Detailed Presentation of 22 Scale Scores by Big 5 Cluster

Conscientiousness

Overall Score: 46

5. Achievement Orientation

An individual's tendency to focus on personal development and recognition for their efforts. Strong interest in continuous development, capability building for themselves and often those that report to them. Open to pursuing advancement possibilities and willing to make personal sacrifices to achieve career goals.

Test Result: The candidate's score (71) is in high range for this scale. Likely to regularly seek out feedback and to be in regular discussions regarding their personal development. Expects to get recognition for their achievements. Likely to take a sustained interest in continuous development, capability building for themselves and those that they have identified as high potentials. Tends to be on the look-out for emerging talent within their team and work colleagues and willing to recommend them to superiors. Likely to seek recognition as a finder and developer of talent and desire to see their identified talent get recognition and opportunities. May occasionally be seen as overly ambitious and self-serving. Is likely to become restless where there is little opportunity for advancement and recognition.

6. Initiative

An individual's tendency to be willing to volunteer, takes action without being assigned specifically to do something. Willing to initiate action to start worthwhile work projects. Often volunteers and is willing to take on new or challenging projects and to accept responsibility, approaching these situations with a bias for action.

Test Result: The candidate's score (41) is in low middle range for this scale. At times willing to initiate action to start worthwhile work projects and accept responsibility for their actions. At other times procrastinates when they are facing a challenging task and may not be willing to start even on work they see as high value. At times volunteers and is willing to take on new or challenging projects and to accept responsibility. At other times is unwilling to take on work or projects they view as risky and ambiguous.

7. Persistence

An individual's tendency to understand and believes that it is necessary to monitor tasks and projects. Willing to take on and overcome obstacles that might deter others. Maintains focus and perseveres to achieve stated objectives. Often uses project management approaches to keep track of progress.

Test Result: The candidate's score (28) is in low range for this scale. Occasionally can identify and overcome obstacles. Occasionally misses responding in a timely manner to obstacles and delays. Does not regularly use project management approaches to monitor tasks and objectives. May lose sight of progress needed and get surprised when unable to accomplish stated goals. Tends to be quick in abandoning a course of action when confronted with resistance or temporary setbacks.

8. Thoroughness

An individual's tendency to focus attention on work related details, appreciates the importance of attending to details, double checks accuracy of work, avoids careless errors, and maintains accurate and easily retrievable records. Sees mistakes that others often miss.

Test Result: The candidate's score (72) is in high range for this scale. Likely to consistently check to assure that most details are addressed. Probably has a high interest and commitment to presenting work that has no careless errors. Likely to believe that their credibility and the credibility of their teams' work is often judged by the presence of the smallest errors in presentation or reporting of data.

Detailed Presentation of 22 Scale Scores by Big 5 Cluster

Conscientiousness

Overall Score: 46

9. Dependability

An individual's tendency to be trusted to meet assigned or agreed upon objectives, dependable in honoring work commitments while modeling organizational norms. Is dependable in meeting work commitments.

Test Result: **The candidate's score (31) is in low middle range for this scale.** At times can be counted on to meet assigned or agreed upon objectives, and honor work commitments, but sometime citing extenuating circumstances as reasons why they may not be able to honor their commitments. Talks about the importance of adhering to organizational norms, but does not always demonstrate these behaviors. Does not always stay committed to what they stated they would do.

Test Result: **The candidate's score (48) is in low middle range for this scale.** At times, likely to show consideration for the overall desired ends and then seeks to identify and secure the resources needed to reach a goal, but may not be consistent in this regard. At times, prioritizes activities to follow a logical plan. At times, builds and communicates a vision of what the plan will achieve and by when. At times, does not always identify roles and expectations of the project team, nor identify periodic reporting to project sponsors and those with a need to know.

10. Planning and Organizing

An individual's tendency to carefully consider the overall desired ends and then seeks to identify and secure the resources needed to reach a goal. Prioritizes activities to follow a logical and well-ordered plan. Builds and communicates a clear vision of what the plan will achieve and by when. Identifies roles and expectations of the project team, identifying periodic reporting to project sponsors and those with a need to know.

11. Trust and Integrity

The likelihood that an individual's deeds and words are aligned, avoiding ambiguity. Follows policies, regulations and acts in accordance with organizational and societal norms. Values these qualities in others and is personally committed to them, despite internal or external challenges. Will not purposely or carelessly mislead their audience.

Test Result: **The candidate's score (30) is in low range for this scale.** Tends to avoid talking about organizational norms and values. Acts in accordance with their own values which at times may not reflect those of the organization. Does not admit mistakes or apologize for mistakes. Tends to blame others. Tends to only talk about accomplishments and may tend to overstate their contribution and their role. Not afraid to call out the mistakes of others. Not always viewed as credible.

Detailed Presentation of 22 Scale Scores by Big 5 Cluster

Extraversion

Overall Score: 71

12. Personal Energy

An individual's tendency to have adequate energy for day to day tasks and has a reserve energy to do what is needed when required by changing work priorities. When required, tolerates extra hours and work outside of normal schedules or channels to accomplish goals without becoming unproductive or hostile.

Test Result: The candidate's score (29) is in low range for this scale. Tends to be more cautious about taking on extra work. At times may extend themselves depending on the circumstances but only in an exceptional situation. Sometimes, struggles to keep their energy level up to deal with day to day demands. When they do find the extra energy, they at times demonstrate frustration or hostility. May not always be effective in these situations as they feel that they are victimized by external demands that go beyond their normal job scope.

Test Result: The candidate's score (76) is in high range for this scale. Is probably almost always is willing to engage with people they have just met and find out how they can establish effective work relationships. Likely to take the initiative to follow up with people they have met to move that relationship to an effective work relationship. Tends to regularly contact and communicate with people in their broad network so as to maintain effective valuable network of business contacts.

13. Socially Open

An individual's tendency to be willing to be first to engage with others and meet new people, be engaged in social setting. Takes time to know all team members, including supporting teams, establish rapport with those they have just met and initiates productive work relationships. Is an effective networker.

14. Leading Others

An individual's tendency to be willing to state a point of view, take on a leadership role, and accept responsibility when asked or to volunteer for that. Willing to inspire and motivate others to achieve goals, give orders, and take charge of the group. Has the ability to organize a team's work into a plan that achieves desire goals.

Test Result: The candidate's score (84) is in high range for this scale. When volunteering or when assigned a leadership role, likely to take charge fairly quickly and pull the team or group together to lay out the scope of the challenge and get people aligned on what to do. Likely to emphasize the importance of teamwork, collaboration and provides clear direction and guidance to team members. Likely to hold regular team meetings that provide for updates, problem solving, recognition and feedback. Likely to communicate regularly and provide meaningful and helpful feedback to the team members. Likely to communicate in a manner that achieves the intended purpose without being obtrusive or vexatious.

Test Result: The candidate's score (87) is in high range for this scale. Likely to consistently have the interest and desire to convince others, to persuade, to shape opinions, to influence decisions of others. This becomes an important attribute for senior leaders as their primary contribution relies heavily on their ability to influence as opposed to directing. Likely has developed a good reputation for personal credibility and may be often sought out for advice and counsel. This can often go beyond tactical or operational situations to include strategic decisions or situations as well.

15. Influencing

The likelihood that an individuals has the interest and desire to convince others, to persuade, to shape opinions, to influence decisions of others. Has developed the reputation for personal credibility and is often sought out for advice and counsel. Takes appropriate opportunity to influence and shape opinions. Tends to be more comfortable shaping opinions than sharing opinions. Is viewed as an opinion leader, thoughtful, trusted.

Detailed Presentation of 22 Scale Scores by Big 5 Cluster

Agreeableness

Overall Score: 77

16. Cooperation & Teamwork

The likelihood that an individual works well in a team environment, willing to do the work of the team and contribute to the project or goal completion without seeking personal recognition. Seeks to keep harmony in the work group. Helps others when they need it. Is collaborative in working with other team members. Seeks to coordinate activities with other team members to avoid duplication or inefficiency.

Test Result: The candidate's score (77) is in high range for this scale. Tends to work well in a team environment even when not in a leadership role. May be willing to volunteer to lead or contribute to tasks and work collaboratively to assure the team reaches it goals. Consistently pays attention to and supports team harmony. Tends not to seek personal recognition but instead more likely to make sure that other team members (who have contributed to the team results) get mentioned for their contributions. May at times sacrifice achieving team goals for team harmony.

Test Result: The candidate's score (93) is in high range for this scale. Tends to be a good and active listener, regardless of the person who has approached them for advice or counsel. Asks good clarifying, non-judgmental questions to fully understand the situation and will ask those involved for their thoughts on how to resolve issues. If necessary, is capable of and willing to engage other resources to help or address the concerns of individuals or the team. Has the ability to console and help those in need with advice and counsel that allows them to resolve or move on from conflict or unproductive thoughts and behaviors.

17. Empathetic

The likelihood that an individual is sensitive to the feelings and needs of co-workers and others, is a good listener, supportive, assuring and willing to provide assistance to others. Is willing and able to approach things from other's perspective.

18. Polite & Tactful

An individual's tendency to avoid unproductive and unpleasant interactions at work. When disagreeing with others at work, does it in such a way that preserves the relationship and team harmony. Carefully chooses words in communication that are not easily misconstrued or misunderstood and is considerate of their audience. Considers who is included in the communication, the tone and conclusions reached. Considers who needs to be briefed and consulted so that communication does not surprise anyone in the communication stream.

Test Result: The candidate's score (51) is in middle high range for this scale. Is likely to be sensitive to the manner, timing, context, content and audience for their communications. At times can be considerate of making sure the right audience hears or receives the right things at the right time and that there is little of no ambiguity or miss understanding. Is likely to be polite and tactful with most people at work. Likely demonstrates tact and sensitivity talking to those outside the organization.

Detailed Presentation of 22 Scale Scores by Big 5 Cluster

Emotional Stability

Overall Score: 41

19. Self-Regulation

The likelihood that an individual Is able to control their emotional state so as to not give away their agreement or disagreement verbally or non-verbally until it is appropriate. Controls their emotions when making decisions and maintains a professional and cordial composure.

Test Result: The candidate's score (15) is in low range for this scale. Likely to find the need to express themselves in a way that reflects their unfiltered emotions. May feel that this is the "honest" way to respond to events or to engage in discussions. Likely to not think carefully before saying things or taking action. Likely to rely on emotions to guide their behavior. May at times run the risk of damaging work relationships by offending others as a result of expressing unfiltered emotions.

Test Result: The candidate's score (30) is in low range for this scale. Likely to focus on negative thoughts about what has happened or they believe will happen and on occasion may be consumed by inaction and negativity. May have difficulty getting work done or making progress on projects or initiating work projects. May feel that they are tired and not sleeping well. May miss days at work.

20. Managing Stress

The likelihood that an individual Is capable of not surrendering to the pressure of the moment, rises above pressure and remains calm and in control. Does not allow setbacks to control their optimism or moods. Overcomes setbacks and does not allow themselves to dwell on negative emotions or allow themselves to be discouraged. Maintains an optimistic outlook.

21. Self-Confidence

An individual's tendency to believe in one's ability and capacity to accomplish tasks or goals. Confident of their or their team's success. Tends to discount and overcome negative feedback while maintaining an optimistic outlook for their future. Bounces back quickly from negative feedback or setbacks.

Test Result: The candidate's score (58) is in middle high range for this scale. Likely to be somewhat confident in their communications and recommendations. Their self-confidence is usually helpful in convincing others that the recommendation, course of action or early results are going to lead to success. At times, is able to use this to motivate others to join a point of view or agree with a recommendation. Has leaned that self-confidence can be infectious and help to positively engage other team members in supporting a project or recommendation.
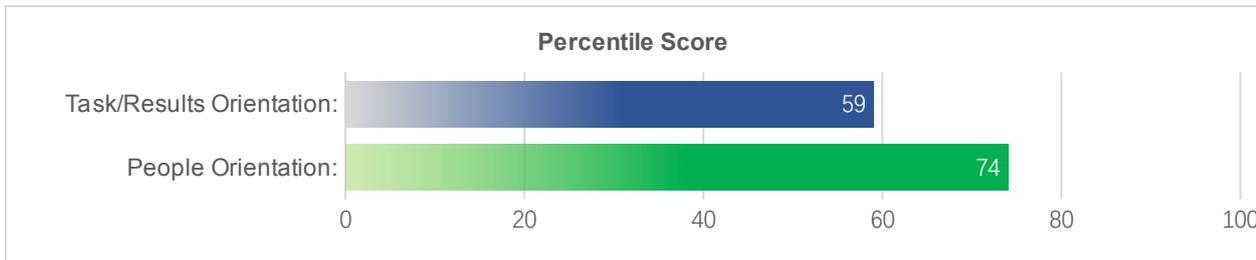
Test Result: The candidate's score (67) is in middle high range for this scale. Likely to be engaged in discussions and topics that are of keen interest to them. At times, willing to thoughtfully engage in asking clarifying questions to understand other points of view, ask relevant and useful questions. At times can be supportive of others questions and seek to use these to get clarity not only for themselves, but others as well. Likely to be engaged in most topics but may not always listen in a non-judgmental manner.

22. Mindfulness

The likelihood that an individual is able to stay in the present when considering important topics. Being fully engaged and attending to what is being said, listening carefully, understanding one's own emotions as well as those of others. Able to stay focused and help others to do the same, without surrendering to making a judgment on the topic.

Applied Scores Based on 22 Scale Scores

Management Styles

Percentile Score

Task/Results Orientation: **59**
People Orientation: **74**

Task/Result Orientation: Refers to how interested and focused an individual tends to be on getting things done.

The candidate's score (59) is in middle high for this scale. Usually able to get their team to achieve goals and meet deadlines and commitments. Is task focused most of the time. Has had success in achieving results on numerous occasions and tends not to disappoint stakeholders.

People Orientation: Refers to how interested and focused an individual tends to be on taking an interest in what they people are being asked to do.

The candidate's score (74) is in high for this scale. Seeks to find reasons to compliment the team and deserving individuals. Consistently provides positive feedback and shares customer feedback with the team. Celebrates success and reinforces positive behavior of individual team members as well as the team in total. Makes sure that others know about team successes. Invites key stakeholders to celebrate with the team and reinforce positive examples of team efforts that lead to achieving success. May at times, fail to provide balanced feedback, especially if the feedback is negative.
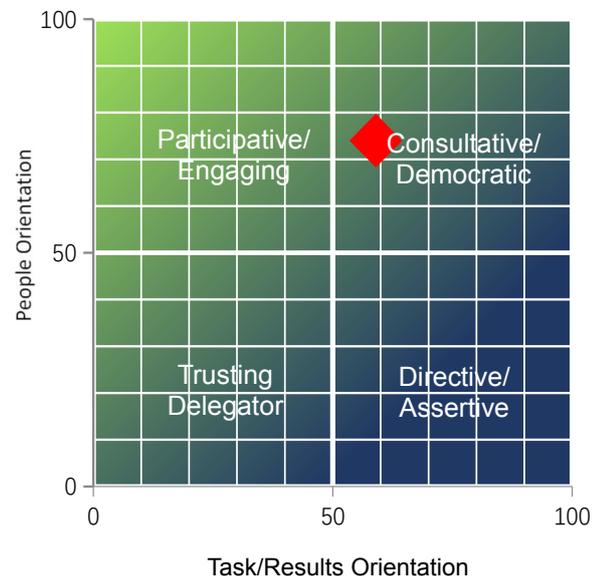
The Four Management Styles

Trusting Delegator — tends to trust others to do the job and don't give close direction/oversight. Allows those tasked with a project determine how to go about it

Directive/Assertive — tends to "tell" or "sell" their subordinates what needs to be done and how to do it and then monitor results. Often provides exacting details and specifications for performance expected.

Participative/Engaging — tends to encourage and facilitate employee interaction and participation to determine appropriate courses of action while still retaining the final decision making. Asks subordinates for their opinion on courses of action.

Consultative/Democratic — tends to show consideration for the experience and knowledge of more mature subordinates and engage staff, while driving efforts toward organizational goals. Often encourages a democratic approach to decision making.

Primary Management Style: Consultative/Democratic

Very goal focused and at the same time, pays attention to the impact on people doing the job. Tends to encourage and facilitate employee interaction and participations to determine appropriate courses of action, while retaining the final decisions making role. Likely engages the team in problem solving and implications considerations. Likely asks subordinates for their opinion on courses of action, including risks and rewards of each even though they reserve the final decision for themselves. Is likely to be more task/goal driven in decision making.

Applied Scores Based on 22 Scale Scores

Judgment & Decision Making Potential

Decision making is a pervasive function of management and is performed by managers at all levels though the nature of decisions may differ from one level to another. It is preceded by analytical work to identify relevant data to evaluate and to then look at the various solutions or choices of action the individual considered. Decision making is a human and social process. It involves the use of intellectual abilities, knowledge, experience and intuition. There is often more than one possible solution and each solution has benefits and risks. It is often best done with input from a well-constructed and effective team. Decision-making is a process of selection or choice between or among alternative courses of action to make the best-balanced choice at the time. All decisions are somewhat constrained by time and resources and therefore are by nature practically driven not purely theoretical.

Judgment and Decision Making is an important competency that is predicted by seven factors of Personality:**Flexibility, Creativity, Analytical Approach, Planning & Organizing, Cooperation & Teamwork, Self-confidence, and Influencing.**

Effective decision makers know that it does not matter how good the solution is; it has to have wide acceptance on the part of those implementing the decision. Effective managers and leaders know this and carefully consider the environment when reaching a decision. It may be better to choose a decision that is second best but will be more broadly accepted in the organization and easier and faster to implement.

Overall Judgment & Decision-Making Potential Score: 67

Key Points (Strengths)	Key Points (Cautions)
• **Creativity (83):**Routinely finds several new methods, new processes or new ways of looking at or analyzing processes, categories that dependably achieve an organizational benefit.	• **No cautions was identified.**
• **Cooperation & Teamwork (77):**Tends to work well in a team environment. May be willing to volunteer to lead or contribute to tasks and work collaboratively to assure the team reaches it goals. Consistently pays attention to and supports team harmony.	
• **Influencing (87):**Has the interest and desire to convince others, to persuade, to shape opinions, to influence decisions of others. Likely has developed a good reputation for personal credibility and may be often sought out for advice and counsel and is able to explain logically the rationale for their decision.	

Candidate Insights

Openness to Experience (72)

+Independence
The candidate's score (88) is in high range for this scale. Is likely to be comfortable developing their own ways of doing things. In certain situations, even when supervision is available, is willing and able to make decisions on their own. Willing to accept responsibility for actions taken independently.

+Creativity
The candidate's score (83) is in high range for this scale. Likely to be considered creative in addressing work related problems. Routinely finds several new methods, new processses or new ways of looking at or analyzing processes, categories that dependably achieve an organizational benefit. However, may tend to spend too much time creating potentially creative solutions rather than staying focused on delivering results.

Implications Notes：

Conscientiousness (46)

+Thoroughness
The candidate's score (72) is in high range for this scale. Likely to consistently check to assure that most details are addressed. Probably has a high interest and commitment to presenting work that has no careless errors. Likely to believe that their credibility and the credibility of their teams' work is often judged by the presence of the smallest errors in presentation or reporting of data.

+Achievement Orientation
The candidate's score (71) is in high range for this scale. Likely to regularly seek out feedback and to be in regular discussions regarding their personal development. Expects to get recognition for their achievements. Likely to take a sustained interest in continuous development, capability building for themselves and those that they have identified as high potentials. Tends to be on the look-out for emerging talent within their team and work colleagues and willing to recommend them to superiors. Likely to seek recognition as a finder and developer of talent and desire to see their identified talent get recognition and opportunities. May occasionally be seen as overly ambitious and self-serving. Is likely to become restless where there is little opportunity for advancement and recognition.

-Trust and Integrity
The candidate's score (30) is in low range for this scale. Tends to avoid talking about organizational norms and values. Acts in accordance with their own values which at times may not reflect those of the organization. Does not admit mistakes or apologize for mistakes. Tends to blame others. Tends to only talk about accomplishments and may tend to overstate their contribution and their role. Not afraid to call out the mistakes of others. Not always viewed as credible.

-Persistence
The candidate's score (28) is in low range for this scale. Occasionally can identify and overcome obstacles. Occasionally misses responding in a timely manner to obstacles and delays. Does not regularly use project management approaches to monitor tasks and objectives. May lose sight of progress needed and get surprised when unable to accomplish stated goals. Tends to be quick in abandoning a course of action when confronted with resistance or temporary setbacks.

Implications Notes：

Candidate Insights

Extroversion (71)

+Influence
The candidate's score (87) is in high range for this scale. Likely to consistently have the interest and desire to convince others, to persuade, to shape opinions, to influence decisions of others. This becomes an important attribute for senior leaders as their primary contribution relies heavily on their ability to influence as opposed to directing. Likely has developed a good reputation for personal credibility and may be often sought out for advice and counsel. This can often go beyond tactical or operational situations to include strategic decisions or situations as well.

+Leading Others
The candidate's score (84) is in high range for this scale. When volunteering or when assigned a leadership role, likely to take charge fairly quickly and pull the team or group together to lay out the scope of the challenge and get people aligned on what to do. Likely to emphasize the importance of teamwork, collaboration and provides clear direction and guidance to team members. Likely to hold regular team meetings that provide for updates, problem solving, recognition and feedback. Likely to communicate regularly and provide meaningful and helpful feedback to the team members. Likely to communicate in a manner that achieves the intended purpose without being obtrusive or vexatious.

+Socially Open
The candidate's score (76) is in high range for this scale. Is probably almost always is willing to engage with people they have just met and find out how they can establish effective work relationships. Likely to take the initiative to follow up with people they have met to move that relationship to an effective work relationship. Tends to regularly contact and communicate with people in their broad network so as to maintain effective valuable network of business contacts.

-Personal Energy
The candidate's score (29) is in low range for this scale. Tends to be more cautious about taking on extra work. At times may extend themselves depending on the circumstances but only in an exceptional situation. Sometimes, struggles to keep their energy level up to deal with day to day demands. When they do find the extra energy, they at times demonstrate frustration or hostility. May not always be effective in these situations as they feel that they are victimized by external demands that go beyond their normal job scope.
Implications Notes：

Agreeableness (77)

+Empathetic
The candidate's score (93) is in high range for this scale. Tends to be a good and active listener, regardless of the person who has approached them for advice or counsel. Asks good clarifying, non-judgmental questions to fully understand the situation and will ask those involved for their thoughts on how to resolve issues. If necessary, is capable of and willing to engage other resources to help or address the concerns of individuals or the team. Has the ability to console and help those in need with advice and counsel that allows them to resolve or move on from conflict or unproductive thoughts and behaviors.

+Cooperation & Teamwork
The candidate's score (77) is in high range for this scale. Tends to work well in a team environment even when not in a leadership role. May be willing to volunteer to lead or contribute to tasks and work collaboratively to assure the team reaches it goals. Consistently pays attention to and supports team harmony. Tends not to seek personal recognition but instead more likely to make sure that other team members (who have contributed to the team results) get mentioned for their contributions. May at times sacrifice achieving team goals for team harmony.
Implications Notes：

Emotional Stability (41)

-Self-Regulation
The candidate's score (15) is in low range for this scale. Likely to find the need to express themselves in a way that reflects their unfiltered emotions. May feel that this is the "honest" way to respond to events or to engage in discussions. Likely to not think carefully before saying things or taking action. Likely to rely on emotions to guide their behavior. May at times run the risk of damaging work relationships by offending others as a result of expressing unfiltered emotions.

-Managing Stress
The candidate's score (30) is in low range for this scale. Likely to focus on negative thoughts about what has happened or they believe will happen and on occasion may be consumed by inaction and negativity. May have difficulty getting work done or making progress on projects or initiating work projects. May feel that they are tired and not sleeping well.   May miss days at work.
Implications Notes：