

JUDGMENT *compass* Reports

Finding, hiring and retaining talent seems to be the talk of the town these days. Lots of focus is being given to finding those special people that have the talent needed to drive organizations to the highest levels. With the fairly large pool of available candidates, it is a challenge just figuring out how to wade through them to reduce the numbers so your hiring staff can focus on selecting the best of the best. Even though assessments are playing a role in the selection process, it seems the main deciding factor is still the interview. The problem with this is -- **BIAS**.

**"Ability is what you're capable of doing.
Motivation determines what you do.
Attitude determines how well you do it."**

-- Raymond Chandler

It is an irrefutable fact that people have biases and blind spots in their processing and judgment ability. The work in neuroscience has confirmed that there are over 75+ biases in how we process information. Research has also demonstrated that eyewitnesses can be wrong over 75% of the time and that 95% of the time we are merely responding to our environment and not thinking about how we will respond; we just 'do it.'

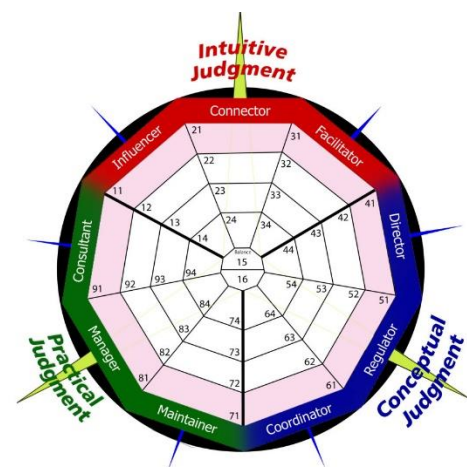
**"You must master a new way to think,
before you can master a new way to be."**

-- Marianne Williamson

In the selection process bias becomes critical in a couple of places. First in screening resumes, as there is too much information and it is often presented in many different ways making it very difficult to get a fair comparison. The second is in the interviewing process. Even if we just disregard the 'speed dating' effect of too many interviews and too little time, most decision makers are not adequately trained in the fine art of interviewing and regress more towards a conversation cloaked around the concept of an interview and how well we like them. Without a defined interview structure and the determination to stick with it, personal biases will naturally kick in and often the decisions that are made are no better than a flip of a coin.

The third area in the selection process where bias makes a difference is with the applicant themselves and their desire to present themselves in the best light, like a first date. How can we get past this to see the real person, how can we get past their degrees and recommendations to really understand their true potential – the key is JUDGMENT!

It doesn't take research to know that people who have better judgment make better decisions or that they have better social and personal intelligence. Our judgment ability affects everything we do and is fundamental to our decision making, relationships, and personal well-being. The only way to improve judgment is by becoming aware of how good or bad our judgment might be, or where we might have potential biases or blind spots. As we become aware of our judgment we can then make a conscious decision to change it and improve our performance in many areas.



An Objective Solution to the Hiring Dilemma

The assortments of JUDGMENT*compass* Reports are designed to reveal potential strengths, limits, and biases in an individual's judgment.

A Time Saving Screen

JUDGMENT*compass* Screening Report:

Once a candidate has passed the Technical, Education and Experience minimums for the job the next step is prioritizing the candidates to go further in the selection process. This report has been designed to flip the paradigm of only screening the top talent. While it is important to ensure that all candidates meet your minimum qualifications in education and experience, it is often difficult to sort through the hundreds of resumes to really understand who has the best potential. This report is priced so that a company will want to screen everyone that is qualified for a job, to get a better idea of who has the greatest potential for success. It is an unbiased way to narrow the field. Too often people get jobs because they 'interview well', or they had a great resume, but in reality they often do not have the personal intelligence to do the job well. This assessment will insure that you eliminate the potential bad hires and increase the number of hires with excellent potential.

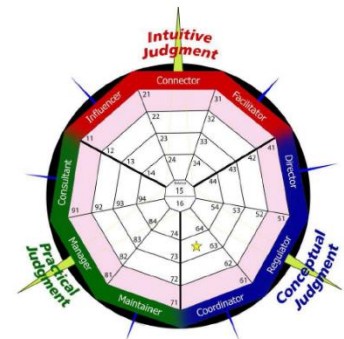
JUDGMENT*compass* Employability Report:

For the now narrowed applicant pool, the Employability Report is selected to provide any HR manager with the needed information to make better decisions on top candidates and to remove their own bias in the staffing process. This report requires no additional action on the part of the applicant as it is created based on the screening report. It will pinpoint the risk of performance in 20 skill and competency areas and provide interviewing questions to help expose the potential issues. The information becomes excellent for onboarding issues as well, as you will understand how to bring the new hire up to speed faster and set realistic performance goals.

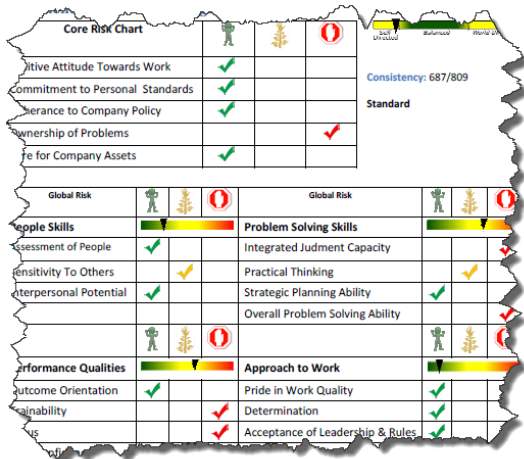
JUDGMENT*compass* Coaching Assessment

Once a candidate joins your team the arguably most important component of this series is the Coaching Report that identifies areas of strength, areas for growth, and areas where potential blocks in judgment can lead to performance issues. This provides incredibly important information for the manager, team members, and the L&D departments as they chart a development course to keep a top hire engaged.

Now that you've made that great hire insure your investment with the third step in our Total Human Potential system with the coaching reports. Our JUDGMENT*compass* **Coaching** Assessment is created from the same input the applicant supplied for the screening and employability report. It is just selected from our online report management tool and instantly delivered.

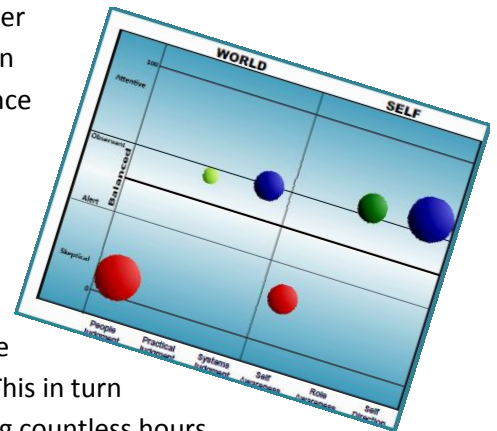


Not only does this instill in the new hire's mind that you are doing something special for them, a proven engagement enhancement, it gives the manager the ability to understand, use appropriate communication strategies, identify mentoring opportunities, discover gaps that need to be avoided and strengths that can be exploited for the good of the employee as well as the company. Once the new employee has gone through your onboarding process, enhanced by the insight this report provides, a



development path is designed that satisfies the employees desires, thus strengthening engagement, while meeting the needs of the establishment.

Quite often an employee will slump or not seem to attain perceived potential. After some counseling or even coaching the performance does not improve leaving you the employer with the option of dealing with



it or letting the employee go, thus

starting the expensive process of replacement. With this tool you have the diagnostic capability to discover the true blocks to performance. This in turn allows targeted coaching strategies to address the root problem saving countless hours encountered in traditional coaching; fast, efficient, targeted, cost effective.

How do we do this?

With all of the talk about neuroscience, neuroplasticity, and brain bias, how can you get an accurate read about a person's decision-making ability? What potential biases do they have that could be affecting their performance level. Are you looking for breakthrough performance? If you are, this report will help your employees break through their own personal bias to get real feedback on their processing ability.

This coaching tool gives unbiased feedback about what influences decision making. The ability to pinpoint blocks to performance and target specific training to address those blocks is greatly enhanced with this tool.

For your HR department, charged with bringing that perfect employee on board, engaging them, and making them productive, the JUDGMENT*compass* Coaching Assessment is a critical tool for all of the above. By understanding how a person processes information and where they put their attention, you have a blueprint of their performance strengths and limitations allowing you to plot a clear path for success.

A Bit about Judgment

It is an irrefutable fact that people have biases and blind spots in their processing and judgment ability. The work in neuroscience has demonstrated over 75+ biases to date, let alone the research that most eyewitnesses can be wrong over 75% of the time. It has also been documented that people who have better judgment make better decisions and have better social and personal intelligence that leads to better relationships and well-being. If understanding our judgment is so fundamental to our decision making, relationships, and personal well-being, we should all be working to understanding what potential biases and blind spots we have so we can continue to remove them from our everyday lives and improve our judgment ability.

The best way to improve your judgment is to get outside opinions of it and get feedback on how accurate it is. It is from gaining new perspectives of awareness that we are then consciously able to make improvement. The **JUDGMENTcompass** report has been built from a science that allows for an unbiased evaluation of your judgment. Unlike most self-report tests, this assessment gains understanding about your judgment ability by making you make judgments. After taking the assessment, you will be able to answer the following questions:

- **How OBSERVANT are you?** What is your capacity to naturally pick up on all of information when not directly focusing on it? What selective biases do you have?
- **How OPEN are you?** How receptive are you to information you receive? Do you tend to see more of the good or the bad? Do you tend to be open and positive or more guarded and skeptical?
- **How RESOURCEFUL are you?** How well can you sort through the information you receive and what you know to set priorities and solve problems?

The report is built to not only be descriptive of your judgment strengths and your judgment style, but also prescriptive as it will give you suggestions for how to reduce potential errors in your judgment that may be affecting your performance. If you are about to invest money and time in an assessment, this report is certain to provide you with information that will give you a new

SampleHVPs ParkerHVPs's Judgment Style

Coordinator (Organized Developer)

You have the ability to develop well organized opportunities as you rely on logic. You appreciate the need for conceptual and big picture planning and will often lay out and will want to follow through when you are done. You appreciate order and conformity, and the need for structure, systems and details. You have the ability to see the future, to understand and give meaning to a present situation. You may appear to be as you feel strongly about the potential success of your ideas and plans and more evidence is provided.

You prefer professional business relationships rather than intimate ones and rules clearly defined. You will tend to see people by the role they carry out and the functional worth of others. This gives you the ability to see how people best work as being impatient, demanding, and cool as you like perfection, and tend to reach a crisis state.

Problem Solving

You like to find practical and functional solutions to problems. You will look for the problem. You like to establish rules and procedures for problem solving that others will follow. You need to be careful not to become so rigid or locked into that you miss potential problems before they reach a crisis state.

Strengths

- You set yourself apart with your big picture planning and ability to focus on the big picture
- You have the ability to organize and clarify answers to other's questions and concerns
- You are committed to making certain that things are done right
- You can keep a conversation focused on relevant issues
- You have a confidence and commitment to the logic, structure and style of your work
- You pay careful attention to projecting an organized, confident, and logical image

Potential Limitations

- You can be impatient and critical of others who cannot see or appreciate your perspective
- You can appear unresponsive to others needs or interests
- You can get bogged down in the details when talking with others
- When you become too logical or matter-of-fact you can leave others feeling unheard or unimportant
- You may want to jump in and tell others what to do when they are unable to solve a problem
- You may come across as overly controlling when presenting ideas you think are best

Ownership for Problems

Positive Statement: You have a very strong capacity to understand your own strengths and limits. When problems arise you can realistically step back to solve them and take ownership for what you can do to improve the situation. This is especially true as it relates to the work environment.

Development Area: You take a great deal of pride in your role and image. At present you seem to have an extreme focus on how you appear to others and do not like to appear wrong under any situation. This can sometimes be caused by an extreme situation in which you feel you have to defend your every move, or from a strong desire to be on top. In either case it is still important to be receptive to the feedback from others.

Coaching Suggestion: Reflect back on why your role is so important to you right now and what it is about your image you feel so strongly you need to protect. While it is important to protect your image, it is also important to remain open to new ideas and suggestions. A learning mindset will only make you appear stronger, not weaker.

understanding of yourself and strategies for how to make improvements. Sometimes the new awareness alone of what influences your judgment can lead to instant changes in performance.

Make your people a priority. Treat them first as people and then as employees. You'll be surprised by the increase in productivity, engagement, and retention that enhances your overall success.

JUDGMENT*compass* Applications:

Below are just some of the ways to use the report to help others:

- **Employee Management** – Dramatically improve your results in screening, onboarding, promoting, and succession planning.
- **People Management** – Increase managerial skills with a tool that guides your social and personal intelligence.
- **Team Management** – Turn teams from **so-so** performance into **dynamic** powerhouses.
- **Leadership Development** – Select from innate talent, then grow new potential from the inside out. Invest your leadership development dollars wisely.
- **Coaching Insights** – Before you start a coaching regime, map out the pitfalls to overcome.

View a sample questionnaire

<http://www.assessmentbusinesscenter.com/reports/judgmentquestionnaire.pdf>

View a sample report

<http://www.assessmentbusinesscenter.com/reports/JCSampleReport.pdf>