

*A monthly newsletter for our assessment product clients designed to assist and educate on key subjects related to human capital assessment technology and methodologies, and their effects on your organization.*

### Coming This Month: *Step One Survey II*<sup>TM</sup>

We wanted you to be the first to know about our newest assessment product, *Step One Survey II*<sup>TM</sup>! Most of our clients currently utilize *Step One Survey*<sup>TM</sup> for purposes of assessing the *attitude, integrity, reliability* and *tendency toward substance abuse* of candidates for employment with their organizations. However, we have also received many requests for a similar assessment that would be intended for use with mid-level managers to very senior executives as the result of headlines during the last two years about malfeasance and lack of proper behavior modeling and governance within companies throughout the United States.

After exhaustive research and validation, we will early this month be making available for your use a new assessment that will do just that. *Step One Survey II*<sup>TM</sup> will take 15 to 20 minutes to complete on-line, with immediate reporting just like the other *Profiles On The Web*<sup>TM</sup> assessments that you currently use such as the *Profile XT*<sup>TM</sup>, *Profiles Performance Indicator*<sup>TM</sup> and *Profiles Sales Indicator*<sup>TM</sup>.

This new assessment takes pre-employment evaluation of middle and senior level candidates to a new and very beneficial level and will provide your organization with greater success in ensuring that individuals hired into key positions will have what it takes to be, among other important things, reliable and ethical. The reports generated from this assessment will provide you with information not previously available, such as:

- A thorough explanation of inconsistent assessment responses.
- A suggested structured interview based on the candidate's response inferences within the "attitude" section of the assessment.
- A full explanation of the meaning of individual response scale scores, for instance...what specifically does a score of 4 mean on the *Substance Abuse* scale?
- On the *Integrity Scale*, delineation as to whether potential issues relate to *Data, Money* or *Property* use and/or misuse.
- On the *Substance Abuse Scale*, delineation as to whether potential issues relate to *Use* or *Distribution* of improper or illegal substances.

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You will find this new assessment to be remarkably helpful for purposes of not only ensuring that the managers and executives hired within your organization are of the highest caliber, but also to ensure that the downstream hiring and promotion decisions made by those individuals will be more likely to stand the test of integrity and positive contribution to the pursuits of your organization.

The behavioral factors measured by *Step One Survey II*<sup>TM</sup> are equally important for organizations ranging in size from tiny to huge, from private to public, and from non-profit to for-profit. Many organizations appear to be simply hoping for the best as they hire people into key roles. Whether or not your marketplace competitors are doing that, you will gain a great competitive advantage by utilizing *Step One Survey II*<sup>TM</sup> as soon as it is available. Please call us or E-mail us with any questions!

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### **How To Lead Change...Simplified**

Change is considered good when it has beneficial effects. When change threatens our position or security we see it as destructive and unnecessary. Therefore, it is not surprising that most people are better critics of change than leaders of it. Change is rarely a solitary event; we continuously experience the multiple effects of previous change, which in turn, influences our receptivity to present and future change. Leaders of successful and positive change do not conduct change activities any differently than how they conduct themselves in general...peacefully, decisively, humanely, and with no trail of destruction.

As you recruit and promote people into supervisory through executive levels, determine their successes and failures in leading change before placing them. Find out to what degree they have been adversarial, have created dysfunction, were unethical, or did not care about the end purchasers of their organization's products and services. Your organization's ability to change with its markets will, as a result, gain monumentally by avoiding the less capable change leaders.

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### **A Thought For Your Consideration**

The U.S. economy has, according to nearly all economic sources, turned the corner onto Recovery Street. The organizations that are currently stealing market share from their competitors are the ones that are doing things measurably different and smarter than they did 2 to 4 years ago. What are the two to three major changes, intended to bolster your organization's market position, that have occurred within your organization during that time?

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### **For Further Information...**

Visit us on-line at <http://www.hrihouston.com>, email us at [haljay@hrihouston.com](mailto:haljay@hrihouston.com), or call us at 713-840-6350. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!