



Workforce Tomorrow

Emotional Intelligence Research Initiative

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Emotional Intelligence Report

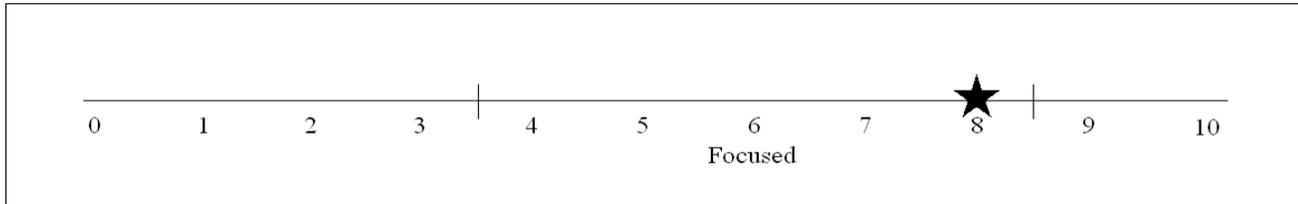
John Sample

Position: Sales

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



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?"

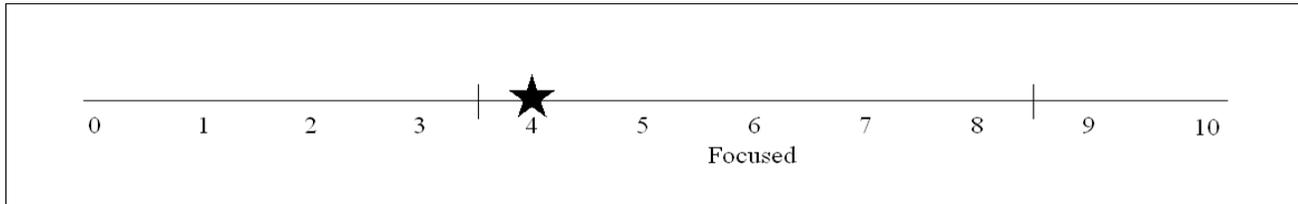
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

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?

Results Orientation and 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)



LIKELY STRENGTHS: Somewhat cautious in situations that they are new to or not familiar with; prefers to gather all of the facts first before making decisions within those situations they have not dealt with before; not easily persuaded; not politically oriented; able to stay focused on attention to detail; will be more decisive and more deliberate in making decisions in those situations they have experience in dealing with or have dealt with before.

STRENGTHS DETERMINED BY OTHER ORIENTATIONS: Careful maintainer of processes, rules, and reasons; able to be consistent and predictable; can be very supportive and loyal; able to focus on ideas and not become distracted by things happening around them; able to stay on course regardless of changes or interruptions; strategic planner and thinker.

POTENTIAL WEAKNESSES: Can be somewhat indecisive in new situations or in those situations they have little experience in dealing with; needs time to be supportive of new ideas or ventures and will need assurances the new approach will work. If their score in Self Awareness is below 6, they will be risk-averse and may not be as effective where it is necessary to think on their feet in unpredictable or new situations. They can lack aggressiveness or assertiveness. If their score in Self Awareness is 6 or greater, the strengths in that section can compensate for these potential weaknesses.

BEST WORKING ENVIRONMENT: This candidate will be more comfortable in an environment where systems and processes are in place. If their score in Self Awareness is below 6, they will require an environment where there is minimal change, no surprises, no political savvy is required, and there are few political dynamics in the organization. If their score in Self Awareness is 6 or greater, their internal confidence and energy that comes from that score will allow them to be more aggressive and adjust to change or political dynamics more easily.

RÉSUMÉ: Has this candidate worked predominately in roles where he or she did not have to make things happen as much as be part of a system that when properly maintained produced results?

REFERENCES: " _____ seems to be a cautious decision-maker and therefore may delay making decisions. Did you find _____ to be this way? Did they struggle when the situation called for them to be decisive? Did they have a tendency to not be effective in situations where tact and political sensitivity was necessary?"

BEHAVIORAL INTERVIEW QUESTIONS:

1. "Give me an example when you had to make an important decision or take a critical action before having all the facts. What was the situation and what did you do?"
2. "Sometimes people are too averse to taking action when they are not exactly sure what the final outcome will be. Give me an example of how you've approached someone like this and what you did when you were working with them."
3. "Describe a time when you were very successful in stopping a decision from being made before everyone was included or before things were well thought out. What were the critical issues, and how did the situation turn out?"
4. "Give me an example of a situation (or project) when things began to change significantly or the planned schedule/deadline was put in jeopardy. What did you do?"
5. "Describe the best boss under whom you have worked. What were the key attributes that you observed in that individual?"

For a Manager Candidate:

6. "Many times managers are very focused on their people getting results. Give me an example of when you encouraged a person under your direction to take critical action."
7. "A lot of books have been written about how managers need to be politically adept and good at playing the corporate game. Tell me about a situation when you had to play the corporate game to achieve a desired result."

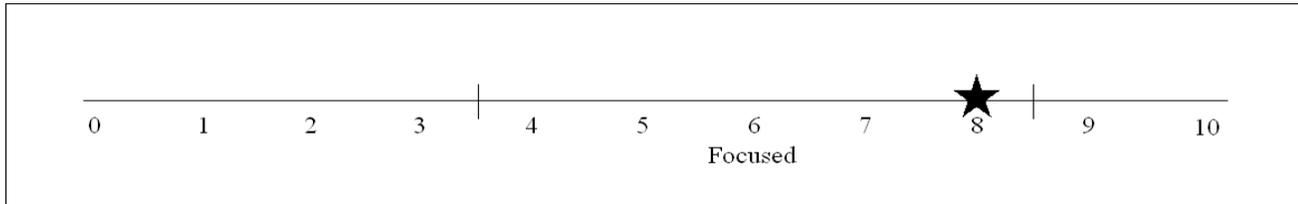
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being cautious and skeptical in the face of someone trying to persuade them.
2. Is the candidate too cautious and risk-averse for this position?
3. Is this candidate able to make critical decisions and take action when needed?
4. Does your company require more political skills inside or outside its business than this candidate is comfortable with?
5. Will this candidate respect their new boss in your company based on their answers to question 5?
6. In a leadership role, can this candidate motivate others into action?

Adherence and 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



LIKELY STRENGTHS: Planner; organizer; proactive; consistent; 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. Very flexible and accepting of new rules when not surprised by them and given time to accept them.

POTENTIAL WEAKNESSES: Could be stubborn or too focused on the importance of rules, clear definition, or doing things the way they think they need to be done. Also may prejudice another person's effectiveness when that person does not meet certain minimum standards. May have a difficult time being spontaneous and will resist change when surprised by it. If their score in either Results Orientation & Decisiveness or Self Awareness is 6 or greater, then these weaknesses may be minimized.

BEST WORKING ENVIRONMENT: An environment providing a clearly defined company mission and purpose, an organizational chart, and clearly defined job responsibilities. They will work best when tasks have clear definition with beginnings and endings. They work well with deadlines. They prefer to work where things are consistent and predictable. They may struggle some in an environment that presents constant chaos and change if their score in Results Orientation & Decisiveness is less than 6.

RÉSUMÉ: Avoid being impressed with the status of the schools this person went to, the companies they worked for, or the positions they held. Focus on what the person has actually accomplished.

REFERENCES: "We have been led to believe that _____ is oriented toward planning, processes, and organizing thoughts. Sometimes this ability shows itself in the person appearing to be too rules-oriented or judgmental. 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?"

BEHAVIORAL INTERVIEW QUESTIONS:

1. "Describe a time when a new rule or policy was handed down that decreased your effectiveness to get a task or a project completed. How did you handle that situation?"
2. "Often people in organizations are too focused on just getting things done and they skip the processes requiring careful thought. Can you think of a situation you've been in where a colleague or superior was ready to take action before things had been properly planned or thought through? Describe how you dealt with that situation."
3. "We have all had to work with people who share different opinions on matters than us. Give me an example of a person or group who disagreed with you on a key issue and how you addressed the situation."
4. "Tell me about the most changing or unpredictable environment you have recently worked in. What made it so challenging to you?"

For a Manager Candidate:

5. "Give me an example when someone on your staff repeatedly didn't follow policies or procedures. What did you do?"
6. "As a manager, give me an example when you have helped a direct report be better organized. How did it turn out?"

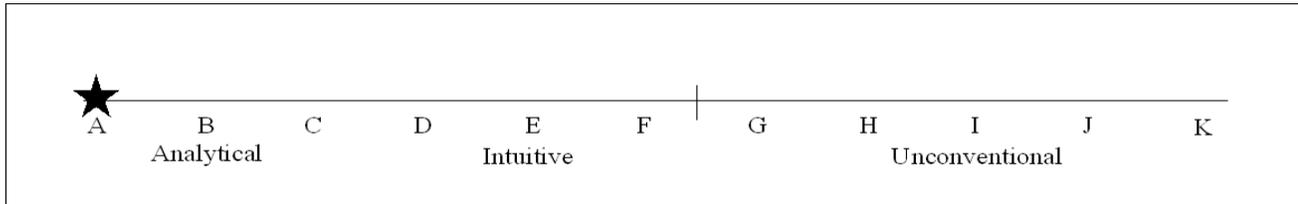
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being black-and-white in their thinking and sometimes too focused on rules, logic, data, or processes.
2. Will this candidate be too strongly opinionated to work in your environment (question 3)?
3. Will this candidate function effectively if your environment is constantly changing or possibly unpredictable?
4. How clearly can this candidate communicate directions to his or her people?

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



A score of "A" indicates the Adherence and Organization thinking is clear and optimistic. This enables the candidate to follow a consistent, linear type of reasoning, while bringing a positive, optimistic orientation toward rules, order, policies, and logic. This person processes logic in a conventional manner, demanding that things make sense by following a logical A - B - C process. They will need both the conclusions and the process of arriving at the conclusions to make sense.

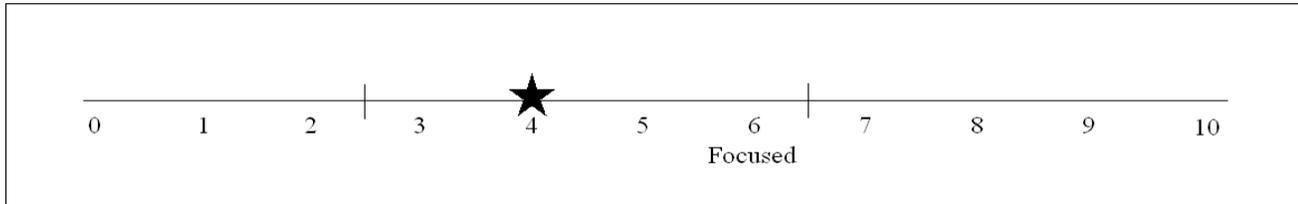
BEHAVIORAL INTERVIEW QUESTIONS:

1. "Can you think of a recent situation where you were required to use analytic thinking? Tell me what was involved."
2. "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 the least and why?"
3. "Can you think of a situation in which an innovative course of action was needed? What did you do in this situation?"

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



CHARACTERISTIC BEHAVIOR: This is the most common perspective of all people. These people are generally sensitive on the inside to the extent that they feel rejection, however, they learn from it and are not often overcome by it. They often will work hard to prove themselves worthy but are strong enough that they are able to bounce back when they fail or when they face rejection.

POTENTIAL STRENGTHS DETERMINED BY OTHER ORIENTATIONS: A good team player; grateful for opportunities; tries hard; driven to achieve; driven to win; often makes sacrifices for the sake of the team, company, or others.

POTENTIAL WEAKNESSES: Can be defensive at times; self-perfectionist; can take criticism personally at times; may avoid situations where they may be rejected or confronted; and may be discouraged by constant rejection and/or criticism.

BEST WORKING ENVIRONMENT: This thinking orientation is so common that it is seen in almost every context, in every type of environment.

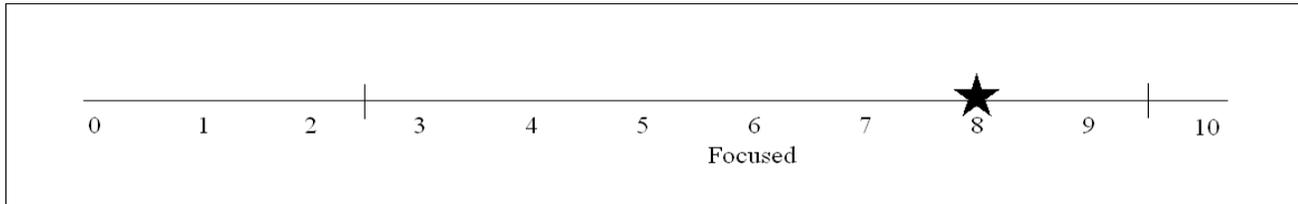
REFERENCES: "Was _____ so sensitive to criticism that others treated them with special care or gave them special leeway? Did _____ have trouble working with people who challenged or confronted them?"

BEHAVIORAL INTERVIEW QUESTIONS: Because this orientation is so common and is seen in people in every aspect of business, it does not present particular "job-fitting" clues. When candidates have this score, look to other areas of this report for guidance.

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



CHARACTERISTIC BEHAVIOR: Moderately accurate self-assessment of their skills, abilities, and interests. They are naturally confident and willing to compete with others and take on challenges. They desire recognition and are very attentive to how they appear to others. Candidates with this orientation tend to perform very well in interviews because they exude confidence and make a good first impression. Look past the person's confident demeanor, including ways of putting you at ease and ability to promote themselves. Evaluate their true abilities, and focus in on their actual accomplishments.

POTENTIAL WEAKNESSES: This orientation may lead the person to be too hands-on. They may also be overly focused on their individual contributions and too attentive to status and recognition. The candidate is likely to compete with their peers and may be defensive when challenged.

BEST WORKING ENVIRONMENT: Performs best in a place where work can be fun, where recognition and self-initiative are rewarded, where one's efforts are recognized, where sociability and social confidence are needed, and in companies and organizations of high status or cultural significance.

RÉSUMÉ: Check to see if this person has hopped from job to job, not staying with one position for a long time. Did they predominately work in roles where they received recognition for their individual contributions?

REFERENCES: "We have been led to believe that _____ may sometimes compete with their teammates, trying to get attention for himself or herself. Did _____ always seem to be vying for attention?"

BEHAVIORAL INTERVIEW QUESTIONS:

This capability and orientation enable this person to present himself or herself well, exude confidence in their ability to perform, and win the confidence of others. With these people, the interview can be valuable if you ask specific questions that will reveal the person's expertise in the field for which they are being considered.

1. "Everyone faces a situation where they must promote their ability or accomplishments to others. Give me an example of when you had to promote one of your abilities or accomplishments. Please explain the situation, the person you were dealing with, and the outcome."
2. "Tell me about a time you received recognition for your contribution to the success of a project or achievement of a goal. How did that make you feel?"
3. "In any of your previous jobs, did you ever feel that you did not receive the proper credit for your ideas and accomplishments? Tell me about it. What did you do to get the credit you deserved?"
4. "Describe for me a situation when a team member or coworker received more credit than they deserved. What were the circumstances, and how did that make you feel?"

For a Manager Candidate:

5. "Management consultants tell us there are two primary ways to motivate people—recognize the accomplishments of the individual or recognize the accomplishments of the group. Give me an example of when you've used one of these approaches and why."

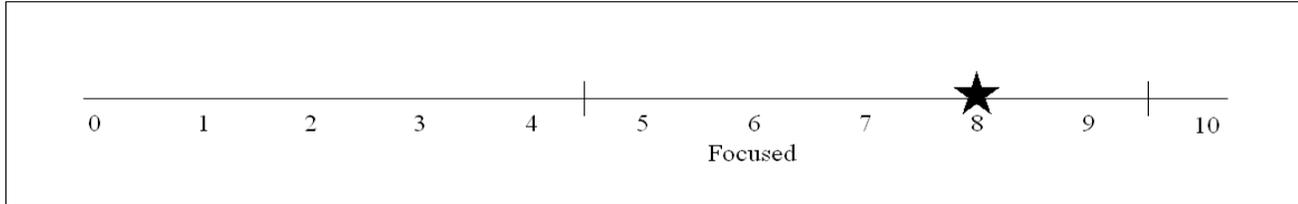
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Is this candidate at ease talking about himself or herself and his or her abilities and accomplishments?
2. How much individual recognition does this candidate need to stay motivated?
3. Will this candidate share credit with other team members?

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



CHARACTERISTIC BEHAVIOR: Driven to be found responsible; sense of personal mission and purpose; somewhat sensitive to correction when trying to do the right things; generally not anxious about the future; confident in their area of expertise; aware of their own opinions, principles, direction, and values. Typically people with this orientation want to excel, hold themselves to strict standards, and want to be found reliable and trustworthy.

POTENTIAL WEAKNESSES: Personally self-judging; can have a false image of themselves (either better or worse than they actually are); can be stubborn when they think 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 a person to be self-initiating, self-policing, and self-judging, the environment must be one where the company's values and principles match those of the candidate. This ranges all the way from what kinds of products or services the company provides to how management treats the employees.

RÉSUMÉ: Does this person have a consistent and steady work history in terms of tenure with previous employers?

REFERENCES: "We have been led to believe that this person may be very demanding and extremely focused on doing things according to their high standards. Did you ever see these traits in the work setting? Did you ever see evidence that this person is too hard on themselves? If you did see this, how did it affect their work?"

BEHAVIORAL INTERVIEW QUESTIONS: You will not gain much insight regarding any problems that may come from this thinking orientation from an interview. This capability and orientation drive this person to fulfill their own standards and expectations, strive to do things right, and make this person self-regulating. In the interview, try to determine the degree of self-judging and whether this causes a lack of risk taking in the face of uncertainty, or to not rebound from setbacks.

1. "In your perspective, give me a sense of how this position fits into your current professional goals beginning with an overview of your current career goals."

2. "One of the things that motivates some people to do a good job is to set high standards for themselves and seek to fulfill them. Can you give me some examples of how you do this and how it has helped you succeed? Do you ever set your standards so high that you have trouble fulfilling them?"

3. "Every now and then I talk to a person who does not try something because they are afraid of failing. Have you ever found yourself not trying something because you were uncertain that you would succeed?"

For a Manager Candidate:

4. "As a manager, what standards have you set for your team for doing a good job? How did you determine those standards?"

WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

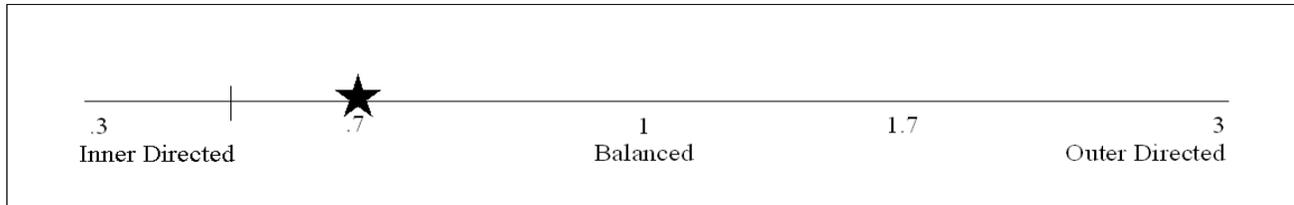
1. Are the candidate's goals reasonable? Do they match the goals of your organization fairly closely? Will the candidate be happy over the long term?

2. This candidate probably will admit that he or she has been afraid of failure but will also exude a great deal of confidence in their ability to succeed.

3. How self-demanding is this person? How demanding of others will they be?

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'



An Attention Balance score in the balanced region indicates that the candidate is equally comfortable dealing with matters important to others and important to themselves. These people generally are sensitive to stress but are not usually stymied or rendered ineffective by it. This score essentially indicates that the person has the ability and tendency to juggle their own interests with others' interests. This is an excellent score for people who manage other people.

NOTES

World Thinking Blending Summary

The "Equipper"

Equippers combine a focus on right and wrong, understanding, and literal meaning with passion, feelings, and attention to individuals.

Work combines analytical and personal traits for Equippers, leading them to focus on doing things that reflect their principles and values as well as ideas that make sense for the future. They have strong feelings about what they do, because in their minds, their activities always flow out of their logical understanding and passion for doing the right thing.

Relationships are strongly felt by Equippers. They prefer to have a few deep, close relationships rather than many superficial ones.

Equippers are teachers, planners, delegators, organizers, administrators, and guardians of the truth.

Equippers may miss seeing when people disagree with them, when they are boring others, and when they are being rigid. They miss these things because they are passionate about what should be while they ignore what actually is.

Equippers tend to discount improvement while striving for things to be done right. They have a hard time complimenting people for their efforts when the people fall short of their expectations. They focus on how it should have been done or how it could have been done better and miss the good that actually was accomplished.

Equippers often miss the importance and value of packaging, timing, and finesse while focusing on the substance, facts, and truth. They miss the sizzle (such as not spending money on the fancy wrapping of a present) while focusing on the substance ("but it is a really expensive gift!").

In communicating, Equippers miss the dynamics and flow of conversations, focusing more on the actual content. They miss the subtle and indirect ways people communicate and grow frustrated when people do not "say what they mean."

Equippers underestimate how much effort is required to complete tasks, what skills and efforts are required to turn ideas into reality, and how long it takes to accomplish things. They focus on how these things should happen and the course of action required to get there, while they remain unaware of the energy needed to get there.

Self Thinking Blending Summary

The "Driven Accomplisher"

Driven Accomplishers think they are good people when they are doing what they should and getting things done. They continually monitor themselves to make sure they are paying attention to their commitments, responsibilities, and values, while they set themselves into motion. They are inattentive to their feelings and unique character and believe it is inappropriate for others to pay attention to them apart from what they do or believe. They usually are uncomfortable when recognized for who they are (e.g., on their birthday) but are very comfortable being identified as responsible and competent. Put Driven Accomplishers on stage to sing "Happy Birthday" and they squirm. Put them on stage to recognize something they have accomplished and they smile.

Driven Accomplishers are inattentive to their inner self (Self View). They do not give themselves a fair or accurate appraisal, believing they could have done better than they did even when they cannot think of a way that such an expectation actually could have been achieved. They also ignore their feelings as those feelings build up. This causes them to be surprised by their feelings (usually by their anger) when they finally do come out.

John Sample's Scores Summary

Friday, April 1, 2016

Categories	Scores
WORLD THINKING	
Intuition and Empathy	8
Results Orientation and Decisiveness	4
Adherence and Organization	8
Types of Reasoning	A
SELF THINKING	
Self View	4
Self Awareness	8
Self Expectations	8
Attention Balance	0.7

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). Doing so may result in legal liability. In making your decision, you should consider all relevant factors regarding an applicant's qualifications, such as but not limited to prior work experience, education, special skills, and training.

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