

measuring talents to predict success



The Global Personality Inventory Assessment

Personality is a key component to help organizations select the right people, both when recruiting externally and when promoting and developing internally. The GPI is designed to provide businesses with information on the aspects of an individual's behavioural style that will impact on their performance of competencies at work. The GPI can be used for the selection, development and coaching of professional and managerial staff. The GPI is the latest and most comprehensive personality assessment to enter our market.

The normative and validation data for the GPI was collected on all levels of employees across several countries with a focus on middle managers, professionals and executives. It has been shown to have measurement equivalence across cultures.

Underpinning performance on job competencies are 37 specific personality traits, all of which are assessed by the GPI.

Time Recommended: 60 minutes
Number of Questions: 300
Number of Sittings: One
Question Format: Multiple choice

Personality Traits Measured by GPI:

Thinking

- Innovativeness/Creativity
- Thought Agility
- Thought Focus
- Vision

Planning and Execution

- Attention to Detail
- Work Focus

Facilitating Leadership

- Influence
- Taking Charge

Debilitating Leadership

- Ego-centered
- Intimidating
- Manipulation
- Micro-managing
- Passive-aggressive

Interpersonal Nature

- Consideration
- Empathy
- Sociability
- Social Astuteness
- Trust

Motivation

- Desire for Achievement
- Energy Level
- Initiative

Self-Management

- Adaptability
- Emotional Control
- Impressing
- Negative Affectivity
- Openness
- Optimism
- Stress Tolerance

Individual Work Orientation

- Competitiveness
- Desire for Advancement
- Independence
- Risk Taking

Collective Work Orientation

- Dutifulness
- Interdependence
- Responsibility

Global Personality Inventory

Suitability: Supervisors, managers, professionals and executives

Norm Groups: Front Line Leader, Individual Contributor, Middle Manager, Executive.

Overview: The GPI is a work-based personality measure that can be used for the selection, development, and coaching of professional and managerial staff. The GPI consists of 300 items and is typically completed in about an hour. The GPI was designed to provide a comprehensive, cross-cultural assessment of personality traits. The normative and validation data for the GPI was collected on all levels of employees across several countries with a focus on middle managers, professionals and executives. It has been shown to have measurement equivalence across cultures. The GPI has 37 Facet Scales that are combined in various ways to produce nine Performance Factors:

Thinking: Measures the ability to use successful thinking strategies to solve problems, make decisions, and create unique ideas or work products.

Planning and Execution: Measures the ability to plan and execute tasks or projects and to be self-disciplined in one's approach to work.

Facilitating Leadership: Measures the ability to take a leadership role within the organization, to take responsibility for guiding others' actions and getting others to view and do things in a certain way.

Derailing Leadership: Measures the ability to use quasi-leadership tactics or to engage in various behaviors that may prove successful in changing others behavior in the short-term but ultimately cause the leader to fail or lose the support of those around him or her.

Interpersonal: Measures the ability to engage in interpersonal behaviors that are socially appropriate and that lead to positive relationships with others.

Motivation: Measures the tendency to demonstrate motivated behavior that leads to successful work outcomes.

Individual Work Orientation: Measures the ability to engage in independent, sometimes self-serving, behaviors that can be beneficial in jobs that require a relatively high degree of independence.

Collective Work Orientation: Measures the ability to engage in behaviors that serve the well being of a group or organization.

Self-Management: Measures the ability to be in control of one's attitudes and behaviors.

Global Personality Inventory Sample Items

1. Under certain circumstances it is ok to break the rules

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

2. I like to spend time thinking about what might be said in meetings before I go to them

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

3. People can serve as excellent tools for getting what you want or need

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

4. At times I have trouble making myself concentrate on my work

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

5. I am good at summarizing the main points of a discussion

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

6. I don't mind changing plans at the last minute

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

Library Name: None
 Started: 11/28/07 6:56 PM
 Candidate:
 Email:
 City:

Completed: 11/29/07 11:21 AM
 ExternalCode:
 Phone:
 State/Province:

Test: Global Personality Inventory - Professional Proctored

Email Test

	Percentile Score	10	20	30	40	50	60	70	80	90	
Thinking	76										
Innovativeness/Creativity	76										
Thought Agility	69										
Thought Focus	73										
Vision	69										
Planning and Execution	73										
Attention to Detail	70										
Taking Charge	60										
Debilitating Leadership	24										
Ego-centered	39										
Intimidating	43										
Manipulation	18										
Micro-managing	76										
Passive-Aggressive	6										
Interpersonal Nature	76										
Consideration	86										
Empathy	89										
Sociability	67										
Social Astuteness	96										
Trust	2										
Motivation	48										
Desire for Achievement	57										
Emotional Control	34										
Impressing	84										
Negative Affectivity	60										
Openness	44										
Optimism	7										
Self Awareness/Self-Insight	31										
Self Confidence	29										
Stress Tolerance	31										
Individual Work Orientation	64										
Competitiveness	65										
Desire for Advancement	66										
Independence	52										
Risk Taking	52										
Collective Work Orientation	16										
Duurness	7										
Interdependence	60										
Responsibility	11										
		LOW			AVERAGE				HIGH		

Library Name: None
 Started: 11/28/07 6:56 PM
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Test: Global Personality Inventory - Professional Proctored

Email Test

	Percentile Score	10	20	30	40	50	60	70	80	90	
Thinking	76										
Innovativeness/Creativity	76										
Thought Agility	69										
Thought Focus	73										
Vision	69										
		LOW			AVERAGE				HIGH		

Thinking

Definition:

This is a measure of the tendency to use successful thinking strategies to solve problems, make decisions, and create unique ideas or work products. This trait is characterized by: the tendency to be open both to multiple ideas and to using alternative modes of thinking; to product unique and original things; to understand ambiguous information by analyzing and detecting the systematic themes in data; and to have foresight in one's thinking.

Significant Finding:

◆ This candidate is likely to be very good at solving problems and making decisions. This candidate will consider multiple perspectives and use data and analytical methods as part of the thought process. This candidate tends to visualize outcomes and anticipate problems as a natural part of the thought process. Effective thinking strategies, innovation, and vision are strengths for this candidate.

Innovativeness/Creativity

Definition:

This is a measure of the tendency to produce unique and original things. It is a measure of divergent thinking that is focused on the generation and output of unique ideas and expressions of ideas. This trait is characterized by: being inventive; being imaginative and; being expressive of ideas and feelings through original and unique output.

Significant Finding:

◆ This candidate is likely to be able to combine ideas into new patterns to generate completely new ideas, new ways of doing things, or original work. This candidate is highly likely to enjoy tasks and work environments that allow for creativity and invention. This candidate is highly likely to produce unique and original ideas and/or work.

Thought Agility

Definition:

This is a measure of the tendency to be open both to multiple ideas and to using alternative modes of thinking. It is a measure of divergent thinking that is focused on the input and processing of information. This is a trait characterized by: thought flexibility; the ability to think things through by looking at many perspectives; the desire to draw out ideas from others; and a willingness to consider focus on finding a single best answer rather than proposing multiple possibilities; a preference for objective rather than subjective input; and a desire to use a systematic approach to guide thinking.

Significant Finding:

◆ This candidate is likely to be a highly analytical and logical thinker who prefers objective information to subjective information. This candidate has the ability to cut through extraneous information to find common themes or patterns in information and can quickly focus on diagnosing problems and spotting trends.



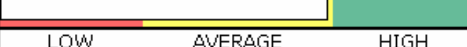
Vision

Definition:

This is a measure of the tendency to have foresight in one's thinking. This trait is characterized by: the ability to visualize outcomes; the tendency to think in a holistic manner; taking into account all variables that will affect future events; the tendency to take a long range perspective in one's thinking; and the ability to anticipate future needs, problems, obstacles, eventualities, and outcomes.

Significant Finding:

◆ This candidate tends to have vision in some situations but not in others. This candidate may have vision under circumstances where

Planning and Execution	73	
Attention to Detail	70	
Work Focus	69	
		LOW AVERAGE HIGH

Planning and Execution

Definition:

This is a measure of the tendency to be good at the planning and execution of tasks or projects. It measures attention to detail, thoroughness, and the desire for accuracy. The tendency to be self-disciplined in one's approach to work is also a component of this measure. This includes being focused on processes and tasks, being planful and organized, and not being distracted easily.

Significant Finding:

- ◆ This candidate plans and executes tasks and projects resulting in above average job performance in this area. This candidate shows accuracy, neatness, thoroughness, planning and organization, and work focus as areas of strength.




Attention to Detail

Definition:

This is a measure of the tendency to be exacting and precise. This is a trait characterized by: a desire for accuracy, neatness, thoroughness, and completeness; the ability to spot minor imperfections or errors; and a meticulous approach to performing tasks. important at the moment; not being distracted easily by others or by one's own boredom; and not procrastinating on tasks that are unpleasant or not very exciting.

Significant Finding:

- ◆ This candidate is likely to have the ability to focus on work at times but may not at other times. In situations involving high levels of stress or when there are many distractions, he/she may tend to lose work focus. This candidate will likely focus on work when it is required or has a high degree of interest in doing the work.

	Percentile Score	10	20	30	40	50	60	70	80	90
Facilitating Leadership	87									
Influence	98									
Taking Charge	60									
		LOW AVERAGE HIGH								

Facilitating Leadership

Definition:

This is a measure of the tendency to take a leadership role within the organization. It measures the tendency to take responsibility for guiding others' actions and getting others to view and do things in a certain way. This includes gaining support and commitment from others, taking charge when it is appropriate, mobilizing others to take action, and being persuasive.

Significant Finding:

- ◆ This candidate is likely to be a high impact leader. This candidate will likely take charge in most situations and will be highly influential in changing behavior and attitudes, gaining commitment, and mobilizing others to take action. This candidate may have a strong desire to take action, make decisions, and take responsibility to lead a group. This candidate tends to have a very high desire to lead, not follow.

Influence

Definition:

This is a measure of the tendency to get others to view and do things in a certain way. This trait is characterized by: being persuasive; negotiating well; impacting the thoughts and actions of others; gaining support and commitment from others; being diplomatic; and using tact.

Significant Finding:

- ◆ This candidate is likely to excel at gaining support and commitment of others. This candidate is likely an effective negotiator who is persuasive and effective in getting others to do what he/she wants or needs them to do. This candidate tends to be a frequent source of inspiration and direction for others.

Taking Charge

Definition:

This is a measure of the tendency to take a leadership role. This trait is characterized by: a desire to direct the activities of others; an ability to mobilize others to take action; a desire to take a leadership role; a desire to step forward when there is no clear leader; and a willingness to take responsibility for guiding others' actions.

Significant Finding:

- ◆ This candidate may take charge in a leadership role some, but not all, of the time. In areas where he/she has limited experience or in situations where This candidate does not feel confident, he/she may not take on a leader role. This candidate is most likely to take charge in situations where he/she has experience and confidence. This candidate will not have trouble being a follower but may still take the lead in some circumstances.

	Percentile Score	10	20	30	40	50	60	70	80	90	
Debilitating Leadership	24										
Ego-centered	39										
Intimidating	43										
Manipulation	18										
Micro-managing	76										
Passive-Aggressive	6										
		LOW			AVERAGE				HIGH		

Debilitating Leadership

Definition:

Scoring low on this measure indicates the tendency to engage in various behaviors that may prove successful in changing others behavior in the short-term. These behaviors will ultimately cause the leader to fail or lose support of those around him or her. These include the tendency to be self-centered and egotistical, to use self-serving manipulation tactics, to micro-manage, to use power in an intimidating or threatening way, or to avoid confronting others by using passive-aggressive tactics in a self-serving way. In contrast, high scores on this measure indicate a reduced risk of displaying these undesirable characteristics.

Significant Finding:

- This candidate is likely to derail as a leader at some point in his/her career. This candidate engages in several dysfunctional behavioral or leadership strategies. There is a high likelihood that others will view this candidate as egotistical, manipulative, and threatening. This candidate will tend to abuse the power associated with his/her position.

Ego-centered

Definition:

Scoring low on this measure indicates the tendency to be self-centered and appear egotistical. Low scores on this trait are characterized by: appearing overly involved with and concerned about one's own well being and importance; an inflated evaluation of personal skills and abilities; appearing condescending to others; and an attitude of entitlement to position and rewards. In contrast, high scores on this measure indicate a reduced risk of displaying these undesirable characteristics.

Significant Finding:

- This candidate is likely to be perceived by others to be ego-centered but may not at other times. Ego-centered tendencies may be demonstrated in situations where this candidate feels threatened, or when this candidate feels that impressing others is crucial to his/her success. This candidate is less likely to appear ego-centered in familiar and safe settings.

Intimidating

Definition:

Scoring low on this measure indicates the tendency to use power in a threatening way. Low scores on this trait are characterized by: acting cold and aloof; an abrasive approach to others, a bullying style; and the use of knowledge or power to create fear in or subdue others. In contrast, high scores on this measure indicate a reduced risk of displaying these undesirable characteristics.

Significant Finding:

- This candidate may intimidate others in some situations but may not at other times. This candidate may be intimidating in situations where he/she feels threatened or stressed, and less likely to intimidate when he/she does not feel pressure to perform at high levels.

Manipulation

Definition:

Scoring low on this measure indicates the tendency to be self-serving and sly. Low scores on this trait are characterized by: a tendency to try to cover up mistakes; the ability to protect oneself by shifting blame onto others; carefully sharing information to serve one's own purpose to the detriment of others; and a willingness to take advantage of others. In contrast, high scores on this measure indicate a reduced risk of displaying these undesirable characteristics.

Significant Finding:

- This candidate tends to take extreme measures to protect or advance him/herself, such as shifting blame to others or covering up his/her own mistakes. This candidate is likely to share information in ways that will best suit his/her own personal interests. This candidate may take advantage of others in circumstances where it is clear that it would result in personal gain.

Micro-managing

Definition:

Scoring low on this measure indicates the tendency to over-manage once a person has advanced to higher levels of management. This trait composite is characterized by: staying involved in too many decisions rather than passing on responsibility; doing detailed work rather than delegating it; and staying too involved with direct reports rather than building teamwork among the staff. In contrast, high scores on this measure indicate a reduced risk of displaying these undesirable characteristics.

Significant Finding:

- This candidate is likely to delegate and allow subordinates to make their own decisions and manage details, without providing constant guidance. This candidate willingly gives authority and responsibility to his/her direct reports and peers to build teamwork and build the capabilities among these persons. At times, this candidate may delegate too much of his/her responsibility and may not attend to enough of the details.

Passive-Aggressive

Definition:

Scoring low on this measure indicates the tendency to avoid confronting others, conveying acceptance or cooperation and yet appearing to behave in uncooperative and self-serving ways. This trait is characterized by: communicating or implying cooperation, conveying acceptance by lack of objection, or expressing support for another person's idea, but behaving in contradictory ways that serve one's self-interest or potentially undermines the efforts of others who are possible threats. In contrast, high scores on this measure indicate a reduced risk of displaying these undesirable characteristics.

Significant Finding:

- This candidate is likely to convey acceptance or cooperation but then undermine the efforts of others by working against them in self-serving ways. This candidate tends not to express disagreement directly; he/she may tell people 'what they want to hear' but then quietly ignore them or act in contrary ways.

	Percentile Score	10	20	30	40	50	60	70	80	90	
Interpersonal Nature	76										
Consideration	86										
Empathy	89										
Sociability	67										
Social Astuteness	96										
Trust	2										
		LOW			AVERAGE			HIGH			

Interpersonal Nature

Definition:

This is a measure of the tendency to engage in interpersonal behaviors that are socially appropriate and which lead to positive relationships with others. This includes the tendency to be highly engaged by any social situation; to express care about others' well-being; to understand what others are experiencing and to convey that understanding to them; to believe in and trust others; and to accurately perceive and understand the meaning of social cues and use that information to accomplish a desired goal.

Significant Finding:

◆ This candidate is likely to be viewed as having outstanding social skills. This candidate will be viewed as considerate, empathetic, cooperative, and caring a majority of the time. These qualities will result in highly positive relationships with people both internal and external to the organization.

Consideration

Definition:

This is a measure of the tendency to express care about others' well-being. This trait is characterized by: showing concern for others; demonstrating compassion, warmth, and sensitivity towards others' feelings and needs; and supporting or taking care of others in need.

Significant Finding:

◆ This candidate is likely to be compassionate, thoughtful, warm, sensitive, and concerned about others' feelings and needs. This candidate is likely to be supportive and enjoys situations in which he/she can help others. This candidate might be considered generous to a fault and will have a tendency to be very protective of others' feelings.

Empathy

Definition:

This is a measure of the tendency to understand what others are experiencing and to convey that understanding to them. This trait is characterized by: a desire to listen to, understand, and accept others' problems or opinions; an ability to understand the practical and emotional needs of others; an ability to communicate to others the understanding of their experiences; an ability to respond to others in a way that is non-judgmental and respects them as unique human beings and full contributors to society; an ability to "feel with" as opposed to "feel for" others; and a capacity to identify with others on an emotional level.

Significant Finding:

◆ This candidate is likely to understand, accept, and identify with others' needs and problems. This candidate tends to identify with the feelings of others and feels their emotions him/herself. This candidate is likely to communicate with another person at his/her same emotional level.

Sociability

Definition:

This is a measure of the tendency to be highly engaged by any social situation. This trait is characterized by: being friendly; a desire to be involved in situations with high opportunity for interpersonal interaction; an enjoyment of other people's company; and a need to interact with others frequently throughout the day.

Significant Finding:

◆ This candidate is sociable in some situations but may not be at other times. In situations where This candidate has familiarity and does not feel threatened, he/she is likely to be sociable. He/she is less likely to be sociable in situations where this person has no familiarity, feels threatened, or is overwhelmed.

Social Astuteness

Definition:

This is a measure of the tendency to accurately perceive and understand the meaning of social cues and use that information to accomplish a desired goal. This trait is characterized by: an ability to detect social cues and interpret how these social cues are related to the underlying motives of other people; a desire to understand how others might act based on their intentions, motivations, and concerns; and an ability to read and respond to the positions of others in a given situation.

Significant Finding:

◆ This candidate is likely to read social cues and understand how these cues relate to others' underlying motives. This candidate usually understands how people's intentions, motivations, and concerns influence their actions and is able to adapt his/her own interpersonal approach to be compatible with the situation.

Trust

Definition:

This is a measure of the tendency to believe that most people are good and well-intentioned. This trait is characterized by: a belief in the goodness of people; a belief that most people are trustworthy; and not being skeptical or cynical about the nature of peoples' intentions and behaviors.

Significant Finding:

◆ This candidate tends to be skeptical or cynical about others' intentions. This candidate may believe that other people have hidden agendas. As a result, this candidate may find it difficult to trust others and may tend only to trust him/herself.

	Percentile Score	10	20	30	40	50	60	70	80	90	
Motivation	48	[Red bar from 10 to 30]			[Yellow bar from 30 to 60]			[Green bar from 60 to 90]			
Desire for Achievement	57	[Red bar from 10 to 30]			[Yellow bar from 30 to 60]			[Green bar from 60 to 90]			
Energy Level	30	[Red bar from 10 to 30]			[Yellow bar from 30 to 60]			[Green bar from 60 to 90]			
Initiative	61	[Red bar from 10 to 30]			[Yellow bar from 30 to 60]			[Green bar from 60 to 90]			
		LOW			AVERAGE			HIGH			

Motivation

Definition:

This is a measure of the tendency to demonstrate motivated behavior that leads to successful work outcomes. This includes: the tendency to be highly active and energetic; to take initiative in a proactive, rather than reactive manner; to have a strong drive, a desire for achievement, and to realize personally meaningful goals.

Significant Finding:

- This candidate is likely to display average levels of motivation. This candidate will display initiative and desire for achievement in areas where he/she is most comfortable and has good knowledge and familiarity. People scoring in the upper half of this range are likely to demonstrate fairly high energy, while those toward the bottom of the average range will tend to have less energy, particularly in situations where their interests are not high.

Desire for Achievement

Definition:

This is a measure of the tendency to be ambitious in the advancement of one's career or position in an organizational hierarchy. This trait is characterized by: a desire to get to the top levels of an organizational hierarchy; a determination to succeed in one's chosen career path; a preference for advancement potential over job security; and a continual desire to get ahead of where one is currently in work and life in general.

Significant Finding:

- This candidate is likely to demonstrate a desire for achievement at times, but may not at other times. In areas where this candidate has limited experience or in situations where he/she does not feel confident, this candidate may not demonstrate desire for achievement. This candidate is most likely to demonstrate a desire for achievement in situations where he/she has experience and confidence or where goal attainment is moderately challenging. All in all, this person will appear to have moderate levels of desire for achievement.

Energy Level

Definition:

This is a measure of the tendency to be highly active and energetic. This trait is characterized by: a need to keep busy doing something at all times; a preference for a fast-paced lifestyle; and a tendency to avoid inactive events or situations.

Significant Finding:

- This candidate is likely to prefer relaxed and slow-paced work environments. He/she is usually not known for relentless energy and
- This candidate demonstrates initiative some, but not all, of the time. In areas where This candidate has limited experience or in situations where This candidate does not feel confident, he/she may not demonstrate initiative. This candidate is most likely to demonstrate initiative in situations where he/she has experience and confidence.

	Percentile Score	10	20	30	40	50	60	70	80	90	
Self Management	30	[Red bar from 0 to 30]			[Yellow bar from 30 to 70]				[Green bar from 70 to 100]		
Adaptability	48	[Red bar from 0 to 48]			[Yellow bar from 48 to 70]				[Green bar from 70 to 100]		
Emotional Control	34	[Red bar from 0 to 34]			[Yellow bar from 34 to 70]				[Green bar from 70 to 100]		
Impressing	84	[Red bar from 0 to 84]			[Yellow bar from 84 to 90]		[Green bar from 90 to 100]				
Negative Affectivity	60	[Red bar from 0 to 60]			[Yellow bar from 60 to 70]				[Green bar from 70 to 100]		
Openness	44	[Red bar from 0 to 44]			[Yellow bar from 44 to 70]				[Green bar from 70 to 100]		
Optimism	7	[Red bar from 0 to 7]	[Green bar from 7 to 100]								
Stress Tolerance	31	[Red bar from 0 to 31]			[Yellow bar from 31 to 70]				[Green bar from 70 to 100]		
		LOW			AVERAGE				HIGH		

Self Management

Definition:

This is a measure of the tendency to be in control of one's attitudes and behaviors. This trait is characterized by: the tendency to be open to change and considerable variety; accept and respect the individual differences of people; to be generally satisfied with many things, including but not limited to work; to believe that good things are possible; to be even-tempered; to endure typically stressful situations without undue physical or emotional reaction; to believe in one's own abilities and skills; and to be aware of one's strengths and weaknesses.

Significant Finding:

- ◆ This candidate is not likely to manage personal feelings, opinions, and behaviors in an appropriate manner. Others are likely to view him/her as inflexible, intolerant, and pessimistic. This candidate may have strong emotional swings in temperament and will generally not deal well with stress. This candidate will tend to have doubts about how effective he/she can be and has little insight into personal strengths and weaknesses.

Adaptability

Definition:

This is a measure of the tendency to be open to change and considerable variety. This trait is characterized by: a willingness to change one's approach; being flexible; a willingness to adjust to constraints, multiple demands, and adversity; and demonstrating versatility in handling different types of people and situations.

Significant Finding:

- ◆ This candidate is adaptable in some situations but may not be in others. In situations where This candidate has developed a strong
- ◆ This candidate may be unable to control emotions in some situations but will control them in others. In situations where extreme events take place, this candidate is most likely to lose at least partial control of his/her emotions. This candidate is less likely to show intense emotions in familiar situations.

Impressing

Definition:

This is a measure of the tendency to try to make a good impression on others. This trait is characterized by: a desire to please others; a tendency to tell people what they want to hear; the use of flattery and craftiness to manipulate the impressions held by others; being cautious not to expose one's true self image; and not being frank and forthcoming.

Significant Finding:

- ◆ This candidate is likely to have a desire to make others happy, particularly those who are deemed important to their success. This candidate will more than likely do whatever is necessary to make a good impression, including working hard, following orders, and flattering others whenever he/she feels it is important to his/her future success. This candidate is very cautious not to publicly criticize others who are important. This candidate may tend to exaggerate his/her abilities.

Negative Affectivity

Definition:

Scoring low on this measure indicates the tendency to be generally unsatisfied with many things, including but not limited to work. Low scores on this trait are characterized by: a tendency to be unsatisfied with one's position, organization, pay, and other aspects of work; a general negative attitude; and a general dissatisfaction with one's life events and surroundings. In contrast, high scores on this measure indicate a reduced risk of displaying these undesirable characteristics.

Significant Finding:

- ◆ This candidate tends to have a negative attitude in some situations but may not have this attitude at other times. This candidate may make external attributions for why things are going badly and this may come across as complaining. This candidate is likely to make positive attributions when things are going well.

Openness

Definition:

This is a measure of the tendency to accept and respect the individual differences of people. This trait is characterized by: an understanding of the uniqueness of all people; a desire to understand different cultures, values, opinions, and belief systems; a mind set that all people have value; and an openness to the possibility that all human differences must not be either bad or good.

Significant Finding:

- ◆ This candidate demonstrates openness in some situations but may not at other times. This person is most likely to be open to values, opinions, and beliefs that most closely approximate his/hers. This candidate is less likely to be open to persons who differ greatly in values, opinions, and beliefs. This is particularly true of persons with values, opinions, and beliefs that he/she has never experienced before.

Optimism

Definition:

This is a measure of the tendency to believe that good things are possible. This trait is characterized by: showing high spirits in just about any situation; being happy, joyful, and excited about things; and demonstrating enthusiasm in challenging situations.

Significant Finding:

- ◆ This candidate is likely to have doubts about his/her skills and abilities. He/she is not confident in areas outside of his/her expertise. This candidate does not perceive his/her abilities as better than the abilities of others, nor does this candidate expect to succeed in every undertaking.

Stress Tolerance

Definition:

This is a measure of the tendency to endure typically stressful situations without undue physical or emotional reaction. This trait is characterized by: being free from anxieties; not worrying excessively; demonstrating a relaxed approach to stressful situations; and an ability to tolerate stress imposed by other people or circumstances.

Significant Finding:

- ◆ This candidate may be unable to tolerate stress in some situations but will tolerate it in other situations. In situations where he/she feels threatened or perceives a lack of control, this candidate is less likely to tolerate stress. This candidate is more likely to tolerate stress in familiar, non-threatening situations.

	Percentile Score	10	20	30	40	50	60	70	80	90	
Individual Work Orientation	64	[Red]			[Yellow]			[Green]			
Competitiveness	65	[Red]			[Yellow]			[Green]			
Desire for Advancement	66	[Red]			[Yellow]			[Green]			
Independence	52	[Red]			[Yellow]			[Green]			
Risk Taking	52	[Red]			[Yellow]			[Green]			
		LOW			AVERAGE			HIGH			

Individual Work Orientation

Definition:

This is a measure of the tendency to engage in independent, sometimes self-serving, behaviors that can be beneficial in jobs that require a risk-taking attitude. This candidate is most likely to demonstrate risk-taking in areas of high competency but will not be overly competitive in most situations. If this candidate does take risks, they will generally be calculated risks. This candidate is likely to have career ambitions. For those scoring in the lower level or this dimension, career ambitions are not likely to be a high focus area.

Competitiveness

Definition:

This is a measure of the tendency to evaluate one's own performance in comparison to others. This trait is characterized by: a desire to do better than others in many ways; an enjoyment of situations that can lead to a clear winner and loser; and a preference for an environment in which people are differentiated by accomplishments that come at a cost to others.

Significant Finding:

- This candidate is likely to demonstrate competitiveness at times when he/she is familiar with the situations, but not at other times when the situation is not familiar. This candidate is most likely to demonstrate competitiveness in situations where he/she has experience and confidence.

Desire for Advancement

Definition:

This is a measure of the tendency to have a strong drive to realize personally meaningful goals. This trait is characterized by: being challenged by difficult goals; being energized by accomplishing goals; a desire to work hard to achieve goals; taking satisfaction from doing something difficult; and pushing one's self outside of one's comfort zone to achieve a goal.

Significant Finding:

- This candidate is likely to be motivated to advance in his/her career but also value job security, job mastery, or life balance. This independence in familiar situations or situations when he/she has experience and confidence.

Risk Taking

Definition:

This is a measure of the tendency to take chances based on limited information. This trait is characterized by: an enjoyment of situations with uncertainty; being entrepreneurial; deriving personal satisfaction from making decisions based on limited information; and being adventurous.

Significant Finding:

- This candidate demonstrates risk-taking some, but not all, of the time. In areas where this person does not feel confident, he/she may not demonstrate risk-taking. This candidate is most likely to demonstrate risk-taking in situations where he/she has comfort with the potential outcomes or where he/she does not fully understand the potential outcomes or probabilities of those outcomes.

	Percentile Score	10	20	30	40	50	60	70	80	90		
Collective Work Orientation	16	[Red]		[Yellow]				[Green]				
Dutifulness	7	[Red]		[Yellow]				[Green]				
Interdependence	60	[Red]			[Yellow]			[Green]				
Responsibility	11	[Red]		[Yellow]				[Green]				
		LOW			AVERAGE				HIGH			

Collective Work Orientation

Definition:

This is a measure of the tendency to engage in behaviors that serve the well being of a group or organization. This trait is characterized by: the tendency to work well with others or as part of a team; to be filled with a sense of moral obligations; a desire to do what is right for a group or organization; to conform to the norms of a group or organization; and to be reliable and dependable.

Significant Finding:

- This candidate may not function well within groups or teams and may not conform to organizational norms. This candidate may be viewed by others as a loner or non-conformist. This candidate has the potential to be unreliable and is likely to put self-interests ahead of group interests.

Dutifulness

Definition:

This is a measure of the tendency to be filled with a sense of moral obligations. This trait is characterized by: a desire to do what is right; the practice of good business ethics; a desire to meet moral and legal obligations; and an adherence to a set of commonly held or societal laws.

Significant Finding:

- This candidate may dislike following societal norms and often behave in ways that only a minority of society believes is acceptable. This candidate may put little emphasis on professional standards or ethics and he/she may believe that there are acceptable reasons others, while on other tasks, he/she will prefer to work alone. This candidate may rather work alone when there is pressure for quick completion and accountability.

Responsibility

Definition:

This is a measure of the tendency to be reliable and dependable. This trait is characterized by: a willingness to behave in expected and agreed upon ways; following through on assignments and commitments; keeping promises; and accepting the consequences of one's own actions.

Significant Finding:

- This candidate is likely to require reminding in order to complete assignments on time. He/she cannot always be relied upon to put in the extra effort needed to follow through on his/her commitments. This candidate may have difficulty accepting the consequences of his/her actions.