

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.'

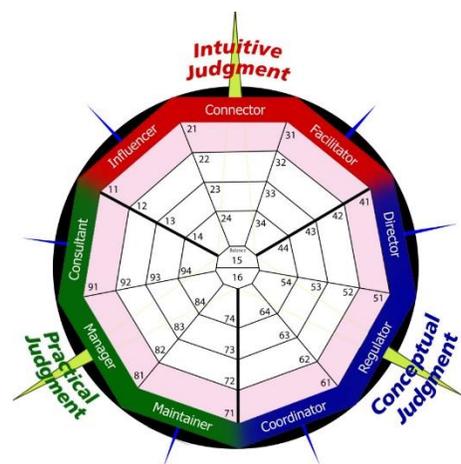
**"You must master a new way to think,
before you can master a new way to be."**

-- 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.

SampleHVPs ParkerHVPs's Judgment Style

Coordinator (Organized Developer)

You have the ability to develop well organized opportunities as you rely on the facts. 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 impatient, demanding, and cool as you like perfection, and tend to reach a crisis state when evidence is provided.

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

Problem Solving

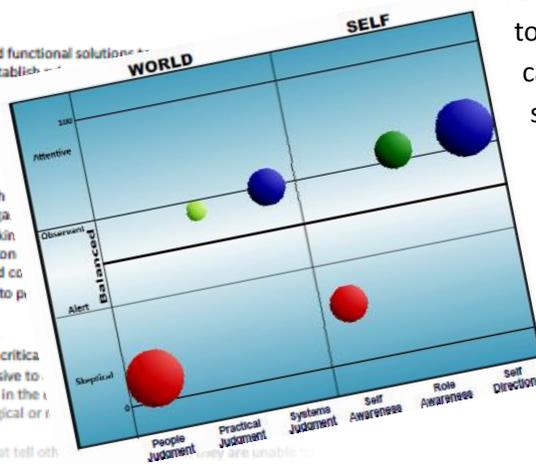
You like to find practical and functional solutions to problems. You like to establish a clear path to follow. You need to be calm in crisis situations. Be patient with potential problems before they become a crisis state.

Strengths

- You set yourself apart with your ability to organize
- You have the ability to organize
- You are committed to making things work
- You can keep a conversation on track
- You have a confidence and control
- You pay careful attention to people

Potential Limitations

- You can be impatient and critical
- You can appear unresponsive to others
- You can get bogged down in the details
- When you become too logical or too focused on the details
- You may want to jump in at the first opportunity
- You may not be able to see the big picture



This is the second step in a hiring process. Once a candidate has validated their skills, education, and experience credentials and then screened with our Judgment Screening tool, our JUDGMENT^{compass} employability report is requested. This report requires no additional input from the candidate as it is created using the same results from the screening report.

Along with the risk table included in the screening tool this report adds text describing the candidate's judgment style, their problem solving approach, potential strengths and limits. A graphical representation, once understood, gives a quick overview of strengths and limits for quick comparison to job requirements.

Arguably the most powerful component of this report is the targeted interview questions based on the risk areas. Turns a biased, potentially subjective interview into a targeted, objective one.

In reading the hot topics in HR magazines and business reviews, it is amazing to note that over 50% of all staffing manager are not happy with their current process. Work in neuroscience tells us the even

Ownership for Problems

Positive Statement: An individual strong in this capacity has the ability to see their own strengths and limits and are able to realistically step back to solve problems as they relate to themselves. They are more likely to own up to their responsibility for a problem when it arises at work.

Risk Statements: This individual has an overly strong sense of self confidence that comes from knowing their role too well. They may tend to over value or be biased towards the image they are presenting in a given situation and will do anything to protect it. In some situations, they may not see a need to own up to problems as this would be admitting they had a problem that may tarnish their image. They want to appear to be great at all times and if they have to step back to think about what needs to change, they are more than likely to point the finger at others instead of owning up.

Interview Questions: Find out how important their present role is to them and how much they identify with the position? Find out what they have done when someone has challenged their ability or status in a position, or has attempted to give them a piece of advice they didn't agree with?

trained behavioral interviewers are not able to predict the success of potential hires any more than tossing a coin..... ***Our process adds more objectivity to the hiring process speeding up the process, lowers cost, and helps HR managers to be more effective with their time giving them a means to identify better talent.***

The judgment compass can help identify top talent and remove bias in interviewing, by providing

targeted questions to get potential performance issues on the job.

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. The ones most important to staffing have to do with a familiarity circuit in our brain that can light up the moment we meet someone that connects to our past in some way. Everything that follows is just a self-fulfilling prophesy to back up that initial feeling. The opposite is also true if someone triggers a negative feeling from our past, we will then begin to search for things to justify our negative feeling. The only way to break away from the biases in our judgment is to use an objective measure for understanding and comparison.

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 JUDGMENT*compass* 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 the potential candidates?** 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 they to new information?** 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 your candidates in their ability to set priorities and solve problems. ?** How well can you sort through the information you receive and what you know to set priorities and solve problems?

Stop missing great talent because of a faulty selection process that allows bias to prevent capturing the best talent.

JUDGMENT*compass* Coaching Report:

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.

View a sample questionnaire

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

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