

# Confidential Hiring Report for Your Organization

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**Disclaimer:** The SDS Hiring and Coaching Reports are based on information from the Simmons Personal Survey. This instrument measures 13 character traits that are key to job performance. These traits are compared to an organization's specific job requirements and/or the U.S. Department of Labor Occupational Handbook norms. The reports are not designed to evaluate education, technical skills, intelligence, or experience but can identify how likely the candidate is to use these assets to fulfill the job requirements. The information within the reports should be validated by a good hiring process.

**Emotional Energy:** is related to physical energy and provides the ability for a person to deal with stress, frustration, conflict, and pressure. John Sample has an average level of emotional energy which he should be able to focus on meeting the demands of his job. And, with his character makeup, his energy will be more effective in a paperwork-intensive area of the law rather than in one that is more confrontational. He is capable of working hard as a social security disability attorney but he is not very comfortable managing others and may need help to deal with personnel issues.

**Stress:** is the degree to which a person is bothered by troubling feelings and is related to environmental and personal issues. He is feeling a reasonable amount of stress in his life and, therefore, should be able to maintain his optimal performance in the workplace. But, although he seems to be well suited for this area of the law, he could have more difficulty handling the pressure and keeping up his best performance in a different practice area. He would likely strive to fit in rather than being difficult for others to get along with or to please.

**Self-Esteem:** is how one regards oneself in relationship to the world. John tries to project a rather self-assured nature but he really has a lot of self-doubt and is quick to blame himself when things do not go as they should. And, rather than being hard on his staff when things are not going well, he would try to help out and resolve the problem rather than 'pointing the finger' at someone. He does not feel very good about himself which can push him to do well in order to prove his worth to himself as well as to those he respects and wants to please. He learns from his mistakes and is willing to listen to constructive feedback, especially from those he looks up to and respects.

**Optimism:** relates to how a person views their world—positively or negatively. His positive attitude is a plus when dealing with people and getting what he needs from them. Clients would find him encouraging, helpful, and understanding while the staff would likely enjoy working with him and those under him would probably strive to do well for him. However, he focuses his time on doing his best to achieve a goal rather than on engaging in lengthy conversations or idle chitchat.

**Work:** is the tendency to work hard, to get things done, and to be responsible. John has a strong work ethic and could be an effective employee as long as his job does not push him too far outside his comfort zone. He would put effort into developing his cases by making certain the paperwork was right because he is much more comfortable being well-prepared than being adversarial. While he might not do as well in other areas of the law, he should be a good social security disability associate attorney.

**Detail:** is how much care and attention a person pays to what he/she is doing. His attention to detail is beneficial for a paperwork-oriented practice. He approaches his work logically and methodically so he catches mistakes and does not miss anything. He is also very organized and capable of getting a lot done but may not always optimize the use of his time because of his need to get along with everyone and to avoid conflict. So, he may find it easier to fix the staff's work than to hold them accountable for correcting their mistakes. And, although he is capable of setting priorities and determining what needs to be done, he may have trouble telling his staff what to do.

**Change:** measures how much desire a person has to make changes in their environment, behaviors, or beliefs. Although he may come across as being very flexible and capable of 'going with the flow', he is really not comfortable with too many changes and prefers to know what his day is going to be like rather than having to deal with too many 'surprises'. He is actually far more comfortable maintaining the status quo so working in a practice area where things seldom change is where he would be most comfortable and most successful. He is flexible enough to try to make changes in his character in order to better meet expectations based on others' constructive feedback. However, he likely has to respect someone before he gives much consideration to what they say.

**Courage:** is the willingness to take risks, weigh consequences, and struggle to accomplish goals and objectives. John also tries to come across as being a rather confident and competitive lawyer but it probably does not take much to push him to start second-guessing himself. He does not like to take risks and worries about making mistakes so he likes to feel comfortable with his responsibilities and to know what he is doing. He likes doing what he knows and trusts rather than 'sticking his neck out' in order to be successful.

**Direction:** or self-direction is the ability to form opinions, make decisions, solve problems, and set goals. He is comfortable making decisions and figuring out how to best help people solve their legal issues. But, while he is comfortable taking charge in order to achieve his goals, he is not really comfortable leading others and making demands of them in order to help him be successful. So, although he could develop the priorities for the social security department, he could have a little difficulty enforcing his priorities on the staff. He is very comfortable being hands-on with the work but a little less comfortable acting as a manager of a staff.

**Assertiveness:** is how comfortable a person is verbally expressing their opinions or ideas. John lacks the assertive nature found in most personal injury attorneys but has an acceptable level for a social security disability lawyer. He prefers getting along with people rather than standing up to them and convincing them to give him his way but, while he may not be as successful in prelitigation or litigation, he should do well in administrative hearings. He is not comfortable with conflict so his manager needs to be aware that he may make things sound better than they are, particularly if he does not want to disappoint that individual.

**Tolerance:** is the degree to which a person is patient or willing to put up with inconvenience from others. He is not comfortable with conflict so he is willing to give into others rather than to stand up to them in order to get his way and risk creating an unpleasant situation. He will probably do a very good job of running his cases but will likely need some help to manage the social security staff. Being unable to express anger and to resolve conflict usually creates a good deal of stress for someone but, since he is feeling a reasonable amount of stress in his life, he seems to have found some way to help him manage his stress level.

**Consideration:** is how understanding, thoughtful, helpful, honest, and responsible the person is. John has an empathetic and understanding nature which will clearly make a positive impression on clients. He worries that he might say or do something that would upset or offend someone which, although this makes him a most likeable individual, it also makes it hard for him to effectively deal with people. His staff may work hard for him because he is so likeable but some may try to take advantage of his good nature.

**Sociability:** is the ability to meet people, spend time talking or socializing, and the degree to which a person wants to be part of a group. He tries to come across as being outgoing and comfortable interacting with people but he is really most comfortable focusing on his work and achieving positive results. People tend to feel positively about him and to feel that he is easy to get along with while he continues to focus his time and effort on achieving results that could please an employer.

**Summary:** John Sample has the emotional energy and character makeup to do well as a social security disability lawyer but would probably not do as well in other practice areas. He has a strong work ethic but can be more effective in a more stable practice area that involves a lot of paperwork. But, he is not too comfortable being a leader and might need help from others in the firm to deal with a personnel issue. He can be very motivated to do well for someone he looks up to so, the more he respects the principal, the harder he is likely to try to do what will please him. His survey indicates that he potentially could perform better than approximately 80/100 people as a social security disability lawyer.

Strengths:

- Has a positive attitude
- Is likeable and easy to get along with
- Will make a favorable impression on clients
- Has a strong work ethic
- Is methodical and logical
- Can develop positive relationships that can make it easier for him to get what he needs from others
- Will always give his staff members the support and help they need
- Tries to learn from his mistakes and to listen to constructive feedback from those he respects

Weaknesses:

- Would probably not do as well in other practice areas
- Is not comfortable with conflict
- Will likely need help dealing with personnel issues
- Does not like dealing with too much change