



WORKPLACE

BIG FIVE PROFILE™

Consultant's Report

A Customized Report For: Sample Person

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INTRODUCTION

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The Consultant's Report is intended to support the Consultant in his/her interpretation of the WorkPlace Big Five Profile Trait Report, Narrator Report and Trait Capacitor Report. It provides summary information from those reports, as well as additional information such as Item Responses, Response Set Bias, Consistency Indices, Trait Blends and detailed data for the Capacity Scores.

There are three sections to the Consultant's Report: The first section contains the 5 supertrait scores and the 23 subtrait scores with consistency indices for each score of pure, situational or polarized.

Regarding supertraits and subtraits, the consistency indices reflect how consistently an individual answers the questions. For supertraits, the consistency index is computed by the standard deviation of the answers of all the questions related to that supertrait (after accommodating for inverted questions). For subtraits, the consistency index is determined through logical conditions based on the direction of the answers to the questions (after accommodating for inverted questions). For a subtrait to be scored pure, the individual must answer the questions purely in the direction of the subtrait score. In order for the subtrait to be scored as polarized, the individual must answer the questions in various directions. If the individual answers mostly, but not always, in one direction, the subtrait will be scored as situational. The logical conditions are documented in Appendix D of the Professional Manual 4.0.

The first section also contains Evidence of Response Set Bias. Most of the time, this will say "None." If you see any of the other possible descriptions, please refer to the Professional Manual for guidance before interpreting the WorkPlace reports with your client.

The item responses are located at the end of the first section of the Consultant's Report. These can be used along with Appendix A in the Professional Manual to advise a client of their responses to questions related to a specific subtrait. This is useful if your client questions a particular score.

The second section of the Consultant's Report contains trait blends commonly used by consultants that have experience with the WorkPlace Big Five Profile. If one of the blends applies to your client ("True"), it is highlighted in brown. If the blend may apply to your client ("Somewhat True"), it is highlighted in blue. If the blend does not apply to your client ("False"), it is not highlighted (white).

Finally, if your client receives a Trait Capacitor Report, there will be a third section included in the Consultant's Report that contains the summary of Overall Capacity Scores for competencies. The Consultant's Report will also include the breakdown of the Overall Capacity Score into shape, level, dispersion and coverage. If you would like a white paper on the description of these measures, contact Paradigm Personality Labs. In addition, you will find the Human Resource Optimization (HRO) Strategy for each of the competencies based on the Capacity Score and based on whether the client performs high or low on the competency. Only the client and potentially the consultant will know the client's performance of the competency, so the report includes the strategy for both high and low performance.

If the client has received a WorkPlace Performance 360™, then it is easy to look up their performance of these competencies in that report.

INDIVIDUAL'S TRAIT SCORES

N Need For Stability	38**	E Extraversion	49**	O Originality	59**
N1 Worry	35*	E1 Warmth	36**	O1 Imagination	54**
N2 Intensity	51**	E2 Sociability	46*	O2 Complexity	62*
N3 Interpretation	40**	E3 Activity Mode	46**	O3 Change	61*
N4 Rebound Time	37*	E4 Taking Charge	63*	O4 Scope	49**
		E5 Trust Of Others	44**		
		E6 Tact	62*		
A Accommodation	51**	C Consolidation	62**		
A1 Others' Needs	51**	C1 Perfectionism	56*		
A2 Agreement	38*	C2 Organization	59*		
A3 Humility	69*	C3 Drive	48**		
A4 Reserve	50**	C4 Concentration	73***		
		C5 Methodicalness	66*		

NOTE: The Consistency Index is a continuum that reflects the degree to which this person answered all of the items for one trait with the same weighted response (a "Pure" trait), all the way to the other extreme, answering half the items weighted at one extreme, and half weighted at the other extreme (a "Polarized" trait).

- * = Pure (extremely consistent)
- ** = Situational (somewhat inconsistent)
- *** = Polarized (extremely inconsistent)

EVIDENCE OF RESPONSE SET BIAS: None

(Tendency to Agree, Tendency to Disagree, Tendency to be Indecisive, Tendency to Use Extremes, Tendency to Use Moderates, Tendency to Use a Response Category Repeatedly)

THIS PERSON'S INDIVIDUAL ITEM RESPONSES:

1.	-1	11.	0	21.	0	31.	+1	41.	0	51.	0	61.	-2	71.	+2	81.	+2	91.	0	101.	+1
2.	0	12.	+1	22.	0	32.	+2	42.	+1	52.	-1	62.	+1	72.	+2	82.	-2	92.	-1	102.	0
3.	+2	13.	+2	23.	+1	33.	+2	43.	+2	53.	-1	63.	+1	73.	-1	83.	+2	93.	+2	103.	0
4.	0	14.	-1	24.	+2	34.	+2	44.	-2	54.	0	64.	+1	74.	0	84.	0	94.	0	104.	-1
5.	+2	15.	+2	25.	0	35.	+1	45.	-2	55.	+1	65.	+2	75.	0	85.	+2	95.	+2	105.	0
6.	+1	16.	+1	26.	+1	36.	0	46.	0	56.	+1	66.	-1	76.	-1	86.	+1	96.	+2	106.	-1
7.	+1	17.	+2	27.	+1	37.	+2	47.	+1	57.	+2	67.	-2	77.	+1	87.	0	97.	0	107.	0
8.	+2	18.	+1	28.	0	38.	+2	48.	+1	58.	0	68.	+2	78.	+1	88.	0	98.	0		
9.	+2	19.	+1	29.	0	39.	-2	49.	-2	59.	0	69.	-2	79.	0	89.	-2	99.	+1		
10.	+2	20.	-2	30.	+1	40.	+1	50.	-1	60.	+1	70.	+2	80.	+2	90.	+1	100.	0		

TRAIT BLENDS COMMONLY USED IN INTERPRETATION AND FEEDBACK

Interpretation Guide:

True

Somewhat True

False

NAME:	BLENDS:	DEFINITION:
<i>Aesthetic</i>	N-O++A+C+	Likely to exhibit, as well as value, high standards for beauty, design, art, appearance.
<i>Born to Serve Others</i>	N+E+A+C-	Persons who fall naturally into the role of serving others tend to be reactive, outgoing, deferential, and spontaneous
<i>Cautious in Relationships</i>	N3+E25-	A tendency towards pessimism, caution, and solitude likely result in some reticence with respect to building and maintaining relationships
<i>Change is My Friend</i>	O13+	Is equally likely to think up innovations as well as to embrace change initiated by others
<i>Consensus Builder</i>	E2=4+A=	A take-charge nature coupled with moderate sociability and accommodation makes it likely that this individual finds it natural to lead others in building consensus
<i>Dominant</i>	E+O+A-C+	Extraverted, creative, aggressive, and focused persons tend to be dominant in most settings
<i>Empathic</i>	N14+3-E15++6+ A13++24+C35+	Likely to have a keen sense of what others are feeling, as in finding it natural to "walk in another's moccasins"
<i>Going the Extra Mile</i>	A1+C+	Focusing both on others' needs and on accomplishing one's priorities makes it likely this person could overpromise and have to work extra hard in order to deliver
<i>Grizzly/Teddy</i>	N1+3-E6-A1234+	Likely to start a conversation directly or even bluntly (like a grizzly bear), but then to back off in consideration of others' feelings and points of view (like a teddy bear)
<i>Hard to Read</i>	N1234-E12-A4+	Low reactivity, a solitary and reserved nature, and a typically cool demeanor typically result in others' having a harder time reading one's feelings and thoughts
<i>High EQ</i>	N-E+O+	Resilience, comfort in the thick of the action, and open-mindedness are all three associated with various aspects of emotional intelligence
<i>Initiator</i>	E+O+C-	Originality, extraversion, and spontaneity lead to frequent initiatives
<i>Internalizer</i>	N2+E6+A14+	Tendency to feel anger with some frequency, yet not to express those feelings around others; would be helpful to learn appropriate ways to get such feelings expressed
<i>Kid-in-a-Candy-Store</i>	O+C-	Relatively spontaneous and loves variety; tends to be more of a spender than a saver
<i>Micro-Management Tendency</i>	E5-O4-C1+	Tends to be either lower in trust, more concerned with details, and/or more focused on standards
<i>Natural Leader</i>	N-E+O+A=-/C+	Calm, outgoing, visionary, sufficiently tough, and focused--can handle most kinds of leadership demands
<i>Naturally Happy</i>	N-E+	Absence of negative emotions and abundance of positive emotions is associated with the trait of always being happy

TRAIT BLENDS COMMONLY USED IN INTERPRETATION AND FEEDBACK

Interpretation Guide:

True Somewhat True False

NAME:	BLENDS:	DEFINITION:
<i>One-person Think Tank</i>	O+C-	Natural tendency to come up with new ideas and combinations of ideas spontaneously
<i>Reliability</i>	A+C+	Likelihood of delivering on what one has promised
<i>Risk Taker</i>	N-E+O+A-C-	Risk taking in general is associated with nerves of steel, love of action, curiosity, focus on self, and spontaneity
<i>Sensation/Excitement Seeking</i>	E+C-	Likely to seek out experiences that involve strong sensory bombardment and an element of risk, as in skiing or riding fast in a convertible with the top down
<i>Temper Prone</i>	N2+E6-A14-	Likely to feel anger with some frequency and to be relatively direct in expressing that anger around others
<i>Type A Personality</i>	N2++A2- -	Tends to feel more anger than others and to hold on to it longer; as this tendency is not heart-healthy, one would be well-advised to engage in appropriate aerobic exercise and relaxation techniques
<i>Unflappable</i>	N-E+A-	Likely to thrive on most kinds of high pressure, high stress situations
<i>Worrier</i>	N+E-O=A- C1245+3- -	Never seems to be able to get out of their own shadow--seem to always step one foot outside the circle of comfort and then move back in quickly, making progress very hard--they are usually overwhelmed easily.

Note: The following blend is a ratio. Here we compute the average of the scores to the left of the diagonal and compare them to the average of the scores to the right of the diagonal. At least one of the two averages must be above 55 in order for the text to be applicable to this individual. If both averages are below 55, then the cell is darkened.

Ambition-to-Supporting Cast Ratio C3+/C1245+

The average for Ambition stands in a ratio between .7 and 1.3 to the average for Supporting Cast, with the suggestion that this individual has the requisite discipline normally required to support and enable high ambition.

TRAIT CAPACITY REPORT SUMMARY

Competency:	Shape:	Level:	Dispersion:	Coverage:	Overall Fit:	Interpretation:	HRO Strategy:	
							High Performance	Low Performance
Action Orientation	1	4	4	2	3	Draining	Caution	Compensate
Adherence to Policy	-	6	6	3	5	Somewhat Natural	Caution	Develop with Support
Ambiguity & Paradox, Comfort with	9	8	8	7	8	Natural	Capitalize	Develop
Ambition	7	8	8	7	8	Natural	Capitalize	Develop
Analytical Thinking	-	10	10	7	9	Energizing	Capitalize	Develop
Basic Leadership Orientation	6	7	7	7	7	Natural	Capitalize	Develop
Business Acumen	6	9	8	6	7	Natural	Capitalize	Develop
Competitiveness	4	8	7	6	6	Somewhat Natural	Caution	Develop with Support
Creativity	1	6	7	5	5	Somewhat Natural	Caution	Develop with Support
Customer Service Orientation	1	4	5	1	3	Draining	Caution	Compensate
Decision-Making Skills	8	8	8	7	8	Natural	Capitalize	Develop
Delegation	5	8	7	6	7	Natural	Capitalize	Develop
Development of Personnel	4	7	7	4	6	Somewhat Natural	Caution	Develop with Support
Diplomacy	3	6	6	3	5	Somewhat Natural	Caution	Develop with Support
Diversity, Comfort with	-	9	9	7	8	Natural	Capitalize	Develop
Entrepreneurship	-	9	9	7	8	Natural	Capitalize	Develop
Facilitation	-	9	8	7	8	Natural	Capitalize	Develop
Flexibility	-	7	7	5	6	Somewhat Natural	Caution	Develop with Support
Follow Through	4	7	6	6	6	Somewhat Natural	Caution	Develop with Support
Future Orientation/Visionary Outlo	5	8	8	6	7	Natural	Capitalize	Develop
Hiring and Staffing	-	9	8	7	8	Natural	Capitalize	Develop
Humor	1	5	5	3	4	Draining	Caution	Compensate
Independently, Comfort Working	8	8	8	7	8	Natural	Capitalize	Develop
Informing Others	1	6	6	4	4	Draining	Caution	Compensate
Innovation, Comfort with	5	8	8	7	7	Natural	Capitalize	Develop
Keyboarding Accuracy	-	5	5	3	4	Draining	Caution	Compensate
Listening	8	10	8	8	9	Energizing	Capitalize	Develop
Managing through Systems	9	10	10	7	9	Energizing	Capitalize	Develop
Meeting Management	1	7	7	4	5	Somewhat Natural	Caution	Develop with Support
Motivation of Others	1	6	5	4	4	Draining	Caution	Compensate
Numerical Accuracy	5	9	8	6	7	Natural	Capitalize	Develop

(Competencies continued on following page)

Note: "Shape" is not computed for competencies whose infrastructure comprises five or fewer traits, as the correlation coefficient is not stable at that level. For these competencies, "Overall Fit" is computed based only on "Level", "Dispersion", and "Coverage".

Interpretation Guide

Overall Fit:

9 - 10 = Energizing

7 - 8 = Natural

5 - 6 = Somewhat Natural

3 - 4 = Draining

1 - 2 = Outside Comfort Zone

Strategy:

Performing Competency Well:

7 - 10 = Capitalize, 1 - 6 = Caution

Not Performing Competency Well:

7 - 10 = Develop, 5 - 6 = Develop with Support, 1 - 4 = Compensate

TRAIT CAPACITY REPORT SUMMARY

Competency:	Shape:	Level:	Dispersion:	Coverage:	Overall Fit:	Interpretation:	HRO Strategy:	
							High Performance	Low Performance
Objectivity	7	9	8	7	8	Natural	Capitalize	Develop
Optimism	5	7	6	6	6	Somewhat Natural	Caution	Develop with Support
Organization	1	8	6	10	6	Somewhat Natural	Caution	Develop with Support
Overseas Work Success, Likelihood	-	10	10	10	10	Energizing	Capitalize	Develop
Paperwork, Comfort with	7	9	8	6	8	Natural	Capitalize	Develop
Performance Focus	1	9	7	6	6	Somewhat Natural	Caution	Develop with Support
Planning	6	9	8	8	8	Natural	Capitalize	Develop
Political Savvy	-	9	8	7	8	Natural	Capitalize	Develop
Presentation Skills	6	8	8	6	7	Natural	Capitalize	Develop
Quality Orientation	-	9	9	8	9	Energizing	Capitalize	Develop
Range of Perspective and Interests	3	7	7	4	5	Somewhat Natural	Caution	Develop with Support
Reliability and Consistency	9	10	9	9	9	Energizing	Capitalize	Develop
Responsibility Acceptance	9	9	9	9	9	Energizing	Capitalize	Develop
Risk Taking	1	6	6	4	4	Draining	Caution	Compensate
Safety Orientation	6	9	8	6	7	Natural	Capitalize	Develop
Sales Orientation	1	4	4	2	3	Draining	Caution	Compensate
Self-Confidence	2	7	6	6	5	Somewhat Natural	Caution	Develop with Support
Self-Control	7	7	8	6	7	Natural	Capitalize	Develop
Self-Development	6	7	7	6	7	Natural	Capitalize	Develop
Teamwork and Cooperation	5	7	7	4	6	Somewhat Natural	Caution	Develop with Support
Technical Learning	4	9	7	6	7	Natural	Capitalize	Develop
Work-Life Balance	1	6	6	2	4	Draining	Caution	Compensate
Written Communications	-	7	8	4	6	Somewhat Natural	Caution	Develop with Support

Note: "Shape" is not computed for competencies whose infrastructure comprises five or fewer traits, as the correlation coefficient is not stable at that level. For these competencies, "Overall Fit" is computed based only on "Level", "Dispersion", and "Coverage".

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Strategy:

Performing Competency Well:

7 - 10 = Capitalize, 1 - 6 = Caution

Not Performing Competency Well:

7 - 10 = Develop, 5 - 6 = Develop with Support, 1 - 4 = Compensate