

determining a plurality of overall values characteristics for individual's relevant to work environment;

presenting questions to the individual based on the overall behavioral and values characteristics, the questions including answers options correlated to the overall behavioral values characteristics;

deriving and recordings, from answers of the individuals to the questions, an overall rating of the individual for each behavior characteristic and correlating each rating to a common scale, and each value characteristic;

determining the interrelationship between the overall behavioral and values characteristics and a plurality of behavior factors specifically identified as being relevant to a particular job;

assigning numerical ratings based on said interrelationship so that overall behavior characteristics are weighed with respect to their effect on said specific behavior factors for said particular job, and overall values characteristics are weighed with respect to their effects on said specific behavior factors for the particular job;

creating averages on a common scale of the numerical ratings for each overall behavior and value characteristic for a specific behavior factor;

combining the averages into a merged score of behavior and values for each behavior factor and generating a report; and

analyzing the work environment of the particular job and predicting the individuals success for the particular job by comparing the merged score for each behavior factor with the actual work environment.

5. The method of claim 4, wherein overall behavioral characteristics are analyzed with respect to basic behavior and response to work environment behavior based on the individual's answers.

6. The method of claim 5, wherein the steps of determining the interrelationship, assigning numerical ratings, creating averages, and combining averages are applied to basic behavior and response to work environment behavior to produced two merged behavior and values scores for each behavior factor.

Description

BACKGROUND OF THE INVENTION

A. Field of the Invention

The present invention relates to a method and system useful for predicting the success of an individual for a particular job, and in particular, using measured behavioral and values characteristics of the individual as part of the analysis.

B. Problems in the Art

It is difficult to accurately predict or analyze the tendency or potential for success a person may have for a particular job or task. This is especially true if one has no personal experience with the individual. Predictions regarding how well a person will do a job on the basis of simply a resume or personal interview are imprecise. Some studies have indicated that the accuracy of such predictions is no more than in the 10% range, if based simply on personal interviews.

Information regarding prior experience, training, and education of an individual many times is important in evaluating the potential of a person for a particular job. However, it has been found this alone also is not generally conducive to a highly accurate prediction rate for matching an employee with a particular job.

Therefore, attempts have been made to increase the accuracy in such predictions. Some current methods try to achieve greater success by looking at characteristics about the individual other than simply experience and education.

graphs underneath each factor. Each of the twelve behavioral factors are selected specifically for the particular job; in this case a "management" job. Beginning with the factor "decisiveness/result oriented" and ending with the factor "following policy", a correlated graph is set forth having a 1-10 scale for each. Ten is considered a perfect behavioral score for the particular behavioral factor. Each graph has a top horizontal bar labeled "B" and a bottom bar labeled "R". These are related to graph I "response to environment" of FIG. 4 [the "R"] and graph II (basic style) [the "B"] of FIG. 4. The "B" bar is a visual representation of the individual's natural behavior for that particular management related behavioral factor. The "R" bar represents the individual's perception of what level of behavior is appropriate for the specific job related factor for this specific management job.

Each of the graphs represents not only a quantification of the results of behavior set forth in the behavior graph of FIG. 4, but also merges in the results of the values graph of FIG. 6. A specific example is set forth to aid in understanding of how this occurs.

1. Zoning of Behavior and Values

The graphs of FIG. 4 and 6 quantitatively set forth the individual's answers correlated to four categories (DISC) for behavior and six categories (theoretical or T, economical or E, aesthetic or A, social or S, political or P, regulatory or R) for values. The results for each of the four and six areas is numerically plotted on the graphs of FIGS. 4 and 6. To convert those graphical results into the graphs of FIGS. 7A and 7B, those results must be normalized to the 10 point scales of FIGS. 7A and 7B.

With regard to the behavior graphs I and II of FIG. 4, each of the vertically numbered scales for D, I, S, and C are broken down into ten zones. Below are the zones 1, 2, 3, . . . 10 for each of the D, I, S, and C vertical scales relative to graphs II and I respectively of FIG. 4. The BD zones 1, 2, 3, . . . 10 correspond to the "D" vertical scale of graph II; the BI zones 1, 2, 3, . . . 10 to the "I" scale, graph II; the BS zones relate to "S"; the BC zones relate to "C". Likewise "RD zone", "RI zone", "RS zone" and "RC zone" tables are set forth below regarding zoning of graph I. The zones 1, 2, 3, . . . 10 are on the right side of each table, and the scaled values from graph I or II are on the left side of each table.

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-----} FUNCTION BDzone(Value:byte):byte; begin case Value of 0 : BDzone:=1; 1 : BDzone:=2; 2 :
BDzone:=3; 3 : BDzone:=4; 4 . . . 5 : BDzone:=5; 6 . . . 7 : BDzone:=6; 8 . . . 9 : BDzone:=7; 10 . . . 12 :
BDzone:=8; 13 . . . 14 : BDzone:=9; 15 . . . 24 : BDzone:=10; end; end; {-----
-----} FUNCTION BIzone(Value:byte):byte; begin case Value of 0 :
BIzone:=1; 1 : BIzone:=2; 2 : BIzone:=3; 3 : BIzone:=4; 4 : BIzone:=5; 5 : BIzone:=6; 6 : BIzone:=7; 7 . . . 8
: BIzone:=8; 9 :BIzone:=9; 10 . . . 24 :BIzone:=10; end; end; {-----
-----} FUNCTION BSzone(Value:byte):byte; begin case Value of 0 . . . 1 : BSzone:=1;
2 : BSzone:=2; 3 : BSzone:=3; 4 : BSzone:=4; 5 . . . 6 : BSzone:=5; 7 : BSzone:=6; end; {-----
-----} FUNCTION BCzone(Value:byte):byte; begin case
Value of 0 . . . 1 : BCzone:=1; 2 : BCzone:=2; 3 : BCzone:=3; 4 : BCzone:=4; 5 . . . 6 : BCzone:=5; 7 :
BCzone:=6; 8 . . . 9 : BCzone:=7; 10 : BCzone:=8; 11 : BCzone:=9; 12 . . . 24 : BCzone:=10; end; end; {-----
-----} FUNCTION
RDzone(Value:byte):byte; begin case Value of 16 . . . 24 : RDzone:=1; 14 . . . 15 : RDzone:=2; 11 . . . 13 :
RDzone:=3; 9 . . . 10 : RDzone:=4; 7 . . . 8 : RDzone:=5; 5 . . . 6 : RDzone:=6; 3 . . . 4 : RDzone:=7; 2 :
RDzone:=8; 1 : RDzone:=9; 0 : RDzone:=10; end; end; {-----
-----} FUNCTION RIzone(Value:byte):byte; begin case Value of 10 . . . 24 : RIzone:=1; 8 . .
. 9 : RIzone:=2; 7 ; RIzone:=3; 5 . . . 6 : RIzone:=4; 4 : RIzone:=5; 3 : RIzone:=6; 2 : RIzone:=7; 1 :
RIzone:=9; 0 RIzone:=10; end; end; {-----
---} FUNCTION RSzone(Value:byte):byte; begin case Value of 12 . . . 24 : RSzone:=1; 10 . . . 11 :
RSzone:=2; 9 RSzone:=3; 7 . . . 8 : RSzone:=4; 5 . . . 6 : RSzone:=5; 4 : RSzone:=6; 3 : RSzone:=7; 2 :
RSzone:=8; 0 . . . 1 : RSzone:=9; end; end; {-----
-----} FUNCTION RCzone(Value:byte):byte; begin case Value of 9 . . . 24 : RCzone:=1; 8 : RCzone:=2;
7 : RCzone:=3; 5 . . . 6 : RCzone:=4; 4 : RCzone:=5; 3 : RCzone:=7; 2 : RCzone:=8; 1 : RCzone:=9; 0 :
RCzone:=10; end; end; END.

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It should be noted that separate zones are established for both graph I and II. As an example, please refer to graph I of FIG. 4. The "D" column has a value of "10". By looking to the zoning chart having RD zones 1, 2,

There would be four ratings between one and ten for both "B" and "R" for each of the twelve behavioral factors.

The four ratings for "B" would be added together and the four ratings for "R" would be added together and each sum divided by four to create an average for "B" and "R" that is on a one to ten scale. These averages are then divided again by 2, to create averages for "B" and "R" on a five point scale. This is the precursor for the final numerical quantities for "B" and "R" shown in FIG. 7A and 7B.

These quantities represent behavior only. To add and merge to the individual's value profile results into each of these quantities, the following steps are taken. The zoned rating for value (as opposed to behavior "B" or "R") for each of the twelve behavioral categories is similarly calculated. The theoretical rating of 49 in FIG. 6 for "decisiveness/results oriented" would be calculated by zoning the "49" in the values zone tables. It falls in the range "48" . . . 50" for the "TV" (meaning Theoretical Value) zone table--which is assigned an "Average" description. "Average" translates to a "3" zone numerical rating. Then going to the value lookup table related to decisiveness/results oriented, row 1 (relating to theoretical) and column 3 (which relates to the zone rating of three given to the 49 theoretical score are selected). In this instance the value would be "255". As another example, the 61 rating for economics in FIG. 6 falls in the "very high" zone of zone table EV (for "economics"), is given a "1" numerical zone rating, and would translate in the value lookup table (for decisiveness/results oriented) to the number "10" by looking to row 2 (for the 2nd value factor-economics), column 1 (61 translated to a zoned 1).

The same analysis would be done for each of the six values categories of FIG. 6 for each of the twelve behavioral factors of FIGS. 7A and 7B.

In some instances, not all value factors should affect the behavioral rating of FIGS. 7A and 7B. This is accomplished by utilizing the number "255" in the lookup tables. If a values zoned rating translates into a lookup table "255", it is to be disregarded. Therefore, only the non-"255" lookup table numbers would be selected and added together. They would then be divided by the number of different values factors utilized to a converted point scale, and then that number would be divided by two to bring the values factor to a 5 point scale. For example, if only four non-"255" numbers match up from a values lookup table for a given behavior factor, the sum of those numbers would be divided by four and then by two to get an average on a five point scale. If no non-"255" numbers match up, the system assigns a "5" numerical quantity, which essentially means that the individual's values do not affect that particular behavior factor.

The corresponding values 5 point scale rating would then be added to the "B" and "R" 5 point scale ratings for each of the twelve management factors, so that behavior and values would basically be rated on approximately a 50/50 basis in coming to the merged final 10 point scale value for both "B" and "R" for each of the twelve behavior factor categories of FIGS. 7A and 7B.

Therefore, by this correlation, the results of FIGS. 7A and 7B can be created. Each of the twelve management behavior factors, as reflected for both behavior and values, are graphed. Again the "B" bar represents the basic or actual behavior/values characteristic of the individual; the "R" bar represents the response to environment or perception of the individual as to what sort of behavior/value is indicated for the job.

In FIGS. 7A and 7B, therefore, it can be seen that this individual has very good basic response (9.5 "B" bar graph) and that-his/her basic response is actually better than his/her perception of what type of decisiveness/results oriented behavior is required for the management job (9.0 "R" bar graph).

A review of the sense of urgency graphs of FIG. 7A indicates that both the basic (B) and perceived (R) behavior for the individual are equivalent and quite high (9.0) for the job. In this example however, the results for "Paperwork" are B=4.50 and R=4.75, which are fairly low. A similar analysis can then be made of the remaining graphs of FIGS. 7A and 7B.

G. Output Reports

FIGS. 7A and 7B along with FIGS. 4 and 6 illustrate specific examples of output reports available in the preferred embodiment of the invention. As previously described, FIG. 4 gives a visual representation of an

