



WORKPLACE

BIG FIVE PROFILE™

Trait Capacitor Report

A Customized Report for: sample person

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INTRODUCTION

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Summary

The Trait Capacitor Report estimates your energy capacity for various competencies. Once your basic traits (5 supertraits and 23 subtraits) are analyzed, your scores go through another level of analysis to estimate your capacity to perform a competency. These estimates are based on specific research studies. In addition to a score, the estimates of your capacity are also described along a continuum: *Energizing to Natural to Somewhat Natural to Draining to Outside Comfort Zone.*

In this report, you will find a summary and the detailed scores for the competencies that were preselected for you.

Description of the Report

For each competency, you will find your overall estimate of fit score or capacity for the competency as a number from 1 – 10 and an interpretation as follows:

9 - 10 =	Energizing
7 - 8 =	Natural
5 - 6 =	Somewhat Natural
3 - 4 =	Draining
1 - 2 =	Outside Comfort Zone

Below the score, the competency is defined and the research source is noted. The optimum traits, based on the research, are in the first column and your actual scores are in the second column. The third column contains a visual graphic and a phrase explaining how closely the optimum trait and your actual trait match. The fourth column in the table provides a narrative description of your estimated capacity to perform the competency.

The competencies in this report were selected from the following list:

Action Orientation	Managing through Systems
Adherence to Policy	Meeting Management
Ambiguity & Paradox, Comfort with	Motivation of Others
Ambition	Numerical Accuracy
Analytical Thinking	Objectivity
Basic Leadership Orientation	Optimism
Business Acumen	Organization
Competitiveness	Overseas Work Success, Likelihood of
Creativity	Paperwork, Comfort with
Customer Service Orientation	Performance Focus
Decision-Making Skills	Planning
Delegation	Political Savvy
Development of Personnel	Presentation Skills
Diplomacy	Quality Orientation
Diversity, Comfort with	Range of Perspective and Interests
Entrepreneurship	Reliability and Consistency
Facilitation	Responsibility Acceptance
Flexibility	Risk Taking
Follow Through	Safety Orientation
Future Orientation/Visionary Outlook	Sales Orientation
Hiring and Staffing	Self-Confidence
Humor	Self-Control
Independently, Comfort Working	Self-Development
Informing Others	Teamwork and Cooperation
Innovation, Comfort with	Technical Learning
Keyboarding Accuracy	Work-Life Balance
Listening	Written Communications

IMPORTANT NOTE:

These capacity scores do not reflect your performance. The WorkPlace Big Five Profile 4.0 does not measure performance. It only measures the trait energy you have to support a competency. It is possible to perform a competency very well and still have a capacity score of Draining or Outside of Comfort Zone. What the capacity score reflects is your natural trait energy for that competency only. Looking at your trait capacity along with your performance level gives you an idea of what strategy to employ with the competency.

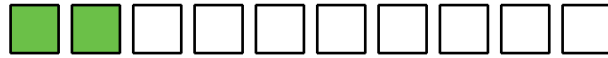
The WorkPlace Performance 360°™ does measure performance and is a great tool to use alongside this Trait Capacitor Report to determine which of the Human Resource Optimization (HRO) strategies to use for each competency. To learn more about HRO, see “Owner’s Manual for Personality at Work, 2nd edition” or the “WorkPlace Big Five Profile Workbook” by Pierce J. Howard, Ph.D. and Jane Mitchell Howard, MBA.

CAPACITY SUMMARY

COMPETENCY	OVERALL CAPACITY	INTERPRETATION
Basic Leadership Orientation	2	Outside Comfort Zone
Sales Orientation	2	Outside Comfort Zone
Teamwork and Cooperation	4	Draining

TRAIT CAPACITY FOR COMPETENCY: Basic Leadership Orientation

Overall estimated Fit, or capacity for this competency:



Interpretation of Fit Score:
OUTSIDE COMFORT ZONE

TWO (One = Low; Five = Medium; Ten = High)



A person who performs this competency well at work:

- Takes responsibility for initiating necessary changes
- Enjoys taking the role of coordinator, director
- Can make the tough decisions when necessary

Source: Furnham, Crump, & Whelan (97), Johnson & Ostendorf (93)

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N+	Running Low	Leadership depends on the non-anxious presence of the person in charge, especially in a crisis or emergency, with such calmness tending to instill confidence among followers. You appear to be somewhat reactive in crises and emergencies.
N3-	N3=	Half Full	Leadership builds on an optimistic frame of mind that believes today's losses can lead to tomorrow's wins. You appear to be situational in this regard--optimistic about some aspects of work, more pessimistic about other aspects.
N4-	N4++	Almost Empty	Resilience--the capacity to bounce back quickly from a crisis, emergency, or period of intense stress, with no or minimal need for recuperation--is a core characteristic of most effective leaders. You appear to be the opposite--requiring considerable time for recuperation after a highly stressful episode.
E++	E-	Running Low	Effective leaders must exercise a group of behaviors we refer to as extraversion--enthusiasm, being comfortable around other people, enjoying being in the thick of the action, communicating naturally with others in a variety of ways, taking charge as necessary, and that sort of thing. You appear to prefer a more introverted role.
E3+	E3-	Running Low	A certain level of energy is required for effective leadership, inasmuch as too sedentary a work style tends to impede necessary communication, such as "management by wandering around (MBWA)", asking questions, ad hoc conferencing, and so forth. You appear to have a moderately low level of activity with a preference for a more sedentary work style.
O+	O-	Running Low	Strategic leadership must be comfortable thinking about the future in big picture terms and playing with complex relationships across a wide variety of knowledge areas, thus leading to initiating necessary changes. You appear to be more comfortable with tactical thinking and maintaining the status quo.
A-	A+	Running Low	Leaders typically meet with resistance in many forms, and to deal with it, a certain amount of standing your ground is required. You appear to show more tenderness than toughness.

TRAIT CAPACITY FOR COMPETENCY: Basic Leadership Orientation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A2-	A2+	 Running Low	While the leader needs to listen to and incorporate the needs, interests, information, and judgment of others, s/he also needs to have sufficient aggressiveness and competitiveness to stand up for what s/he deems to be right, effective, and professional. You appear to be more deferential to others' viewpoints--less aggressive and competitive than many.
A3-	A3=	 Half Full	The traditional leader exhibits pride in one's accomplishments. However, in some organizations, a more humble leader is valued, who takes pride more in one's associates and the organization than in self. You appear to demonstrate personal pride situationally--more proud in some situations, more humble in others.
A4-	A4+	 Running Low	Leadership requires one to speak their mind, to let others know their thinking as appropriate, rather than for others to have to second guess you, to "read" your mind. You appear to be somewhat reserved in expressing yourself, leaving occasional doubt as to your way of thinking.
C++	C-	 Running Low	Leadership requires that one consolidate one's energies around specific priorities, and that one remain conscientiously focused on those priorities. You appear to exhibit the opposite--more prone to spread your energy around a variety of higher and lower priorities.
C1++	C1-	 Running Low	Perfectionism supports leadership by providing high standards, an attention to detail, and a bias for not letting things fall between the cracks. You appear to be the opposite--more casual about standards.
C2++	C2=	 Half Full	The leader requires well-organized resources in order to accomplish the mission. You appear to be situational in this regard--well-organized in some areas, and not so much in others.
C3++	C3-	 Running Low	While not all leaders could be described as ambitious and driven to be #1, certainly many would be described that way. You appear to be somewhat comfortable with your current level of achievement.
C4++	C4=	 Half Full	Leaders typically are able to concentrate on the priority at hand, and to resist being distracted by lesser priorities. You appear to be situational in this regard--able to focus on some priorities, but more distractible on others.
C5++	C5=	 Half Full	Methodicalness--having a plan and sticking to it--assists the leader in focusing on priorities and maximizing efficiencies. You appear to be situational in this regard--methodical in some areas of your work, and more spontaneous in others.
E6+	E6--	 Almost Empty	One is more likely to sustain effective leadership if one maintains a tactful posture with one's associates. You appear to be very direct and straightforward with most associates.

TRAIT CAPACITY FOR COMPETENCY: Sales Orientation

Overall estimated Fit, or capacity for this competency:



Interpretation of Fit Score:
OUTSIDE COMFORT ZONE

TWO (One = Low; Five = Medium; Ten = High)





A person who performs this competency well at work:

- Has pride in ability to persuade others
- Is optimistic; does not like to take no for an answer
- Mixes easily with others and genuinely wants to meet the needs of customers

Source: Howard (00a,b), Howard (unp)

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N3-	N3=	Half Full	An optimistic temperament--one that is not discouraged by rejection or bad times--is associated with high sales performance. You appear to be situational in this regard--optimistic about some aspects of your work and in some situations, and more pessimistic about other aspects or situations.
E++	E-	Running Low	Comfort being extraverted and in the thick of the action is associated with higher sales results. You appear to be moderately introverted.
E1++	E1=	Half Full	The more effective salesperson tends to come across as warm and enthusiastic. You appear to be situational in this regard--warm and enthusiastic in some contexts, and more cool and aloof in others.
E2++	E2=	Half Full	The typical salesperson enjoys being around people most of the time, with little need for solitude. You appear to be situational in this regard--gregarious and sociable at some times, and more solitary at others.
E3++	E3-	Running Low	A high energy and activity level is associated with aggressive call programs, the absence of call reluctance, and the absence of a nagging need to sit down and be solitary for a while. You appear to prefer a more sedentary work style.
O+	O-	Running Low	The typical salesperson needs to have a wide enough range of interests to be able to identify with, relate to, and converse with a wide variety of clientele. You appear to be less curious than the average person about things outside your areas of interest.
O1-	O1=	Half Full	Too active an imagination distracts the typical salesperson from the task at hand and can lead to inefficiencies in the call program. You appear to be situational in this regard--down to earth about some things, and more imaginative about others.
O2+	O2-	Running Low	Salespeople often encounter complex needs and problems, and need to have the inclination to tackle them. You appear to prefer dealing with simpler problems involving a narrower range of information.
A1+	A1=	Half Full	Customers tend to prefer salespersons who are genuinely focused on the customer's, and not the salesperson's, needs. You appear to be situational in this regard--placing a high priority on some needs of some other associates, and placing a lower priority on others' needs.

TRAIT CAPACITY FOR COMPETENCY:
 Sales Orientation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A3-	A3=	 Half Full	Successful salespeople tend to be proud of their accomplishments, their products, and their company--what we call a "Darn I'm good" syndrome. You appear to be situational in this regard--proud at some times and of some things, and not so proud at other times.
A4--	A4+	 Running Low	High performing salespeople tend to be highly expressive, such that one seldom needs to try to figure out what's on their mind. You appear to be somewhat more reserved than assertive.
C3+	C3-	 Running Low	It goes without saying that the most successful salespersons are ambitious and driven to be number one. You appear to be somewhat comfortable with your current level of achievement.
C5-	C5=	 Half Full	Excessive reliance on a method or a plan tends to interfere with the salesperson's need to be spontaneous in responding to particular information and needs that arise during the sales process. You appear to be situational in this regard--spontaneous in some situations, and more methodical and disciplined in others.

TRAIT CAPACITY FOR COMPETENCY:

Teamwork and Cooperation

Overall estimated Fit, or capacity for this competency:



Interpretation of Fit Score:
DRAINING

FOUR (One = Low; Five = Medium; Ten = High)


A person who performs this competency well at work:

- Able to subordinate personal needs to team success
- Is willing to follow or lead based on the team's need; is approachable
- Committed to building the spirit of the team; genuinely enjoys being a part of a team

Source: Mohr & Howard (99), Johnson & Ostendorf (93), Wang (97), Furnham, Crump, & Whelan (97)

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N+	Running Low	While teams need an appropriate sense of urgency at times, the presence of calm temperaments that are cool in a crisis are always a clear benefit. You appear to be somewhat reactive in a crisis.
N2-	N2=	Half Full	Temperaments that are quick to anger can spoil the climate of a work team. You appear to be situational in this regard--remaining at ease in some situations and exhibiting a temper in others.
N3-	N3=	Half Full	Optimism breeds productivity and a cooperative team spirit. You appear to be situational in this regard--optimistic in some situations, and pessimistic in others.
E+	E-	Running Low	Teams typically benefit by having members who are extraverted and who enjoy being in the thick of the action with little or no need to escape to a calm and quiet place. You appear to have a moderately introverted temperament.
E1+	E1=	Half Full	A warm and enthusiastic manner tends to contribute towards positive feelings and morale within a team. You appear to be situational in this regard--warm and enthusiastic at some times, and more cool and aloof at others.
E2+	E2=	Half Full	Most teams benefit by having a preponderance of gregarious members--those who prefer society over solitude. You appear to be situational in this regard--gregarious at some times, and more solitary at others.
O+	O-	Running Low	Teams benefit from having members who naturally generate ideas for solving problems. You appear to be more focused on the here-and-now than on idea generation.
A++	A+	Full	Having persons who are more cooperative--who can subordinate personal agendas to those of the team--is essential to team success. You appear to be moderately cooperative.
A1+	A1=	Half Full	Teams exist to serve customers. Hence, they benefit by having members who naturally place a higher priority on others' needs than on their own personal needs. You appear to be situational in this regard--focused on serving some needs of some associates and not of others.

TRAIT CAPACITY FOR COMPETENCY: Teamwork and Cooperation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C+	C-	 Running Low	In order to achieve its mission, a team needs members who are focused on the team's goal and who are sufficiently disciplined to resist distractions from that goal. You appear to be somewhat more spontaneous and more easily distracted from goals.