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Quick Start Guide

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**How is this person likely to
behave as an individual?**



Extraversion

Degree to which one requires social interaction and authority.

<i>Lower scorers may be timid and are more apt to work in the background and follow group consensus.</i>		<i>High scoring individuals will be social, outspoken, and assertive.</i>	
Will appreciate the opportunity to work on projects in solitude. Does not allow social interactions to distract them from their work.	Prefers to work in solitude, but is open to group activities if truly warranted. Realizes that some projects require interaction with others and is able to work in this environment on a limited basis.	Typically prefers to work with others but is capable of working in solitude if required. Realizes that some projects require working alone and is able to work in this environment on a limited basis.	Often sees social functions as exciting challenges and opportunities. Welcomes the chance to be a social influence if given the option of leading rather than following others.

Intensity

Level of drive and/or restlessness one exhibits.

<i>Lower scorers tend to be more patient and methodical, preferring to finish one task before starting a new one.</i>		<i>High scorers will always be looking for new challenges, sometimes before completing previously initiated projects.</i>	
Expresses a rather low intensity level, therefore their work style fits best in a relaxed, low-stress work environment. Typically does not express a high sense of urgency and may need to call on their energy reserves when starting a new project.	Is capable of a moderate level of intensity when conditions demand it, but likely prefers a more relaxed approach. Focuses on timely results when their energy level is allowed time to rebuild.	Generally has a fast and steady work pace, but needs time to refresh their reserves in an intense work environment. Is able to meet goals in a timely manner, but occasionally needs time to relax and gather more energy.	Thrives on a quick paced, invigorating work environment and focuses on critical deadlines and timely results. Has a very high energy level and tends to shy away from tasks that take them away from the fast pace of their preferred work environment.

Control

Tendency to take charge of people and situations. Leads more than follows. It is often associated with expressing confidence.

<i>Lower scorers suggest a minimal need to control the actions of others. Such an individual may be perceived by coworkers as a compliant follower.</i>		<i>High Control is often found with a focus on achievement and the need for being in control of situations.</i>	
Tends to allow others to lead, and may defer unpopular decisions to colleagues with greater assertiveness. Does not usually need to steer the course of what is happening or the direction of a project.	Sometimes needs to be in charge of a project as long as it does not sacrifice their partnership with others. Is careful about asserting themselves, tending to be more of a facilitator than an influencer.	Is motivated by competitive situations in which they are held accountable for their results. Is willing to assert themselves in most situations appreciating the need to influence others to follow their lead.	Has a strong need to be the leader in most situations. Is very comfortable asserting themselves and making unpopular decisions when necessary.



Decisiveness

Reflects how confident someone is for accepting the risk of making a decision in a timely fashion using what information is available at the time.

<p><i>A person with a low Decisiveness score requires as much information as possible before making a decision.</i></p>		<p><i>A person with a high Decisiveness score will make decisions with the information currently available so processes do not become too mired in deliberation. This also reflects their willingness to risk failure or misjudgment for the sake of timeliness.</i></p>	
<p>Tends to make conservative decisions, carefully considering all available options. Has a tendency to address problems slowly and methodically, taking little risk.</p>	<p>Is capable of promptly making day to day decisions when given adequate information. Tries to stay prepared and organized in order to avoid delaying important decisions.</p>	<p>Is typically decisive and effective in positions that require timely results. Is capable of responding to emergencies and solving problems in a timely manner.</p>	<p>Is decisive, quick to act, and likely will enjoy positions which require immediate action. Typically stands firm on decisions and is not inclined to back down once a decision is made.</p>

Autonomy

Tendency to be self-reliant, self-directed, and to take independent action, making own decisions.

<p><i>Someone with low Autonomy prefers to turn to others to guide their performance.</i></p>		<p><i>High scores in Autonomy define the manner in which an individual prefers to be directed by others and one's potential to accomplish tasks with minimal supervision.</i></p>	
<p>Appreciates the need for close supervision in an organization. Prefers a methodical plan laid out by a supervisor who closely monitors their work.</p>	<p>Is generally comfortable with close supervision. Is willing to coordinate their work with others and participate in group decision-making.</p>	<p>Prefers to carry out important tasks with minimal supervision. Has a moderate need for freedom from controls and close supervision.</p>	<p>Takes on new projects independently, bringing in co-workers only when absolutely necessary. Likely prefers to run their own show and tends to resist close supervision.</p>

Ambition

Willingness to do whatever it takes to attain a personal goal, often even at the expense of others.

<p><i>Lower scorers are usually satisfied with staying where they are as long as the position or environment is meeting their needs.</i></p>		<p><i>High scoring individuals will typically be those who are not content to stay in one job very long if there is a higher level to be achieved.</i></p>	
<p>Is satisfied with their current station and generally does not seek out ways to elevate their status. Believes they have learned the skills needed to do their job well, and does not wish to add to their responsibilities by seeking promotion.</p>	<p>Is not opposed to a promotion if offered, but does not aggressively seek out ways to elevate their status. Is comfortable in their current position but may consider pursuing a higher level if the opportunity becomes available.</p>	<p>Actively seeks out opportunities for advancement if they fit closely with their personal goals and objectives. Appreciates the need to advance their career, but there are strict limits on what they are willing to do to achieve promotion.</p>	<p>Aggressively pursues opportunities for advancement and have a strong need to be successful in their career. Exhibits a strong need to advance in their career and set very few limits on how they might achieve promotion.</p>



**How is this person likely
to interact with others?**



Agreeableness

Tendency to be friendly, approachable, and easy to get along with.

<i>Lower scorers are more reserved and aloof and may act against the group's wishes to accomplish a personal goal.</i>		<i>High scoring individuals will usually be trusting of others and will follow rules so as not to cause conflict.</i>	
Tends to follow a self-directed approach to accomplishing their work. Emphasizes developing an independent approach rather than seeking the consensus of a group.	Tends to take a competitive approach to things, even though a little cooperation could make things easier for them. Usually prefers to set their own course of action, seeking the advice of others only when necessary.	Is generally willing to cooperate in a group even though a little competitiveness can make things interesting for them. Usually prefers to seek the advice of others concerning their tasks and goals, but may independently set their own course of action when necessary.	Tends to side with the group, accepting consensus as the best means toward collective goals. Does not have it in their nature to let competition rule their actions.

Sociability

Tendency to be outgoing and people-oriented.

<i>A lower scorer tends to focus on achieving goals through individual efforts and can work over longer periods without considerable interpersonal contact. This individual tends to "stick to business" and often will not demonstrate a need to collaborate on projects.</i>		<i>High Sociability signifies a desire to work closely with others and accomplish goals in a group setting.</i>	
Has little need to socialize or network with others. Prefers working on their own rather than involving others in the discussion about how things will be done.	Prefers direct, task related communication and tries to avoid small talk and social interaction. Is usually not comfortable with assignments that require social interaction.	Is generally inclined to promote the benefits of teamwork and to involve the team in the discussion of how things will be done. Is moderately sociable and aware of the need for interaction with others.	Is highly sociable and maintains a network of contacts. Is quick to initiate relationships and interacts easily with others.

Cooperativeness

Tendency to be friendly, agreeable, and to be a team person.

<i>The low Cooperativeness scoring individual is willing to express disagreement and defend priorities without compromise when necessary.</i>		<i>High scores in Cooperativeness display a willingness to consider the needs and ideas of others.</i>	
Is often unwilling to compromise with others. Will not allow others to take advantage of them just to avoid conflict.	Tends to use a positive, informal approach and generally demonstrates a willingness to listen. Can easily become defensive whenever someone tries to take advantage of them.	Tends to have a cooperative outlook and is generally inclined to help others. Tends to be modest and not inclined to take an extreme opinion or position.	Consistently tries to avoid conflict and maintain a cooperative environment. Is quick to accommodate others and to avoid interpersonal conflict.



Tact

Tendency to consider the feelings of others when communicating.

<i>Lower scorers are generally more frank and direct in their communications being more interested in full disclosure.</i>		<i>High scoring individuals will be more measured in their communication and may tend to withhold information if they believe it will cause conflict.</i>	
Tends to express their feelings openly regardless of the potential impact on others. Sees more importance in getting their point across than in considering the feelings of others.	Can moderate their communication and appreciate the feelings of others, but they generally opt for frankness. May not consider the feelings of others before speaking out when under pressure.	Generally recognizes the need for measuring their communication in consideration of the feelings of others. Can be frank when necessary but typically prefers to be careful about what they say.	May use diplomacy in their interactions with others even if it makes it more difficult to get their point across. Sees more value in sparing the feelings of others than in communicating in a straightforward manner.

Influence

Tendency to focus activities on persuading others to follow or work with them in attaining objectives.

<i>Lower scorers are more cautious when seeking assistance or support from others and tend to be more reserved and less sociable.</i>		<i>High scoring individuals will generally be friendly, outgoing, and will maintain a wide network of contacts.</i>	
Is typically more concerned with completing tasks to their own satisfaction without regard for the acceptance of others. Is confident of their own actions, and so they usually do not concern themselves with persuading others to their way of thinking.	Is independently confident in their ideas, but sometimes seeks to persuade others to follow their lead. Will typically act on their own ideas even if others cannot be persuaded to follow their lead.	Is usually able to persuade others that their ideas and actions are integral to the achievement of group objectives. Appreciates the importance of persuading others to follow their lead, they are able to act without their approval.	Is highly skilled at securing the approval and support of others for their ideas and actions. Finds it important to build and maintain a network of those who support their ideas, and they work hard to persuade others to follow their lead.

Compassion

Willingness and ability to identify with, or vicariously experience, the feelings and emotions of others.

<i>Lower scorers usually have little or no regard for the experiences of others and may lack the background to understand others' personal situations.</i>		<i>High scoring individuals tend to be sensitive to how their own actions impact others.</i>	
Is not immune to feelings, but may have trouble recognizing the experiences of others and the impact emotions may have. Makes decisions that are not typically swayed by concerns about the impact on others.	Often recognizes the impact their decisions have on others, but may not readily allow this concern to affect their progress. Shows concern for others that is sometimes outweighed by their desire for progress.	Generally recognizes the feelings and experiences of others but does not let that influence their decisions. Uses a decision making process that is usually balanced between the need for progress and the impact their actions will have on others.	Has concern for others that often outweighs the need for progress when they are planning activities and making decisions.



**How is this person likely
to approach their work?**



Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

<i>Lower scorers are typically spontaneous and quick to act. While they will get things done, the results may not be as expected.</i>		<i>High scoring individuals will generally act based on a comprehensive plan and will tend to analyze all relevant information before proceeding.</i>	
Has a work style that is generally adaptable without undue fuss and bother over restrictive rules. Tends to work outside the constraints of specific rules and prefers room to adapt to a situation.	Prefers to respond spontaneously to new problems, but is also capable of following a more methodical approach when necessary. Is likely to enjoy a work environment that is not overly structured and restrictive, while still respecting policies and procedures.	Generally prefers to follow a more methodical approach, but is capable of responding spontaneously to new problems when necessary. Is likely to enjoy a work environment that is structured and that rewards accuracy while allowing for some spontaneity as well.	Has a work style that focuses on accuracy and organization. Tends to approach a job according to specified procedures.

Acumen

Tendency to use logic and objective information in decision-making process.

<i>Lower scorers rely more heavily on intuition and feeling when making decisions or taking action.</i>		<i>High scoring individuals generally act on the basis of proven facts and analysis.</i>	
Tends to rely on intuition and emphasizes personal opinions more than factual data. Generally makes decisions based on their feelings and opinions.	Makes conclusions which may be based more on intuition than facts when under pressure. Has a decision-making process that is often based more on instinct than objective information.	Demonstrates judgment that usually reflects a balance of instinct and objective consideration. Has a thinking process that likely emphasizes logical deduction more than intuition.	Is likely to show sound, objective judgment under pressure. Makes decisions that indicate thoughtful consideration of all available information.

Assurance

Tendency to rely on and be confident in the integrity and ability of others.

<i>Lower scorers will evaluate others' actions over time and make judgments about their trustworthiness only after careful consideration.</i>		<i>High scoring individuals generally believe in the inherent good intentions of others and are not likely to be suspicious.</i>	
Will usually require a great deal of evidence before trusting the reliability of others. Will typically regard others suspiciously until they have gotten to know them well.	Can place their trust in others, but prefers to rely on their own experience and instincts. Finds it somewhat difficult to delegate or share responsibility with other people and usually follows closely behind them checking their work.	Can delegate or share responsibility with others but generally requires a full accounting of their progress and outcomes. Typically trusts others easily but sometimes may be suspicious of their reliability until they know them well.	Is very trusting of others and generally believe their intentions are good. Finds it easy to delegate work and share responsibility with others, and generally trusts that tasks will be completed successfully without undue scrutiny.



Work Ethic

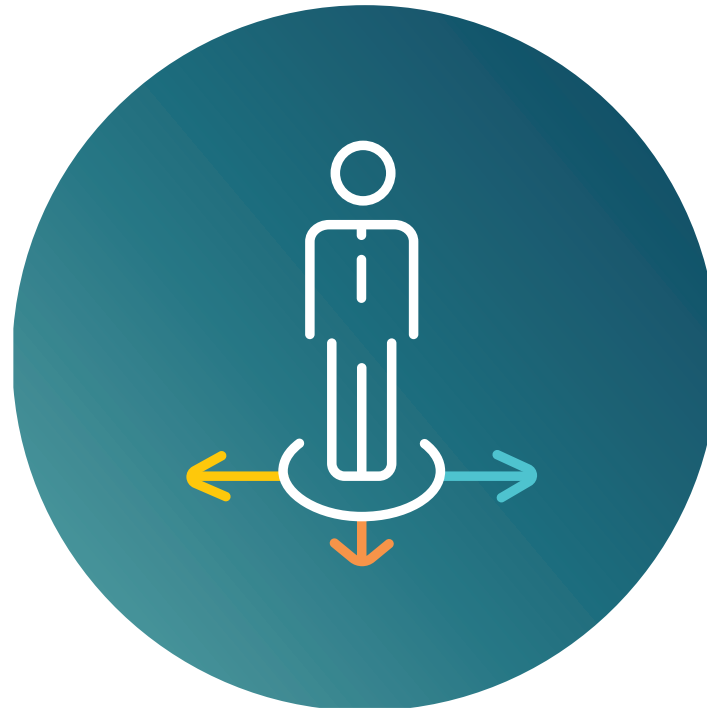
Willingness to work for the intrinsic benefit of work and its ability to enhance character.

<p><i>Lower scorers may be regarded as failing to provide fair value for the wage the employer is paying them and will usually display irresponsible workplace habits.</i></p>		<p><i>High scoring individuals tend to be reliable, have initiative, and pursue new skills.</i></p>	
<p>Generally works for the external reward and not for the intrinsic satisfaction of the work itself. Is usually driven more by what they can receive than by what they can contribute.</p>	<p>Is not likely to work overtime without extra compensation, but does have an appreciation for the value of work. May not be inclined to pursue work if it were not required to maintain a comfortable lifestyle for themselves and others.</p>	<p>Is inwardly motivated to work but without adequate external reward, they may not vigorously pursue it. Typically works until a job gets done but they may need extra encouragement.</p>	<p>Would still work because they enjoy it, even if they were financially secure for the rest of their life. Their work gives them immense satisfaction.</p>

Integrity

Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner.

<p><i>Lower scorers may show tendencies for being inaccurate in their representations and could have a more accepting attitude toward theft and other dishonest behaviors.</i></p>		<p><i>High scoring individuals tend to be trustworthy and consistently accurate in their actions.</i></p>	
<p>May sometimes fail to see the need for confidentiality when dealing with sensitive business issues. Tends to believe that rules governing the workplace may be bent or broken if it means getting the job completed.</p>	<p>Generally follows rules and regulations, but may hesitate in revealing a co-worker who breaks those rules. Usually tells the truth but may be hesitant if doing so will result in immediate negative consequences.</p>	<p>Can usually be trusted with sensitive information but having to maintain that trust can sometimes make them uncomfortable. Generally believes that rules and regulations apply equally to everyone, but may sometimes be tempted to ignore infractions.</p>	<p>Always avoids situations and actions considered inappropriate or which present a conflict of interest. Never misrepresents themselves or uses their position or authority for personal gain.</p>



**How is this person likely
to embrace change?**



Openness

Willingness to try new ways of doing things.

<i>Lower scorers will usually prefer to maintain the status quo and will opt for tried and proven methods.</i>		<i>High scoring individuals will generally be adventurous, curious, and able to personally accept a high degree of risk.</i>	
Is not likely to change traditional methods in the workplace unless there is a need to correct what currently seems to be working well. Will in most cases, have their needs satisfied with an uncomplicated, consistent system for getting things done.	Tends to favor traditional practices in the workplace, but can accept an occasional change or innovative idea. Prefers simplicity and familiarity in their work, but will try a new way of doing things if the change is best for all concerned.	Tends to favor plans that involve an occasional change or innovative idea, but accepting the traditional ways of the workplace is not a problem for them. Appreciates innovation, in general, but still respects simplicity and the familiarity of traditional work practices.	Consistently favors plans that involve change or innovative ideas, but tolerating out-dated work habits is more of a challenge for them. Generally embraces change and innovation, and rarely relies solely upon the familiarity of traditional work practices.

Creativity

Degree to which an individual uses imagination and intellect to produce novel and original products, ideas, or task solutions.

<i>Low scoring individuals tend to follow established routes toward problem solution regardless of their success.</i>		<i>Higher scorers are those individuals who often arrive at seemingly strange solutions to problems which ultimately succeed in solving the problem.</i>	
Prefers to use proven methods for completing tasks and generally needs detailed instructions to be successful. Is not typically driven to explore innovations or new ways of doing things, opting for traditional methods and processes.	May not actively seek out new ways for doing things, but can appreciate the need for better methods and processes. Prefers to use proven methods for completing tasks, but is able to adapt to new methods when necessary.	Sometimes seeks out activities which involve innovative and creative thinking, but may fall back on traditional methods if necessary. Is motivated sometimes to express themselves creatively, but is more likely to rely on proven ideas.	Is likely to seek out activities that involve innovative thinking and creative expression. Enjoys designing new and innovative methods for completing their work.

Adventurousness

Tendency to have a need for exciting or unusual experiences which may be bold and risky undertakings with uncertain outcomes.

<i>Low scoring individuals will consistently gravitate toward those activities which have a proven record and very little risk.</i>		<i>Higher scorers will aggressively seek out risky tasks and projects which allow them to do something different and uncertain.</i>	
Tends to shy away from risky activities opting instead for projects with predictable outcomes. Tends to enjoy repetitive tasks and is not typically interested in changing their regular routine.	Finds repetitive tasks can be boring to them but typically will not seek out ways to change the routine. Is able to make changes to their regular routine if a situation calls for it.	Appreciates the need to change their routine periodically and is usually willing to take a calculated risk to do so. Does not always avoid risky activities, but may need encouragement to accept risk blindly.	Seeks out activities which involve taking risks and those for which outcomes may not be predicted. Has a strong need to experience new and exciting activities, and is are not satisfied with any set routine.



Teamwork

Willingness to work as a group member toward the attainment of a common objective.

<p><i>Those with low scores are more likely to follow group wishes if, and only if, the direction of the team meets their own personal objectives.</i></p>		<p><i>A higher scorer will typically be sensitive to the needs of the group above their own and will place an emphasis on equal participation toward reaching the stated goal.</i></p>	
<p>Typically uses their experience and expertise to solve problems individually rather than contribute to a group giving equal credit to all members. Would prefer to be recognized for their independent accomplishments than as a member of a successful team.</p>	<p>Is sometimes willing to contribute to the group in order to reach an objective as long as the outcome serves their individual goals. Can cooperate with others to achieve group objectives if they closely match their personal goals.</p>	<p>Understands and has an appreciation for how their performance affects the success of the group. Usually cooperates with others to reach group objectives even if they are not aligned with their own personal goals.</p>	<p>Actively participates in formulating team objectives and will cooperate with others to achieve those goals. Enjoys contributing their expertise to a group and appreciates input from others toward the attainment of common objectives.</p>



How is this person likely to weather challenge and adversity?



Stability

Degree to which one reacts positively to negative or stressful situations.

<i>Lower scorers may seem overly emotional and will generally act on instinct in times of stress.</i>		<i>High scoring individuals will usually maintain a positive outlook and will rely on logic and organization when dealing with stress.</i>	
Naturally responds to a stressful situation by following their instincts rather than by taking time to seek objective input. Rarely feels compelled to censor their response when a situation calls for a direct or sudden reaction.	Usually responds calmly in normal situations, but may react more instinctually under stressful circumstances. Is willing to express themselves tactfully to others as long as their point of view or feelings are understood in the end.	Usually expresses their feelings discreetly, but is able to be more direct during stressful situations. Sometimes feels the need to express themselves candidly so that their point of view or feelings are clearly understood.	Rarely reacts negatively to stressful situations preferring a measured, calm response. Consistently expresses themselves carefully to others so that their point of view or feelings are not misunderstood.

Compliance

The degree to which an individual is willing to follow policies, external controls and supervision, and to work within the rules.

<i>Lower scorers may reflect a working style that emphasizes individualized thinking and a willingness to question inefficient practices.</i>		<i>High Compliance is often associated with being comfortable with authority, conformity, and with being conventional.</i>	
Generally cautious when dealing with those in authority. Tends to set their own course rather than accept direction from others.	Usually respects authority in a cooperative manner but may express a need for more personal freedom in some situations. Accepts most directives in a cooperative manner and will not thrive under a high-pressure leader.	Is usually willing to accept guidance and suggestions from others. Is friendly and cooperative and should be fairly easy to work with.	Is generally quite willing to accept supervision and external controls. Has a positive attitude regarding organizational constraints and restrictions.

Optimism

Tendency to have a positive attitude regarding people and outcomes.

<i>Lower scorers are willing to question the intentions of others and the feasibility of outcomes.</i>		<i>A positive and accepting outlook regarding people and outcomes is common among those with high Optimism scores.</i>	
Often finds it difficult not to be suspicious about the plans of others. Is often skeptical and more tough minded in evaluating plans and proposals.	Often expresses guarded optimism and trust toward others. May be suspicious of others until they have proven themselves to them.	Demonstrates a tendency to trust most people. Has a positive attitude regarding changes in policies and guidelines.	Is known to be very optimistic about risk, change, and unexpected challenges. Demonstrates a very trusting attitude toward others even if they are unfamiliar to them.



Outlook

Tendency to maintain a mental or emotional state of well-being characterized by positive or pleasant emotions ranging from contentment to intense joy.

<i>Lower scorers have a propensity for complaining and may seem difficult to please.</i>		<i>High scoring individuals are usually easy to get along with and work in close harmony with their environments.</i>	
Often has a pessimistic outlook and may feel insecure about the future. Often has little confidence in their personal contribution when working with others.	Sometimes has a pessimistic outlook and may feel insecure about the future. Can be positive and confident if they receive encouragement from others.	May feel overwhelmed at times, but is usually able to find the positives in most situations. Is usually positive about their future, but may feel overwhelmed during times of stress.	Does not usually worry about things over which they have little control and exhibits a positive outlook toward the future. Always pursues personal development opportunities but is comfortable with themselves and tries to extend this attitude to others.

Critical Thinking and Reasoning

The person’s ability to process various forms of data and information, both verbal and numeric.

This optional feature evaluates the person’s ability to process information and problem-solve using various forms of data and information, both verbal and numeric. Determines the cognitive reasoning tasks individuals should be able to successfully complete at various levels of ability.