



# WORKPLACE

## BIG FIVE PROFILE™

### Trait Capacitor Report

**A Customized Report For:** Sample English  
Date: 11/15/2021



# INTRODUCTION

## 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*.

## 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:

- ActionOrientation
- Adherence to Policy
- Ambiguity & Paradox, Comfort with
- Ambition
- Analytical Thinking
- Basic Leadership Orientation
- Business Acumen
- Competitiveness
- Creativity
- Customer Service Orientation
- Decision-Making Skills
- Delegation
- Development of Personnel
- Diplomacy
- Diversity, Comfort with
- Entrepreneurship
- Facilitation
- Flexibility
- Follow Through
- Future Orientation/Visionary Outlook
- Hiring and Staffing
- Humor
- Independently, Comfort Working
- Informing Others
- Innovation, Comfort with
- Keyboarding Accuracy
- Listening
- Managing through Systems
- Meeting Management
- Motivation of Others
- Numerical Accuracy
- Objectivity
- Optimism
- Organization
- Overseas Work Success, Likelihood of
- Paperwork, Comfort with
- Performance Focus
- Planning
- Political Savvy
- Presentation Skills
- Quality Orientation
- Range of Perspective and Interests
- Reliability and Consistency
- Responsibility Acceptance
- Risk Taking
- Safety Orientation
- Sales Orientation
- Self-Confidence
- Self-Control
- Self-Development
- Teamwork and Cooperation
- Technical Learning
- Work-Life Balance
- 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
Action Orientation	5	Somewhat Natural
Adherence To Policy	8	Natural
Ambiguity & Paradox, Comfort With	3	Draining
Ambition	4	Draining
Analytical Thinking	2	Outside Comfort Zone
Basic Leadership Orientation	5	Somewhat Natural
Business Acumen	6	Somewhat Natural
Competitiveness	6	Somewhat Natural
Creativity	4	Draining
Customer Service Orientation	6	Somewhat Natural
Decision-Making Skills	4	Draining
Delegation	4	Draining
Development of Personnel	5	Somewhat Natural
Diplomacy	5	Somewhat Natural
Diversity, Comfort With	7	Natural
Entrepreneurship	5	Somewhat Natural
Facilitation	8	Natural
Flexibility	6	Somewhat Natural
Follow Through	4	Draining
Future Orientation/Visionary Outlook	4	Draining
Hiring and Staffing	8	Natural
Humor	4	Draining
Independently, Comfort Working	5	Somewhat Natural
Informing Others	4	Draining
Innovation, Comfort With	4	Draining
Keyboarding Accuracy	4	Draining
Listening	5	Somewhat Natural
Managing through Systems	4	Draining
Meeting Management	6	Somewhat Natural
Motivation of Others	5	Somewhat Natural
Numerical Accuracy	4	Draining
Objectivity	5	Somewhat Natural
Optimism	4	Draining

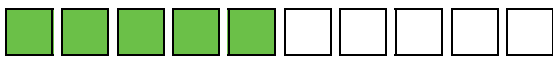
**CAPACITY SUMMARY**

COMPETENCY	OVERALL CAPACITY	INTERPRETATION
Organization	7	Natural
Overseas Work Success, Likelihood Of	6	Somewhat Natural
Paperwork, Comfort With	6	Somewhat Natural
Performance Focus	4	Draining
Planning	4	Draining
Political Savvy	8	Natural
Presentation Skills	4	Draining
Quality Orientation	7	Natural
Range Of Perspective And Interests	4	Draining
Reliability and Consistency	6	Somewhat Natural
Responsibility Acceptance	4	Draining
Risk Taking	5	Somewhat Natural
Safety Orientation	6	Somewhat Natural
Sales Orientation	4	Draining
Self Confidence	4	Draining
Self Control	8	Natural
Self Development	4	Draining
Teamwork & Cooperation	6	Somewhat Natural
Technical Learning	4	Draining
Work/Life Balance	6	Somewhat Natural
Written Communications	4	Draining

# TRAIT CAPACITY FOR COMPETENCY:

## Action Orientation

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**






**A person who performs this competency well at work:**

- Displays a sense of urgency
  - Speedy and timely decision maker
  - Ambitious and driven
- Ben-Zur & Wordi (94), Mohr & Howard (99)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N+	N=	Half Full	Excellence in Action Orientation is optimally supported by a nervous edge that provides a sense of urgency, speed, and drive. Your moderate score on N suggests that you have sufficient nervous energy to support a moderate amount of action-oriented work, but that on occasion you may desire a more casual pace.
E++	E--	Almost Empty	Your score suggests that you are highly introverted, more so that 93% of the population. As a result, you would tend to be more comfortable in roles that require a minimum of people contact. That is not to say that you cannot be comfortable in an action-oriented role, but the action would be more satisfying if it did not involved other people to a significant degree.
E3++	E3-	Running Low	Your low energy level is best suited for work that requires more of a sedentary approach, or at least an approach that does not require a high level of physical activity. You would be most comfortable in a position with a slower pace, which is not to say that you can not be highly productive in your own way.
E5-	E5-	Full	A healthy amount of skepticism insures that each part of the equation (people, machinery, processes) is getting the job done. Your low level of trust leads you to show such skepticism--you don't automatically assume that folks are doing what they are supposed to be doing. You naturally want to check to make sure all is going as it should.
O-	O-	Full	Your low level of originality is supportive of action-oriented work. You are typically comfortable with repetitive activity, and, as most action-oriented work is repetitive, it would be unlikely to bore you. You place a premium on work that is practical, productive, and efficient.
A-	A=	Half Full	Your inconsistent midrange scores on Accommodation suggest that you perhaps run hot and cold with respect to how you handle power and dominance issues--sometimes you like to hold the upper hand and be in control, while other times you are content to defer to others.

# TRAIT CAPACITY FOR COMPETENCY:

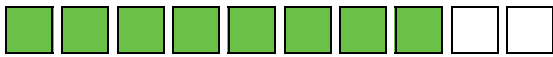
## Action Orientation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A2-	A2=	 + Half Full	<p>Your mid range scores show inconsistent responding, which suggests that your competitiveness is situational--sometimes you hold out for your needs or interests, while other times you submit to the needs and interests of others.</p>
A4-	A4+	 + Running Low	<p>Your natural frame of mind is to hold your thoughts and feelings to yourself, and this tendency can adversely affect the communications necessary to the action.</p>
C-	C=	 + Half Full	<p>The soul of action is spontaneity and a willingness to switch tasks according to what is needed at the moment. While you can be spontaneous in many situations, too much of it is not satisfying, for you also like to focus on accomplishing your goals. In an action-oriented situation, your goal focus could help or hinder, depending on whether your goals fit the needs of the action in play.</p>
C3++	C3--	 + Almost Empty	<p>Your very low score on Drive, or Will to Achieve, suggests that you are relatively satisfied with your current level of achievement. Hence, while you may have lots of energy to support the requirements of an action-oriented job, that energy is likely to go into a variety of goals and priorities, rather than be focused on attaining a single, all-encompassing goal.</p>
C5--	C5-	 + Full	<p>Methodicalness is normally a hindrance to maintaining an action orientation. The more we are slave to the plan, the harder it is to stay revved up and in the thick of the action. Your moderately low score on Methodicalness indicates that you are less likely than 2/3 of the workforce to allow a plan to keep you from being spontaneous in going wherever the action may lead you.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Adherence To Policy

Overall estimated Fit, or capacity for this competency:



**EIGHT** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**

- Adheres to industry guidelines
- Prone to follow established procedures
- Tends to go "by the book"

*Horner (96), Kyl-Heku & Buss (96), Cialdini, Trost & Newsom (95), Yik & Tang (96)*

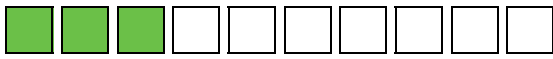
OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N+	N=	Half Full	Your moderate need for stability suggests that your sensitivity to stress is situational. In some situations, you will react, and in others, remain calm. When temptations to depart from procedures and guidelines emerge, you will need to muster your nervous energy to resist.
E-	E--	Full with Surplus	Your quiet, solitary work style is the perfect accompaniment for following policy and guidelines. Adhering to policy is a fine way to maintain a quiet work atmosphere. Be on the alert, however, for situations in which you need to speak up and challenge the guidelines, lest you or the company suffer.
O-	O-	Full	You tend to be practical with your feet on the ground, seldom engaging in flights of fancy or coming up with innovative work ideas. As a result, you tend to have a respect for the traditional way of doing things, which is consistent with a tendency for adhering to policies and guidelines.
A+	A=	Half Full	Your approach to negotiation appears to be somewhat situational, such that on some occasions you will tend to choose to enforce or adhere to policy, while on others you will choose to defy or change policy in accordance with your views and interests.
C+	C=	Half Full	Your balance of discipline and methodicalness on the one hand, and spontaneity and casualness on the other, suggests that, while you find policy and established procedures in some situations to be helpful and facilitative towards your goals, in some situations you will find the procedures to be a straight jacket and will avoid or attempt to change them.



# TRAIT CAPACITY FOR COMPETENCY:

Ambiguity & Paradox, Comfort With

Overall estimated Fit, or capacity for this competency:



**THREE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Draining**


**A person who performs this competency well at work:**

- Can act even though the details are unresolved
  - Comfortable leaving issues open and waiting for resolution or answers
  - At ease with theory and the unknown
- Howard (00a)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	 Half Full	Unless you are higher in O, you will occasionally find yourself in situations that lack clarity, that are ambiguous or paradoxical, and will find that, on occasion, this lack of clarity can be stressful, and will feel some urgency in sorting things out.
N1-	N1--	 Full with Surplus	Your moderate level of worrying suggests that some situations that lack clarity will cause you to feel stressed and desirous of pressing for clarity.
N2-	N2++	 Almost Empty	Your emotional antennae appear to be especially sensitive to injustice and conflict, such that ambiguous or paradoxical situations are likely to be a source of angry outbursts.
N3-	N3-	 Full	Your moderately optimistic outlook will usually accept ambiguous and paradoxical situations in the confident hope that things will work out for the best.
N4-	N4++	 Almost Empty	Crises and uncertainties tend to be unsettling for you, so it may not be comfortable for you to live with ambiguous situations that extend for long periods without resolution.
E+	E--	 Almost Empty	Typically, strongly introverted individuals are uncomfortable around situations that are ambiguous or paradoxical. Your extremely solitary nature will typically find uncertainty unsettling, unless other traits suggest otherwise.

## TRAIT CAPACITY FOR COMPETENCY:

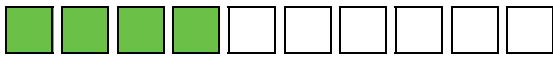
### Ambiguity & Paradox, Comfort With

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E2+	E2--	 + Almost Empty	Your private and solitary nature make it likely that you will be more uncomfortable than others with situations that are ambiguous or paradoxical. Uncertainty is easier to accept with the company of others, but such sociability is not natural for you.
E3+	E3-	 + Running Low	Your preference for a less active work style in favor of a generally more sedentary approach makes it more likely that you will find ambiguous or paradoxical situations less than comfortable. What reserves of energy you have for physical activity could be used to take your mind off of the uncertainties.
O++	O-	 + Running Low	Your overall preference for the status quo, the practical, and the details makes it likely that you are uncomfortable by ambiguous or uncertain situations, such that you tend to feel a need to push towards resolution.
O1+	O1++	 + Full with Surplus	Your extremely active imagination makes it unlikely that you would ever be uncomfortable in ambiguous or paradoxical situations, as you would tend to use the uncertainty as an opportunity to create various possible scenarios. On the other hand, because of your active imagination, it is possible that you could "fear the worst" when things are unclear.
O2++	O2--	 + Almost Empty	Your extremely low score on O2: Complexity strongly suggests that you prefer things simple and clear-cut, and do not wish to be involved in situations characterized by ambiguity and paradox. Your preference for facts over theories, and for depth over breadth, makes more abstract topics less comfortable for you.
O3+	O3--	 + Almost Empty	Your extremely low score on Comfort with Change suggests that your preference for the status quo causes you to prefer things clear-cut and familiar. Hence, you are highly likely to be uncomfortable with the uncertainties typically associated with changes in business processes and priorities.
A4-	A4+	 + Running Low	The more assertive one is, the more one speaks out to express his or her opinions, the easier it is to face ambiguous situations. Holding in one's views and not expressing them makes ambiguous situations more uncomfortable. As you are moderately reserved, uncertainty is likely to make you uncomfortable, unless other traits compensate.

# TRAIT CAPACITY FOR COMPETENCY:

## Ambition

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

## Draining

**A person who performs this competency well at work:**






- Has a strong sense of career
- Has a sense of vision and purpose
- Wants to have impact and influence; committed to making a difference

*Furnham, Crump, & Whelan (97), Costa & McCrae (92)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	Ambition builds on a personality that is fearless with nerves of steel, calm in a crisis, and essentially impervious to stress. You tend to be more reactive than that, with some stressful situations being more bothersome than others.
N3-	N3-	Full	Ambition also builds on optimism, and you appear to be more optimistic than 2/3 of the workforce.
N4-	N4++	Almost Empty	Ambition gets put on hold when the person with ambitions has to take time to recover from crises, emergencies, traumas, or other major sources of stress. Your strong need for taking time to recover from such setbacks or stresses suggests that you will encounter frequent obstacles to your ambitions.
E+	E--	Almost Empty	Ambition typically is best supported when the ambitious person is naturally oriented to feel comfortable with, and even drawn towards, the thick of the action, rather than feeling the need to retire to a quiet, private place. You have more need for solitude, which is likely to interfere with your ambitions, unless you define ambitions that intrinsically require such solitude, such as writing or painting.
E3+	E3-	Running Low	The fuel that drives ambition is energy level, and you appear to be less physically active (i.e., more sedentary) than 2/3 of the workforce.
E6+	E6--	Almost Empty	Tact is the lubricant that paves the way for ambition. Without tact, ambition is likely to run into unwanted, unnecessary obstacles. You appear to be moderately tactful, with the consequence that sometimes you may not be tactful enough, while other times you may be too tactful.

# TRAIT CAPACITY FOR COMPETENCY:

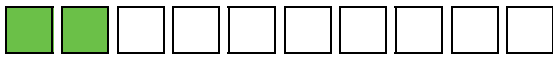
## Ambition

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O+	O-	 + Running Low	Ambition is typically driven by curiosity and a strong sense of vision, both of which would appear to be less natural for you, as you tend to be more practical with your feet on the ground.
A2-	A2=	 + Half Full	Ambition is commonly driven by persons who are competitive and who do not typically back down from an argument. Your appetite for such competition appears to be situational, with some engagements capturing your competitive spirit and others leaving you unengaged.
A3-	A3-	 + Full	Ambition is typically built on a foundation of pride--pride in one's ideas, abilities, and accomplishments. You are comfortable accepting praise and recognition for your accomplishments, and such pride is fuel for ambition.
A4-	A4+	 + Running Low	Assertiveness--letting there be no doubt about what is on your mind--promotes ambition. It is difficult to achieve your ambitions when your associates do not know your goals. You appear to be more reserved than assertive, keeping your goals, thoughts, and opinions more to yourself, rather than broadcasting them daily to your associates.
C+++	C=	 + Half Full	Discipline, good planning, using methods proved to be effective, clear goals, and doing it right the first time are all essential ingredients for achieving your ambitions. You appear to be somewhat situational with regard to these traits--in some situations showing discipline, for example, and in others, not. Take care to focus your discipline and use of method in areas that will promote your ambitions.

# TRAIT CAPACITY FOR COMPETENCY:

## Analytical Thinking

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Outside Comfort Zone**

**A person who performs this competency well at work:**

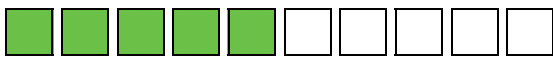
- Needs to understand and have insight
  - Good at and enjoys solving problems
  - Comfortable and good at formulating strategy
- Furnham, Crump, & Whelan (97)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O+	O-	+ Running Low	Analytical thinking is optimally supported by an active curiosity and imagination that is comfortable in the role of finding patterns and solving problems. You tend to be more here-and-now and practical, which supports troubleshooting more than analytical work.
O1+	O1++	+ Full with Surplus	You have an imagination that is more active than that of 93% of the workforce. An active imagination is extremely helpful in trying to analyze large amounts of material in order to find patterns, trends, and so forth.
O2+	O2--	+ Almost Empty	You appear to have a strong preference for working with less complex problems and with more familiar subject matter, rather than working with more complex problems, dealing with new theories, and exploring a variety of fields of knowledge. These latter three provide critical support for analytical thinking.

# TRAIT CAPACITY FOR COMPETENCY:

## Basic Leadership Orientation

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**






**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
- 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=	Half Full	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 situational in this regard--calm and at ease in some crises and emergencies, and more reactive in others.
N3-	N3-	Full	Leadership builds on an optimistic frame of mind that believes today's losses can lead to tomorrow's wins. You appear to be moderately optimistic.
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--	Almost Empty	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 have a strong preference for a much more introverted role.
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.
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.



# 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:
O+	O-	 + Running Low	<p>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.</p>
A-	A=	 + Half Full	<p>Leaders typically meet with resistance in many forms, and to deal with it, a certain amount of standing your ground is required. Your ability to stand your ground appears to be situational--tough in some situations, less so in others.</p>
A2-	A2=	 + Half Full	<p>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 situational in this regard--aggressive and competitive in some situations, and not in others.</p>
A3-	A3-	 + Full	<p>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 to a moderate degree.</p>
A4-	A4+	 + Running Low	<p>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.</p>
C++	C=	 + Half Full	<p>Leadership requires that one consolidate one's energies around specific priorities, and that one remain conscientiously focused on those priorities. You appear to be situational in this regard--you show such consolidation of energy around some priorities, and not so much around others.</p>
C1++	C1-	 + Running Low	<p>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.</p>
C2++	C2++	 + Full with Surplus	<p>The leader requires well-organized resources in order to accomplish the mission. You appear to be well-organized, and to place a very high value on being well-organized.</p>
C3++	C3--	 + Almost Empty	<p>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 comfortable with your current level of achievement.</p>

## TRAIT CAPACITY FOR COMPETENCY:

### Basic Leadership Orientation

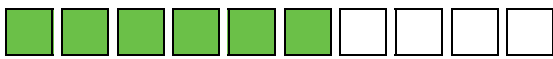
OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C4++	C4+	 Full	Leaders typically are able to concentrate on the priority at hand, and to resist being distracted by lesser priorities. You appear to have moderately strong powers of concentration and focus.
C5++	C5-	 Running Low	Methodicalness--having a plan and sticking to it--assists the leader in focusing on priorities and maximizing efficiencies. You appear to be more spontaneous than methodical.



# TRAIT CAPACITY FOR COMPETENCY:

## Business Acumen

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**


**A person who performs this competency well at work:**

- Maximizes revenue, net income, and cash flow
  - Comfortable containing costs and making collections
  - Uses resources wisely and to advantage
- 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=	Half Full	Business acumen relies on a cool head and a calm manner that has presence of mind in a crisis. You appear to possess these characteristics.
E+	E--	Almost Empty	In order to support the demands of business, one needs to be a strong communicator, lest resources are wasted because of inadequate control through communication. You appear to have a strong preference for solitude, which makes communication with other people unnatural for you.
O-	O-	Full	Business acumen relies on the natural ability to focus on the details and the here-and-now. You appear to possess these characteristics. Just make sure you consult with more futuristic associates from time to time so that you don't miss valuable opportunities.
A-	A=	Half Full	The ability to manage financial and other business resources is optimally supported by a tendency towards competitiveness, aggressiveness, and a tough protection of the bottom line. These traits appear to be somewhat situational for you, being tough in some circumstances, and not in others. It is important that you muster enough toughness for the priorities that demand it.
C+	C=	Half Full	Drive, and the discipline to push that drive, form an essential ingredient in the successful management of business resources. Your behavior in this regard appears to be situational--focused in some areas of your job, and not in others. Be sure to concentrate the energy you have for focus on the higher priorities of your work.
C1+	C1-	Running Low	You appear to be more casual than perfectionistic in your approach to most business details, accepting "good enough" as your most typical standard. You will need to dig deep on occasion to find the energy to be more of a perfectionist around the higher priorities.

# TRAIT CAPACITY FOR COMPETENCY:

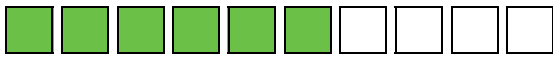
## Business Acumen

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C5+	C5-	 <p data-bbox="459 527 613 558">Running Low</p>	<p data-bbox="799 407 1507 516">One of the essential ingredients of effective business management is having a proper plan, and then adhering to that plan. You appear to follow your instincts more than a plan--this can be problematic in managing the details and resources of a business.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Competitiveness

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**


**A person who performs this competency well at work:**

- Has the courage to take risks
  - Cannot rest until the contest is over
  - Is energized by competition and the need to win
- Yik & Tang (96), Cochran (98)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	While nervous energy can fuel competition, the more natural fuel for competition is to have nerves of steel--a cool head that is unaffected by crisis, rejection, or failure. Your ability to maintain this kind of cool detachment appears to be somewhat situational--calm in some situations, bothered in others.
E+	E--	Almost Empty	Competition is best supported by the tendency in a person to be comfortable in the thick of the action--an outgoing, energetic, take-charge nature. You appear to be have a strong preference for quieter, more solitary situations.
O+	O-	Running Low	Often, the competitive spirit requires risk-taking, imagination, and creative strategizing in order to be more clever than one's competitors. You appear to be somewhat more likely to play it safe, using established methods that have worked in the past.
A-	A=	Half Full	The more concerned one is with one's own agenda and needs, the easier it is to be competitive, and the more likely one will in fact be competitive. Your focus on priorities appears to be situational--sometimes on yours, sometimes on the priorities of others.
A2-	A2=	Half Full	One of the common attributes of the competitive spirit is the tendency to hold one's own in an argument or debate, not to back off after having disagreed, and genuinely enjoying the act of persuading others, of bringing them around to your way of thinking. Your use of these qualities appears to be somewhat situational--persuasive/tenacious in some circumstances, and not in others.
A3-	A3-	Full	Pride in the superiority of one's abilities and one's position are critical ingredients in the formation of the competitive spirit, and you appear to have these qualities to a moderate degree.

# TRAIT CAPACITY FOR COMPETENCY:

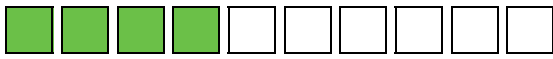
## Competitiveness

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C+	C=	 <p data-bbox="459 527 558 554">Half Full</p>	<p>A competitive spirit without the discipline, drive, and focus to follow-through is lacking critical fuel. Your level for these qualities appears to be situational--you are focused in some situations, not in others.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Creativity

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**

- Personally adds value to any task
  - Is innovative and resourceful; inventive
  - Can dream up new marketing and other business strategies
- Costa & McCrae (92)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N3-	N3-	 Full	Creativity is best supported by a tendency towards optimism, in that a more optimistic outlook is more comfortable with the kinds of illusions and inventions required in the flights of fancy away from the constraints of the real world that creativity demands. You appear to have a moderate amount of such optimism.
E+	E--	 Almost Empty	While it is not necessary to be more extraverted in order to be more creative, it helps, especially in having the natural energy and outgoingness necessary to communicate and expand on your ideas. You appear to be more solitary than outgoing.
E3+	E3-	 Running Low	Your energy level is moderately low, and accordingly you prefer a work mode in which you are able to be sedentary most of the time. You like desk work (or something similarly stationary). This lower level of activity can make it more unnatural to be on the lookout for creative insights and unusual resources.
E5+	E5-	 Running Low	Trust in others tends to bring out their creative energy. You appear to be more skeptical than trusting.
O++	O-	 Running Low	Clearly, the overall "Originality" score is the driving force of creativity. This composite score includes everything from vividness of imagination through comfort with change. You appear to be more comfortable with things as they are, with a lower need or interest in being creative and original.
O1+	O1++	 Full with Surplus	The capacities to imagine things that do not exist, to fantasize about the future, and to mentally play with the possibilities, are all crucial to being creative and innovative in the workplace, and you appear to have these capacities to an extreme degree.

# TRAIT CAPACITY FOR COMPETENCY:

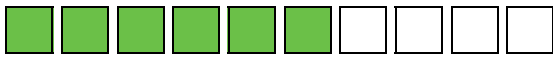
## Creativity

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O2+	O2--	+ Almost Empty	<p>A certain degree of comfort with complex theories and problems across a wide variety of subject areas provides a supportive basis for resourcefulness in dreaming up new ideas. You appear to be much more comfortable with simpler, less complex subject matter dealing with a narrower range of content, preferring depth to breadth of knowledge.</p>
O3+	O3--	+ Almost Empty	<p>Comfort with change, including re-engineering, redesigning, and other forms of rethinking workplace processes, are critical supports for the kind of creativity necessary for innovation and meaningful change. In general you are more comfortable with the status quo, and are a tough sell on many change recommendations.</p>
C-	C=	+ Half Full	<p>As a general rule, creativity is associated with spontaneity, parallel processing, and the ability to be comfortable jumping from one idea or task to another, while tight organization, methodicalness, and discipline tend to put a lid on innovative thinking. Sometimes you are spontaneous, other times you are more planful and organized--it is situational, dependent on the context.</p>
C2-	C2++	+ Almost Empty	<p>The stronger your need for organization and neatness, the more unnatural it is to be creative, resourceful, and innovative. You appear to have an extremely strong need for being organized.</p>
C5-	C5-	+ Full	<p>In many ways, methodicalness is the enemy of creativity. Well, if not the enemy, at least not its midwife. Creativity is to method as night is to day--one comes before the other, and both are necessary, but it is nearly impossible to have both at the same time. You appear to be more spontaneous than methodical, which should support any of your efforts at being creative or innovative.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Customer Service Orientation

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

- Is driven by the desire to serve the customer; focused on customer needs
  - Responds as promptly as possible to customer needs and requests
  - Knows customers, alliances, and partners well and supports them in appropriate ways
- Howard (00a,b), Kyl-Heku & Buss (96), King (95)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N+	N=	Half Full	Service orientation is enhanced by a temperament that is reactive to the needs of the customer, rather than laid back and calm. You appear to be situational in this regard--reactive in some situations, and not in others.
N1+	N1--	Almost Empty	Effective service orientation is typically characterized by a temperament that worries about the customer being served properly. You appear to be extremely calm about things--i.e., definitely not a worrier.
N2+	N2++	Full with Surplus	Effective service orientation is typically characterized by a temperament that gets angry when the organization does not do right by the customer--i.e., a true-customer advocate. You appear to have a strong tendency towards anger.
N3+	N3-	Running Low	Effective customer service work typically involves a more pessimistic temperament, insofar as the service provider needs to assume the worst and take steps to overcome it. You appear to be somewhat optimistic.
N4+	N4++	Full with Surplus	Effective customer service workers tend to take some time to get over a crisis, inasmuch as they don't forget and move on--rather, they continue to worry and insure that the customer is well-served. You appear to take a considerable amount of time and energy to get over a crisis.
E+	E--	Almost Empty	Service orientation requires an outgoing temperament that is eager to communicate with and take action on behalf of the customer--i.e., an extraverted temperament. You appear to be strongly introverted.

# TRAIT CAPACITY FOR COMPETENCY:


## Customer Service Orientation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E1+	E1+	 Full	An effective service orientation tends to exude warmth and enthusiasm. You appear to be moderately enthusiastic.
E5+	E5-	 Running Low	Trust of others supports service orientation by making it easier to take the side of the customer. You appear to be somewhat skeptical.
A++	A=	 Half Full	The natural trait for service orientation is high accommodation--placing the needs and interests of others first, and keeping them in the foreground. You appear to be situational in this regard--accommodating towards some associates about some things and not towards others.
A1+	A1+	 Full	To the degree that one naturally puts others' needs first, one tends to find that a service orientation is more natural, easier. You appear to place a moderate priority on others' needs.
A2+	A2=	 Half Full	In a disagreement, persons with a high service orientation tend to defer to others' points of view. You appear to be situational in this regard--deferential towards some, and not towards others.
A4+	A4+	 Full	Effective service orientation is typically characterized by persons who are comfortable allowing the customer to take center stage and remain there, with the service provider remaining more reserved. You appear to be moderately reserved.
C-	C=	 Half Full	Effective service providers typically need to be parallel processors who can jump from hot spot to hot spot, juggling lots of issues. You appear to be situational in this regard--comfortable juggling multiple tasks at some times, and preferring a focus on one task at others.
C2-	C2++	 Almost Empty	A high need for organization tends to interfere with effective service orientation, inasmuch as the constant need to stay organized can impede the kind of attentiveness that a customer may require. You appear to have a very high need or priority for keeping organized.
C3-	C3--	 Full with Surplus	Personal ambition tends to interfere with service orientation by putting personal goals over that of one's customers. You appear to have very low needs for high achievement.



# TRAIT CAPACITY FOR COMPETENCY:

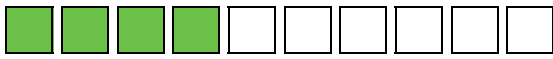
## Customer Service Orientation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C5-	C5-	 Full	<p>The more methodical one is, the more unnatural it is to exhibit a service orientation, which requires a more spontaneous and often disjointed approach. You appear to be moderately spontaneous with a very low need for being methodical.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Decision-Making Skills

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**










**A person who performs this competency well at work:**

- A reputation for high quality decisions
  - Does not put off decisions inappropriately
  - Seldom changes mind--decisions that stick
- Mohr & Howard (99)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	 Half Full	Sound decision making is best supported by a nature that is calm and rational even during the most stressful times. Your ability to remain calm and rational appears to be situational--in some stressful situations you remain calm, while in others you tend to feel the stress and pressure of the moment.
N1--	N1--	 Full with Surplus	While worrying helps insure that one will consider all aspects of a decision, like having a "conscience," the absence of worry in the form of a calm, rational frame of mind insures that all considerations in a decision situation will be evaluated more objectively. You have this calm, cool frame of mind pretty much all of the time.
N2-	N2++	 Almost Empty	Displays of temper and anger shape decision situations with an intensity that does not support objective, rational decision making. Such temper and intensity is likely a daily occurrence with you, as you find it extremely unnatural to remain calm, at ease, and even-tempered in situations when you feel angry.
N3--	N3-	 Full	An optimistic turn of mind that feels in control of events and confident in one's abilities provides optimum support for making effective decisions. You appear to have these qualities to a moderate degree.
N4--	N4++	 Almost Empty	Resilience--the capacity of remaining calm in a crisis and requiring no time to recover from stressful episodes--is the bedrock of sound decision-making. You appear to lack such resilience, in that you tend to be highly distraught in a crisis, and require significant time to recover from stressful episodes.
E+	E--	 Almost Empty	Decision making is optimized when the decision maker is comfortable soliciting information and opinion from all persons with knowledge relevant to the decision. You are highly introverted, suggesting that you have a strong preference for solitude and minimizing your time in the thick of the action, making it much less natural for you to obtain such information and opinion.




# TRAIT CAPACITY FOR COMPETENCY:

## Decision-Making Skills

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E1+	E1+	 Full	A warm, upbeat approach tends to elicit maximum participation from associates who are critical to good decision making. You appear to have such an engaging personality.
E3+	E3-	 Running Low	A higher energy and activity level is associated with an unrelenting effort to chase down the information necessary for making effective decisions. You appear to exhibit a more sedentary style, with less interest in staying physically active.
O+	O-	 Running Low	Effective decision making is typically based on having the most complete information available. The higher the O score, the more likely one is to bring a wider scope of information to bear on a specific decision. Your low score on O suggests that you tend to bring a narrow scope to the table.
O2+	O2--	 Almost Empty	Many decisions require the decision maker to handle complex issues covering a myriad of interrelated domains. Your extremely low score on O2: Complexity suggests that you strongly prefer simpler, more straightforward issues.
A-	A=	 Half Full	High quality decisions are predicated on getting the maximum amount of information on the table, which in turn requires a willingness to engage others on all issues, not shying away from any persons or challenges. Your tendency to engage appears to be somewhat situational--engaging in some situations, not in others.
A4--	A4+	 Running Low	Stating one's opinions readily and unequivocally is helpful in getting your insights into the decision-making process. You appear to be more reluctant to state your opinion than others.
C+++	C=	 Half Full	Keeping a clear focus on one's goals makes for more effective decision making, as goal clarity helps to identify irrelevant decision criteria and options. You appear to be more focused at some times that at others, or more focused on some goals than other goals.
C1+	C1-	 Running Low	A tendency toward perfectionism supports decision making by attempting to cover all aspects of a decision situation, so that the decision is based on as complete a set of information as possible. You appear to prefer a more casual approach, with less emphasis placed on thoroughness.
C2+	C2++	 Full with Surplus	The state of being well-organized supports decision making by making it easier to retrieve relevant information quickly. You appear to be very well organized.

# TRAIT CAPACITY FOR COMPETENCY:

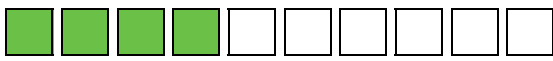
## Decision-Making Skills

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C3+	C3--	 <p data-bbox="459 527 623 558">Almost Empty</p>	<p data-bbox="800 407 1487 541">The drive towards high achievement provides incentive for using effective decision-making processes--one cannot typically realize one's goals when decisions are poorly made. Your extremely low level of drive likely leads you to place a much lower priority on effective decision making.</p>
C4+	C4+	 <p data-bbox="459 701 505 732">Full</p>	<p data-bbox="800 579 1487 688">The natural tendency to concentrate on the task at hand without being easily distracted reduces the chance that decisions will be adversely affected by a lack of focus on the decision-making process. You appear to have such powers of concentration.</p>
C5+	C5-	 <p data-bbox="459 877 615 909">Running Low</p>	<p data-bbox="800 751 1487 835">Effective decision making is optimally supported by employing systematic methods. You appear to be more spontaneous in your approach--being methodical doesn't come natural for you.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Delegation

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

### Draining








**A person who performs this competency well at work:**

- Is comfortable directing and controlling the work of others
  - Has the patience to provide the necessary information or other support when delegating
  - Is courageous in confronting others when necessary
- Mohr & Howard (99)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	 Half Full	Effective delegation is best supported by a calm state of mind that is patient with the delegatee. You appear to be situational in this respect--calm, patient, and rational in some situations, and more reactive in other situations.
N1-	N1--	 Full with Surplus	A worrying frame of mind tends to adversely affect the performance of many delegates. You appear to be the extreme opposite of a worrier--extremely at ease.
N3-	N3-	 Full	An optimistic outlook engenders confidence in the delegatee. You appear to be moderately optimistic.
N4-	N4++	 Almost Empty	Resilience--the capacity to bounce back quickly from a crisis or other stressful episode--supports the delegatee by providing a reliably calm supervisory backdrop against which to work. You appear to be highly reactive, needing substantial time to recover from such stressful episodes.
E+	E--	 Almost Empty	Effective delegation requires ease of communication between the delegator and the delegatee. Your extremely low score on extraversion suggests that you are normally rather reserved and are likely uncomfortable engaging in steady communication with others.
E1+	E1+	 Full	One of the qualities that appears to support effective delegation is having a warm and enthusiastic approach in working with people. You appear to be moderately enthusiastic.






# TRAIT CAPACITY FOR COMPETENCY:

## Delegation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E2+	E2--	 + Almost Empty	A gregarious nature supports delegation by encouraging the delegator to be accessible, to monitor, and to engage in adequate communication with the delegatee to get the job done properly. You appear to have an extremely solitary nature.
E3+	E3-	 + Running Low	The more energy a delegator has, the more natural it is for him/her to give the orientation, training, and follow-up that is necessary for the delegatee to have sufficient information and resources to get the job done properly. You appear to have a moderate preference for sedentary work over keeping physically active.
O+	O-	 + Running Low	Open-mindedness supports effective delegation by being sensitive to the delegatee's unique needs, the context of the situation, and any special or non-standard features of the task that is delegated. You appear to be less open-minded (i.e., more comfortable with the traditional way) than most.
O1+	O1++	 + Full with Surplus	Imagination supports effective delegation by enabling the delegator to "read between the lines" and identify needs in the delegatee or the situation that a less imaginative person might miss. You appear to be extremely imaginative.
O2+	O2--	 + Almost Empty	Being comfortable with the complex and theoretical means that a delegator has the necessary patience and outlook to help the delegatee when problem solving is necessary. You appear to be extremely uncomfortable with such complexity, with a strong preference for the simpler.
A-	A=	 + Half Full	It is important in delegation that the delegator hold the delegatee accountable to appropriate standards. The more accommodating the delegator is, the more likely that such standards could be unenforced. Your tendency to be accommodating appears to be situational--accommodating in some situations, and unaccommodating in others..
A4--	A4+	 + Running Low	The delegator must communicate effectively, and the delegatee should not have to read the mind of the delegator. Hence, delegation is more effective when the delegator speaks his or her mind freely without holding back (while being appropriately tactful, of course). You appear to be moderately reserved--less assertive and expressive than most.
C+	C=	 + Half Full	Delegation is most effective when it is supported by focus and follow-through on the part of the delegator. You appear to be situational in your focus: good follow-through on some tasks, while more inattentive to follow-through on others.

# TRAIT CAPACITY FOR COMPETENCY:

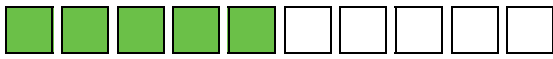
## Delegation

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C1+	C1-	 Running Low	<p>A tendency towards perfectionism insures that delegation is accompanied by attention to details during orientation and monitoring phases with adherence to high standards. You appear to be casual with regard to attention to detail and adherence to high standards.</p>
C2+	C2++	 Full with Surplus	<p>When delegating a task, it helps to have materials, timelines, authorities, and other resources well organized, or at least to have clear thoughts on how such items should be organized. You appear to have an extremely high penchant for organization.</p>
C3+	C3--	 Almost Empty	<p>Drive and dedication to one's goals instills in the delegatee an appreciation for the importance of the task at hand. You appear to have extremely low drive, being comfortable with the status quo.</p>
C4+	C4+	 Full	<p>The more easily distracted one is, the less likely one will be to properly orient and monitor the delegatee. You appear to be moderately difficult to distract, i.e., you concentrate on the task at hand.</p>
C5+	C5-	 Running Low	<p>The more methodical one is, the more likely the delegatee will be thoroughly oriented and consistently monitored. You appear to be somewhat spontaneous and free-wheeling in your approach to most tasks.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Development of Personnel

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

- Shares expertise with anyone interested
  - Is sought after for coaching, training, orientation
  - Helps others plan their careers
- Kyl-Heku & Buss (96), Howard (00a)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	An rational temperament supports personnel development by instilling calmness in others, confidence in the way others see themselves, and increases trust in how they see your ability to be helpful. Your calmness appears to be situational--rational in some situations, and more reactive in others.
N3-	N3-	Full	An optimistic outlook communicates your positive expectations for the personnel whom you are trying to develop. You appear to be moderately optimistic.
E+	E--	Almost Empty	A generally outgoing nature (that finds it natural to be around people and where the action is) supports personnel development by keeping you accessible to those in need of development. You appear to be much more solitary, strongly preferring quiet to being around all the action.
E1+	E1+	Full	A warm and enthusiastic demeanor supports the development of personnel by making the experience more enjoyable. You appear to have a moderately warm disposition.
E2+	E2--	Almost Empty	The more gregarious the developer of personnel, the more likely one will feel comfortable approaching him/her and getting the necessary resources, advice, and so forth, to accomplish the development goals. You appear to be extremely solitary with a natural leaning for spending your time and energy in a solitary manner, typically away from other people and activity.
E3+	E3-	Running Low	The higher the energy and activity level of those who develop people, the more likely they will visit those being developed for the purpose of monitoring, advising, and serving as a resource as needed. You appear to have a moderately low activity level, with a preference for sedentary work.



# TRAIT CAPACITY FOR COMPETENCY:

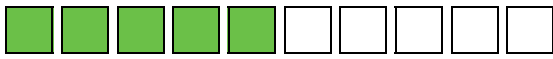
## Development of Personnel

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E5+	E5-	 + Running Low	Trust supports the development of personnel delegation by instilling confidence and a sense of independence in those being developed. You appear to be more skeptical than trusting.
O+	O-	 + Running Low	Imagination, open-mindedness towards a variety of issues, and comfort with change support people development by disposing the developer towards being a natural resource for a variety of situations, people, and needs.. You appear to be more down-to-earth with a preference for the status quo.
A++	A=	 + Half Full	The more accommodating one is, the more likely one is to buy into and support the development goals of others. You appear to be situational in this regard-- accommodating with some people and issues and not with others.
A1+	A1+	 + Full	The more oriented one is towards supporting, encouraging, and assisting others in meeting their own needs and priorities, the more likely one is able to serve as a resource in people development. You appear to be moderately focused on others' priorities with a desire to please them.
A2+	A2=	 + Half Full	In supporting development of personnel, it helps to be oriented towards finding harmony and resolution of issues, rather than maintaining an argumentative or competitive stance. You appear to be situational in your peacemaking orientation, in that you seek harmony in some situations while maintaining a more competitive or argumentative engagement in others.
A3+	A3-	 + Running Low	In the process of developing personnel, an attitude of humility and genuine recognition of the achievement of others is extremely helpful. You appear more likely to seek acknowledgement for yourself than to point towards the accomplishments of others.
A4-	A4+	 + Running Low	Direct and natural communication is essential in developing other people, for giving instruction, feedback, and so forth. You appear to be more reserved, with a tendency to keep your opinions to yourself.
C1+	C1-	 + Running Low	A perfectionist tendency contributes to personnel development through continually refining, polishing, and advocating for performance mastery. You appear to be more casual about standards than perfectionistic.
C3+	C3--	 + Almost Empty	A strong will to achieve supports personnel development by providing energy around getting maximum contribution of individuals towards your unit's goals. You appear much more comfortable with your levels of achievement--much less ambitious than others.

# TRAIT CAPACITY FOR COMPETENCY:

## Diplomacy

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**


**A person who performs this competency well at work:**

- Has the interpersonal savvy for maintaining relationships
  - Is easy to work with
  - Maintains good relations with a variety of people
- Furnham, Crump, & Whelan (97), Saucier & Goldberg (98)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N2-	N2++	Almost Empty	A quick temper with intense anger is the antithesis of the diplomatic role. You appear to feel anger regularly, and likely have a reputation of having a temper.
N3-	N3-	Full	Diplomacy assumes a certain optimism that sees success as achievable. You seem to be moderately optimistic.
E+	E--	Almost Empty	The diplomatic role typically requires one to be comfortable remaining in the thick of the action for extended periods of time without much private time. You appear to be extremely uncomfortable with such a strongly extraverted requirement.
E1+	E1+	Full	The expression of warmth and a certain level of enthusiasm support the diplomatic role by increasing others' receptivity to your overtures. You appear to exhibit a moderate level of warmth.
E2+	E2--	Almost Empty	Comfort being around other people for extended periods of time is an important ingredient of the diplomatic role. You appear to strongly prefer solitude over society.
O+	O-	Running Low	Diplomacy requires a comfort with and openness to new and innovative ideas, as well as a comfort exploring new theories and the big picture. You appear to be somewhat resistant to such requirements, with a preference for the status quo.

# TRAIT CAPACITY FOR COMPETENCY:

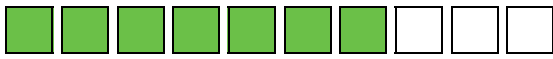
## Diplomacy

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A++	A=	 <p data-bbox="459 527 558 554">Half Full</p>	<p>The diplomatic role is best served by a genuine urge to promote harmony in relationships, and to find a way to satisfy the other person's needs. You appear to be situational in your urge for harmony--other-directed in some situations, and not in others.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Diversity, Comfort With

Overall estimated Fit, or capacity for this competency:



**SEVEN** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**

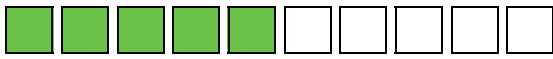
- Adapts appropriately to cultural differences
  - Enjoys being around people of different religion, race, geography, values
  - Has a reputation of fairness and ease of working with all kinds of people
- Gaines & Reed (95)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	<p>Half Full</p>	A disposition characterized by calmness, logic, optimism, and being at ease tends to foster comfort with diversity. You appear to be situational in this regard: calm in some situations, and reactive in others.
O+	O-	<p>Running Low</p>	An openness to new ideas, values, and situations clearly helps to make one more comfortable with diversity. You appear to be less open to the new and different than others.
A+	A=	<p>Half Full</p>	A disposition that promotes harmony in relationships and that genuinely shows high regard for the needs of others clearly tends to increase one's comfort in the presence of diversity. You appear to be situational in this regard: high regard for the needs of some, but not for others.

# TRAIT CAPACITY FOR COMPETENCY:

## Entrepreneurship

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

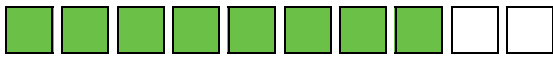
- Continually seeks new products or markets Works well under pressure
  - All-consuming by the desire to succeed in business; willing to risk it all
  - Works well under pressure
- Furnham, Crump, & Whelan (97)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	Entrepreneurship is optimally supported by a disposition that is resilient, calm under stress, optimistic, and generally even-tempered. You appear to be situational in this regard: calm in some contexts, and more reactive in others.
E+	E--	Almost Empty	High energy and an outgoing disposition support entrepreneurship by enabling communication and coordination. You appear to be much more solitary and sedentary than most.
O+	O-	Running Low	Entrepreneurs typically need to be idea machines who enjoy solving problems and formulating plans to address the unexpected. You appear to be less comfortable in a creative role that requires work with complexity.
A-	A=	Half Full	Typically, entrepreneurs thrive on pride and the conviction that their ideas are right and worthy of pursuing a highly competitive manner. You appear to be situational in this regard: more competitive in certain areas of your work, and less so in other areas.
C+	C=	Half Full	A strong will to achieve coupled with a systematic, disciplined approach to work provide entrepreneurs with the necessary focus to succeed. You seem to be situational in this regard: ambitious and disciplined about certain aspects of your work, and not so with other aspects.

# TRAIT CAPACITY FOR COMPETENCY:

## Facilitation

Overall estimated Fit, or capacity for this competency:



**EIGHT** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**

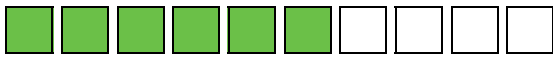
- Effective at managing conflict situations
  - Good at negotiating for win-win solutions
  - Can keep personal ego out of the discussion; brings others out
- Howard & Howard (93)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N=	N=	<p>Full</p>	<p>Effective facilitation builds on a temperament that is not extreme in any way, for extremes in behavior tend to squelch participation from team members. Your mid-range N score suggests that your need for stability is somewhat situational: some situations will be stressful for you and cause you to be reactive, while you find it easy to remain calm in other situations. Be aware of what those "trigger" or stressor situations are, and try to avoid them when in a facilitative role.</p>
E=	E--	<p>Almost Empty</p>	<p>Either excessive talking or silence, or excessively high or low activity level, tends to impede facilitation by failing to either keep silent or to speak up as needed to keep the process flowing smoothly. Your extremely low score on E suggests that you tend to maintain a low activity and conversation level.</p>
O=	O-	<p>Half Full</p>	<p>Either excessive idea generation or excessive comfort with the way things are can hamper the facilitator by dominating the group or failing to help the group when it needs ideas. Your low score on O suggests that you do not normally feel disposed to generating new ideas.</p>
A=	A=	<p>Full</p>	<p>Facilitation requires a temperament that goes for the win-win, that is neither argumentative and holding out for one's own position, nor submissive and caving in to others' positions. Your mid-range score suggests that you feel comfortable switching back and forth between deferring or engaging, as needed.</p>
C=	C=	<p>Full</p>	<p>Both excessive goal focus and excessive spontaneity can impede the facilitation process by either stifling appropriate spontaneity or failing to achieve closure. Your mid-range score on C suggests that you are comfortable switching back and forth between spontaneity and focus, according to the needs of the team at the moment.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Flexibility

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

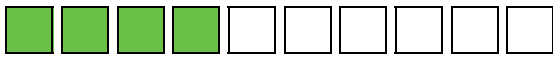
- Bends policy when appropriate
  - Comfortable wearing many hats
  - Willing to shift priorities as needed
- Furnham, Crump, & Whelan (97)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	A position that requires flexibility is optimally served by a temperament that is calm, at ease, and rational in the face of crisis, change, and situations that just aren't covered by the rules or by standard operating procedures. Your rationality appears to be situational--calm and rational in some situations, and not so much in others.
E+	E--	Almost Empty	Flexibility is associated with a higher energy level, a generally trusting outlook, and a comfort being in the thick of the action. You appear to be much more solitary with a strong preference for quietness.
O+	O-	Running Low	It stands to reason that persons who are imaginative, curious, innovative, comfortable with change, and comfortable with theory and the big picture, will find it easier to be flexible. You appear to lean more in the opposite direction--more practical, down-to-earth, and comfortable with the way things are.
A+	A=	Half Full	Persons who tend to be oriented towards serving others and towards preserving harmony typically find it more natural to be flexible. You appear to be situational in this regard--more oriented towards the needs of some, and less so towards others.
C-	C=	Half Full	The more disciplined one is, the less flexible. You appear to be situational in this regard--disciplined in some areas, and more spontaneous in others.

# TRAIT CAPACITY FOR COMPETENCY:

## Follow Through

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**





- Focus remains on priorities; perseveres; delivers
  - Doesn't let the details fall between the cracks
  - Stays with a project through to its conclusion
- Howard (00a)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N2-	N2++	Almost Empty	Stress often causes an individual to delay, discontinue, or pay imperfect attention to the task at hand. You appear to be highly susceptible to stressful influences.
N3-	N3-	Full	Optimism supports follow-through by providing confidence in a successful outcome of the task at hand, while pessimism often prevents or interferes with follow-through by clouding the task with thoughts of adverse outcomes. You appear to be moderately optimistic.
N4-	N4++	Almost Empty	A calm, rational temperament supports follow-through by maintaining maximal function of the cerebral cortex during and after crises and emergencies, and not falling under the influence of the so-called negative emotions. You appear to have a highly reactive temperament.
O-	O-	Full	Follow-through is easiest for a temperament that is comfortable with the status quo. You appear to be a supporter of the tried and true ways of doing things.
O1--	O1++	Almost Empty	The very essence of follow-through is paying attention to the here-and-now, and not being distracted by imagination, novelty, and off-task issues. You appear to be extremely creative.
O2--	O2--	Full with Surplus	Follow-through is most natural for persons who prefer simplicity and depth of knowledge, rather than complexity and breadth of knowledge. You appear to have a very strong preference for simplicity and a narrower focus.



# TRAIT CAPACITY FOR COMPETENCY:

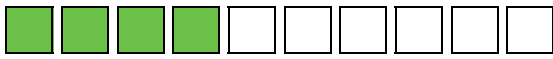
## Follow Through

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A1+	A1+	 Full	Attentiveness to the demands of good follow-through is most natural for the temperament that naturally focuses on the needs of others and takes highest pleasure in being of service. You appear to find such a service orientation moderately natural.
A3+	A3-	 Running Low	A humble disposition that deflects praise is optimal for follow-through, as a proud temperament can lead to cutting corners and premature closure. You appear to be moderately proud.
A4+	A4+	 Full	A talkative, assertive manner can interfere with follow-through, while a more reserved temperament tends to make focus on the details more natural. You appear to be moderately reserved.
C+	C=	 Half Full	Focus is the fuel that energizes follow-through, with distractibility making such attention to detail difficult and error-prone. You appear to be situational in this regard--focused in some areas, and distractible in others.
C1+	C1-	 Running Low	Perfectionism naturally drives follow-through. You appear to be the opposite--more comfortable with cutting corners and being casual about the details.
C2+++	C2++	 Full with Surplus	The well-organized person is least likely to permit things to fall between the cracks, and you appear to be extremely well-organized.
C3++	C3--	 Almost Empty	The ambitious temperament is more likely to value follow-through, especially as it relates to advancing one's goal attainment. You appear to be extremely unconcerned about high achievement.
C4+++	C4+	 Full	Serial processors--persons who prefer concentrating on one task and completing it before beginning a new one--tend to find follow-through more natural and easier to accomplish. You appear to be moderately prone to serial processing.
C5++	C5-	 Running Low	Follow-through is most likely to happen with persons who are methodical by nature. You appear to prefer a more spontaneous, less methodical, approach.

# TRAIT CAPACITY FOR COMPETENCY:

## Future Orientation/Visionary Outlook

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**







**A person who performs this competency well at work:**

- Prefers thinking strategically to thinking tactically
  - Naturally considers the downstream implications of present day decisions
  - Dreams about the possibilities for future products, markets, and methods
- Howard (00b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N3-	N3-	Full	It is the natural tendency of the optimist to think in futuristic and strategic terms. You appear to be moderately optimistic.
E1+	E1+	Full	Warmth and enthusiasm tend to be associated with energy directed at looking towards the future. You appear to be moderately enthusiastic.
E3+	E3-	Running Low	The more energetic and physically active one is at work, the more likely one is to engage in thinking about the future. You appear to prefer a more sedentary approach to work.
O++	O-	Running Low	Orientation towards the future is optimally based on a disposition that is open to new experiences. You appear to have a preference for staying with things the way they are.
O1+	O1++	Full with Surplus	A vivid and active imagination naturally tends to focus on the future and to envision possibilities. You appear to have an extremely active imagination.
O2+	O2--	Almost Empty	The more comfortable one is with complexity and theory across a variety of subject areas, the more likely one will be comfortable thinking about the future and developing strategy. You appear to be much more comfortable with mastering the in-depth details of a narrower range of subjects.

## TRAIT CAPACITY FOR COMPETENCY:

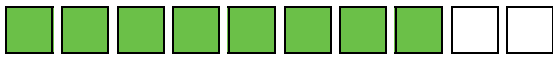
### Future Orientation/Visionary Outlook

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O3+	O3--	 + Almost Empty	Some people just naturally think in terms of how things could be done differently, and this clearly supports visionary thinking. You appear to strongly prefer the status quo, to advocate for preserving things the way they are.
A1+	A1+	 + Full	The more one tends to focus on others' needs, the more natural it is to be open to envisioning future possibilities. You appear to be moderately focused on others' needs.
A4-	A4+	 + Running Low	Persons who speak their opinions without reserve tend to naturally become involved in thinking about the future. You appear to be more reserved than assertive.
C+	C=	 + Half Full	The degree to which one is able to focus on goals and to resist distractions typically requires downstream thinking that forces one to be future-oriented. You appear to be situational in this regard--focused and disciplined around some goals, and not so much around others.
C1+	C1-	 + Running Low	The perfectionist in us typically causes us to consider future requirements, lest our plans not be perfectly executed due to failure to prepare properly in advance. You appear to be more casual about standards and details, and less perfectionistic.
C3+	C3--	 + Almost Empty	The greater one's drive and will to achieve, the more necessary it is to think downstream and develop a vision. You appear to be much more comfortable with your current level of achievement, with no ambitious urges propelling you towards greater things.

# TRAIT CAPACITY FOR COMPETENCY:

## Hiring and Staffing

Overall estimated Fit, or capacity for this competency:



**EIGHT** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**


- Has a reputation for good judgment about people
- Keeps politics and personal bias out of people decisions
- Selection decisions result in good performers

*Howard & Howard (93)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N=	N=	<p>Full</p>	<p>Persons making hiring and staffing recommendations and decisions have a natural tendency to recommend persons who are not too different from themselves, so that a high N is less likely to recommend a low N (being uncomfortable with the low N's coolness), and a low N is less likely to recommend a high N (being uncomfortable with the high N's reactivity). Your mid-range score on N suggests that you would tend to be more comfortable with recommending some persons either higher or lower than you, as you are more likely to identify with both.</p>
E=	E--	<p>Almost Empty</p>	<p>Persons making hiring and staffing recommendations and decisions have a natural tendency to recommend persons who are not too different from themselves, so that a high E is less likely to recommend a low E (being uncomfortable with the low E's lower energy level and preference for solitude), and a low E is less likely to recommend a high E (being uncomfortable with the high E's energy and sociability). Your extremely low score on E suggests that you would tend to be far less likely to recommend someone high on E.</p>
O=	O-	<p>Half Full</p>	<p>Persons making hiring and staffing recommendations and decisions have a natural tendency to recommend persons who are not too different from themselves, so that a high O is less likely to recommend a low O (being uncomfortable with the low O's literalness and traditional ways), and a low O is less likely to recommend a high O (being uncomfortable with the high O's imagination and progressive ideas). Your low score on O suggests that you would be less likely to recommend someone scoring high on O.</p>
A=	A=	<p>Full</p>	<p>Persons making hiring and staffing recommendations and decisions have a natural tendency to recommend persons who are not too different from themselves, so that a high A is less likely to recommend a low A (being uncomfortable with the low A's aggressiveness), and a low A is less likely to recommend a high A (being uncomfortable with the high A's deference). Your mid-range score on A suggests that you would tend to be more comfortable with recommending some persons either higher or lower than you, as you are more likely to identify with both.</p>

# TRAIT CAPACITY FOR COMPETENCY:

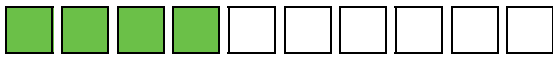
## Hiring and Staffing

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C=	C=	 Full	<p>Persons making hiring and staffing recommendations and decisions have a natural tendency to recommend persons who are not too different from themselves, so that a high C is less likely to recommend a low C (being uncomfortable with the low C's casualness and flexibility), and a low C is less likely to recommend a high C (being uncomfortable with the high C's focus and ambition). Your mid-range score on C suggests that you would tend to be more comfortable with recommending some persons either higher or lower than you, as you are more likely to identify with both.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Humor

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

### Draining







**A person who performs this competency well at work:**

- Can laugh at self from time to time
  - Shows sensitivity towards others in exercising sense of humor
  - Can be appropriately playful and spontaneous
- Forabosco & Ruch (94), Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N3---	N3-	Full	An optimistic worldview supports a sense of humor by enabling one to shrug off disappointment and not take things too seriously in general. You appear to be moderately optimistic in your outlook.
E++	E--	Almost Empty	An outgoing personality that is comfortable holding forth in the thick of the action tends to naturally engage in appropriate humor. You appear to be much more introverted.
E1+	E1+	Full	A warm and enthusiastic manner serves a sense of humor by making it more natural to smile, to laugh, and to be generally responsive to others' behavior. You appear to be moderately warm and enthusiastic.
E2++	E2--	Almost Empty	Humor tends to be characteristic of persons who are naturally sociable and who enjoy spending time around other people. You appear to be much more private and retiring than sociable.
E3++	E3-	Running Low	A sense of humor typically accompanies a temperament that is active and energetic. You appear to be more sedentary than physically active.
O+	O-	Running Low	A spirit of openness to new experiences and ideas makes it more likely that one will develop a robust sense of humor. You appear to be more reticent towards accepting change and new experiences.

# TRAIT CAPACITY FOR COMPETENCY:

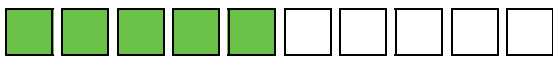
## Humor

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O1+	O1++	 Full with Surplus	<p>A vivid imagination tends to be fertile ground for generating and appreciating humor in its many forms. You appear to have an extremely vivid imagination.</p>
O2+	O2--	 Almost Empty	<p>Comfort living in the world of theory and complexity makes it more likely that one will exhibit a sense of humor that spans a broad range of topics and situations. You appear to be uncomfortable around theory and complexity, strongly preferring application to theory, simplicity to complexity.</p>
A1+	A1+	 Full	<p>A natural inclination to be more attentive and accepting of others' needs makes it more likely that your sense of humor will show interpersonal sensitivity, and that you will appreciate others' humor. You appear to have a moderately strong tendency to defer to others' needs.</p>
A4--	A4+	 Running Low	<p>Clearly, persons with a strong sense of humor will also tend to be assertive and speak their minds readily--you don't have to read their minds. You appear to prefer holding your thoughts to yourself.</p>
C-	C=	 Half Full	<p>A sense of humor tends to flow naturally from someone who is flexible, easily distracted, and not overly focused on attaining goals. You appear to be more flexible in some situations, and not in others.</p>
C5-	C5-	 Full	<p>Spontaneity is the very soul of humor, and you appear to be moderately spontaneous.</p>

# TRAIT CAPACITY FOR COMPETENCY:

Independently, Comfort Working

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

- Comfortable working alone when necessary
- Does not require close supervision
- Does not need others to provide structure

*Johnson & Ostendorf (93), Barrick & Mount (93), Bigazzi, Kello, & Marciano (99)*

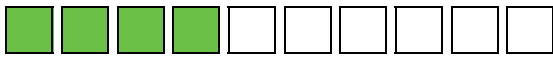
OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	Working independent--as in alone, without supervision, and possibly without structure--is more natural for a temperament that is typically calm, rational, and optimistic. You appear to be situational in this regard--more calm and optimistic in some situations, less so in others.
E+	E--	Almost Empty	More extraverted temperaments seem to be able to work without supervision and structure more naturally. You appear to be extremely introverted.
O++	O-	Running Low	One of the obstacles to working independently is the absence of interest in the many different aspects of work. Your low O score suggests that you have a somewhat narrower range of interests, preferring depth to breadth.
A-	A=	Half Full	Independence is associated with having confidence in one's own ways of doing things, and not always having to check with others about how to proceed. Your confidence is situational--more confident in certain aspects of the work, and less so in other aspects.
C+	C=	Half Full	Persons working independently need to be able to resist distractions and to naturally focus on goals. Your focus appears to be situational--more focused and disciplined in some areas of your work, and less so in other areas.



# TRAIT CAPACITY FOR COMPETENCY:

## Informing Others

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**






**A person who performs this competency well at work:**

- Passes on information to co-workers
  - Avoids power games involving holding certain information privately
  - Takes pride in well-informed associates
- Howard (00a)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N3-	N3-	Full	Pessimism tends to discourage providing others with information for fear of misuse or misunderstanding, while optimism encourages providing such information. You appear to be moderately optimistic.
E+	E--	Almost Empty	A naturally outgoing disposition typically finds it more natural to share information with others. You appear to be much more reserved than outgoing.
E1++	E1+	Full	A certain level of enthusiasm and outgoing warmth tends to support the natural sharing of information with others. You appear to be moderately enthusiastic.
E2+	E2--	Almost Empty	The more comfortable one is at meeting and greeting other people --in short, sociable and gregarious, the more natural it is to keep them provided with current and necessary information. You appear to be much more solitary than gregarious.
E3+	E3-	Running Low	The more sedentary one is, the less natural it is to keep others informed; the more physically active one is, the more natural it is to keep others informed, as in MBWA (Management By Wandering Around). You appear to prefer a more sedentary work style.
E5+	E5-	Running Low	Distrust tends to make one withhold information from associates, while trust tends to encourage the flow and release of information. You appear to be moderately skeptical.

# TRAIT CAPACITY FOR COMPETENCY:

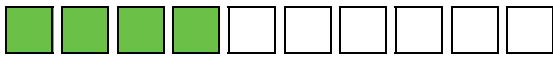
## Informing Others

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O+	O-	 + Running Low	A natural curiosity coupled with an openness to new ideas tends to encourage the flow of information. You appear to prefer the status quo, to be comfortable with things the way they are.
O2+	O2--	 + Almost Empty	A comfort with complexity and wide-ranging interests in different kinds of knowledge makes it more likely that an individual will be disposed towards maintaining a free flow of information with associates. You appear to have a strong preference for simpler problems and a narrower range of knowledge.
A1+	A1+	 + Full	A natural interest in serving the needs of others lends itself to keeping other associates well-informed. You appear to be moderately concerned about serving others' needs.
A4-	A4+	 + Running Low	A tendency to be assertive and to readily express opinions clearly supports the daily flow of information with associates. You appear to have a tendency to hold your opinions to yourself.
C1+	C1-	 + Running Low	A tendency towards perfectionism tends to support the flow of information with associates because of a desire to leave no i's undotted, no t's uncrossed. You appear to be more casual about standards, accepting less than perfect results.

# TRAIT CAPACITY FOR COMPETENCY:

## Innovation, Comfort With

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

### Draining


**A person who performs this competency well at work:**

- Welcomes improvements on a small or large scale
  - Seeks a better way
  - Lives and breathes continual improvement
- Furnham, Crump, & Whelan (97), McDaniel (92), Costa & McCrae (92)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	It stands to reason that the person who would typically feel most comfortable with any kind of change is one who has an even temperament, who remains cool and detached, calm and at ease, in all situations. Your ability to remain calm appears somewhat situational, such that some changes will find you calm, while others could result in anxiety, anger, upset, or sadness.
E+	E--	Almost Empty	The more outgoing, enthusiastic, active, trusting, tactful, and willing to take charge a person is, the more likely s/he will be comfortable with change. You exhibit the opposite--more retiring, sedentary, skeptical, low key, and/or reluctant to take the leadership role, which is likely to make many situations involving change uncomfortable for you.
O++	O-	Running Low	Creativity, curiosity, imagination, comfort dealing with theory, and a preference for the big picture not only accept and support change, but often initiate change. You appear to exhibit the opposite of these qualities, and, hence, are less likely to be comfortable with most change.
O2+	O2--	Almost Empty	You prefer pursuing knowledge and exploring theories primarily in your field of specialization (and perhaps one or two closely allied fields), as well as a preference for the simpler problems to solve in the workplace. This focused intellectual curiosity tends to be less comfortable with most change.
A=	A=	Full	In the best of all worlds, change would be greeted by someone with the attitude of "How might I, as well as others, benefit from this situation?" Such a spirit of negotiation increases the likelihood of comfort with change. You appear to possess a balance of needing to win about half the time, while allowing others to win the other half.
A4-	A4+	Running Low	The more you are able to express your opinions and feelings during times of change, the more you have a chance of getting comfortable with the change. You appear to be moderately reserved, and thus less likely to get your issues on the table.

# TRAIT CAPACITY FOR COMPETENCY:

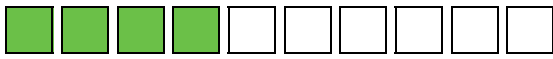
Innovation, Comfort With

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C-	C=	 <p data-bbox="459 527 558 554">Half Full</p>	<p>You tend to be somewhat spontaneous in some situations, and more methodical in others. Accordingly, you will likely find some change situations more agreeable than others, going with the flow on some occasions so long as the flow is compatible with your beliefs or values, but on other occasions preferring a more methodical approach.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Keyboarding Accuracy

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**

- Can focus on the here and now
- Patient paying close attention to detail
- Careful to avoid errors

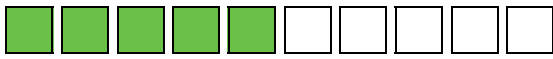
*Cialdini, Trost, & Newsom (95), de Fruyt & Mervielde (97), Hayes, Roehm, & Castellano (94), Howard (00a)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N1+	N1--	Almost Empty	The temperament that finds itself being vigilant in trying to avoid errors is characterized by an elevated level of anxiety and worry. You exhibit the opposite, showing an extremely calm and non-anxious, non-worrying outlook.
N3+	N3-	Running Low	The kind of attention to detail and avoidance of errors that supports keyboarding skills is associated with a pessimistic outlook that doesn't take things for granted and that experiences a sufficient level of guilt to take responsibility for accuracy. You appear to have the opposite outlook--more often optimistic than pessimistic.
N4+	N4++	Full with Surplus	Keyboarding accuracy is supported by being acutely attuned to the present environment in such a way that you would make few errors of omission as the result of being underaroused, or insufficiently alert. Your sensitivity to stress and crises indicates that you are clearly alert and aware of what is happening at all times.
E5-	E5-	Full	The more skeptical (or less trusting) one is, the more likely one will avoid errors in keyboarding. You appear to possess this trait to a moderate degree.
A4+	A4+	Full	Efficient keyboarding is often associated with the kind of person who keeps opinions to him- or herself and proceeds with the work quietly and obediently. This appears to characterize you to a moderate degree.

# TRAIT CAPACITY FOR COMPETENCY:

## Listening

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**




- Can keep silent while others express themselves
- Keeps ego and personal needs out of the conversation
- Tries to understand others before expressing self

*Howard (00a)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N3-	N3-	 Full	Listening is optimally supported when the listener has a more optimistic outlook, as more pessimistic listeners tend to cloud the message with doubt, guilt, or a sense of failure. You appear to be moderately optimistic.
N4-	N4++	 Almost Empty	Remaining calm during and after a crisis, emergency, or other stressful situation aids listening, keeping a greater portion of the brain available for problem solving and thinking through issues. You appear to be much more reactive in such situations and to experience significantly more stress.
E1-	E1+	 Running Low	A cool, quiet demeanor supports listening by providing a neutral, accepting atmosphere for others, while too much enthusiasm and warmth can dampen the outlook of someone more reserved. You appear to be somewhat warm and enthusiastic in your manner.
A+	A=	 Half Full	Persons who are accommodating by nature, who tend to defer to the needs of others and minimize one's own needs, tend to be more natural in a listening role. You appear to be situational in this regard--accommodating to some in some situations, and not in others.
A2+	A2=	 Half Full	Persons who defer to others in an argument tend to be perceived as better listeners, as opposed to those who hold out for their own point of view. You appear to be situational in this regard--deferring to others' points of view in some situations, and not in others.
A3+	A3-	 Running Low	Pride tends to interfere with listening, while humility tends to support listening. You appear to be moderately proud.

## TRAIT CAPACITY FOR COMPETENCY:

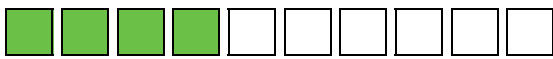
### Listening

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C+	C=	 Half Full	<p>Persons who naturally focus on the task at hand and exhibit discipline tend to feel more natural in a listening role. You appear to be situational in this regard--focused and disciplined in some situations, and not in others.</p>
C4+	C4+	 Full	<p>The more naturally one is able to concentrate on the task at hand, e.g., by resisting distractions, the more natural one finds being in a listening role. You appear to be moderately natural at concentrating on the task at hand.</p>
C5+	C5-	 Running Low	<p>Having a temperament that is prone to being methodical, to sticking to a plan, tends to make listening a more natural activity, as spontaneity can interfere with the requirements of good listening. You appear to be somewhat more spontaneous than methodical.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Managing through Systems

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**

- Understands how complex systems and processes interrelate
  - Naturally and effectively monitors complex systems and intervenes as necessary
  - Trusts the system to work, but revises it when needed
- Furnham, Crump, & Whelan (97)*

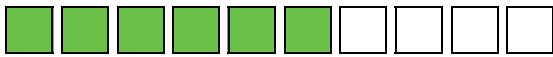
OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	 Half Full	The calmer the temperament, the easier it is for one to deal with complex systems, as emotional reactivity tends to decrease available mental resources. You appear to be situational in this regard--calm in some situations, and more reactive in others.
N3-	N3-	 Full	Complex systems can suffer from the excessive intervention and continual tinkering that proceeds from a highly pessimistic frame of mind. You appear to be moderately optimistic.
E-	E--	 Full with Surplus	Monitoring complex systems requires a still, quiet temperament that can observe and study without much need for a lot of activity and socialization. You appear to have an extremely still and quiet temperament.
O+	O-	 Running Low	Managing complex systems is performed most naturally by someone who has a temperament that is comfortable dealing with a broad range of processes and variables and that naturally looks for relationships among diverse element. You appear to prefer operating with less complex systems.
O1+	O1++	 Full with Surplus	An active imagination is able to monitor a complex system and "read between the lines," seeing possible relationships that more literal persons might not recognize. You appear to have a highly active imagination.
O2+	O2--	 Almost Empty	A breadth of knowledge supports the management of complex systems by providing a broader spectrum of technical mastery. You appear to have a much narrower range of interests.



# TRAIT CAPACITY FOR COMPETENCY:

## Meeting Management

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:



**Somewhat Natural**

**A person who performs this competency well at work:**

- Facilitates discussion effectively; encourages diverse inputs
  - Uses time wisely; neither belabors points nor allows superficial treatment
  - Develops an agenda and follows through
- Mohr & Howard (99), Howard & Howard (93)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N=	N=	Full	A moderate amount of emotional reactivity supports the facilitation of meetings--reactive enough to spot emotional disturbance among other members, yet calm enough to spread confidence among them. Your reactivity appears to be situational--reactive in some situations, calm in others.
N3-	N3-	Full	An optimistic temperament supports meeting management by tending to instill in members a "can do" attitude. You appear to be moderately optimistic.
E+	E--	Almost Empty	An outgoing, extraverted temperament supports meeting management by comfortably engaging in dialog for as long as it takes to get the job done, without craving solitude and pushing for premature adjournment. You appear to be much more reserved, or introverted.
E1+	E1+	Full	A temperament that is warm and enthusiastic supports meeting management by making others feel comfortable being there and participating. You appear to be moderately warm and enthusiastic.
E2+	E2--	Almost Empty	A sociable temperament supports meeting management by permitting one to spend as much time around other people as is necessary to get the job done. You appear to be much more solitary than social.
O=	O-	Half Full	A moderate amount of creativity, imagination, and comfort with theory enables effective meeting management by providing a facilitator who is imaginative enough to get the meeting unstuck when necessary, yet practical and detail-oriented enough to keep a realistic focus. You appear to be more practical than most.

# TRAIT CAPACITY FOR COMPETENCY: Meeting Management

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A=	A=	 Full	A meeting manager needs to be an effective negotiator and peace-maker by being neither too aggressive nor too deferring. You appear to be situational in this regard--deferring to others in some circumstances, and standing up to them in others.
C=	C=	 Full	A moderate degree of discipline and focus supports meeting management by helping to keep the meeting on task and on schedule, yet flexible enough to take detours when necessary. You appear to be situational in this regard--more disciplined on some topics, and less so on other topics.

# TRAIT CAPACITY FOR COMPETENCY:

## Motivation of Others

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**








- Brings out the best in people
- Gives recognition to others in a fair and consistent manner
- Genuinely cares about other people

*Howard (00b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	A calm and at ease demeanor tends to bring out the best in others. You appear to be situational in this regard--calm in some situations, and more reactive in others.
N3-	N3-	Full	Optimism tends to be a strong motivator. You appear to be moderately optimistic.
N4-	N4++	Almost Empty	People who are resilient, who weather a crisis well and do not require time for recovery, tend to serve as a source of motivation for others. You appear to be much more reactive, and much less resilient than others.
E++	E--	Almost Empty	Motivating others typically requires an outgoing personality that is comfortable keeping up communication and being available to others as needed. You appear to be much more solitary and private.
E1++	E1+	Full	Motivating others is made more natural by possessing a certain level of warmth and enthusiasm. You appear to be moderately warm and enthusiastic.
E2+	E2--	Almost Empty	A certain amount of gregariousness supports the task of motivating others by enabling one to feel comfortable spending a lot of time around associates. You appear to be much more solitary.

# TRAIT CAPACITY FOR COMPETENCY:

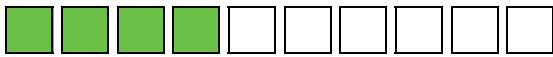
## Motivation of Others

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E3++	E3-	 + Running Low	<p>The greater one's energy level, the more motivating one tends to be. You appear to be somewhat more sedentary.</p>
A1+	A1+	 + Full	<p>A natural disposition to help others get their needs met tends to be highly motivating for others. You appear to be moderately focused on helping others meet their needs.</p>
A4--	A4+	 + Running Low	<p>Assertiveness is an important ingredient in motivating others, as they need to know what you are thinking and feeling. Reserve makes people have to read your mind. You appear to be somewhat more reserved.</p>
C+	C=	 + Half Full	<p>People who are driven, and focused around that drive, tend to be motivating to others. You appear to be situational in this regard--driven and focused in some aspects of work, and not in others.</p>
C1+	C1-	 + Running Low	<p>Perfectionism motivates others by setting a high standard. You appear to be casual about standards--not particularly perfectionistic.</p>
C3++	C3--	 + Almost Empty	<p>Other people tend to be motivated around those who possess a strong drive and will to achieve. You appear to be much less driven than many others, and much more comfortable with your current level of achievement.</p>
C4+	C4+	 + Full	<p>The ability to concentrate and stay focused on the task at hand tends to be motivating to others. You appear to find it moderately natural to concentrate and stay focused on priorities.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Numerical Accuracy

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**





**A person who performs this competency well at work:**

- Easily focuses on the task at hand
  - Enjoys looking for patterns on pages of numbers
  - Has a reputation for accurate numerical memory
- Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	Numerical accuracy is aided by a calm, even temperament that is unruffled by stress, emergency, or crisis. You appear to be situational in this regard--calm in some contexts, and more reactive in others.
N2-	N2++	Almost Empty	Feelings of anger and a quick temper tend to interfere with numerical accuracy by shutting down the analytical part of the brain. You appear to show much more temper than others.
O2+	O2--	Almost Empty	One important aspect of numerical accuracy is being oriented towards finding patterns in the midst of complex information. You appear to be uncomfortable with complexity.
A+	A=	Half Full	A temperament characterized by accommodating to the needs of the organization tends to support numerical accuracy by making one comfortable following rules, procedures, and guidelines. You appear to be situational in this regard--more accommodating to some needs, but not to others.
A1+	A1+	Full	Placing high priority on serving the needs of others tends to increase numerical accuracy. You appear to place a moderately high priority on serving others' needs.
A2+	A2=	Half Full	A frame of mind that tends to defer to others' points of view tends to support numerical accuracy by making it natural to handle numbers without regard to personal whims or needs. You appear to be situational in this regard--deferring to some associates' points of view, and not others.

# TRAIT CAPACITY FOR COMPETENCY:

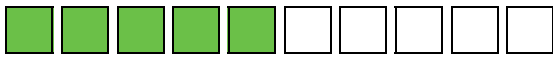
## Numerical Accuracy

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C+	C=	 Half Full	Numerical accuracy is optimally supported by a temperament that is disciplined, organized, and focused on the task at hand. You appear to be situational in this regard--more disciplined around some of your priorities, and less disciplined around others.
C1+	C1-	 Running Low	A perfectionist, by definition, tends to be more accurate in handling numbers. You appear to be less perfectionistic, and more casual about standards and accuracy.
C3+	C3--	 Almost Empty	Ambition and the drive to achieve tend to support numerical accuracy simply by wanting everything to be right in support of one's goals. You appear to be much more comfortable with your current level of achievement.
C4+	C4+	 Full	The natural tendency to concentrate on the task at hand clearly supports the standard of numerical accuracy. You appear to have a moderately natural tendency to concentrate on the task at hand.

# TRAIT CAPACITY FOR COMPETENCY:

## Objectivity

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

- Evaluates impartially
- Keeps personal needs, values, and interests out of judgments
- Shows no reluctance to speak the truth

*Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N--	N=	Half Full	The essence of objectivity is the availability of a cool, rational approach that is not influenced by anxiety, anger, or despair. You appear to be situational in this regard--cool and rational in some situations, and more reactive in others.
N1-	N1--	Full with Surplus	A tendency to worry and feel anxiety about daily events tends to interfere with one's objectivity. You appear to be almost completely free of such anxiety.
N2-	N2++	Almost Empty	A tendency to feel angry about daily events tends to interfere with one's objectivity. You appear to experience angry feelings to a high degree.
N3-	N3-	Full	A tendency to feel pessimistic about one's situation tends to interfere with one's objectivity. You appear to be moderately optimistic.
N4-	N4++	Almost Empty	People who are able to remain calm during and after crises and emergencies tend to find it easier to be objective. You appear to be highly reactive during emergencies.
E5+	E5-	Running Low	The tendency to trust others and take them at their word supports one's objectivity by avoiding the temptation to read into matters what is not necessarily there. You appear to be somewhat more skeptical than trusting.

# TRAIT CAPACITY FOR COMPETENCY:

## Objectivity

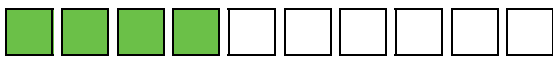
OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A+	A=	 Half Full	<p>The tendencies to defer to others' needs and to avoid argumentative stances support the requirements of objectivity by enabling one to focus on the issues at hand without one's personal needs intruding. You appear to be situational in this regard--deferential to others in some situations.</p>
A2+	A2=	 Half Full	<p>Argumentative temperaments tend to have difficulty being objective. You appear to be situational in this regard--argumentative in some situations, and deferring to others' points of view in other situations.</p>
A3+	A3-	 Running Low	<p>Modesty supports objectivity by avoiding the distorting effects of pride. You appear to be more proud than humble.</p>
A4-	A4+	 Running Low	<p>A reserved temperament tends to have difficulty with objectivity insofar as it is more troublesome to stand face to face with persons and situations and always speak your mind, thereby hampering access to complete information. You appear to be somewhat reserved and soft-spoken.</p>
C1+	C1-	 Running Low	<p>Perfectionism supports objectivity by disposing one towards attending to high standards and covering all the elements of an issue. You appear to be more the opposite of perfectionistic--more casual about standards.</p>
C4-	C4+	 Running Low	<p>Concentration supports objectivity by avoiding the loss of focus that easy distractibility entails. You appear to be somewhat distractible, frequently finding concentration difficult.</p>



# TRAIT CAPACITY FOR COMPETENCY:

## Optimism

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**

- Accepts failure as temporary and points to future success
  - Accepts credit for successes
  - Resists taking failure personally
- Cochran (98), 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=	 Half Full	Optimism is associated with an unflappable temperament, one that doesn't depart from a feeling of calmness, even during crises. You appear to be situational in this regard--calm in some situations, and more reactive in others.
N1-	N1--	 Full with Surplus	Anxiety tends to foster pessimism, whereby one worries about outcomes. You seem to be completely free of worry or anxiety.
N3--	N3-	 Full	Optimism is typically the result of an outlook that does not feel a sense of personal failure, or of personal blame when things go wrong. You appear to have a moderately self-confident outlook that rarely if ever experiences a sense of personal failure.
N4--	N4++	 Almost Empty	During a crisis, emergency, or other period of extreme stress, the optimist remains at ease and with a clear head, and requires little if any time for recuperation. You appear to be highly reactive to and exhausted by such stressful periods.
E++	E--	 Almost Empty	Optimism builds on a nature that is outgoing and drawn towards other people. You appear to be much more solitary than sociable.
E1+	E1+	 Full	Optimists tend to be warm, cheerful, and enthusiastic, and you appear to have these qualities to a moderate degree.





# TRAIT CAPACITY FOR COMPETENCY:

## Optimism

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E2+	E2--	 + Almost Empty	While all optimists are not necessarily gregarious, most are, tending to be more sociable and affiliated with many groups of people. You appear to be much more solitary than gregarious.
E3++	E3-	 + Running Low	Higher energy or activity levels tend to be associated with an optimistic outlook. You appear to prefer sedentary tasks over active ones.
E5+	E5-	 + Running Low	By their very nature, optimistic people tend to be more trusting and less skeptical. You appear to be somewhat skeptical.
O2+	O2--	 + Almost Empty	Discomfort with complex ideas, theories, and situations tends to interfere with optimism by overemphasizing the necessity of the simple and familiar. You appear to strongly prefer the simple over the complex.
A1+	A1+	 + Full	A natural orientation towards catering to the needs of others tends to be associated with an optimistic outlook, inasmuch as personal needs are minimized. You appear to be moderately oriented towards meeting others' needs.
A2-	A2=	 + Half Full	Optimists, being confident in their approach, tend to hold on to the rightness of their personal points of view, as opposed to deferring to others' viewpoints. You appear to be situational in this regard--more confident in some of your personal points of view, and less so of others' personal views.
A3-	A3-	 + Full	Optimists are more often proud than humble, and you appear to be moderately proud.
A4--	A4+	 + Running Low	Optimists tend to speak their minds freely, with such assertiveness associated with confidence in successful outcomes. You appear to be more reserved and somewhat harder to read.
C+	C=	 + Half Full	The more disciplined one is, with one's energies focused around current and future priorities, the more likely one is to be optimistic. You appear to be situational in this regard--disciplined in some contexts, and more casual and flexible in others.

# TRAIT CAPACITY FOR COMPETENCY:

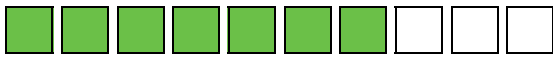
## Optimism

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C1+	C1-	 + Running Low	Perfectionists, by covering all their bases, tend to be optimists, knowing all is taken care of. You appear to be more casual than perfectionistic.
C3+	C3--	 + Almost Empty	Drive, or the will to achieve, typically emanates from an optimistic, can-do outlook. You appear to be very comfortable with your current level of achievement.
C4+	C4+	 + Full	Optimism tends to spring from a temperament that finds it natural to concentrate for long stretches, without the detrimental effects of being distracted. You appear to find it moderately natural to concentrate.
C5+	C5-	 + Running Low	Confidence in and adherence to a method or plan tends to breed optimism. You appear to be more spontaneous than methodical.

# TRAIT CAPACITY FOR COMPETENCY:

## Organization

Overall estimated Fit, or capacity for this competency:



**SEVEN** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**

- Naturally keeps personal area neat
- Puts things up when finished for the day
- Assembles all necessary materials and information before starting a task

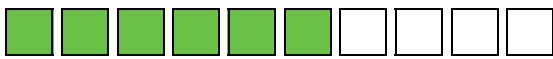
*Johnson & Ostendorf (93)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C++	C=	Half Full	Organization is the result of a combination of perfectionism, methodicalness, concentration, a preference for order, and a desire to achieve. These qualities appear to be situational with you --characteristic of some aspects of your work, and not so much of other aspects.
C1+	C1-	Running Low	Perfectionists, by covering all their bases, tend to be well-organized, knowing that all is taken care of. You appear to be more casual than perfectionistic.
C2++	C2++	Full with Surplus	A high value placed on organization typically feels comfortable attending to the demands of orderliness and structure. You appear to place a high value on good organization.
C5+	C5-	Running Low	The higher value one places on being systematic and methodical, the more natural it is to get and stay organized. You appear to prefer a more spontaneous, less methodical approach.

# TRAIT CAPACITY FOR COMPETENCY:

## Overseas Work Success, Likelihood Of

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

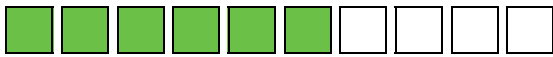
- Acceptant of cultural differences
  - Can subordinate personal discomfort for goal achievement
  - Is comfortable in unfamiliar settings
- Azar (95)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	<p>Half Full</p>	Emotional reactivity-- such as worrying, having a temper, and tending towards pessimism--tends to interfere with success in working in foreign cultures. You appear to be situational in this regard, exhibiting calmness and rationality in some situations, and exhibiting more reactivity in others.
O+	O-	<p>Running Low</p>	Curiosity, a comfort with complexity, and openness to new ideas and ways of doing things is extremely important when trying to work in foreign cultures. You appear to exhibit the opposite of most of these qualities, being more comfortable with the status quo, and preferring things simpler and more familiar.
C+	C=	<p>Half Full</p>	Success at work, especially in foreign cultures, is often dependent on habits of methodicalness, order, and concentration, coupled with a strong desire to achieve. You appear to be situational in this regard--possessing these qualities more in some aspects of the job than in others.

# TRAIT CAPACITY FOR COMPETENCY:

## Paperwork, Comfort With

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**






**A person who performs this competency well at work:**

- Comfort with repetitious attention to detail
  - Tends to avoid making errors, and enjoys catching them
  - Maintains accurate and timely records, files, and reports
- Anderson (94), Costa & McCrae (92), Morr & Howard (1999)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E-	E--	Full with Surplus	Paperwork tends to be a natural activity for more introverted persons, as more extraverted persons prefer a higher level of sensory stimulation and social activity, and may underattend to their paperwork needs. You appear to be highly introverted.
E2-	E2--	Full with Surplus	A solitary nature tends to take to paperwork more naturally than a gregarious one. You appear to have an extremely solitary nature.
E3=	E3-	Half Full	Extremes in energy level are not optimum for supporting extensive paperwork, as higher energy levels prefer doing something more active, and lower energy levels tend to avoid it. You appear to have a moderately low energy level.
O-	O-	Full	Paperwork is intrinsically associated with details in the here and now, with persons tending toward dealing with the big picture and the future being more inattentive to the demands of paperwork. You appear to be moderately focused on the details of the here and now.
O1-	O1++	Almost Empty	Persons with an active imagination and vivid fantasy life tend to make more errors with paperwork in their effort to make it into something more creative than it typically is. You appear to be much more imaginative than literal.
C+	C=	Half Full	Paperwork tends to be most comfortable for temperaments that tend to consolidate all of their energy on the task at hand, resisting distractions and any urge for variety and spontaneity. You appear to be situational in this regard--you have your energy extremely consolidated around some tasks, and not so much around others.

## TRAIT CAPACITY FOR COMPETENCY:

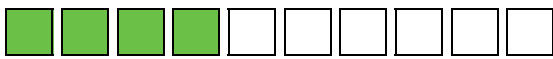
### Paperwork, Comfort With

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C1+	C1-		<p>Perfectionists--all other things being equal--tend to be comfortable with the demands of paperwork. You appear to be more casual about standards, and less perfectionistic.</p>
		Running Low	
C2+	C2++		<p>Persons who place a high value on organization typically feel comfortable attending to the demands of paperwork. You appear to place a high value on good organization.</p>
		Full with Surplus	
C3+	C3--		<p>To the degree that highly ambitious people will do whatever it takes to achieve their goals, they will logically attend to the demands of paperwork. You appear to be highly satisfied with your current level of achievement.</p>
		Almost Empty	
C4+	C4+		<p>Paperwork is best executed by a temperament that easily concentrates on the task of the moment and resists distractions. You appear to concentrate moderately well.</p>
		Full	
C5++	C5-		<p>The higher value one places on being systematic and methodical, the more natural it is to do the necessary paperwork that is a part of the plan. You appear to prefer a more spontaneous, less methodical approach.</p>
		Running Low	

# TRAIT CAPACITY FOR COMPETENCY:

## Performance Focus

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

### Draining

**A person who performs this competency well at work:**


- Avoids procrastination; pushes for results
  - Manages time and priorities effectively
  - Meets deadlines and other targets consistently
- Piedmont & Weinstein (94)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E+	E--	Almost Empty	A focus on performance implies an energetic, outgoing nature that is comfortable maintaining whatever kind of pace is necessary to get the job done. You appear to prefer a much more sedentary work style over an active one.
E6-	E6--	Full with Surplus	During "crunch" time--when you're really intense about getting things out on time, you have to be straight and direct in your communication with people--no equivocating, no putting "spin" on your language, just telling it like it is. You appear to be extremely direct and straightforward in your communication.
C+	C=	Half Full	Focusing on results is most natural for persons who are disciplined, organized, ambitious, methodical, and able to concentrate easily on the task at hand. Your tendency is situational in this regard--you tend to consolidate your energy in these areas in some situations, and not so much in others.
C1+	C1-	Running Low	A perfectionistic tendency typically entails getting it done right the first time, which aids performance focus by minimizing error and adhering to standards. You appear to be more casual about standards and details.
C2+	C2++	Full with Surplus	A strong, natural sense of organization and keeping things in their place aids performance focus by minimizing time spent searching for things. You appear to place an extremely high value on organization.
C3+	C3--	Almost Empty	A strong drive to achieve clearly helps focus on performance by causing one to be less interested in secondary priorities and other distraction. You appear to be highly comfortable with your current level of achievement.



# TRAIT CAPACITY FOR COMPETENCY:

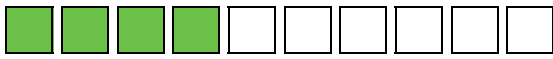
## Performance Focus

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C4+	C4+	 Full	Distractibility--the ease with which one loses focus on the priority at hand--is the enemy of performance focus. You appear to be moderately resistant to distractions.

# TRAIT CAPACITY FOR COMPETENCY:

## Planning

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**





**A person who performs this competency well at work:**

- Has the habit of specifying steps for a project before implementing
  - Naturally thinks, talks, and writes about being prepared for the future
  - Is proactive in anticipating future needs
- Crant (95), Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N4-	N4++	Almost Empty	The temperament for planning is typically grounded in an enduring rationality, an imperturbability in the presence of crisis or stress. You appear to be much more reactive in times of stress or crisis.
E+	E--	Almost Empty	There is an energy and forward-looking quality about extraversion that supports the planning effort. You appear to be highly introverted.
E3+	E3-	Running Low	The frequent contact with others that comes from a high activity level supports planning by optimizing input from persons affected by the planning--i.e., high activity is a mode of data collection. You appear to be a somewhat sedentary person.
A3+	A3-	Running Low	Modesty in the mind of a planner supports the planning effort by keeping ego out of the process, and humbly deferring to those who provide opinion and information. You appear to be more proud than humble.
C++	C=	Half Full	The planning temperament ideally is one that consolidates energy in a disciplined, systematic manner that minimizes error and oversight. You appear to be situational in this regard--your energy appears to be consolidated around some priorities, and not so much around others.
C1+	C1-	Running Low	Perfectionism supports planning through error minimization. You appear to be more casual about standards, i.e., not a perfectionist.

# TRAIT CAPACITY FOR COMPETENCY:

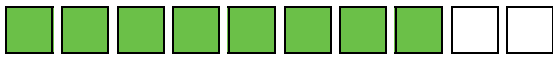
## Planning

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C2+	C2++	 Full with Surplus	The essence of planning is organization. You appear to place an extremely high value on organization.
C3+	C3--	 Almost Empty	The more ambitious a person, the more important the planning function becomes. You appear to be extremely comfortable with your current level of achievement.
C4+	C4+	 Full	Concentration supports planning by avoiding the errors that come from an easy distractibility. You appear to have moderate powers of concentration.
C5+	C5-	 Running Low	Planning is virtually synonymous with methodicalness. You appear to be more spontaneous than methodical.

# TRAIT CAPACITY FOR COMPETENCY:

## Political Savvy

Overall estimated Fit, or capacity for this competency:



**EIGHT** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**

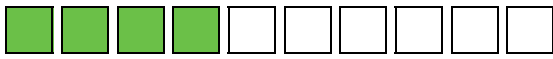
- Is comfortable around persons at all levels, both inside and outside the organization
  - NStays aware of all needs and issues throughout the organization
  - Can be appropriately tough or soft as necessary
- Howard & Howard (93)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N=	N=	<p>Full</p>	<p>The political temperament is able to blend easily with all extremes of temperaments. By being neither overly calm nor overly reactive by nature, one is more easily able to blend with persons of either extreme. You appear to be situational in your response to stress--calm about some stressors, and more reactive about others.</p>
E=	E--	<p>Almost Empty</p>	<p>The politically savvy person must be able to match the activity and sociability levels of each stakeholder. A person who is a pure ambivert--neither overly solitary nor overly gregarious--would be ideal. You appear to be much more introverted than extraverted.</p>
O=	O-	<p>Half Full</p>	<p>Politically savvy people must be able to switch gears in conversation, moving easily from the lofty imagination and complex theorizing of some persons, to the down-to-earth, practical concerns of others. You appear to be somewhat more down to earth than imaginative.</p>
A=	A=	<p>Full</p>	<p>Politically savvy people are neither argumentative nor submissive, but rather maintain a stance of negotiation, going for the win-win. You appear to be situational in this regard--comfortable negotiating about some issues, but preferring to win or defer to others.</p>
C=	C=	<p>Full</p>	<p>Politically savvy persons need to be spontaneous enough to move with persons who like to shoot from the hip, yet disciplined enough to win the respect of their more focused contacts. You appear to be situational in this regard--more focused around some issues or tasks, and less focused around other issues.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Presentation Skills

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**


**A person who performs this competency well at work:**

- Shows confidence when in front of groups; little or no evidence of self-consciousness or discomfort
  - Enjoys being the spokesperson for the team and handling questions
  - Takes pride in making an effective presentation with appropriate media
- Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N1-	N1--	Full with Surplus	The tendency to worry, to be anxious about outcomes, tends to detract from a presentation, as it tends to communicate lack of confidence and poise. You appear to be extremely calm and free of anxiety.
N3-	N3-	Full	Typically, presentations need to communicate some kind of optimism, so the more optimistic the presenter by nature, the more likely the presentation is to have an optimistic feel. You appear to be moderately optimistic.
N4-	N4++	Almost Empty	The need to take time to recover from a stressor or a crisis situation can interfere with the quality of a presentation by taking energy away from the delivery style itself. You appear to be very reactive, requiring substantial time to recover from a crisis.
E+	E--	Almost Empty	Presentations are by their very nature extraverted activities--requiring ongoing comfort around other people and in the spotlight, in the thick of the action. You appear to be highly introverted.
E1+	E1+	Full	A tone of warmth and enthusiasm will perk up any presentation, and you appear to be moderately warm and enthusiastic.
E3+	E3-	Running Low	The higher the energy or activity level of the presenter, the less likely the audience is to lose its attentiveness. You appear to prefer a somewhat more sedentary work style.

# TRAIT CAPACITY FOR COMPETENCY:

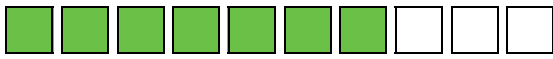
## Presentation Skills

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O+	O-	 Running Low	Effective presentations tend to be associated with imagination, examples from a broad variety of fields, and an openness to new ideas, experiences, and ways of looking at things. You appear to prefer a narrower range of interests, with less inclination towards change and novelty.
O1+	O1++	 Full with Surplus	One of the characteristics of an effective presentation is the quality of being able to explore flights of fancy, to be witty in dealing with audience questions and responses, and to be creative in approach and execution. You appear to possess these qualities to a very high degree.
O2+	O2--	 Almost Empty	The advantage--to presenters--of having a broad range of interests and knowledge is that one is able to use examples from many sources that would appeal to the variety of people in the audience. You appear to have a much narrower range of interests.
A1+	A1+	 Full	A genuine interest in addressing the needs of others tends to heighten the audience's acceptance of a presenter. You appear to be moderately oriented towards addressing and serving the needs of others.
A4-	A4+	 Running Low	The heart and sole of the presenter is the natural tendency to speak what is on one's mind, without holding back. You appear to be somewhat reserved, being somewhat reluctant to always speak what is on your mind.
C1+	C1-	 Running Low	Attention to every detail of the presentation, both in terms of content, style, and the needs of the audience, is a form of perfectionism that audiences appreciate. You appear to be less than perfectionistic--more casual about standards.

# TRAIT CAPACITY FOR COMPETENCY:

## Quality Orientation

Overall estimated Fit, or capacity for this competency:



**SEVEN** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**

- Maintains high standards with staff and facility
- Effectively inspects and monitors for performance
- Shows a bias for proper maintenance, housekeeping, and adherence to requirements in general

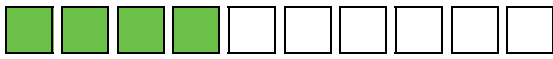
*Howard & Howard (93)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	To be oriented towards high quality standards means maintaining a steady rationality unruffled by worry, anger, or discouragement. You appear to be situational in this regard--rational in some contexts, and reactive in others.
O=	O-	Half Full	A focus on quality is optimally aided by an outlook that is neither too creative--such that it might tinker with the process, nor too traditional--such critical opportunities for improvement might not be appreciated. You appear to have a preference for the status quo, with a tendency to resist change.
A-	A=	Half Full	Quality-mindedness depends on a temperament that does not readily defer to the suggestions of others, but rather holds out for what it knows to be the right and proper standard. You appear to be situational in this regard--holding out for what you see as the right way in some situations, and deferring to others in other situations.
C+	C=	Half Full	A quality orientation must embody the kind of discipline, perfectionism, caution, method, organization, and passion for high achievement that tolerates no error. You appear to be situational in this regard, exhibiting these qualities in some aspects of the work, and not in other aspects.

# TRAIT CAPACITY FOR COMPETENCY:

## Range Of Perspective And Interests

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**



- Seeks broad business knowledge, not just one field
  - Participates in activities outside the business community, region, nation
  - Active in professional or trade associations
- 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:
N3-	N3-	Full	The more optimistic an individual, the more likely that individual is to keep an open mind to new ideas, new associations, and new relationships throughout the marketplace. You appear to be moderately optimistic.
E+	E--	Almost Empty	Extraversion is associated with a love of sensory bombardment, such that the mind of the extravert tends to remain open to many kinds of stimulating experiences, whether they be novel or familiar. You appear to be much more introverted.
E1+	E1+	Full	By being warm and enthusiastic, one maximizes the likelihood that others will open up and share their opinions and interests with you. You appear to be moderately warm and enthusiastic.
E2+	E2--	Almost Empty	People who take naturally to being around other people most of the day--in meetings, conferences, and so forth--tend to maintain a broader range of interests simply by virtue of their many contacts. You appear to be much more solitary than sociable.
E3+	E3-	Running Low	The higher one's energy or activity level, the more likely one is to be exposed to a wide variety of issues and perspectives. You appear to prefer a more sedentary work style.
O+	O-	Running Low	Curiosity, originality, and openness to new ideas typically lead to one's having a wide range of perspectives and interests. You appear to look at things more at their face value, expressing somewhat less curiosity.



# TRAIT CAPACITY FOR COMPETENCY:

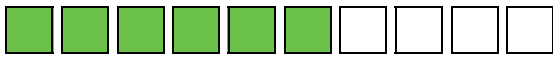
## Range Of Perspective And Interests

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O2+	O2--	 + Almost Empty	<p>Being comfortable with complex problems and theories and various subject areas is by its very definition associated with having a wide range of perspectives and interests. You appear to be much more comfortable with simpler problems and a narrower range of subject matter.</p>
A4-	A4+	 + Running Low	<p>The more reserved one is, the less likely one will engage others of different points of view and interests, while the more assertive one is, the more likely one will in fact become engaged with others representing a wide variety of perspectives and interests. You appear to be somewhat more reserved than assertive.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Reliability and Consistency

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**



**A person who performs this competency well at work:**

- Maintains confidentiality when requested
  - Shows self-discipline in all areas
  - Credibility gained through consistency and reliability
- Johnson & Ostendorf (93), Ones, Viswesvaran, & Schmidt (95), Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	 Half Full	Having a calm state of mind under stressful circumstances makes it more likely that one will show self-discipline in the face of pressure to act otherwise. You appear to be situational in this regard--calm amid some stressful circumstances, and more reactive in other circumstances.
N3-	N3-	 Full	A person with a positive, optimistic approach is more likely to be trusted and perceived as being reliable and consistent. You appear to be moderately optimistic.
N4-	N4++	 Almost Empty	The kind of self-discipline and confidentiality associated with reliability and consistency is optimally supported by a temperament that is relatively unaffected by crises and extreme stress, that recovers from a crisis quickly. You appear to be extremely reactive around and affected by stress.
A+	A=	 Half Full	Reliability and consistency are optimally supported by a temperament that naturally focuses on serving others and conforming to a mutually agreed upon code. You appear to be situational in this regard--focused on the needs of some, and not of others.
C++	C=	 Half Full	Reliability and consistency stem naturally from a temperament that focuses on accomplishing the goal and exhibits the discipline of abiding by the rules and resisting irrelevant distractions. You appear to be situational in this regard--more disciplined and focused in some aspects of the job, and less so in other aspects.
C1+	C1-	 Running Low	Perfectionism supports reliability and consistency by maintaining an emphasis on high standards. You appear to be more casual about standards.

# TRAIT CAPACITY FOR COMPETENCY:

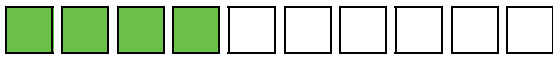
## Reliability and Consistency

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C4+	C4+	 Full	<p>The ability to concentrate and resist distractions supports reliability and consistency by helping you adhere to standards and procedures. You appear to have moderately strong powers of concentration.</p>
C5+	C5-	 Running Low	<p>Adherence to methods, plans, procedures, and systems tends to support reliability and consistency by keeping you playing according to the rules. You appear to be more independent in your approach to work, resisting following a stepwise plan.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Responsibility Acceptance

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**

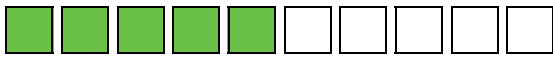
- Handles complaints without passing the buck
  - Has internal locus of control
  - Stands alone when called for
- Horner (96), Cochran (98), Furnham, Crump, & Whelan (97)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	 Half Full	Accepting responsibility for life's eventualities proceeds most naturally from a temperament that is calm and rational, even during times of great stress or urgency. You appear to be situational in this regard--calm and rational in some situations and more reactive in others.
N1-	N1--	 Full with Surplus	A tendency to worry about things tends to interfere with the full acceptance of responsibility by making it more difficult to make an objective assessment of the situation. You appear to be extremely calm and rational across all situations.
N4--	N4++	 Almost Empty	Resilience--the quality of bouncing back quickly from a crisis--maximizes one's tendency to accept responsibility by making potentially stressful situations less aversive. You appear to be much more affected by a crisis, needing time to recover.
O+	O-	 Running Low	Accepting responsibility for life's eventualities comes more naturally to one who is open to new experiences and ideas. You appear to prefer the familiar over the new and different.
A-	A=	 Half Full	Accepting responsibility tends to come most naturally to persons who, as a matter of course, can hold on to a position in the face of strong opposition. You appear to be situational in this regard--confident in some of your positions at some times, and more deferential with respect to others' positions at other times.
C+	C=	 Half Full	Accepting responsibility is associated with playing by the rules. You appear to be situational in this regard--prone to be disciplined, organized, and methodical, in short, to play by the rules, with regard to some aspects of the job, and more casual and spontaneous with regard to other aspects of the job.

# TRAIT CAPACITY FOR COMPETENCY:

## Risk Taking

Overall estimated Fit, or capacity for this competency:



**FIVE** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

- Fearless in approaching the unknown
  - Unquenchable curiosity
  - Spontaneous in pursuit of the unusual
- Saucier & Goldberg (98), Johnson & Ostendorf (93); Soane et al (2001)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	Worry, despondence, and reactivity are obstacles to risk-taking, inasmuch as risk tends to flow most naturally from persons who are calm and cool under stress. You appear to be situational in this regard--calm and cool under some forms of stress and more reactive to other stressors.
E++	E--	Almost Empty	Persons who are high in energy and attracted to sensory bombardment tend to be more likely to take certain kinds of risks. You appear to prefer a much more sedentary and solitary work style.
O+	O-	Running Low	Persons who are naturally curious--about everything--clearly are more likely to be risk takers. You appear to be more matter of fact and comfortable with things as they are.
A-	A=	Half Full	All other factors being equal, persons who are challenging and competitive by nature tend to take more risks. You appear to be situational in this regard--competitive about some things, and not about others.
C-	C=	Half Full	Caution, discipline, and organization tend to interfere with risk taking, while a spontaneous nature is highly likely to take many risks. You appear to be situational in this regard--spontaneous in some situations, and more disciplined in others.

# TRAIT CAPACITY FOR COMPETENCY:

## Safety Orientation

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**A person who performs this competency well at work:**

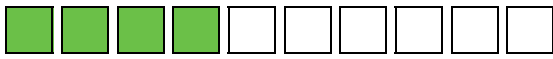
- Tends to stay healthy
  - Cautious in operating equipment; respects good ergonomic design and principles
  - Avoids impulsive behaviors
- Costa & McCrae (92), Booth-Kewley & Vickers (94), Avia et al (95)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	Emotional reactivity is unsafe when operating many kinds of equipment, while a cool, imperturbable temperament is associated with an accident-free record. You appear to be situational in this regard--cool and imperturbable in some situations, and more reactive in other situations.
N4-	N4++	Almost Empty	People who take some time to recover from a crisis tend to be more accident-prone, while resilient persons who recover quickly and bounce back to calmness tend to have fewer accidents. You appear to require substantial time for recovering from crises.
E-	E--	Full with Surplus	People with a high activity or energy level tend to be somewhat more accident prone than people who are less active and exhibit a quiet and still work mode. You appear to be extremely quiet and still in your approach to work.
O-	O-	Full	People with an active curiosity, who experiment with "what if" type experiences, tend to have more accidents than people who stick to the established ways of doing things. You appear to be moderately prone to sticking to the established ways of doing things.
A+	A=	Half Full	People who defer to the suggestions of others and who do not have to hold out for their own way of doing things are generally safer around equipment than people who have to do it their way. You appear to be situational in this regard--accommodating to some suggestions from some associates, and resistant to other suggestions from other associates.
C+	C=	Half Full	Safety is associated with good organization, caution, perfectionism, and comfort sticking to an established method or procedure. You appear to be situational in this regard--exhibiting these qualities in some aspects of the job, and more spontaneous in other aspects.

# TRAIT CAPACITY FOR COMPETENCY:

## Sales Orientation

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**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

*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-	Full	An optimistic temperament--one that is not discouraged by rejection or bad times--is associated with high sales performance. You appear to have a moderately optimistic outlook.
E++	E--	Almost Empty	Comfort being extraverted and in the thick of the action is associated with higher sales results. You appear to be strongly introverted.
E1++	E1+	Full	The more effective salesperson tends to come across as warm and enthusiastic. You appear to be moderately warm and enthusiastic.
E2++	E2--	Almost Empty	The typical salesperson enjoys being around people most of the time, with little need for solitude. You appear to have a preference for a much more solitary work style.
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.

# TRAIT CAPACITY FOR COMPETENCY:

## Sales Orientation

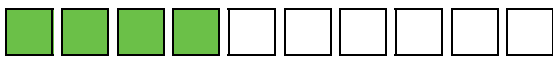
OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O1-	O1++	 + Almost Empty	Too active an imagination distracts the typical salesperson from the task at hand and can lead to inefficiencies in the call program. You appear to be highly imaginative.
O2+	O2--	 + Almost Empty	Salespeople often encounter complex needs and problems, and need to have the inclination to tackle them. You appear to have a strong preference for dealing with simpler problems involving a narrower range of information.
A1+	A1+	 + Full	Customers tend to prefer salespersons who are genuinely focused on the customer's, and not the salesperson's, needs. You appear to place a moderate priority on the needs of others.
A3-	A3-	 + 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 moderately proud.
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--	 + Almost Empty	It goes without saying that the most successful salespersons are ambitious and driven to be number one. You appear to be highly comfortable with your current level of achievement.
C5-	C5-	 + 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 moderately spontaneous.



# TRAIT CAPACITY FOR COMPETENCY:

## Self Confidence

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

### Draining


**A person who performs this competency well at work:**

- Typically feels that the situation is under control
  - Is prepared; believes that self and material will succeed
  - Accepts all reasonable challenges
- Johnson & Ostendorf (93), Costa & McCrae (92)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N3-	N3-	Full	Self-confidence tends to emanate from temperaments that are naturally optimistic--those who see success as the result of their efforts, and failure as only temporary. You appear to be moderately optimistic.
N4-	N4++	Almost Empty	One of the building blocks that supports self-confidence is the quality of bouncing back quickly from a crisis or emergency. You appear to need a substantial amount of time before recovering from a crisis.
E++	E--	Almost Empty	Self-confidence is naturally associated with temperaments that are enthusiastic, energetic, and outgoing. You appear to be much more cool, sedentary, and solitary.
A3-	A3-	Full	One of the ingredients of self-confidence is pride--in one's abilities, one's accomplishments, and in one's associates. You appear to be a moderately proud person.
A4-	A4+	Running Low	Speaking what is on one's mind tends to be characteristic of self-confident people. You appear to be somewhat reserved.
C+	C=	Half Full	Self-confidence is associated with having consolidated all of one's energy around pursuing one or more goals. You appear to be situational in this regard--focused around some of your goals, and not around others.

# TRAIT CAPACITY FOR COMPETENCY:

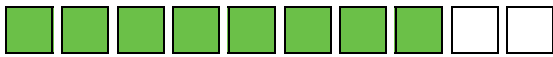
## Self Confidence

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C1+	C1-		<p>Self-confident persons tend to have a perfectionistic streak, emanating from the feeling that one can in fact produce a flawless result. You appear to be more casual about standards.</p>
		Running Low	

# TRAIT CAPACITY FOR COMPETENCY:

## Self Control

Overall estimated Fit, or capacity for this competency:



**EIGHT** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Natural**

**A person who performs this competency well at work:**

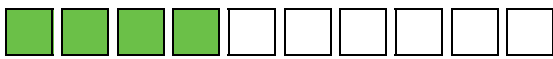
- Maintains composure in the face of temptation
  - Not known to be spontaneous or impulsive
  - Resists distractions from current priorities
- Johnson & Ostendorf (93)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	Self-control comes most naturally to those who do not experience negative emotional reactions such as anxiety, anger, and sadness. You appear to be situational in this regard--free of some negative emotions in some situations, and more reactive in others.
E-	E--	Full with Surplus	The more active and sociable one is, the more unnatural it can be to attempt to exert self-control. You appear to prefer an extremely sedentary and solitary work style.
O-	O-	Full	A curious temperament naturally finds self-control unnatural. You appear to be moderately unbothered by imagination and curiosity, being somewhat comfortable with things as they are.
A+	A=	Half Full	Self-control comes most naturally to those who prefer harmony and cooperation over aggression and competition. You appear to be situational in this regard--preferring harmony and cooperation at some times, and aggression and competition at others.
C++	C=	Half Full	Those who naturally stay well-organized, methodical, and disciplined clearly are less likely to have problems with self-control. You appear to be situational in this regard--disciplined, methodical, and well-organized in some aspects of your work, and more spontaneous and impulsive at other times.

# TRAIT CAPACITY FOR COMPETENCY:

## Self Development

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**

- Uses all available resources for personal improvement; seeks opportunities to learn
- Seeks and uses feedback; is open to criticism
- Non-defensively assesses own strengths and weaknesses

*Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N=	Half Full	A calm rationality is the ally of self-development, as professional needs can be assessed non-defensively. You appear to be situational in this regard--calm and rational about some issues, and more reactive about others.
N3-	N3-	Full	An optimistic temperament tends to support self-development optimally by disposing one towards feeling empowered to learn and grow. You appear to be moderately optimistic.
N4-	N4++	Almost Empty	Resilience under stress allows one to have the presence of mind to see opportunities for personal growth where others may see only fear, anger, or despair. You appear to be much more reactive under stress.
E+	E--	Almost Empty	An extraverted temperament tends to "take the bull by the horns," a kind of active engagement that is the ally of self-development. You appear to be highly introverted.
E2+	E2--	Almost Empty	The more sociable and gregarious one is, the more one is likely to run into opportunities and ideas for self-development. You appear to be highly solitary.
E3+	E3-	Running Low	Energetic people tend to embrace any self-development activity more than sedentary people, as dealing with feedback requires more energy. You appear to be moderately comfortable with your current level of energy.





# TRAIT CAPACITY FOR COMPETENCY:

## Self Development

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E5+	E5-	 + Running Low	<p>Persons who are more trusting tend to place more faith in various self-development opportunities. You appear to be moderately skeptical of others.</p>
E6+	E6--	 + Almost Empty	<p>One is more likely to receive the personal feedback necessary for effective self-development if one maintains a tactful posture with one's associates. You appear to be very direct and straightforward with most associates.</p>
O1-	O1++	 + Almost Empty	<p>Persons with a more practical, here-and-now outlook are more likely to focus on the developmental needs related to their goals, rather than to allow themselves to be distracted by flights of fancy or imagination. You appear to be much more imaginative than focused on the here-and-now.</p>
A+	A=	 + Half Full	<p>Persons who defer to the suggestions of others are more likely to accept the kind of feedback necessary for self-development. You appear situational in this regard--likely to defer to some suggestions of some others, and not so much to others.</p>
A1+	A1+	 + Full	<p>A sense of commitment to the needs of others tends to put one in the frame of mind to undergo the kind of self-development necessary for serving others effectively. You appear moderately committed towards the needs of others.</p>
A2+	A2=	 + Half Full	<p>An argumentative temperament is less likely to accept suggestions for self-development than is an accommodating temperament. You appear to be situational in this regard--accommodating in some situations, and not in others.</p>
A4-	A4+	 + Running Low	<p>Assertiveness--letting others know what is on your mind--is more likely to lead to self-development than reserve, inasmuch as such communication is helpful in determining one's needs for self-development. You appear to be more reserved than assertive.</p>
C++	C=	 + Half Full	<p>The tendency to pursue self-development tends to be optimal around persons who are prone to have clear goals and who remain focused on those goals. You appear to be situational in this regard--you consolidate your energy around some of your goals, and not around others.</p>
C1++	C1-	 + Running Low	<p>Perfectionism, by its very nature, makes a point of attending to everything that is related to satisfactory completion of a task. As such, to the degree that self-development is required as part of a task, the perfectionist will embrace self-development requirements with eagerness. You appear to be more casual about standards, and less perfectionistic.</p>

# TRAIT CAPACITY FOR COMPETENCY:

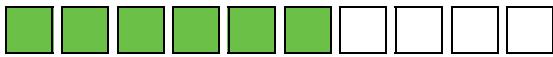
## Self Development

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C2+	C2++	 Full with Surplus	Self-development requires one to organize around priorities and to avoid permitting things to fall between the cracks. You appear to be extremely well-organized.
C3++	C3--	 Almost Empty	While self-development is often pursued for its own sake, the more ambitious one is, the more likely one will place a value on self-development as a requirement for achieving one's goals. You appear to be very comfortable with your current level of achievement.
C4++	C4+	 Full	Concentration--the power to remain focused on the task at hand without being distracted--makes self-development easier to pursue through sheer efficiency of effort. You appear to find concentration relatively natural.
C5+	C5-	 Running Low	The more methodical one is, the more likely one is to complete self-development activities. You appear to be more spontaneous than methodical.

# TRAIT CAPACITY FOR COMPETENCY:

## Teamwork & Cooperation

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**

**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

*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=	Half Full	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 situational in this regard--calm in some crises and reactive in others.
N2-	N2++	Almost Empty	Temperaments that are quick to anger can spoil the climate of a work team. You appear to have a temperament that is prone to fits of anger or temper.
N3-	N3-	Full	Optimism breeds productivity and a cooperative team spirit. You appear to have a moderately optimistic outlook.
E+	E--	Almost Empty	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 strongly introverted temperament.
E1+	E1+	Full	A warm and enthusiastic manner tends to contribute towards positive feelings and morale within a team. You appear to be moderately warm and enthusiastic.
E2+	E2--	Almost Empty	Most teams benefit by having a preponderance of gregarious members--those who prefer society over solitude. You appear to prefer a more solitary work style.

# TRAIT CAPACITY FOR COMPETENCY:

## Teamwork & Cooperation

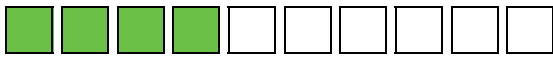
OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
O+	O-	 + Running Low	Teams benefit from having members who naturally generate ideas for solving problems. You appear to be more focused on the here-and-now than on idea generation.
A++	A=	 + Half 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 situational in this regard--more cooperative in some situations and less so in others.
A1+	A1+	 + 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 moderately focused on serving others' needs.
C+	C=	 + Half Full	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 situational in this regard--disciplined and focused around some goals and not around others.



# TRAIT CAPACITY FOR COMPETENCY:

## Technical Learning

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**






**A person who performs this competency well at work:**

- Prefers mastering the details before moving on to the next level
  - Shows mastery of knowledge about the job, whether about products, markets, or subject areas
  - Eagerly seeks and assimilates new relevant technical information
- Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N2-	N2++	Almost Empty	Having a quick temper can lead to frequent frustration in a technical learning situation, thus making for inefficient acquisition of skills and knowledge. You appear to exhibit a quick temper.
N4-	N4++	Almost Empty	Resilience--the quality of being calm during and after highly stressful situations--makes technical learning more efficient. You appear to be highly reactive in a stressful situation.
E3+	E3-	Running Low	The pursuit of technical learning is optimal when one has ample supplies of energy and a high activity level. You appear to prefer a more sedentary work style than an active one.
O1-	O1++	Almost Empty	Technical learning is most efficient when the learner naturally focuses on the here-and-now and resists more imaginative pursuits. You appear to be much more imaginative than focused on the here-and-now.
O3-	O3--	Full with Surplus	Technical learning is associated with comfort with routine and repetitive activity, as frequent change makes in-depth technical learning difficult. You appear to be much more comfortable with routine than with change.
C+	C=	Half Full	Persons with ambition, and the discipline to stay focused on that ambition, tend to be more successful in staying on top of the technical knowledge and skills in their field. You appear to be situational in this regard--conscientious in some aspects of your work, and more casual about other aspects.

# TRAIT CAPACITY FOR COMPETENCY:

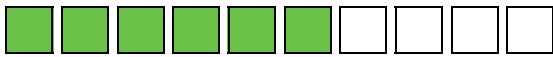
## Technical Learning

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
C1+	C1-	 Running Low	<p>Technical learning requires a natural inclination towards perfectionism, high standards, and doing things according to strict requirements. You appear to be more casual about standards, i.e., not typically perfectionistic.</p>
C2+	C2++	 Full with Surplus	<p>A sense of organization tends to increase the efficiency of technical learning. You appear to place a high priority on keeping well-organized.</p>
C3+	C3--	 Almost Empty	<p>Technical learning is a means towards the end of advancement, so ambition tends to entail placing a high value on acquiring maximum technical learning. You appear to be much more comfortable with your current level of achievement, i.e., not ambitious.</p>
C4+	C4+	 Full	<p>An easy distractibility makes technical learning inefficient, while natural powers of concentration enhance it. You appear to find it moderately easy to concentrate.</p>
C5+	C5-	 Running Low	<p>Technical learning is typically a matter of understanding proper sequences and having a respect for stepwise procedures. You appear to be somewhat spontaneous in your work style.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Work/Life Balance

Overall estimated Fit, or capacity for this competency:



**SIX** (One = Low; Five = Medium; Ten = High)

Interpretation of Fit Score:

**Somewhat Natural**



**A person who performs this competency well at work:**

- Has a personal life beyond job and career
  - Avoids the temptation to work excessively long hours
  - Neither a workaholic nor a freeloader
- Brandstaetter (94), Howard (00a,b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N+	N=	 Half Full	Persons who are typically reactive to stressful situations tend to place a higher value on maintaining balance between time and energy spent on work versus personal life. Your reactivity to stress appears to be situational--reactive in some situations, and not in others.
N4+	N4++	 Full with Surplus	Persons who take some time to recover from serious stress tend to place a higher value on maintaining balance between time and energy spent on work versus personal life. You appear to require a good deal of time for recovery from serious stress.
O2-	O2--	 Full with Surplus	Persons who prefer simplicity and narrowly defined areas of work and responsibility tend to maintain greater balance between work and personal life. You appear to have an extremely strong preference for simplicity and narrowly defined work.
A+	A=	 Half Full	Persons who tend to accommodate to the needs of others are generally more likely to maintain a balance between work and personal needs. Your tendency to accommodate tends to be situational--accommodating in some situations, and not in others.
A1+	A1+	 Full	Persons who tend to place higher value on others' needs than on one's own are generally more likely to maintain a balance between work and personal needs. You appear to place a somewhat higher value on the needs of others.
A2+	A2=	 Half Full	Persons who tend to avoid conflict are generally more likely to maintain a balance between work and personal needs. You tend to be situational in this regard--certain kinds of conflict are more comfortable for you than others.

# TRAIT CAPACITY FOR COMPETENCY:

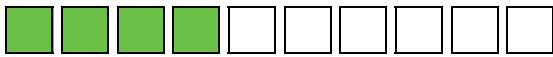
## Work/Life Balance

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A3+	A3-	 Running Low	<p>Humility and a low need for praise/recognition are associated with a greater likelihood of maintaining a balance between work and personal needs. You appear to be the opposite--you are often proud and enjoy receiving recognition, with the accompanying likelihood that work/life priorities can get out of balance.</p>
C3-	C3--	 Full with Surplus	<p>A low need for traditional achievement and getting ahead in the world of work is associated with a tendency to keep work and personal priorities in balance. You appear to have a very low need for traditional achievement, being comfortable with your current achievement level, thus increasing the likelihood that your work and personal needs are in balance.</p>

# TRAIT CAPACITY FOR COMPETENCY:

## Written Communications

Overall estimated Fit, or capacity for this competency:



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

Interpretation of Fit Score:

**Draining**

**A person who performs this competency well at work:**

- Has the habit of taking the time and effort to put thoughts into writing
- Is concise and descriptive, keeping the reader in mind
- Keeps on top of regular written documentation

*Howard (00b)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
E3+	E3-	Running Low	Writing, although a sedentary activity, nonetheless requires a higher energy level. You appear to have a moderately low energy/activity level.
C1+	C1-	Running Low	A perfectionistic streak supports effective writing by shaping a temperament that wants to get it right in every way--word choice, grammar, style, organization, and so forth. You appear to be somewhat casual about standards, preferring a less perfectionistic approach.
C3+	C3--	Almost Empty	Persons with high drive tend to do whatever it takes to realize their goals, be it writing or some other activity. You appear to be content with your current level of achievement.