

Work Ethic TraitSet®Definitions

1. **Withholding:** This is really a Bias scale” that measures a person’s tendency to give reasonable or realistic responses versus a “distorted” response. High scores suggest a person may be withholding data about him/herself and may be exaggerating the positive aspects (socially desirable) of their behavior. Low scores can indicate a self-critical approach. Hence, high and low scores cause one to interpret the data either up or down.
2. **Conscientious:** Focusing on your job is important but some people are so focused and conscientious that they become perfectionists and drive other people crazy. Hence, this can be good and bad. Commitment to one’s work is important for success but “too great a focus” can lead to perfectionist tendencies. That is, you work hard but cannot accomplish a reasonable amount of work because your style “forces you to do every task” in a near perfect fashion.
3. **Achievement:** People who are achievement oriented usually are better performers. They are serious about their work and “drive themselves” to achieve and do well. However, there is also a downside where they can be so achievement oriented that they run over others, cannot work in teams and make the lives of others difficult (e.g., destructively competitive). In addition, some people “pull out all the stops” to achieve their goals and may take advantage of others, cut corners for faster results or even “bend the truth” in an effort to look impressive to their superiors.
4. **Organized:** This is another trait that is positive in moderate amounts but potentially negative when carried to extremes. Compulsive people are organized, usually like structure and/or rules, strive to make their work efficient and seek a personal sense of control in their activities.
5. **Manipulative:** This is a continuum running from forthright and too blunt to clever and potentially manipulative. A moderate score is good but this depends on the position and culture. Greater bluntness can be truthfulness but can also be crass. Lesser bluntness can be political sensitivity but also greater “looking out for one’s own needs.” This variable can influence the appearance of work ethic (e.g., Lows may be too naïve. Moderate is okay. Highs may be too deceitful/clever.
6. **Integrity:** Integrity implies trust but it can also work as a “brake on achievement” where a person who wants to get ahead and beat out the competition “slows down” because he/she feels that it is important to do it in an ethical and reasonable fashion. Ultimately, a superior has to count on not only a subordinate doing the job but also doing the job well and using good judgment. The person with integrity knows how to compromise the sheer volume of work with a quality and ethical job.
7. **Work Ethic:** A Sense of duty where one takes his/her responsibilities and commitments seriously as opposed to a more casual approach where, “I’ll do what I can but when my shift is over, I am out of here.” People with a strong work ethic (may be ambitious or not) take their job seriously and find it difficult to work in a more casual or informal (“when I get to it”) fashion.

***Anchor Cherry Picking (ACp)** = Some people use extreme scores creating a True/ False test which may not invalidate it. However, with a HIGH overall score (>85%) and an ACP score is > 80%, they may be “Cherry-picking” answers that may not reflect their real style.

Leadership/Management Aptitude TraitSet™

General: Leadership and management are complicated and depend upon contextual issues:

- **Culture:** Autocratic (A) – Participatory (P) – Democratic (D) (Our company culture is...)
- **Function:** Manufacturing (A) – Most others (P)
- **Sector:** Private – Industrial (A) – Service (P) – Government (D)
- **Industry:** Automotive (A) – Health Care (P) – Consulting (D)
- **Level:** Worker – Middle management - Executive

Above contexts imply that **Leadership** and **Management** may have different “orientations” but a general definition is they both influence people (usually subordinates) and most positions are combinations of:

Leadership: The desire to lead, establish direction and assume primary responsibility for establishing the overall directives and objectives in a company/area. Emphasis is on LEADING, directing and influencing.

Management: The desire to manage, develop others and assume responsibility for the overall execution of directives and objectives. Emphasis is on MANAGING, development and resource utilization.

The scales that will be measured and contribute to BOTH are:

1. **Assertion:** Must be able to identify and resolve conflict. There are always more options limited by scarce resources. In managing there is always the possibility of people conflicts and priority decisions. In general, Leadership is higher than Management both are usually above 50%.
2. **Confidence:** Is cornerstone of both (without arrogance). Leader is confident in establishing a strategic direction. Manager is confident in executing to plan, using resources wisely and getting work done through others. Leadership is higher than Management both usually above 60%.
3. **Adaptability:** Leader must adapt to environmental changes with little direction from others. A manager must adjust to different superior styles and be sensitive to diverse subordinate needs. Management is usually higher than Leadership (Leader defines an approach). Both above 60%.
4. **Calm/Patience:** Leader must sell/enforce the strategic direction and inspire others to embrace a particular direction. A manager must deal with internal demands, limitations of the organization and the individual abilities/skills/styles of subordinates. Management is usually higher than Leadership (may be more autocratic). Some leaders are actually impatient (entrepreneurs).
5. **Competence:** No one likes to be led (or follow) or managed by a person whom they feel is incompetent. Skill set is specific (e.g., education, background) but the person must exude competence, take conflict in stride and foster open communication but yet give direction.
6. **Extravert:** This is a dichotomy where most managers are extraverted (enjoy working with others) and leaders run the gamut from introvert (strong, individual, driven) to extravert (charismatic and inspiring). This variable will define type and style preference when combined with other variables.
7. **Leader Dynamic:** This person is motivated by exercising control in a social situation and is willing to assume “group responsibility” for getting things done through others. Their goal is to take charge of a social setting and achieve a social agenda. Usually the Leader is more into social control (higher score for Leader) and the manager has a more diverse orientation, (e.g., relationship oriented, likes to develop/coach/mentor others, seeks structure, loyal to a company).

Most middle level/higher positions are a combination. Higher implies more leadership.

Customer Service TraitSet (tm)

The goal is to identify those people who naturally feel comfortable helping others, making others feel comfortable in any setting and who take genuine pleasure in identifying the needs of others and then helping them meet those needs. They are not people who are self-conscious where they are overly-cautious in approaching others because they feel they may not be helpful. Nor are they too concerned with what others may think about them. They are not so self-sufficient that they have little interest in others and usually don't care what others think about them, so they run the risk of being offensive. Lastly, they derive their esteem/motivation from helping others and establishing relationships.

This is different from **SALES** where there is a strong underlying motivation to get others to buy your product, persuade them that they need it and indeed "close the sale." Customer service assumes that a shopper may/may not have an interest in any particular item (making a purchase at that time) and your goal is to support their looking, make product referrals based on their needs and in general assist them so they return to the setting to do most of their future shopping at your business because they felt they were appreciated and had a positive emotional experience. **TraitSet™ Definitions are:**

1. **Warmth:** A genuine interest in others as opposed to an interest in ideas or one's self interest. Warm people (may be extraverted or introverted) enjoy establishing more meaningful/positive relationships with others (opposed to "what can you do for me").
2. **Extravert:** A natural inclination to move out into the social world, interact with others and in general enjoy socialization. Not all socialization is "productive" in a business sense. Indeed objectives must be established to guide extraverted behavior toward results.
3. **Agreeable:** Some people love debate and discourse while others enjoy achieving harmony and equanimity. Indeed, the agreeable person will often compromise their self interest in an effort to meet the needs of others. This is not always a welcome trait in sales but is highly appreciated in customer service and usually forges a positive relationship.
4. **Friendly:** While extraverts move into the social world, many are interested in exercising social control (sales) or meeting their own needs. Friendly people on the other hand derive satisfaction from the social process (e.g., helping others) itself and are not always driven by an end (e.g., make the sale). In addition, the friendly person is more likely to "take the customer's agenda" as the defining aspect of the relationship and feel accomplishment if they can meet that stated need.
5. **Self-conscious:** This is a negative in customer relations. This person potentially "looks like a strong customer service type" but is so concerned about what others think and their internal fear of making mistakes that they often cannot meet anyone's needs in an ambiguous social setting. As this score increases the person becomes less effective at meeting the needs of others and concentrates on their own concerns.
6. **Self-sufficiency:** This is a person who can be extraverted (looks highly social) but they are very focused on meeting their own needs and doing things in their own way, even at the expense of a positive relationship. The extraverted and self-sufficient person is more than likely to tell other people to do "what they would like them to do" rather than to listen to the needs of the customer.
7. **Relating Dynamic:** This person is motivated (derives their self-esteem) by helping others, giving to them and measures their "sense of self-worth" based upon their ability to help others. This person is often not very effective in sales but is very effective in customer service.

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Ready to Work TraitSet™ Definitions

Ready to Work: The goal is to identify how receptive or able a person is to assume the responsibility associated with work. It does not make any moral or demographic judgments about a person but tries to assess potential impediments that may reduce a person's ability/inclination to work. The barriers may be social in nature and might include unreliable transportation or lack of appropriate home support. They may be attitudinal issues of either a positive (i.e., work interest) or negative (i.e., work avoidance) bias. Additionally, the person may feel they don't have the energy or physical attributes needed to withstand work or they might find the work setting "too intrusive" because of authority concerns. The assessment goal may be to identify potential limits for either remediation and/or support or it may be used as an adjunct to supplement interviews to reduce the potential of inappropriate placements.

The **TraitSet™** scales that will be measured are:

1. **Transportation** Often many people would like to take on a steady job but a lack of reliable transportation precludes them from experiencing success. Hence, the goal is to determine if they have transportation and if not can they access a ride or use public transportation.
2. **Home Life (-)**: Some people are "torn between" family obligations (everything from children to aged parents) and the desire to hold down a job. This scale taps into potential difficulties such as a lack of support at home (e.g., single parent), limited help and other "home demand" issues.
3. **Work Interest (+)**: Some people enjoy work and take pride in their sense of accomplishment and earning their own way. However, others (for both good and bad reasons) may dislike work, find it boring or don't feel like assuming the responsibility. This scale is designed to address those issues and raise interview questions that can be helpful in clarifying a person's position on work.
4. **Work Avoidance**: Unlike the above scale which is basically keyed in the positive sense, this scale tries to determine work avoidance. Work interest can be strong to neutral (apathetic) where the person doesn't really care about work or a job. This scale is an actual measure of work avoidance where the person is predisposed to dislike and avoid work. They may find "excuses" to avoid work but this scale measures "active work avoidance" rather than a "lack of work interest."
5. **Physical Stamina**: Some people feel they would like to work but for medical, personal or health reasons, they find they just don't have the energy or commitment required for successful work habits. This is not meant to diagnose any health problems/concerns but is a self-report scale where a person can state they have "stamina concerns" and may not be able to work full time.
6. **Authority Issues**: Some people enjoy working but the work setting is critical. Many entry level jobs require supervision and clear objectives so the presence of a supervisor and company rules is often the norm. However, some people dislike supervision and external standards so they find the setting objectionable and experience this as negative authority issues. This scale looks at the propensity of a person to have "concerns" with those in a position of authority.
7. **Withholding II**: This is a Bias scale" that measures a person's tendency to give reasonable or realistic responses versus a "distorted" response. High scores suggest a person may be withholding data about him/herself and may be exaggerating the positive aspects (socially desirable) of their behavior. Low scores can indicate a self-critical approach. Hence, high and low scores cause one to interpret the data either up or down.

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Work Ethic: You want to identify people who exhibit what is commonly called a work-ethic or a sense of job responsibility. They usually have a strong sense of duty and commitment, are usually ambitious so they invest in their job and are conscientious where they want to do a good job (not because others are watching but because they take pride in what they do). They exhibit a sense of integrity where they “do what they say they will do” and they are not manipulative. They are organized but this may be taken too far, causing them to become rigid and inflexible.

Sales Potential: Sales people are socially aggressive, exhibit a “take-charge” attitude, and have the confidence to deal with others when there is social ambiguity and the possibility of rejection. They are achievement oriented, feel responsible for their own successes and are socially demonstrative about their successes. They are not reliant upon others for direction, support or motivation but are more internally driven. They are independent (need little structure) and are entrepreneurial.

- 1) **Assertion:** Stand up for their views and are not afraid to deal with conflict. This scale is a continuum that runs from passive (active avoidance of conflict) to aggressive (potential “creator” of conflict). Salespeople do not want to create conflict but must not be afraid to deal with objections, indecisiveness or even criticism.
- 2) **Confidence:** They are not be shaken in their confidence (e.g., by rejection) or in the product they represent. They feel confident in their abilities so they see a potential need, show the product benefits, counter the objections and close the sale.
- 3) **Achievement:** The goal is to identify a potential selling opportunity and achieve results. Sales people are less driven by relationships and more by achieving results and making money.
- 4) **Initiative/Risk-taking:** Sales is not where you wait for something to happen but you take charge and make it happen. You must have the initiative to step up to a potential opportunity and define a positive outcome.
- 5) **Independence:** Successful salespeople know that sales situations are unique and there are many types of customers and situations. You must be capable of providing your own structure, and you must have the fortitude/confidence to deal with a lack of social structure.
- 6) **Egoist Dynamic:** This person is driven by their confidence where their self-esteem is based on their ability to do something well. They want to be the best at whatever they do and take great personal pride in their success. They do not accept a mediocre performance but push to personally excel.
- 7) **Leader Dynamic:** The sales person is motivated by taking control of a social situation. Their goal is to take charge and achieve their agenda. This does not suggest they are socially offensive but the driver is not for the customer to define the setting but the challenge is to get the customer to make a purchase.

Leadership: Leadership is the desire to lead, establish direction and assume primary responsibility for establishing the overall directives and objectives in a company/area. Emphasis is on LEADING, directing and influencing the work of others. Management is the desire to manage, develop others and assume responsibility for the overall execution of specific directives and objectives. Emphasis is on MANAGING, development and resource utilization.

- 1) **Assertion:** A leader must be able to identify and resolve conflict. Options are always limited by scarce resources. In managing there is always the possibility of people conflicts and priority decisions. You must be able to step up and take charge.
- 2) **Confidence:** A Leader is confident in establishing a strategic direction. A Manager is confident in executing to plan, using resources wisely and getting work done through others.
- 3) **Adaptability:** A Leader must adapt to environmental changes with little direction from others. A manager must adjust to different superior styles and be sensitive to diverse subordinate needs.
- 4) **Calm/Patience:** A Leader must sell/enforce the strategic direction and inspire others to embrace a particular direction. A Manager must deal with internal demands, limitations of the organization and the individual abilities/skills/styles of subordinates.
- 5) **Competence:** No one likes to be led (or follow) or managed by a person whom they feel is incompetent. Skill set is specific (e.g., education, background) but the person must exude competence, take conflict in stride and foster open communication but yet give direction.
- 6) **Extravert:** This is a dichotomy where most managers are extraverted (enjoy working with others) and leaders run the gamut from introvert (strong, individually driven) to extravert (charismatic and inspiring). In most settings, extraversion is a positive trait.
- 7) **Leader Dynamic:** This person is motivated by exercising control in a social situation and is willing to assume “group responsibility” for getting things done through others. Their goal is to take charge of a social setting and achieve a social agenda.

Antagonistic Behavior: The goal is to identify where a person is along a continuum from being “too soft, giving and warm” to aggressive and easily angered to ultimately harassing or even being prone to violent behavior. Scales that only measure harassment or violence (negative end) run a risk since they are looking for overt behavior that most people do not like to claim. Therefore, if you see where a person is located along a scale from meek to physically aggressive, you have a better sense for the likelihood of socially abusive or antagonistic behavior. Displaying antagonistic behavior is multi-determined but it is realistic to assume that people with higher scores are more likely to exhibit overt abusive behavior.

- 1) **Warmth:** A genuine interest in others as opposed to an interest in oneself. Hence, genuinely warm people are less likely to exhibit aggressive behavior since their natural inclination is to establish positive relationships and help others.
- 2) **Suffocating:** When someone is frustrated they can become angry but another defense is to “suffocate” the person who has offended you by “battering them up” and making sure that everything is okay. Hence, the natural inclination is not to increase overt hostility but to mitigate bad feelings and “improve the relationship.”
- 3) **Assertion:** People who are assertive are more willing to stand up for their views and are not afraid to deal with conflict. This scale is a continuum that runs from passive to aggressive. Lower scores are less prone to harassing or violent behavior because they dislike conflict.
- 4) **Anger:** Anger is not good or bad since it depends on WHAT you do with it. Some people handle it in a mature way and state their anger and resolve the problem. Others become overtly angry, verbally abusive (yelling) or may show physical activity (e.g., throwing things or kicking a chair).
- 5) **Harassing:** This measures a tendency to harass others when you are frustrated, did not get your way or are irritated at others. A person who admits this behavior probably has a greater likelihood of showing it in difficult/stressful situations.
- 6) **Violence:** This is admitting overt violent/physical behavior (e.g., grabbing others) or stating that you either enjoy “violence” or feel it is an appropriate method to deal with frustration. Enjoying violence may not indicate a person will actually use violence. However, admitting the behavior and feeling it is appropriate increases the odds of “overtly violent displays.”

Working with Numbers: These exercises allow companies to measure a person's ability to work with cash, credit cards cash registers or in some other way handle cash and cash-like transactions. One focuses on **Bank transactions** and the other on **Retail transactions**. Both are composed of twelve arithmetic questions of varying degrees of difficulty that might be appropriate for entry level order takers, tellers and retail clerks. The two tests emphasize different types of cash transactions:

Working with Numbers – Bank: Used for tellers, entry level loan clerks, customer service representatives and similar employees. The questions cover:

- Checks and deposits
- Money back transactions
- Multiple checks with the same or similar amounts (Totals)
- Withdrawals to avoid a negative balance
- Reconciling accounts
- Using judgment in transactions

Working with Numbers – Retail: Used for order takers, department store personnel, general retail and similar employees. The questions cover:

- Multiple items and making change
- Purchases with discounts
- Multiple item (e.g., 3 for \$5.00) purchasing
- Discounts alone (e.g., 25% off)
- Discounts with a threshold (e.g., 25% off with a sale above \$100)
- Calculation of sales tax