvey conducted this study in 1996. The study sample was 78 individuals seeking employment to manage independently operated retail outlets. Of the 78 candidates, 51 were hired and placed into management positions. Each candidate was categorized according to risk as a manager: low, medium, or high (however, none of the 78 candidates was excluded from employment based on his or her classification).

At the end of the 3-year study, the managers were defined to have been successful if they had successfully started and operated their own stores. Failure was defined as having not run their stores profitably, having been fired for just cause, or having quit for any reason.

<b>Risk Score</b>	<b>Number Hired</b>	<b>% Successful</b>
Low	20	90%
Moderate	26	65%
High	5	0%

The results prove that “the overall risk scores determined by the Hartman Value Profile were found to be *highly predictive* of successful employment, at the  $p < .0035$  level.”

**The Hartman Value Profile is a valid and very useful instrument for establishing predictive indicators of success in business applications.**

### ***Customer Service Criterion Validity***

This study was conducted by Drs. Robert K. Smith and Virginia Harvey and commissioned by James River Corporation in 1990.

The study sample consisted of 41 customer service personnel working for James River Corporation. The criterion used to distinguish one group from the other was success in the customer service role. The sample was divided into the two groups: those who had been both commended for their service by customers and had been recognized by their colleagues within the company for their exemplary customer service and those who had neither been commended by their customers nor their colleagues.

The marketplace distinguishes consistently good performers from mediocre and bad performers. This study measured the differences between those two groups as they functioned in customer service roles. General observations would lead one to conclude that those who are exemplary are better able to find practical solutions, communicate with others, instill confidence in their ability to perform, and be persistent without being stubbornly insistent. To confirm the validity of the Hartman Value Profile, these abilities would have to be distinguished by statistically significant differences in the dimensional scores of measuring common sense, personal competence, and personal duty.

The results confirmed that those who were exemplary in customer service had greater abilities in all dimensions measured by the Hartman Value Profile and statically higher abilities to reason in the three dimensional areas noted above (noted by \* in the following chart).

	<b>% Higher of Excellent</b>	<b>p value</b>
Empathy	17%	.19
Common sense	21%	.02*
Logical solutions	15%	.18
Self esteem	13%	.26
Personal competence	30%	.05*
Personal duty	17%	.07*

**This study proves that the Hartman Value Profile scores correlate directly to behaviors, abilities, and attitudes that are required for excellence in customer service.**

## *Sales Criterion Validity*

This study was conducted by Value, Inc. (Wayne Carpenter and Edward Martin) and Tim Garton & Associates in 1987.

The study sample was 237 persons. Of this sample, 137 people worked as salespersons in the insurance and estate planning industry. The sample was divided into three groups: non-salespersons, moderately successful salespersons, and very successful salespersons. The objective criterion to separate the sales groups was commissions earned for the 3 previous years. The criteria for distinguishing these persons into three groups were:

100 non-salespersons randomly selected from a database of more than 5,000 general employment candidates.

87 salespersons earning commissions between \$50–100K/yr. for a 3-year period:  
labeled moderately successful.

50 salespersons earning commissions between \$100–500K/yr. for a 3-year period:  
labeled successful salespersons.

The methodology of analysis was the variance test resulting in an F ratio because of the three sample populations. Decision rules on interpreting the F ratio were values of 2.00 and above for a .05 level significance and 4.00 and above for a .01 level significance. For variables not deemed significant in the ANOVA test, the Kruskal-Wallis test was applied.

The hypothesis was that those who were successful would have a statistically higher “ego-drive,” “empathy,” and abilities in the six dimensional areas that the Hartman Value Profile measures.

Area Measured	Statistical Significance
Intuitive Insight (DimI1)	p < .01
Common Sense (DimE1)	p < .01
Realistic Goal Setting (DimS1)	p < .01
Self Esteem (DimI2)	p < .01
Self Confidence (DimE2)	p < .01
Self Control (DimS2)	p < .01
“Ego-drive” (I2/E2/S2 Val & Dims)	p < .01
“Empathy” (I1Dim& Valence)	p < .01

**This study confirms that the Hartman Value Profile does distinguish behaviors necessary for excellence in sales.**

### ***Management Criterion Validity (Study A)***

This study was conducted by Dr. Robert K. Smith in conjunction with the Sara Lee Corporation in 1990–92.

A sample of 150 managers of Sara Lee outlet stores was given the Hartman Value Profile in the fall of 1990. All participants had been identified as qualified for management and had been managers of their respective stores for less than 2 years. They were given the Hartman Value Profile as part of their ongoing management training and education.

Two years later, in the fall of 1992, the head of this division of Sara Lee divided the list of names from the sample into three groups (excellent, good, and failures). The criteria he used to distinguish the excellent managers from the good managers were: operations, sales, turnover, and ability to function within budget. At that time, Sara Lee had an annual management assessment program (completed by peers, subordinates, and corporate management) that scored all managers on a numeric scale. These scores provided further distinctions by which the excellent managers (28) were distinguished from the good managers (79). Managers who were identified to be failures (43) had been removed or had quit their positions prior to the fall of 1992. They had

failed for various reasons ranging from an inability to effectively lead and manage people, to an inability to effectively and efficiently oversee operations, to an inability to plan and effectively execute those plans.

The results of this study are based on the differences between the excellent managers and failures. In this particular case, the unusual feature is that all participants (the excellent, good, and failures) had been selected by management in 1990 as capable store managers. The profile scores that were compared were those from the testing completed prior to fall, 1990.

The final conclusions were reached by comparing the dimensional scores of the two groups. Previous management studies had shown that different personality types are able to function effectively in management roles. This was confirmed by this study as well, in that the differences between the two groups were not those that manifest personality characteristics as much as they were those that manifest differences in functionality.

A better ability to work with and be patient with people (excellent were 18 percent more empathic with a valence of I1 of 54 percent positive versus 54 percent negative)

A greater tendency to work with others than do it himself or herself (excellent were 53 percent more inclined to delegate with a E1 valence of 28 percent versus 43 percent positive)

A greater tendency to be proactive rather than reactive (excellent were 18 percent more planning oriented with S2 Dim of 11 versus 13)

Greater personal courage (resulting in less defensiveness) (excellent had 42 percent healthier self-esteems with an I2 Valence of 25 percent versus 16 percent positive)

Greater resiliency when under stress (excellent were 50 percent better able to function in stressful situations with BQRs of 1.1 versus 1.65)

All of the differences noted above are statistically significant with a  $p < .05$ .

**This study confirms that the Hartman Value Profile scores correlate directly to behaviors, abilities, and attitudes that are confirmed by the marketplace as crucial distinctions between those who succeed in managing a retail store from those who do not.**

### ***Management Criterion Validity (Study B)***

This study was conducted by Dr. Robert K. Smith in 1993. A sample of 257 managers from eight different companies was given the Hartman Value Profile between 1988 and 1993. All participants were in management positions when they took the profile. They were given the Hartman Value Profile as part of their ongoing management development.

The sample was divided into three groups: excellent managers, good managers, and poor managers. The criteria used to distinguish the excellent managers from the good managers were: superlative operations in their respective fields, effectiveness with their people, lack of turnover, and ability to function within budget. All were also assessed by their peers, subordinates, and superiors, who identified them as excellent (70), good (100), or poor (87). For a manager to be identified as poor, he or she had to have ongoing significant problems, ineffectiveness, or failures within business contexts in which others were succeeding.

The results of this study are based on the differences between the excellent and poor managers. The final conclusions were reached by comparing the dimensional scores of these two groups. Previous management studies had shown that different personality types are able to function effectively in management roles. This was confirmed by this study as well, in that the differences between the two groups were not those that manifest personality characteristics as much as they were those that manifest functional capability. The poor managers did not score higher than the excellent managers in any dimension. The excellent managers were statistically superior to the poor managers in the following dimensions.

A better ability to work with and be patient with people (excellent were 26 percent more empathic with a 11 valence of 59 percent versus 43 percent positive)

A greater tendency to work with others than do it himself or herself (excellent were 25 percent more inclined to delegate with an E1 valence of 32 percent versus 44 percent positive)

Greater personal courage (resulting in less defensiveness) (excellent had 13 percent healthier self-esteems with I2 Dim of 11 versus 13)

A greater degree of reasonability when confronted (excellent were 18 percent more reasonable and less stubborn than the poor managers were with an S2 dim of 12 versus 14)

All of the differences noted above are statistically significant with a  $p < .05$ .

**This study confirms that the Hartman Value Profile scores correlate directly to behaviors, abilities, and attitudes that are confirmed by businesses as critical distinctions between those who succeed in management from those who do not.**

### ***Management Criterion Validity (Study C)***

This study was conducted by Kinsel Enterprises, Inc. (Dr. Robert K. Smith and Ken Bandy) in 1996. The Hartman Value Profile was given to 120 women in business from 1987 to 1991 as part of their ongoing training and development. They came from more than 20 different companies in six different states. Their ages ranged from mid-twenties to mid-fifties. The sample was divided into two groups: those who were executives currently serving in management roles in their companies (20) and those who were not in management roles (100).

The results of this study are based on the differences between the managers and non-managers. The final conclusions were reached by comparing the dimensional scores of the two groups. This study confirmed that the differences between the two groups were dramatic and significant in five areas. The non-manager group did not score higher than the managers in any category.

- A greater ability to make decisions and use common sense (managers were 23 percent clearer in their decision making and common sense judgment with a Dim E1 of 7.25 versus 8.9)

- Greater personal courage (resulting in less defensiveness) (Managers had 20 percent healthier self-esteems with an I2 Val. of 22 percent versus 19 percent and Dim of 10.1 versus 12.5.)
- A greater ability to make accurate self-assessments of their own strengths, limitations, and competencies (Managers were 12.5 percent clearer and more accurate assessing their own abilities and roles with a DimE2 of 12.75 versus 14.25.)
- A greater degree of personal freedom to make mistakes, risk loss, and shift one's own priorities (Managers were 13 percent more reasonable and less dogmatic than the non-managers were with a Dim S2 of 11.5 versus 13.8.)

All of the differences noted above are statistically significant with a  $p < .05$ .

**This study proves that the Hartman Value Profile scores correlate directly to behaviors, abilities, and attitudes that are confirmed by the marketplace as the significant distinctions between women who are promoted into management positions and those who are not promoted.**

## **Criminal versus Non-Criminal Study**

This criminal versus non-criminal validation, which was conducted by Drs. Mark Moore and Phil King in 1994, compares convicted criminals with the normal population and analyzes the differences between these two groups.

The study assumes that the judicial system of the State of Tennessee is a sound criteria selector in distinguishing violent criminals from the rest of the population. Criminals in general are people whose behavior stems from their inability to call upon strengths to overcome their weaknesses. Non-criminals are people who can and do rely on their strengths to overcome their weaknesses. To establish the validity of the Hartman Value Profile, an analysis of the profiles of the criminals and non-criminals should present a significant difference in their capacities to reason and function effectively in stressful situations.

The study included 44 convicted criminals serving their sentences at Brushy Mountain State Prison, the maximum-security state prison for the State of Tennessee. These criminals took the Hartman Value Profile while serving time for murder and violent rape. The normal population profiles were gathered from Dr. Moore's database of more than 500 functioning people from all walks of life throughout the United States. The null hypothesis was that no significant difference would exist between convicted criminals and the general population.

A summary of the results for the six key measures of the Hartman Value Profile (using Dr. Hartman's transfinite scoring methods, i.e., the lower the number, the greater the capacity and ability to reason and function effectively in stressful situations):

<b>Capacities to</b>	<b>Criminal</b>	<b>Non-Criminal</b>
Empathize (I1)	11.85	8.42
Reason Practically (E1)	14.76	9.08
Reason Logically (S1)	17.43	13.63
Value One's Self (I2)	18.26	11.45
Compare One's Self (E2)	19.02	14.30
Define One's Self (S2)	17.80	13.49

A summary of the results for the same six key measures of the Hartman Value Profile using Dr. Moore's vector analysis scoring method are (the higher the number the greater the capacity and ability to reason and function effectively in stressful situations):

<b>Capacities to</b>	<b>Criminal</b>	<b>Non-Criminal</b>
Empathize (I1)	4.86	7.44
Reason Practically (E1)	2.68	6.94
Reason Logically (S1)	0.67	3.53
Value One's Self (I2)	0.05	5.16
Compare One's Self (E2)	- 0.52	3.03
Define One's Self (S2)	0.40	3.63

For both scoring methods, the differences are statistically significant with a  $p < .05$ .

**This study is significant in that it establishes a high statistical difference between people who are and are not able to be effective in society.** It provides an objective, resultant behavioral criterion against which the scores are compared. Since few people will have cause to ever encounter or profile murderers or violent rapists, this study does confirm that the Hartman Value Profile accurately measures a person's capacity to value by assessing people at the severely dysfunctional end of the behavioral spectrum.

## Obtaining Custom Predictive Validations

As explained in **Chapter 1**, the ZERORISK Hiring System is intended for use as a tool in the employee interviewing and selection process. It should not be used as a screen to make a hire/don't hire decision *unless* predictive validity for the particular position has been established. Establishing predictive validity for a particular position essentially proves that the instrument is effective in predicting success in that position and generally demonstrates its job relatedness and business necessity.

Predictive validity is a measure of an instrument's precision and usefulness in being able to predict, prior to the person's working in that position or acting in that specific role, whether given individuals will be successful. It follows the process of predicting a person's future success in a particular job or position based on his or her test scores. This validation provides a foundation for using an instrument as both a candidate screen and a guide for training and managing employees in specific roles. Predictive validity can be established for virtually any position in any company through a custom validation study (provided a large enough number of people occupy that position).

Obtaining predictive validity of the ZERORISK Hiring System for an important position within your organization can provide substantial benefits. By establishing target scores for the various thinking facets measured by the instrument, your hiring process will intuitively take into consideration many peculiarities of the job—and what it takes to succeed in the job—that it would be infeasible if not impossible to identify and select. This will result in a higher performing workforce with lower turnover rates than you are likely to experience without using the ZERORISK Hiring System as a screen.

Establishing predictive validity with a custom validation can be economical. It involves following some specific steps for collecting data over a period of time followed by a statistical analysis of the data. Once you set up the process, as discussed below, it requires very little time or effort.

The time period necessary to accumulate adequate data for a valid study depends on the number of applicants there are for the position and how long it takes to verify whether they are successful in the position. If, for example, turnover in the position you are validating is 100 percent per year, then less than 2 years may be a sufficient period of time for the study (assuming an adequate number of employees). If the position typically turns over within 18 months (when the person is not successful), then a 3-year time span is usually adequate.

The number of profiles needed also varies. The greater the differences in scores between those who succeed and those who do not, the smaller is the required sample size. For example one predictive study involved 50 people over a 3-year period; a different study involved 60 participants over a 3-year period.

All ZERORISK Hiring Custom Validation studies follow industry-standard procedures for statistical analysis and comply with the American Psychological Association's guidelines for analysis of psychometric instruments.

## Custom Validation Process

The process is simple, and your ZERORISK Hiring Account Executive will be happy to work with you to set it up. The five steps are summarized below.

**Step 1: Determine feasibility and scope.** The first step is to discuss with your Account Executive the scope and objective of the study. After collecting the information necessary to analyze your needs, your Account Executive will work with our ZERORISK Hiring System staff and advisors to determine the feasibility of your study. If the study's objective can, in the view of our team, be reasonably achieved, your Account Executive will provide a written proposal specifying the cost and providing an estimate of the required time frame for the study.

**Step 2: Set-up.** Once you agree to the terms outlined in the Study Proposal, your Account Executive will schedule an initial meeting with you to set up the study. This will entail developing score parameters and reviewing the recordkeeping requirements to provide a valid

study. Three sets of predictive score parameters will be established: one group for which success is predicted, one group for which success is likely, and one for which failure is predicted. This meeting will occupy approximately half a day.

**Step 3: Profiling and recordkeeping.** You will have every employee hired for the job complete the ZERORISK HR assessment, and you will print his or her Candidate Profile and Interview Guide. The predictive scores established in Step 2 must not be communicated to the managers or supervisors who will make hiring decisions during the course of the study. As long as they are not told the predictive scores, managers can use the Candidate Profile and Interview Guides generated by the software to guide their hiring decisions during while the study is underway. These printed Profiles are kept on file during the course of the study.

**Step 4: Adjusting predicted scores.** The data is reviewed with your Account Executive after approximately 6 months. Performance of the test subjects is discussed and, if necessary, the predicted score ranges are adjusted.

**Step 5: Statistical analysis and report writing.** After the time period established in the first step has elapsed, the data will be provided to ZERORISK HR, Inc. for analysis by a statistician (ZERORISK HR uses highly qualified independent contractors for this work). If the statistician concludes that the data is adequate for credible statistical analysis, the data collection process ends, a statistical analysis is performed, and your report is prepared. If the statistician concludes that there are not enough data, you will resume the Profile and recordkeeping function to acquire more data. You will be advised specifically as to the additional time and number of profiles needed. Once a sufficient amount of data is collected, that data will be provided to the statistician for analysis and preparation of the report.

## Custom Validation Study Fees

Fees charged for Custom Validation Studies are based on estimates of the time necessary to perform the project. We strive to keep these fees reasonable. While the fees vary depending on the scope of the study, they generally range between \$3,500 and \$12,500. In most cases, we

quote a flat fee to perform the study, and you have no risk of our exceeding it unless you change the scope of the study. Travel expenses are billed in addition to the fee.

Please contact your Account Manager to discuss the possibility of establishing predictive validity for one or more positions with your company.

## **Conclusion**

The cornerstone Formal Axiological instrument employed by ZERORISK Hiring System is the Hartman Value Profile. During the past 15 years, 19 individuals have studied the Hartman Value Profile's validity. Their validation studies demonstrate that the Hartman Value Profile is reliable and valid and that it is useful in multiple applications for industry and the social sciences. Many of these studies also found that it does not discriminate on the basis of age, sex, or race.

## Competencies & Correlations

This chapter explains how the core success competencies correlate to the ZERORISK Hiring System Profile completed by candidates. The chapter also explains key correlations within the assessment itself.

### Core Success Competencies as Measured by the ZERORISK Hiring System

The following will correlate the core success competencies to the scores in the ZERORISK Hiring System Assessment that allow for mastering that particular competency.

#### I. Development of Self

- **Is highly self-aware and can articulate both strengths and weaknesses.** Measured area/s in the assessment: Self Awareness scores 5, 6, and 7.
- **Is skilled at accepting feedback in a positive manner.** Measured area/s in the assessment: Self View scores of 4, 5, and 6.
- **Commitment and openness to ongoing learning.** Measured area/s in the assessment: Self View scores 4, 5, and 6; Self Expectations scores 6, 7, 8, and 9.
- **Likes to learn from others and seeks others' ideas and perspectives.** Measured area/s in the assessment: Self View scores 4 and 5; Self Expectations scores 6, 7, 8, and 9.

## II. Development of Others (For Managers)

- **Brings out the best in other people.** Measured area/s in the assessment: Intuition & Empathy scores 6, 7, 8, and 9; Results Orientation & Decisiveness scores 6, 7, and 8; Self Awareness scores 6, 7, and 8.
- **Strong Mentoring or coaching skills.** Measures area/s in the assessment: Intuition & Empathy scores 6, 7, 8, and 9; Self Awareness scores 6, 7, and 8.
- **Can effectively identify and communicate developmental feedback and positive recognition.** Measured area/s in the assessment: Intuition & Empathy scores 5, 6, and 7; Results Orientation & Decisiveness scores 6, 7, and 8; Self Awareness scores 6, 7, and 8.
- **Understands that development of people is a clear leadership priority.** Measured area/s in the assessment: Intuition & Empathy scores 6, 7, and 8; Results Orientation & Decisiveness 6, 7, and 8; Self Awareness scores 6, 7, and 8.
- **Can deliver negative feedback in an effective/timely manner.** Measured area/s in the assessment: Intuition & Empathy scores 5, 6 and 7; Results Orientation & Decisiveness scores 5, 6, and 7; Self Awareness scores 6, 7, and 8.

## III. Relationship Building

- **Good judge of character.** Measured area/s in the assessment: Intuition & Empathy scores 5, 6, and 7; Adherence & Organization scores 6, 7, and 8.
- **Collaborative style.** Measured area/s in the assessment: Intuition & Empathy scores 5, 6, 7, and 8; Adherence & Organization scores 6, 7, and 8; Self Awareness 3–7; Self Expectations 6, 7, 8, and 9.

- **Strong interpersonal skills.** Measured area/s in the assessment: Intuition & Empathy scores 6, 7, 8, and 9; Results Orientation & Decisiveness scores 6, 7, and 8; Self Awareness scores 6, 7, and 8; Self Expectations 7, 8, and 9.
- **Open to criticism.** Measured area/s in the assessment: Self View scores 4 and 5; Self Awareness scores 5, 6, and 7.
- **Possesses excellent listening skills.** Measured area/s in the assessment: Intuition & Empathy scores 5, 6, 7, and 8; Results Orientation & Decisiveness scores 4, 5, 6, and 7; Self Awareness scores 4, 5, 6, and 7.

#### IV. Communication

- **Effective communication skills (oral communication).** Measured area/s in the assessment: Intuition & Empathy scores 5, 6, 7, and 8; Results Orientation & Decisiveness scores 5, 6, and 7; Adherence & Organization scores 6, 7, and 8; Self Awareness scores 5, 6, and 7.
- **Understands techniques for resolving conflict.** Measured area/s in the assessment: Intuition & Empathy 5, 6, and 7; Results Orientation & Decisiveness 5, 6, and 7; Adherence & Organization scores 6, 7, and 8; Self Awareness scores 6, 7, and 8.

#### V. Ethics/Values

- **Has relentless drive to achieve business results.** Measured area/s in the assessment: Results Orientation & Decisiveness scores 6, 7, and 8; Adherence & Organization 7, 8, and 9; Self Awareness 6, 7, and 8; Self Expectations scores 7, 8, and 9.

- **Is seen as committed to the organization.** Measured area/s in the assessment: Adherence & Organization scores 6, 7, 8, and 9; Self Expectations scores 6, 7, 8, and 9.
- **Is principle-centered.** Measured area/s in the assessment: Adherence & Organization scores 6, 7, 8, and 9; Self Expectations scores 6, 7, 8, and 9.

## VI. Integrity/Trust

- **Doesn't exaggerate or alter the truth for personal gain.** Measured area/s in the assessment: Results Orientation & Decisiveness scores 4, 5, 6, and 7; Adherence & Organization scores 6, 7, and 8; Self Awareness scores 4–8; Self Expectations scores 7, 8, and 9.
- **Keeps their word.** Measured area/s in the assessment: Adherence & Organization scores 7, 8, and 9; Self Expectations scores 7, 8, and 9.
- **Understands concepts connected to being viewed as a person who has integrity and can be trusted.** Measured area/s in the assessment: Adherence & Organization scores 7, 8, and 9; Self Expectations scores 7, 8, and 9.

## VII. Composure/Stress Management

- **High level of composure/self control when under stress.** Measured area/s in the assessment: Results Orientation & Decisiveness scores 4, 5, 6, and 7; Self View scores 4 and 5; Self Awareness scores 5, 6, 7, and 8; Attention Balance scores 0.7, 1, and 1.7.

- **Is able to manage stress and stressful situations effectively.** Measured area/s in the assessment: Results Orientation & Decisiveness scores 5, 6, and 7; Self Awareness scores 5, 6, and 7; Attention Balance scores 0.7, 1, and 1.7.

## Key Correlations within the ZERORISK Hiring System Assessment

1. If scores in both Results Orientation & Decisiveness and Self Awareness are 6 or greater, the individual will have a lot of energy, be very competitive, be assertive, and will be motivated by individual recognition.

**EQUATION:  $RO\&D \geq 6 + SA \geq 6 = \text{energy, aggressiveness, assertiveness.}$**

2. If scores in both Results Orientation & Decisiveness and Self Awareness are 5 or lower, the individual will be more focused on processes, systems, and attention to detail, and may be more passive.

**EQUATION:  $RO\&D \leq 5 + SA \leq 5 = \text{focused on systems and processes and a more passive approach.}$**

3. If all of the Self Thinking scores (Self View, Self Awareness, and Self Expectations) are 5 or lower, the individual will be very sensitive and more passive and could be under an unusual amount of stress.

**EQUATION:  $SV \leq 5 + SA \leq 5 + SE \leq 5 = \text{very sensitive to rejection/criticism and under unusual amounts of stress.}$**

4. If scores in Self View are 3 or lower, and scores in Intuition & Empathy are 8 or higher, and scores in both Results Orientation & Decisiveness and Self Awareness are 5 or lower, the individual will be very sensitive to rejection and criticism.

**EQUATION:  $SV \leq 3 + I\&E \geq 8 + RO\&D \leq 5 + SA \leq 5 = \text{sensitivity to rejection/criticism.}$**

5. If scores in Self View are 3 or lower, and scores in Intuition & Empathy are 7 or lower, and either Results Orientation & Decisiveness or Self Awareness are 6 or greater, the individual will be more resilient in their ability to handle rejection and criticism.

**EQUATION:  $SV \leq 3 + I\&E \leq 7 + RO\&D$  or  $SA \geq 6$  = more resiliency and better ability to handle rejection/criticism.**

6. If both scores in Adherence & Organization and Self Expectations are 5 or lower, the individual will not like to have black and white rules imposed upon them and they may not conform to company policies and procedures. They will prefer to bring their own creative ideas to their work and will benefit from being micromanaged. They have a higher likelihood of breaking company policies and rules and theft/shrinkage issues.

**EQUATION:  $A\&O \leq 5 + SE \leq 5$  = need to be micromanaged and potential for unethical and risky behaviors that go against company rules.**

7. If scores in Results Orientation & Decisiveness are higher than Adherence & Organization the person will be more focused on getting desired tangible results and could bend the rules to obtain those results.

**EQUATION:  $RO\&D > A\&O$  = could bend rules to get desired results.**

8. If scores in Results Orientation & Decisiveness are higher than Intuition & Empathy they will be impatient and more direct and blunt with people. The larger the difference is between the two scores the more impatient the person will be.

**EQUATION:  $RO\&D > I\&E$  = Impatience**

9. If scores in Self Awareness are higher than scores in Self Expectations the behaviors described in Self Awareness will be stronger and the person will need more individual recognition to keep them motivated. The larger the difference is between the two scores the more recognition the person will need.

**EQUATION:  $SA > SE$  = Strong need for individual recognition.**