



Candidate Profile and Interview Guide

Frank Abrams

Position: unknown

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.

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Four Keys To Interpreting the Report

1. Before using this report, check the statement on the cover to make sure the candidate's profile reliability score is either "very high" or "high." Do not use the report if the reliability score is "low," "moderate," or "marginal," which would indicate the candidate either did not understand the instructions or tried to manipulate the results.

2. On each scoring scale you will notice two vertical lines in the areas Intuition & Empathy, Results Orientation & Decisiveness, Adherence & Organization, Self View, Self Awareness, and Self Expectations. The areas between these two lines indicate the general norm range, of which 95 percent of the population will score between those two vertical lines. Additionally, 95 percent of the population will score to the left of the one vertical line in Types of Reasoning and to the right of the one vertical line in Attention Balance.

3. It is important to keep in mind that a higher score in the profile is not necessarily a better score. Scores to the right of six (6) indicate the person is naturally attentive to that particular competency. Scores to the left of six (6) indicate an inattention to that particular competency. The closer the person scores to six (6) the more balanced and clear/focused thinking they have in that particular competency. The further away their scores are from six (6), the more biased and less clarity in thinking they have in that particular competency. Certain jobs will require an inattention (i.e., scores below 6) to various competencies. Please refer to Chapter 3 of the User's Manual to determine the desired score ranges/benchmark for the job in question.

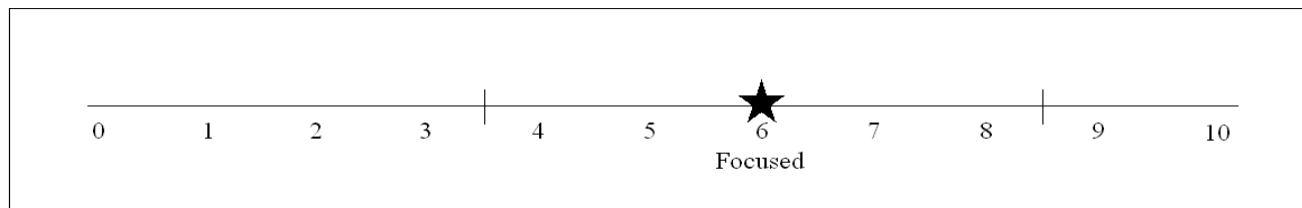
4. It is not uncommon for some of the scores to match the desired benchmark range for a certain job, which results in a potential strength, while others do not match the desired range, which results in a potential weakness. In other words, the scores may sometimes seem to conflict. For example, a management candidate may be able to build strong relationships, but have an inability to assert themselves and lead others. Use the behavioral interview questions in the report, and/or in Chapter 8 of the User Manual, to help determine the candidate's overall competency level.

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). Consider all relevant factors regarding an applicant's qualifications, such as but not limited to prior work experience, education, special skills, and training.

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?"

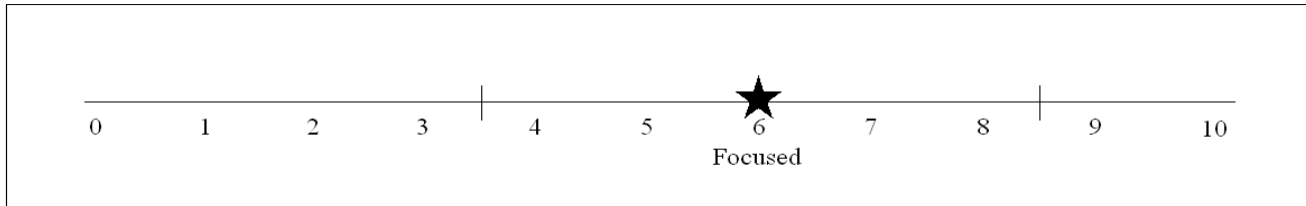
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

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?

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)



This particular thinking orientation rarely manifests weaknesses or gets in the way of a person being effective. Weaknesses will typically be found described in other sections of this report.

LIKELY STRENGTHS: Common sensibility; high ability to make clear and accurate choices consistently; good intuition about what moves others to action; can work effectively in groups of people; loves to get results and not waste time; finds efficiencies in getting tangible results; rewards people trying; astute politically.

POTENTIAL WEAKNESSES: May be too direct or impatient at times; May look for ways to bend the rules to get desired results; can be too politically motivated; can be so focused on the perceptions and response that they may abandon or lose sight of the substance.

BEST WORKING ENVIRONMENT: One where effectiveness is rewarded. They need to make things happen in a context where things are changing, decisions are being made, and many things are happening at the same time. They will have a difficult time in a situation where the rules absolutely govern decisions, and where policies are set in stone and overshadow common sense that may lead to progress. They also need to work in a context where the company's measure of its success is how it is better than its competition.

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

REFERENCES: "_____ seems to have accurate common sense and an ability to decide the best course of action quickly. Sometimes this ability shows itself in the person appearing to be impatient with others, very demanding of others, or too quick to take action. Did you ever see problems such as these?"

BEHAVIORAL INTERVIEW QUESTIONS:

1. "When you have been on teams in the past, what would you say were the differences between teams that are effective and teams that are not?"
2. "Many people take action or make decisions very quickly. Give me an example of a time when you felt you made a decision too quickly. What caused you to make the decision you did and how did it turn out?"
3. "Describe the best boss under whom you have worked. What were the descriptive attributes that you observed in that individual?"
4. "What has been a recent decision you have had to make in your present position that worked out well? Tell me about the decision you faced and what you needed before you acted."

For a Manager Candidate:

5. "This is a multi-part question: First, describe briefly your management style when dealing with the performance of those who report to you. Second, give me an example of a person who has been easy to manage versus someone who has been difficult to manage."
6. "Recently, articles have been written about how managers need to be decisive yet make intelligent decisions. Give me an example when you made a key decision in a context where things were rapidly changing or you had to circumvent established company policy."

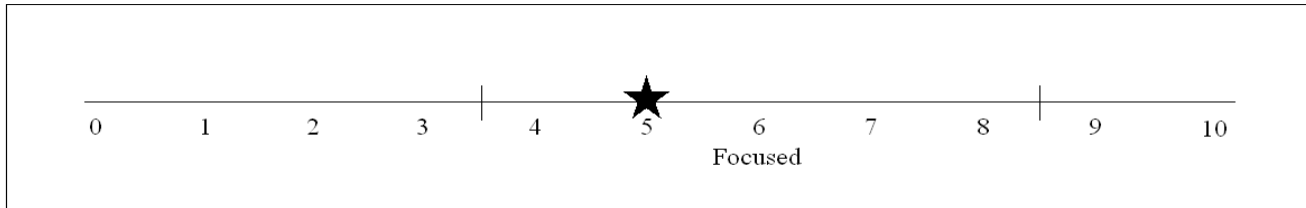
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being direct and sometimes impatient 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 he or she is hired? Will this person be too demanding, impatient, or driven to fit in your company?
3. Will this candidate respect their new boss in your company based on their answers to question 3?
4. Will this candidate's management approach fit into your company's culture or what is needed for this specific role?

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: Nonconformity; individual expression; responsive; free-spirited; not bound by conventions.

STRENGTHS DETERMINED BY OTHER ORIENTATIONS: Oriented toward business or production; attentive to others' desires and interests; decisive; faces problems quickly; able to get results where others would be stymied; reasonable yet biased.

POTENTIAL WEAKNESSES: Individualist; may have a chip on the shoulder when required to follow rules or expectations set by others; cautious about processes or rules that absolutely govern decisions; needs to bring their own sense of order to the situation; may misunderstand or discount the value of rules, procedures, or conformity to the past.

BEST WORKING ENVIRONMENT: This person will work best when they are allowed to do things their own way, when there is variety in the work, when they will not be held accountable for numeric standards or measures, and when the work does not involve slow-moving processes.

RÉSUMÉ: Has this candidate worked predominately in positions or companies that allowed or required a significant amount of individual expression? Did they ever function for an extended period of time in an environment that was structured, precisely defined, or closely regulated?

REFERENCES: "We have been led to believe that _____ is a person whose need to express their own abilities and perspectives is so strong that they will do so even when it flies in the face of their employer's policies or regulations. Did you find this person to be too independent or unconventional? Did they struggle when the situation called for them to submit to company standards or policies?"

BEHAVIORAL INTERVIEW QUESTIONS:

1. "Give me an example when despite having a lot of rules or requirements put on top of you, you were successful in getting something important accomplished. What was that and what did you do?"
2. "Describe a time when you achieved a key accomplishment at work as part of a team. What was the situation, and what did you contribute to the accomplishment?"
3. "Describe the best boss under whom you have worked. What were the key attributes that you observed in that individual?"
4. "What would you say are the most effective things managers can do to motivate their workers to do a good job? Describe for me one particular situation in which a manager encouraged you to perform in a certain manner."

For a Manager Candidate:

5. "Tell me about a situation when you imposed goals or standards on your team or an individual you managed. What was involved in that situation?"
6. "Describe a situation in which you had to get your staff to implement a policy or rule that they did not agree with. How did you manage that?"

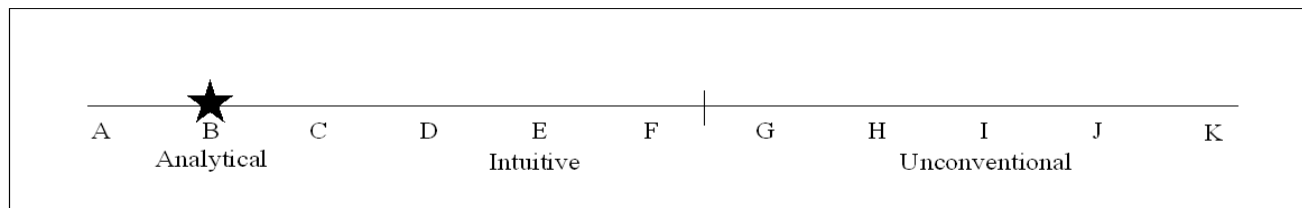
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Personal honesty about their being impatient or rebellious when rules are imposed on them.
2. Is the candidate too focused on having personal freedom (i.e., the absence of rules and policies) to work effectively in your company or in the target position?
3. Is your company more "rules and standards" oriented than this candidate would be comfortable with?
4. Will this candidate respect his or her new boss in your company based on his or her answer to question 3?

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 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 "B" indicates the Adherence and Organization thinking is clear and cautious and is a fairly uncommon orientation. This enables the candidate to follow a consistent, linear type of reasoning, while bringing a caution or skepticism to literal adherence to rules, order, policies, or structures. This person processes logic in a conventional manner, demanding that things make sense by following a logical A - B - C process.

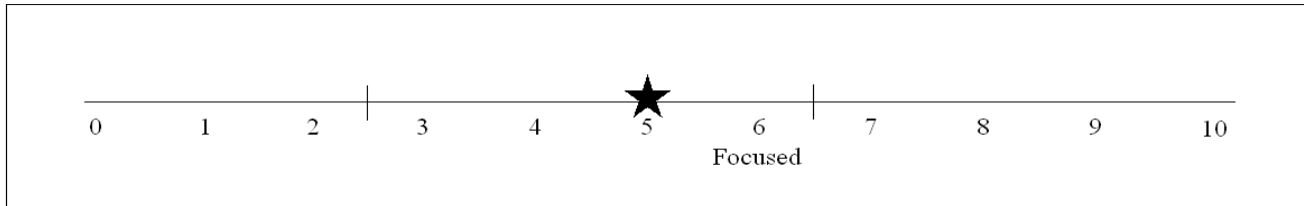
BEHAVIORAL INTERVIEW QUESTIONS:

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 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.

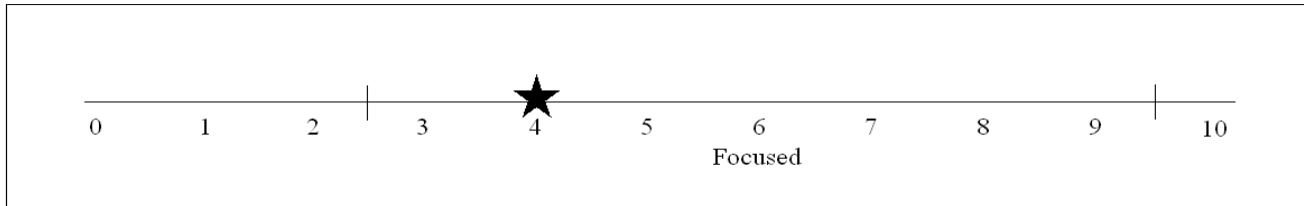
REFERENCES: "Was _____ so sensitive to criticism that others treated them with special care or gave them special leeway? Did _____ have trouble working with people who challenged or confronted them?"

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: May have difficulty in comfortably promoting themselves if they have not had time to gear up for it; somewhat uncomfortable being complimented; may not always be able to appreciate their own efforts or accomplishments. Candidates with this thinking orientation may not always promote themselves confidently in the interview. They are not natural self-promoters, and as such, their interviews may work against them rather than for them. Look past the interview and your initial impressions about this person and look carefully at their substance, previous achievements, and references.

POTENTIAL STRENGTHS DETERMINED BY OTHER ORIENTATIONS: Grateful for help from others; a team player who will not compete for position with peers; strong dedication to their own principles and standards. Can be very loyal and a supportive team player. May be easily managed due to having lower ego.

POTENTIAL WEAKNESSES: Somewhat anxious in undefined social situations; may have a difficult time effectively selling or promoting themselves; may adopt a victim posture when rules or expectations are not clearly defined; may not always assimilate compliments; may not clearly see the power their words or actions have on other people; may sometime discount their abilities in the face of their lofty standards. If their score in Results Orientation & Decisiveness is below 6, they can lack aggressiveness or assertiveness. If their score in Results Orientation & Decisiveness is 6 or greater, the weaknesses in this section will be minimized.

BEST WORKING ENVIRONMENT: One where they do not have to defend themselves or need to promote themselves over and against other people on a consistent basis. This particular aspect of their thinking supports their being a natural team player. They need to have a person protect and champion their work, protect them if they are working in a very political, aggressive, and/or competitive environment. If their score in Results Orientation & Decisiveness is below 6, they will require an environment where no political savvy is required, and there are few political dynamics in the organization. If their score in Results Orientation & Decisiveness is 6 or greater, the energy and impatience from that score will allow them to be more aggressive and adjust to change or political dynamics more easily.

RÉSUMÉ: Did this person predominately work in positions where they did not have to be persuasive or constantly promote themselves over others and be assertive?

REFERENCES: "Did _____ seem to undervalue their own contributions and fail to give themselves appropriate credit for their accomplishments? Could you always count on _____ to do what they said they would do, or would they sometimes be thwarted by events happening around them?"

BEHAVIORAL INTERVIEW QUESTIONS:

1. "Tell me about a project in which you played a critical role that demonstrated a key personal attribute to achieve an end result."
2. "Think of a situation when what you believed was best was different from the thinking of your manager or peers (or what had been standard operating procedure). What did you do and what was the outcome?"
3. "Some managers go overboard trying to motivate people. Think of a time when you received more credit for contributing to the success of a project or goal than you probably deserved. Tell me about your actual role and how it was overblown by management."
4. "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."
5. "Think of a time when you had to make a strong case to management for resources you needed. How did you approach them, and what was the outcome?"
6. "Tell me about a time where you had to make a verbal presentation to a group of your peers or superiors. How did you handle this situation?" (Look for evidence of confidence or a lack of confidence in tackling the situation.)

For a Manager Candidate:

7. "Give me a recent example of when you've praised or given recognition to a direct report."

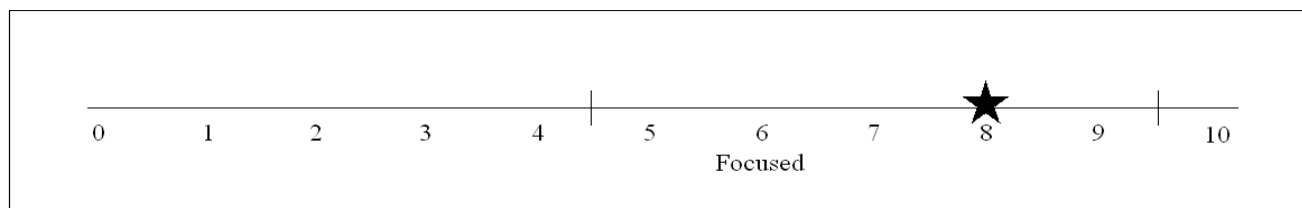
WHAT TO LOOK FOR IN THE CANDIDATE'S ANSWERS:

1. Can the candidate be honest with himself or herself and others regarding his or her past accomplishments?
2. Is the candidate hypersensitive to being praised above others?
3. Does this candidate have enough confidence and assertiveness for this position?
4. Can this candidate give praise and recognition to others?

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:

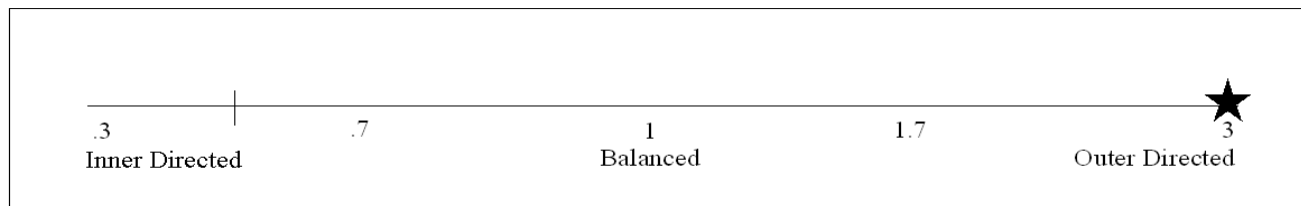
4. "As a manager, what standards have you set for your team for doing a good job? How did you determine those standards?"

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'



This orientation is very common (approximately 55 percent of the population). When under stress, outer directed people are better able to understand and address the perspectives, feelings, and concerns of others than their own feelings, desires, and concerns. They need to gear up and prepare themselves for situations where they have to deal with stressful concerns that impact them directly. This is a strength in that it makes them more sensitive to others and the world around them. This can be a weakness when it causes them to avoid important personal matters, situations that need to be faced quickly, or when it causes them to ignore their own needs or expectations.

People with this orientation are more comfortable addressing the matters and concerns of others than attending to their own interests. Since they are sensitive to others and make personal sacrifices to help or please others, they can be good performers and good team players.

WHEN INTERVIEWING:

When interviewing outer directed people, look to see what kinds of methods they use to keep being effective when under a lot of stress. Ask the candidates to tell you what they do to take care of the stresses that they internalize. What methods does the candidate use to reduce the negative effects of stress in their life? What kinds of situations do they find themselves avoiding and then wishing that they had not avoided? Also consider asking references how the candidate reacted and performed when under stress.

BEHAVIORAL INTERVIEW QUESTIONS:

1. "Tell me about a time in which your sensitivity to help others has worked for you and how it has worked against you."
2. "Give me an example of how you've overcome a tough situation in your life and/or career."
3. "Give me an example of a particularly stressful situation you've encountered at work and how you handled it."

For a Manager Candidate:

4. "Describe for me a time when you had to assist a direct report with their daily work responsibilities or a special project. How did you balance assisting them and staying focused on your responsibilities?"

World Thinking Blending Summary

The "Enthusiast"

Enthusiasts tend to downplay or disregard right and wrong, understanding, and literal meaning, instead focusing on obtaining results and building relationships. They see and pay attention to what works, getting things done, moving people to action, and personal matters. They are Enthusiasts because they have strong feelings for accomplishing things. They love to motivate people to action and have a passion for what they do.

Enthusiasts' relationships are both social and personal. They have an emotionally charged allegiance to individuals when they are working together.

Enthusiasts are good at promoting activities, energizing the fainthearted, bringing enthusiasm to the environment, and spearheading service/work efforts. Enthusiasts may discount the importance of rules and formal agreements (such as written contracts). They tend to disregard rules, order, and processes while focusing on individual's rights and accomplishing things.

Enthusiasts may be impatient with processes and planning. They often grow impatient because they cannot see the results of a process until later. Enthusiasts want things to happen now! In communicating, Enthusiasts are inattentive to the importance of absolute facts, of giving people something they can count on (no matter what!), and using words in literal, definite ways.

Enthusiasts avoid making commitments when they do not see immediate practical value. Their focus is on doing what it takes to get things moving, make things happen, and accomplish measurable results. As a result, Enthusiasts often are perceived to be superficial, political, manipulative, or expedient.

Even more than Doers, Enthusiasts love to tell people how to do things and what they think needs to be done. This shows up most strongly when another person needs understanding and reasons, and the Enthusiast just tells them what to do.

Self Thinking Blending Summary

The "Responsible Perfectionist"

Responsible Perfectionists believe they are good people when they are doing what they should. They continually monitor themselves to make sure they are paying attention to their commitments, responsibilities, and values. They are inattentive to their feelings and unique character. Responsible Perfectionists do not believe it is appropriate for others to measure them by comparing them to others or what others achieve. They love being responsible and only feel at peace with themselves when they accomplish tasks according to their standards. The facet to which they primarily pay attention includes their internal sense of duty, values, and personal goals (Self Expectations thinking facet).

Responsible Perfectionists expect to live up to their own standards and commitments perfectly. They do not necessarily try to be perfect, but they demand of themselves a perfect fulfillment of their own standards. For example, a Responsible Perfectionist doesn't necessarily expect to get all "As" in school, but if he or she expects to get all "Bs" then he or she feels badly when receiving a "C."

Responsible Perfectionists are inattentive to both their relative, competent selves (Self Awareness thinking facet) and inner selves (Self View thinking facet). They feel capable only when in settings and situations that are both familiar and clearly defined. They are uncomfortable and uncertain in contexts where their roles are not defined or in purely social situations where they do not have a defined role or do not know the people. They are also unaware of how good they are at what they do, causing them to be excessively competitive, to dislike being compared to others, and to feel like victims who cannot change their life circumstances. They also do not give themselves fair or accurate appraisals, 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.

Frank Abrams's Scores Summary

Friday, November 14, 2008

Categories	Scores
WORLD THINKING	
Intuition and Empathy	6
Results Orientation and Decisiveness	6
Adherence and Organization	5
Types of Reasoning	B
SELF THINKING	
Self View	5
Self Awareness	4
Self Expectations	8
Attention Balance	3

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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