



Understanding and Applying Profile Results - Page 1

Three Critical Variables

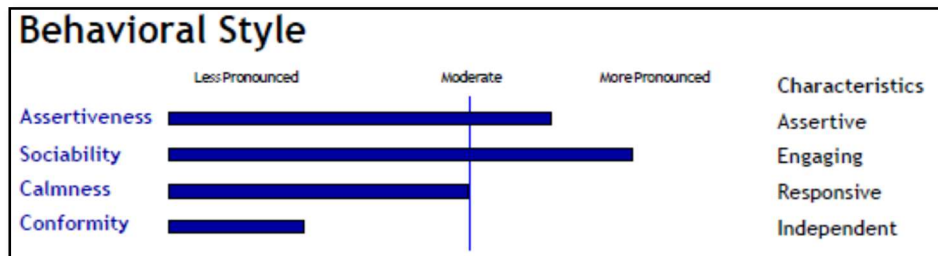
Based on our extensive experience interpreting AVA profiles, our focus is on three main variables. These three factors directly impact the **Overall Rating**.

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

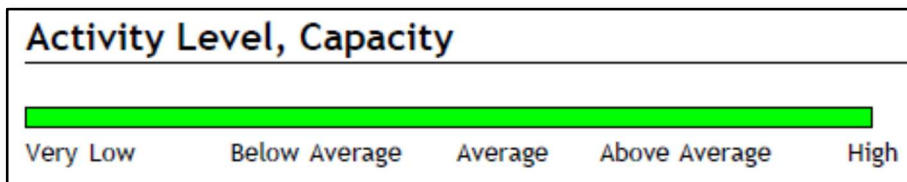


operating within and how their profile fits with the job demands. Knowing a person’s natural behavioral style is a window into how

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

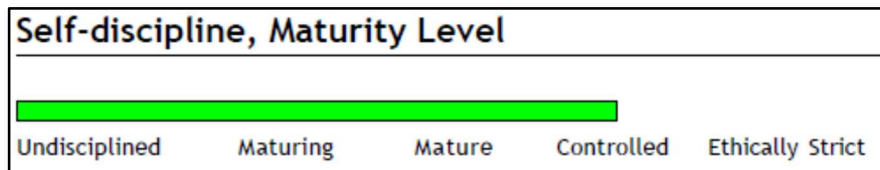
capacity for success. Our custom report takes into consideration the exact job demands when rating this scale. Your goal is to find candidates with at least Average or higher energy and capacity for the job demands. Lower activity level readings can adversely impact job performance and may lead to poor 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.

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 play out 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.



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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

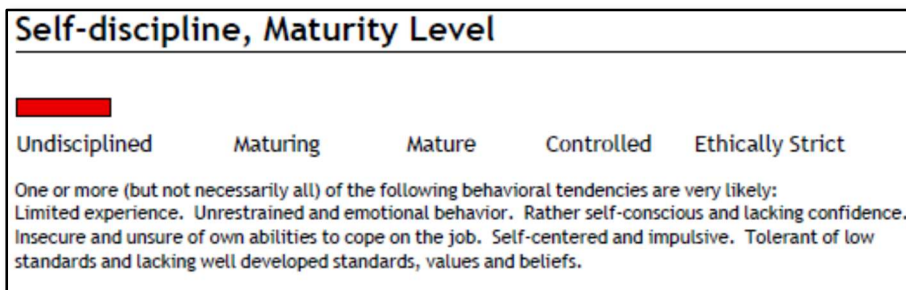


the individual. For example, having high Assertiveness & Initiative is considered positive for many job standards that are sales or managerial in nature. However, there can be “too much of a

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-



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.



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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.

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