



HireSense[™]

Select. Develop. Retain.

Report For: **Sample Report**

Date: **1/18/2021**

HIRING STEPS

Table of Contents

- HireSense Summary.....3
- Executive Summary - DISC Behaviors4
- Executive Summary - Motivators.....5
- Executive Summary - Critical Thinking.....6
- DISC Behavioral Style8
- Behavioral Pattern View9
- DISC General Characteristics10
- Work Sketches11
- Communication Tips12
- What You Bring to the Organization.....13
- 12 Behavioral Tendencies Summary.....14
- 12 Behavioral Tendencies Details and Graphs.....15
- Motivator Style19
- Summary of Sample’s Motivation20
- Sample’s Motivator Word Matrix.....21
- Motivator Details.....22
- Critical Thinking Style26
- Summary of Critical Thinking.....29
- Critical Thinking Details30
- Interview Questions35

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:

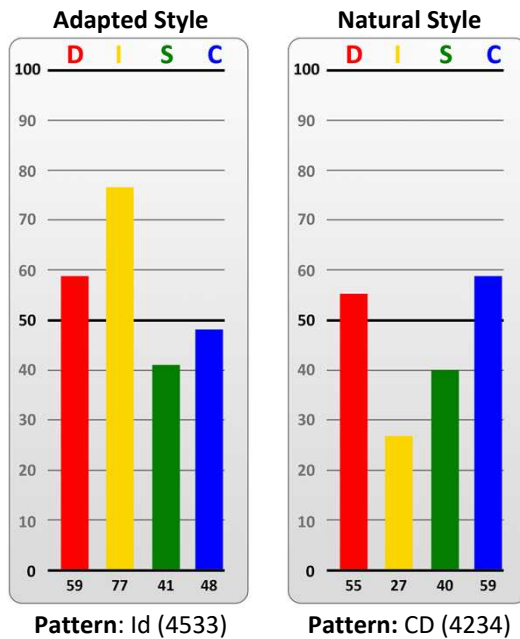
- **Executive Summary Overview:** A visual summary of highlights from each of the comprehensive reports to allow at-a-glance interpretation and engagement, including overviews of each model for building a foundation of understanding
- **DISC Behavioral Style:** Highlights from the DISC assessment to 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: Assertive, Competitive, Determined, Self-Reliant
A: Assertive, Competitive, Determined, Self-Reliant

Steadiness: Focus on Pace/Consistency

N: Alert, Eager, Flexible, Agile
A: Alert, Eager, Flexible, Agile

Influence: Focus on People/Contacts

N: Contemplative, Logical, Factual, Reserved
A: Charming, Sociable, Convincing, Trusting

Conscientious: Focus on Procedures/Constraints

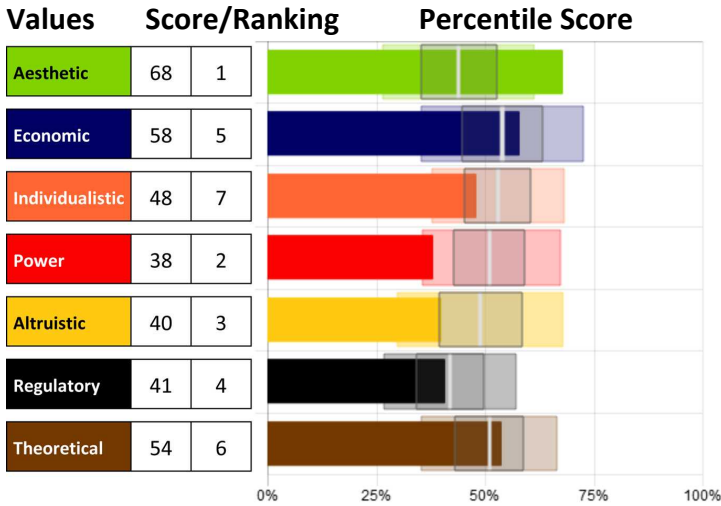
N: Analytical, Neat, Sensitive, Tactful
A: Persistent, Opinionated, Self-righteous, Individualistic

Your DISC Style: Explorer

Explorers display opposing directions in their behaviors. There is a desire for results and goal achievement AND a competing desire for those results to be perfect. Explorers shift between aggression and sensitivity, the desire for immediate results vs. consideration of alternatives. They often make routine decisions quickly but may need to exercise caution for bigger ones. They are change agents who will want the space and flexibility to explore by retesting and revisiting their conclusions over time. They can be seen as emotionally distant and sometimes surprisingly direct.



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 - Average

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

Power - Low

You are a better collaborator and won’t likely seek position power or authoritative roles.

Altruistic - Average

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

Regulatory - Average

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

Theoretical - Average

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

Your Motivators Style: The Story Teller

This style will have an original/unconventional approach to problems, challenges, and opportunities and may find it hard to be understood by others. When faced with established rules, systems, or protocols, this style may display a standalone Gypsy-Spirit that defies conventional thought.



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: Focused

- Intuitive Thinking** - You are very strong in this capacity and should utilize your intuition about people and situations when you have that gut feeling about the solution. If needed, you can find ways to ground the gut instincts with past experience.
- 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** - It appears that you may be in a state of transition at the present moment that is affecting your ability to think strategically. You may want to seek advice from a coach to help you deal with your present difficulties and to help you gain a more robust understanding of how things fit together.

Your Critical Thinking Style: Influencer (Thoughtful Listener)

They have strong intuitive and common sense ideas for solving problems. They will be very timely and practical in producing solutions, but may want to act without evaluating all potential solutions. They are at their best in crisis situations, but may not be as good in long-term situations. They need to make sure that if they deal with the same problem several times, to take a step back and find out what is causing the problem to prevent it from recurring.

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:

	Minimal Risk – 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
X	Moderate Risk
	Significant Risk

Problem Solving Skills

	Minimal Risk
	Moderate Risk
X	Significant Risk

Performance Qualities

	Minimal Risk
	Moderate Risk
X	Significant Risk

Approach to Work

	Minimal Risk
X	Moderate Risk
	Significant Risk



DISC Behavioral Style



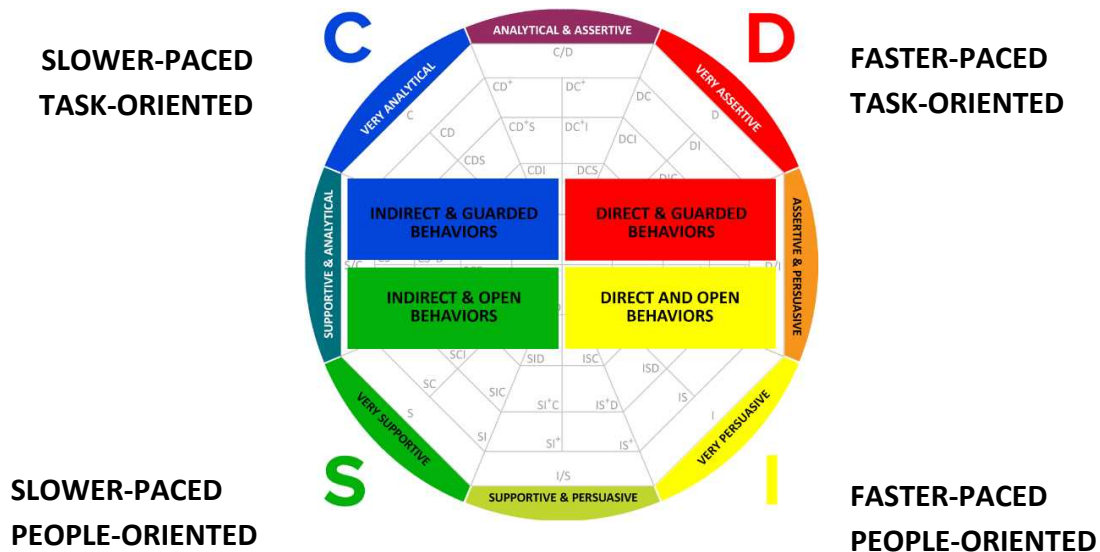
DISC focuses on individual patterns of external, observable behaviors and measures the intensity of characteristics using scales of directness and openness for each of the four styles:

Dominance, Influence, Steadiness, and Conscientious.

Directness & Openness

Pace & Priority

- D** Tends to be **direct** and **guarded** **Fast**-paced and **task**-oriented
- I** Tends to be **direct** and **open** **Fast**-paced and **people**-oriented
- S** Tends to be **indirect** and **open** **Slow**-paced and **people**-oriented
- C** 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

Efficient, Analytical, Organized, Factual,
Aware of the Consequences of their Actions,
Practical and Innovative.

Data, Fact & Analysis Based. Precise & Accurate
Trusts in the Value of Structure, Standards & Order. Sees the value of "Rules."

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

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

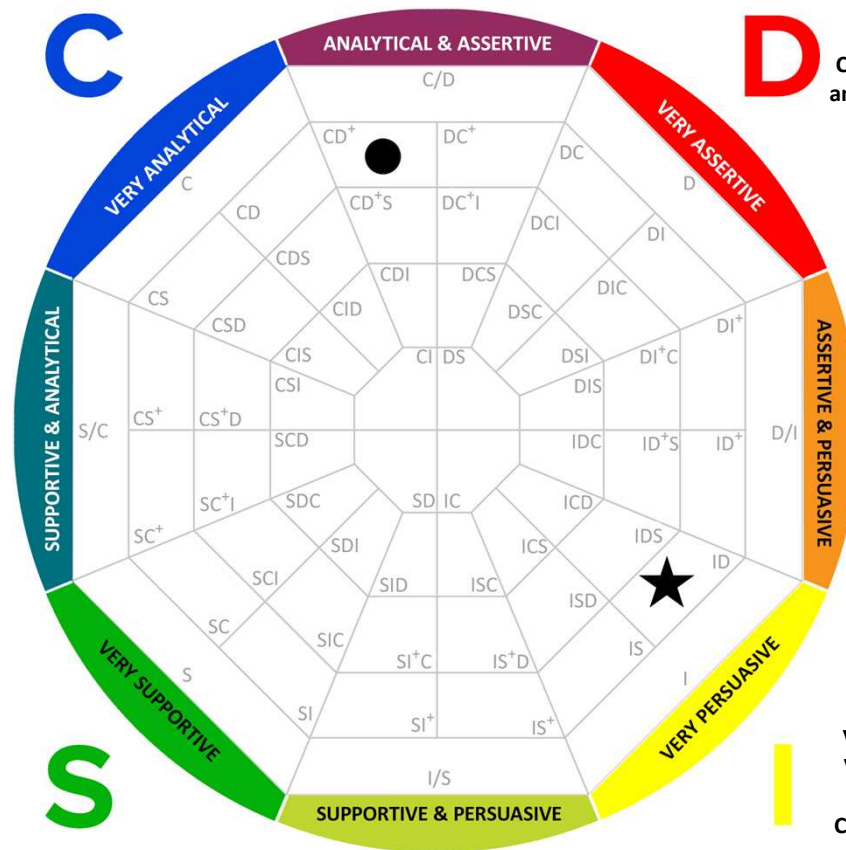
● = Natural Behavioral Style
★ = Adapted Behavioral Style

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

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

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

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



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 tend to be assertive and responsive to creative ideas and solutions. When in creative mode, you may tend to withdraw a bit and process information internally. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Sample, you score like those who push the envelope of their own creativity, and tend to lead their teams to optimal performance. To get the most out of this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

You tend to handle assertive and aggressive people in a blunt and critical way. If someone is "dishing it out," you can take it and also dish it right back to them. This may be somewhat intimidating to those in the workplace who prefer a softer approach, so be careful not to overreact. In your communication with others, you tend to provide just the facts and information needed to get the job done, or the question answered. Sometimes, however, it may be necessary to tolerate some off-topic discussion in order to build a rapport with others on the team.

Your decisiveness and reaction time may suffer due to a desire to investigate all facets of a problem and all potential solutions before making a final decision. Your detail-oriented nature may work against you by creating an internal bottleneck.

You like to be perceived as a pacesetter -- one who comes up with new ideas and creative solutions. This theme will emerge in other parts of this report due to its importance. You bring a creative spin to the way you solve problems and find solutions. You have the ability to evaluate the whole range of possibilities, and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

When in high thought-processing gear, you may be somewhat restrained in sharing ideas or expressing feelings. You score like those who may be perceived by others as somewhat cool or aloof. This is especially true when you are faced with decisions of very high importance. You tend to internalize the thought processes and not share them with others as you are evaluating the possibilities. By opening up a bit, you might reduce the potential for internal stress, and also be perceived as more of a collaborative decision maker.

Sample, your response pattern on the instrument indicates that you evaluate others by their ability to bring about change and accomplish a task quickly and accurately. That is, you hold others to the same standards to which you hold yourself. There may be some peers and team members that struggle to meet that standard. It's important that you provide others on the team with the resources and tools to assist them in prioritizing tasks, making decisions, and practicing good quality control.

Sample, you score like those who maintain a high sense of urgency in most things they do. You are always thinking about more efficient or effective ways of getting things done. This urgent tempo can help propel you and your team to new successes, but may sometimes cause frustration on your part when faced with setbacks.

Careful analysis of your response pattern indicates that you may tend to have dichotomous ambitions: On one hand, you are driven to achieve quick, visible results, but you are equally motivated by strong quality control and perfection. In an ideal world, these drives could work in harmony, but in reality, they might well prove detrimental to the result. You may sometimes seek quick results at the expense of quality, or vice versa.



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

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
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

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
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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:

- Stick to business matters only -- small talk or charm won't be appreciated.
- Be specific about what's needed, and who is going to do it.
- Give Sample time to verify the issues and potential outcomes.
- Remember these three rules: Be brief, be bright, and be gone.
- Be prepared to handle some objections.
- When you disagree, take issue with the methods or procedures, not with the person.
- Be efficient: Hit the major points first.

When Communicating with Sample, DON'T:

- Try to develop "too close" a relationship, especially too quickly.
- Confuse or distract Sample from the issues at hand.
- Engage in rambling discussion, and waste Sample's time.
- Provide incomplete or unclear directions or instructions.
- Leave things up in the air, or decide by chance.
- Forget or lose things necessary for the meeting or project.
- Fail to follow through. If you say you're going to do something, do it.

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 are able to find solutions quickly, with a high degree of quality control.
- You tend to be a strong agent of change.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You are a very creative thinker and innovator.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.

Work Style Tendencies:

- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.
- You are motivated by a freedom and flexibility to re-examine results and conclusions.
- You motivate others on the team with a sense of competition and urgency.
- You may tend to vacillate on some decisions, wanting to make the highest-quality choice possible, and may keep the "data gate" open too long. As a result, you may later be forced to make a decision under crisis.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You are motivated to be creative and tend to become bored with routine work.
- You tend to make day-to-day operational decisions very quickly and easily. You devote substantially more time, effort, and caution to larger decisions.

You Tend to Be Most Effective in Environments That Provide:

- Security and confidence in quality control measures.
- Challenging assignments that are both detailed and wide in scope.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Freedom from external pressure, while allowing for self-imposed pressure and urgency.
- Opportunity for advancement to positions allowing for creativity.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Power and authority to make decisions and create change.

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



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.

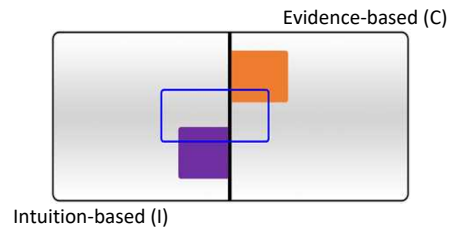
Interpretation Notes:

- 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.

Reasoning

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.

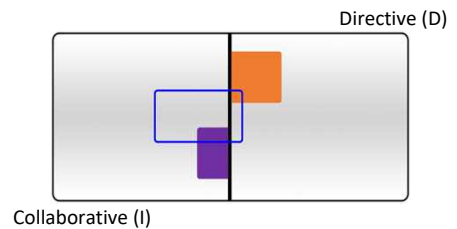
Adapted (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable. You are likely to think things through based on emotions over logic, trusting your gut. Be aware that balanced thinking looks at both the emotions and the logic.



Self-Reliance

Natural (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directionally. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.

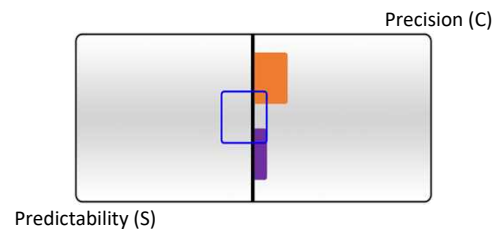
Adapted (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances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



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.

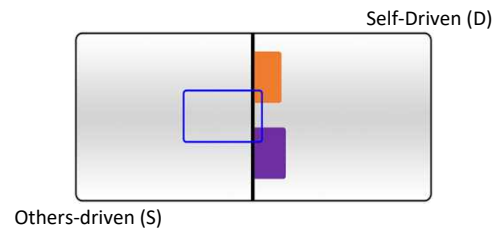
Adapted (MOD): Consistent with natural style



Personal Drive

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

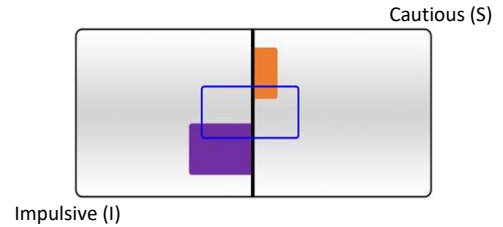
Adapted (MOD): Consistent with natural style



Careful Decision Making

Natural (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.

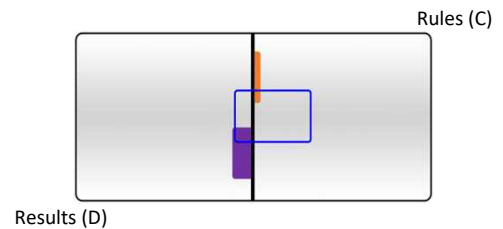
Adapted (LM): You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.



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.

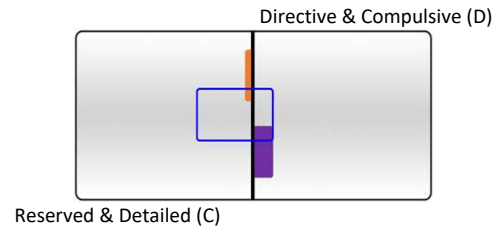
Adapted (MOD): Consistent with natural style



Providing Instruction

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

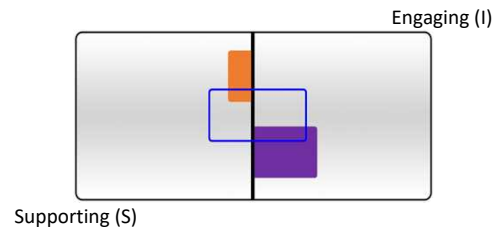
Adapted (MOD): Consistent with natural style



Customer & Team Interaction

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

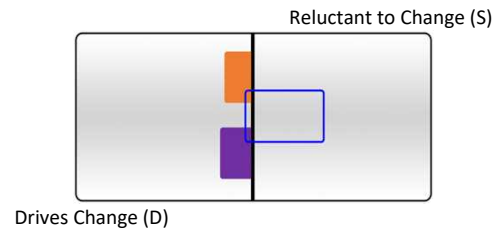
Adapted (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.



Change Resistance

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

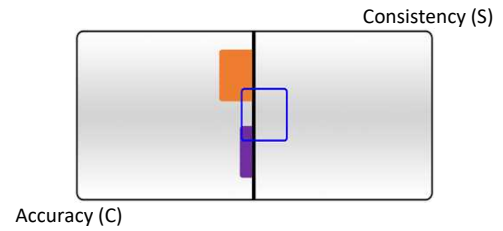
Adapted (MOD): Consistent with natural style



Work Process Alignment

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

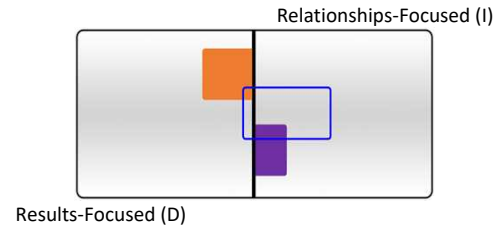
Adapted (MOD): Consistent with natural style



Building Rapport

Natural (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.

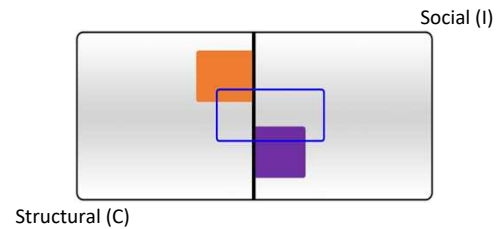
Adapted (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!



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 (HM): You are somewhat comfortable when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others. You are likely to be most confident and comfortable when interacting with others, and are likely to trust information passed along through people you trust. Remember, sometimes having the support documentation is important too.



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.

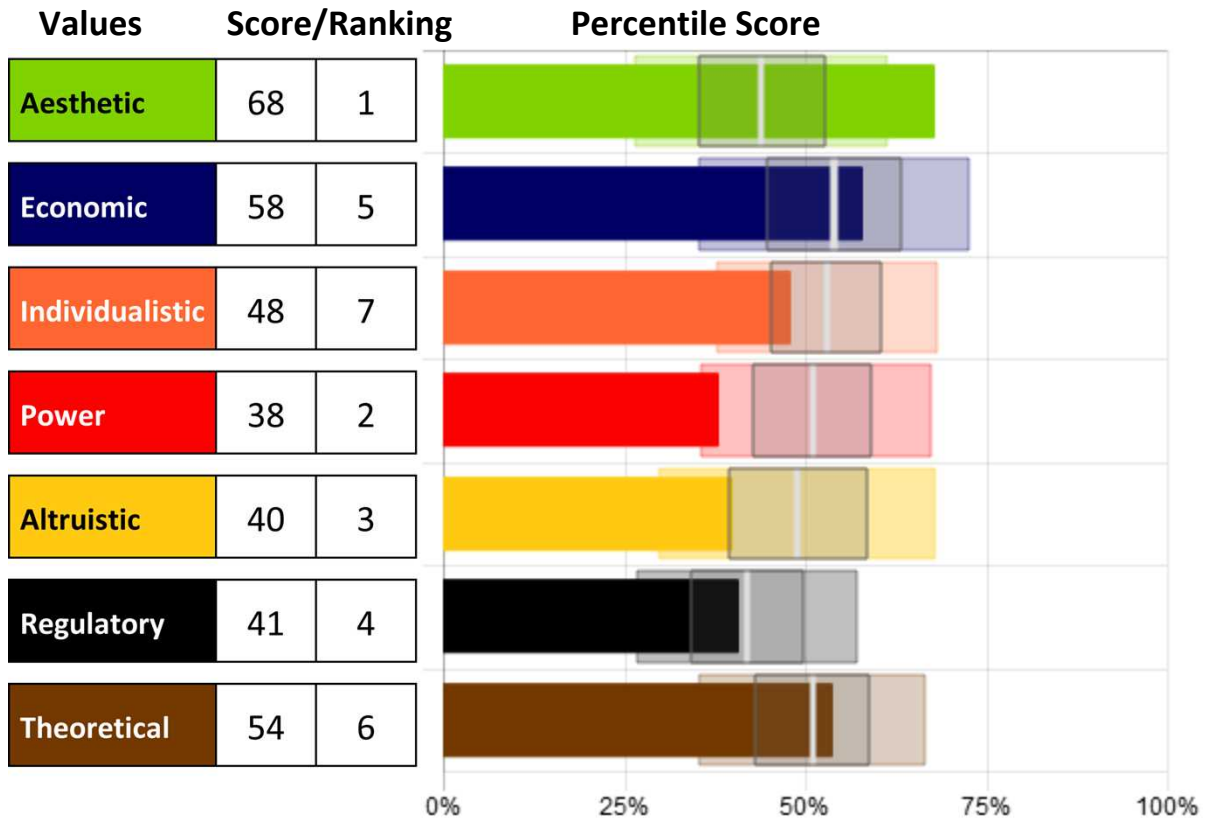
The Seven Dimensions of Motivation

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

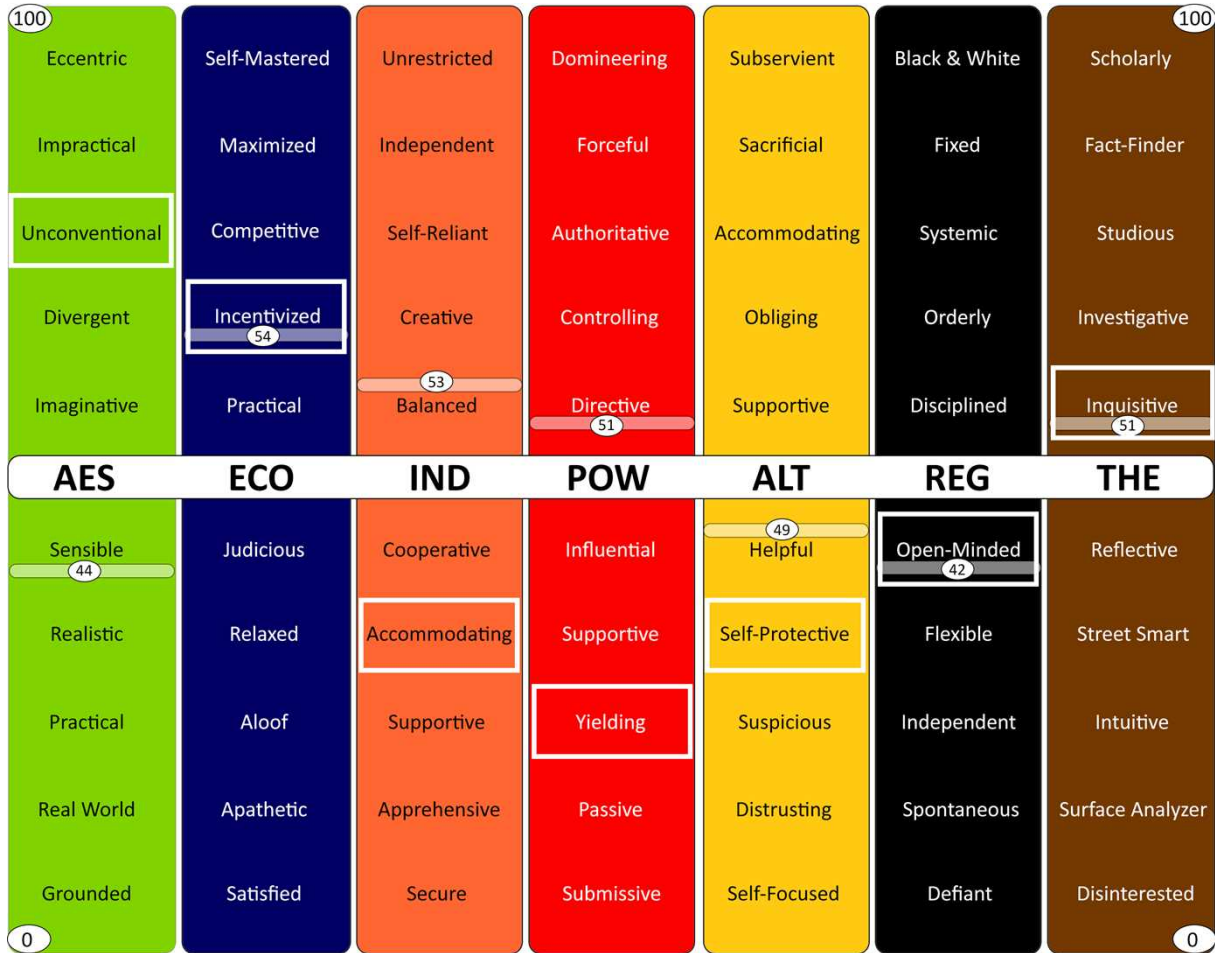


1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **white, vertical line in the center of the lightly colored, shaded (majority) area** represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
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**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have Very Low scores will share common values with one another).
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. Rankings are determined by each score's distance from 50. The farther away from 50, whether high or low, the more impact that Motivator will have.



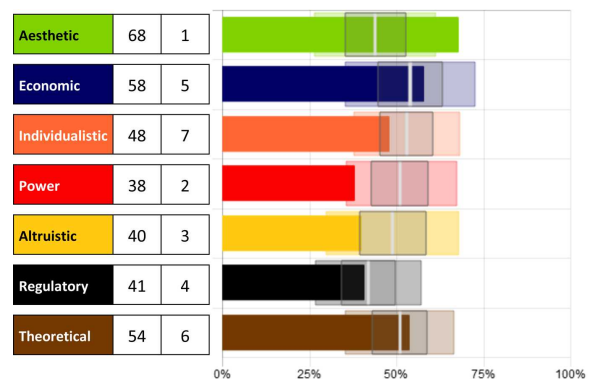
Sample's Motivator Word Matrix

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.

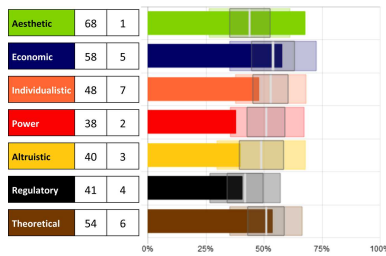


Important Details:

- 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:

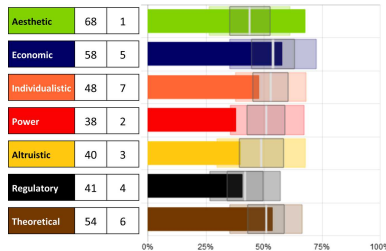
- You may care less about money and things, but will gravitate towards just being happy and fulfilled.
- You will have a hyper awareness of your surroundings and they will need to "feel" right.
- You may think in unconventional ways which could lead to inefficient processes to real world problems.
- You may prefer to be your own person and will likely have a high interest in protecting wildlife, the environment, and the undiscovered.



Learning Paths:

- You should not be afraid to look like the rest of society; it doesn't mean you are one of them.
- You have the ability to act as a go-between and integrate people's imaginations with certain tasks.
- 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.

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:

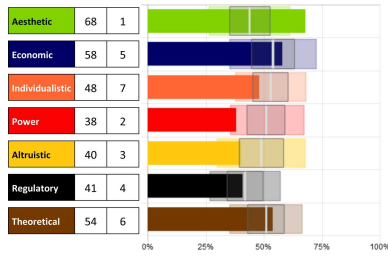
- Your score indicates a balance between being satisfied with what you have and the need for more.
- You may have already achieved substantial economic goals of your own.
- You are realistic and down-to-earth in regards to getting what you believe you deserve.
- You have the ability to identify with individuals who have both high and low satisfaction rates.



Learning Paths:

- You should work with those who are not so concerned about leveraging their best interests.
- You will be somewhat flexible between being cooperative and competitive.
- There are times when you need to put your foot down when team members lack incentive.
- You won't come to a training session asking, "How much more will I earn as a result of this course?"

Your Individualistic Motivator - Average



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:

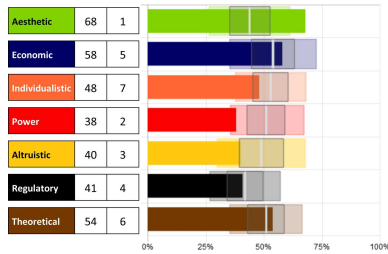
- You won't likely need to be in the limelight or to attract special attention to your contributions.
- You will be happy to yield your position if warranted in an effort to give others a chance at their ideas and contributions.
- Your score indicates a balance between being an individual and a team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



Learning Paths:

- Your ability to be supportive of others as opposed to having to be the star of the show will benefit you when involved with team dynamics.
- You are able to be an accommodating participant in training and developmental programs.
- You can either be involved in a team-oriented or an individualistic and independent activity.
- You will likely present yourself as a neutral player as opposed to the driver of the team.

Your Power Motivator - 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.



Universal Assets:

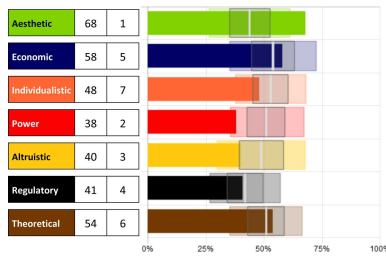
- You may prefer slow and steady moves to faster or hectic moves you must control.
- You will excel when in situations that require a maintenance mindset over very high drive.
- You will at times not have the energy for conflicting matters or leadership disputes.
- At times you'll likely want to watch others lead more than you'll want to lead things yourself.



Learning Paths:

- You may enjoy more cooperative learning activities as opposed to activities that require directing and controlling.
- You may not want to compete, but will feel at home when working as a team.
- You will likely enjoy group activities with some leadership opportunities.
- You may need to take stronger initiative when working with dominant types.

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:

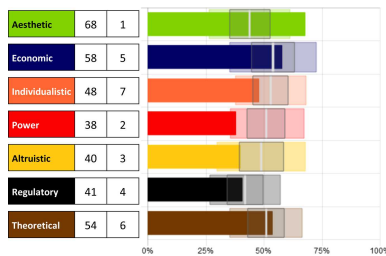
- You can think clearly, logically, and with balanced judgment about the needs of others as well as your own personal needs.
- You're a stabilizing force between givers and takers and have no extreme view.
- You are able to understand both the poor and the affluent equally without harsh judgment of either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



Learning Paths:

- You're able to be an accommodating participant and a controlling factor in training and developmental programs.
- You can be a neutral player and will support others, not having to be the owner of the team and agenda.
- You're flexible and will know when to say no and when to say yes during 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 - Average



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 can appreciate details to a point, but will likely not depend on them.
- You may desire a more stable atmosphere with some structure and uniformity.
- You can challenge rules that do not make any sense to you.
- You are generally in the middle when it comes to instructions, protocols, and having to do things a certain way.

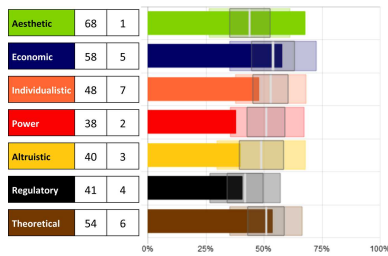


Learning Paths:

- You're open to new ideas and creative solutions that work as long as there are no extremes.
- You will likely get behind programs that have been proven to work well when dealing with people and training initiatives.
- You will typically settle upon ways that have been established and proven effective.
- You will likely support established doctrine.



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 are more of a broad-minded person and less a detailed person when it comes to finding out why.
- You won't likely stand out in any particular group when it comes to your knowledge bank.
- You are a "situational" learner.
- You can just figure things out and get to the bottom of it without having to study too much.



Learning Paths:

- You will likely get behind programs that are enjoyable and speak to what you already know.
- Your knowledge won't get in the way of your social poise.
- You will likely support ideas that make sense.
- You're open to new ideas and creative solutions that work as long as there are no extremely difficult assignments.

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 **Focused**

Problem Solving

You have strong intuitive and common sense ideas for solving problems. You will be very timely and practical in producing solutions, but you may want to act without evaluating all potential solutions. You are at your best in crisis situations, but may not be as good in long-term situations. You need to make sure that if you deal with the same problem several times; to take a step back and find out what is causing the problem to prevent it from recurring.

How You Take in Information

You gain knowledge through connecting with others and do well in a hands-on situation or role play. You will retain information better by relating concepts and ideas with what you gain from the experience of working with, and copying, others. You learn better when paired with a top performer that sets a higher performance standard than you. You will rely on intuition to connect new information with past experiences. Be careful others do not provide too much feedback or ideas, as you can become overwhelmed. You do not work as well with strong conceptual styles.

How You Sort Information

- Open to listening and accepting an opposing point of view
- Good team player and sense of duty to serve others
- Able to express your ideas well
- Strong desire for harmony and people before strategy
- Can develop a sense of trust when communicating with others and make them feel significant

Key Area	Rating	Comments
Intuitive Thinking	Excellent	You are very strong in this capacity and should utilize your intuition about people and situations when you have that gut feeling about the solution. If needed, you can find ways to ground the gut instincts with past experience.
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	Transitional	It appears that you may be in a state of transition at the present moment that is affecting your ability to think strategically. You may want to seek advice from a coach to help you deal with your present difficulties and to help you gain a more robust understanding of how things fit together.



Intuitive Thinking - Rating Level: Excellent

- You are good at judging the potential in people and situations. You like to establish a common bond with others and have the ability to enjoy being with them and accepting them for who they are.
- While you like to be open and accepting of others you can still see the potential limitations or character flaws. You have good intuitive feelings and can see most warning signs that help you prevent potential problems.
- Although you are not comfortable with confrontations and difficult people, you know they still need to be dealt with. Be careful when you get too emotionally and personally involved not to lose your objectivity.

Suggestions for Improvement

If you feel your emotions are high, you will want to talk with others to ground your intuitive ability with outside perspectives, to ensure you are reading both the good and bad about the people or situation.

Practical Thinking - Rating Level: Good

- You have a cautious approach to making things happen.
- You may have difficulty because situations do not meet your preset expectations and, as a result, you may not produce practical results.
- Your skeptical focus may distract you from looking at the positive and immediate outcomes.
- You may become too picky about how something should be done and, as a result, you never get it done.

Suggestions for Improvement

It may be good to set deadlines for yourself and seek advice from others on priorities. Be careful not to become so idealistic with your expectations that you will not act or that you develop a defensive response.

You may feel at times that the world is out to get you, when in reality you may not currently be in sync with the world.

Systems Thinking - Rating Level: Transitional

- You appear to be in a state of transition at this time that could be clouding your judgment. You do not see how related ideas can be put together to create meaning and do not see the need for rules, authority, or conformity.
- You are a reactive type of person who is distracted by disorder. The world may almost feel senseless at this time.

Suggestions for Improvement

It would be good to connect with other people who can relate to your state of transition and help you gain a new view on future direction. You have had changes in authority or circumstances that have created disorder in your world. Having someone help you get in a routine will help you regain some focus.

Summary of Critical Thinking



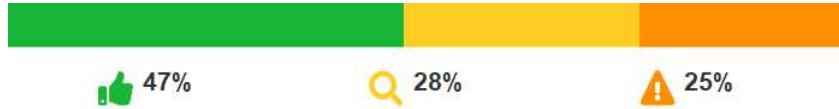
Strength & Minimal Risk



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: This is an area of strength for you.

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: This is an area of strength for you.

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 are having difficulty at this time figuring out what set of standards, rules, or theories are important to follow. This can make it difficult for you to follow policy when you are not sure what the policies are.

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: This is an area of strength for you.

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: This is an area of strength for you.

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: This is an area of strength for you.

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: This is an area of strength for you.

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: This is an area of strength for you.

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: This is an area of strength for you.



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: This is an area of strength for you.



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: This is an area of strength for you.



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: This is an area of strength for you.

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 struggle in this capacity at times because you have a bias toward certain types of information and may not pay attention to other information that is also important to make realistic long-term goals and strong strategic plans.

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: At present, you may lack the desire to press on to accomplish goals and finish what you started.

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: This is an area of strength for you.

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 have the potential to get distracted by different things in your work environment when attempting to solve problems. You may be focusing on too many things at once, which can lead to fuzzy thinking or not focusing on what is most important, as other things capture your attention. This limited focus in processing can lead to poor decision making and reduced judgment.

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 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.

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

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

Interview Questions

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

Commitment to Personal Standards

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

Interview Questions

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

Adherence to Company Policy

This person may be at risk for following company policy because they are inconsistent on seeing what rules or standards are important. They may follow a rule one time, but not see the need for it at a different time because they are distracted or suffer from fuzzy thinking.

Interview Questions

- Have them reflect on a time that they were in a position similar to the one they are applying for. Ask them how they went about determining what policies and rules were important to follow. Ask them how consistently they followed them or how accountable they were for how well they were followed.

Ownership of Problems

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

Interview Questions

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

Care of Company Assets

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

Interview Questions

- You may ask the individual how they have used this strength in past positions to 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

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

Interview Questions

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

Acceptance of Leadership and Rules

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

Interview Questions

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

Goal Setting Skills

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

Interview Questions

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

People Skills



Assessment of People

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

Interview Questions

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



Sensitivity to Others

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

Interview Questions

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



Interpersonal Potential

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

Interview Questions

- You may ask the individual how they have used this strength in past positions to 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

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

Interview Questions

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

Strategic Planning Ability

This individual may be at risk in strategic planning because they have a tendency to be biased toward certain information, or miss important information, that affects their ability to make realistic and strategic long-term plans.

Interview Questions

- You will want to find out how much time they have spent in planning and carrying out long-term goals. What job in their past required them to do a great deal of long-term planning? How did they deal with setting goals? How well did they meet the goals they set? How would their prior boss describe their ability in this area?
- You will want to find out what type of responsibility they have had for setting long-term goals in prior positions. How much was their direct responsibility as opposed to how much of it was filling in numbers in a preset system? How much of the long-term planning was actually done with a team of people?

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 because they lack the persistence to see things through to completion. They may either not know what they are really pushing for or do not feel a desire to make it happen.

Interview Questions

- Find out what types of projects they have had to make decisions on in the past and were excited to see through to completion. Why were they interested? How successful were they at accomplishing what they set out to do?
- Find out what types of projects they have had to make decisions on in the past that did not really interest them. Why were they not interested? How successful were they at getting the projects done?
- What would a prior boss say about their ability to see a project through to completion? What would they use to support their statements?

Trainability

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

Interview Questions

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

Focus

This individual may be at risk in this capacity because they are finding it difficult to stay focused on the present situation. They may either be too distracted by what has happened in the past, or too worried about what may happen in the future, to really think about what needs to be done in the present.

Interview Questions

- Explore what types of training they have participated in in prior positions that will relate to the responsibilities of the position they are applying for: What types of training and/or training formats do they find to be most effective: On the job? Via the internet? In a formal classroom? Why do they feel they are effective for them: Do they lead to greater retention of information? Do they lead to better performance? Do they lead to better relationships?
- You will want to find out what types of things they find distracting at work: Other employees, too much noise, responding to emails, phone calls, etc. What have they done in the past to get beyond these distractions to ensure they are able to get their job done?

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 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?

- 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

- Tell me about a time when a customer could not comprehend what you were trying to tell them. How did it work out?
- Describe a work experience where you strongly disagreed with your manager/co-worker. What was the outcome?
- 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?
- Describe the most monotonous/repetitious part of your current or past job. How do you manage these?
- Describe a situation that took focused concentration for an extended period of time. How did you adapt and how did you feel about that situation?
- 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.
- Do you think people generally see the world the same way you do? How do you know?
- 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.
- Is there a right way and a wrong way or many ways to accomplish something?
- What do you think is most important – action or knowledge? Explain.



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

(continued from page 2)

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

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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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