



Candidate Profile and Interview Guide

John Sample

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

ZERORISK HRTM Inc.
A Subsidiary of International Risk Management Institute, Inc.

Four Keys To Interpreting the Report

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

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

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

4. It is not uncommon for some of the scores to match the desired benchmark range for a certain job, which results in a potential strength, while others do not match the desired range, which results in a potential weakness. In other words, the scores may sometimes seem to conflict. For example, a management candidate may be able to build strong relationships, but have an inability to assert themselves and lead others. Use the behavioral interview questions in the report, and/or in Chapter 8 of the User Manual, to help determine the candidate's overall competency level.

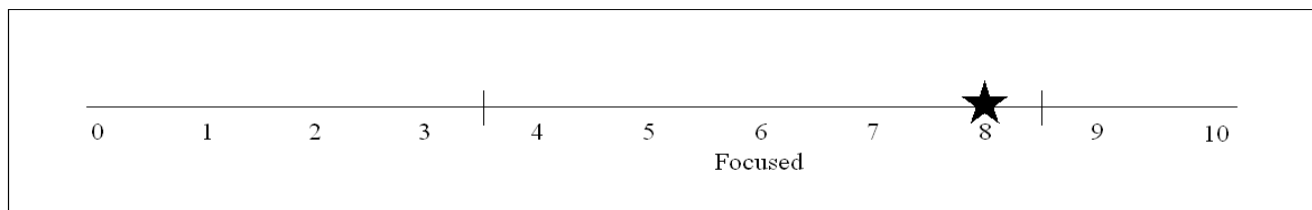
WARNING! You should not use this or any other test or profile as the sole basis for making a hiring decision (unless you have completed a validation study for the particular position in your company and the results are statistically significant). Consider all relevant factors regarding an applicant's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

ZERORISK HR, Inc.
12222 Merit Drive, Suite 1450
Dallas, TX 75251
972-687-9367

Intuition and Empathy

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

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



Candidate's Score: 8

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

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

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

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

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

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

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

BEHAVIORAL INTERVIEW QUESTIONS:

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

For a Manager Candidate:

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

WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

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

Notice: This is a sample report, only selected pages have been included. In addition to the Intuition & Empathy competency (people skills), the ZERORISK Hiring System® Profile will also provide information on the following emotional intelligence competencies.

- **Results Orientation & Decisiveness (energy and impatience)**
- **Adherence & Organization (rule-orientation)**
- **Types of Reasoning (analytical versus creative thinking)**
- **Self View (ability to handle rejection and criticism)**
- **Self Awareness (confidence and initiative)**
- **Self Expectations (work ethic)**
- **Attention Balance (stress tolerance)**