HireSense™

Select. Develop. Retain.

Report For: **Sample Report**

Date: **1/1/2023**

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Why is Independently Tested Accuracy of this Assessment Important?

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

HireSense Summary

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

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

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

How to Use This Report
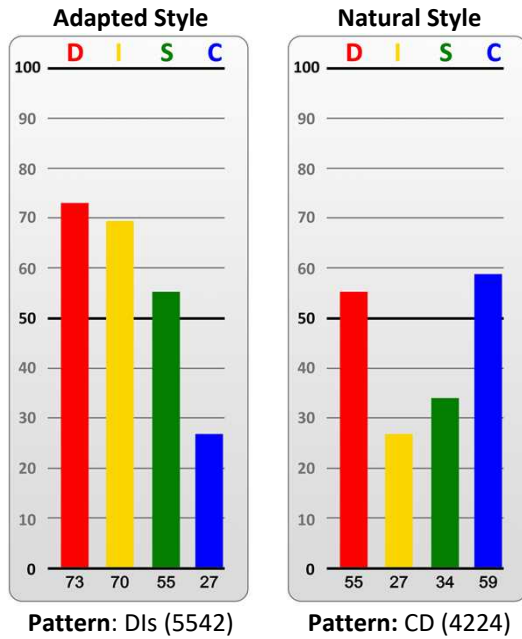
The report is divided into 4 parts:

- **Executive Summary Overview**: A visual summary of highlights from each of the comprehensive reports to allow at-a-glance interpretation and engagement, including overviews of each model for building a foundation of understanding

- **DISC Behavioral Style**: Highlights from the DISC assessment to develop and provide additional detail into the emotional and behavioral tendencies of this individual, in both Natural and Adapted styles

- **Motivators Style:** Highlights from the Motivators assessment to provide more understanding and depth into the core values that drive the behavioral tendencies, based on what's most important to this individual now

- **Critical Thinking Style**: Highlights from the Critical Thinking Style assessment to provide awareness of the complex, sub-conscious thinking patterns and biases that create or prevent balanced judgment

Two Viewpoints: Hiring & Selection and Development

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

- **Hiring & Selection:** This comprehensive report highlights the most relevant aspects of behavior, motivation, and critical thinking that impact how an individual will likely be successful or struggle in a particular role. You'll see recommendations and considerations throughout that will be beneficial in helping you choose the best candidate.

- **Development:** Share the report with the employee. Many of the pages are personalized and set up to provide a useful guide to help your people grow. Because the brain is emotional and logical, this summary is essential to encourage greater self-awareness, and to discover ways to build strengths and minimize limitations.

Executive Summary - DISC Behaviors

Adapted Style

D | I | S | C
73 | 70 | 55 | 27

Pattern: DIs (5542)

Natural Style

D | I | S | C
55 | 27 | 34 | 59

Pattern: CD (4224)

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: Adventurous, Risk-taker, Direct, Forceful

Influence: *Focus on People/Contacts*
 N: Contemplative, Logical, Factual, Reserved
 A: Charming, Sociable, Convincing, Trusting

Steadiness: *Focus on Pace/Consistency*
 N: Discontented, Energetic, Fidgety, Impulsive
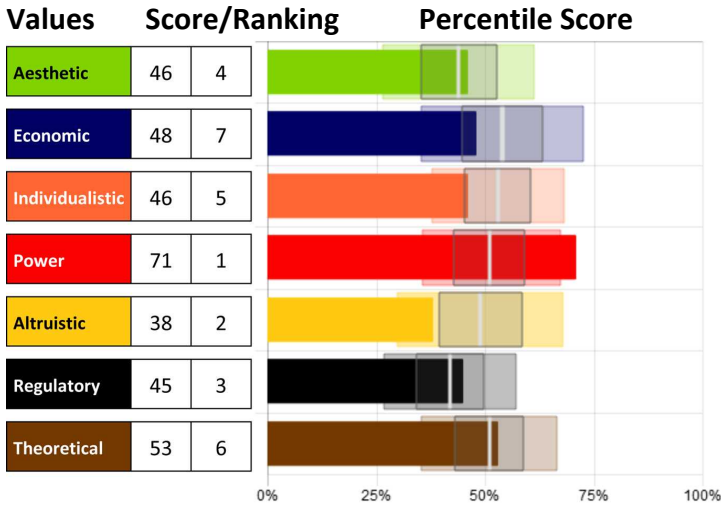 **A:** Composed, Deliberate, Constant, Stable

Conscientious: *Focus on Procedures/Constraints*
 N: Analytical, Neat, Sensitive, Tactful
 A: Autonomous, Independent, Firm, Stubborn

Your DISC Style: Explorer

Explorers are creative change agents. They bring decisiveness, a sense of urgency, and an eye on quality control to their projects. Explorers can spin many plates and projects simultaneously. There are two goals on their radar: quick results and high quality. When they achieve both, it's great; but sometimes these two goals may be an either/or situation. Explorers make routine decisions very quickly, but become more cautious on bigger, riskier ones. Explorers appreciate a wide berth of authority to carry out their responsibilities.

Executive Summary - Motivators

Values	Score/Ranking		Percentile Score
Aesthetic	46	4	
Economic	48	7	
Individualistic	46	5	
Power	71	1	
Altruistic	38	2	
Regulatory	45	3	
Theoretical	53	6	

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 - Average
You will balance yourself between creative alternatives and practical approaches without being extreme in either dimension.

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 - Very High
You will seek to achieve positions of authority and will be drawn to roles that allow you to direct and control.

Altruistic - Low
You will make sure you position yourself, so you don't get burned when working closely with others.

Regulatory - Average
You understand structure but will not be bound by another's idea if it does 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 Maintainer

This style's desire is to achieve a balanced and cooperative relationship with the world system and those people who will have a direct effect on it in an effort to manage outcomes carefully without leaning too heavily towards any extremes or excessive ideas.

Executive Summary - Critical Thinking

The ability to see, understand and appreciate:

Intuitive Thinking
- Uniqueness in others
- Uniqueness in situations, instincts

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

Systems/conceptual thinking
- Order, structure, standards
- Big-picture thinking, ability to generalize

Overall Critical Thinking Score: Good

Intuitive Thinking - You have good intuitive feelings about people and situations and should follow your instincts, but should also ground them to past experience so you know where your feelings are coming from.

Practical Thinking - You are very strong in this capacity and will utilize your practical thinking ability to readily solve any problem in a very practical and timely manner.

Systems Thinking - You are good at strategic thinking and can utilize your ability to see the big picture in most situations.

Your Critical Thinking Style: Maintainer (Strategic Evaluator)

They will be very proactive and pay attention to the consequences of decisions to minimize risk. They will be logical in breaking down the source of a conflict or problem. They may spend too much time on the idea generating or evaluation of solution phase of problem solving. They may tend to rush the process and want to act before a solution is ready to be implemented. Others may see them as competitive and distant when they do not listen to idea. They often do not ask for others opinions and as a result they may not gain support from them.

Executive Summary- Critical Thinking (continued)

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

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

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

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

Overall Risk Assessment:

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

Core

X	**Minimal Risk**
	Moderate Risk
	Significant Risk

People Skills

	Minimal Risk
X	**Moderate Risk**
	Significant Risk

Problem Solving Skills

	Minimal Risk
X	**Moderate Risk**
	Significant Risk

Performance Qualities

	Minimal Risk
X	**Moderate Risk**
	Significant Risk

Approach to Work

	Minimal Risk
X	**Moderate Risk**
	Significant Risk

Review your *Personal Descriptor, Clarity and Attention*, and *Judgment Quality* in the **World View**, **Work - Life View**, and **Personal - Life View**. The colors indicate your unique approach to thinking in each area. Remember, these may influence one another to create overall Critical Thinking effectiveness.

World

Intuitive/People	Practical/Tactical	Systemic/Conceptual
Blind Faith	Impulsive	Obsessive
Compassionate	Driven	Logical
Empathetic	Reactive	Ordered
Considerate	Present	Open
Professional	Observant	Creative
Cautious	Ambivalent	Innovative
Suspicious	Vacillating	Disruptive
CLARITY/ATTENTION **Clear/Cautious**	CLARITY/ATTENTION **Clear/Attentive**	CLARITY/ATTENTION **Clear/Balanced**
JUDGEMENT QUALITY **Very Good**	JUDGEMENT QUALITY **Good**	JUDGEMENT QUALITY **Very Good**

Personal - Life

Intuitive/People	Practical/Tactical	Systemic/Conceptual
Assured	Image-Driven	Driven
Secure	Self-Assured	Persistent
Mindful	Experienced	Committed
Modest	Competent	Content
Unassuming	Inconsistent	Conflicted
Imperfect	Uncertain	Lost
Perfectionist	Disengaged	Hopeless
CLARITY/ATTENTION **Clear/Inattentive**	CLARITY/ATTENTION **Good/Attentive**	CLARITY/ATTENTION **Good/Over Attentive**
JUDGEMENT QUALITY **Good**	JUDGEMENT QUALITY **Good**	JUDGEMENT QUALITY **Good**

Work - Life

Intuitive/People	Practical/Tactical	Systemic/Conceptual
Assured	Image-Driven	Driven
Secure	Self-Assured	Persistent
Mindful	Experienced	Committed
Modest	Competent	Content
Unassuming	Inconsistent	Conflicted
Imperfect	Uncertain	Lost
Perfectionist	Disengaged	Hopeless
CLARITY/ATTENTION **Good/Inattentive**	CLARITY/ATTENTION **Clear/Attentive**	CLARITY/ATTENTION **Good/Over Attentive**
JUDGEMENT QUALITY **Good**	JUDGEMENT QUALITY **Very Good**	JUDGEMENT QUALITY **Good**

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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

SLOWER-PACED TASK-ORIENTED

FASTER-PACED TASK-ORIENTED

SLOWER-PACED PEOPLE-ORIENTED

FASTER-PACED PEOPLE-ORIENTED
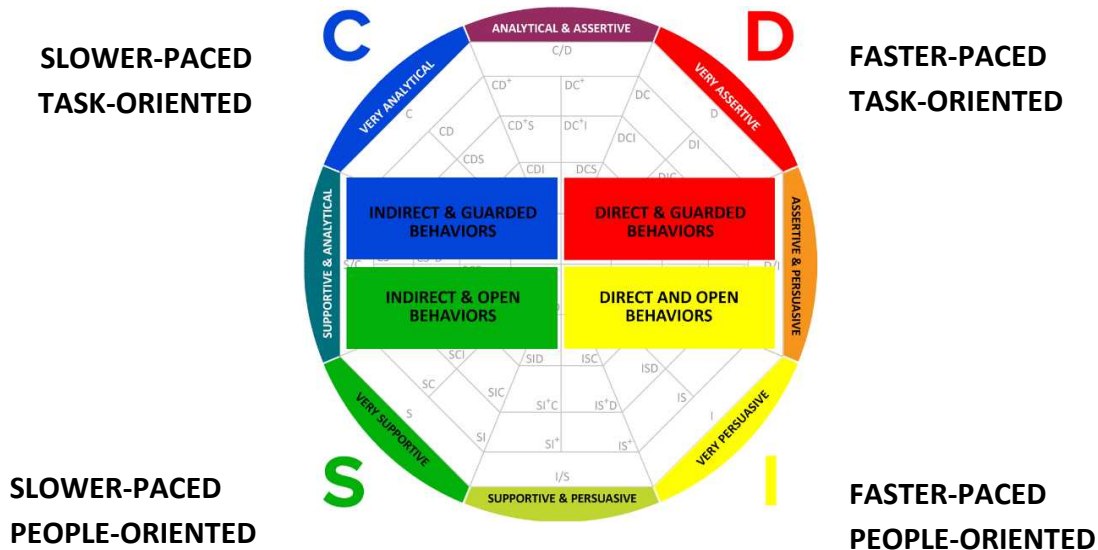
Behavioral Pattern View

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."

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

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

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

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

Very Outgoing & Persuasive, Very People Oriented, Quite Optimistic Outlook, Strong Communication Skills, Likes to have Variety in their day.
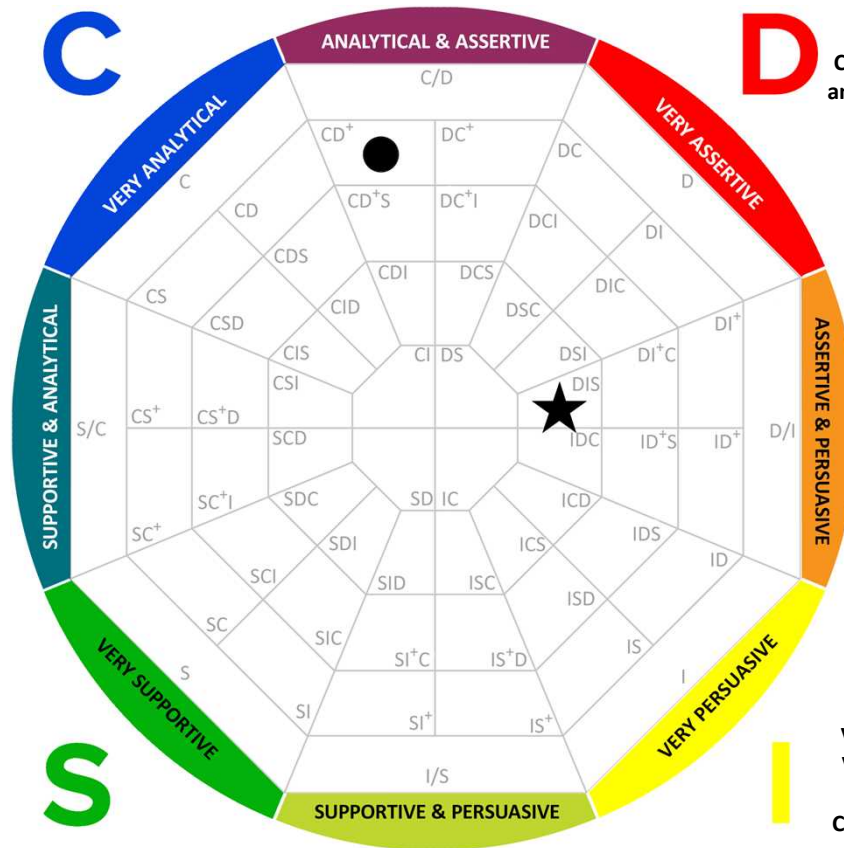
Supportive & Persuasive, Good Team Player, Creates Good Will & provides Good Customer Service.

● = Natural Behavioral Style

★ = Adapted Behavioral Style

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.

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.

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 make day-to-day operational decisions very quickly and easily. You put substantially more time, effort, and caution into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times, you may present yourself with "double-bind" situations: "damned if you do, and damned if you don't." You may reduce stress in these types of situations by seeking input from trusted advisors.

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.

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 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.

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.

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.

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	D Problems/Tasks	I People	S Pace or Environment	C 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

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

Natural

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

Communication Tips for Others

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

When Communicating with Sample, DO:
- Motivate and persuade Sample by pointing out objectives and expected results.
- Be specific about what's needed, and who is going to do it.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Give Sample time to verify the issues and potential outcomes.
- Do your homework, because Sample's homework will already be done.
- Beware of indecision, and be sure to keep the "data gate" open for more information.
- Give Sample the opportunity to express opinions and make some of the decisions.

When Communicating with Sample, DON'T:
- Whine about all of the work you have to do.
- Provide incomplete or unclear directions or instructions.
- Use unreliable evidence or testimonials.
- Try to develop "too close" a relationship, especially too quickly.
- 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.
- Leave things up in the air, or decide by chance.

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 are able to make decisions having the bottom-line in mind.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You tend to be a strong agent of change.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You are a very creative thinker and innovator.

Work Style Tendencies:

- You enjoy developing new systems and procedures to increase efficiency or quality control.
- You motivate others on the team with a sense of competition and urgency.
- You are motivated to be creative and tend to become bored with routine work.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.
- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.
- 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 an initiator of creative new ideas, and may be seen as an agent of change within an organization.

You Tend to Be Most Effective in Environments That Provide:

- Freedom from external pressure, while allowing for self-imposed pressure and urgency.
- Challenging assignments that are both detailed and wide in scope.
- Power and authority to make decisions and create change.
- Freedom to create in new and different ways.
- Support of some occasional vacillation in decisions or ideas.
- Opportunities for one to work alone, and to think things through.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.

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.
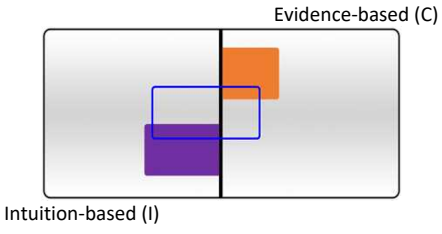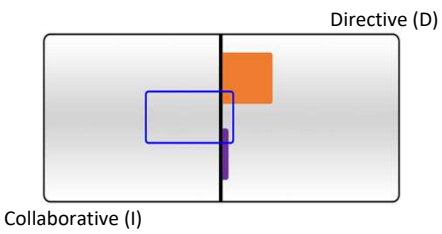
Behaviors	Natural	Adapted
Reasoning *How this individual uses evidence to think through and solve problems.*	**Evidence-based (C)**	**Intuition-based (I)**
Self-Reliance *How this individual works within a team.*	**Directive (D)**	**Situational**
Accuracy *How this individual focuses on correctness and exactness.*	**Precision (C)**	**Predictability (S)**
Personal Drive *How this individual's own goals move things forward.*	**Self-Driven (D)**	**Situational**
Careful Decision Making *How this individual approaches decisions and actions.*	**Situational**	**Situational**
Prioritizing *How this individual determines the order for dealing with items or tasks based on established rules and structure.*	**Situational**	**Results (D)**
Providing Instruction *How this individual dictates directions and expectations.*	**Situational**	**Directive & Compulsive (D)**
Customer & Team Interaction *How this individual engages with customers and stakeholders, internal and external.*	**Situational**	**Situational**
Change Resistance *How this individual resists engaging with change.*	**Drives Change (D)**	**Situational**
Work Process Alignment *How this individual focuses on process to follow through on work.*	**Accuracy (C)**	**Consistency (S)**
Building Rapport *How this individual focuses when interacting with others.*	**Results-Focused (D)**	**Situational**
Expressing Openness *How this individual is most comfortable expressing themselves.*	**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:**
1. **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
2. **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.
3. **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.

Evidence-based (C)

Intuition-based (I)

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 directively. 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.

Directive (D)

Collaborative (I)

Accuracy

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

Adapted (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome. You are likely to focus on risk-aversion when planning. Predictability and consistency are incredibly important when taking things from start to finish, but remember correctness is important too.

Precision (C)

Predictability (S)
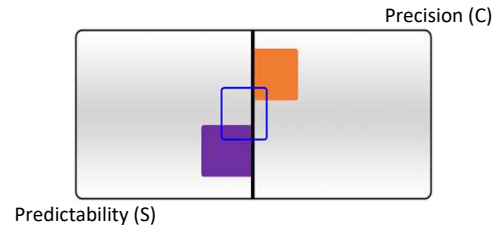
Personal Drive

Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

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

Self-Driven (D)

Others-driven (S)
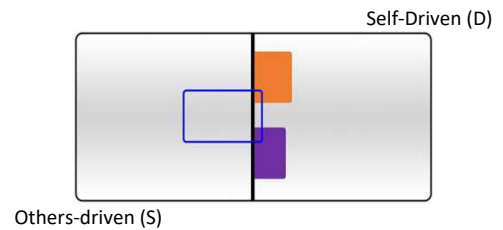
Careful Decision Making

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 (MOD): Consistent with natural style

Cautious (S)

Impulsive (I)
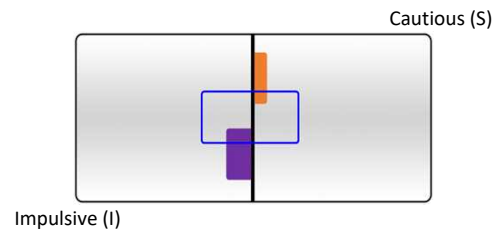
Prioritizing

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 (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

Rules (C)

Results (D)
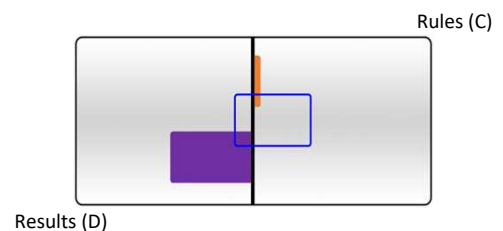
Providing Instruction

**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 (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

Directive & Compulsive (D)

Reserved & Detailed (C)
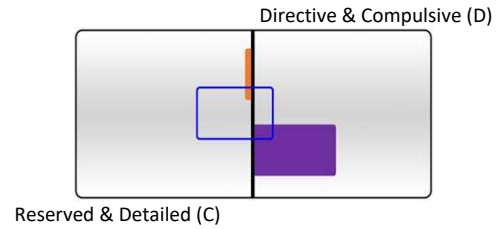
Customer & Team Interaction

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 (MOD): Consistent with natural style

Engaging (I)

Supporting (S)
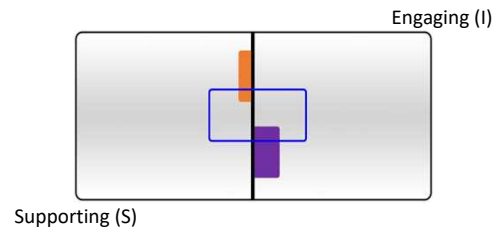
Change Resistance

Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

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

Reluctant to Change (S)

Drives Change (D)
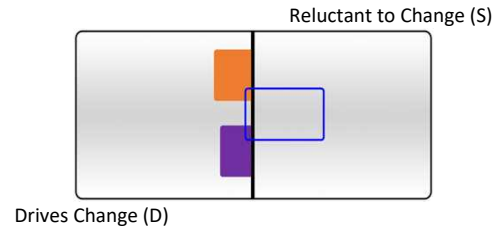
Work Process Alignment

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

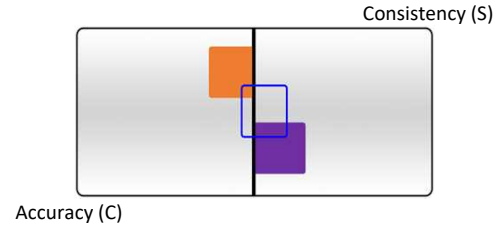**Adapted (HM):** Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace. You are likely to process information and follow through with consistency and predictability as your focus. Don't forget that accuracy is an important part of reliability and stability.

Consistency (S)

Accuracy (C)

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!

Relationships-Focused (I)

Results-Focused (D)
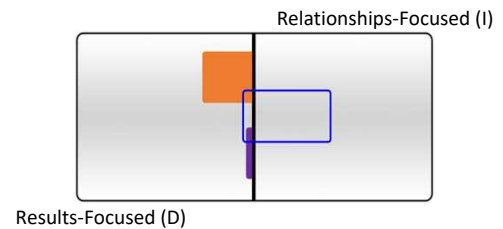
Expressing Openness

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.

Social (I)

Structural (C)
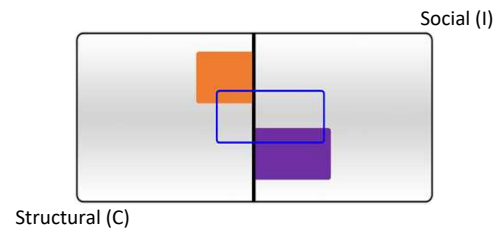
Motivators Style

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

Values	Score/Ranking		Percentile Score
Aesthetic	46	4	
Economic	48	7	
Individualistic	46	5	
Power	71	1	
Altruistic	38	2	
Regulatory	45	3	
Theoretical	53	6	

0%   25%   50%   75%   100%
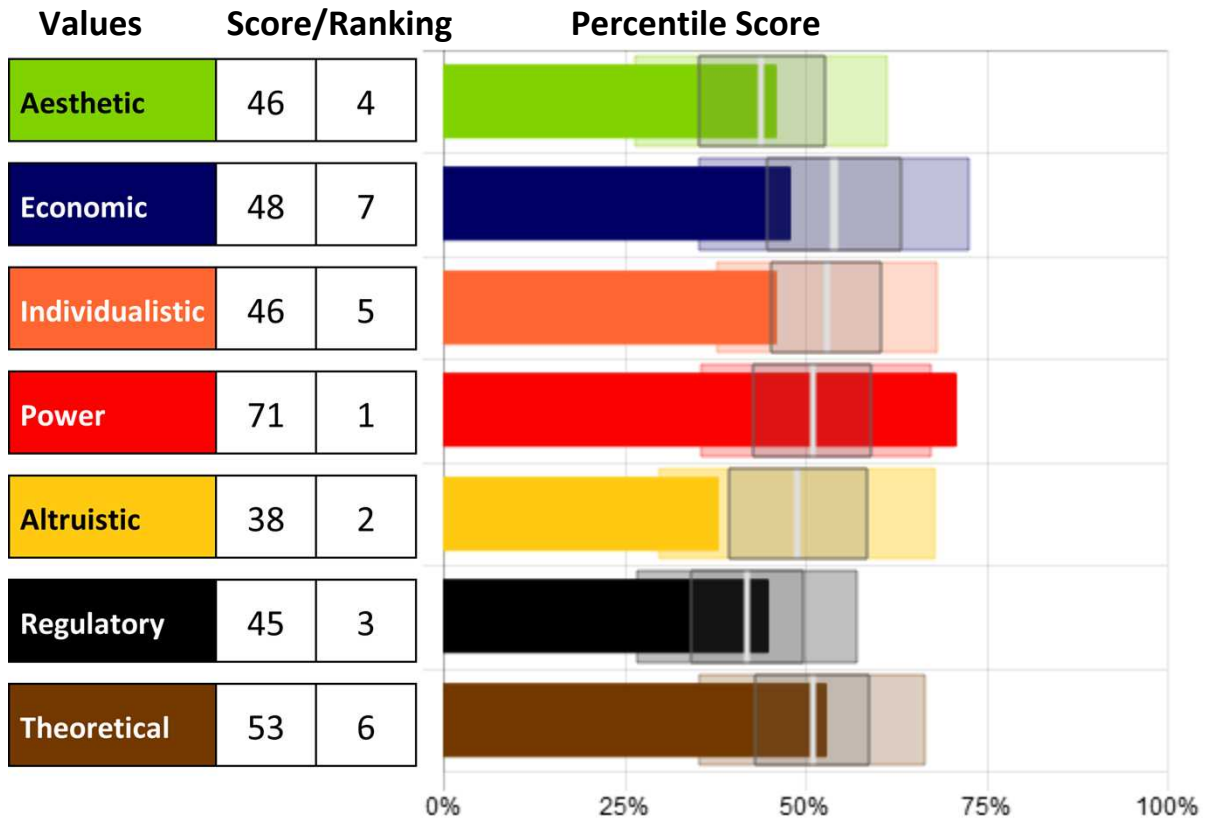
1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates 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.

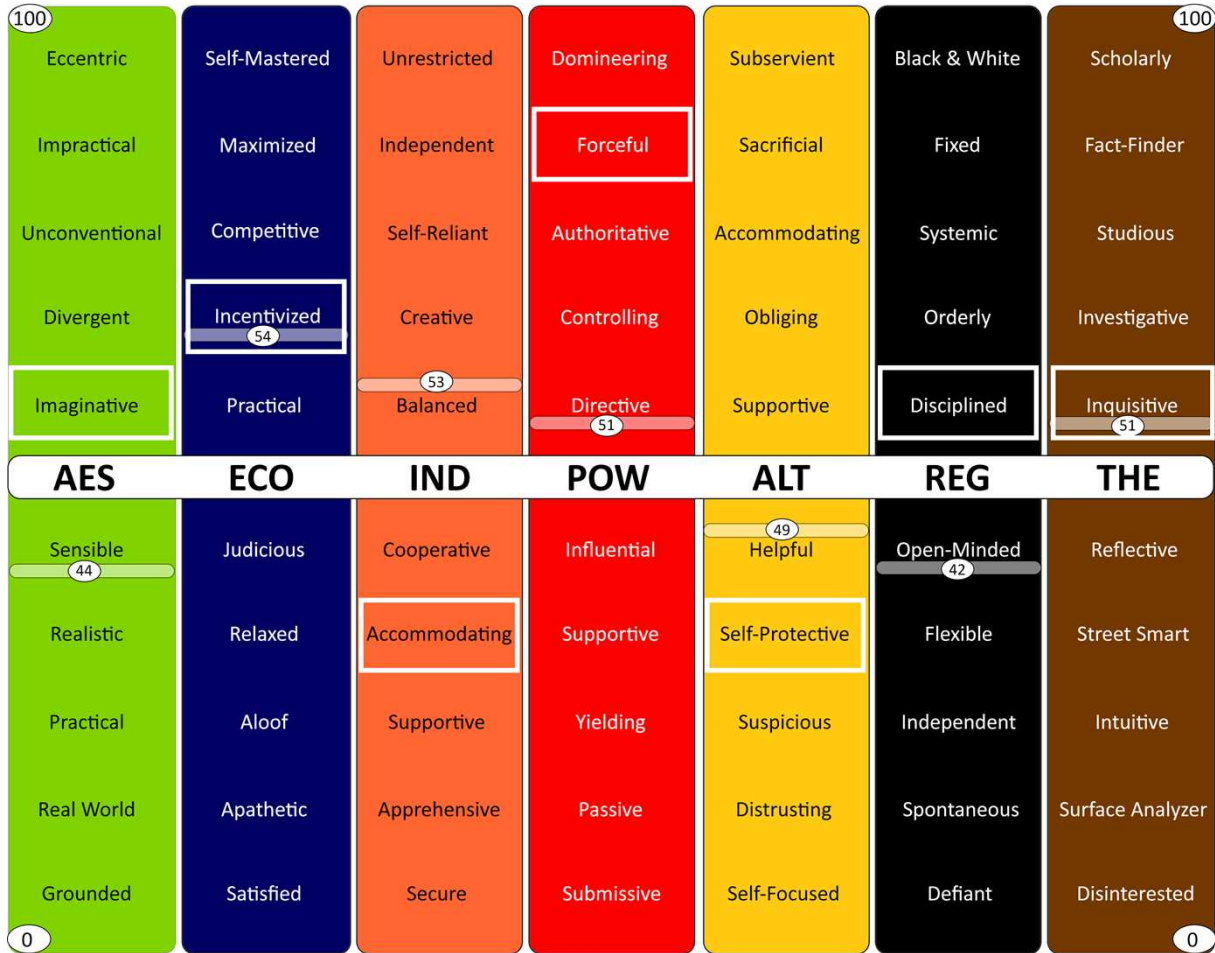3. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked 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.
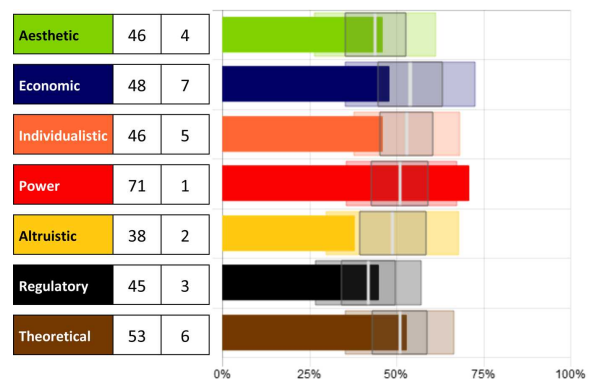
Sample's Motivator Word Matrix

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.

100 AES	ECO	IND	POW	ALT	REG	100 THE
Eccentric	Self-Mastered	Unrestricted	Domineering	Subservient	Black & White	Scholarly
Impractical	Maximized	Independent	**Forceful**	Sacrificial	Fixed	Fact-Finder
Unconventional	Competitive	Self-Reliant	Authoritative	Accommodating	Systemic	Studious
Divergent	**Incentivized** 54	Creative	Controlling	Obliging	Orderly	Investigative
Imaginative	Practical	Balanced 53	Directive 51	Supportive	**Disciplined**	**Inquisitive** 51

AES   ECO   IND   POW   ALT   REG   THE

AES	ECO	IND	POW	ALT 49	REG	THE
Sensible 44	Judicious	Cooperative	Influential	Helpful	Open-Minded 42	Reflective
Realistic	Relaxed	**Accommodating**	Supportive	**Self-Protective**	Flexible	Street Smart
Practical	Aloof	Supportive	Yielding	Suspicious	Independent	Intuitive
Real World	Apathetic	Apprehensive	Passive	Distrusting	Spontaneous	Surface Analyzer
Grounded 0	Satisfied	Secure	Submissive	Self-Focused	Defiant	Disinterested 0

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.

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

0%   25%   50%   75%   100%

HireSense

Your Aesthetic Motivator - Average

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6
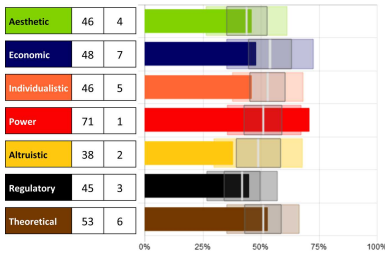
The Aesthetic Motivator: The drive for balance, harmony, and form. Creative, imaginative, artsy, mystical, and expressive, this style may redefine or resist real world approaches to current challenges.
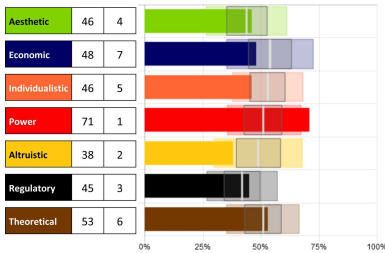
Universal Assets:
- You keep impractical and creative/mystical types grounded.
- You possess a healthy balance between style, purpose, and function.
- You can work well with others to create and transform.
- You work equally well with practical and imaginative, self-expressive types.

Learning Paths:
- You will participate in a variety of training and professional development efforts.
- You can develop both your soft skills and hard skills.
- You appreciate developing your soft skills and will care about emotional health.
- Your development should be equal parts method and meaning, not just a job.

Your Economic Motivator - Average

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

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.
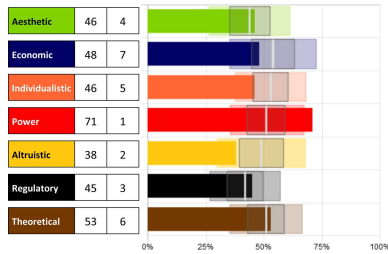
Universal Assets:
- You are not driven by monetary rewards and competitive frameworks.
- You may believe money is for spending on things you want.
- You score in a range that indicates a lower interest in gaining material wealth.
- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.

Learning Paths:
- You may prefer just hanging out and enjoying others rather than having to compete with them.
- You score like those who appreciate cooperation over competition.
- You may prefer team-oriented activities as opposed to the lone wolf approach.
- You come to a training or development function typically without a 'What's in it for me?' attitude.

Your Individualistic Motivator - Average

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

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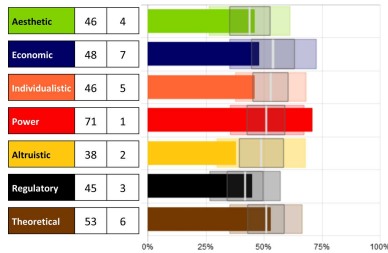
Universal Assets:
- You likely won't "hog the ball" when working with others.
- You'll likely prefer to be seen and not heard.
- You are not one to steal the spotlight or gain excessive recognition.
- You appreciate a team mentality and will think in terms of "we" as opposed to "me."

Learning Paths:
- You'll want to have self-time as opposed to always being in the forefront.
- You'll likely be self-disciplined when working with others and not easily distracted.
- You prefer group efforts as opposed to star roles.
- You'll prefer a group involvement to individual recognition.

Your Power Motivator - Very High

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

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 believe the skies the limit.
- You don't turn back: there's typically no Plan B with you.
- You may be looking for rewards and recognition for a job well done.
- You need signs of personal authority such as your name on your parking space.

Learning Paths:
- You'll create an environment that encourages others to follow you.
- You need a wide variety of powerful options available to you.
- You need hyper flexibility and freedom to create when learning new things.
- You could use a small group to lead and work with when in training.

Your Altruistic Motivator - Low

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6
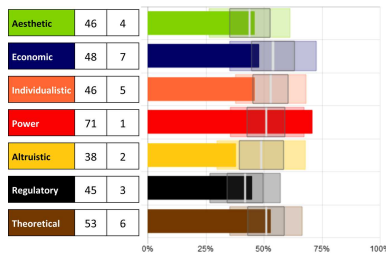
The Altruistic Motivator: The drive to help others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always; it may also be a reflection of low self-esteem.
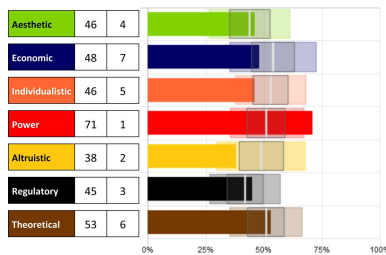
Universal Assets:
- You'll likely see certain people as a means to any given end.
- You may think in terms of you first and others last.
- You will protect your own turf at times and want to qualify people you don't know.
- You may survive, as opposed to thrive, in certain life and business situations.

Learning Paths:
- You may not enjoy cooperative learning activities as opposed to activities that require directing and controlling.
- You may likely be quiet and in the background when involved in training activities.
- Being forceful isn't bad, but sometimes it scares people if it's too strong.
- You may need to step back and realize your strength when working with passive types.

Your Regulatory Motivator - Average

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

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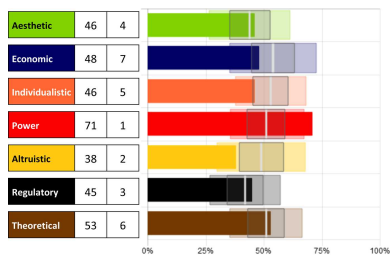
Universal Assets:
- You are generally in the middle when it comes to instructions, protocols, and having to do things a certain way.
- You can appreciate details to a point, but will likely not depend on them.
- You can challenge rules that do not make any sense to you.
- You may desire a more stable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

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

Your Theoretical Motivator - Average

Aesthetic	46	4
Economic	48	7
Individualistic	46	5
Power	71	1
Altruistic	38	2
Regulatory	45	3
Theoretical	53	6

0%   25%   50%   75%   100%

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:

- Your technical prowess will be limited to the things you love.
- You want to know why, but won't let it get in your way of getting things done.
- You are more of a broad-minded person and less a detailed person when it comes to finding out why.
- You will likely learn what you need to learn in order to get to the next step.

Learning Paths:

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

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 report, *we focus specifically on the WORLD view with three dimensions of thinking. While we do not cover the details of self-view directly,* it is influential in our processing and considered in your results.

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

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

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

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

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

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

Critical Thinking Score Key

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

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

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

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

Your Overall Critical Thinking Score is Good

Problem Solving

You will be very proactive and pay attention to the consequences of decisions to minimize risk. You will be logical in breaking down the source of a conflict or problem. Be careful not to spend too much time on the idea generating or evaluation of solution phase of problem solving. Be patient with the process, your need to act can sometimes push you to rush the process before a solution is ready to be implemented. Others may see you as competitive and distant when you do not listen to their ideas; be sure to ask for others opinions to gain support from others.

How You Take in Information

You will become an expert by being able to read new information ahead of time. You do better when you can answer the journalist questions of Who, What, How, Why and When of the process. You need time to conceptually think through the relationships and do better when logical ordered steps are given. You also do better when you take part in organizing the information and reflecting on what you have done. You need to be reminded of your progress or you may only see what has not been done. You work well with mentoring-type trainers that let you work through things and do not work as well with people who are too structured or micromanaging.

How You Sort Information

- You maintain a high personal standard of work quality
- You can project a confidence in what you do
- You are very proactive and anticipate the consequences of actions and outcomes well
- You can address other peoples' questions and objections in an organized and clear manner
- You can keep a conversation on track and help focus the outcome

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

Intuitive Thinking - Rating Level: Good

- You have a realistic, but also cautious view of people and situations. You can be with others and see and hear things from their perspective.
- You often show more respect than emotional concern.   Your caution may also cause you to be too critical of others at times, which can create self-fulfilling expectations, that is, if you anticipate potential problems and limits, you will find potential problems and limits.

Suggestions for Improvement

Keep your cautious approach in check so that you can remain open minded and be more objective in a critical thinking situation, especially if it involves other people or situations you have not had a good experience with. While your ability to keep a professional distance can be an asset, be sure you work hard not to let your first impressions stick in long-term relationships, especially if they are overly cautious or negative.

Practical Thinking - Rating Level: Excellent

- You are good at thinking on your feet, picking up on what is going on around you to size up the situation.
- You can provide an evaluative critique of what you observe by comparing, contrasting, and classifying what you see.
- You have a good sense of timing in the present and understand what tactics or actions need to be taken.
- You can prioritize what needs to be done to meet present expectations in a practical manner.
- You can pick up on how to do things quickly. Sometimes you can become so results focused in the present that you can lose sight of the bigger picture or larger outcome.

Suggestions for Improvement

You need to realize that many people cannot think on their feet as quickly as you do. They may not jump to action because they lack your experience.
Be sure to have patience and to clearly explain the steps in your thinking so that they understand what needs to be done. You may need to do more than just put out a fire, but step back and see how to prevent it from happening again.
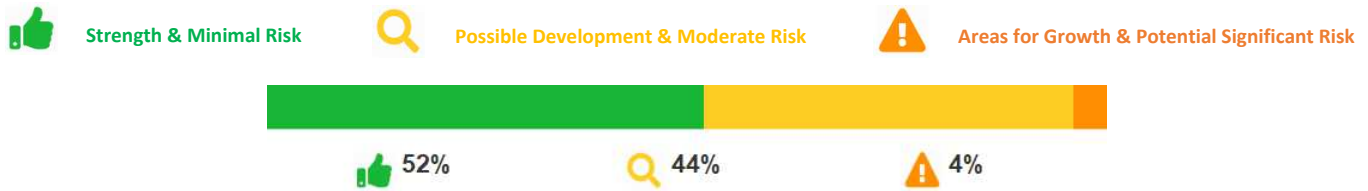
Systems Thinking - Rating Level: Good

- While you can see and appreciate the need for planning, analytical thinking, and creating a frame of reference between the past, present, and future, you may question it.
- You do not like working in a rigid environment where you are controlled by established patterns, rules, and authority. You may pick out inconsistencies in potential problems and solutions, but may not act on them with any sense of urgency. Hindsight is 20/20.
- You can become confused or disoriented when things do not go as planned or do not meet standards.

Suggestions for Improvement

Find ways to create order and routine in your world, and attempt to use prescriptive approaches to problem solving to make sure you consider all sides.

Summary of Critical Thinking

👍 **Strength & Minimal Risk**   🔍 **Possible Development & Moderate Risk**   ⚠️ **Areas for Growth & Potential Significant Risk**

👍 52%   🔍 44%   ⚠️ 4%

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

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

👍 Ownership of Problems

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) 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.

(For you) Interview Questions: 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.

- 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) Development Area: You may be going through a transition period and have difficulty setting goals that are realistic, attainable and rewarding. You may have become locked in on one idea and are attempting to follow it even though the present circumstance dictates otherwise.

(For you) Interview Questions: This individual may be at risk in this capacity because they either do not set goals or set goals that are unattainable and unfulfilling.

- How does the present position help them reach toward goals they have for themselves?
- What was one of the most challenging goals that this individual has set for themselves? What steps did they take to ensure that their goal became a reality? What setbacks did they have to overcome to make it happen? How much satisfaction did they feel after attaining their goal?
- You will want to find out what goals they have set for themselves in the next three to six years. How do they plan on making their goals a reality?

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

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

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

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

👍 Interpersonal Potential

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) 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.

(For you) Interview Questions: 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.

- 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

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.

(For individual) 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.

(For you) Interview Questions: 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.

- 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 was it. 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

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

🔍 Overall Problem-Solving Ability

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.

(For individual) 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.

(For you) Interview Questions: 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.

- 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

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.

(For individual) Development Area: You have the potential to become overly focused on completing what is in front of you in the moment without taking into account the big picture. You may obtain results, but you may miss out on big-picture thinking. You may jump in to do something in the present before thinking about the consequences of your actions. Your tendency toward action could lead you to miss out on the priority of things that need to be done and what order they need to be done in.

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

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

making them. Be sure that you get them to support their examples with work-specific experiences.

- What would a prior boss say about the timeliness and accuracy of their decision-making ability? What would the boss use to support their statements?

👍 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.

(For individual) Development Area: This is an area of strength for you.

(For you) 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

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.

(For individual) Development Area: This is an area of strength for you.

(For you) Interview Questions:

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

🔍 Self-Confidence

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.

(For individual) 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.

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

- This is a 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?

Behavioral and Motivational 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?

- Do you find that you are more practical or more eccentric in problem solving? Give an example.

- What do you consider a reasonable amount of time, resources or help for others? Give an example.

- What is best about teamwork and collaboration? Give an example.

- What kinds of things do you like to have control and influence over?

- How do you determine who you are willing to support and help when asked? 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?

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

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_____

Personal Reflection Cont.

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

_____

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_____

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

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

"...this DISC assessment has one of the highest Cronbach scores in the DISC marketplace."
"...we applaud your efforts at making Motivators reliable and valid.."
- 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.