

E-Net Hire from Data Dome, Inc.: Work Related Behavior And Attitudinal Characteristics

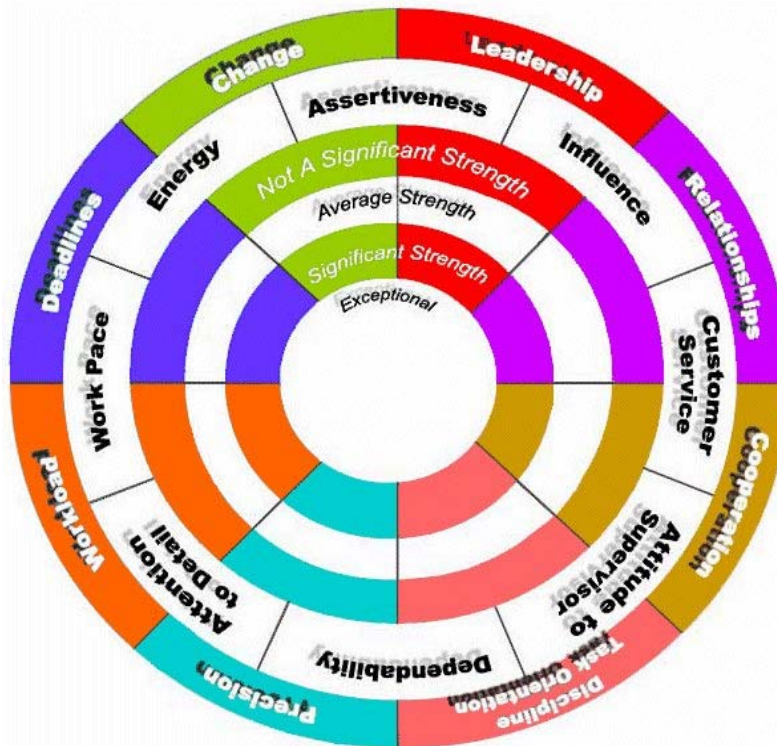
E-Net Hire from Data Dome, Inc.:
Work Related Behavior And Attitudinal
Characteristics

Sally Sample

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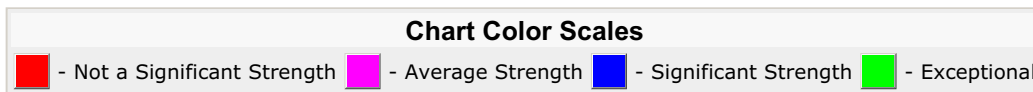
Please Note: All category responses require further exploration with the applicant to make an appropriate analysis. This assessment is not intended nor authorized for use as a "gatekeeper" assessment or for the purpose of being the sole reason for a person being hired or rejected. Companies using this assessment agree to be responsible for ensuring their hiring practices are in compliance with EEOC guidelines.



Overview and Explanation

With the *Positive Indicators*, the bar chart represents a continuum. For example, those scoring on either extreme (**not a significant strength** or **exceptional**) will either see most people as having much more or much less of the characteristic measured. Someone scoring **average** or **significant strength** will recognize others who demonstrate more or less of the characteristic. Generally they will not see most as having more or less.

With the *Risk Indicators*, either the individual is flagged as "High Risk" or their score is acceptable. Those who are flagged as "High Risk" merit follow up questions in the area specified.



Positive Indicators

Influence (76.92)



Having influence with others is average in importance to this individual. With the desire to influence and persuade others comes the need for recognition from others. Those for whom persuasion and influence is important tend to be more open and verbal in communications.

<u>Waits for Others to Initiate</u>	Prefers to Initiate Conversations
<u>Prefers Others to Make Up Their Own Minds</u>	Influencing Others is Important
<u>More Reserved</u>	More Warm and Caring
Supervisory Recognition Less Important	<u>Recognition From Supervisors is Important</u>
Less Tolerant of Others	<u>Tolerant Toward Others</u>
More Private	<u>More Open to Others</u>
Prefers Customers to Solve Own Problems	<u>Helping Customers Solve Problems is Important</u>
Rewards and Recognition Less Important	<u>Rewards and Recognition Motivate</u>
Approval Not a Motivator	<u>Approval Motivates</u>
People Need to be Self Sufficient	<u>Goes Above and Beyond for Customers</u>
Approval from Others Less Important	<u>Approval from Others Very Important</u>
Others Need Controlling	<u>Sensitivity Toward Others</u>
Peer Recognition Less Important	<u>Recognition From Peers Important</u>

Assertiveness (45.45)

Not a Significant Strength

Average Strength

Significant Strength

Exceptional



The applicant reports a below average level of assertiveness in a work environment. People with a below average level of assertiveness do not value being forceful with others, telling others 'no,' being directive, intense or not admitting mistakes at work.

Being below average in assertiveness is not a negative indicator -- unless the position requires a strong degree of assertiveness. A lack of dominance, lowered sense of urgency to resolve problems immediately, a desire to preserve the status quo or a stronger sense of caution when considering new ventures are valuable assets when properly utilized and understood.

People who are not assertive may also find it easier to function on teams, value getting along with others more highly, and/or be more willing to admit they made a mistake more easily when compared to others who are highly assertive.

Compliant - Peers	Pushes - Peers
Compliant - General	Pushes - General
Deferential - Abilities	Self Assured - Abilities
Compliant, Not Forceful	Forceful
Less Competitive	More Competitive
Deferential to Others	High Self Regard
Challenges Generate Stress	High Tolerance of Challenges
Compliant - Management	Pushes - Management
Prefers Others to Direct	High Personal Initiative
More Easy Going	High Intensity at Work
Lower Confidence - Abilities	High Confidence - Abilities

Steadiness/Dependability (87.50)

Not a Significant Strength

Average Strength

Significant Strength

Exceptional



The applicant places an above average value on being dependable. One example of dependability is the value placed on showing up to work on time. Other attitudes that contribute to dependability include working hard and with intensity, loyalty, service to others, and being results oriented.

Deferential - Abilities	Self Assured - Abilities
Task Focus - Less Intensity	Strong Task Focus - Intensity
Working Hard is Less Important	Hard Work is Important
Challenges Generate Stress	High Tolerance of Challenges
Providing Service is Less Important	Providing Service is Important
Less Self Disciplined	Task-Oriented Discipline is Important
Loyalty is Less Important	Loyalty is Important
Producing Results is Less Important	Producing Results is Important

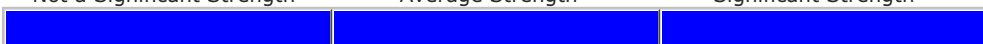
Attention to Detail/Conscientiousness (75.00)

Not a Significant Strength

Average Strength

Significant Strength

Exceptional



(Gestalt) The applicant reports an above average level of attention to detail on job-

related tasks. Accuracy, being careful and making sure a task is done well is important to this person.

Am Not Seen as a Perfectionist	Am Viewed as a Perfectionist
Perfection is Less Important	Perfection is Preferred
Perfection is Less Important	Work Must be Perfect
Unfinished Work Does Not Create Stress	Work Must be Finished

Work Pace/Multitasking (33.33)

Not a Significant Strength Average Strength Significant Strength Exceptional



(Kinesthetic) Concerning the speed with which this individual accomplishes tasks, the applicant reports their work speed is average. Getting tasks done quickly is important to this person.

Works Less Than 50 Hours/Week	Works More Than 50 Hours/Week
Tolerates Slow Work Periods	Gets Restless When Work Slows
Not Bored Easily	Bored Easily
Working Harder Than Others Less Important	Important To Work Harder Than Others
Not a Strong Worker	Sees Self as a Strong Worker
Time Passes Slowly	Gets Caught Up in Work

Customer Service Attitude (83.33)

Not a Significant Strength Average Strength Significant Strength Exceptional



Some positions benefit from employees who believe in building strong relationships with customers and being helpful. This applicant reports that they are above average in this area.

People who demonstrate an average or better customer service attitude often feel it is important to go above and beyond for their customers, do extra things for them and may be described by their customers as caring and warm. The higher the score, the more of these characteristics will be demonstrated.

More Reserved	More Warm and Caring
Less Important to Leave a Good Impression	Important to Leave a Good Impression
Prefers Customers to Solve Own Problems	Helping Customers Solve Problems is Important
Emotional Support of Customers is Less Important	Emotional Support of Customers is Important
Providing Service is Less Important	Providing Service is Important
People Need to be Self Sufficient	Goes Above and Beyond for Customers

Energy - Home/Work Orientation (40.00)

Not a Significant Strength Average Strength Significant Strength Exceptional



The applicant reports they are below average in energy in a work environment. Positions that require long hours and sustained levels of intensity might be difficult for this applicant over time. Consideration for the lower energy levels of the applicant (when compared to high energy workers) should be considered if a high level of work intensity is required for the position.

Persons who score below average in energy generally see themselves as working less than 50 hours per week, not intense as others and feel that others get the job done sooner or better than they do.

Deferential - Abilities	Self Assured - Abilities
Averages Less Than 50 Hours/Week	Averages More Than 50 Hours Per Week
Deferential to Others	High Self Regard
Task Focus - Less Intensity	Strong Task Focus - Intensity
More Easy Going	High Intensity at Work

Service Attitude to Supervisor (80.00)



Many positions require a worker to get along, cooperate and work successfully with a supervisor. This applicant reports that they are above average in this area.

People who demonstrate an average or better attitude toward supervision may feel it is important to do extra things for their supervisor, work with them to solve problems and are warm and caring.

More Reserved	More Warm and Caring
Supervisors Should Do Their Own Work	Goes Above and Beyond for Supervisors
Emotional Support of Supervisors is Less Important	Emotional Support of Supervisors is Important
Supervisors Should Solve Own Problems	Enjoys Helping Supervisors Solve Problems
Less Important to Leave a Good Impression	Important to Leave a Good Impression

Risk Indicators

Theft/Honesty (17.25)



The applicant believes that someone who is dishonest is not acceptable.

Drug/Substance Abuse (8.05)



Regarding drug usage, the applicant believes that workers who use drugs are not acceptable.

Violence/Emotions (25.30)

Low Risk

High Risk



Concerning violence and emotion, the applicant believes in good working relationships and does not become easily angered.

Diversity (6.90)

Low Risk

High Risk



In the area of diversity, the applicant believes in having patience with differences of co-workers as compared with himself/herself.

Risk/Safety (46.00)

Low Risk

High Risk



The applicant believes that most injuries can be prevented and believes in using caution and concern in job duties.

Tenure/Turnover (17.25)

Low Risk

High Risk



With regards to tenure or turnover, the applicant believes in loyalty and the value of staying permanent.

Supervisor/Customer Views (8.05)

Low Risk

High Risk



The applicant is likely to take instructions willingly from authority. The applicant indicated a positive perspective toward customers.

Values/Dependability (18.40)

Low Risk

High Risk



The applicant believes in dependability on the job.

Caution Statements

(Caution - Response Validity) The responses from the applicant may be overly optimistic. *Please explore further with the applicant.*

Probing Questions

43. Describe for me a time when you felt that your safety was at risk on the job. How did you handle the situation?

51. Give me an example of a time when you were working at one job and a better one came along. What did you do? How did you handle it with the previous employer?

44. Tell me about a time when someone wanted you to be responsible for your own safety at work. How did you feel about that? What happened?

55. Tell me about a time when the opinion of others made you act differently than you thought you should.

56. Tell me about a time when you felt a lie, or even a "white lie" that wouldn't really hurt anyone, was necessary to tell somebody at work. Listen for whether they have a deep moral commitment to always telling the truth or if they feel some lies are OK.

Coaching Ideas

■ Assertiveness: **Below Average**

Below average assertiveness indicates that this person will tend to not demonstrate assertive behaviors on the job. This is an advantage if the position requires a lot of teamwork, would not benefit from someone questioning the status quo or where a direct approach is not required or beneficial.

It may be difficult to say 'no' to work assignments that someone with higher assertiveness would object to doing. While this can be seen as a compliant approach, it can also generate conflict when unnecessarily overburdened.

Intensity, external demonstrations of confident behavior and forcefulness in work situations will not be the normal approach for people with this profile. Placing them into a position where their success demands such behavior can generate conflict and decrease job satisfaction.

■ Work Pace: **Average**

(Kinesthetic) Average indicates that this individual emphasizes speed in getting work done, but not to the same degree as one who is above average or exceptional in Work Pace (Kinesthetic).

Individuals who are average in Work Pace (Kinesthetic) and low in Attention to Detail (Gestalt) may also not fit the profile of a position that demands careful attention to detail. Workers who emphasize speed over accuracy can demonstrate higher error rates due to their desire to get their work done quickly.

This individual may not experience as much stress due to a work environment which demands faster than normal pacing, compared to another who is below average in Work Pace (Kinesthetic). A difference in emphasis on speed might be noticed when compared to those who score much higher in this area.

■ Influence: **Average**

When coaching an individual with an average desire to influence and persuade, it can be of help to them to remember that not everyone understands or accepts information in the same way. An organized and succinct summary of facts and figures works for some, while others prefer examples of pro's and con's of an idea.

The drive to influence others and seek recognition for efforts is there in this individual -- but it is not nearly as strong as those who score in the above average or exceptional areas.

People who score at least average in influence tend to enjoy working with people -- if the position does not have significant people contact, it would be good to explore the potential impact this would have on job satisfaction.

Depending on prior experience and training, individuals with this profile may be prone to pushing their thoughts or ideas on others without

adapting to a lower key, methodical or other approach best suited to successful persuasion of others who do not share the same profile.

■ **Attention to Detail: Above Average**

(Gestalt) Paying attention to detail can be a marvelous attribute. The applicant scores above average in this area. Typically, this indicates that the applicant will take time to make sure things are done well and done right. Work Pace (Kinesthetic) may be sacrificed for accuracy. When placing on a team, remember this tendency.

When assigning responsibilities and tasks, it is important to allow sufficient time for this individual to pay attention to detail. Doing so will make for a more pleasant work environment and lower frustration levels of both the manager and the individual. Be sure to compare this score with the Work Pace (Kinesthetic) score. The higher score is the dominant trait.

■ **Energy: Below Average**

People with below average energy can be very successful employees. 'Below average in energy' is a comparison to high energy people -- not an indication that they do not have any energy at work. Specifically, it indicates such things as not seeing themselves as having worked overtime hours on a consistent basis or not being above average (compared to others) in intensity.

Coaching managers on setting realistic expectations for work is a key. It may create conflict if the position or manager demands overtime or exceptional levels of intensity. In a team environment, there is potential for conflict with high energy people over the use of time.

Low energy people may not see the same value in working overtime that high energy people do, nor will they necessarily feel that they function well in a consistent overtime environment.
