Workplace Strengths

A Candidate Hiring Screen & Behavioral Insight Tool

Note: This Initial Screen should not be used as the sole source for decisions regarding hiring, placement, career moves or termination. It was designed to be part of your careful evaluation of the individual's credentials and track record of past success for the type of role(s) you are considering.

Report For: **Sample Report**

Date: **1/19/2019**

Your Company LOGO Appears Here

Introduction to Workplace Strengths

This Workplace Strengths tool provides powerful insights that will empower your decisions regarding hiring, placement, career moves and enable a provisional screening with insights into workplace strengths, behavioral and communication style. It highlights primary strengths, potential areas needing support, and other behavioral insights to further assist you in your evaluation prior to making a hiring decision.

Note: This Initial Four Part Screen should not be used as the sole source for your selection decisions. Use it as part of your careful evaluation of the individual's qualifications, credentials and track record of past success for the type of role(s) being considered.

Part One: Core Workplace Strengths

Part one of the report provides you with a powerful indicator of the candidate's "good decision making capacity." It is based upon Nobel Nominee Dr. Robert S. Hartman's critical thinking calculations that measure the **impact one's solutions will likely have on the Results, Rules and Other People they will address in the workplace.**

This screening tool provides a **SATISFACTORY** or **CAUTIONARY** overview score based on **four core critical action factors** that are required (or at the least highly desirable) for virtually EVERY job:

- Will this candidate **WORK EFFECTIVELY** with customers, co-workers and managers?
- Will this candidate **BE ABLE TO EFFECTIVELY GET THINGS DONE** when under stress and pressure?
- Can this candidate **PRIORITIZE** *(Know What To Do) to achieve* their workplace assignments?
- Will this candidate be **PERSONALLY ACCOUNTABLE** for their own actions in the workplace?

This report is NOT a measure of past experience or specific credentials but rather HOW those credentials will be likely be applied. A **SATISFACTORY** score suggests the candidate brings a good balance of workplace strengths to your door. A **CAUTIONARY** score suggests the candidate may struggle with one or more of these core factors. It should not be considered a DO NOT HIRE score. Rather, it is meant to alert you toward a careful exploration of the job stability, references and past performance track record prior to making a hiring decision.

Part Two: DISC Behavioral and Communication Style

Behavioral style is measured with the world-class **DISC behavioral assessment**. It is a supportive, reliable and powerful tool that reveals how someone will likely interact and communicate with others. It identifies how the candidate's unique blend of **assertiveness, extraversion, patience and precision** will combine and typically be displayed to customers, co-workers and managers as they work within your organization.

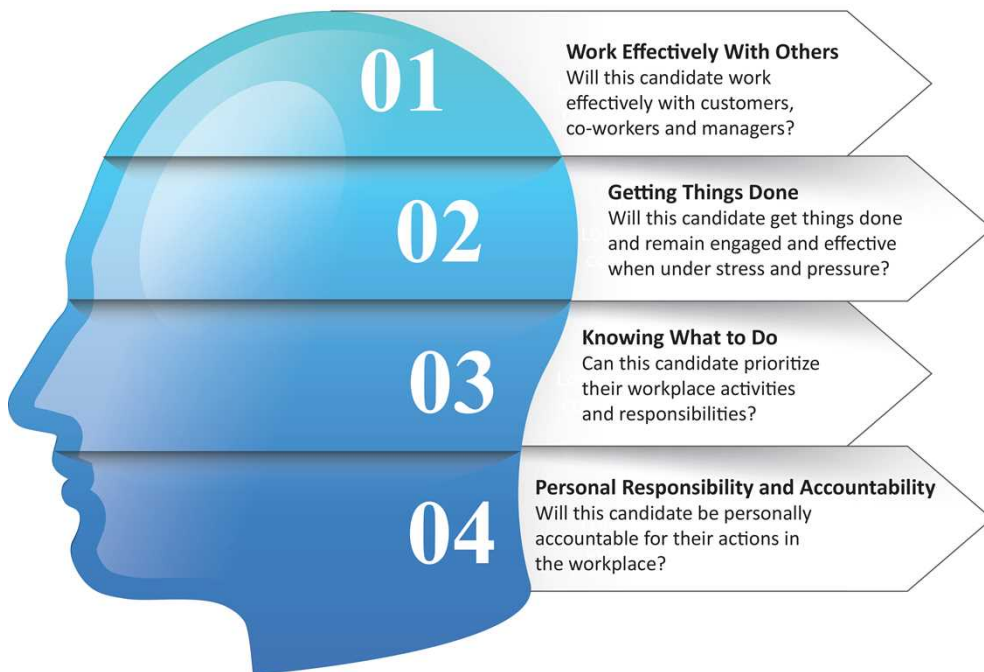## Part Three: Sample Interview Questions

Whether a candidate scores **Satisfactory** or **Cautionary** in the Core Workplace Strengths, these interview questions can help you learn more about their four critical action factors to further understand the associated risks and relevancies that will support your hiring or selection decision.

Part Four: Development Inventory Suggestions

Should you select this individual, this section presents an inventory of their strengths and areas needing support. You can use them as an opportunity to discuss their relevance to your specific requirements.

Part One – Core Workplace Strengths

Here we provide you with one of two powerful candidate performance indicators – **SATISFACTORY** or **CAUTIONARY**. Either indicator is based upon the candidate's integrated scores in the four (4) Core Workplace Strength Factors that support strong performance in virtually every job that interacts with and supports customers, co-workers or managers.

01 Work Effectively With Others
Will this candidate work effectively with customers, co-workers and managers?

02 Getting Things Done
Will this candidate get things done and remain engaged and effective when under stress and pressure?

03 Knowing What to Do
Can this candidate prioritize their workplace activities and responsibilities?

04 Personal Responsibility and Accountability
Will this candidate be personally accountable for their actions in the workplace?

View HOW this Candidate's four (4) Core Workplace Strength Factors combine to score the probability for HOW this individual will apply their relevant qualifications, credentials and experience to the workplace responsibilities you assign them.

X

SATISFACTORY
The satisfactory score suggests this candidate will contribute good workplace strengths. It is NOT a measure of past experience or specific credentials.

CAUTIONARY
The cautionary score suggests this candidate may struggle with one or more of the four identified workplace strength measurements. Careful past performance confirmation and reference checking would be strongly suggested prior to pursuit.

More about the Satisfactory/Cautionary Score - It measures HOW we build our choices that precede the actions we take toward the RESULTS we pursue in the workplace. The 4 critical decision making action factor scores combine to resolve the problems, challenges and opportunities the job presents**. *You must make sure that the person has the qualifications and credentials required to be considered for the position*. **A Cautionary Score should NOT be considered an absolute DO NOT HIRE score**. Rather it is intended to serve as a trigger to alert you to CAREFULLY explore the previous job stability, references and documentable track record. **For a Key/Senior Hire, we would strongly recommend the full 17 page Executive Summary Selection report.**

View the Four Key Performance Factors that Drive the Overall Screening and Hiring Score shown above.

These are the four Core Workplace Strengths that form the basis for virtually all human performance. A borderline score should trigger caution and alert you to explore that particular area via the associated interview questions presented in part three of this report.

Four (4) Key Core Workplace Strengths	Excellent Score (A Level)	Above Average (B Level)	Average Score (C Level)	Borderline Score (D Level)
Working Effectively with Others. *Connect with and Support Customers, Co-Workers and Managers.*		✔		
Getting Things Done *Remaining engaged and productive when under stress and pressure.*			✔	
Knowing What to Do *Able to prioritize workplace activies, duties and responsibilities.*	✔			
Personal Responsibility & Accountability *Being responsible for one's own actions – not blaming others for mistakes.*	✔			

Remember, there are NO PERFECT PEOPLE. While a borderline score in the above scale should trigger some concern, virtually all organizations have "average candidates" in their ranks. **We know that "average individuals" with the appropriate credentials and experience who earn the Overall SATISFACTORY Score can very often deliver an acceptable level of performance.** While the world looks for superstars…they do not grow on trees.

Part Two – The DISC Behavioral and Communication Style

The DISC Behavioral Style graphs score the strength of D, I, S, and C and provide a reliable indication of how this individual will typically connect and communicate with others. Using this information, you can explore how this individual's behavior and communication style will fit within your environment or role(s).

- The **Natural** style (Right graph) is the most reliable for selection. The **Adapted** style (Left graph) reflects the current employment situation (may be misleading due to various factors including current manager, mission statement, current role, etc.).

- When connecting/interacting with others:
  D = the degree of ***dominance toward problems***
   I = the degree of ***influence with people***
  S = the degree of ***steadiness of pace and patience***
  C = the degree of ***detail and precision regarding procedures***

Communication Style Overview:

Sample communicates in an overall DIRECT and **GUARDED style.** The DIRECT style is *emphatic, competitive and results oriented*. The GUARDED style is private, specific and logical. Sample delivers her communication style in an overall determined and unconstrained manner. Others will likely view her as someone who has a "now oriented pace" that is keyed toward taking actions and achieving results and immediate goals, who is willing to make and defend tough and even unpopular decisions and who will not likely be deterred by potential restraints or procedures IF they are perceived to impede results.
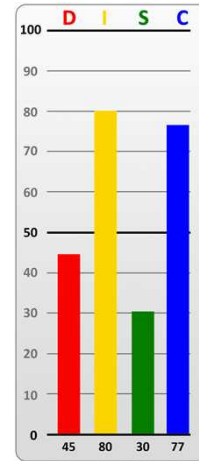
Adapted Style - Graph I

IC (3625)

Natural Style - Graph II

D (5323)

Sample's Key Behavioral Insights

Emotional characteristic: Will strive to meet their own needs in their own way.
Goals: Finding new opportunities and goals to achieve..
How others are valued: Based upon ability to create workable solutions that meet their personal standards.
Influences group: Will influence by setting a competitive fast paced agenda aimed at accomplishing results and by projecting personal power.
Value to the organization: Will avoid the "blame game" and will offer new and innovative solutions towards making progress and achieving results
Warning: Can appear over controlling of others and outcomes in order to support and meet their own personal agenda.
When under pressure: Can become isolated and will push back hard if they are challenged or threatened or if they are denied new opportunities.
Fears: Losing control or being without meaningful challenges.
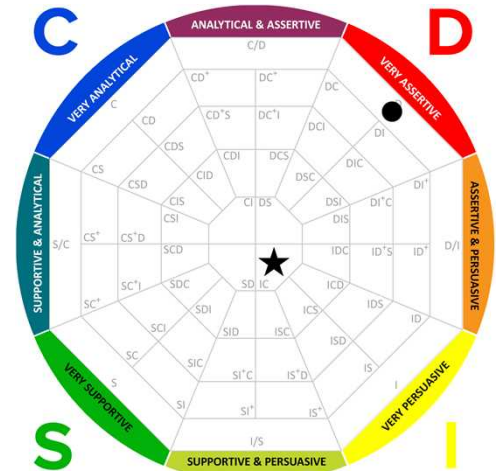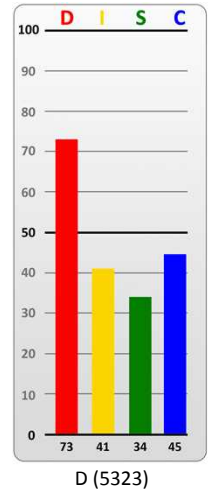
Dot = Natural Communication Style - ●
Star = Adapted Communication Style - ★

Selection Guidance:

This individual will likely display their satisfactory Workplace Strengths in a very assertive behavioral style.

Part Three –Sample Interview Questions (optional)

Working with Others
1. How much do you rely upon your intuition or "gut feelings" as you are making your final choices?
2. Do you find yourself becoming personally involved in the problems and private issues of other people?
3. Can you please give me an example of when you were able to question a manager's decision?
   a. How did that feel for you?
   b. What was the result?
4. Do you tend to focus more on the strengths or the flaws of others?

Getting Things Done
1. When faced with a situation that calls for you to act, do you tend to favor speed over quality or quality over speed?
2. How would you describe your level of persistence (Scale 1-10)
   a. Give me an example of when you saw that it was necessary to abandon a project due to changing circumstances?
   b. What was your justification for doing so?
3. When you find yourself becoming distracted from your primary objective, is the source of that distraction: a. being drawn toward new and interesting concepts, b. concern that the current project will not be rewarding enough, c. boredom or d. other?
   a. How would you describe the "other?"
4. On a scale of 1-10 how frustrated would you say you are in your current situation?

Knowing What To Do
1. When it comes to making a decision or choice would you say you are cautious and play defense or active and play offense as you prepare to pull the action trigger?
2. How do you go about prioritizing your activities? If you have two or three things that are VERY important, how you determine what to do first?
3. If you had to make a rapid decision would you tend to rely upon your "gut feeling" or logic…or both?
   a. If both, what would be a typical ratio of intuitive feeling vs. logical analysis?
4. If faced with a situation that requires you to make a choice that will achieve a certain result, how do you typically balance your pursuit of that result?
   a. Making sure you **achieve the RESULT**.
   b. Making sure you **follow the RULES** even if the result suffers slightly.
   c. Making sure your decision will be well received and **supported by the OTHER PEOPLE** who will be impacted by your decision.

Personal Responsibility and Accountability
1. How much importance do you assign to getting things done RIGHT?
   a. When would it acceptable to you to "bend the rules" in order to get something done?
2. In a situation where you believe the current policy is limiting, do you favor inventive, creative solutions over the established procedures?
   a. If so, how much importance do you assign to considering the consequences of your choices?
3. If your boss asked you, would you be willing to set aside your personal priorities and beliefs and follow the established protocols of the organization?
4. Give me an example of when you had to take responsibility for an error or a mistake you had made.

Part Four – For the Candidate (optional)

If you wish, the developmental sections below can be shared with the candidate. We recommend using these statements as an opportunity to discuss with the candidate specific areas that are relevant to your job requirements.

Primary Workplace Strengths

The candidate will typically display these as they seek to effectively connect and communicate with others (customers, co-workers, managers):

- You are a competitive player, on and off the job.
- You are a quick and efficient problem solver.
- You bring innovative ideas and solutions.
- You are motivated to challenge yourself and others.
- You are self-reliant, with the ability and innovation to blaze new trails.
- You ask questions that challenge tradition.
- You deal directly, with an eye on the bottom-line.

Potential Areas Needing Support

These areas represent situations when there may be potential opportunity for improvement:

- You could use better "people skills" when it comes to motivating and managing others.
- You may make unnecessary changes simply to avoid routine.
- You may take on too much because you prefer to work in a pressure situation.
- You may overuse threats to persuade or motivate others.
- You can be a selective listener, hearing only what you want to hear.
- You tend to be a one-way communicator.
- You may be very critical and even sarcastic when others don't measure up to your standards.