



HireSense™

Select. Develop. Retain.

Report For: **Sample Report**

Date: **9/14/2021**



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Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy**. Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry’s most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we’ve taken to safeguard the scientific accuracy of this assessment.

HireSense Summary

Just like an Executive Summary for a business plan provides a thorough, concise overview of the project and its purpose, this report is designed to combine and connect the results of the behavioral, motivational, and thinking style assessments (DISC, Motivators, & Critical Thinking) in one simple, practical, and applicable tool. This report offers insight into: 1) the individual's behavioral and communication tendencies, 2) what can drive action toward, away, or against others based on values, and 3) how an individual's processing ability affects the decisions they make and their ability to think critically.

The goal of this report is **not** to be a comprehensive look at each of the full assessment results. Instead, this multi-tool summary report seeks to provide a quick, but detailed overview of some of the most practical, relevant information from each assessment. You are encouraged to purchase the inclusive, full-length reports if you wish to dive further into each of the assessment results.

Remember, DISC is all about emotion expressed through our behaviors. Motivators is all about your driving values and passions that are carried out through your behavior. Critical Thinking is all about our processing ability and potential biases and blind spots. Each of these impacts and influences the others in ways that can be vital to understand.

How to Use This Report

The report is divided into 4 parts:

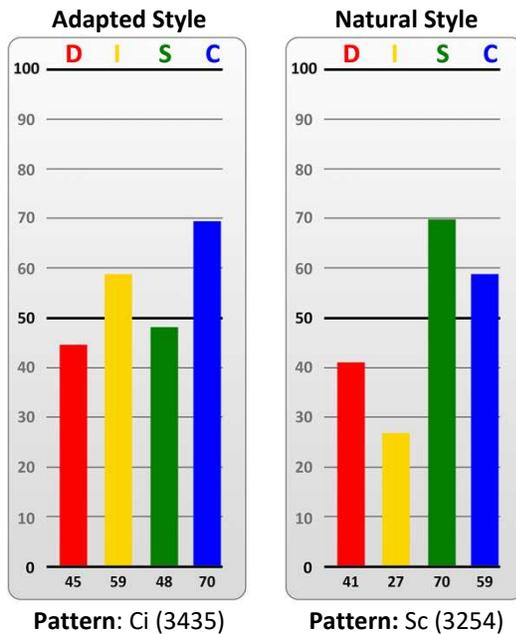
- **Executive Summary Overview:** A visual summary of highlights from each of the comprehensive reports to allow at-a-glance interpretation and engagement, including overviews of each model for building a foundation of understanding
- **DISC Behavioral Style:** Highlights from the DISC assessment to develop and provide additional detail into the emotional and behavioral tendencies of this individual, in both Natural and Adapted styles
- **Motivators Style:** Highlights from the Motivators assessment to provide more understanding and depth into the core values that drive the behavioral tendencies, based on what's most important to this individual now
- **Critical Thinking Style:** Highlights from the Critical Thinking Style assessment to provide awareness of the complex, sub-conscious thinking patterns and biases that create or prevent balanced judgment

Two Viewpoints: Hiring & Selection and Development

This report is an inclusive resource designed to help select, develop, and retain the right person, for the right job, the first time. While this tool is designed initially as a tool for hiring and selection, once that step is complete, this information can be instrumental in building development plans with the employee.

- **Hiring & Selection:** This comprehensive report highlights the most relevant aspects of behavior, motivation, and critical thinking that impact how an individual will likely be successful or struggle in a particular role. You'll see recommendations and considerations throughout that will be beneficial in helping you choose the best candidate.
- **Development:** Share the report with the employee. Many of the pages are personalized and set up to provide a useful guide to help your people grow. Because the brain is emotional and logical, this summary is essential to encourage greater self-awareness, and to discover ways to build strengths and minimize limitations.

Executive Summary - DISC Behaviors



Observable Behavior & Emotions:

Dominance - Direct, Guarded, Fast Pace, Task Focus, Anger Emotion

Influence - Direct, Open, Fast Pace, People Focus, Optimism & Trust Emotions

Steadiness - Indirect, Open, Slow Pace, People Focus, Patient & Non-Expressive Emotions

Conscientious - Indirect, Guarded, Slow Pace, Task Focus, Fear Emotion

Dominance: Focus on Problems/Challenges

N: Calculated risks, Moderate, Questioning, Unassuming
A: Calculated risks, Moderate, Questioning, Unassuming

Steadiness: Focus on Pace/Consistency

N: Consistent, Cooperative, Relaxed, Possesive
A: Alert, Eager, Flexible, Agile

Influence: Focus on People/Contacts

N: Contemplative, Logical, Factual, Reserved
A: Confident, Friendly, Generous, Poised

Conscientious: Focus on Procedures/Constraints

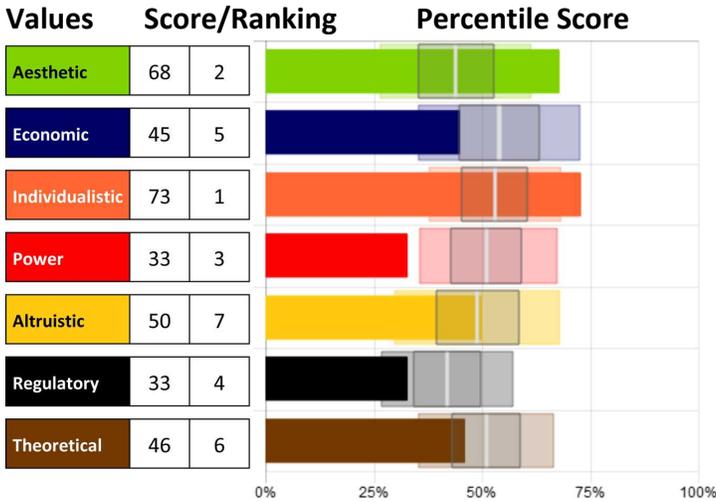
N: Analytical, Neat, Sensitive, Tactful
A: Courteous, Focused, High-Standards, Dependable

Your DISC Style: Examiner

Examiners are steady, objective and analytical. They are successful due to their strong persistence in pursuing their objectives. They can excel in complex and/or technical projects. They rely upon logic rather than emotion. They like working alone and do not feel the need to engage or be involved with others. They can sometimes be viewed as lacking tact and/or warmth.



Executive Summary - Motivators



A Drive For:

- Aesthetic** - Balance, harmony, form
- Economic** - Return on investment
- Individualistic** - Independence & uniqueness
- Power** - Control & influence
- Altruistic** - Helping others at expense of self
- Regulatory** - Order, routine, structure
- Theoretical** - Knowledge, learn, understand

Aesthetic - Very High

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

Economic - Average

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

Individualistic - Very High

You will seek independence, freedom, and positions of autonomy where you can freely express and display your intuitive ideas.

Power - Very Low

You don’t need to be behind the wheel and won’t mind yielding your position to avoid controversy.

Altruistic - Average

You are able to balance your own needs and the needs of others on the team.

Regulatory - Low

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

Theoretical - Average

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

Your Motivators Style: The Nonconformist

This style's desire is to find creative ways to express an inner creativity and experience their surroundings. They will seek personal fulfillment through unconventional and creative expression, inspirational activities, and "out of the box" thinking.



Executive Summary - Critical Thinking



The ability to see, understand and appreciate:

Intuitive Thinking

- Uniqueness in others
- Uniqueness in situations, instincts

Practical thinking

- Comparative problem solving
- Functional worth, short-term outcomes

Systems/conceptual thinking

- Order, structure, standards
- Big-picture thinking, ability to generalize

Overall Critical Thinking Score: Good

- Intuitive Thinking** - You have good intuitive feelings about people and situations and should follow your instincts, but should also ground them to past experience so you know where your feelings are coming from.
- Practical Thinking** - You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
- Systems Thinking** - You are very strong in this capacity and will utilize your strategic ability to see the big picture in any critical thinking situation.

Your Critical Thinking Style: Consultant (Supportive Coach)

They are great at solving problems that need immediate results. They like to use their ability to see what needs to be done and produce practical alternatives. They can improvise in the moment to get things done, however it may take more effort to work on solutions that only have long term outcomes, because they like to see progress in the moment. They may also have difficulty with solutions that require them to follow a strict plan. They will be guarded in situations where not fulfilling an obligation leaves them open to the risk of potential negative social evaluation by their peers.



Executive Summary- Critical Thinking (continued)

Minimal Risk: The individual has the ability to make sound judgments and has balance in decision-making abilities. The potential for making errors is greatly reduced.

Moderate Risk: There is potential for the individual’s judgment capacity to be reduced and the possibility of making a mistake is increased in some circumstances. Explore what situations may lead the individual to become uncertain or unclear and examine what additional support may be needed to ensure effectiveness.

Significant Risk: This person likely has reduced understanding, blind spots or biases (positive or negative) that create potential issues in making sound judgments and likely result in errors. Explore this area in greater detail with them through the interview to examine how those risks may impact effectiveness.

**Note: Not all risks equate to “do not hire.” The skills and judgment areas in question may not be a requirement of the role or company. Remember to thoroughly explore the relevancies of this information in your environment specifically, and be sure to consider Behavioral style and Motivational style influences.*

Overall Risk Assessment:

	Potential retention risk - consider how to keep this highly-capable person engaged and satisfied
	Minimal Risk – explore compatibility with position
X	Moderate risk – decide if risk area affects position
	Significant risk – suggest clear understanding of the risk areas and how they affect job, management and culture

Core

X	Minimal Risk
	Moderate risk
	Significant risk

People Skills

	Minimal Risk
	Moderate risk
X	Significant risk

Problem Solving Skills

	Minimal Risk
X	Moderate risk
	Significant risk

Performance Qualities

	Minimal Risk
	Moderate risk
X	Significant risk

Approach to Work

	Minimal Risk
	Moderate risk
X	Significant risk



DISC Behavioral Style



DISC focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

Dominance, Influence, Steadiness, and Conscientious.

Directness & Openness

Pace & Priority



Tends to be **direct** and **guarded**

Fast-paced and **task**-oriented



Tends to be **direct** and **open**

Fast-paced and **people**-oriented



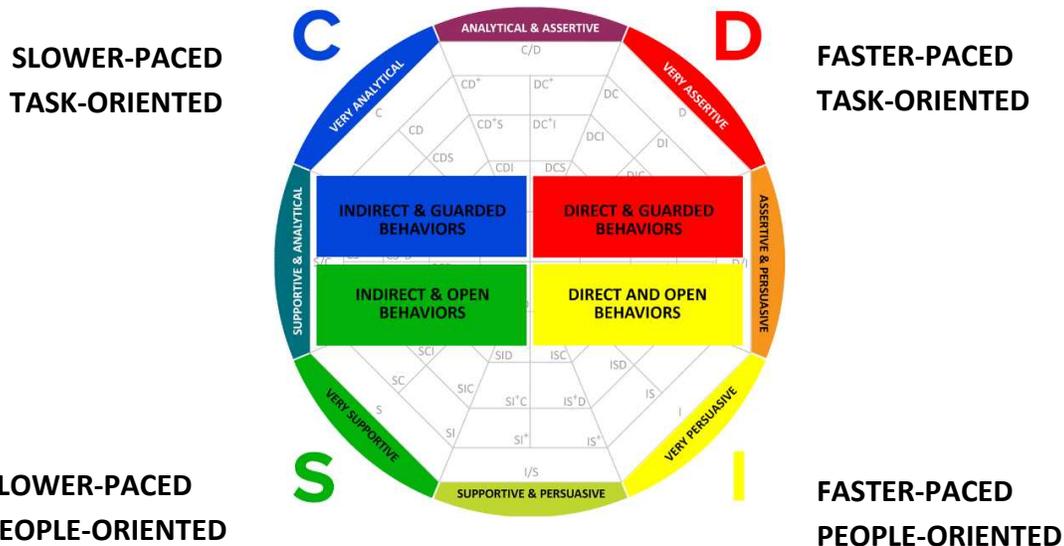
Tends to be **indirect** and **open**

Slow-paced and **people**-oriented



Tends to be **indirect** and **guarded**

Slow-paced and **task**-oriented



Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone. +The plus sign indicates that the preceding style score is higher, moving you closer to that style zone (i.e. CD+S: The D score is stronger than in CDS so it plots closer to the D behavioral zone).

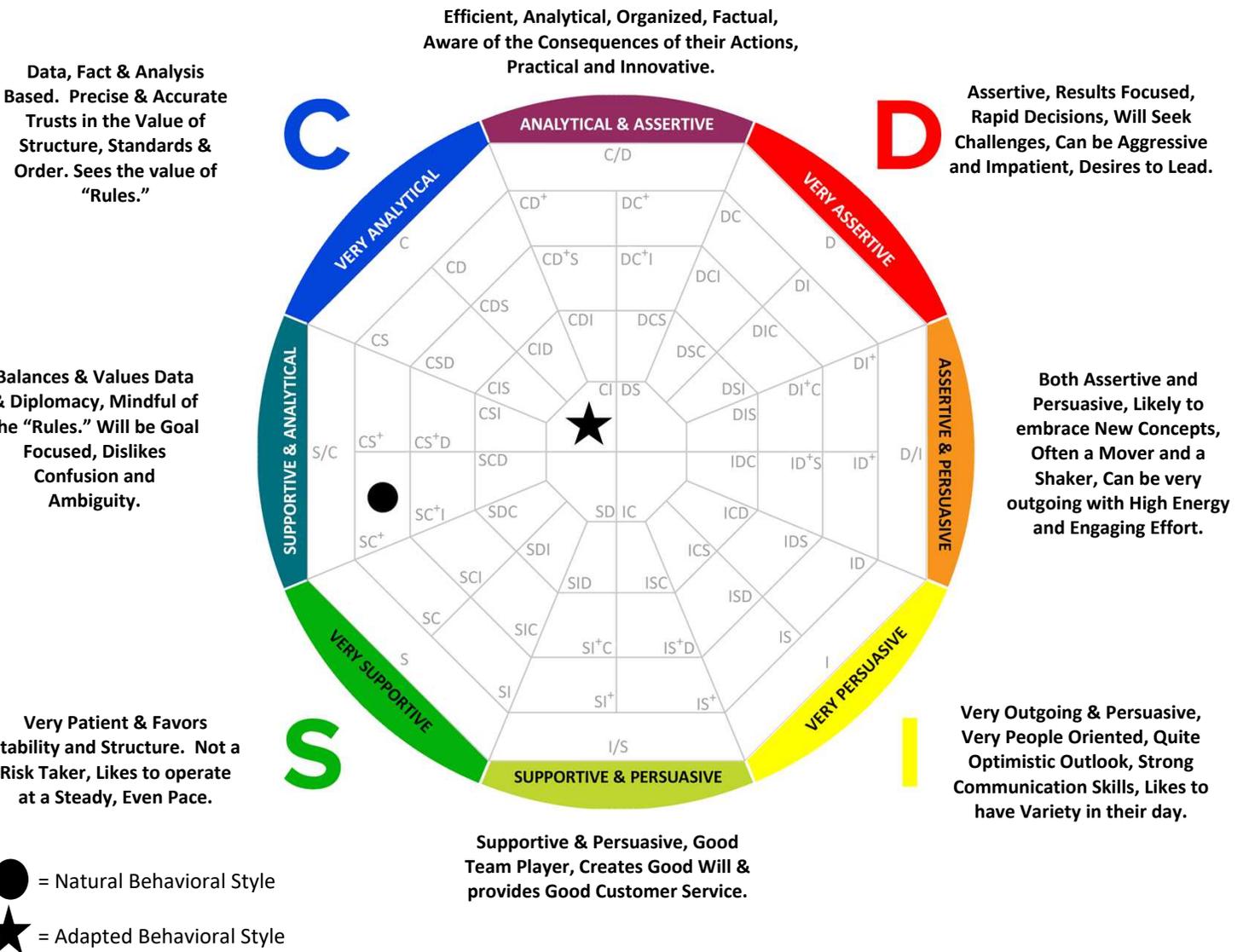
THE SCORING LEGEND

D = Dominance: How you deal with Problems and Challenges

I = Influence: How you deal with People and Contacts

S = Steadiness: How you deal with Pace and Consistency

C = Conscientious/Compliance/Structure: How you deal with Procedure and Constraints



DISC General Characteristics

The narration below serves as a general overview of your behavioral tendencies as a framework for understanding and reflecting on your DISC results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal effectiveness.

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

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

You are persistent and tenacious when it comes to solving complex problems. Along with your competitive spirit comes a high degree of patience when dealing with detailed problems and situations. Your high attention to quality control also motivates you to solve problems accurately.

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

You show excellent emotional control, even during tense situations. In some cases/circumstances you tend to be more quiet than talkative, and more reflective than spontaneous. This allows you to take the emotions down a notch or two, and let others vent while you analyze the situation internally. This also gives you an analytical edge over others who may be reacting only from an emotional level.

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

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

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



WORD SKETCH – Adapted and Natural

This chart shows your ADAPTED & NATURAL DISC Graph as a “Word Sketch” to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of People, (S)teadiness of Pace, or (C)onscientiousness of Procedures. Share more about the specific needs that drive you in each area of FOCUS.

- **Natural Style** is a reflection of your instinctual, “real you” behaviors. This is how you would choose to behave when you are most able to be yourself with no additional influences on your behavior. This also show up in stressful situations and stays fairly consistent over time.
- **Adapted Style** is a reflection of how you respond to the environment, situation or relationship based on what you think will be effective in your area of focus. This can change moment to moment.



DISC Focus	Problems/Tasks	People	Pace or Environment	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Fears	Being taken advantage of/loss of control	Being left out, loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern

Adapted

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

Natural

6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
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1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



Communication Tips for Others

The following suggestions can help others who interact with you understand your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

When Communicating with Sample, DO:

- Give Sample the opportunity to express opinions and make some of the decisions.
- Sample will follow through, so be certain to follow through on your part.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Approach issues in a straightforward, direct and factual way.
- Take your time; be precise and thorough.
- Give Sample time to verify the issues and assess potential outcomes.
- Do your homework, because Sample's homework will already be done.

When Communicating with Sample, DON'T:

- Manipulate or bully Sample into agreement.
- Threaten with position or power.
- Try to develop "too close" a relationship, especially too quickly.
- Be sloppy or disorganized.
- Engage in rambling discussion, and waste Sample's time.
- Forget or lose things necessary for the meeting or project.
- Be rude, abrupt, or too fast-paced in your delivery.

What You Bring to the Organization

This page provides useful insights as you work together with others on a team (work, family, sports, etc.). You are likely to consistently display your Strengths. For the most part, these qualities enhance your effectiveness everywhere, including within your organization. Work Style Tendencies provide useful insights specific to how you will approach the work that needs to be done. These are likely the talents and tendencies you are bringing now and have often contributed to your success thus far. When in environments where you are most effective, you are likely to be self-motivated. It is possible that you may not always be in an environment that allows you to be your best, but you may be able to incorporate these ideas into your current situation to help maintain your motivation.

Strengths:

- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You provide excellent support and expertise to challenging problems and assignments.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You always follow through, with a strong emphasis on completeness.
- You tend to be patient in working with others.
- You bring a high degree of objectivity to the organization's systems and projects.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.

Work Style Tendencies:

- You demonstrate a tireless work ethic in solving complex problems.
- You have a need to see projects reach completion and closure and will work hard to ensure success along the way.
- You persuade others on the team through perseverance and determination to get the project completed.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.
- You tend to be more quiet, letting others be the more vocal participants in meetings or groups.
- You may tend to be most productive when working alone and undisturbed.
- You demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.

You Tend to Be Most Effective in Environments That Provide:

- A direct, detailed approach to what needs to be done on a project.
- A close association with a small group or team, rather than a shallow association with a large number of people.
- A minimum of conflict, hostility, pressure, or sudden change.
- The ability to work independently with no interruptions.
- A job culture in which your critical thinking skills can be maximized.
- An organizational culture that keeps an eye out for future trends and issues.
- A work culture that provides opportunity for challenges and complex problem solving.

12 Behavioral Tendencies - Summary

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

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



12 Behavioral Tendencies – Details & Graphs

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

Interpretation Notes:

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

	Situational
<p style="text-align: center;">Careful Decision Making</p> <p>Natural (HM): You often carefully and cautiously consider the risks and benefits, while weighing the pros and cons to prepare for the outcome. You are likely to approach decisions with thoughtfulness before moving forward. There are times when it can be appropriate to do what feels right. Don't let logic be the only ruler.</p> <p>Adapted (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.</p>	
<p style="text-align: center;">Reasoning</p> <p>Natural (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.</p> <p>Adapted (MOD): You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.</p>	

12 Behavioral Tendencies – Details & Graphs (cont)

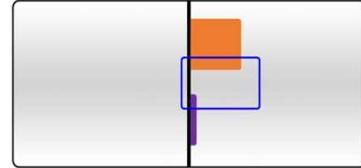
Situational

Change Resistance

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

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

Drives Change (D) Reluctant to Change (S)

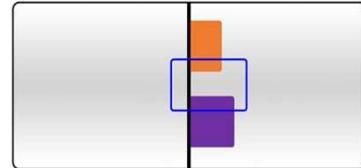


Prioritizing

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

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

Results (D) Rules (C)

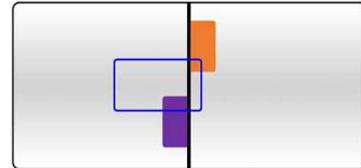


Self-Reliance

Natural (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.

Adapted (MOD): Consistent with natural style

Collaborative (I) Directive (D)

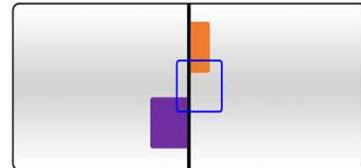


Work Process Alignment

Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

Adapted (LM): Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.

Accuracy (C) Consistency (S)



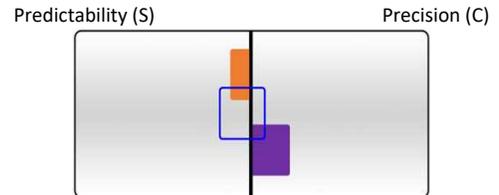
12 Behavioral Tendencies – Details & Graphs (cont)

Situational

Accuracy

Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will have more positive outcomes when using balanced planning.

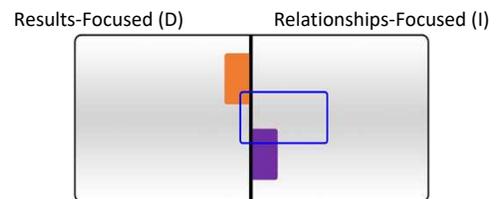
Adapted (HM): You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.



Building Rapport

Natural (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!

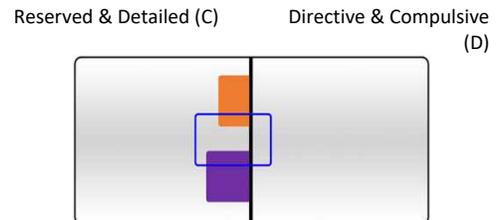
Adapted (MOD): Consistent with natural style



Providing Instruction

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

Adapted (LM): You are more likely to precisely follow established structural and procedural guidelines, and are aware of the need for accuracy and compliance to certain guidelines and protocol. Sometimes, bending the rules slightly is important to getting the best results.



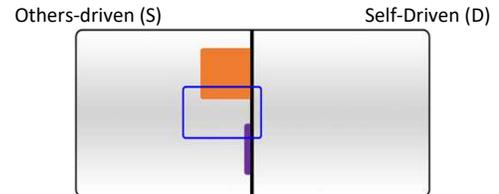
12 Behavioral Tendencies – Details & Graphs (cont)

Situational

Personal Drive

Natural (LM): Your determination is somewhat steady, supportive and less urgent, considering relationship consequences before acting. You will likely be driven to action based on the expectations of others which may mean you take on more than your fair share or stretch yourself too thin when you make commitments.

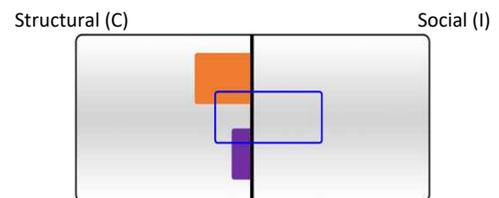
Adapted (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions. You are likely driven by both a desire to meet your own needs and motivations, and support and help others in the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



Expressing Openness

Natural (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.

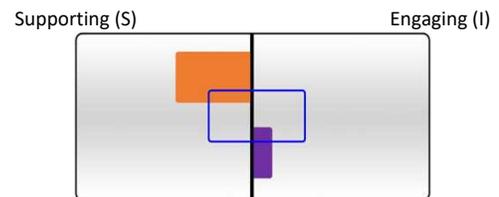
Adapted (MOD): Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.



Customer & Team Interaction

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

Adapted (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.



Motivators Style



Individuals who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire. Once you have a clear understanding of what drives your behavior it is easier **to find ways of achieving objectives that resonate and align with your motivations.**

Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

The Motivational Dimensions

This Motivation Index is unique in that it examines seven independent aspects of motivation and many others only look at six. Remember as you learn more about these dimensions, the definitions are neutral. You can have a drive that is high, average, or low in any of these seven areas and they will influence your behavior and choices respectively.

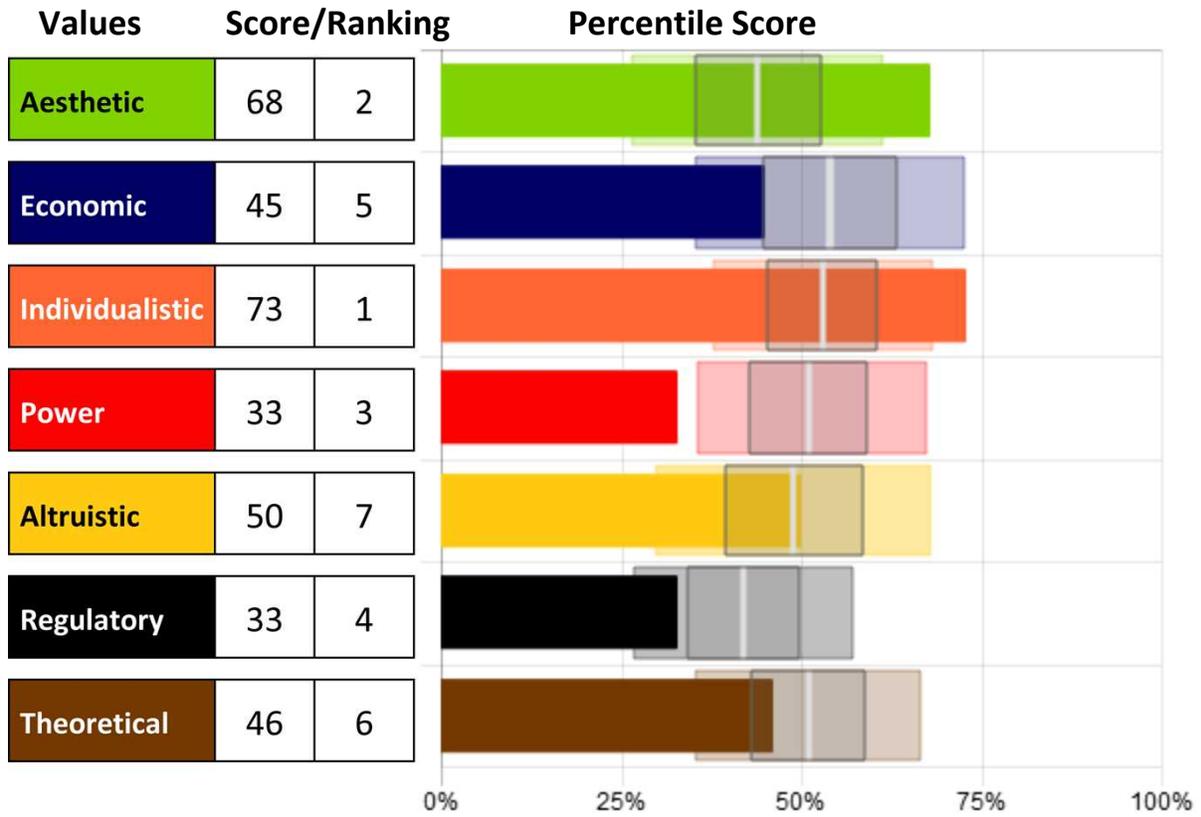
The Seven Dimensions of Motivation

This report measures the drive for/to:

Aesthetic	Balance, harmony and form
Economic	Return on investment
Individualistic	Stand out as independent and unique
Power	Be in control or have influence
Altruistic	Help others at the expense of self
Regulatory	Establish order, routine and structure
Theoretical	Knowledge, learning and understanding



Summary of Sample's Motivation

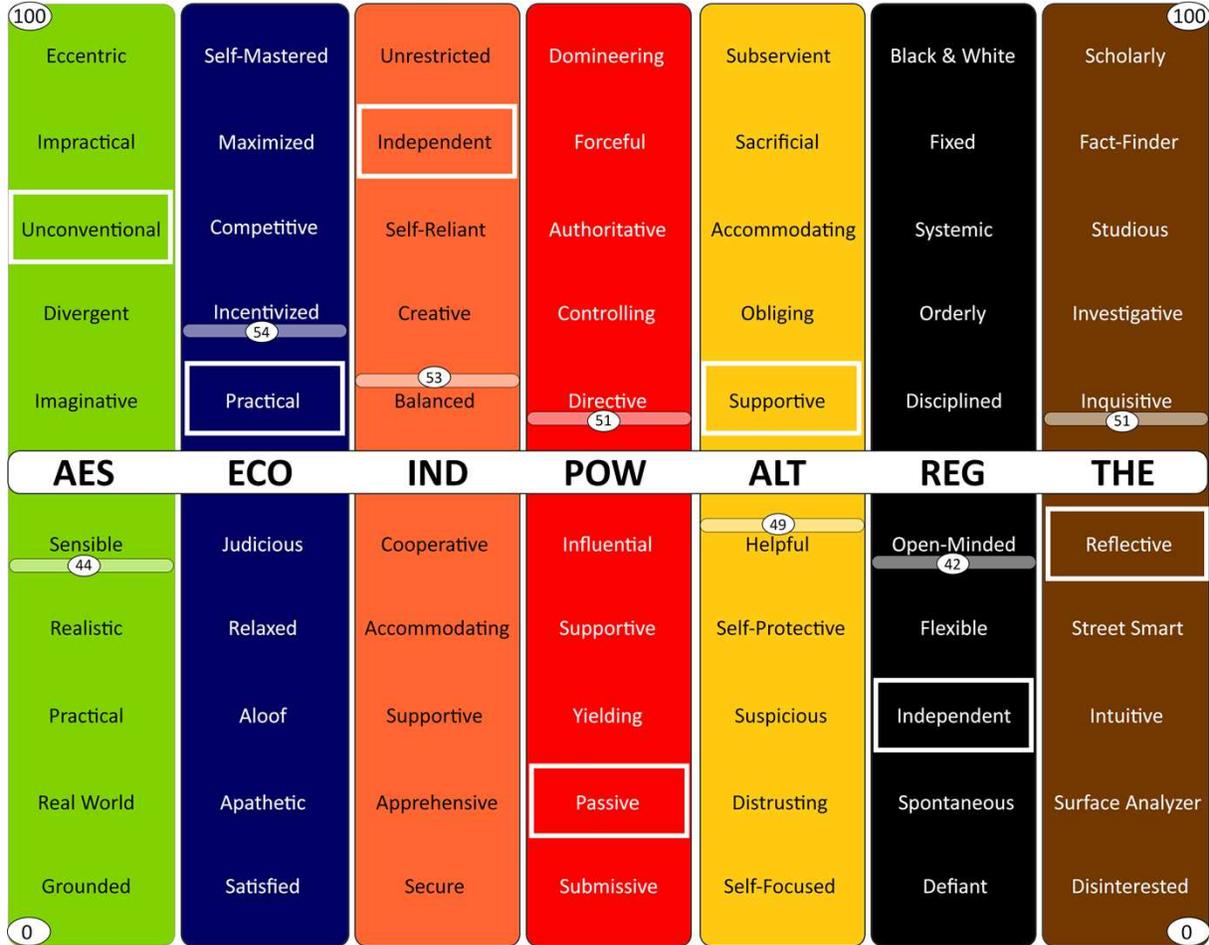


1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 1 – 100, you can expect that a majority of the scores would fall inside the shaded area.
2. The **norm box** (small box plot) represents the **AVERAGE** scoring range. When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
3. The **line in the center** of the box plot represents the **median score**. 50% of the scores are above the median line and 50% of the scores fall below the median line.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**.
5. Your **ranking reveals how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful.



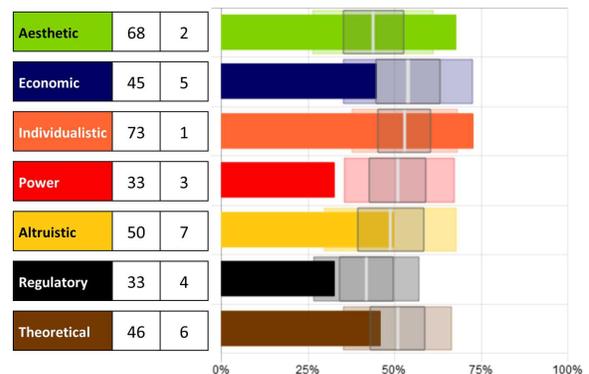
Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.

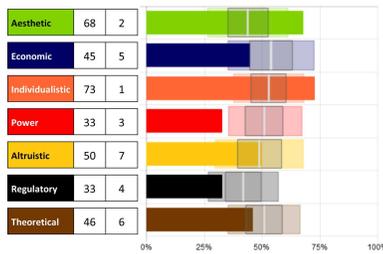


Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high.**
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of **your score** in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Your Aesthetic Motivator - Very High



The Aesthetic Motivator: The drive for balance, harmony, and form. Creative, imaginative, artsy, mystical, and expressive, this style may redefine or resist real world approaches to current challenges.



Universal Assets:

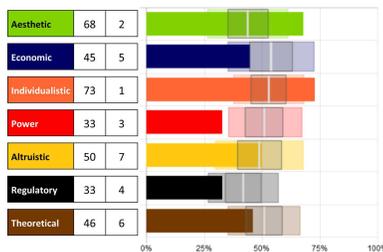
- You will likely struggle with deciding what to do with your life. Making choices like career, college, or your direction may feel daunting.
- You may feel as though you were born at the wrong time and might feel misunderstood by most.
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You show a very strong desire for expressing your talents and fulfilling your dreams.



Learning Paths:

- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- To increase the meaning of people's lives you could act as a facilitator between people's gifts and talents and meaningful jobs that might require them.
- You can assist team members in accessing their creative side.
- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.

Your Economic Motivator - Average



The Economic Motivator: The drive for a return on investment. Derives security from self-interest and achieving returns on personal ventures, resources, and focused energy. This can be both personal and professional, with a focus on ultimate outcomes.



Universal Assets:

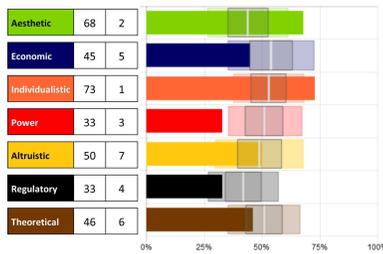
- Your score indicates that there would be no excessive need to win when engaging with others.
- You are realistic and down-to-earth in regards to getting what you believe you deserve.
- You have the ability to identify with individuals who have both high and low satisfaction rates.
- You may have already achieved substantial economic goals of your own.



Learning Paths:

- There are times when you need to put your foot down when team members lack incentive.
- You can focus both on the ambitious and those who are content where they are.
- You should work with those who are not so concerned about leveraging their best interests.
- You won't come to a training session asking, "How much more will I earn as a result of this course?"

Your Individualistic Motivator - Very High



The Individualistic Motivator: The drive to stand out as independent and unique. Desires to be seen as autonomous, special, and to stand apart from the crowd with an opportunity for freedom of personal expression.



Universal Assets:

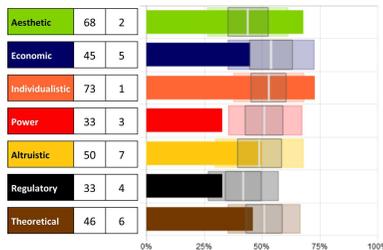
- You will likely have out-of-the-box ideas and want to share them.
- You'll likely take the necessary risks depending upon your appetite for jumping off the cliff and building your wings on the way down.
- You will seek your own personal niche where you can be seen as unbelievable.
- You really enjoy doing your own thing your own way.



Learning Paths:

- You need hyper flexibility and freedom to create when learning new things.
- You'll need a large amount of creative space when working with teams.
- You'll create an environment that encourages organic thinking.
- You must link the benefits of learning new things to your personal ability to recreate new ways of doing things.

Your Power Motivator - Very Low



The Power Motivator: The drive to be in control or have influence. Often being seen as a leader, this motivation values control over one's environment and success and is often associated with competitiveness and power.



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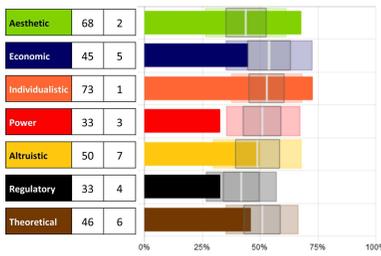
- You may be more of a maintainer than you are an obtainer.
- You'll likely want to watch others lead more than you'll want to lead things yourself.
- You'll prefer to handle only what is your direct responsibility.
- You will excel when in situations that require a maintenance mindset over high drive.



Learning Paths:

- You may not want to compete, but will feel at home when working as a team.
- You will likely be quiet and in the background when involved in training activities.
- You may need to take stronger initiative when working with dominant types.
- You may enjoy more cooperative learning activities as opposed to activities that require directing.

Your Altruistic Motivator - Average



The Altruistic Motivator: The drive to help others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always; it may also be a reflection of low self-esteem.



Universal Assets:

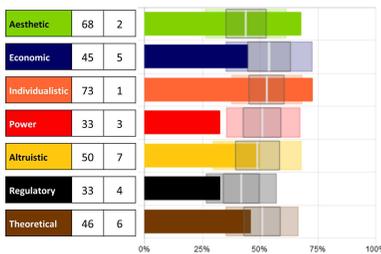
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You can both help and hold back. You are able to discern between real needs and when people simply have complaints.
- You are able to understand both the poor and the affluent equally without harsh judgment of either one.
- You're a stabilizing force between givers and takers and have no extreme view.



Learning Paths:

- You can either be involved in a team-oriented or an individualistic and independent learning activity.
- You're flexible and will know when to say no and when to say yes during training and developmental programs.
- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- Your ability to be supportive of others as opposed to always having to control the show will benefit you when involved with team dynamics.

Your Regulatory Motivator - Low



The Regulatory Motivator: The drive to create order, routine, and structure. This motivation promotes a black and white mindset and traditional approach to challenges through established standards, rules, and protocols.



Universal Assets:

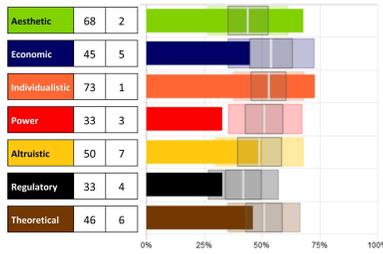
- You believe many things are not necessarily set in stone.
- There's always another way to do it in your mind.
- You're looking for freedom and autonomy in your work.
- You will not like being constrained or restricted to certain protocols.



Learning Paths:

- You can be a part of something without being controlled by it.
- You listen to instruction while at the same time tweaking it.
- You prefer spontaneous and independent work environments where you can be flexible.
- You're likely thinking, "That's not how I'd do it."

Your Theoretical Motivator - Average



The Theoretical Motivator: The drive for knowledge, learning, and understanding. The desire to uncover, discover, and recover the "truth." The need to gain knowledge for knowledge's sake.



Universal Assets:

- You understand that investigation is necessary, but you will rarely over-investigate any issue.
- You can understand the big picture as well as the details of any subject and will alter your inquiry depending on the amount of time and interest you have.
- You are more of a broad-minded person and less a detailed person when it comes to finding out why.
- Your technical prowess will be limited to the things you love.



Learning Paths:

- You will likely support ideas that make sense.
- You will typically settle upon ways that have been established and proven effective.
- You're open to new ideas and creative solutions that work as long as there are no extremely difficult assignments.
- You will likely get behind programs that are enjoyable and speak to what you already know.

Critical Thinking Style



Your thinking ability is reflected in how you access your talents, skills, and attitudes across the core thinking style dimensions. Your overall thinking style is based on the world-renowned Hartman Value Profile (HVP), measuring how you think and make judgments. Not everyone processes equally across all three dimensions, so your critical thinking style is made up of your individual combination.

Important Note:

Typically, judgment is measured by both our external world view and our internal self view. In this Summary report, **we only discuss the WORLD view with three dimensions of thinking. While we do not cover the self-view details**, it is influential in our thinking and processing. To learn more about your self-view, including personal strengths, objective ability, and execution ability, refer to the full-length Critical Thinking Report.

Intuitive Thinking (People) - *The ability to see, understand, and appreciate the uniqueness in others and in situations; having an intuitive, gut instinct.*

How well do you pick up on cues, regularities, or irregularities in situations and people to get a clear gut instinct (good or bad) of predictable outcomes regarding others? How important are others' reactions when you make decisions?

Practical Thinking (Tasks) - *The ability to see, understand, and compare the functional worth of things and the short-term outcomes of a situation or event.*

How efficiently can you sort through information to find what is relevant and important to the problem at hand to effectively produce results in a timely manner? How important is it to you to get the intended results?

Systems/Conceptual Thinking (Systems) - *The ability to see, understand, and appreciate the need for order, structure, standards, and big-picture thinking.*

How well can you grasp the rules that govern a situation and see the big picture? Can you generalize from the abstract and break things down into component parts? How important to you is the journey (process) versus the destination (outcome)?

Critical Thinking Score Key

Excellent: Very strong in the capacity and will utilize it when placed in any critical thinking situation.

Good: Good grasp of the capacity, but may have some situations where it may not be consistently utilized.

Focused: May focus on some aspects in this capacity and not others and be inconsistent in utilizing it across all situations.

Transitional: In a state of transition affecting the consistency of processing, and is not likely to engage in critical thinking.

Your Overall Critical Thinking Score is **Good**

Problem Solving

You are great at solving problems that need immediate results. You like to use your ability to see what needs to be done and produce practical alternatives. You can improvise in the moment to get things done, however it may take more effort to work on solutions that only have long term outcomes, because you like to see progress in the moment. You may also have difficulty with solutions that require you to follow a strict plan. You will be guarded in situations where not fulfilling an obligation leaves you open to the risk of potential negative social evaluation by your peers.

How You Take in Information

You are very practical and do well setting immediate goals that lead to implementation. You learn by teaching others and demonstrating what you have learned. You like to put new concepts to work by solving real problems with them. You like to jump in and get started and may not do well following an ordered process or steps. You need time to practice, practice, practice. Record yourself so you can listen or view a video of yourself in practice as you are good at critiquing your own work. Give yourself clear steps that make sense. You do well with people who are planners or coordinators.

How You Sort Information

- You have very good focus and will push for practical solutions
- You can see the important factors, needs and viewpoints when solving problems
- You have great timing and ability to communicate your ideas and solutions in a very confident, persuasive manner to others
- You like to encourage others to gain a greater sense of personal achievement
- You can set an example for others by your work ethic

Key Area	Rating	Comments
Intuitive Thinking	Good	You have good intuitive feelings about people and situations and should follow your instincts, but should also ground them to past experience so you know where your feelings are coming from.
Practical Thinking	Good	You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
Systems Thinking	Excellent	You are very strong in this capacity and will utilize your strategic ability to see the big picture in any critical thinking situation.



Intuitive Thinking - Rating Level: Good

- You have the capacity to see what makes an individual unique and can feel a common bond with people who share a similar interest. However, you can become overly skeptical of others too quickly and it blinds you from their potential strengths.
- You have the ability to develop concern for others, although you may tend to be more advice giving and critical than supportive. When challenged you can become competitive and argumentative.

Suggestions for Improvement

To improve your Intuitive thinking ability, keep your emotions in check and take a little longer to listen and evaluate both the strengths and potential limitations of another individual before becoming too critical and anticipating the worst.

Practical Thinking - Rating Level: Good

- You like to think on your feet and size up situations as they happen.
- You will provide an evaluative critique of what you observe going on around you by comparing, contrasting, and classifying what you see, however, you may not see all that is going on so your evaluation may be biased.
- You know what tactics or actions need to be taken to produce results, but they may not be the right results. You like to meet the expectations placed on you and produce practical results.
- Your focus on immediate results can distract you from focusing on the bigger picture or larger outcome. You can also become very advice giving when it comes to helping others reach their goals.

Suggestions for Improvement

It may be good for you to seek feedback at times to make sure you are picking up on the right information and to ensure that what you feel needs to be accomplished is what others feel is important as well.

Ask permission before attempting to give advice to others and limit how much you attempt to say so as to not overwhelm them.

Systems Thinking - Rating Level: Excellent

- While you can see and appreciate the need for planning, analytical thinking, and creating a frame of reference between the past, present, and future, you often question it. You like to work in an environment where you establish the patterns, rules, and authority.
- You may pick out inconsistencies in potential problems and solutions, almost to a fault. You do not like working in a black and white world. You can adjust to situations and people when they do not meet expectations.

Suggestions for Improvement

Seek out situations that allow you to be free in your critical thinking and problem solving, as you are at your best when you can be yourself. Avoid situations that may impose too many rules on you or not let you manipulate the information, as a rise in your frustration level can reduce your ability to think and process clearly.

Summary of Critical Thinking



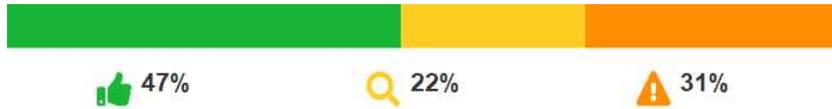
Strength & Minimal Risk



Possible Development & Moderate Risk



Areas for Growth & Potential Significant Risk



Core Skills

Positive Attitude Toward Work	
Commitment to Personal Standards	
Adherence to Company Policy	
Ownership of Problems	
Care for Company Assets	

Approach to Work

Pride in Work Quality	
Determination	
Acceptance of Leadership & Rules	
Goal Setting Skills	

People Skills

Assessment of People	
Sensitivity To Others	
Interpersonal Potential	
Self-Control	

Problem Solving Skills

Integrated Judgment Capacity	
Practical Thinking	
Strategic Planning Ability	
Overall Problem Solving	

Performance Qualities

Outcome Orientation	
Trainability	
Focus	
Self-Confidence	



Core Skills

Positive Attitude Toward Work

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Commitment to Personal Standards

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Adherence to Company Policy

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Ownership of Problems

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Care of Company Assets

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Approach to Work

Pride in Work Quality

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

Development Area: You may be experiencing rapid changes in your present role or position that make it difficult to size up what is important or what needs to be done first. The lack of understanding of what success looks like or the inability to buy into the picture of success at present, can result in an inconsistent push to make things happen. You may push ahead in one direction and then change your mind and try something new or different in your next attempt. This inconsistency in your approach towards work can appear to others as poor work quality, especially when you don't know the standards by which you will be measured.

Determination

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Acceptance of Leadership and Rules

Positive Statement: An individual that is strong in this capacity has the ability to see and accept the rules and regulations imposed by the leadership above them. They are accustomed to having rules and a sense of order for how to get things done.

Development Area: You have a tendency to question all rules and authority to determine if they are right for you. You are more likely to have a skeptical attitude towards new rules and procedures until you have been able to examine them and determine their viability. If you do not accept the rules imposed on you, you may find a way to overtly or covertly, get around them.

Goal Setting Skills

Positive Statement: An individual that is strong in this capacity will not only organize and discipline themselves to reach goals, but also will have the capacity to set realistic goals for self-development.

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

People Skills

Assessment of People

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

Development Area: You have a difficult time realistically assessing others abilities. You may have a tendency to focus more on either the positive or negative qualities of the individual and not realistically assess their abilities, making it easy for you to become disappointed.

Sensitivity to Others

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

Development Area: You have a tendency to be overly skeptical of others and are not able to see how your actions affect others. You do not warm up to people on a deeper level until they have been able to prove themselves and, even then, you may still keep them at a distance.

Interpersonal Potential

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Self-Control

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

Development Area: You may be at risk in this capacity because you have an emotional trigger or bias towards people, tasks, or processes that can derail your ability to maintain control of your emotions in some situations.

Problem Solving Skills

Integrated Judgment Capacity

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

Development Area: You may have difficulty dealing with complex problems and situations as you are naturally drawn to look more at one side of the problem than another. You may focus on the people, the complexity of the problem, or the abstractness of the situation, and, as a result, you may neglect picking up on valuable information that could lead to making a more balanced and sound decision.

Practical Thinking

Positive Statement: An individual that is strong in this capacity has the ability to be very perceptive and has the capacity to pick up on what is needed to make practical decisions and correct a situation that did not turn out well.

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Strategic Planning Ability

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Overall Problem-Solving Ability

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

Development Area: You may have difficulty solving problems because you have a bias towards the people involved, the important requirements of the task, or what information is most important. You may have too much going on right now and, as a result, you are susceptible to fuzzy or clouded thinking.

Performance Qualities

Outcome Orientation

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

Development Area: You have the potential to become overly focused on completing what is in front of you in the moment without taking into account the big picture. You may obtain results, but you may miss out on big-picture thinking. You may jump in to do something in the present before thinking about the consequences of your actions. Your tendency toward action could lead you to miss out on the priority of things that need to be done and what order they need to be done in. You are cautious about authority and systems and may question what people in authority over you ask you to do. This can delay your ability to get things done in a timely fashion until you are convinced that what you have been asked to do is important.

Trainability

Positive Statement: An individual that is strong in this capacity understands how things work around them and the relationship between things. They have the ability to pick up on things quickly as they can relate what needs to be learned with what they already know.

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Focus

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

Development Area: You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Self-Confidence

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

Development Area: You have been facing some difficult internal challenges and are wrestling with what to do, and what to stand for, which can be creating internal disharmony for how you feel about yourself. You are struggling with the ability to accept yourself for all of your good and bad qualities. You may have a tendency to accept only the good, or only the bad, which makes it difficult to realistically meet the demands of what is required of you. At times, you may appear to be either over confident or not confident enough. You may have self-confidence issues because you lack the ability to equally process information about a situation from all sides or size up the reality of what is taking place. As a result, you may second guess yourself about what you feel is happening, or what you feel may need to be done, which can translate into the potential hesitation to act which may cause others to perceive that you lack confidence.



1. Based on your assessment results, what new insights do you have in regard to your Behavioral, Motivational, & Critical Thinking Styles?

2. What do you feel are your greatest strengths related to your Behavioral, Motivational, & Critical Thinking Styles?



3. What potential limitations, risks, and biases have you identified in relation to your Behavioral, Motivational, & Critical Thinking Styles?

4. Based on what you have learned about your Behavioral, Motivational, & Critical Thinking Styles, what things are you going to Start, Stop, and Continue to optimize your performance in the future?

Start	Stop	Continue

Thinking Style Interview Questions

For areas that show **Minimal** Risk, the recommendation is to explore how the individual's natural behavioral style or motivator style influences their performance in this capacity.

For areas that show **Moderate** or **Significant** Risk, you'll see an indication of the risk, and suggested interview questions for your consideration and use.

Core Skills

Positive Attitude Toward Work

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Commitment to Personal Standards

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Adherence to Company Policy

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Ownership of Problems

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Care of Company Assets

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Approach to Work

Pride in Work Quality

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

company if they have a realistic understanding of the position they are applying for.

Interview Questions

- Have them describe what they like best about their current position and what you would like to change about this position? (If they are out of work right now, ask them about the last position they held.) Be sure to ask them to describe what they like(d) or dislike(d) about their job in enough detail that you understand why and relate their responses to both your current culture and the position you are considering them for.
- How do they view the responsibilities of the position they are applying for? How does it compare to their “ideal position”? What are they hoping to learn from this position that they have not been able to learn in prior positions? (The more realistic their expectations are, and the closer it comes to their ideal position, the more pride they will take in their work.)
- You may also ask them to describe their ideal position. What responsibilities would it entail? What tasks would they do? What would they spend their time doing? What type of supervision would they like? Have they ever been in a position that came close to their expectations?

Determination

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Acceptance of Leadership and Rules

This individual may be at risk because they are skeptical about all rules and systems. They do not feel there is only one way to do things. This strong desire to remain open to new ways of doing things may lead them to overtly, or covertly, do their own thing if they disagree with others.

Interview Questions

- Find out how realistic their views are of the present position, in terms of the expectations of the leadership and management above them, and the regulations that surround how they are required to complete their work. If they agree with the rules and the need for them, there may be limited issues.
- Find out what they have done or how they have handled others that have forced rules and regulations on them.
- You will want to find out what their ideal work environment looks like in terms of management and the need to follow rules. Have them give specific examples from their past to highlight their points.

Goal Setting Skills

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

People Skills

Assessment of People

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

Interview Questions

- Ask them to tell you about a prior boss and/or fellow employee they really connected with and what they liked about them. Then ask about a boss and/or fellow employee that bothered them and why. This may give you a greater indication as to how positively or negatively they view others.
- Ask them to describe the characteristics of their best boss and what they liked most about them. Find out about their worst boss and what bothered them. This may give you a greater indication as to how they positively or negatively assess

others in leadership roles.

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

Sensitivity to Others

This individual may be at risk because they can be very skeptical and cautious toward others. They are resistant to opening up to others and tend to be very critical of them and expect the worst. This individual may have a tendency to see only the negative qualities and flaws in others. They will either measure people according to practical results or to a high set of standards and expectations. They may also appear to be manipulative of those around them. (**If they are naturally outgoing, you may not notice their critical tendencies in an interview.)

Interview Questions

- Find out their approach to working with new people. When they have had to train or manage someone new, do they expect the best? Do they allow for the worst?
- How responsive have they been to people under them when they are dealing with personal issues? Are they sensitive to the issue or do they still expect them to meet expectations? Have they ever received any training on how to coach others? What did they pick up from the training and what have they implemented?
- How would a previous co-worker or a prior boss describe their ability to give feedback? Would they describe them as a tough boss who set high expectations? How would their co-worker or prior boss describe how they responded when things didn't go according to plan?
- When they are training others, do they tend to give strong encouragement even when the person is off the mark? Or, do they tend to jump in with what needs to be fixed? Do they expect others to meet standards and only give feedback when the other individual is not meeting expectations?
- Their ability to form long-lasting relationships with others may be an issue. You will want to check the length of their employment in any given company and the type of relationships they had with prior bosses and fellow employees.

Interpersonal Potential

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Self-Control

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

Interview Questions

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

Problem Solving Skills

Integrated Judgment Capacity

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

Interview Questions

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

Practical Thinking

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Strategic Planning Ability

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.

Overall Problem-Solving Ability

This individual may be at risk in their overall problem-solving ability because they have a bias toward the people involved, the important requirements of the task, or the information that is most important. They will have difficulty seeing what is most relevant to solve a problem. As a result, this individual will have a tendency to make very biased decisions.

Interview Questions

- Find out the greatest problem they have ever had to solve on their own. What did the problem entail? What was their position? What was their level of responsibility to make sure the problem was resolved? How did they go about solving the problem?
- If they had a choice in solving a 'people' problem, a 'task' problem, a 'situation' problem, or a complex problem that may have involved all three areas, which one would they feel more comfortable solving? Have them give a couple of examples from their past to support their answer.

Performance Qualities

Outcome Orientation

This individual may be at risk in this capacity because they are too focused on their desire for results. They are so quick to take action that they may not think through all of the consequences of their decisions.

This individual may be at risk for reaching an outcome because they have a natural skeptical bias against authority and are hesitant to follow some directions that may be given to reach goals and outcomes. They can get stuck resisting the change and delay the outcome.

Interview Questions

- Find out if they have ever had to make a quick decision only to discover something later that they missed. If so, what was it? How did they correct the situation? What did they learn from it?
- What would a prior boss say about the timeliness and accuracy of their decision-making ability? What would the boss use to support their statements?
- You will want to find out how quickly they go about making decisions and the types of things they consider before making them. Be sure that you get them to support their examples with work-specific experiences.
- What would a prior boss say about the timeliness and accuracy of their decision-making ability? What would the boss use to support their statements?

- It is important to understand how resistant this individual may be to authority. Consider the following questions: "How receptive are you when you are given new directives and timelines that you may not agree with? How do you feel and respond when you are faced with a difference of opinion?"
-

Trainability

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

Focus

Interview Questions

- You may ask the individual how they have used this strength in past positions to ensure they have utilized it in the way that is beneficial to your position or company.
-

Self-Confidence

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

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

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

Interview Questions

- This is a difficult question to get people to really talk about honestly. You may want to ask them about the most difficult 'thinking and processing' challenge they have been faced with and what made it so difficult for them? Or you may ask them to share a point in time when they faced an internal conflict between what they wanted to do and what they were able to do. How did they sort out the conflict in their own mind?
- This is a sensitive question that people may not like to talk about. One way to get at this issue is to ask them to describe a situation when they successfully performed a job. When they reflect back on it, did they see only their success, or are they overly humble and only see their potential flaws and areas they could still improve? Ask them if they feel their past boss was harder on them than they were on themselves when it came to finding areas of improvement, and see what kind of discussion follows.
- Be sure to ask them about situations from their past when they were put on the spot to make a decision about something they were unclear about. Find out what they did to improve their clarity about the situation.
- Ask about a time that they just had to act, had to take action and things did not go as expected, what did they do to improve their potential understanding of the situation so they could resolve similar situations with more confidence in the future?

Behavioral Style Interview Questions

- Please tell me about a time when you had to tell a customer something you knew they would disagree with. What happened?
- Describe a time when you had to start a new project with little assistance or direction. How did you begin?
- Please tell me about a time where you had to motivate a co-worker/customer. How did you do it?
- Describe a time when you had given the customer all the facts on the products and they still were not satisfied or wouldn't buy. How did you respond?
- How do you prioritize when asked to do multiple tasks at the same time?
- Describe a major job-related change you have experienced. How did you adapt to it?
- Describe a situation when time constraints prevented you from working to your full potential or achieving the quality you wanted to deliver. What was the result?
- What was your response in your current or past position when you had to make a decision without being able to fully study or analyze the situation you were trying to resolve?

Motivational Style Interview Questions

- How do you maintain work/life balance? How do you express your creativity?
- When you are faced with a situation do you first consider how it will affect you, or how it will affect others? Give an example.
- What does freedom and autonomy at work mean to you? Give an example.
- What role do you typically take in a group? Give an example.
- What do you consider a reasonable amount of time, resources or help for others? Give an example.
- When you solve problems, are you flexible and open to options? Give an example.
- What do you think is most important – action or knowledge? Explain.



(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the **APA** and **EEOC**.

"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."

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- Assessment Standards Institute

The Assessment Industry's Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of "global cottage industry" with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this "global cottage industry," which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment's professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity (**APA Standards**) [DISC & Motivators]

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

Reliability - Cronbach's alpha (**APA Standards**) [DISC]

This technique is regarded as one of the most robust measures of reliability and presents the highest 'bar' from which to compare. The readers should note that Cronbach's alpha is the method selected for this instrument, because of its high standards. The reader is encouraged to compare reliability coefficients presented herein to other vendors, and also to ask those vendors which reliability formulas they used to compute their reliability coefficients. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

External Data Reliability (**APA Standards**) [Motivators]

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact (**EEOC Guidelines**) [DISC & Motivators]

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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