

TrustPro™



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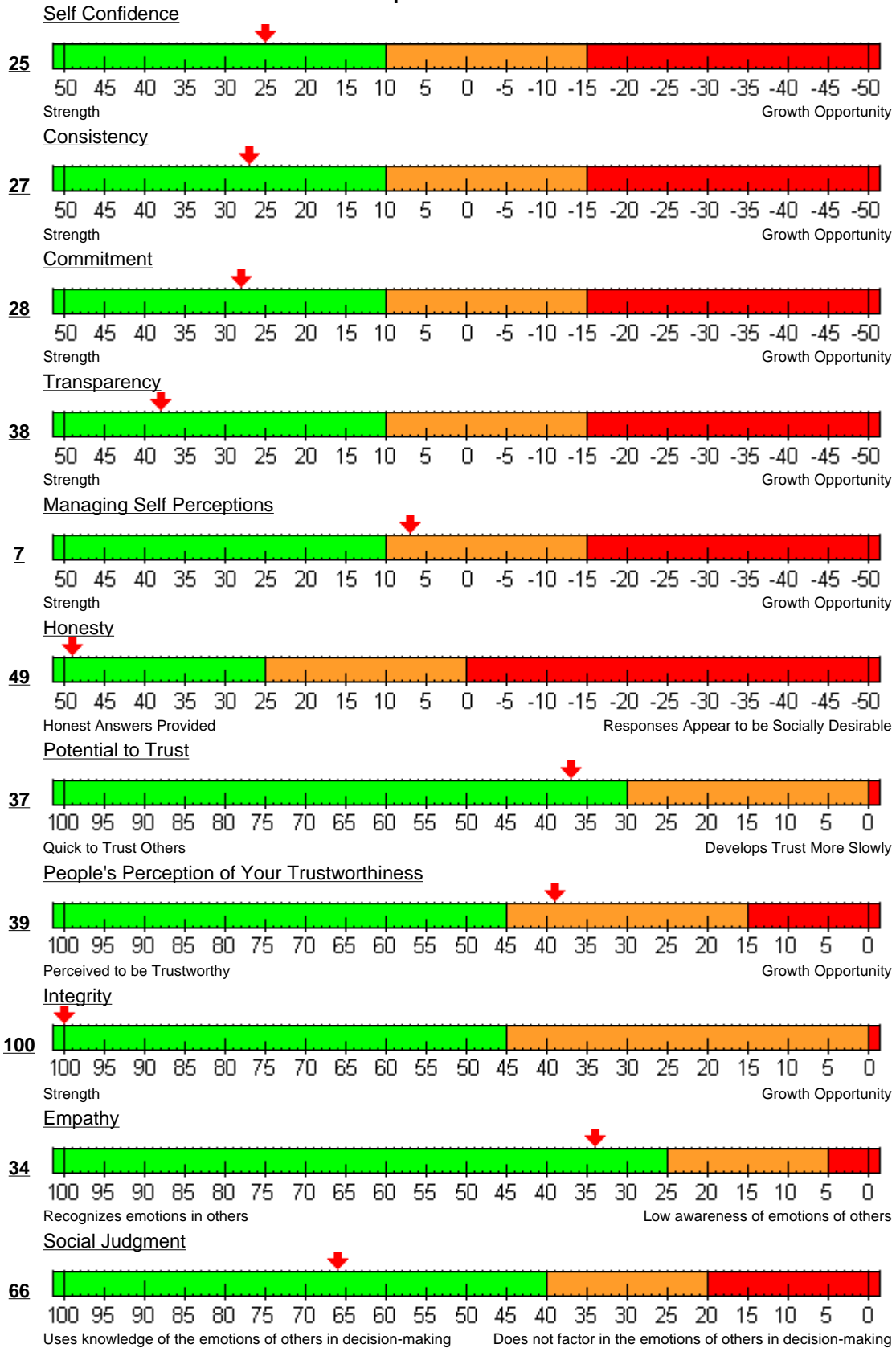
Trust is an essential interpersonal construct that has the ability to influence the quality and effectiveness of a variety of business relationships. The TrustPro™ provides a robust and comprehensive assessment of an individual's level of trustworthiness by assessing common attitudes, perceptions and behaviors known to facilitate trust-based relationships. As such, the TrustPro™ is intended to act as a diagnostic tool, highlighting an individual's strengths and growth opportunities in the area of trust and should be used to guide future coaching / developmental strategies.

John C. Marshall, PhD

#F5CDDLWB for Sample Person on February 28, 2008

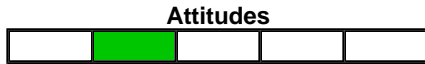
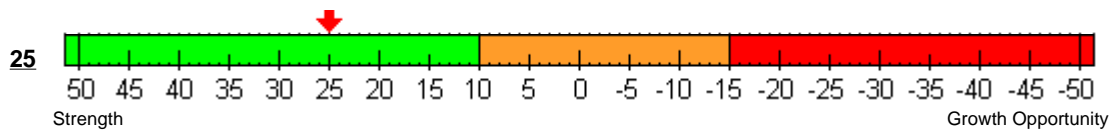
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I. Snapshot of Results



II. Detailed Results

Self Confidence



Overview

Sample would be described as confident and self-assured. His/Her responses to this section indicate that he/she attributes both failures and successes to internal sources, and thus demonstrates a high degree of accountability. Moreover, Sample has a strong belief in his/her ability to be successful in most things that he/she attempts. As such, he/she is not hesitant about trying new activities and does not display a fear of failure. Confidence oftentimes projects competence and decisiveness in a business environment, and facilitates more favorable inter-personal perceptions of your ability and likelihood for success.

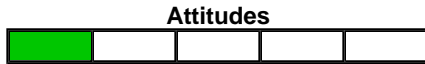
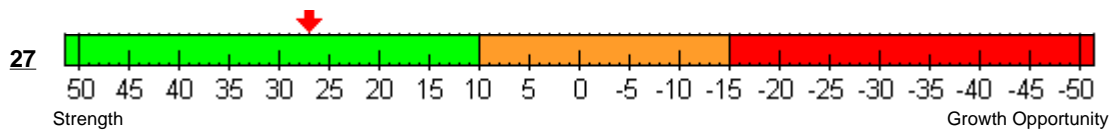
Interview Suggestions

1. Role play with Sample. After doing so, debrief the scenario and discuss both the strengths and growth opportunities of his/her approach.
2. Have Sample list his/her strengths and weaknesses on a piece of paper. Discuss how he/she can leverage his/her strengths moving forward, while providing him/her with strategies for overcoming his/her perceived shortcomings.
3. Videotape Sample as part of a role playing experience. Have him/her watch the video and evaluate his/her performance.

Notes

II. Detailed Results (cont'd)

Consistency



Overview

Sample would be described as an extremely predictable and reliable individual. As such, Sample likely follows a fairly regular routine and reacts to various situations with consistent emotional and behavioral responses. This predictability and consistency makes it easy for others to assess how Sample will respond. As such, when having to make a decision about whether or not Sample will do what he/she says that he/she will do, his/her previous predictable nature will likely expedite and facilitate this evaluative process. Ultimately, this is the essence of the trust decision.

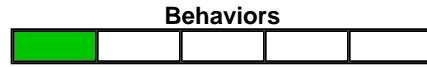
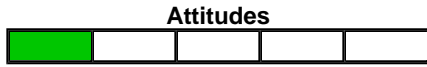
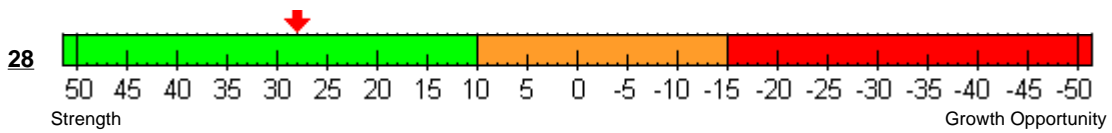
Interview Suggestions

1. Have Sample list any inconsistencies that exist in your organization, especially those that may cause distrust. Then have him/her identify personal inconsistencies that may impede his/her level of trustworthiness.
2. Complete a Prisoners Dilemma or similar activity with Sample. This exercise highlights the importance that interpersonal predictability has on forming a trust relationship.
3. Have Sample list attributes that he/she feels are facilitators of distrust. Go through them with Sample and highlight those that relate to consistency / predictability.
4. Get Sample to list all of the things he/she consistently does when interacting with customers. Discuss these in relation to trust and brainstorm additional ways he/she could strive to build a trust relationship with customers.

Notes

II. Detailed Results (cont'd)

Commitment



Overview

Sample's responses indicate that he/she places a great deal of importance on keeping the commitments that he/she makes to his/her clients / colleagues. As such, it is very likely that he/she has met these various commitments, and would therefore be perceived as a reliable and trustworthy individual. When dealing with clients, Sample's dependable nature likely allows him/her to establish very strong professional relationships in a relatively short period of time. Moreover, this character trait likely serves him/her well from a referral perspective as well, as he/she has developed a reputation for being dependable.

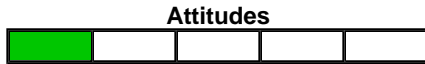
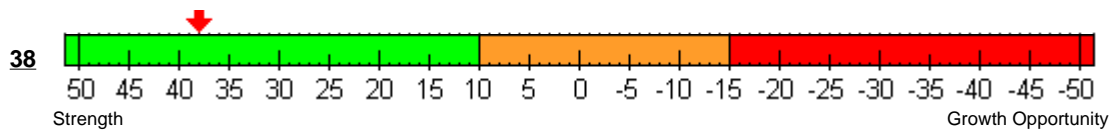
Interview Suggestions

1. Complete a Prisoners Dilemma or similar activity with Sample. Make a commitment to cooperate with him/her at the outset, and break that commitment immediately. Use this as a learning moment to reinforce the importance of making and keeping commitments.
2. Having Sample mentor a colleague who is having trouble making and keeping commitments, may be beneficial to both parties.

Notes

II. Detailed Results (cont'd)

Transparency



Overview

Sample would be described as transparent, direct and candid in his/her interactions with clients and colleagues. He/She places a great deal more importance on telling others the truth, and not simply what they want to hear. When dealing with clients, Sample is extremely transparent and provides them with all of the information required to make an informed decision. His/Her responses indicate that he/she believes providing clients with all of the pros and cons up front is the best strategy. Such an approach has the ability to facilitate trust.

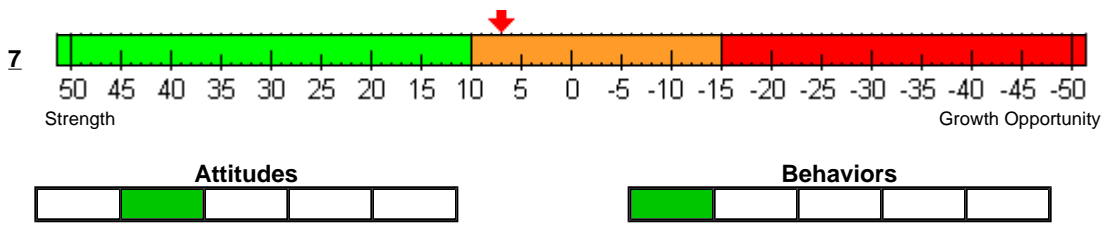
Interview Suggestions

1. Have Sample work with other employees that require help in this area. The task of coaching and articulating the strategies that Sample uses with clients / colleagues will help make him/her more cognizant of this disposition.
2. Run through Sample's normal sales / service dialogue. Pick out those components that reinforce the transparency of the approach. Use this exercise to reinforce these points, while also using the template to help coach others.
3. Discuss with Sample the curvilinear nature of transparency. Too much transparency and directedness is usually just as counterproductive to building strong interpersonal relationships as too little.

Notes

II. Detailed Results (cont'd)

Managing Self Perceptions



Overview

Sample's responses indicate that he/she prefers to be him/herself when meeting new people, and therefore does not try to present him/herself in a socially desirable manner. Sample believes that being him/herself is an effective strategy for developing deep and meaningful relationships with other people. Overall, others are able to get a much better read on who Sample really is, which is extremely important in the development of trust.

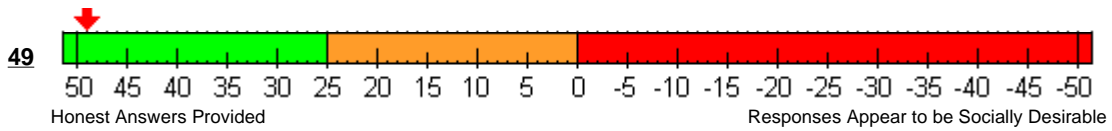
Interview Suggestions

1. Acknowledge that Sample's candid and transparent nature is a major strength. Have him/her work with others on refining his/her approach.
2. Being too candid and transparent can also be problematic, as different social situations possess different normative codes of conduct. As such, being completely inflexible in his/her approach will not likely benefit him/her in the future. Consequently, working with him/her to become more aware of important social or behavioral cues that can aid in the formation of first impressions will allow him/her to be more effective at developing quality relationships in the future.

Notes

II. Detailed Results (cont'd)

Honesty



Overview

Sample responded to the items that comprise this section in an honest and candid manner. Many of these responses were not flattering to Sample's image or character, yet he/she chose to respond honestly none the less. This exemplifies the importance that he/she places on being honest and upfront with others.

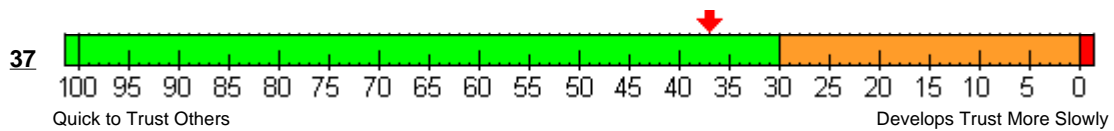
Interview Suggestions

1. Have Sample run through his/her normal sales / service dialogue and try to isolate those situations where he/she takes a more candid and honest approach than your other employees. Use this information in the coaching and development of your other employees.
2. Being too honest can also be counterproductive in many corporate environments. Have a discussion with Sample about this and help him/her devise strategies for tackling these difficult situations in a way that does not compromise his/her integrity or morality.

Notes

II. Detailed Results (cont'd)

Potential to Trust



Overview

Sample would be described as a trusting individual. His/Her responses indicate that he/she will trust someone until given a reason not to. As such, his/her natural disposition is to trust and believe other people, until that trust is broken. This trusting disposition however is a necessary component of a trust-based relationship. Consequently, it is highly likely that Sample is also trusted by those around him/her.

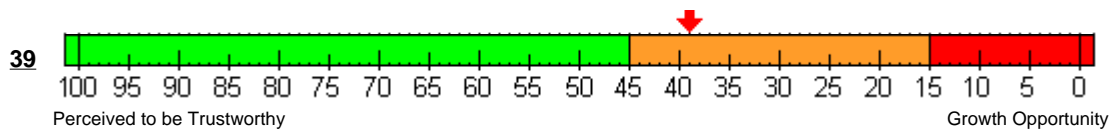
Interview Suggestions

1. Complete a Prisoner's Dilemma task with Sample. Cooperate initially in the game, and then be the first to defect. Use this as a learning opportunity to teach him/her that some individuals, especially in competitive environments, will take advantage of honest and trusting people. As such, Sample will need to balance his trusting nature with good social judgment.
2. People who are too trusting may be perceived as naive. Try to help Sample see his/her trusting nature as a strength, and develop strategies for ensuring that others perceive it the same way.

Notes

II. Detailed Results (cont'd)

People's Perception of Your Trustworthiness



Overview

Sample's responses indicate that people in his/her environment interact with him/her in a way that would suggest a moderate level of trustworthiness. On occasion colleagues and friends have shared personal information with Sample and have asked for his/her opinion on certain things. These occurrences have been few and far between, suggesting that there is certainly room for improvement.

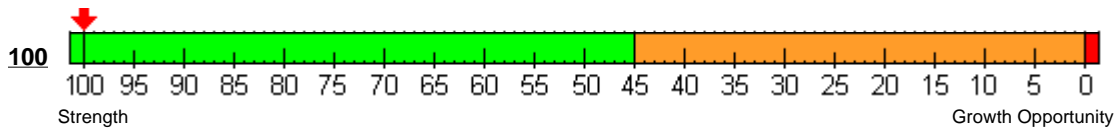
Interview Suggestions

1. As Sample's coach, highlight some growth opportunities for him/her in the area of trustworthiness. Provide him/her with explicit examples of situations that may have compromised his/her trustworthiness in the past so that he/she can address these concerns in the future.
2. Have him/her list the attributes that he/she associates with trustworthy people. Have Sample rate him/herself from 1 - 10 on each of these attributes. Use this a diagnostic tool for focusing on the areas that require immediate attention.

Notes

II. Detailed Results (cont'd)

Integrity



Overview

Sample condemns the inappropriate workplace behaviors outlined in this section. His/Her responses indicate that he/she does not approve of these type of behavior, and thus is not likely at risk for engaging on them. Strong negative attitudes such as these illustrate that Sample's conviction and integrity, which is likely displayed in his/her everyday conduct at work. As perceptions of a person's ethics and morals can be strong underpinnings in the development of trust-based relationships, these attitudes and beliefs likely strengthen Sample's perceived trustworthiness.

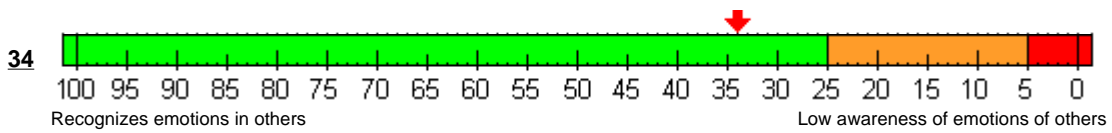
Interview Suggestions

1. If your organization has an ethics / rules committee, recommend that Sample be involved?
2. Discuss with Sample how your organization can combat theft and counterproductive behavior. Having him/her think about these issues will reinforce what is appropriate workplace conduct.

Notes

II. Detailed Results (cont'd)

Empathy



Overview

Sample demonstrates below average ability to recognize and interpret the feelings and emotions of others. His/Her responses indicate that Sample may be insensitive at times to the feelings and emotions of others. His/Her lower than average ability to recognize and interpret the emotions of others should be considered in the selection process, especially if the position involves a lot of interaction with others.

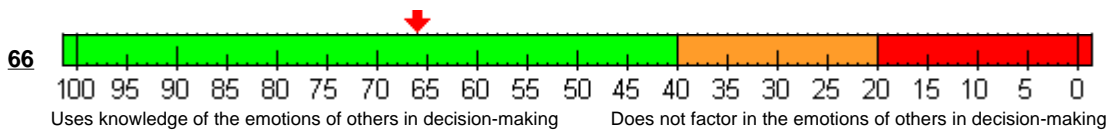
Interview Suggestions

1. Have Sample complete an empathy exercise. Many of these entail labeling the emotional states of characters on a set of cue cards. Usually facial expressions or body language cues are present. These should help Sample become better at recognizing and using other people's emotional information.
2. Have Sample practice being empathetic through role playing. Then have him try and test these skills in the workplace.

Notes

II. Detailed Results (cont'd)

Social Judgment



Overview

Sample demonstrates low ability to respond appropriately in a variety of situations at work. He/She may have difficulty making decisions that involve interpersonal relationships. He/She also may have difficulty managing relationships adequately. His/Her low score on social judgment should be seriously considered in the selection process, especially if Sample has a lower than average score on Empathy. It would be important to assess his/her overall level of social judgment prior to hiring. Sample would not be suited for positions that demand a lot of interpersonal decision-making.

Interview Suggestions

1. Have Sample watch a video clip that demonstrates poor social judgment. Have him/her discuss what the character should have done, and what social cues were present to base this decision on.
2. Work with Sample on being more cognizant and deliberate when speaking, rather than simply blurting out whatever comes to mind. It is this filtering process that defines social judgment.
3. Role play with Sample. Present him/her with a topic of conversation, and then use your body language and facial expressions to depict certain emotional states. Evaluate his/her ability to change the tone of his/her voice or topic of conversation accordingly. Debrief after the session.

Notes
