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Quick Reference Guide





How is this person likely to behave as an individual?



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Extraversion

Degree to which one requires social interaction and authority.

Soloist Conductor

Lower scorers may be timid and are more apt to work in the background and follow group consensus.

High scoring individuals will be social, outspoken, and assertive.

Intensity

Level of drive and/or restlessness one exhibits.

Methodical Dynamic

Lower scorers tend to be more patient and methodical, preferring to finish one task before starting a new one.

High scorers will always be looking for new challenges, sometimes before completing previously initiated projects.

Control

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

Contributor

Lower scorers suggest a minimal need to control the actions of others. Such an individual may be perceived by coworkers as a compliant follower. High Control is often found with a focus on achievement and the need for being in control of situations.



How is this person likely to behave as an individual?



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.

Intentional Bias for Action

A person with a low Decisiveness score requires as much information as possible before making a decision.

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.

Autonomy

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

Collaborative Self-Directed

Someone with low Autonomy prefers to turn to others to guide their performance.

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.

Ambition

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

Contented Striving

Lower scorers are usually satisfied with staying where they are as long as the position or environment is meeting their needs.

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.





How is this person likely to interact with others?



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Agreeableness

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

Indepentent Thinker

Diplomat

Lower scorers are more reserved and aloof and may act against the group's wishes to accomplish a personal goal.

High scoring individuals will usually be trusting of others and will follow rules so as not to cause conflict.

Sociability

Tendency to be outgoing and people-oriented.

Private

Sociable

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.

High Sociability signifies a desire to work closely with others and accomplish goals in a group setting.

Cooperativeness

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

Steadfast

Accommodating

The low Cooperativeness scoring individual is willing to express disagreement and defend priorities without compromise when necessary.

High scores in Cooperativeness display a willingness to consider the needs and ideas of others.



How is this person likely to interact with others?



Tact

Tendency to consider the feelings of others when communicating.

Candid Tactful

Lower scorers are generally more frank and direct in their communications being more interested in full disclosure.

High scoring individuals will be more measured in their communication and may tend to withhold information if they believe it will cause conflict.

Influence

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

Straightforward Persuasive

Lower scorers are more cautious when seeking assistance or support from others and tend to be more reserved and less sociable.

High scoring individuals will generally be friendly, outgoing, and will maintain a wide network of contacts.

Compassion

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

Impartial Empathetic

Lower scorers usually have little or no regard for the experiences of others and may lack the background to understand others' personal situations.

High scoring individuals tend to be sensitive to how their own actions impact others.





How is this person likely to approach their work?



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Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

Fluid Exacting

Lower scorers are typically spontaneous and quick to act. While they will get things done, the results may not be as expected.

High scoring individuals will generally act based on a comprehensive plan and will tend to analyze all relevant information before proceeding.

Acumen

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

Intuitive Rational

Lower scorers rely more heavily on intuition and feeling when making decisions or taking action.

High scoring individuals generally act on the basis of proven facts and analysis.

Assurance

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

Cautious

Trusting

Lower scorers will evaluate others' actions over time and make judgments about their trustworthiness only after careful consideration.

High scoring individuals generally believe in the inherent good intentions of others and are not likely to be suspicious.



How is this person likely to approach their work?



Work Ethic

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

Externally Motivated

Internally Motivated

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.

High scoring individuals tend to be reliable, have initiative, and pursue new skills.

Integrity

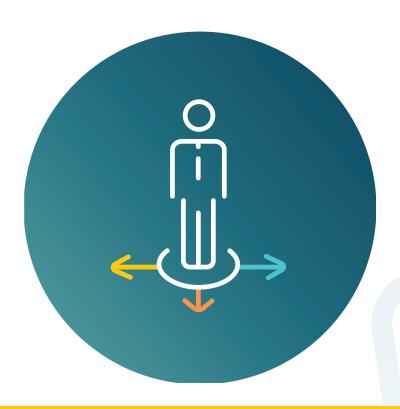
Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner.

Varied ← Principled

Lower scorers may show tendencies for being inaccurate in their representations and could have a more accepting attitude toward theft and other dishonest behaviors.

High scoring individuals tend to be trustworthy and consistently accurate in their actions.





How is this person likely to embrace change?



How is this person likely to embrace change?



Openness

Willingness to try new ways of doing things.

Conventional

Lower scorers will usually prefer to maintain the status quo and will opt for tried and proven methods.

High scoring individuals will generally be adventurous, curious, and able to personally accept a high degree of risk.

Creativity

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

Traditional Creative

Low scoring individuals tend to follow established routes toward problem solution regardless of their success.

Higher scorers are those individuals who often arrive at seemingly strange solutions to problems which ultimately succeed in solving the problem.

Adventurousness

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

Wary Bold

Low scoring individuals will consistently gravitate toward those activities which have a proven record and very little risk.

Higher scorers will aggressively seek out risky tasks and projects which allow them to do something different and uncertain.



How is this person likely to embrace change?



Team-Focused

Teamwork

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

Individualistic

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.

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.





How is this person likely to weather challenge and adversity?



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Stability

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

Instinctive Cool-Headed

Lower scorers may seem overly emotional and will generally act on instinct in times of stress.

High scoring individuals will usually maintain a positive outlook and will rely on logic and organization when dealing with stress.

Compliance

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

Mayerick Disciplined

Lower scorers may reflect a working style that emphasizes individualized thinking and a willingness to question inefficient practices.

High Compliance is often associated with being comfortable with authority, conformity, and with being conventional.

Optimism

Tendency to have a positive attitude regarding people and outcomes.

Questioning Optimistic

Lower scorers are willing to question the intentions of others and the feasibility of outcomes.

A positive and accepting outlook regarding people and outcomes is common among those with high Optimism scores.



How is this person likely to weather challenge and adversity?



Outlook

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

Instinctive

Cool-Headed

Lower scorers have a propensity for complaining and may seem difficult to please.

High scoring individuals are usually easy to get along with and work in close harmony with their environments.

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.