



### INTUITION & EMPATHY

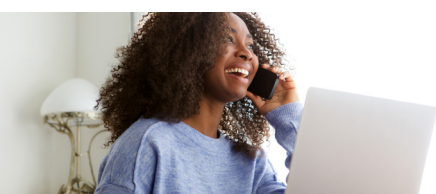
- 0-3** May be very direct and blunt in their communication style, especially when under stress or pressure.
- 4-5** May be direct and blunt in their communication style, especially when under stress or pressure.
- 6** Extremely aware of the unique needs and wants of others; very intuitive. Proficient in reading, evaluating, and connecting personally with people. Accurate in knowing when it is appropriate to be direct and when to be more sensitive when communicating with others.
- 7-8** Naturally aware of the unique needs and wants of others; gravitates toward connecting personally and building relationships.
- 9-10** Overly attentive to the unique needs and wants of others; as such, they may trust people too much, giving them the benefit of the doubt.

### DECISIVENESS

- 0-3** May have difficulty taking action and making decisions in areas that are new to them. They need time to respond to and adjust to change; also need time to act on new opportunities that they are unfamiliar with.
- 4-5** May be cautious about taking action, making decisions, responding to change, and acting on new opportunities, especially when information is new to them. They prefer to plan, organize, and think long term. Able to take action more quickly once they have assurances on the outcomes.
- 6** Clear, practical thinker, focused on finding efficiencies in producing tangible results. Their accurate social and political acumen helps them know what to say and do to get others to take action.
- 7-8** Likely has social and political acumen to know what to say and do in order to get results or move others to action. They have a lot of energy and can be somewhat impatient.
- 9-10** May be excessively attentive to the social, political, and practical aspects of business and people. They see everything and everyone through a practical, efficient, and calculated filter. They have a high level of energy and can be very impatient.

### ADHERENCE & ORGANIZATION

- 0-3** May be rebellious toward rules and absolutes being imposed on them. They have a strong need to express their individuality.
- 4-5** May be inattentive to black-and-white rules and absolutes. They may need to express their individuality or voice their opinion if they do not agree with the rules and processes being imposed upon them.
- 6** Very clear on the value of organization, rules, order, policies, and plans. They are open and receptive to considering new ideas. May be good consultants or trainers in their area of expertise.
- 7-8** Attentive to the value of organization, rules, order, policies, and plans. They have ideas and concepts about how things and other people should be, but are usually open to considering new ideas and concepts.
- 9-10** Excessively focused on organization, rules, order, policies, plans, and their ideal concepts of how they think people and processes should be. They can be dogmatic and inflexible in their beliefs.



## Need help or have questions?

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### SELF VIEW

- 0-3** Hard on themselves; can be defensive when faced with rejection and/or criticism of their work.
- 4-5** Sensitive enough to feel rejection or correction but resilient enough not to be decimated by it. They possess a healthy level of courage.
- 6** Aware of their personal worth; this results in courage, confidence, and resiliency. They may enjoy being a leader or part of the inner circle. Appreciate having their ideas and opinions solicited.
- 7-8** Very aware of their personal worth; this results in courage, confidence, resiliency, and being thick-skinned. They are motivated by being a leader and/or part of the inner circle of a team or department. They constantly want their ideas and opinions solicited by others.
- 9-10** Overly aware of their personal worth. They have courage, confidence, and resiliency, but may not clearly see where or when they are at fault or have made a mistake. They have an intense desire to be seen as the leader and have their ideas and opinions solicited and implemented.



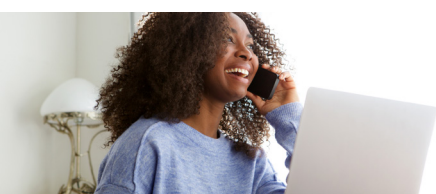
### SELF AWARENESS

- 0-3** Team-oriented with a low ego. May be extremely under-confident in new situations and might gravitate away from situations where they need to initiate, make things happen, or negotiate and persuade. They can be a perfectionist and very hard on themselves.
- 4-5** May not clearly see how and where they can influence outcomes; as a result, they may not always initiate or take action when required. Naturally team-oriented and motivated when seen as responsible and dependable.
- 6** Very self-aware with a clear understanding of how and where they can influence outcomes. This way of thinking manifests itself in confidence and accurate career choices.
- 7-8** Confident in their ability to perceive how and where they can influence outcomes. They are motivated by others when acknowledged for their accomplishments, challenged in their work, and given opportunities for advancement and more responsibility.
- 9-10** Enjoys recognition and is extremely confident and competitive. They have to win and be seen as competent, but they may overvalue their abilities and accomplishments. They are motivated when seen as important and given opportunities for advancement.



### SELF EXPECTATIONS

- 0-3** May be unclear about their future direction. This could stem from an inability to make job or career commitments, or they could currently be under major stress as a result of a career or life-stage change.
- 4-5** May be somewhat uncertain about their future direction. This could stem from an inability to make job or career commitments, or they could currently be under stress as a result of a career or life-stage change.
- 6** Able to think accurately and optimistically about their future direction. They know what they want to commit to and remain consistent.
- 7-8** Accurate self-concept and image. They are attentive to meeting their responsibilities and commitments. They are self-directed and motivated when seen as someone who fulfills commitments.
- 9-10** Internally driven and directed; they push to continually achieve their self-concept and commitments. They are goal-oriented and persistent. They may be obsessive about fulfilling their commitments, sometimes to such a degree that they have a poor work/life balance.



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## TYPES OF REASONING

- A-C** An analytical, linear, and logical thinker. They communicate and solve problems using this linear logic.
- D-F** An intuitive thinker and communicator. They appreciate some variety in their work.
- G-K** An unconventional, outside-the-box thinker and communicator. They enjoy variety and the opportunity to think creatively in their role, but may dislike organized routines.



## ATTENTION BALANCE

- 0.3** Inner-directed; they think more clearly about themselves than others. May work best in roles where individual performance is rewarded and when they have periods in the day when they only have to focus on their priorities and responsibilities.
- 0.7-1.7** Balanced in their ability to focus on others as well as themselves. They can juggle their focus between other people's needs and interests as well as their own.
- 3.0** Outer directed; they think more clearly about others before themselves. They may have a tendency to internalize stress and/or attend to the needs of others before their own.

## NOTES:

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