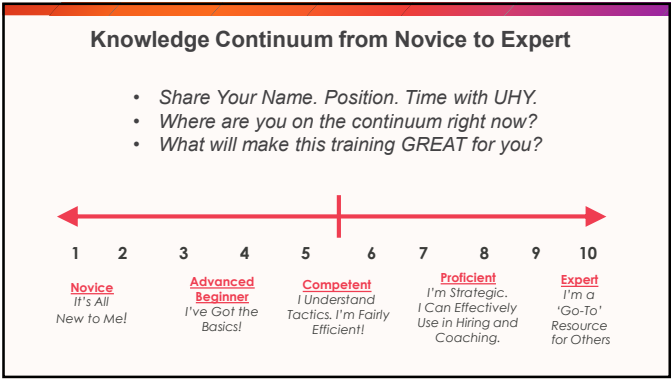
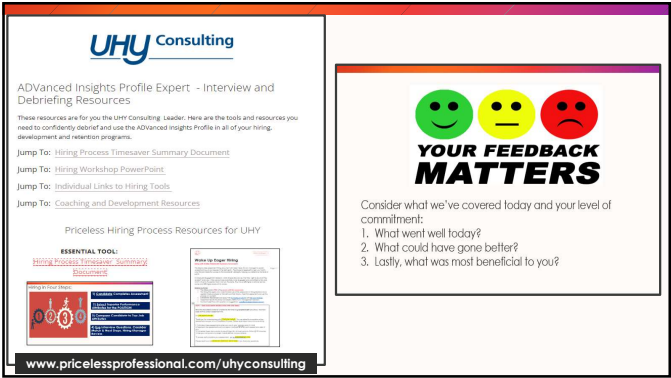


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2



3

# Why?

*"The ability to make good decisions regarding people represents one of the last reliable sources of **competitive advantage**, since very few organizations are very good at it."*

Peter Drucker,  
Consultant, Educator, Author

4





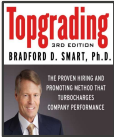
Focus on Fit!

5

## Calculating the Cost of Turnover

**Sample Team:** Average Employee Base Salary = \$50,000

A. Employees on Team	25
B. Annual Turnover	2 people
C. Calculate: (1.5) x (Average Salary) = Cost of Turnover Per Person	\$75,000
Annual Cost of Turnover =	\$150,000 =(B x C)



6

### Three Biggest Interview Mistakes?

1. Not being prepared.

2. Overfocusing on background & resume.

3. Not taking notes.

4. Not asking the right questions.

5. Personal bias.

6. Not asking candidates for specific examples of performance.

7. Interviewing alone.


8. Talking too much.

9. Relying too heavily on gut instinct.

Top 13 Hiring Mistakes Quiz: <https://pricelessprofessional.com/13mistakes>


7

### In Hiring, There's Always a Risk...




8


### Three New Hire Attitudes after Six-Months ...



'I Look Good, But I Don't Work' Attitude




'Unreliable and Inconsistent' Attitude



'Champion' Attitude

9



Champion Attitude

'I Look Good, But I Don't Work' Attitude


Unreliable and Inconsistent Attitude

What Determines What "Attitude" an Employee Will Have?

1. Fit for the job. (Is this work something I can do and want to do?)
2. How someone is managed. (Does this company care about this me, and do I care about this company?)
3. Past habits formed over the years. (Requires much effort and focus by the person to change.)

10

GALLUP Your Strengths Matter



6X

44%

3X

8%

38%

11

GALLUP



**Three** out of **Four** Adults:  
Do not know what their strengths are...

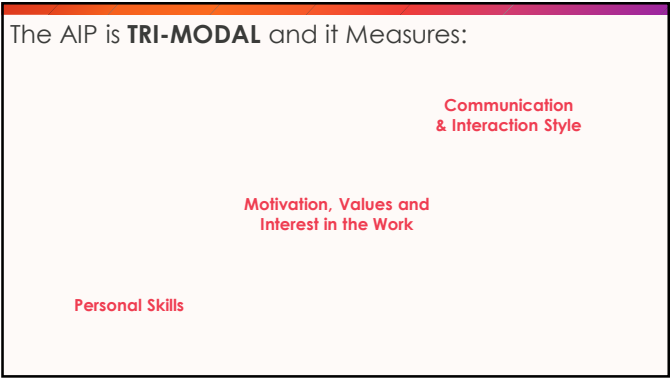
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15


The Profile is **TRI-MODAL**, and it Measures:




HOW WE DRIVE - DISC  
Communication  
& Interaction Style




GAS IN TANK - PIAV  
Motivation, Values and  
Interest in the Work




HOW WE DRIVE - DISC  
Communication  
& Interaction Style



HOW WE DRIVE - DISC  
Communication  
& Interaction Style




HOW WE DRIVE - DISC  
Communication  
& Interaction Style




HOW WE DRIVE - DISC  
Communication  
& Interaction Style

16


Five Areas That Impact Performance:




HOW WE DRIVE - DISC  
Communication  
& Interaction Style




GAS IN TANK - PIAV  
Motivation, Values and  
Interest in the Work




HOW WE DRIVE - DISC  
Communication  
& Interaction Style



HOW WE DRIVE - DISC  
Communication  
& Interaction Style
















HOW WE DRIVE - DISC  
Communication  
& Interaction Style



HOW WE DRIVE - DISC  
Communication  
& Interaction Style

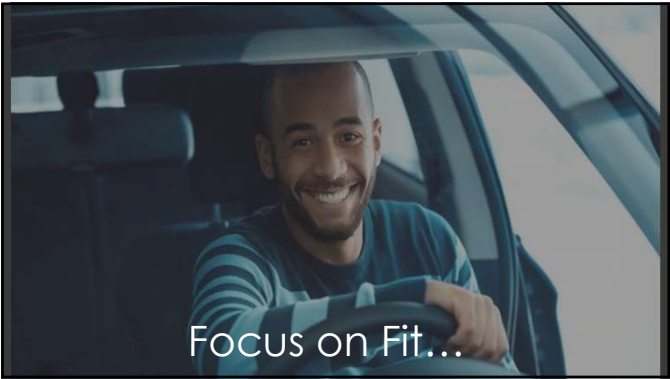
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Comparing Two Tax Manager Candidates		
Five Areas of FIT	Candidate A - Sally	Candidate B - Jane
 Roads Traveled Future Travel Plans		
 Gas In Tank - Motivators		
 How Drive - DISC		
 Under the Hood - Personal Skills		
 Garage/Where Parked Culture & Team and Overall Fit.	Review Interview Team Feedback Follow Up: Gaps in three attributes, and one motivator.	Review Interview Team Feedback Follow Up: TBD

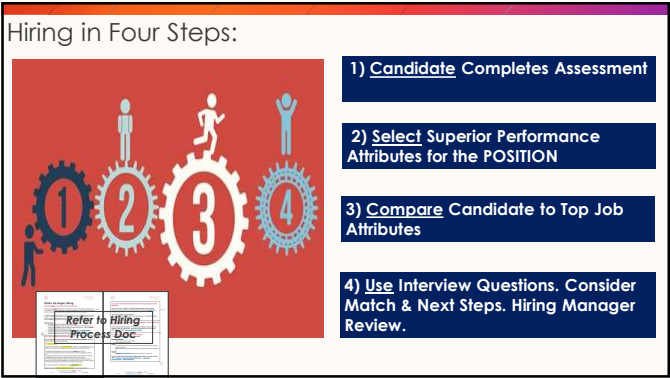
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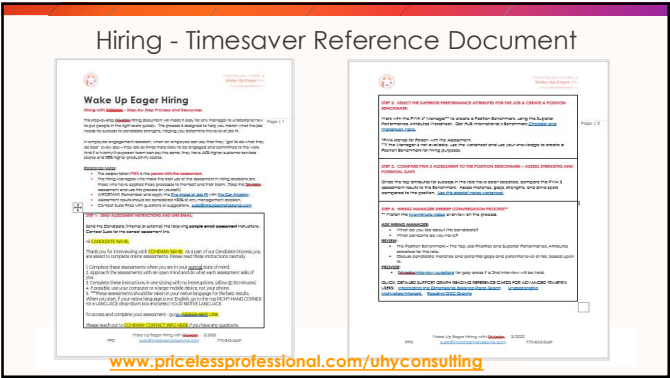
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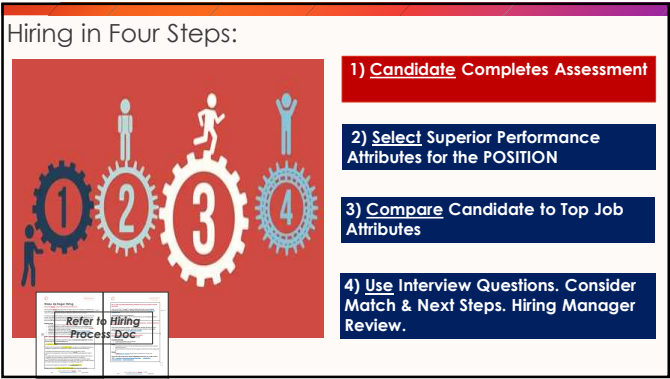
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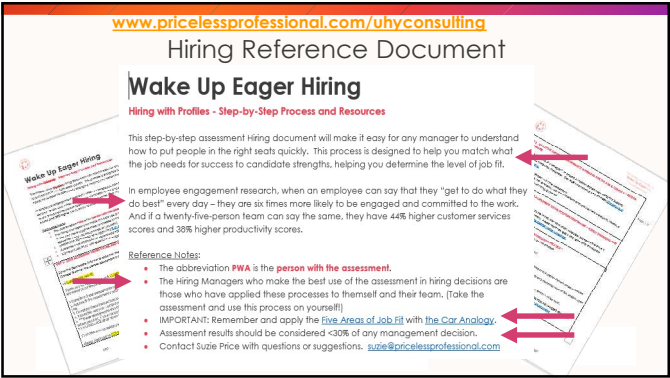
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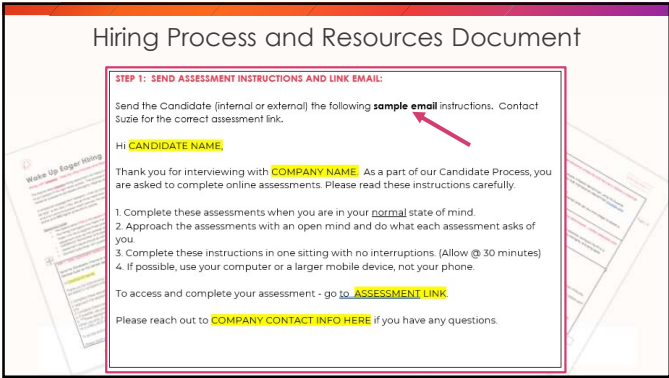


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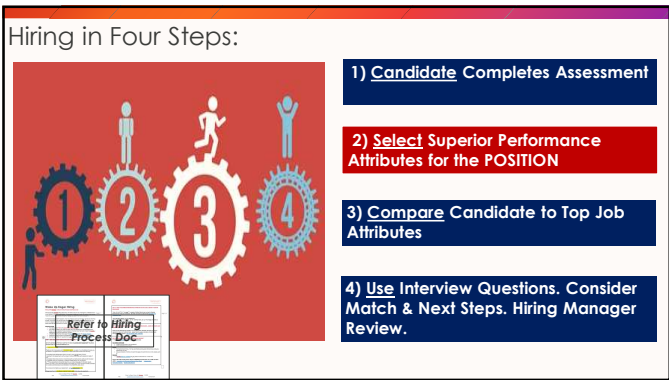


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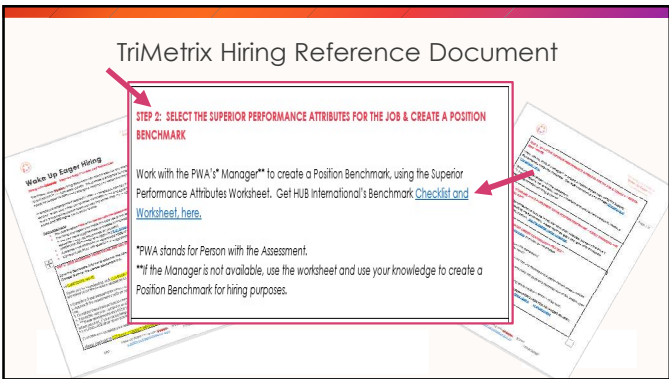




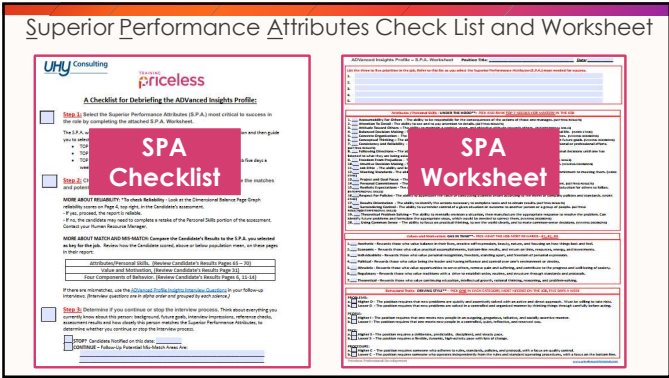
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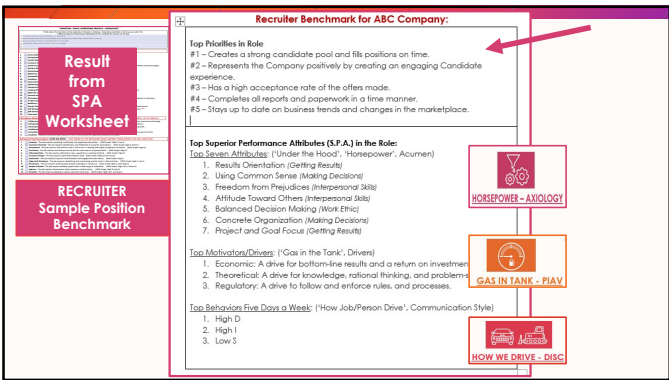
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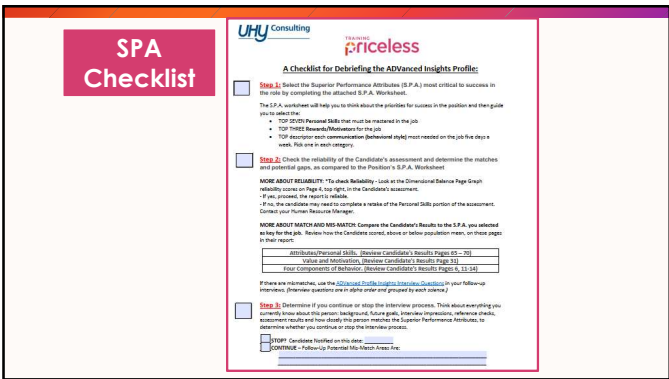
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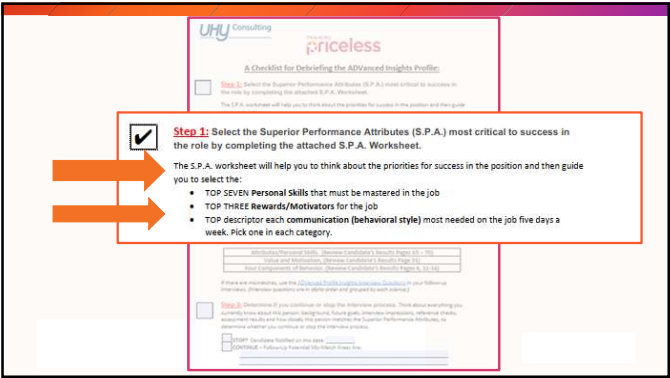
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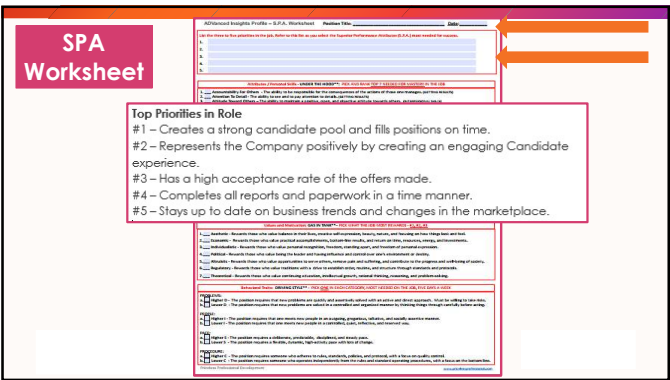
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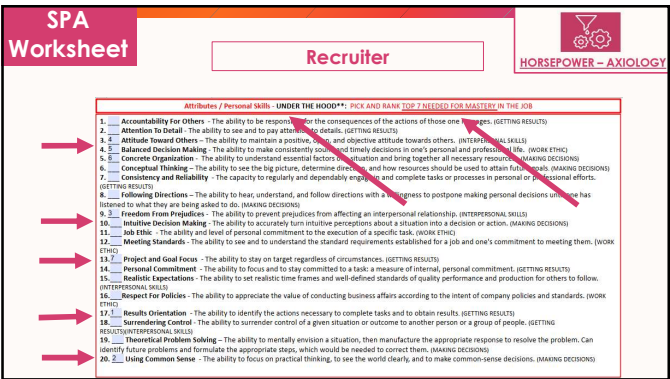
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SPA Worksheet

Recruiter

Values and Motivation: **GAS IN TANK\*\*** - PICK WHAT THE JOB MOST REWARDS - #1, #2, #3

1. **Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty, nature, and focusing on how things look and feel.

2. **Economic** - Rewards those who value practical accomplishments, bottom-line results, and return on time, resources, energy, and investments.

3. **Individualistic** - Rewards those who value personal recognition, freedom, standing apart, and freedom of personal expression.

4. **Political** - Rewards those who value being the leader and having influence and control over one's environment or destiny.

5. **Altruistic** - Rewards those who value opportunities to serve others, remove pain and suffering, and contribute to the progress and well-being of society.

6. **Regulatory** - Rewards those who value traditions with a drive to establish order, routine, and structure through standards and protocols.

7. **Theoretical** - Rewards those who value continuing education, intellectual growth, rational thinking, reasoning, and problem-solving.

**GAS IN TANK - PIAV**

34

SPA Worksheet

Recruiter

Behavioral Traits: **DRIVING STYLE\*\*** - PICK ONE IN EACH CATEGORY, MOST NEEDED ON THE JOB, FIVE DAYS A WEEK

PROBLEMS:

a. ☒ **Higher D** - The position requires that new problems are quickly and assertively solved with an active and direct approach. Must be willing to take risks.

b. ☐ **Lower D** - The position requires that new problems are solved in a controlled and organized manner by thinking things through carefully before acting.

PEOPLE:

a. ☒ **Higher I** - The position requires that one meets new people in an outgoing, gregarious, talkative, and socially assertive manner.

b. ☐ **Lower I** - The position requires that one meets new people in a controlled, quiet, reflective, and reserved way.

PACE:

a. ☐ **Higher S** - The position requires a deliberate, predictable, disciplined, and steady pace.

b. ☒ **Lower S** - The position requires a flexible, dynamic, high-activity pace with lots of change.

PROCEDURE:

a. ☒ **Higher C** - The position requires someone who adheres to rules, standards, policies, and protocol, with a focus on quality control.

b. ☐ **Lower C** - The position requires someone who operates independently from the rules and standard operating procedures, with a focus on the bottom line.

**HOW WE DRIVE - DISC**

35

Result from SPA Worksheet

RECRUITER Sample Position Benchmark

**Recruiter Benchmark for ABC Company:**

Top Priorities in Role

#1 - Creates a strong candidate pool and fills positions on time.

#2 - Represents the Company positively by creating an engaging Candidate experience.

#3 - Has a high acceptance rate of the offers made.

#4 - Completes all reports and paperwork in a time manner.

#5 - Stays up to date on business trends and changes in the marketplace.

Top Superior Performance Attributes (S.P.A.) in the Role

Top Seven Attributes ("Under the Hood", "Horsepower", Acumen)

1. Results Orientation (Getting Results)

2. Using Common Sense (Making Decisions)

3. Freedom from Prejudices (Interpersonal Skills)

4. Attitude Toward Others (Interpersonal Skills)

5. Balanced Decision Making (Work Ethic)

6. Concrete Organization (Making Decisions)

7. Project and Goal Focus (Getting Results)

Top Motivations (Drivers: "Gas in the Tank", Driven)

1. Economic: A drive for bottom-line results and a return on investment.

2. Theoretical: A drive for knowledge, rational thinking, and problem-solving.

3. Regulatory: A drive to follow and enforce rules, and processes.

Top Behavior Five Days a Week ("How Job/Person Drive", Communication Style)

1. High D

2. High I

3. Low S

**HORSEPOWER - AXIOLOGY**

**GAS IN TANK - PIAV**

**HOW WE DRIVE - DISC**

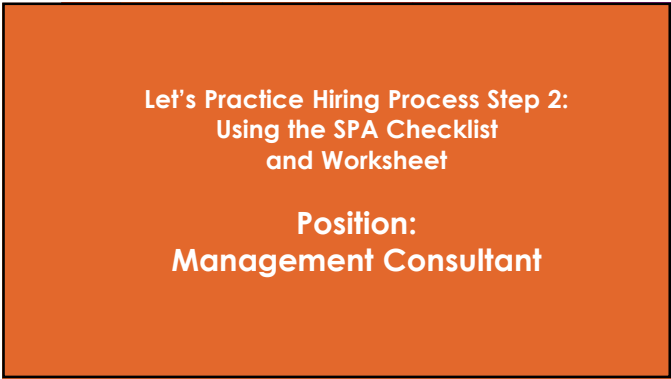
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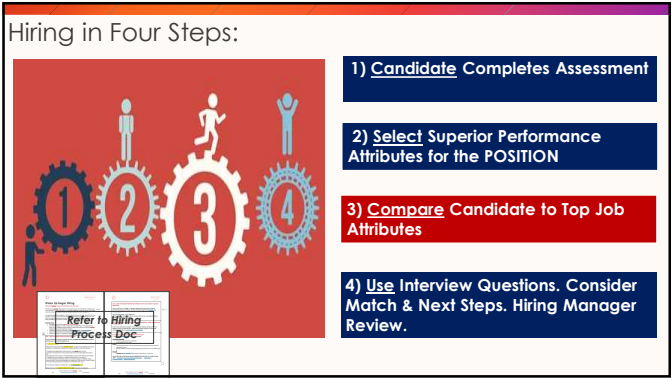
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SPA Checklist

UHY Consulting

priceless

A Checklist for Debriefing the ADVanced Insights Profile

Step 1:

Select the Superior Performance Attributes (S.P.A.) most critical for success in the role by completing the attached S.P.A. Worksheet.

The S.P.A. worksheet will help you to think about the priorities for success in the position and then guide you to select the:

• TOP 10-15 Personal Skills that must be measured in the job

• TOP 10-15 Results/Motivators for the job

• TOP 10-15 Attributes/Behaviors that must be measured on the job five days a week. This can be most categories

Step 2:

Check the reliability of the Candidate's assessment and determine the matches and potential gaps, as compared to the Position's S.P.A. Worksheet.

MORE ABOUT RELIABILITY:

To check Reliability - Look at the Dimensional Balance Page Graph reliability scores on Page 4, top right, in the Candidate's assessment.

If yes, proceed, the report is reliable.

If no, the candidate may need to complete a retake of the Personal Skills portion of the assessment. Contact your Human Resource Manager.

MORE ABOUT MATCH AND MIS-MATCH:

Compare the Candidate's Results to the S.P.A. you selected as key for the job. Review how the Candidate scored, above or below population mean, on these pages in their report:

Attributes/Personal Skills. (Review Candidate's Results Pages 65 - 70)

Value and Motivation. (Review Candidate's Results Page 31)

Four Components of Behavior. (Review Candidate's Results Pages 6, 11-14)

If there are mismatches, use the ADVanced Profile Insights Interview Questions in your follow-up interviews. Interview questions are in alpha order and grouped by each science.)

Step 3:

Determine if you continue or stop the interview process. Think about everything you currently know about this person: background, future goals, interview impressions, reference checks, assessment results and how closely this person matches the Superior Performance Attributes, to determine whether you continue or stop the interview process.

STOP:

Candidate failed on this step.

CONTINUE:

Follow-up Potential Mismatch Areas Are:

40

SPA Checklist

UHY Consulting

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A Checklist for Debriefing the ADVanced Insights Profile

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STOP:

Candidate failed on this step.

CONTINUE:

Follow-up Potential Mismatch Areas Are:

41

HORSEPOWER - AXIOLOGY

ADVanced Insights Profile | Dimensional Balance

0.97 / 0.80

Must Be: > .70 / .70

External

Internal

Empathy 8.5 +

Practical Thinking 9.3 +

Systems Judgment 9.3 +

Self Esteem/ Self Belief 7.6 +

Role Awareness 7.4 +

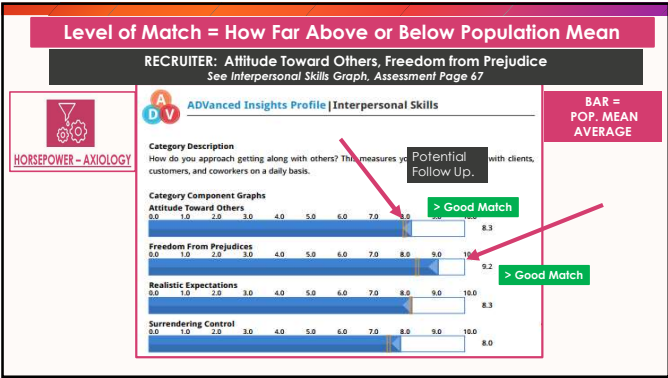
Self Direction 7.6 +

42

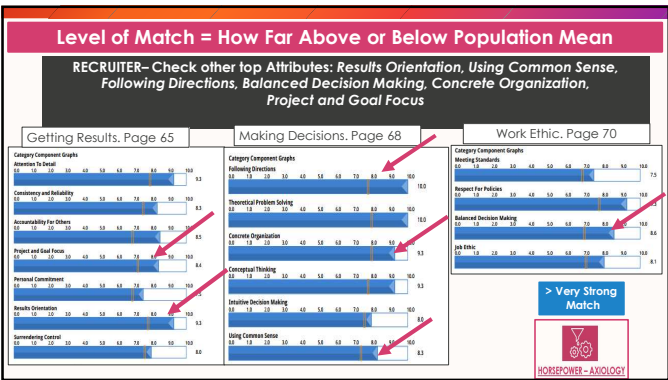
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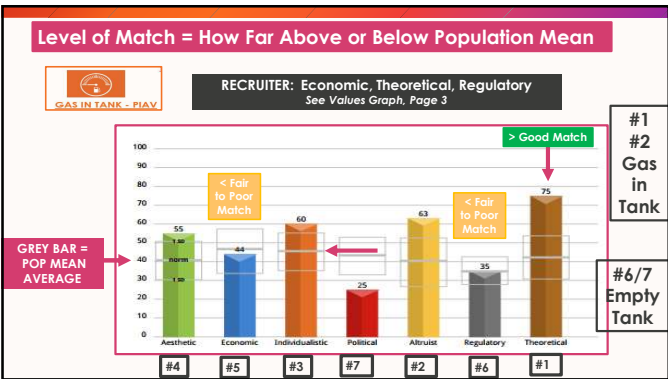
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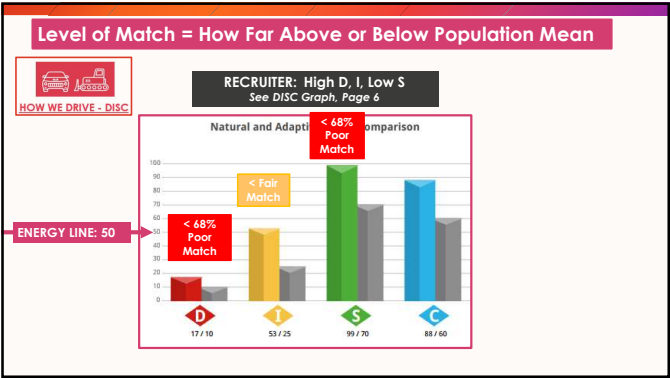


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Step 3  
Debrief  
Worksheet  
Recruiter  
Candidate

Candidate's Name: Recruiter Rene  
Reviewer's Name: Suite Price  
Position: Recruiter  
Date: 1/27/23

Match Color Code Key

Very Strong Match - Good Match (High Match)	Not Match - Fair Match	Poor Match - Low Match
Column 1: List Benchmarks Attributes for the Role.	Column 2: Compare Candidate to Benchmark.	Column 3: Note Matches and Gaps. Determine Next Steps.

Attributes - Under the Hood

Attributes	Match	Notes
Results Orientation	Strong Match	
Using Common Sense	Good Match	
Attitude Towards Others	Strong Match	
Freedom From Prejudice	Strong Match	
Balanced Decision Making	Strong Match	
Concrete Organization	Strong Match	
Project and Goal Focus	Strong Match	

Top Motivations - "Get In The Game" Drivers

Attributes	Match	Notes
Economic	Fair Match	
Theoretical	Strong Match	
Regulatory	Fair Match	

Top Behaviors - "How Job/Person Drive" - Communication Style

Attributes	Match	Notes
High D	Poor Match	
High I	Fair Match	
Low S	Poor Match	

Overall Risk - 3.5 to 4.

DISC 100% Review everything you know about this person: background, future goals, interview impressions, reference checks, and how closely the person matches the Superior Performance Attributes. To determine whether you continue or stop the interview process. If continuing - use the [DISC 100% Questionnaire](#) and the [Disc Interview Checklist](#).

\*\*Assessment results are <30% of any management decision.

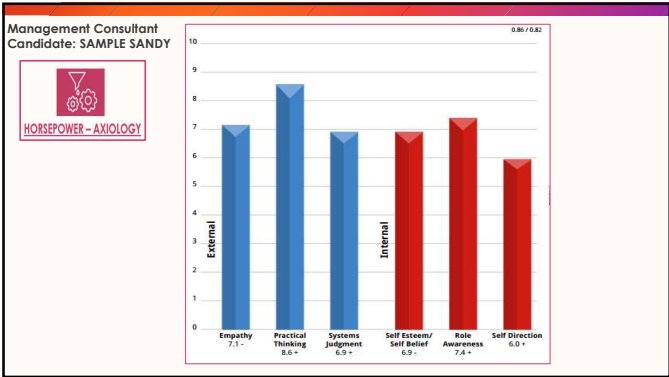
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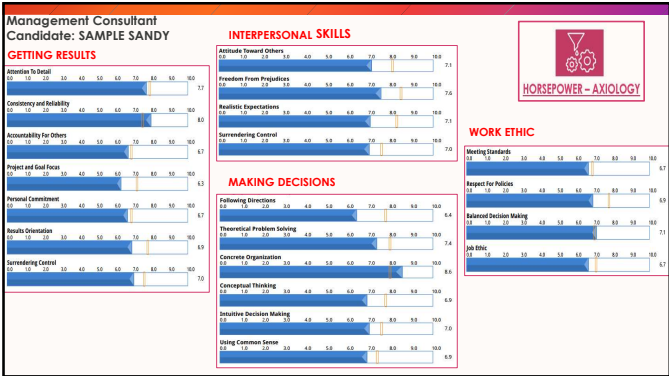
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Practice Hiring Process:  
Compare  
Management Consultant  
Candidate's Results  
To The Superior  
Performance Attributes

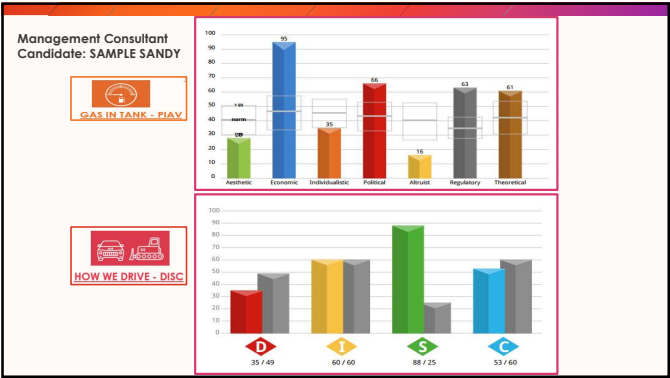
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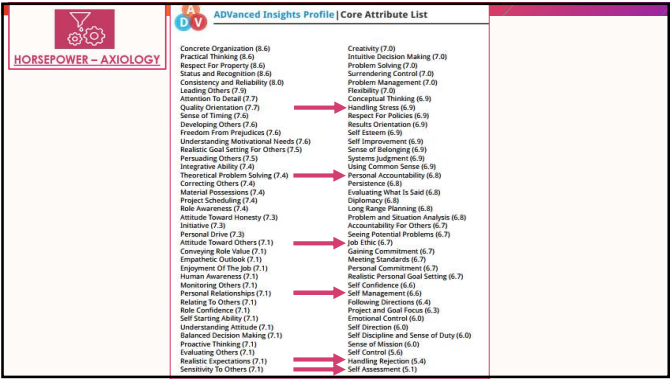
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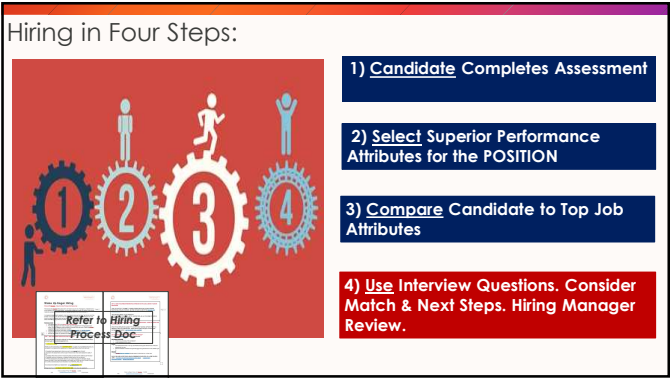
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### Sample Interview Questions for Recruiter Candidate\*\*:


**Using Common Sense** - The ability to focus on practical thinking, to see the world clearly, and to make common-sense decisions. (MAKING DECISIONS)

- How do you identify resources and data and go about organizing them when working on a project or problem?
- Give me an example of a difficult problem you solved at work and describe how you went about solving it.
- Give me an example of a problem at work that you just couldn't solve. What did you do?
- What problem have you solved in your career that has provided you the greatest sense of fulfillment?

**Attitude Toward Others** – The ability to maintain a positive, open, and objective attitude towards others. (INTERPERSONAL SKILLS)

- What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
- What do you consider the most effective way to influence someone to a particular point of view? Give me an example of when you have done that successfully.
- What steps do you take when trying to gain the support for an idea of another person(s)? What is the biggest mistake someone could make when doing that?


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### Sample Interview Questions for Recruiter Candidate\*\*:

**Regulatory** - Rewards those who value traditions with a drive to establish order, routine, and structure through standards and protocols.

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules". Give me an example of a rule that you have relative to managing or leading others. Where did you learn that rule? How rigid is it?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? How do you deal with it?




**HIGH D**- The position requires that new problems are quickly and assertively solved with an active and direct approach. Must be willing to take risks.

- When faced with a deadline, how do you respond?
- How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you did proceed. How did you feel? How did it work out?

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## SPA Checklist



A Checklist for Debriefing the ADVanced Insights Profile

**Step 1:** Select the Superior Performance Attributes (S.P.A.) most critical to success in the role by completing the attached S.P.A. Worksheet.

The S.P.A. worksheet will help you to think about the priorities for success in this position and then guide you to define them.

**Step 2:** Determine if you continue or stop the interview process. Think about everything you currently know about this person: background, future goals, interview impressions, reference checks, assessment results and how closely this person matches the Superior Performance Attributes, to determine whether you continue or stop the interview process.

☐ STOP? Candidate Notified on this date: \_\_\_\_\_

☐ CONTINUE – Follow-Up Potential Mis-Match Areas Are: \_\_\_\_\_

Attributes/Personal Skills	Worksheet Candidate's Summary Page 40 – 50
Critical and Management	Worksheet Candidate's Summary Page 51
Team Components or Behavior	Worksheet Candidate's Summary Page 52 – 53

If there are mismatches, use the [ADVanced Insights Interview Questions](#) to your follow-up impressions. (Interview questions are in alpha order and grouped by each scenario.)

**Step 3:** Determine if you continue or stop the interview process. Think about everything you currently know about this person: background, future goals, interview impressions, reference checks, assessment results and how closely this person matches the Superior Performance Attributes, to determine whether you continue or stop the interview process.

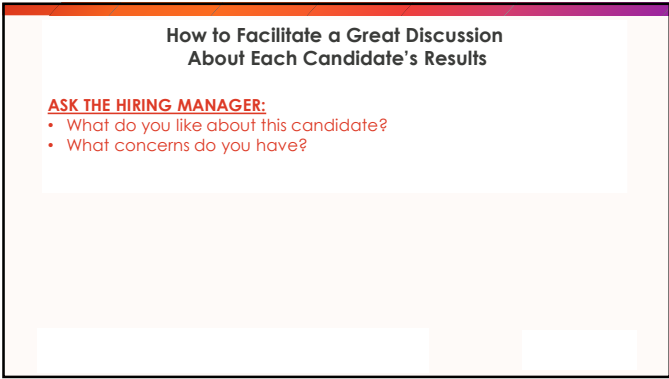
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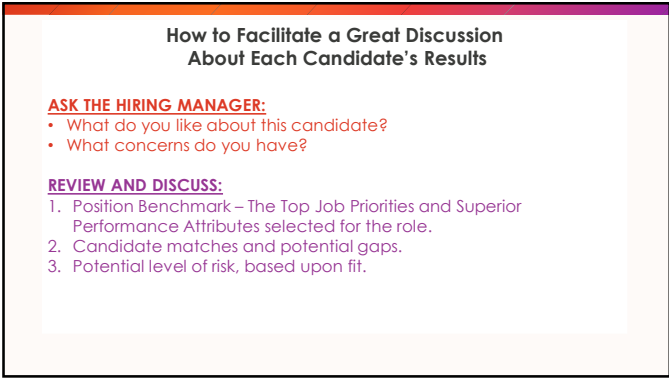
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### How to Facilitate a Great Discussion About Each Candidate's Results

**ASK THE HIRING MANAGER:**

- What do you like about this candidate?
- What concerns do you have?

**REVIEW AND DISCUSS:**

1. The Position Benchmark – The Top Job Priorities and Superior Performance Attributes selected for the role.
2. Candidate matches and potential gaps.
3. Potential level of risk, based upon fit.

**PROVIDE:**

- Sample interview questions for gap areas if a 2<sup>nd</sup> interview will be held.

Priceless Professional Development

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### Practice Step 4: Selecting Interview Questions for Management Consultant Candidate

Role Play Hiring Manager  
Conversation

[www.pricelessprofessional.com/uhyconsulting](http://www.pricelessprofessional.com/uhyconsulting)

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### Hiring in Four Steps:



- 1) Candidate Completes Assessment
- 2) Select Superior Performance Attributes for the POSITION
- 3) Compare Candidate to Top Job Attributes
- 4) Use Interview Questions. Consider Match & Next Steps. Hiring Manager Review.

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Hiring in Four Steps:



1) Candidate Completes Assessment

2) Select Superior Performance Attributes for the POSITION

3) Compare Candidate to Top Job Attributes

4) Use Interview Questions. Consider Match, Next Steps. Hiring Manager Review.

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Hiring in Four Steps:



1) Candidate Completes Assessment


2) Select Superior Performance Attributes for the POSITION

3) Compare Candidate to Top Job Attributes

4) Use Interview Questions. Consider Match, Next Steps. Hiring Manager Review.

68

Hiring in Four Steps:



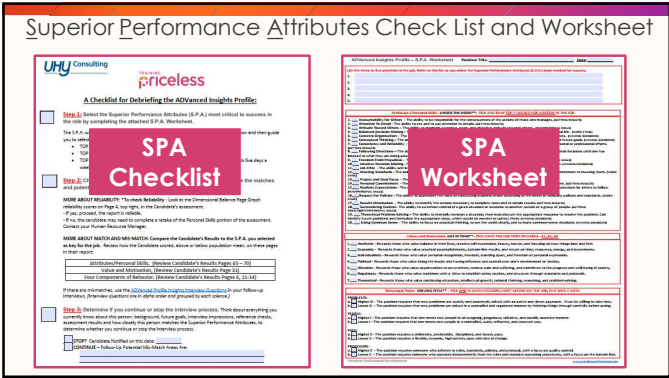
1) Candidate Completes Assessment

2) Select Superior Performance Attributes for the POSITION

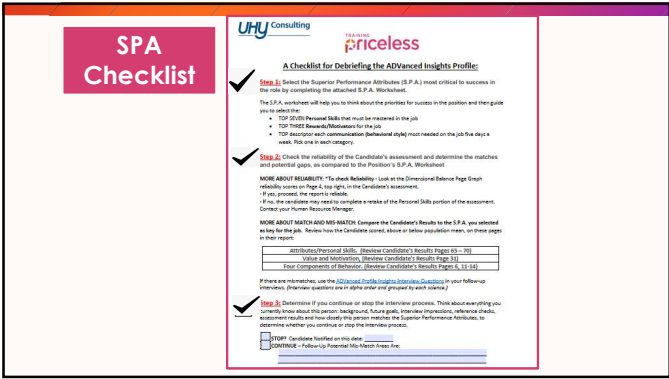
3) Compare Candidate to Top Job Attributes and Five Areas of Fit

4) Use Interview Questions. Consider Match, Next Steps. Hiring Manager Review.

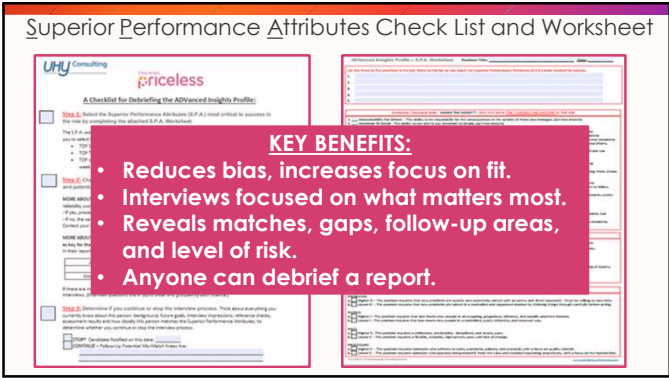
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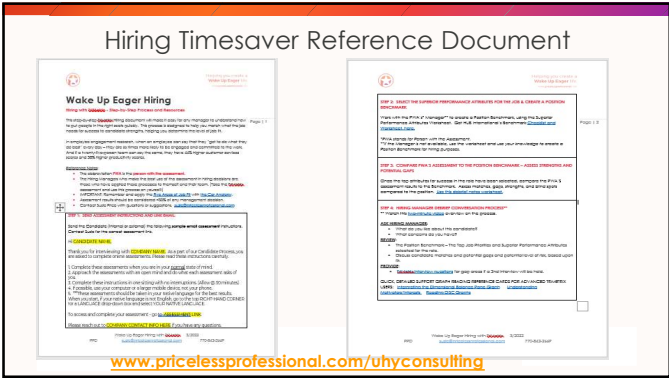


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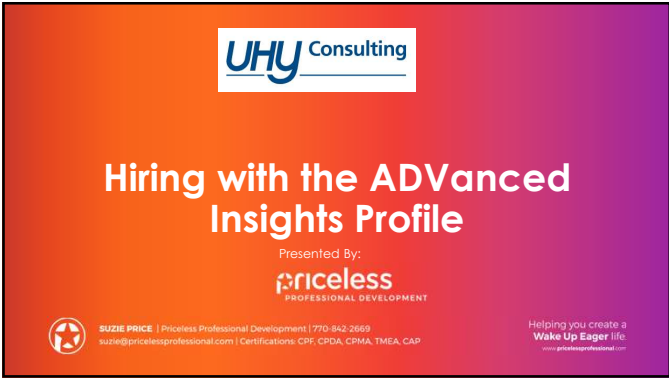




73



74




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# Next Level Training: Reading and Interpreting Graphs


76

The Profile is **TRI-MODAL** and it Measures:


< 30%



HOW WE DRIVE - DISC  
Communication  
& Interaction Style




GAS IN TANK - PIAY  
Motivation, Values and  
Interest in the Work



HORSEPOWER/UNDER THE  
HOOD - ACUMEN  
Personal Skills

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CANDIDATE NAME

As Request - Attribute Index - General Employment Profile

This document's Advanced Insights Profile contains the best of three credit-based profiles, authored by the Founder and CEO of Innovations, Jay Hobbs.


The Attribute Index measures how you think and make decisions. The Index Index measures your individual apt and ability and the DISC Index measures your personal behavioral style. Together they create what, how and when (i.e., what natural talents do you have, why are you motivated to use them and how do you prefer to use them).

This level of self-awareness and discovery are the keys to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.

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St. Louis, MO 63104-4511  
www.hghighlights.com

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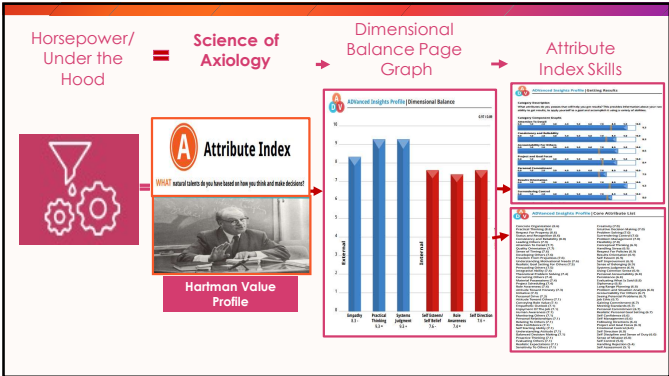
**Attribute Index**

WHAT natural talents do you have based on how you think and make decisions?



HORSEPOWER - AXIOLOGY

78



79

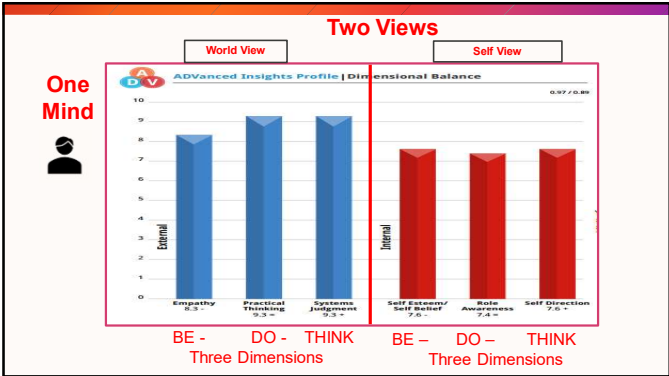
### Using Axiology in our Work

THE BENEFITS OF USING THE SCIENCE OF AXIOLOGY IN HIRING & COACHING

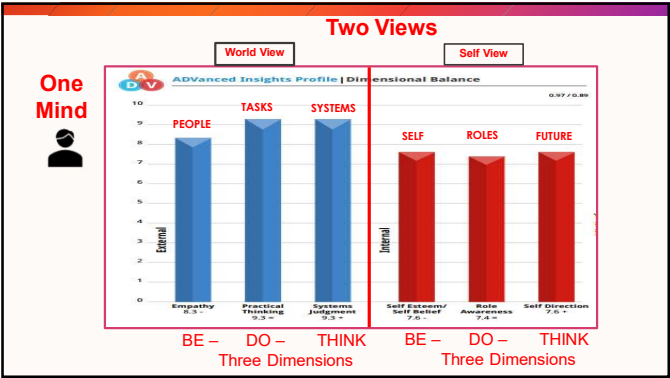
- IT GOES BENEATH THE SURFACE TO MEASURE WHAT MATTERS.**  
These tools measure a person's mental and emotional conditioning – their decision-making tendencies.
- IT SHOWS US MORE THAN 'STYLE'**  
It shows the quality of decision-making ability by gauging their mental clarity and emotional orientation.
- IT IMPROVES PRODUCTIVITY AND REDUCES TURNOVER**  
Because you start hiring people who are truly a fit for the job, their motivation stays strong.
- IT COMPARES A CANDIDATE'S SCORES TO TOP COMPETENCIES.**  
This helps you determine EXACTLY where a person will perform well and where they could struggle.

HIRING  
**priceless**

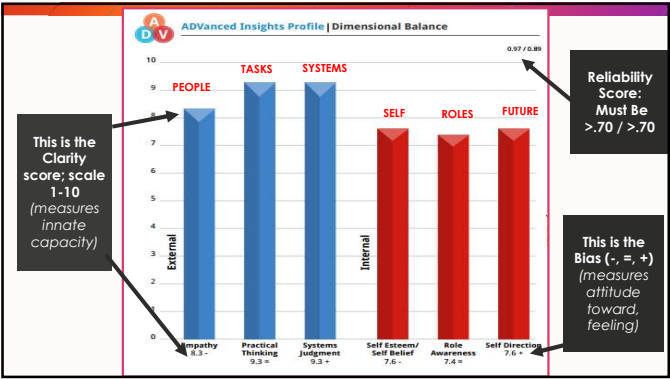
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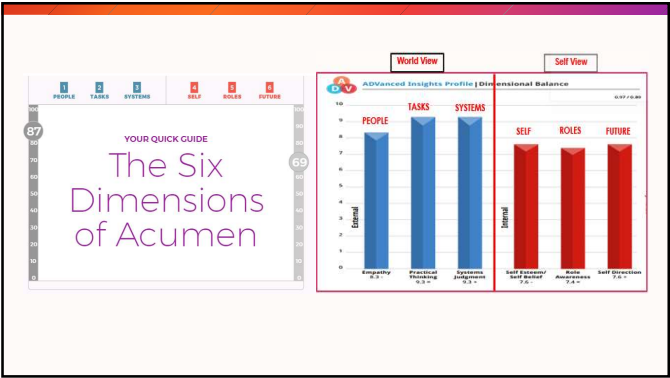
81



82



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SIX DIMENSIONS CHEAT SHEET

WORLD VIEW

Understanding Others

PEOPLE

The capacity to perceive and understand the individuality in others.  
Understanding Needs, Desires and Value of Others - Being With People

Practical Thinking

TASKS

The capacity to understand situations in a realistic, efficient manner and to achieve the desired results.  
Getting Things Done - Doing Action and Tasks

Systems Judgment

STRATEGY

The capacity to understand and use systems such as knowledge, authority structures, norms, rules and procedures.  
Rules, Laws, Policy - Thinking Planning and Order

SELF VIEW

Sense of Self

SELF

A measure of a person's awareness of "who" they are; the ability to discern one's own self-worth.  
Knowing Who I Am: Inner Worth

Role Awareness

ROLES

The degree of a person's identity and awareness regarding his or her professional, social and personal roles.  
What I Am: Role Confidence and Fulfillment

Self Direction

FUTURE

Having a clear vision of one's future objectives and the self discipline and organization necessary to achieve them.  
What I Am Becoming: Discipline, Duty and Hope

85

WORLD VIEW

People

FOCUS	Understanding Others
DIMENSION EXPLANATION	The capacity to perceive and under stand the individuality in others. Understanding needs, desires and value of others.
SUMMARY	Being: With People

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SELF VIEW

Self

FOCUS	Sense of Self
DIMENSION EXPLANATION	A measure of a person's awareness of "who" they are; the ability to discern one's own self-worth.
SUMMARY	Knowing Who I Am: Inner Worth

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Sample Interview Questions:

Lower Clarity on Empathetic Outlook: (Scores between 4 to 6 and/or below the mean; or with a bias that might not match what the job needs.)

• Give me an example of when you identified with someone else's difficulties at work. What, if anything, did you do to help them?

• Give me an example of when you went out of your way to help someone. What were your thoughts and feelings about that situation?

• Describe ways you are able to show others you care about them, yet do not compromise the needs and requirements of the overall organization.

Lower Clarity on Sense of Self: (Scores between 4 to 6 and/or below the mean; or with a bias that might not match what the job needs. See Positive Bias questions, below.\*\*)

• How do you react when confronted with personal criticism? Constructive criticism?

• Give me an example of a time when you were faced to take the initiative in the face of a mounting tide of adversity or criticism. How, exactly, did you move past it?

Full List of Interview questions available at

[www.pricelessprofessional.com/uhyconsulting](http://www.pricelessprofessional.com/uhyconsulting)

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WORLD VIEW

Tasks

FOCUS	Practical Thinking
DIMENSION EXPLANATION	The capacity to understand situations in a realistic, efficient manner and to achieve the desired results. Getting things done.
SUMMARY	Doing: Action and Tasks

Advanced Insights Profile | Dimensional Balance

TASKS

Category	Score
Perceptive	8.2
Practical Thinking	8.2
Systems Management	8.2
Self-Forward Self-Protect	7.6
Role Awareness	7.6
Self-Discovery	7.6

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SELF VIEW

Roles

FOCUS	Role Awareness
DIMENSION EXPLANATION	The degree of a person's identity and awareness regarding his or her professional, social and personal roles.
SUMMARY	What I Am: Role Confidence and Fulfillment

Advanced Insights Profile | Dimensional Balance

ROLES

Category	Score
Perceptive	8.2
Practical Thinking	8.2
Systems Management	8.2
Self-Forward Self-Protect	7.6
Role Awareness	7.6
Self-Discovery	7.6

90

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Sample Interview Questions:

Lower Clarity on Practical Thinking: (Scores between 4 to 6 and/or below the mean; or with a bias that might not match what the job needs)

- Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
- Tell me about a time when you missed a deadline. What were the consequences? What did you do differently the next time you faced a deadline?
- Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?

Lower Clarity on Role Awareness: (Scores between 4 to 6 and/or below the mean; or with a bias that might not match what the job needs)

- Describe what you do in your current job. Share specific examples of how you add value in that job.
- What jobs have you enjoyed the most? Why? Please share specific examples of what you enjoyed.
- What jobs have you enjoyed the least? Why? Please share specific examples of what you disliked.
- Give specific examples of past environments you worked best in.
- Give specific examples of past environments that did not work well for you.
- What kind of responsibilities would you like to avoid in your next job? Why?
- Tell me what all your life roles are? Do you feel you fulfill those roles well? Where do you feel you succeed? Fall short? (Coaching question only)

Full List of Interview questions available at

[www.pricelessprofessional.com/uhyconsulting](http://www.pricelessprofessional.com/uhyconsulting)

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WORLD VIEW

Systems

FOCUS	Systems Judgment
DIMENSION EXPLANATION	The capacity to understand and use systems such as knowledge, authority structures, norms, rules and procedures. Rules, Laws, Policy.
SUMMARY	Thinking: Planning & Order

Advanced Insights Profile | Dimensional Balance

Category	External	Internal
Propensity	8.2	7.8
Practical Thinking	9.2	8.5
Systems Awareness	9.1	8.0
Self-Forming	7.5	7.2
Self-Defining	7.4	7.1
Role Awareness	7.3	7.0

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SELF VIEW

Future

FOCUS	Self Direction
DIMENSION EXPLANATION	Having a clear vision of one's future objectives and the self discipline and organization necessary to achieve them.
SUMMARY	What I Am Becoming: Discipline, Duty and Hope

Advanced Insights Profile | Dimensional Balance

Category	External	Internal
Propensity	8.2	7.8
Practical Thinking	9.2	8.5
Systems Awareness	9.1	8.0
Self-Forming	7.5	7.2
Self-Defining	7.4	7.1
Role Awareness	7.3	7.0

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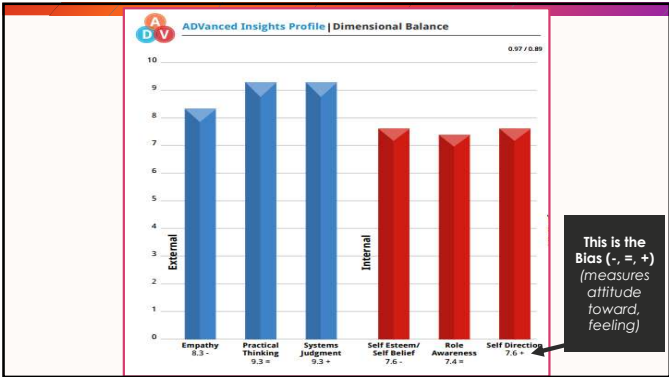
Sample Interview Questions:

- Lower Clarity on Systems Judgment:** (Scores between 4 to 6 and/or below the mean; or with a bias that might not match what the job needs)
- What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set?
  - What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
  - How are you at creating policies and procedures? Can you provide a specific example?

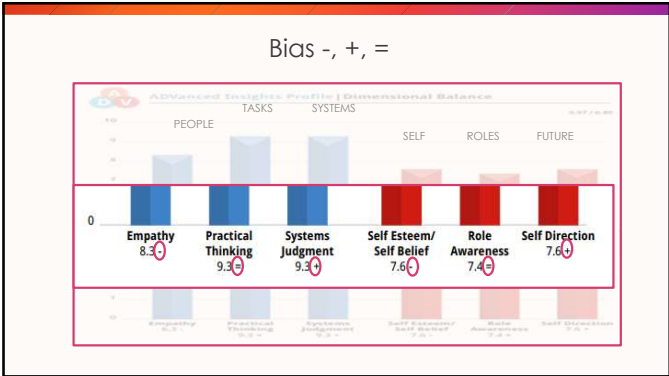
- Lower Clarity on Self-Direction:** (Scoring between 4 to 6 and/or below the mean; or with a bias that might not match what the job needs)
- As part of our reference checking, we will contact your former manager at some point. What will he/she tell us about your capacity as a self-starter? What examples do you think your former manager will use to illustrate his/her point?
  - Can you tell me where you see yourself in five years? One year? Six months? What will you do or need to do to ensure those goals will be met?

Full List of Interview questions available at  
[www.pricelessprofessional.com/uhyconsulting](http://www.pricelessprofessional.com/uhyconsulting)

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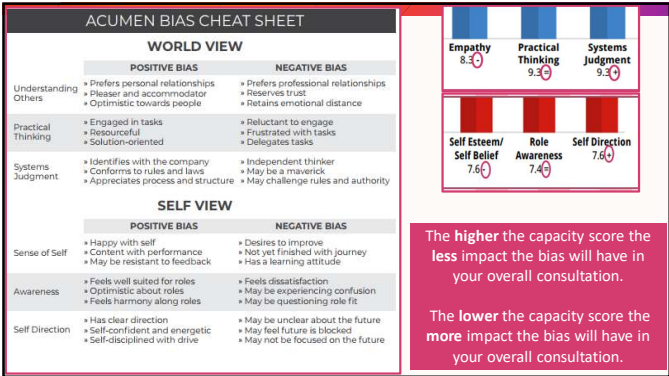


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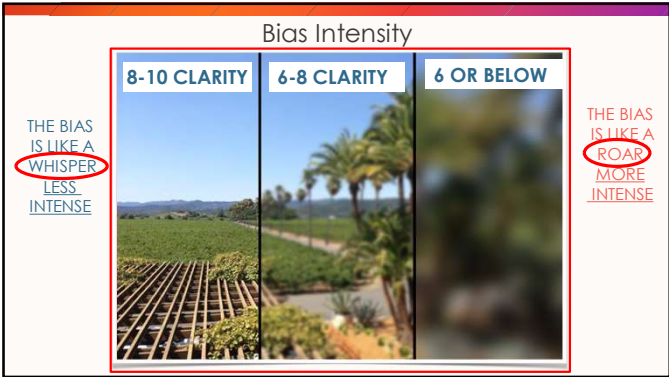


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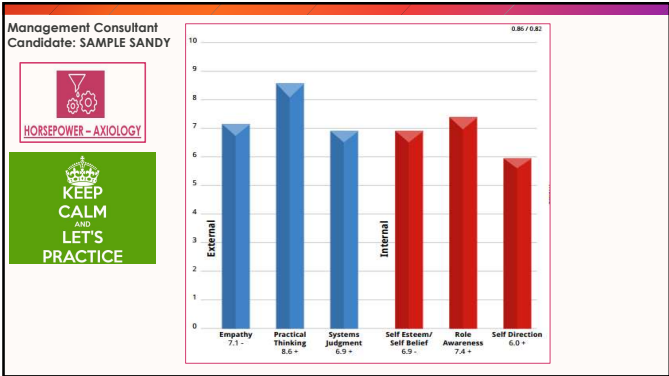




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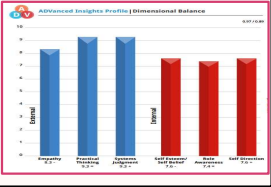
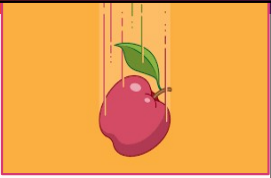
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99

Like Gravity... Axiology is There.

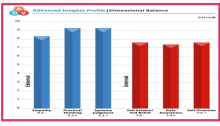

- Nephew Jesse's Plaque
- Cruise Story
- Organizational Structure
- Supervision
- Society
- Music



100

Axiology, The Bottom Line...


- Measures how we think and make decisions.
- Under the Hood – not visible. Can "tune the engine".
- Represented by Dimensional Balance Page Graph and Attributes.
- One Mind.
- Two Views: World and Self.
- Three Dimensions in Each View.
- Look at Clarity number (capacity) and Bias (how feel/attitude).




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The Profile is **TRI-MODAL** and it Measures:


< 30%



HORSEPOWER/UNDER THE HOOD – ACUMEN  
Personal Skills



GAS IN TANK - PIAY  
Motivation, Values and Interest in the Work

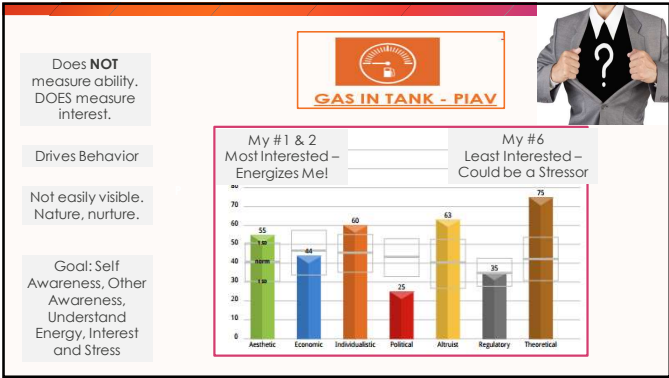


HOW WE DRIVE - DISC  
Communication & Interaction Style

102

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103

1) Read the Section Related to Your **Most Interested, #1** Motivator.

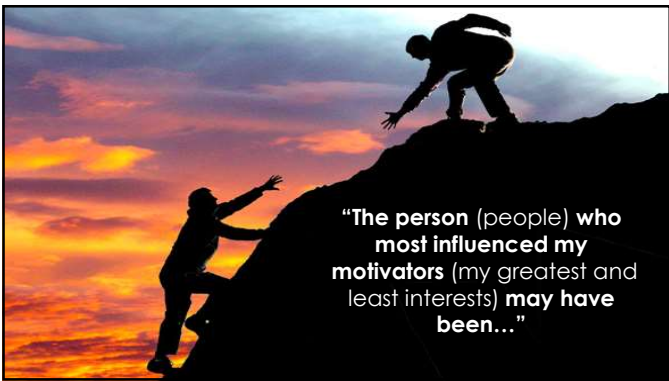
Pick two statements that stand out for you, be ready to share.

2) Read the Section Related to Your **Least Interested, #6 or 7** Motivator.

Pick two statements that stand out for you, be ready to share.



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For More Gas in **Your** Tank...

**Theoretical/Knowledge.** Are you learning new things and able to solve problems every day? Are you working on becoming an expert in something?

**Utilitarian/Economic.** Are your long hours paying off? Are you able to make more and get more results? Are helping track ROI and eliminate waste of time and resources?

**Individualistic/Political.** Are you able to lead and be out front? Are you able to advance and receive recognition? In what ways can you be the spokesperson?

**Social/Altruistic.** Do you have time to coach, counsel, support, and help others? Are you involved in organizations with causes you care about?

**Aesthetic.** Are you able to have the life balance you need? Are you able to express your creative interests and explore self-improvement?

**Traditional/Regulatory.** Are you able to enforce order and structure in your world via policy, meetings, processes, and tradition? Are you able to stand by and share your beliefs?

106

1. What are this person's top two interests? What is she most motivated by? What is her lowest interest? What is she least motivated by?

2. Notice how far above or below population mean.

3. Would this person's top interests & drivers be rewarded in a highly visible Leadership position? Why or why not? Could there be exceptions?

4. Would this person's top interests/drivers be rewarded in a technical engineering role? Why or why not? Could there be exceptions?

KEEP CALM AND LET'S PRACTICE

Interest	Score
Aesthetic	85
Economic	13
Individualistic	83
Political	48
Altruist	50
Regulatory	18
Theoretical	43

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The Profile is **TRI-MODAL** and it Measures:

< 30%

HOW WE DRIVE - DISC  
Communication & Interaction Style

GAS IN TANK - PIAY  
Motivation, Values and Interest in the Work

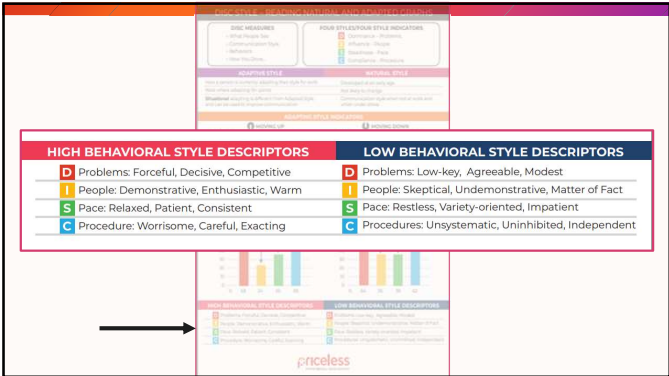
HORSEPOWER/UNDER THE HOOD - ACUMEN  
Personal Skills

108

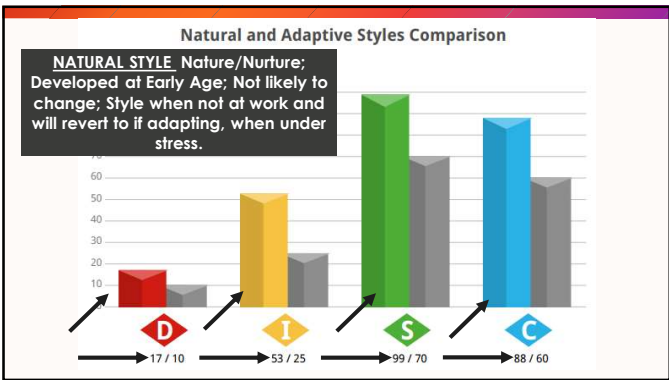
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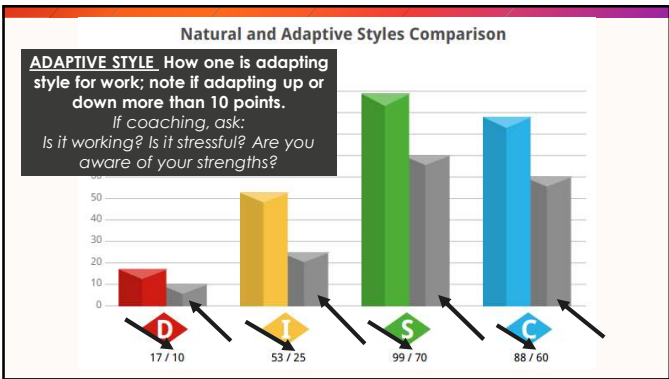




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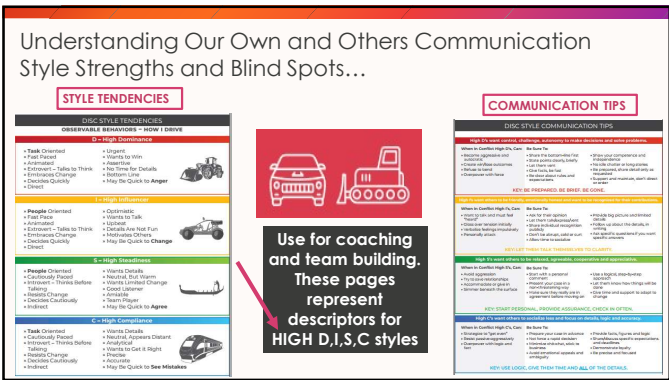
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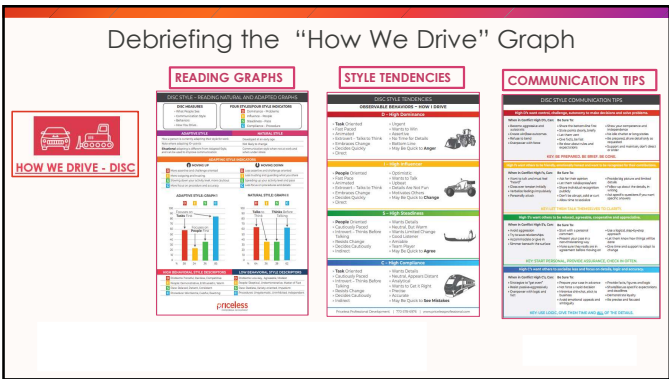
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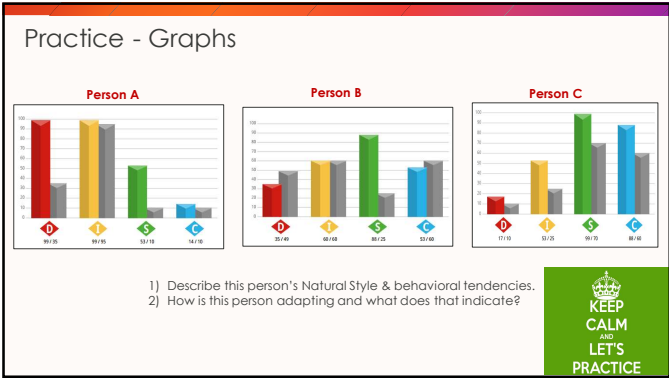
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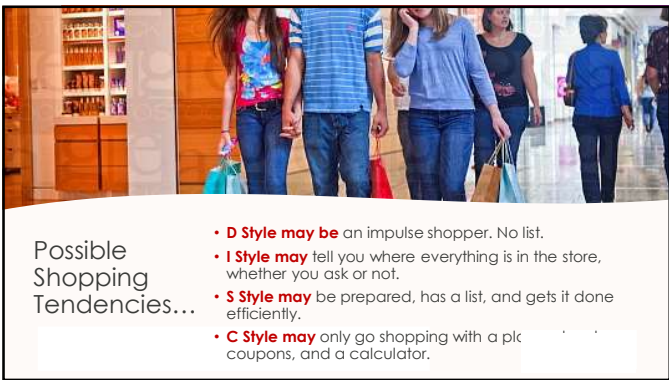
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120



Getting on a Busy  
Elevator...

- **D Style may** walk up, get on the elevator, and push the button that closes the door.
- **I Style may** let others in, saying "Always room for one more," and "Come in, you're going to be late; we'll wait for you!"
- **S Style may** wait in line, moving from one line to another, slow to make a decision.
- **C Style may** get on the elevator. If it's crowded, the C will count the number of people and, if the number is over the limit, will make someone get off.



121

Styles: On the Golf Course...

- **The D Style may** frequently drive through groups of golfers.
- **The I Style may** spend more time in the clubhouse talking than on the course.
- **The S Style may** play golf the same day, the same time, the same place, using the same clubs.
- **The C Style may** keep score, plays strictly by the rules, and clean his or her clubs a lot.



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Style: Reading a Newspaper...

- **The D Style may** only read the headlines and scatter the sections in the process.
- **The I Style may** read the obituaries first to see if he knows anyone.
- **The S Style may** over the entire paper and clips interesting articles.
- **The C Style may** call the newspaper if a word is spelled incorrectly.



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### Styles: Ask for Something on Their Desk...

- **The D Style may** have a messy desk and says, "It's there somewhere — you look for it."
- **The I Style may** say, "I'm busy right now. Give me a few minutes and I'll get back to you." The 'I' doesn't know where it is but won't admit it.
- **The S Style may** drop what he's doing to get it for you, then offer to refill your coffee at the same time.
- **The C Style may** have everything filed in alphabetical order or by color code.



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### Styles: Hanging Wallpaper...

- **The D Style may** say, "Come over Saturday and help me wallpaper. And bring the paste." The D then starts in the middle of the living room. The patterns don't match. The D says, "So what? That's what drapes and pictures are for."
- **The I Style may** have the wallpaper in the closet with the paste. It's on the list of things to do. The 'I' never gets around to it.
- **The S Style may** want to find a pattern that everyone likes before even thinking about changing it.
- **The C Style may** start in a closet or in the garage to ensure the pattern will match. The C then gets it precisely right before starting on the living room.



125



126

Follow the steps in the Hiring Process for your position.




- 1) Candidate Completes Assessment
- 2) Select Superior Performance Attributes for the POSITION
- 3) Compare Candidate to Top Job Attributes
- 4) Use Interview Questions. Consider Match & Next Steps. Hiring Manager Review.

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So, Let's Review

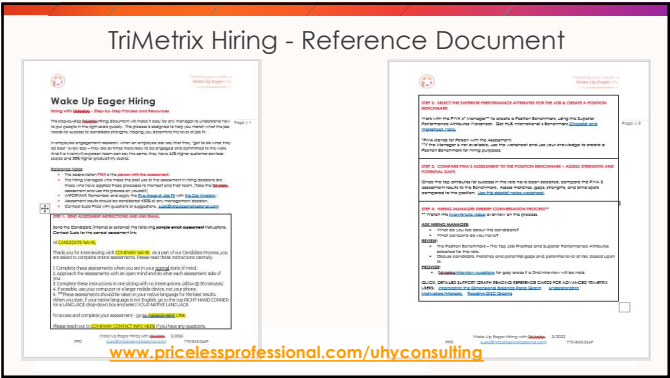
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Hiring With TriMetrix in Four Steps:

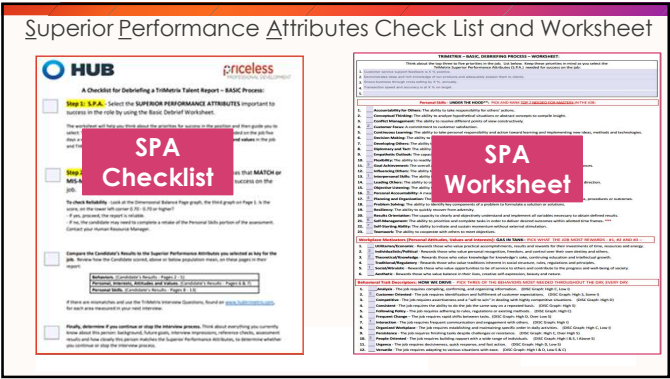


- 1) Candidate Completes Assessment
- 2) Select Top Superior Performance Attributes for the POSITION
- 3) Compare Candidate to Top Job Attributes and Five Areas of Fit
- 4) Use Interview Questions. Consider Match and Next Steps.

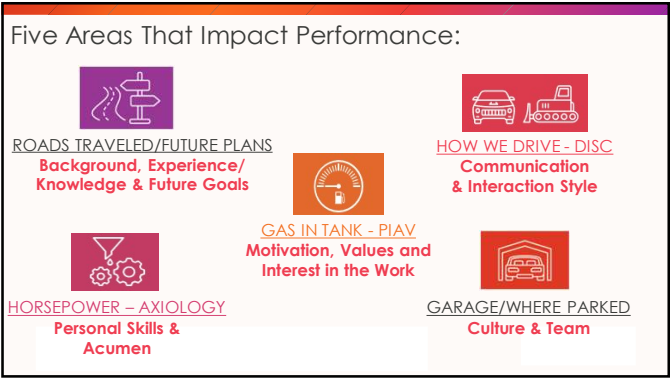
129



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Measuring Job Fit in Three Areas:

< 30%


<30% of any decision.



HOW WE DRIVE - DISC  
Communication Style




GAS IN TANK  
Motivation,  
Interest in the Work



HORSEPOWER  
Personal Skills, Acumen

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Hiring Manager Feedback from a Top User:



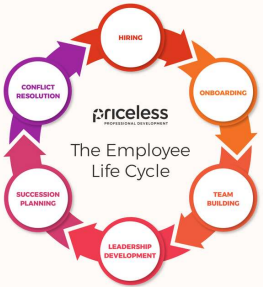
"As a pre-employment tool  
– it is amazingly effective for  
putting the right person in  
the right seat.

It helps us dig deeper in the  
second interview.

It helps us figure out where  
good candidates may be  
a better fit in a role  
different from what they  
interviewed for."

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Use Throughout the Employee Life Cycle



SAMPLE CONTENT TO HELP LEADERS LEAD:


COMMUNICATING WITH  
"New Hire Harry"

THE DO'S

- Provide a map for action.
- Define priorities in writing.
- Clarify parameters in writing.
- Use a consistent approach.
- Understand his default nature.
- Provide solutions, not questions.
- Plan for his ego.

THE DO NOT'S

- Leave decisions up in the air.
- "Shout" with him.
- Talk down to him.
- Give in to his whines and rages.
- Be discursive.
- Give him credit for his options.
- Be curt, cold or tight-lipped.



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Book



eBook



Podcast

Complimentary Hiring Manager Tools:

Superior Performance Attributes Check List and Worksheet, Interview questions for each TriMetrix Area, and more...

Top 13 Interview Mistakes Quiz:

The Three Biggest Mistakes Interviewers Make (Short eBook)

How to Hire Superior Performers: 70 Best Practices (PDF Book with Optional Email Training Program)

Podcast: [www.WakeUpEagerWorkforce.com](http://www.WakeUpEagerWorkforce.com)

[www.pricelessprofessional.com/uhyconsulting](http://www.pricelessprofessional.com/uhyconsulting)



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You Must Know:

"Are they going to be **happy**?

Are they going to be **productive**?

Will they want to **stay**?

Will they **own their job**?

Will they **contribute their talent generously**?"

Dr. Robert S. Hartman  
Founder of the Science of Autology

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Hiring with the  
ADVanced  
Insights Profile

Presented By:





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