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Perhaps AVA's greatest benefit!

Utilizing Our Support

With 40+ years of experience we are experts on behavioral assessment in the workplace. Be sure to capitalize on our knowledge by calling us any time you have questions or simply want to review a profile in depth.

Contact Us:
1-800-621-1153
info@niemannprofiles.com
www.niemannprofiles.com

Introduction and Overview
AVA User's Guide

Hiring, coaching and retaining top talent is a challenge. AVA profiles add an objective and scientific element to this endeavor. Here's how AVA integrates into the hiring process:

Four Key Factors Impacting Job Success

What does it take to be successful in business?
What factors differentiate one candidate from another when hiring?
How does a manager personalize coaching strategies with each employee?

Here's a practical and easy-to-understand model that offers critical insight:

1. **Intelligence –** Cognitive IQ for problem solving, learning and retaining new material. We think of high intelligence people as being "sharp" and quick-thinking. Adequate intelligence provides a solid foundation for success.
   Intelligence = Can Do

2. **Job Skills and Knowledge –** Through training and experience we develop the skills needed to fulfill job demands. Sometimes technical skills, sometimes sales skills, sometimes managerial skills. All skill and knowledge is learned and developed through practical application on the job.
   Job Skills and Knowledge = How To

3. **Motivation –** Let's face it, some people are just more driven than others. Some people achieve high levels of performance in everything they do… at work and personally. We're talking internal motivation and drive.
   Motivation = Want To

4. **Behavioral Style –** This critical element is sometimes overlooked. Yet, this aspect of an individual is often the "make or break" factor. How well does a person's natural behavioral style align with the job demands? This is where AVA methodology comes in, providing critical insight about the individual.
   Behavioral Style = Will Do

AVA Profile and Behavioral Style Alignment

All jobs require a set of behavioral activities that are repeated over and over. When a person's natural behavioral style, as measured by the AVA, correlates positively with these job demands the odds of success improve dramatically. Behavioral style alignment also greatly enhances personal motivation on the job and feelings of fulfillment in a person's career.
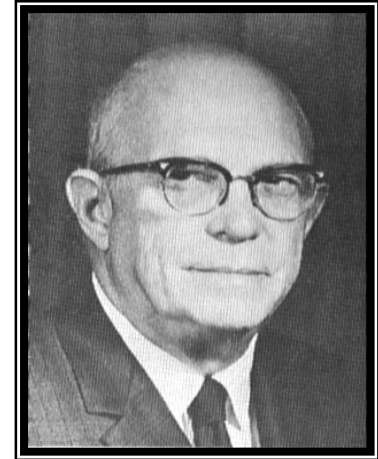
Foundation of AVA Theory
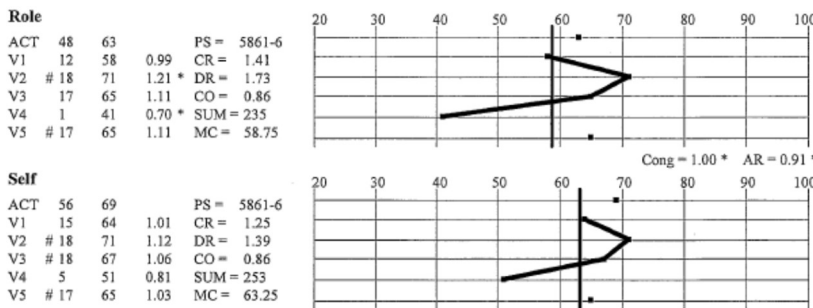## AVA User's Guide

NIEMANN PROFILES

Walter V. Clarke, human resources professional and pioneering psychologist, first introduced AVA methodology to the business community in 1948. Clarke believed:

- Each person is unique and should be placed and managed according to their distinct profile.
- People are best at doing what comes naturally.
- A person performing at their individual potential is a successful individual.

Since 1948, AVA has helped thousands of companies worldwide. Today, AVA is published in 17 languages.

Walter Clarke 1905 - 1978

Role					
ACT	48	63		PS =	5861-6
V1	12	58	0.99	CR =	1.41
V2	# 18	71	1.21 *	DR =	1.73
V3	17	65	1.11	CO =	0.86
V4	1	41	0.70 *	SUM =	235
V5	# 17	65	1.11	MC =	58.75

Cong = 1.00 * AR = 0.91 *

Self					
ACT	56	69		PS =	5861-6
V1	15	64	1.01	CR =	1.25
V2	# 18	71	1.12	DR =	1.39
V3	# 18	67	1.06	CO =	0.86
V4	5	51	0.81	SUM =	253
V5	# 17	65	1.03	MC =	63.25

Clarke's genius was evident by his ability to develop a simple and straightforward assessment administration capable of yielding in-depth insights into a person's natural behavioral tendencies.

What does AVA Measure... and Why?

AVA is not a "test". Managers should avoid referring to AVA as a test with applicants and employees. Rather, AVA is a behavioral assessment *profile* designed for a business setting. AVA Measures:
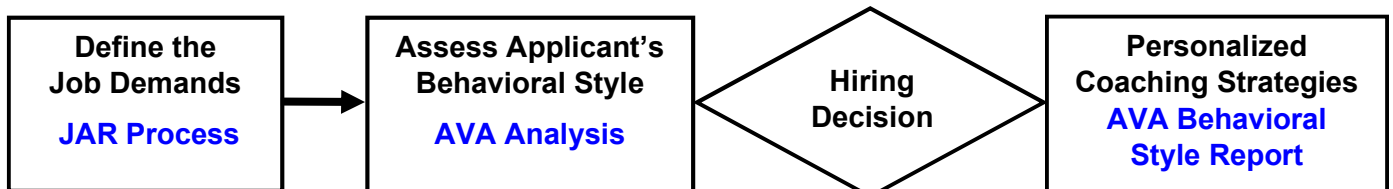
"A person's probable behavioral tendencies in a given job or work environment."

Why Measure Behavior? Two highly valuable applications with an AVA profile:

1. Job Fit – Behavioral Style Compatibility with the Job Demands
2. Personalized Coaching Strategies – Training, Goal Setting, Promotions, Team Building

The AVA Process

AVA can be utilized for any job in any type of organization by following this process:

Define the Job Demands **JAR Process**	→	Assess Applicant's Behavioral Style **AVA Analysis**	Hiring Decision	Personalized Coaching Strategies **AVA Behavioral Style Report**

Online AVA Administration
AVA User's Guide

NIEMANN PROFILES

Proper Administration = Valid Profile Results

- AVA completion is virtually self-explanatory to participants. Not a lot of explanation is needed beyond what we recommend on this page.
- Avoid calling AVA a "test". Keep in mind there are no right or wrong answers.
- Use the term "profile" or "behavioral profile" to describe AVA completion.

Where and How to Administer AVA to Participants

- Completing the AVA profile onsite at your company is ideal, but not necessary.
- We provide your company the URL (www.completeava.com) with logon credentials as well as a custom link for your organization. (See your AVA Admin doc.)
- When emailing a request to a participant, use the custom link and instructions. You can copy/paste the information from your admin doc into your email.
- Any ATS or HRIS your company may be using can integrate this custom link as well.
- For now, encourage participants to use a computer, laptop or tablet rather than a phone for completion. By 2021, online completion will be more mobile-friendly.

Some Talking Points to Use

- As standard procedure, we ask all applicants to complete an online profile.
- There are no right or wrong answers. This is not a pass/fail assessment.
- The profile tells us more about your work style and your ideal work environment.
- We believe this profile will help us learn more about you, which will help us both.

Possibility for Invalid Profile Results

Although rare, occasionally a participant is evasive in completing the AVA. The AVA assessment consists of 102 descriptive adjectives. Using a "free response" format, AVA allows participants to select as many words as desired to describe their behavioral style. The following is a rare outcome and our recommendation for re-administering the AVA:

Too Few Words Selected

- Most participants select between 25 and 75 words from the list of 102.
- Occasionally, a participant may select a very low number of words.
- Less than 20 selected is considered the cutoff for a valid profile.
- Know that the online system will prompt the person to mark more words when 22 or less are marked. The system does not *require* more to be selected, only suggests.

Suggested Dialogue for a Second Completion

"John, we notice you selected a modest number of words on the AVA profile to describe yourself. May I ask why? OK, well, the result was a very limited profile. Therefore, would you mind completing the AVA again? Take the time needed to select all words that apply. Please keep in mind the most accurate profiles occur with 25 or more words selected."

Three Critical Variables

Based on our extensive experience interpreting AVA profiles, our focus is on three main variables. These three factors directly impact the **Overall Rating**.
To best understand a person's AVA profile, closely review these three key variables:

1. Behavioral Style

This is the foundation of the AVA profile, the person's natural behavioral style. Behavioral Style characteristics are outlined on the Summary page as well as on pages 4 and 5. Behavioral Style is also the basis for the **Personalized Coaching Strategies** report.
This information tells us who the person is, what environment they are most comfortable
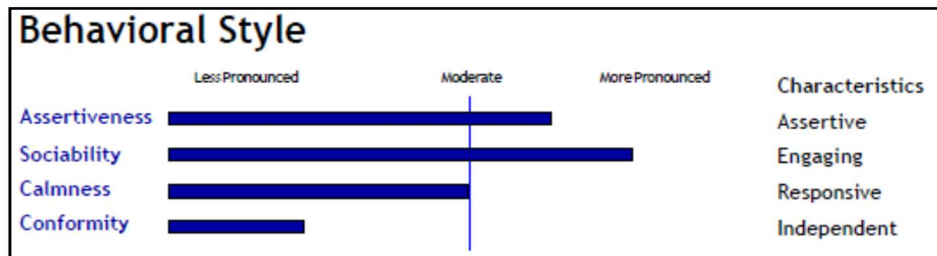

operating within and how their profile fits with the job demands. Knowing a person's natural behavioral style is a window into how the person will behave once on the job. A person's behavioral style "pattern shape" is mathematically correlated against the behavioral demands of the job. The resulting correlation provides a scientific insight into a person's suitability for the job demands. And, AVA's value doesn't end with a hiring decision. Behavioral style insight helps you to most effectively coach the unique motivational demands of your new employee. Each AVA report contains two pages of actionable suggestions for coaching strategies.

2. Activity Level, Capacity

Think of this scale as measuring a person's alertness and responsiveness to environmental demands. How big is the person's "battery"? Generally, the higher the Capacity the
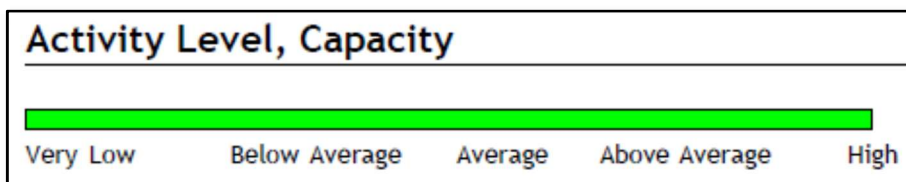
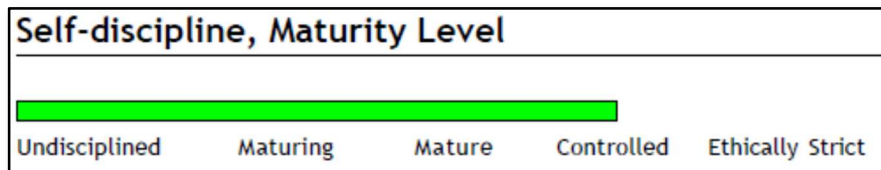longer the individual can sustain effort in an alert and energetic manner. Some jobs in your company require greater energy and capacity for success. Our custom report takes into consideration the exact job demands when rating this scale. Your goal is to find candidates with at least Average or higher energy and capacity for the job demands. Lower activity level readings can adversely impact job performance and may lead to poor performance and "burn out" on the job.

Three Critical Variables (continued)

3. Self-discipline, Maturity Level

This scale provides an insight into the person's level of conscientiousness and consideration they give to the consequences of their actions. We often see lower readings with applicants who have limited experience in their career. A high reading suggests good self-control and focus.

Self-discipline, Maturity Level
Undisciplined   Maturing   Mature   Controlled   Ethically Strict

A low maturity reading could suggest concern regarding self-discipline and composure on the job. Average or higher readings are desired and suggest good judgement will be shown. Also, the type of job the person is applying for is a key factor we consider with this scale. *When you see a low reading please consider calling our office for a full review. We can help you understand what factors could be causing the low reading and how to most accurately interpret the concerns associated with a low value in this maturity scale.*

Three Critical Variables Integration

Our interpretation focuses on how these three key variables work together or *integrate*. Consider how these examples could playout in your organization:

An applicant's AVA profile indicates a positive behavioral style for the job and a good activity level. But the maturity factor is rather low. This person may start off positively but the low maturity results in poor judgement at times and perhaps some inappropriate, uncontrolled behavior. This person may have *potential*, but performance is hindered by the low maturity. He/she may not last in the job.

An applicant has a fair-at-best behavioral style for the job. We may even see a slightly negative correlation to the job demands. However, we also see very high energy along with high maturity. These two positive elements can enhance this individual's potential on the job. Showing good sustained work effort along with positive judgement and self-control, this individual could end up being a solid performer in the long run. Especially with good training and management support to help the person develop their Job Skills and Knowledge.

Our experience has taught us that an AVA with all three variables on target does not necessarily *guarantee* success for the applicant. There are simply too many variables at play to expect 100% results. However, when two or all three of these variables are not positive, the odds for long term success drop dramatically.

Other Pertinent Variables

The following variables will be seen periodically on the Behavioral Style Report.

Pronounced Tendencies

At times you may see a **Very High** or **Very Low** reading for the behavioral tendencies outlined on page 4 of our report. These readings suggest there could be pronounced tendencies with

Assertiveness, Initiative

| Hesitant | Cautious | Careful | Self-Reliant | Assertive | Competitive | Forceful |

Ian is highly aggressive, competitive and goal oriented. Very determined to achieve goals. Very decisive and proactive. Often very direct and controlling. Forceful and very take-charge.

NOTE: Often pushy, demanding and domineering on the job . Often commanding with others.
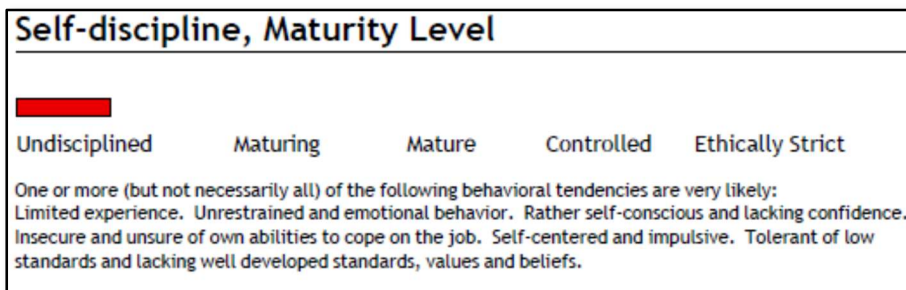
the individual. For example, having high Assertiveness & Initiative is considered positive for many job standards that are sales or managerial in nature. However, there can be "too much of a good thing" at times. **INSIGHT:** When a pronounced tendency is noted in one of the scales on page 4, take a close look at the Self-discipline, Maturity scale. A pronounced tendency *along with* Low Maturity adds to the concern present. Low Maturity can accentuate a pronounced tendency. High Maturity can help control or moderate the pronounced tendency.

Pronounced Low Maturity

We see "Low" maturity on a somewhat regular basis based on our high volume of profiles. Although not a high percentage of profiles have Low maturity, it is still a fairly common occurrence, especially with entry level jobs. Significant concern regarding the person's Self-

Self-discipline, Maturity Level

| Undisciplined | Maturing | Mature | Controlled | Ethically Strict |

One or more (but not necessarily all) of the following behavioral tendencies are very likely: Limited experience. Unrestrained and emotional behavior. Rather self-conscious and lacking confidence. Insecure and unsure of own abilities to cope on the job. Self-centered and impulsive. Tolerant of low standards and lacking well developed standards, values and beliefs.

discipline, Maturity and Judgement occurs when we see this scale at the lowest end. This can often suggest behavior that is undisciplined. In these rare instances we encourage very thorough evaluation of this behavioral trait. It is very important to consider the job the individual is applying for in these instances. The higher level the job… the greater the concern. And we suggest you contact our office for a full review and discussion of this concern.

Other Pertinent Variables (continued)

Conflict Present

Conflict in an AVA profile should not be considered a particularly negative factor. Rather, understand conflict as something everyone can go through on the job. Conflict often refers

Job-related Conflict
- "Conflict" refers to being in a state of indecisiveness or confusion.
- Likely Joshua is dealing with uncertainty and/or difficulties on the job.
- This could signal a lack of well defined goals and direction in his career.
- Conflict that persists can affect job performance if not resolved.

to decision making. Perhaps the person is unsure and uncertain about overall goals and direction at the time the AVA profile was completed. The person may be struggling with a difficult decision on the job. Our "Conflict" information will provide an **Action Tip** and **Suggested Dialogue** for trying to determine what the cause may be and how it can be resolved. As always, for further discussion and insight regarding the conflict factor please call our office.

Compensation is Present

As a professionally developed and validated assessment tool, AVA has built in "safe guards" against someone trying to falsify profile results. We know a person can be "evasive" when

Individual may be Compensating on the AVA
- Compensating suggests Hunter may have tried to "beat the test" and "tell us what we want to hear" on the AVA form.
- He may have been making a conscious effort to create an ideal profile.
- The resulting AVA profile may be "too good to be true" and not *completely* accurate regarding his natural behavioral style and potential for success.

completing the AVA by marking very few words or virtually every word. But a person can also try to "Compensate" on the profile. This factor, when present, suggests the person may be trying hard to create an ideal image on the AVA. Trying to "game" the assessment. Trying to create a perfect profile. Our report will provide **Suggested Questions** for discussing this issue with the person. The bottom line with Compensation is that you want to ensure the behavioral style outlined in our report aligns with what you are seeing in the interview and the person's past experience and performance history. Keep in mind, a profile with Compensation is virtually always accurate regarding the person's behavioral style and potential. But there may be some exaggeration present in the profile.

Perhaps AVA's Greatest Benefit

We can't emphasize enough the value our AVA report offers for coaching and mentoring each unique employee in your organization. We have many clients utilizing AVA with current staff members. We know AVA is a great tool for helping with hiring decisions. But each report also provides two pages of **Personalized Coaching Strategies**.

Here are some recommendations for utilizing this information most effectively:

Using the "How To" Information

The first page of our Coaching Strategies report offers 7-8 sections of How To information. We suggest you review each of these sections and determine which are the few that are most

> Offer time and patience for Michael to think things through before responding.
> - Avoid language that creates too much of a sense of urgency for Michael.
> - Expect a commitment to the status quo and resistance to changes.
>
> Be relaxed and amiable with Michael. Establish rapport with small-talk.
> - Avoid expectations for Michael to act immediately and decisively.
> - Prepare for deliberate and methodical reactions from Michael.

pertinent to the person's specific job and your unique environment. Highlight these elements that would be most helpful. Keep this information convenient to review periodically as you strive to coach and develop this individual. Keep in mind how positively the person will respond to this type of personalized management. Every employee appreciates being treated in a manner that is appropriate to their individuality. This approach will pay large dividends!

Motivational Factors and Ideal Environment

This section should be reviewed with a simple question in mind… does the information listed align with the work environment the individual will be placed in? If the answer is "yes, this

> - A congenial, friendly and people-oriented work environment.
> - Being part of a stable team with high trust among the group.
> - Understanding and non-threatening supervision.
> - Meeting new and different types of people. Social participation.
> - Praise and recognition, especially in front of coworkers.
> - Sufficient time for careful decision making.

is the type of environment the job offers," great! However, if the information listed *does not* sound like the work environment you are placing this person into there may be concerns to consider. Although the person may be capable of handling the job, being in an environment that is not aligned with the person's natural behavioral style will be *demotivating* in the long run. The person may not be fulfilled in the job and may not want to stay in this environment long term.

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Providing Positive and Corrective Feedback

Providing Positive Feedback is generally straightforward and this section offers a few tips. More challenging is knowing how to best approach "Corrective Feedback". The reality is that

> **With corrective feedback,** stress that shortcomings are not personal issues.
> - Seek out extenuating circumstances, he doesn't want to be argumentative.
> - Give frequent encouragement as changes are made in the right direction.

most managers find this uncomfortable to deal with. This can lead to avoiding the issue and allowing undesired behavior to continue. It's important for a manager to provide clarity when managing team members… and this includes correcting certain behaviors when needed. This section offers practical and actionable help in this regard. Give it a try!

Encouraging Improvement and Development

A very important concept for managers to remember is: **generally speaking, most people don't change all that much.** As working adults, our self-concept is well-developed and

> **Help Michael to...**
> - Develop strategies for handling changes effectively.
> - Be direct and firm with "people-problems" when necessary. Control emotions.
> - Strive to be confident with unfamiliar and difficult work demands.
> - Try to be proactive. Don't always wait for instructions.

stable. People do not accept a job with an expectation that they need to change who they are in a significant manner. However, we are all willing to consider areas for improvement and development. This section provides practical and actionable suggestions based on the person's unique behavioral style. Consider which items listed are most pertinent to the job and highlight those for ongoing utilization.

Utilizing Our Support

With 40+ years of experience we are experts on behavioral assessment in the workplace. Be sure to capitalize on our knowledge by calling us any time you have questions or simply want to review a profile in depth.

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