



ZERORISK
Hiring System

JOHN SAMPLE
POSITION: ASSOCIATE



INTUITION & 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.



STRENGTHS

Attentive to others' interests; enjoys being around other people; gives others the benefit of the doubt; trusting; invests in building strong relationships.



WEAKNESSES

May be too trusting at times and even gullible. May give people the benefit of the doubt. May be too sensitive to the feelings and opinions of other people; wants to avoid causing pain to others.



BEST WORKING ENVIRONMENT

One where they are protected from harsh managers, coworkers, and those who have a more direct and/or combative communication style. An environment where interpersonal interaction is a necessity, and there is a clear focus on employee engagement.



DECISIVENESS

Focusing on the relative, comparative aspects of things and people. The ability to see practical differences, political means, how to get people into action. Attention to how things change and compare. Ability and desire to see things through to get results. Political and practical orientation (what works).

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Risk Averse

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Risk Taker



STRENGTHS

Somewhat cautious in unfamiliar or new business situations; prefers to gather all the facts before making decisions; not easily persuaded; not politically motivated; able to stay focused on detail; will be more decisive and more deliberate in making decisions in situations they have experienced before.



WEAKNESSES

Can be somewhat indecisive in unfamiliar business situations; needs time to become supportive of new ideas or processes; needs assurance that new approaches and processes will work before fully adopting them.



BEST WORKING ENVIRONMENT

This person will be more comfortable in an environment where internal systems and processes are already in place. They will be at their best where there is minimal change, no surprises, and few political dynamics.



ADHERENCE & ORGANIZATION

Focusing on the absolute, black and white nature of things. The ability to plan, structure, and analyze ideas. Attention to rules, order, agendas, strict logic, contracts, and structured plans. Ability and desire to submit to rules, policies, and processes. Tendencies toward preset ideas, standards, and systems.

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STRENGTHS

Planner; organizer; deadline-oriented; problem solver; passionate about what they believe in. Benefits from rules and processes; likes things to be clearly defined and will push for order and logic. Can be patient with processes and complex problems. Can be flexible and accepting of new rules when not surprised by them and given time to accept them.



WEAKNESSES

May be stubborn or too focused on the importance of rules, clear definitions, or doing things the way they think it needs to be done. May prejudge another person's effectiveness when that person does not meet certain minimum standards. May have a difficult time being spontaneous and may resist change when surprised by it.



BEST WORKING ENVIRONMENT

An environment providing a clearly defined company mission and purpose, an organizational chart, and clearly defined job responsibilities. They work best when provided with clear task definitions and processes. They work well with deadlines and prefer a consistent and predictable setting.



SELF VIEW

Focusing on the candidate's unique, individual, internal self. One's attention to his/her own feelings, opinions, and inner-value. One's imagination, passion, and spiritual attentiveness. One's ability to handle rejection, get up after repeated failures, and inner courage. Desire to be included just because of who he/she is.

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STRENGTHS

Team player; grateful for opportunities; driven to achieve; may feel they need to work extra hard to prove their worth in the eyes of their manager and teammates. May appear either very fragile or very strong and resilient. May be fearful of failure; and may be a perfectionist. Often makes sacrifices for the sake of the team, company, or others.



WEAKNESSES

Very sensitive on the inside. Can be defensive when faced with rejection and/or critique; takes criticism personally; will avoid situations where they may be rejected or confronted; may overreact to criticism or challenges; either cannot win or cannot lose.



BEST WORKING ENVIRONMENT

One where they do not have to defend themselves or be in situations where they may be confronted or rejected personally.



SELF AWARENESS

Focusing on the abilities and characteristics of the candidate. One's attention to how he/she compares, is viewed by others, and presents him/herself. One's own sense of competence and tendency to do good work. One's own desire for recognition, for accolades, and a need to win. Tendencies towards being energetic, involved, and fun-loving.



STRENGTHS

Will initiate action; naturally confident and willing to compete. Motivated by individual recognition and are very attentive to how they appear to others.



WEAKNESSES

May be too hands-on. Could be overly focused on their individual contributions and too attentive to status and recognition. This individual may compete with their peers and may be defensive when challenged.



BEST WORKING ENVIRONMENT

Performs best in a place where work can be fun, where initiative is rewarded, where one's efforts are recognized, where sociability and social confidence are needed, and in organizations with high status or cultural significance.



SELF EXPECTATIONS

Focusing on the candidate's own rules, principles, and goals. One's attention to personal goals, commitments, and expectations. One's own values, principles, and non-violatable rules. One's self-definition, self expectations, and standards of self-judgment. Tendencies towards openness or stubbornness, courage or fear, drivenness or lack of direction.



STRENGTHS

Highly motivated to be viewed as responsible, reliable, and trustworthy in the eyes of coworkers and their manager; self-directed; strong sense of personal duty and purpose; somewhat sensitive to correction when trying to do the right thing; confident in their area of expertise.



WEAKNESSES

May have a false image of themselves (either better or worse than they actually are); can be stubborn when they believe they are doing the right thing. May be too focused on doing things exactly right or according to their own high standards.



BEST WORKING ENVIRONMENT

Because this thinking orientation drives them to be self-directing, self-policing, and self-judging, the environment must be one where the company's values and principles match those of the individual. This ranges all the way from what kinds of products or services the company provides to how management treats the employees.



TYPES OF REASONING

Focusing on the different types of reasoning and ways of being logical. The tendency to think in definable, correct steps or less defined patterns. The need to have one's process of thinking be as "right" as the conclusion. The ability to work with routine or be unable to do routine work. The need to bring creative, novel thinking to one's work.



STRENGTHS



A score of "D" indicates the Adherence and Organization thinking is intuitive and optimistic. This individual is able to follow an intuitive line of reasoning while bringing a positive, optimistic orientation toward rules, order, policies, and logic. They are not as concerned with the "rightness" of their process of thinking as much as with finding the best solution or application.

WEAKNESSES



This individual may struggle in roles that are too black-and-white or that rely only on structure or process.

BEST WORKING ENVIRONMENT



An environment and role that taps into intuitive and results-focused decision-making.



ATTENTION BALANCE

The ability to balance one's own concerns with others' concerns. One's willingness and ability to function effectively under stress. The balance between one's own perspectives and those of others.



STRENGTHS

This individual is equally comfortable dealing with matters important to others and important to themselves. This balanced thinking essentially indicates that they have the ability and tendency to juggle their own interests with those of others.



WEAKNESSES

May be drained of energy by consistently focusing their attention on others' needs, and/or leading others who aren't as self-directed.



BEST WORKING ENVIRONMENT

This type of thinker will respond best to a management style that balances self-management with managerial boundaries, direction and guidance.

The following interview questions are written with your candidate's scores and role in mind. Choose at least one question from each section to ask during the interview. Pay close attention to the candidate's answers in areas where they are out of range based on their EQ Job Fit report.



INTUITION & EMPATHY

Interview Questions:

1. "Tell me how your ability to build relationships with coworkers has helped you in the past, and then give me an example of how it got in your way."

2. "Give me an example of a time when you were too trusting or had too much faith in a coworker in a critical situation. How did that work out?"

3. "Tell me about a time when you worked with someone who was too blunt/direct in their approach with you. What did you do? Did your communication with that person improve?"

4. "Describe the worst manager under whom you have worked. What traits did you observe in that person?"

LOOK FOR:

- Personal honesty about being too sympathetic and attentive to others' feelings
- Does this candidate's view of team orientation fit the role and culture?
- Will this candidate's communication style be compatible with the manager for this role?



DECISIVENESS

Interview Questions:

1. "Give me an example of a time when you had to make an important business decision or take a critical action before you'd gathered all the facts. What was the situation and what did you do?"

2. "Tell me about a time when you had to make a judgment call on how to handle a work situation where there were no guidelines and quick thinking was required. What was the situation, how did you handle it, and what was the outcome?"

3. "Give me an example of a work situation where things began to change, or the planned deadline was put in jeopardy. Describe what happened and what you did."

4. "Tell me about a time when you had to work with or communicate with multiple groups of people for one project. How did you handle the different personalities and the needs of the different groups?"

LOOK FOR:

- Is this candidate too cautious and risk-averse for this position?
- Is this candidate able to make critical business decisions and take decisive action when needed?
- Does your company culture require more political skills than this candidate is comfortable with?



ADHERENCE & ORGANIZATION

Interview Questions:

1. "Describe a time when a new rule or policy was handed down that decreased your effectiveness. How did you handle that situation?"

2. "Give an example of a time when there was a decision to be made and procedures were not in place. Describe how you handled that situation and what the outcome was."

3. "Tell me about a time when you resolved a difficult situation by finding common ground."

4. "Tell me about the most unpredictable environment you have recently worked in. What made it challenging for you?"

LOOK FOR:

- Personal honesty about their tendency to think in black-and-white terms and overly focus on rules, logic, data, or processes.
- Will this candidate be too opinionated to work in your environment?
- Can this candidate function effectively if your environment is constantly changing or unpredictable?



SELF VIEW

Interview Questions:

1. "Tell me about a project that was successful because of your contributions and abilities. How much did you contribute compared to others who were involved?"

2. "Give me an example of a time when you avoided trying something because you were afraid you might not achieve your objective."

3. "Describe a time when you had to exhibit an unusually high level of courage and/or thick skin to work through a difficult business situation. How did you feel afterward?"

4. "Give me an example of a time when your feelings were hurt by a colleague. How did you recover?"

LOOK FOR:

- Can this candidate realistically assess their own accomplishments and contributions?
- How sensitive is this candidate? Are they too sensitive to work in your environment?
- How resilient is this candidate when facing criticism, rejection, or possible failure?
- Does this candidate have the required courage or thick skin for this role in your organization?



SELF AWARENESS

Interview Questions:

1. "Give me an example of a time when you had to promote one of your abilities or accomplishments. Explain the situation, the person you were dealing with, and the outcome."

2. "Tell me about a time when you received recognition for your contribution to the success of a project or achievement of a goal. How did that make you feel?"

3. "Give me an example of a time when you did not receive proper credit for your ideas or accomplishments. Tell me about it. What did you do to get the credit you felt you deserved?"

4. "Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you."

LOOK FOR:

- Is this candidate at ease talking about their abilities and accomplishments?
- How much individual recognition does this candidate need to stay motivated?
- Will this candidate share credit with other team members?



SELF EXPECTATIONS

Interview Questions:

1. "Please tell me how this particular position and our company fit into your current career goals."

2. "Tell me about a time when you were unable to meet a deadline or achieve a goal. What action did you take to ensure it did not happen again?"

3. "Give me an example a time when you went 'beyond the call of duty' and exceeded the requirements or expectations of your manager."

4. "Give me an example of a time when you set an unrealistic goal or expectation for yourself or your coworkers."

LOOK FOR:

- Are this candidate's goals reasonable? Do they match the goals of your organization fairly closely?
- Will this candidate be happy over the long term?
- How self-demanding is this candidate? How demanding of others will they be?



STYLE SCORE: TYPES OF REASONING INTUITIVE

Interview Questions:

1. "Give me an example of a time when you thought outside the box and provided a novel solution to a business problem."

2. "Some people consider themselves to be 'big-picture people' and others are 'detail-oriented.' Which are you? Give an example of a time when you displayed this characteristic in a previous role."

3. "Give a specific example of a time when you used good judgment and logic to solve a problem."

4. "In your current or previous position, how much of your role required doing routine tasks? What tasks did you like most and which ones did you like least and why?"

LOOK FOR:

- Confirmation that they use intuitive thinking to generate novel and creative business solutions.
- Will this candidate be able to think analytically and logically when required?



STYLE SCORE: ATTENTION BALANCE BALANCED

Interview Questions:

1. "Give me an example of a time when you were under extreme job pressure and describe how you handled it."

2. "When was the last time you were in a crisis at work? What was the situation? How did you react?"

3. "Give me an example of a time when you had to focus on helping a teammate or your manager. How did this affect your ability to stay on top of your tasks and responsibilities? What was the outcome?"

4. "Tell us about some demanding situations in which you remained calm and composed."

LOOK FOR:

- Does this candidate's view of team orientation fit with the team they will work with?
- Will this candidate be a fit for the management style they will be reporting to?

Use the information below to guide you on what to look for in the candidate's resume, and to help you determine which questions to ask references. Pay close attention to areas where the candidate is out of range based on their EQ Job Fit report.

RESUME REVIEW

REFERENCE QUESTION

INTUITION & EMPATHY

Has this candidate mainly worked in roles that required and used their people-centeredness and relationship-building skills? Did this person leave roles where they had to be too direct and/or less accommodating with people?

"Did you ever see their focus on relationship-building get in the way of business effectiveness? Did you ever see them take criticism personally to such a degree that they were unable to be effective?"

DECISIVENESS

Has this candidate worked mainly in roles where they functioned as part of a system that produced results, rather than having to make things happen individually?

"Did this person struggle when the situation called for them to be decisive and take action before they had all the facts? Did they have a tendency to be less effective in situations that changed quickly and were unpredictable?"

ADHERENCE & ORGANIZATION

Look for quantifiable accomplishments with past employers. Are they likely to have gained some of the skills, knowledge, and competencies related to the role?

"Did you ever see examples of this person being too rigid or overly focused on their own ideas of how things should be or how people should act?"

SELF VIEW

Has this candidate worked mainly in positions where they did not have to face business rejection or criticism from their manager?

"Was this person so sensitive to criticism and/or rejection that they had difficulty performing in the role? Did they have problems with coworkers or their manager when challenged or confronted?"

Use the information below to guide you on what to look for in the candidate's resume, and to help you determine which questions to ask references. Pay close attention to areas where the candidate is out of range based on their EQ Job Fit report.

RESUME REVIEW

REFERENCE QUESTION

**SELF AWARENESS**

Has this candidate worked mainly in roles where they received recognition for their individual contributions?

"Did this person frequently seem to be looking for individual recognition to stay motivated?"

**SELF EXPECTATIONS**

Has this candidate mainly worked in roles that required little supervision and that gave them a lot of responsibility?

"Did you ever see evidence that this person is too hard on themselves or on those they work with? If you did see this, how did it affect their work and/or their relationships with teammates?"

**TYPES OF REASONING**

Check to see if this candidate has held previous roles that required intuitive and creative thought for their responsibilities.

"Was this person able to think analytically and logically for business solutions when the situation called for it?"

**ATTENTION BALANCE**

Has this candidate mainly worked in roles that balanced self-management with managerial boundaries, direction and guidance?

"Has this person shown that they can juggle their own tasks and responsibilities while assisting others on the team?"