

Thinking Pattern Reports

General Employability Screen

Prepared for

SampleB SampleB



Orchestrating Results

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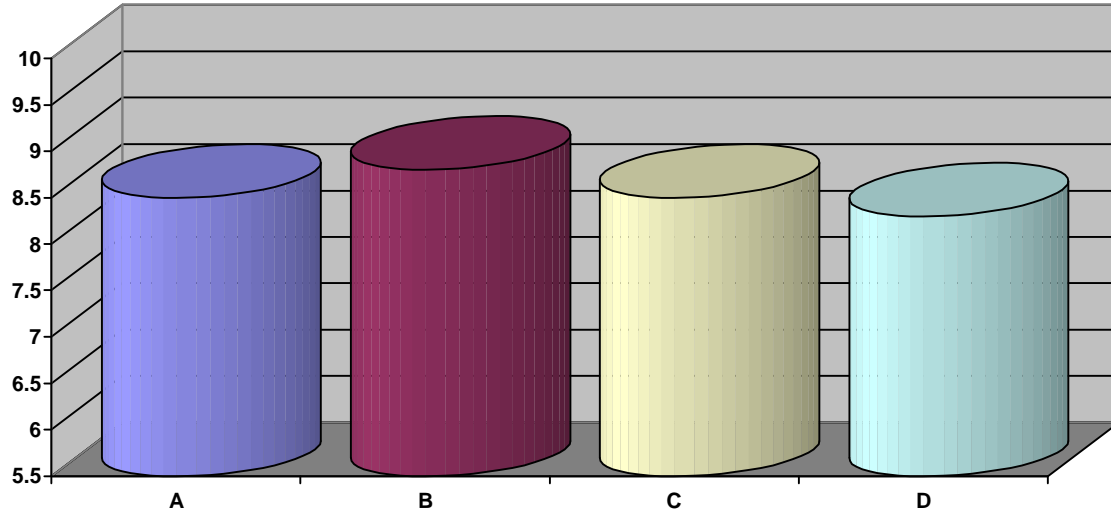
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General Employability Screen

GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Works With Others (Situational Risk) — This capacity measures the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.

B) Gets Things Done (Low Risk) — This section measures the ability of an individual to focus energy on tasks and follow them to completion dealing with the stresses and strains without losing freedom of action.

C) Knows What To Do (Situational Risk) — This capacity measures a person's ability to decide what issues are relevant and need attention including intuitive insights, practical, common sense and conceptual abilities.

D) Job Related Attitudes (Conditional Risk) — This capacity measures a person's general work ethic and work attitudes indicating ability and willingness to take direction and work within organizational standards.

General Employability Screen WORK SYNOPSIS

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
WORKS WITH OTHERS				
Insight Into Others		ü		
Attitude Toward Others		ü		
Prejudice/Bias Index			ü	
Sensitivity To Others				ü
KNOWS WHAT TO DO				
Common Sense Thinking	ü			
Attention To Concrete Detail	ü			
Intuitive Insight	ü			
Proactive Thinking Ability				ü
GETS THINGS DONE				
Results Oriented	ü			
Persistence				ü
Consistency			ü	
Self Confidence				ü
JOB RELATED ATTITUDES				
Doing Things Right		ü		
Willing To Follow Directions			ü	
Attitude Toward Authority				ü
Responsibility/Accountability		ü		

General Employability Screen

CORE STRENGTHS

Common Sense Thinking: (Knowing What To Do) (WE-5B)

Low Risk

The ability to see and understand in practical common sense ways is combined with a cautious, 'show me' attitude.

Attention To Concrete Detail: (Knowing What To Do) (WE-6B)

Low Risk

A compulsion for seeing things from a unique or different perspective can create novel, creative practical thinking.

Intuitive Insight: (Knowing What To Do) (WE-7)

Low Risk

Excellent ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

Results Oriented: (Ability to Get Things Done) (WE-9A)

Low Risk

Extremely results and 'now' oriented focusing time and energy on decisions that have an immediate result.

General Employability Screen

DEVELOPMENT COMMENTS

Insight Into Others: (Working With Others) (WEI-1B)

Situational Risk

Dogmatic and skeptical thinking can lead to an overly negative, critical attitude toward others.

Attitude Toward Others: (Working With Others) (WEI-2B)

Situational Risk

Skeptical and cautious, impatient with others, may not pay attention to needs and concerns of others.

Prejudice/Bias Index: (Working With Others) (WEI-3B)

Conditional Risk

Skeptical, cynical, critical, demanding, and impatient with others, focuses on the negative.

Sensitivity To Others: (Working With Others) (WEI-4B)

Real Risk

Indifferent to the needs and concerns of others, tends to treat others in a cool, competitive and uncaring manner.

Proactive, Conceptual Thinking: (Knowing What To Do) (WEI-8A)

Real Risk

Focus on 'now' blocks out concern for or attention to consequences, to making certain that things are done right.

Persistence: (Ability To Get Things Done) (WEI-10B)

Real Risk

Uncertainty about what is the best thing to do can lead one to not demand the best, to put things off.

Consistency: (Ability To Get Things Done) (WEI-11A)

Conditional Risk

Inconsistent feelings shifting from confidence and comfort to dissatisfaction can interfere with one's ability to act.

Self Confidence: (Ability To Get Things Done) (WEI-12G)

Real Risk

Self-insecurity, difficulty knowing what to do, or marshalling energy to get things done.

General Employability Screen

DEVELOPMENT COMMENTS

Doing Things Right: (Job Related Attitudes) (WEI-13A)

Situational Risk

Strong individualism can lead one to covertly or overtly get around existing ways of doing things, to disregard rules.

Willing To Follow Directions: (Job Related Attitudes) (WEI-14B)

Conditional Risk

An individualist who will overtly or covertly do things their own way challenging existing rules and ways of doing things.

Attitude Toward Authority: (Job Related Attitudes) (WEI-15B)

Real Risk

Strong individualism can lead one to covertly or overtly disregard existing authority, standards, or rules.

Responsibility, Accountability: (Job Related Attitudes)(WEI-16B)

Situational Risk

A self in transition can lead to confusion and an inadequate code of conduct, to disregard for consequence of decisions.

General Employability Screen

INTERVIEW GUIDES

Interview Notes (WEI-1B) The interview should be designed to test the impact of negative, critical attitudes toward others and to test their ability to make correct judgments about others. The following steps are recommended:

1. Give them a general description of an employee that you know well and ask them to evaluate that person's strengths and weaknesses.
2. Suggest an example that illustrates a conflict between employees and the company. See how quickly they are willing to criticize the employees and accept the company perspective.
3. Ask them to describe their strengths and weaknesses when they are dealing with others.
4. Require them to lay out a development plan for an employee. Pay attention to their ability to create a plan that is in the best interest of the employee as well as the company.
5. Use an example that illustrates biases toward people and see how readily they are willing to agree.

Interview Notes (WEI-2B) The interview should be designed to test the impact of negative, critical attitudes toward others and to test their ability to make correct judgments about others. The following steps are recommended:

1. Give them a general description of an employee that you know well and ask them to evaluate that person's strengths and weaknesses.
2. Suggest an example that illustrates a conflict between employees and the company. See how quickly they are willing to criticize the employees and accept the company perspective.
3. Ask them to describe their strengths and weaknesses when they are dealing with others.
4. Require them to lay out a development plan for an employee. Pay attention to their ability to create a plan that is in the best interest of the employee as well as the company.
5. Use an example that illustrates biases toward people and see how readily they are willing to agree.

General Employability Screen

INTERVIEW GUIDES

Interview Notes (WEI-3B) The interview should be designed to test the impact of their negative, critical attitudes on their ability to work with others in a win-win situation. The following steps are recommended:

1. Present them a situation in which they must work with a group of individuals to build a team. Make the examples of the potential team members' different types. Require them to be specific about what they would do to build cooperation among the members of the team.
2. Ask them to describe the advantages of a win-win situation as opposed to a win-lose situation. Then give them an example of a win-lose situation in which they are a member of the winning group. Ask them what they would be willing to do, even though they are on the winning side, to make the other group feel important.
3. Suggest an example in which they are a member of the losing team in a win-lose situation. Ask them what they would do to turn the situation into a positive experience.

Interview Notes (WEI-4B) The interview should be designed to investigate the risk of their negative, critical attitudes toward others. The following steps are recommended:

1. Give this person an example of situation in which they are criticized by others. Ask them to evaluate these critical remarks from others.
2. Give an example of a controversial situation in which you aggressively argue against their thinking. Test their willingness to see things from a different perspective and to tolerate ideas different from their own.

General Employability Screen

INTERVIEW GUIDES

Interview Notes (WEI-8A) The interview should examine their ability to be proactive and focus on issues from a strategic as well as a tactical perspective. The following steps are recommended:

1. Give them a problem situation in which the inability of the manager to see the consequences of their decisions cost the company. Do not let them know that failure to consider the consequences was the problem. Instead paint a picture of the problem and its effects. Ask them for their evaluation of the problem and see whether they are able to see the causes in other than 'now' oriented and results oriented terms.
2. Ask them to set long range goals for the job position for next year.

Interview Notes (WE-10B) The interview should be designed to examine this holding pattern to make certain that it is a transition experience. The following steps are recommended:

1. Ask them to describe any doubts they have about the future and to give examples of how they will deal with these doubts.
2. Ask them to make a list of people who have been influential in their life. Beside each name on the list, ask them to make a note of the expectations these individuals had of them. Ask them to evaluate these expectations to see whether they reflect what they believe is right for them and who they really think they are.
3. Ask them to examine the position in your organization. Require them to picture themselves in your organization three years from now. Ask them to describe what they will be doing, how they will feel about their job, what their family will be doing, and how their family will feel about the job.
4. Ask them to describe a situation in the past where they believe they did their best. Ask them to describe why they were able to accomplish the best.

General Employability Screen

INTERVIEW GUIDES

Interview Notes (WEI-11A) The interview should be designed to examine the extent of the social/role transition combined with their compulsive need to push ahead. The following steps are recommended:

1. Ask them to describe the type of position that would help feel satisfied and competent. Require them to give details of the type of activities, rewards, relationships, and possibilities for advancement would be both challenging and satisfying to them.
2. Ask them to describe their current job. If they are not currently employed, require them to describe their last job. During this description, ask them to pinpoint the most satisfying aspects of the position and the improvements that could be made to make it more enjoyable. The purpose of this process is to test their ability to see the positive potential of current situations.
3. Ask them to describe their feelings of frustration and uncertainty about their social/role image. Look for the source of these feelings and ask them to tell you what they think would lead to a solution of these inner feelings of doubt and frustration.

Interview Notes (WEI-12G) The interview should be designed to examine this insecurity. The following steps are recommended:

1. Ask them to describe their strengths and limitations and detail how both will affect their ability to work in your organization.
2. Give this person an example of a problem or controversy on the job. Ask them to describe how they would solve the problem. Aggressively challenge them and test their ability to be confident and consistent.
3. Ask them to list their goals and objectives and how they plan to accomplish these goals.
4. Ask them to describe situations that are challenging to them and to describe what causes them to feel a strong urgency and drive to push ahead and achieve.
5. Describe to them what is necessary to fulfill the position in your organization then let them describe to you what they would like to get out of the job and what they are willing to put into the tasks. The test here is to find out whether they are willing to do something extra or simply do just enough to get along.

General Employability Screen

INTERVIEW GUIDES

Interview Notes (WEI-13A) The interview should be designed to test their ability to see and accept ideas different from their own and to test their ability to deal with situations that cannot be organized and structured into a neat, well-ordered event. The following steps are recommended:

1. Give them an example that illustrates the beginning of a new work environment. Ask them to indicate what their priorities would be and what they would do first.
2. Give them an example of a job situation in which everything is running smoothly. Ask them to identify why things are going well. Then carry them through a series of steps in which problems occur with people, rules and programs, and machines or other parts of the physical structure. Keep the examples of problems running in a rapid fashion and test their ability to handle the problems and be open to innovative ideas for solving the problems.

Interview Notes (WEI-14B) The interview should examine the effect of their willingness to covertly or overtly do things their own way. The following steps are recommended:

1. Describe a problem situation in which the need to get things done on schedule conflicts with proper and/or accepted methods and procedures for solving the problem. List a series of alternative solutions to the problem including solutions that cut corners and sacrifice quality in order to maintain the schedule. Ask them to evaluate the solutions. Test their willingness to choose expediency and timetables over quality.
2. Give them a list of the tasks that would define their role in your organization. Ask them to prioritize these tasks. Test their ability to evaluate and set priorities that are consistent with company standards, policies, and procedures.
3. Engage them in conversation about the organization. Drop hints that sometimes being a good employee requires the bending or breaking of rules, policies, and procedures in order to get the job done.

General Employability Screen

INTERVIEW GUIDES

Interview Notes (WEI-15B) The interview should examine this person's willingness to covertly or overtly do things their own way. The following steps are recommended:

1. Provide them a problem situation from the work environment that has several different alternatives, one of which follows company guidelines. Use a company option that is not as functional but represents a more orderly way of solving the problem. Indicate that sometimes the company alternatives are not always the most functional and suggest that sometimes employees have to go it their own way to get things done. See how they respond and how much they are willing to go around company guidelines.
2. See how willing they are to rationalize getting around or replacing company policies by appealing to practical thinking.

Interview Notes (WEI-16B) The interview should be designed to confront head on the tendency to lay the blame for mistakes on someone other than themselves. The following steps are recommended:

1. Carefully assess this person's profile to make certain that this problem is not part of an overall breakdown in valuing capacity.
2. Check references to see whether they have displayed a 'chip on the shoulder' attitude or a cavalier attitude both toward their mistakes and the mistakes of others.
3. Give them an example where they are shown to be at fault for a dishonest or inappropriate action. The action can either represent a dishonest decision on their part or a failure to deal properly with dishonesty in the work environment. Ask them to evaluate their responsibility in the decision, their mistakes, and what they should do to correct the wrong.
4. Suggest to them that they have been caught by the company in a dishonest action or inappropriate circumstance and ask them to tell you what their punishment should be and why. Ask them how they would turn this situation into a positive learning experience.