SELFMANAGEMENT GROUP

SELECT | DEVELOP | RETAIN | TOP PERFORMERS

IntegrityPro™

Telephone :

Email :

Position :

Requested By : John Marshall

Contents	Page

#ABABABAB for Sample Person on November 5, 2007

Snapshot of Results

Attitudes

	Poor Attitudes	Moderate Attitudes	Positive Attitudes
Theft			🟩
Counterproductive Behavior		🟨	
Antisocial / Manipulation			🟩
Total Integrity Score			🟩

Normative Perceptions

	Highly Normative	Moderately Normative	Slightly Normative	Non-Normative
Theft		🟨		
Counterproductive Behavior		🟨		
Antisocial / Manipulation		🟨		
Total Integrity Score		🟨		

Moral Reasoning

	Pre Conventional	Conventional	Post Conventional
Theft			🟩
Counterproductive Behavior			🟩
Antisocial / Manipulation			🟩
Total Integrity Score			🟩

Moral Stability

	Unstable	Relatively Stable	Stable
Theft		🟨	
Counterproductive Behavior		🟨	
Antisocial / Manipulation		🟨	
Total Integrity Score			🟩

Social Desirability

	Below Average Caution	Average Score Maybe OK	Above Average Should be OK
Honesty		🟨	

Overall Score

Overall Normative Perceptions

Behaviors perceived to be normative	Behaviors perceived to be non-normative

Sample's responses indicate that she perceives several of these counterproductive and inappropriate behaviors to be moderately normative within a workplace environment. Such a normalized perception of counterproductive behavior places her at a greater risk to engage in this type of behavior, because she does not perceive such conduct to be inappropriate. Overall, with scores so high, it is not unreasonable to believe that she has engaged in several of these types of workplace behaviors previously.

Interview Questions
- Your responses indicate that you perceive certain counterproductive behaviors to be commonplace in several work environments. Can you describe a situation where you witnessed someone behaving inappropriately, and what you did as a result?
- How do you define Integrity in your own words? How do you display Integrity as an employee?
- Why do you believe that these types of behaviors have become so common within the work environment?

Overall Moral Reasoning

Ego-centered Moral Reasoner	Situation-specific Moral Reasoner	Universal Moral Reasoner

Moral reasoning is simply the process by which an individual decides if a particular behavior is right or wrong. Sample's responses indicate that she uses very broad and universal moral principles to guide her moral decision making process. In doing so, her evaluations pertaining to the legitimacy of particular behaviors (e.g., stealing) are stable and consistent over time and across a variety of different social contexts. In other words, she would perceive stealing to be wrong, no matter what the situation or precipitating events. Previous psychological research has shown that individual's with this most mature pattern of moral reasoning, are the least likely to engage in unethical workplace conduct.

Interview Questions
- Please listen to the following scenario.

A farmer in Wisconsin tends to his deathly sick wife. It has been a bad year for the crops, and as such the family is on the verge of bankruptcy. Moreover, due to their income shortage the couple has been unable to pay their insurance premiums and has therefore lost their medical coverage. The farmer's wife requires expensive medication that the family cannot afford in their current economic situation. The farmer decides to break into the local pharmacy and steal the medication, which eventually saves his wife's life. The farmer is subsequently arrested and charged with breaking and entering.

Were the farmer's actions right or wrong? Why?

Overall Moral Stability

Unstable and Situationally Contingent	Stable and Consistent

Sample's responses to these items indicate that she has very stable and consistent beliefs concerning the legitimacy of various unethical and counterproductive workplace behaviors. As a result, she is not likely to use environmental of situational information when formulating a legitimacy perception, but rather her stable and internal moral compass. Her ability to overlook the situational context and use of a more universal set of moral parameters (e.g., stealing is always wrong) substantially decreases her likelihood of engaging is these types of behaviors.

Interview Questions
- What would you do if your boss asked you to cover up something? What factors would influence your decision?
- Can you explain your thought process when attempting to decide whether or not something is right or wrong?

Theft

Normative Perceptions of Theft

Theft perceived to be normative			Theft perceived to be non-normative

Sample's responses indicate that she perceives theft to be a relatively common practice in many workplace environments. It is likely that she has witnessed theft in the workplace previously, which has subsequently influenced her current perception of its normalcy. Overall, her perception that workplace theft is commonplace, places Sample at a greater risk for engaging in this type of behavior in the future, as she is less likely to perceive the behavior as non-normative or inappropriate workplace conduct.

Interview Questions
- If you ever saw a co-worker stealing from your place of work, what would you do?
- Why do you think employees take things from their place of work?
- What can companies do to reduce the amount of employee theft?

Moral Reasoning About Theft

Ego-centered Moral Reasoner	Situation-specific Moral Reasoner	Universal Moral Reasoner

Sample's responses indicate that she does not legitimize acts of theft under any circumstances. Such a universal and stable pattern of moral reasoning has been shown to be negatively correlated with incidents of workplace theft. Moreover, she will likely report incidents of theft to a superior, as she has very strong convictions about the inappropriateness of this type of behavior.

Interview Questions
- What industries and/or positions within an organization are the most prone to theft?
- How can a company protect itself from employee theft?
- If you were in a management position, what would you do to minimize employee theft?

Moral Stability About Theft

Unstable and Situationally Contingent		Stable and Consistent

Sample's responses indicate that she perceives workplace theft to be wrong under almost all circumstances. As a result, when formulating a legitimacy perceptions about workplace theft, she is not heavily influenced by environmental information. However, in certain circumstances, her responses indicated that did not perceive the act of theft to be as wrong as in other situations. Overall, her moral reasoning pattern is relatively stables when it comes to acts of theft, however in certain circumstances, environmental information can influence her judgement.

Interview Questions
- Please listen to the following scenario:

Jim is a night security guard for a large retail chain. Jim's family has been going through rough times ever since his wife fell ill and could no longer work. Jim must now support his wife and four children on his relatively modest income and has recently fallen way behind in his mortgage payments. The bank has given Jim one week to make his payments or they are going to repossess his house. Jim decides to take some money from the petty cash drawer one night at work to use towards his mortgage payment. Jim pays the money back later that week, with no one being the wiser.

Did Jim do anything wrong? Why was Jim's decision the right / wrong one?

Did the fact that Jim paid the money back influence your response?

<div align="center">**Counterproductive Behaviour**</div>

Normative Perceptions of Counterproductive Behaviour

Counterproductive behavior perceived to be normative			Counterproductive behavior perceived to be non-normative

Sample's responses indicate that she perceives things like leaving early, taking long lunches and calling in sick to get a day off, as fairly common practices within the workplace. Her responses appear to show that there are some counterproductive practices that are not as normative among employees, and that such conduct for the most part is still perceived by many as inappropriate. Overall, responses such as these indicate that she may be at a higher risk for engaging in these behaviors, especially in a work environment where such practices do occur frequently. In order to minimize this type of counterproductive behavior with her there needs to be a very clear understanding that such behaviors will not be tolerated and are severely punished within your organization.

Interview Questions
- Have you ever worked with someone who constantly took long lunches or left early from work? How did you or your manager deal with that person?
- What types of rules and regulations have your previous employers put in place to detract from people leaving early or taking long lunches?
- What types of things in a workplace contribute to employees engaging in counterproductive behavior?

Moral Reasoning About Counterproductive Behaviour

Ego-centered Moral Reasoner	Situation-specific Moral Reasoner	Universal Moral Reasoner

Sample's responses indicate that she does not legitimize engaging in counterproductive behavior under any circumstances. Therefore, outside of extreme cases (e.g., child is sick and the parent has to leave early to take them to the hospital) does not perceive leaving early, taking a long lunch, or engaging in other counterproductive behaviors to be appropriate within the workplace. An individual with this type of moral reasoning pattern is likely to be very "by the book", and will often encourage others around them to adopt a similar mindset. In addition, having an employee such as Sample often forces other employees to behave in accordance with the rules, in fear that their indiscretions will be reported to a supervisor and/or management.

Interview Questions
- Under what conditions would it be OK to leave early from work?
- What should employees be doing during slow business periods?
- What can managers / supervisors do to minimize the counterproductive behavior of their employees, and yet, let them still feel autonomous and independent (i.e., not micro-managed)?

Moral Stability About Counterproductive Behaviour

Unstable and Situationally Contingent		Stable and Consistent

Sample's responses indicate that she does not rely on much environmental or situational information when forming judgements about the legitimacy of certain counterproductive behaviors. Therefore, it is not of importance to Sample why an individual engaged in such a behavior; rather, her decision pertaining to the legitimacy of the act is almost entirely comprised of her moral beliefs. However, some of her responses do show a tendency towards using situational information when forming a legitimacy judgement, and therefore her moral principles may not be as concrete as some other people's.

Interview Questions
- Outline your thought process when deciding if something is right or wrong? What types of information do you take into account and Why?

Antiscocial / Manipulative Behaviour

Normative Perceptions of Antiscocial / Manipulative Behaviour

Manipulative behavior perceived to be normative			Manipulative behavior perceived to be non-normative

Sample's responses indicate that she perceives anti-social / manipulative behavior to be relatively common in the workplace. More specifically, she perceives things like stealing clients, altering performance results, and deceiving others as common business practices. Responses such as these place Sample at a higher risk for engaging in these types of behaviors, because she perceives them to be normative.

Interview Questions
- Listen to this statement "In order for people to get what they want, they need to create a positive impression of themselves." Do you agree / disagree with this statement and why?
- Has your Integrity or Ethical Principles ever been challenged? Please describe the situation and outline how you proceeded?
- Why do you think that anti-social / manipulative behaviors are so rampant in the workplace? What can an organization do to protect against this type of behaviour?

Moral Reasoning About Antiscocial / Manipulative Behaviour

Ego-centered Moral Reasoner	Situation-specific Moral Reasoner	Universal Moral Reasoner

Sample's responses indicate that she does not condone the use of any anti-social / manipulative tactics under any circumstances. As a result, no matter what the situation, stealing clients, lying, and deception are not acceptable business practices according to Sample. Such a universal and stable pattern of moral reasoning makes it very unlikely that Sample will engage in this type of behavior while at work.

Interview Questions
- Have you ever worked with someone who continuously challenged / opposed you in front of your colleagues? How did you handle this situation?
- What excites you about a career in competitive sales?
- What do you see as the major challenges to the Integrity / Ethics of employees in our business?

Moral Stability About Antiscocial / Manipulative Behaviour

Unstable and Situationally Contingent		Stable and Consistent

Sample's responses indicate that she is fairly firm in her judgements about the use of anti-social / manipulative behaviour in the workplace. Therefore, contextual information (e.g., someone did it to the other person first) nor the perceived consequences associated with the behaviour (e.g., no one will find out) do not have much bearing over her perception.

Interview Questions
- Describe a situation where you had to compete with your colleagues? Describe your strategy when placed in these types of situations?
- Describe a situation where you had to work with a very competitive person. How did you work with this individual?

Social Desirability (Honesty)

	<mark> </mark>	
Below Average Caution	Average Score Maybe OK	Above Average Should be OK

Sample's responses indicate that she possesses a moderate degree of honesty and self awareness. Sample answered a few questions in a socially desirable manner, indicating that she may try to disguise the truth when confronted with difficult or self-damaging questions. Sample should be asked to elaborate on her responses during a structured behavioral interview.

<u>General Notes</u>

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

List of Responses

1=Strongly Disagree	2=Agree a Little	3=Somewhat Agree	4=Moderately Agree	5=Strongly Agree

Question	Response	
Theft		
1. It is wrong for an employee to take something from their place of work.	5	
4. When employees take items from the workplace, it is stealing plain and simple.	5	
7. It is wrong to report theft or other wrongdoings of colleagues.	1	
10. Taking stationary (i.e., pens, pencils, paper) from work is not stealing.	5	❌
13. Not reporting a colleague's theft is just as wrong as stealing yourself.	5	
16. It is normal to slightly embellish a personal expense form in order to receive more reimbursement from your company.	1	
19. Taking something from a corporation is just as wrong as stealing from a person.	5	
22. Over billing clients is not wrong, especially if they are not smart enough to notice.	1	
25. Smart business owners misreport their taxes. That is how they stay rich.	1	
28. One has to remain united with their colleagues, even if they are stealing from the company you work for.	1	
31. A large company should expect that employees are going to take stationary and other small supplies.	4	
34. Employees who get paid by the hour, and are responsible for keeping track of their hours would be foolish not to exaggerate this figure slightly.	1	
37. Using petty cash for personal reasons is not wrong if you pay it back.	1	
40. Stealing from a co-worker is a more serious crime than stealing form a large corporation.	1	
43. Those that report their colleagues are taking supplies, are nothing more than "snitches".	1	
Counterproductive Behavior		
2. It is OK for employees to be late for work once in a while.	4	
5. Taking a slightly longer lunch is hardly wrong.	4	
8. At some point, everyone takes a sick day just to get a break from work.	1	
11. Employees who purposefully do slow or sloppy work to avoid extra work, should be terminated.	2	
14. Employees should never use company time for outside interests.	5	
17. It is alright to surf the internet during work hours from time to time, just as long as it is not overly time consuming.	1	
20. Employees are always wrong in using company resources for their personal use.	5	
23. Pretending to not know how to do something is a good strategy for avoiding additional responsibilities.	1	
26. The more you know, the more you have to do.	1	
29. Playing games at work is a harmless diversion.	1	
32. It is OK to have a few drinks at lunch with your co-workers.	2	
35. Employees who always work hard are rare.	3	
38. On a slow day it is alright to leave a little early.	2	
41. Everyone takes a little longer break than they are supposed to.	2	
44. Water cooler conversations are important for creating a positive work environment.	5	❌

List of Responses (cont'd)

1=Strongly Disagree	2=Agree a Little	3=Somewhat Agree	4=Moderately Agree	5=Strongly Agree

Question	Response	
Antisocial / Manipulation		
3. In the world of business, it is sometimes necessary to lie and cheat in order to get ahead.	2	
6. Everyone cheats or alters their performance results at some point in time.	1	
9. Those who wish to succeed in business, sometimes have to step on others to climb the corporate ladder.	1	
12. Manipulating others is just part of doing business.	1	
15. Putting others down is something that competitive people need to do in order to maintain a psychological advantage over their competition.	1	
18. Lying to your boss is always wrong.	5	
21. People who put themselves ahead of others will always be more successful.	1	
24. If a co-worker/competitor is opposing you at work, it is in your best interest to make them look bad.	1	
27. You have to be willing to do almost anything if you want to be successful.	1	
30. Sometimes it is necessary to act like a nice person in order to get what you want.	1	
33. Everyone is self-interested at the core, even if they pretend to care about others.	2	
36. Only a fool would report that they were overpaid by the company.	1	
39. One should feel no remorse after stealing a client/customer away from a colleague.	1	
42. Sympathy and compassion have no place in the business world.	1	
45. In order to be a winner, you have to distinguish yourself from the losers.	2	
Honesty		
46. I have never told a lie.	2	
47. I have never said something unkind about someone else.	2	
48. I am always in a good mood.	4	
49. I have never been late for an appointment or work.	2	
50. I have never made a wrong decision.	2	
51. I have never met a person that I did not get along with.	2	