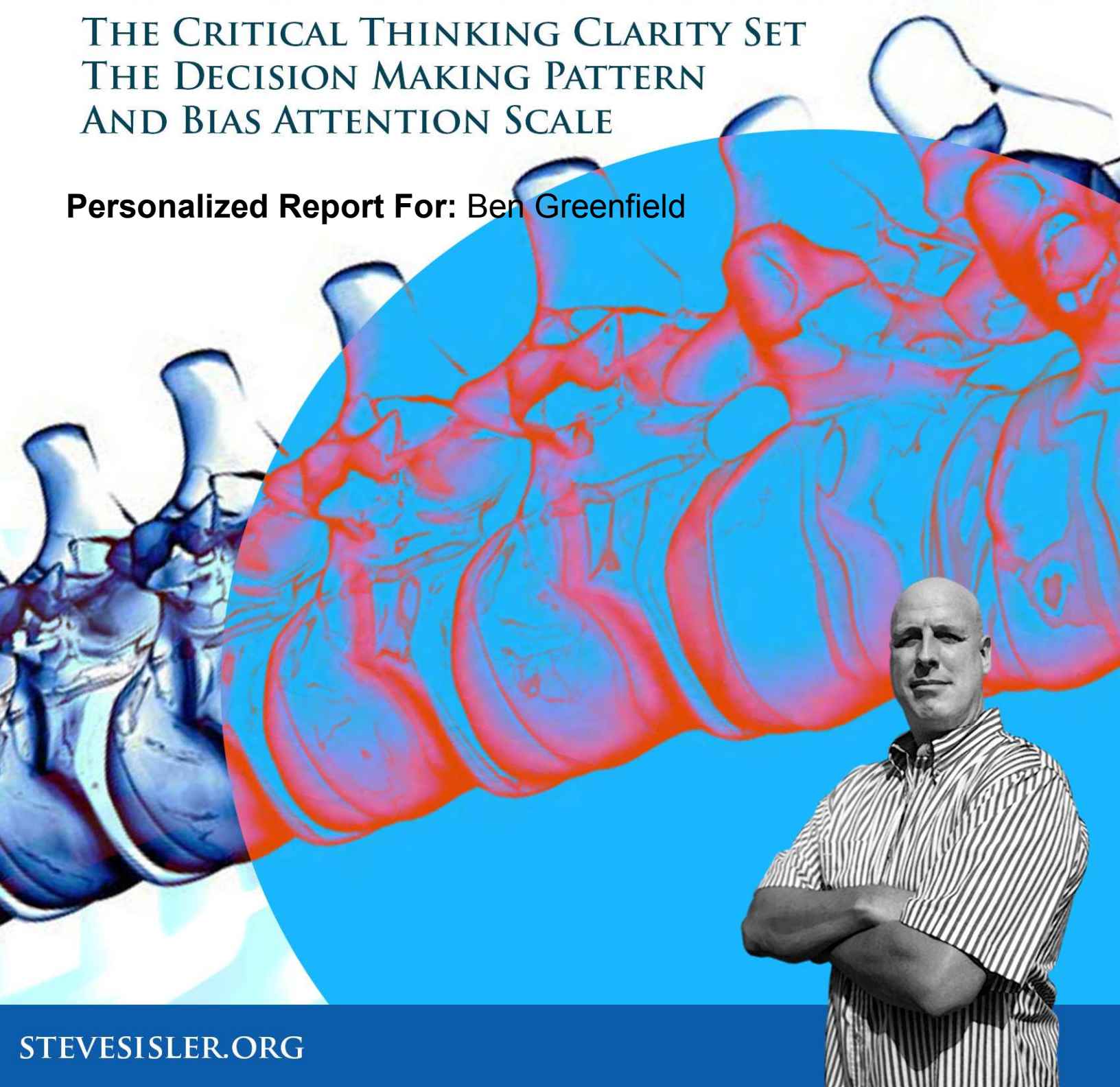


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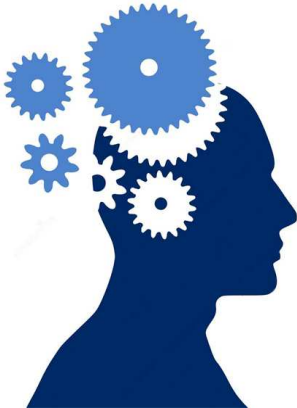
THE AXIOLOGICAL FRAMEWORK

THE CRITICAL THINKING CLARITY SET
THE DECISION MAKING PATTERN
AND BIAS ATTENTION SCALE

Personalized Report For: Ben Greenfield



The Integrated Performance Measurement Report for Making Great People Decisions



The Executive Summary will prove extremely valuable as you seek to make your great people decisions. It describes the strength of the three performance multipliers that have the unique capacity to amplify a person's credentials, e.g. *the combination of hard skills and track record of success*.

Leverage our 30 years of non-stop research and use what you will discover here to add a scientific performance component to your people processes. This tool can be used for employee selection and development as well as improving teamwork and interpersonal dynamics. It will assist you in dramatically reducing and even avoiding making poor people choices that are so costly, disruptive and frustrating.

Summary of the Three Performance Multipliers

The Critical Thinking Decision Making Measurement

Critical Thinking is the first and most important performance multiplier. It has the unique ability to calculate decision speed, the capacity to work effectively with others and make the right decisions while operating within the established framework of an organization.

The critical thinking measure is based upon the Nobel nominated research into human decision theory and is comprised of three sophisticated algorithms that calculate an individual's capacity to make the correct choices when faced with the problems, challenges and opportunities they encounter when applied to their areas of expertise.

The critical thinking decision measure reports on the capacity to:

1. Identify the core issues that are driving a problem, challenge or opportunity.
2. Create a workable solution for the identified core issue(s) needing attention.
3. Implement the workable solution that respects the guidelines of the organization and within the scope of the resources that are currently available to affect the solution.

The Internal Motivator/Driver Measurement

The **Internal Motivators/Drivers** are the second performance multiplier. Based upon the Harvard research into human motivation, it measures the hierarchy and the relative strength of each of the seven universal human motivators and how they uniquely combine to form the ACTION STEPS an individual will WANT to take as they translate their critical thinking decisions into concrete plans and results. It indicates how an individual will overtly or covertly want to influence the results that reflect their most influential motivators.

The DISC Behavioral or Communication Style Measurement

The **Behavioral or Communication Style** is the third performance multiplier. Fostered by 65 years of research into human interactive dynamics, this multiplier identifies the behavioral STYLE someone will use to communicate their motivated, critical thinking decisions to other people. Unlike other DISC tools that measure just four primary behaviors, we report the 12 integrated behavioral and communication factors that comprise the 15 most common behavioral and communication styles. These styles show how an individual's level of assertiveness, extroversion, patience and precision *uniquely combine* to form the overall behavioral display they'll most often use when sharing and communicating their ideas, beliefs, recommendations and fears with others.

Integrated Performance Analysis for Ben Greenfield

How Critical Thinking, Internal Motivators and Behavior or Communication Style amplify this individual's credentials

Ben's Critical Thinking Decision Making Capacity

Critical thinking is the first and most important performance multiplier. It is presented as a function of risk (the probability for errors in judgment). The "Z score Risk factor" is also shown as an academic A, B, C or D score.

CRITICAL THINKING RISK LEVEL			
D	- C +	- B +	A
		✓	
Cautionary REAL Risk Marginal Critical Thinking and Judgment	Average Conditional Risk Average Critical Thinking and Judgment	Good Situational Risk Good Critical Thinking and Judgment	Strong Low Risk Strong Critical Thinking and Judgment



Ben's Critical Thinking "Z score" earns very good (B+ level) tactical or "practical next step" critical thinking and good (B level) "strategic or conceptual" critical thinking as he faces the typical administrative problems, challenges and opportunities supported by his specific areas of expertise.

View Ben's administrative strengths that support his ability to make effective decisions that achieve his targeted results. The *administrative performance blockers* are factors that can interfere with his ability to optimize these natural strengths are also shown.

Ben's Prioritized Critical Thinking Strengths

Attention To Concrete Detail: (Knowing What To Do)-Low Risk

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

Results Oriented: (Getting Things Done)-Low Risk

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

Persistence: (Getting Things Done)-Low Risk

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

Common Sense Thinking: (Knowing What To Do)-Low Risk

Excellent ability to see and pay attention to things in a practical, functional and common sense way.

Prejudice/Bias Index: (Working With Others)-Low Risk

An optimistic attitude combined with good awareness builds tolerance for different ideas and ways of doing things.

Self Confidence: (Getting Things Done)-Low Risk

Focus and attention on developing a confident social and role image and realistic role expectations.

Attitude Toward Others: (Working With Others)-Low Risk

Positive, open attitude toward others generates genuine concern about the needs and interests of others

Consistency: (Getting Things Done)-Low Risk

The ability to feel confident and competent about staying on track even in difficult times.

Strength Scoring Legend:

Low Risk = A Level
 Situational Risk = B Level
 Conditional Risk = C Level
 Real Risk = D Level

(Risk is the Probability of Judgmental Errors)

Ben's Prioritized Critical Thinking Blockers

Responsibility/Accountability: (Job Related Attitudes)-Real Risk/GEN-16A

A dogmatic and idealistic set of self expectations can create an unrealistic sense of responsibility and accountability.

Proactive/Conceptual Thinking: (Knowing What To Do)-Conditional Risk/GEN-8A

A preoccupation with 'now' oriented thinking can lead to reactive thinking and a lack of attention to consequences.

Attitude Toward Authority: (Job Related Attitudes)-Conditional Risk/GEN-15B

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

Sensitivity To Others: (Working With Others)-Situational Risk/

Excessive sensitivity to what others think or say potentially making it hard to address difficult issues.

Blocker Strength Scoring Legend:

Real Risk = D Level
 Conditional Risk = C Level
 Situational Risk = B Level
 Low Risk = A Level

(Risk is the Probability of Judgmental Errors)

Ben Greenfield's Top 10 General Applicant/Admin Blockers

(With Access to Specific Interviewing Questions)



Everyone has blockers! They are the factors that INTERFERE with one's ability to optimize their strengths. Here you will find this person's top 10 Gen'l & Admin blockers. The blockers are presented in prioritized order with the strongest first. (See Scoring Legend) Each blocker has a reference number shown in parenthesis. Use that number to gain powerful insights into each blocker. (See bottom of page).

Prioritized General Applicant/Admin Blockers

Consider The Blocker Strength (Equals the Interference with the Strengths)

Real Risk = D Level Conditional Risk = C Level Situational Risk = B Level Low Risk = A Level

Responsibility/Accountability: (Job Related Attitudes)-Real Risk/GEN-16A

A dogmatic and idealistic set of self expectations can create an unrealistic sense of responsibility and accountability.

Proactive/Conceptual Thinking: (Knowing What To Do)-Conditional Risk/GEN-8A

A preoccupation with 'now' oriented thinking can lead to reactive thinking and a lack of attention to consequences.

Attitude Toward Authority: (Job Related Attitudes)-Conditional Risk/GEN-15B

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

Sensitivity To Others: (Working With Others)-Situational Risk/

Excessive sensitivity to what others think or say potentially making it hard to address difficult issues.

Willingness To Follow Directions: (Job Related Attitudes)-Low Risk

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

Intuitive Insight: (Knowing What To Do)-Low Risk

Hesitant about relying on intuitive, 'gut' instincts to make decisions.

Insight Into Others: (Working With Others)-Low Risk

Tends to be too optimistic about and sensitive to others; may try too hard to satisfy needs of customers.

Attitude Toward Others: (Working With Others)-Low Risk

Too optimistic and involved, tends to become too personally involved, to expect too much from others.

Consistency: (Getting Things Done)-Low Risk

An excessive focus on role and image can lead them to a passive acceptance of things as they are.

Doing Things Right: (Job Related Attitudes)-Low Risk

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

Want more detail about each of the Gen'l Applicant & Admin. Interfering Blockers?

1. Go to the online resource page: <http://www.axiometrics.us>
1. Enter the following Log In and Password
 - a. Log In: **UNDERSTANDING**
 - b. Password: **BLOCKERS**
2. Select **General/Applicant Reference Manual Tab** from the top of the page.
3. Select the corresponding blocker number [example (**GEN-5A**)]. Clicking on that link will provide you with relevant information about the strength of the blocker, how it will likely impact the individuals and it also ***provides you with specific interview questions and tactics to explore the blocker***. These insights will prove very helpful for selection and as a foundation for development and training efforts.

Ben Greenfield's Administrative Core Competency Scores

Below are the scores of the 16 General Employment & Administrative competencies that will direct, guide and focus Ben's credentials toward successful administrative results.

View definitions: <http://www.mauianalysis.com/competencies>

Supporting General Employee/Administrative Competency Inventory	A Level Low Risk <i>Strong Access to this Strength</i>	B Level Situational Risk <i>Good Access to this Strength</i>	C Level Conditional Risk <i>Average Access to this Strength</i>	D Level Real Risk <i>Poor Access to this Strength</i>
Working with Others				
Insight Into Others	✓			
Attitude Toward Others	✓			
Prejudice/Bias Index	✓			
Sensitivity To Others		✓		
Getting Things Done				
Results Oriented	✓			
Persistence	✓			
Consistency and Reliability	✓			
Self Confidence	✓			
Knowing What To Do				
Common Sense Thinking	✓			
Paying Attention to What Needs to Be Done	✓			
Intuitive Insight	✓			
Ability To Be Proactive			✓	
Job Related Attitudes				
Doing Things Right	✓			
Willingness To Follow Directions	✓			
Attitude Toward Authority			✓	
Sense of Responsibility and Accountability				✓

Understanding Ben's Critical Thinking Decision Pattern

"Measuring what was thought to be unmeasurable!"



The Critical Thinking scores in this report are built on the Nobel Nominated research of Dr. Robert S. Hartman which discovered that humans have a consistent decision making pattern which can be measured. Because decisions or choices precede action and action translates into results, this decision making measurement allows us to predict a person's probable performance with a great deal of precision.

View the components that empower Ben's unique decision making pattern. The human mind evaluates and organizes **EVERYTHING** via 6 separate but integrated views – 3 are workplace focused (empathy, practical thinking and systems judgment) and 3 are internally focused (self-esteem, role awareness and self-direction). Each view has an element of **CLARITY or UNDERSTANDING** and an element of **BIAS/ATTENTION or IMPORTANCE**. *These 12 bi-modal views (6 dimensions X 2 views each) combine to form the strength, i.e., clarity and bias/attention that form this person's critical thinking and their evaluative judgment. The integrated descriptors reflecting this person's pattern are shown in red.*

Want more? View a short tutorial
<http://www.mauianalysis.com/think>

Here is Ben's decision making pattern:

<p>Empathy – Knowing how your decisions impact others Clarity of understanding and the importance assigned to how his choices will be received by other people.</p>	<p>Ben's Empathy score is CRYSTAL CLEAR with a positive, attentive bias. View how his concern for other people's reactions will influence his decisions: KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, SELECTIVE.</p>
<p>Practical Thinking – Knowing how your decisions impact results Clarity of understanding and the importance assigned to how his choices and solutions will influence the targeted results.</p>	<p>Ben's Practical Thinking score is CRYSTAL CLEAR with a positive, overattentive bias. View Ben's valuation of how his alternative choices will impact his results: KEENLY PERCEPTIVE, RESULTS ORIENTED, PRAGMATIC.</p>
<p>System Judgment – Knowing how your decisions will impact rules Clarity of understanding and the importance assigned to how his choices will work with the established structure, rules and standards</p>	<p>Ben's System Judgment score is CLEAR with a negative, cautious bias. View how the "rules", structure and policy will influence his decisions: PERCEPTIVE, INDIVIDUALISTIC, CAUTIOUS, SKEPTICAL, REACTIVE.</p>
<p>Self-Esteem – Knowing how your decisions will impact you Clarity of understanding and the importance applied to how his choices will impact how he values himself</p>	<p>Ben's Self-Esteem score is CLEAR with a negative, inattentive bias. View how he believe his self-esteem will be impacted by here expected results: INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES.</p>
<p>Role Awareness – Knowing how your decisions impact your role Clarity of understanding and the importance applied to how his choices will impact his valuation of his current role.</p>	<p>Ben's Role Awareness score is CLEAR with a positive, attentive bias. View how Ben believes his current role will be impacted by the expected results: PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT.</p>
<p>Self-Direction – Knowing how your decisions impact your future Clarity of understanding and the importance applied to how his choices will contribute to how his future OUGHT to be.</p>	<p>Ben's Self-Direction score is CLEAR with a positive, overattentive bias. View how Ben believes the expected results will square with his view of how things OUGHT to be: PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT.</p>

Critical Thinking Scoring Legends *"How one's clarity and bias combine to form every decision!"*

Clarity = Understanding

1. **Crystal Clear** – Excellent understanding of the capacity.
2. **Clear Clarity** - Good understanding.
3. **Unconventional Clear Clarity** – Good understanding that has a creative "out of the box" perspective.
4. **Visible Clarity** – Some aspects ARE visible and some aspects are invisible – subject to errors in judgment.
5. **Transition Clarity** – Poor understanding with questions and confusion.

Bias/Attention = Importance of the clarity

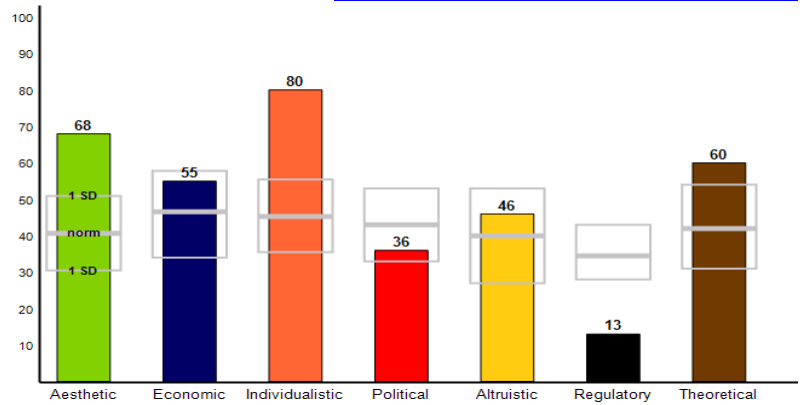
- Inattentive [Double Negative (- -)] bias** = Little importance
- Cautious [Single Negative (-)] bias** = May not rely upon this view as a strength when making decisions.
- Attentive [Single Positive (+)] bias** = Considered important without losing balanced perspective.
- Over Attentive [Double Positive] bias** = Likely pay too much attention to this view. It will be considered VERY important

Ben's Internal Motivators/Drivers

View the hierarchy and strength of the MOST INFLUENTIAL internal motivators or drivers that identify Ben's 'personal agenda.' These motivators uniquely combine to identify the 'ACTION STEPS' that will shape and influence his priorities and decision tactics.

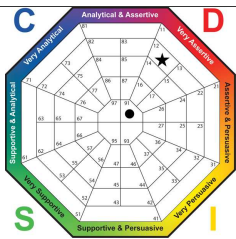
- 1. Individualistic (+)** Prioritize solutions that achieve a high level of personal freedom, autonomy & uniqueness.
- 2. Aesthetic (+)** Prioritize solutions that support and sustain an acceptable ratio for the "work-life balance."
- 3. Regulatory (-)** Prioritize solutions that can often challenge the status quo and are open to change, creativity, and innovation.
- 4. Theoretical (+)** Prioritize solutions that offer low risk choices supported by knowledge, experience and past successes.

Learn More ► <http://www.talent-survey.com/motivators>



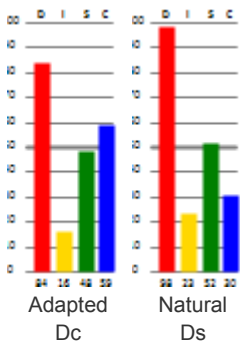
Note: Note: 68% of the General Population plots somewhere inside the grey boxes above. Scores MOST above (+) OR below (-) the mean identify the motivators that will have the greatest influence on decision making.

Ben's Behavior and Communication Style



Primary Behavioral Style Overview: Ben's style possesses a strong sense of personal accountability and results orientation and will likely demonstrate a keen interest in the quality of the work being done and will have a high opinion for the quality of their own work. They may often either do a task themselves or "take back a delegated task" so that it is done right. This style operates at high efficiency and expects acknowledgement and rewards for those efforts.

Primary Communication Style Overview: Ben communicates his Situational Risk very good (B+ level) critical thinking in an overall DIRECT and GUARDED style. The DIRECT style is *emphatic, competitive and results oriented*. The GUARDED style is *private, specific and logical*. Ben delivers his communication style in an overall determined and somewhat reticent and undemonstrative manner. Others will likely view him as someone who is willing to make and defend tough and even unpopular decisions, who will not likely be deterred by potential restraints or procedures IF they are perceived to impede results and who has a "now oriented pace" that is keyed toward taking actions and achieving results and immediate goals.



Ben's Key Behavioral Insights

- Emotional characteristic:** Industrious, diligent, can display frustration.
- Goals:** Personal accomplishments & results. Goals can be pursued at the expense of others
- How others are valued:** By the results and accomplishments that others achieve.
- Influences group:** Will be responsible and personally accountable for their own actions.
- Value to the organization:** Will establish and accomplish the goals they set for themselves.
- Warning:** May become too self-reliant and task-oriented.
- When under pressure:** May become frustrated and impatient with others; communications can degrade and this style may become too "hands on" rather than delegating or sharing activities with others.
- Fears:** Competitive influences or acceptance of poor work results and acceptable standards.

Ben's Primary Communication Strengths:

Note: Your scores indicate:

- You have the ability to find inefficiencies and overlapping efforts for a system or project.
- You gain respect of others by solving tasks yourself, as well as delegating them. You are always willing to pitch in and help.
- You strive continually toward achievement and take pride in being ready for anything.
- You value integrity in yourself and others.
- You tend to be self-directed with a strong sense of accountability. Your "The buck stops here" attitude is driven by the high "D" scoring.
- You readily voice opinions, after analyzing issues objectively.
- You can always be depended upon to follow through with commitments.

Ben's Performance Overview and Recommendations

General Performance: Ability to perform within the areas of expertise

Within his area of expertise, Ben is an individual who can call upon very good (B+ level) critical thinking to resolve the administrative problems, challenges and opportunities he encounters. His action steps are based upon sustaining a high level of personal freedom and autonomy, an acceptable ratio for the "work-life balance", a willingness to challenge the status quo, low risk choices supported by past successes, achieving a strong ROI via highly effective tactics, providing a stabilizing force for teaming efforts and helping and supporting others. Ben delivers his motivated critical thinking pattern in an overall Emphatic and Task Oriented manner. Be aware that the following attitudes will typically be reflected in his decisions: Individualist, does things their own way, Optimistic about self and world, Optimistic, positive attitude toward others and Results, 'now' oriented attitude toward getting things done.

Screening and Hiring: Ability to perform in a specific administrative role

As you consider the impact that the three reliable performance multipliers summarized above will have on Ben's credentials, **we would view him as a very good individual who can be expected to deliver strong results in this role providing it is supported by his specific knowledge, industry experience and track record of past success.** Based upon Ben's survey results, he believes his natural talents and abilities are in synch and a good fit for his current role. Factor in this *current role satisfaction as you consider new, expanded or alternative assignments for him.*

Training & Development: Areas where Ben may need support

Note: Your scores indicate:

- You may give a false sense of compliance to your superiors.
- You may show outward contempt toward those who are critical of your efforts, or view such criticisms as personal attacks.
- You may have a tendency to take on too much, too often.
- You may have difficulty taking the time to delegate tasks. You don't have the patience, so you prefer doing it yourself.
- You may sometimes become blunt, tactless, and obstinate.
- When confronted, you may have a tendency to blame others, deny fault, and defend your position.
- You may require encouragement to consider alternative approaches to tasks.

Teamwork: Ben should thrive in teaming opportunities that provide

- Support of some occasional vacillation in decisions or ideas.
- Opportunity for advancement to positions allowing for creativity.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Freedom to create in new and different ways.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Opportunities for one to work alone, and to think things through.
- Security and confidence in quality control measures.

The Executive Summary Measures and reports the key universal success multipliers that are very difficult, if not impossible to gather via the face to face interview. It is designed to be used in alliance with your typical evaluation of any individual's credentials, job stability, references and track record of documentable past successes.