



**ZERORISK**  
Hiring System

## Candidate Profile and Interview Guide

John Sample

Position: Manager

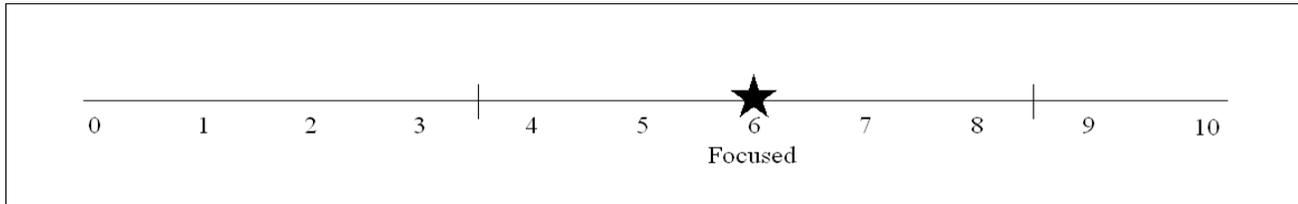
*This report is based on the candidate's answers on the ZERORISK Hiring System Profile. The profile reliability score is very high, which indicates that the results are highly reliable.*

**ZERORISK** HR, Inc.®

# 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



This particular thinking orientation rarely manifests weaknesses or gets in the way of a person being effective. Weaknesses in this candidate will typically be manifested in other aspects of the candidate's thinking.

**LIKELY STRENGTHS:** High intuitive capabilities; careful; can work effectively with other people; difficult to trick; able to read others' intentions and desires; objectivity when dealing with or managing people.

**STRENGTHS DETERMINED BY OTHER ORIENTATIONS:** Business- or production-oriented; politically astute; deliberate overseer of processes/systems/business goals; decisive; faces problems quickly; able to persuade others.

**POTENTIAL WEAKNESSES:** May be direct at times, especially when under stress; may seem distant from people.

**BEST WORKING ENVIRONMENT:** People first; proper and balanced attention to personal matters in the workplace; clear focus on people as persons in the workplace; workplace that is serious about business progress and success in the context of people having healthy personal relationships with each other.

**RÉSUMÉ:** Nothing from this thinking orientation leads to weaknesses that will appear in a normal résumé.

**REFERENCES:** "We have been led to believe that \_\_\_\_\_ is very clear and accurate at reading people. Sometimes this ability shows itself in the person appearing to be a little distant. Did you ever see that \_\_\_\_\_ was highly intuitive or accurate in reading people? Did this ability translate into this person being effective in working with others, motivating them, or reading their own particular needs and wants?"

## BEHAVIORAL INTERVIEW QUESTIONS:

1. "You seem to be direct and a straight shooter when dealing with people. Tell me how this characteristic has worked for you in your past, and give me an example of how it worked against you as well."
2. "We have all had to work with people who see things differently from us. Can you think of a person or group you have worked with who saw things quite differently from you? Give me an example of when they did not agree with what you were doing and how you addressed the situation."
3. "Based on your experience with teams in the past, what would you say were the differences between teams that are effective and teams that are not?"

For a Manager Candidate:

4. "The ability to delegate is often seen as critical for people in management. Give me an example of a time when you faced a challenge delegating a task or project to someone. Please explain the task or project you were delegating and the obstacles you faced."
5. "Describe a time when you were very successful in disciplining another person. What were the critical issues, and how did the whole situation turn out?"
6. "Think of a staff member whom you currently supervise and to whom you have delegated responsibility for important areas of work. What sorts of responsibility did you give to this person? How did you delegate these responsibilities? How did this work out?"
7. "In your current or recent position, which staff member have you trusted most to follow through on delegated responsibilities? What characteristics about that person set him or her above the others?"

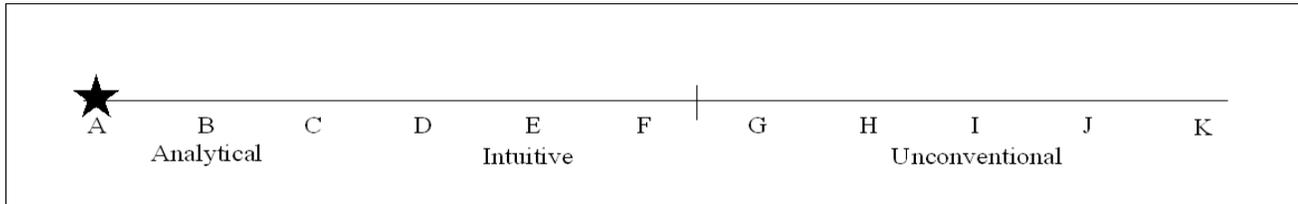
## WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being direct and sometimes blunt with people.
2. Do this candidate's views of team membership fit those of the people with whom he or she will be working if hired?
3. Will this candidate's management style enhance the group he or she will supervise?

# 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.

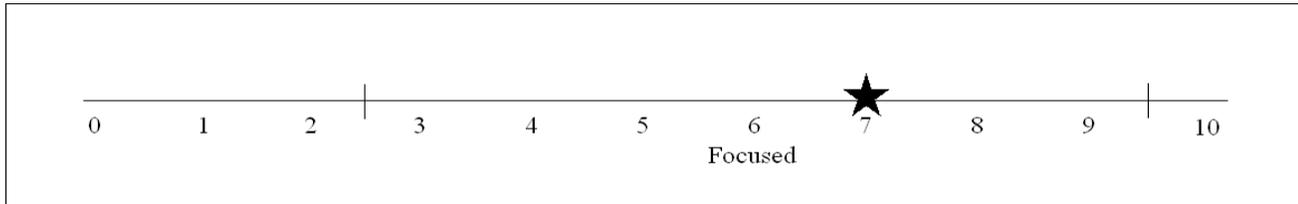
### BEHAVIORAL INTERVIEW QUESTIONS:

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 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:

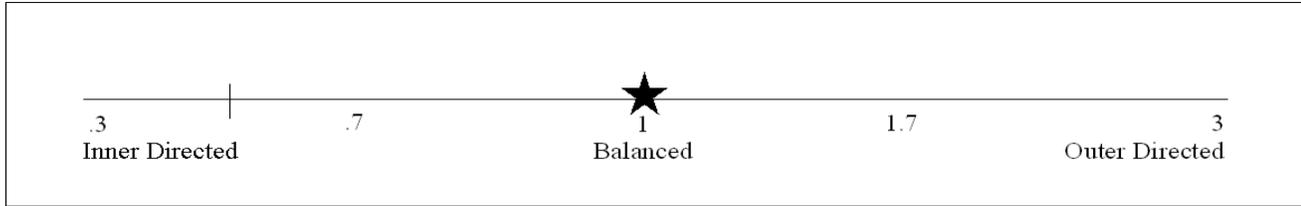
5. "Management consultants tell us there are two primary ways to motivate people—recognize the accomplishments of the individual or recognize the accomplishments of the group. Give me an example of when you've used one of these approaches and why."

## 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?

# 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

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# World Thinking Blending Summary

## The "Optimist"

These people see and pay attention to intuitive feelings, practical matters, and individual rights. Work is viewed from all three perspectives, so it depends on what is needed as to which perspective this person will present. Gifts are personal expressions of friendship or love. Work is a "family" place where people come together and get things done, and do them according to plan and up to standards.

Optimists are not always good listeners because their practical thinking can cause them to be impatient, wanting people to not waste time or resources but rather to get things done.

While they care about others' feelings, they can be direct with others when those people are too indecisive or distracted from what needs to be done. They can be too practically minded to work effectively in a world with people who are not as results-oriented as they are. For example, an Optimist may have a hard time listening to a colleague express hurt feelings when that person has not tried to do something to change the situation.

They can be good managers of projects because they focus on what needs to be done and understand the unique value of each person and what constraints the budgets and system brings to the situation.

Others often have a hard time "defining" Optimists because the optimist will flip from one perspective to another depending on what is needed. When a strategic plan, logical approach, or accountability is needed then the Optimist will push for that. But if practical, calculating, politically sensitive action is required, then he will push for that. While all this is going on, if the individuality of people is being ignored, then the Optimist will push for that. Most people need a consistent characteristic to be able to define the people they work with and the Optimist does not just show one or two characteristics.

They are titled Optimists because they naturally see the good in all three dimensions and are frustrated or annoyed when others ignore the value and usefulness of any of the dimensions.

# John Sample's Scores Summary

Categories	Scores
WORLD THINKING	
Intuition and Empathy	6
Results Orientation and Decisiveness	7
Adherence and Organization	8
Types of Reasoning	A
SELF THINKING	
Self View	5
Self Awareness	7
Self Expectations	8
Attention Balance	1

**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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