

Key Correlations within the ZERORISK Hiring System Profile for Sales and Management

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. This is a good correlation for sales success because the person likes to persuade and they have energy. The development need for a manager with this correlation will be to help them prioritize their work and focus on organizational skills. Since they have high energy they sometimes think everything is “mission critical” and they may not clearly see what project or task is highest priority and they may not slow down long enough to plan and think long-term.
2. If scores in both **Results Orientation & Decisiveness** and **Self Awareness** are 5 or lower, the individual will be more focused on processes, systems, attention to detail, and may be more passive. This correlation does not support sales success because they don't naturally use persuasive language and they don't see how they can influence. The development need for a manager with this correlation is to work on clearly communicating what their expectations are of their people, focus on seeing how their role in the company has influence, and how their words and actions are perceived by their direct reports. This correlation is very common among managers and executives.
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. This correlation doesn't support sales or management success because the individual may not have the courage and confidence to influence and lead. The development need with this correlation is to work on building self confidence, and it is best to micromanage them to some degree to confirm they are staying focused on their priorities and responsibilities.
4. If scores in **Self View** are 3 or lower, the individual tends to be their own worst critic and they can have a fear of failure. Because of this they may exhibit an extreme behavior such as being very resilient or sensitive. They will be resilient if the **Intuition & Empathy** score is less than 8 and the **Self Awareness** score is 6 or higher. They will be sensitive if the **Intuition & Empathy** score is 8 or higher and the **Self Awareness** score is less than 6. In either case the development need is to work on managerial courage in making tough decisions, and for sales it will be to work on overcoming rejection.

5. 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. This correlation does not support sales or management success. The development need with this correlation is to work on being attentive to company rules, processes, and to work on following through with commitments.
6. 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. This correlation supports sales success, but for a manager the development need will be to work on being consistent, and to work on prioritizing their work.
7. 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. This correlation supports sales success, but the development need for a manager will be to work on having patience with slow moving processes or passive people, and to work on spending time connecting personally with people.
8. 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. This correlation supports sales success, but for a manager the development need will be to work on being consistent with their approach to their work and to work on giving their direct reports praise and recognition rather than garnering it for themselves.
9. If **Results Orientation & Decisiveness** is less than 6 and **Adherence & Organization** is greater than 6, the individual likes to think ideally and conceptually, but as a manager they may not always clearly communicate their expectations of their direct reports. This is because they gravitate toward ideal thinking rather than practical thinking. This inattention to communicating their expectations will be even more of an issue the larger the difference is between these two scores. Since this is a common correlation for managers, the best approach for development here is to put in place a structured performance review process that incorporates two-way communication, allows the employee to talk first, and that is conducted on a quarterly basis rather than once a year.