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Personality Assessment Tests

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Test Center is pleased to offer this catalog of over 100 tests for specific jobs along with a comprehensive set of individual aptitude tests and industrial technical knowledge tests. We can provide additional information on validity and reliability as requested.

In this catalog, you will find a list of the currently available tests we have developed for a broad set of jobs. This list has grown as we responded to customer requests for customized assessments. If you cannot identify one of our tests that fits your job requirements, we would be happy to talk with you about your situation. Because our assessment system is modularized, new assessments can be created as needed.

In this catalog :

- In Section I, you will see a list of each of the tests we have in certain job categories, along with how many questions, how many personality dimensions, which aptitude tests, and what components are included in the report.

- In Section II, you can find similar information about individual aptitude tests.

- In Section III, you can read about which specific personality dimensions are included in each assessment. This information can help you decide which one is most applicable to your situation as you compare one against another.

- In Section IV, definitions of the various personality measures are provided, including interpretations for both high scores and low scores.

Testing provides one of your most valuable sources of information about candidates. The resulting test scores can help you avoid making a hiring decision that you later regret. Scores can also help you identify a person with great potential whom you might not otherwise have considered.

Standardized testing is one of the least expensive hiring tools at your disposal -- much cheaper and more efficient than interviews or situational evaluations, both of which are very time intensive and often very costly. We do not advocate testing in place of interviews, but we do suggest that you utilize testing to its maximum benefit before spending your valuable time with lengthy interviews.   In addition, with test scores in hand, you can target your interview to zero in on potential weaknesses or deficits identified in the test.

Standardized testing is one of the most valid sources of information about candidates. Test Center's rigorous scientific test development process meets the legal requirements of the EEOC Guidelines.

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Section I

Test Content and Report Features

Note: We use the words assessment and test interchangeably. An assessment is always a combination of several measures to create one test (also known as a Test Battery).

Features of each assessment are detailed in this section:
- Cost
- Which aptitude tests are included
- Number of personality dimensions
- Number of individual questions

Features of each report are also detailed in this section:
- Strengths and Developmental Concerns
- Suggested Interview Questions
- Open ended questions
- Career Development Feedback

If an aptitude test is included in an assessment, you get a graphical display of the scores

If personality dimensions are included in an assessment, you get a graphical display of scores.

Tests for Employers	Price	Aptitude	Personality Dimensions	Strengths & Developmental Concerns Statements	Suggested Interview Questions	Open-ended questions	Developmental Feedback for Candidate
GENERAL PURPOSE							
Career Development Report for Individual Contributors	$35	None	96 questions 9 dimensions	X			X
Career Development Report for Managers	$35	None	121 questions 13 dimensions	X			X
Personal Style Assessment I	$25	None	96 questions 12 dimensions		X		
Personal Style Assessment II	$35	General Cognitive Aptitude	96 questions 12 dimensions	X	X		
Personal Style Assessment II + Career Development Report	$60	General Cognitive Aptitude	96 questions 12 dimensions	X	X		X
Personality Assessment Inventory (PAI) a clinical evaluation	$50	None	364 questions 22 dimensions				
Personality Assessment Inventory (PAI) for Law Enforcement	$50	None	364 questions 22 dimensions				
Managerial Style Assessment I	$35	General Cognitive Aptitude	167 questions 13 dimensions	X	X		
Managerial Style Assessment II	$45	General Cognitive Aptitude	177 questions 18 dimensions	X	X	X	
Managerial Style Assessment II + Career Development Report	$75	General Cognitive Aptitude	177 questions 18 dimensions	X	X	X	X
STAY Inventory	$15	None	69 questions 7 dimensions				
SERVICE JOBS							
Banking Service Rep	$35	Banking Math Perceptual Speed & Accuracy	101 questions 11 dimensions	X	X		
Customer Service Rep I	$18	None	102 questions 10 dimensions		X		
Customer Service Rep II	$35	General Cognitive Aptitude	102 questions 10 dimensions	X	X		
Customer Service for High Security Positions	$15	None	103 questions 6 dimensions				
Hospitality I	$18	None	103 questions 10 dimensions		X		
Hospitality II	$35	General Reasoning	103 questions 10 dimensions	X	X		
Nanny	$35	None	148 questions 13 dimensions	X	X		

Job	Price	Test	Questions/Dimensions	Col5	Col6	Col7	Col8
Police Officer *(coming soon)*							
Security Guard *(coming soon)*							
SALES JOBS							
Automotive Sales	$18	None	69 questions 8 dimensions		X		
Field Sales I	$35	General Cognitive Aptitude Test	125 questions 14 dimensions	X	X		
Field Sales II	$45	General Cognitive Aptitude Test	117 questions 13 dimensions	X	X	X	
Inside Commission Sales	$35	General Cognitive Aptitude Test	14 dimensions 151 questions	X	X		
Luxury Products Sales	$45	General Cognitive Aptitude Test	163 questions 16 dimensions	X	X	X	
Pharmaceutical Sales	$35	General Cognitive Aptitude	101 questions 12 dimensions	X	X		
Retail Store – Commission Sales	$35	General Cognitive Aptitude Cashier math	151 questions 14 dimensions	X	X		
Retail Store Sales Associates – non-commission	$25	Cashier Math	96 questions 9 dimensions	X	X		
HEALTH CARE JOBS							
Behavioral Health Specialist / Counselor	$35	General Cognitive Aptitude Test	141 questions 15 dimensions				
Home Health Aide	$18	None	142 questions 13 dimensions		X		
Home Health Nurse	$25	None	155 questions 15 dimensions	X	X		
Nurse	$35	General Cognitive Aptitude Test	155 questions 15 dimensions	X	X		
Nursing Assistant / Patient Care Tech	$18	None	106 questions 10 dimensions		X		
Physician / Nurse Practitioner	$45	General Cognitive Aptitude Test	165 questions 19 dimensions	X	X	X	
Senior Services Worker	$25	Math Reading	144 questions 14 dimensions		X		
EDUCATION JOBS							
Camp Counselor / Child Care Worker I	$18	None	142 questions 14 dimensions				
4-H Leader / Child Care Worker II	$35	General Cognitive Aptitude Test	142 questions 14 dimensions	X	X		
School Bus Driver	$25	None	142 questions 14 dimensions	X	X		
Educational Aide	$35	General Cognitive Aptitude Test	142 questions 14 dimensions	X	X		
Teacher	$35	General Cognitive Aptitude	155 questions	X	X		

		Test	15 dimensions			
ENGINEERING / TECHNICAL JOBS						
Quality Control Inspector	$35	General Cognitive Aptitude	106 questions 12 dimensions	X	X	
Systems Analyst	$35	General Cognitive Aptitude	124 questions 13 dimensions	X	X	
Technical Support Representative	$35	General Cognitive Aptitude	102 questions 10 dimensions	X	X	
Technical Equipment Support Representative	$35	General Cognitive Aptitude Mechanical Reasoning	102 questions 10 dimensions	X	X	
Trainer for Industrial Settings	$35	General Cognitive Aptitude Mechanical Reasoning Industrial Math 3-D Reasoning	143 questions 14 dimensions	X	X	
Engineer I	$35	General Cognitive Aptitude	134 questions 15 dimensions	X	X	
Engineer II	$45	General Cognitive Aptitude	134 questions 15 dimensions	X	X	X
Engineer III	$50	General Cognitive Aptitude Mechanical Reasoning Engineer Math	134 questions 15 dimensions	X	X	X
Engineer IV	$45	General Cognitive Aptitude Mechanical Reasoning 3-D Reasoning	134 questions 15 dimensions	X	X	X
Engineer V	$55	General Cognitive Aptitude Mechanical Reasoning 3-D Reasoning Test Engineering Knowledge Test	134 questions 15 dimensions	X	X	X
Entry-Level Technical Jobs	Varies	Various knowledge tests				
Journeyman Level Craft Jobs	Varies	Various knowledge tests				
INDUSTRIAL / BLUE COLLAR JOBS						
Construction Laborer	10	None	68 questions 6 dimensions		X	
Extruder Operator	25	Mechanical reasoning Industrial Math Visual Inspection	84 questions 9 dimensions		X	
Installer / Setup Specialist	35	Mechanical reasoning Industrial Math Abstract Reasoning Reading Comprehension 3-D Reasoning	84 questions 9 dimensions		X	
Manufacturing /Production Worker I	18	None	107 questions 10 dimensions		X	

Job	Time	Tests	Questions			
Manufacturing / Production Worker II	25	Abstract Reasoning Industrial Math Reading Comprehension Mechanical Reasoning	84 questions 9 dimensions		X	
Shipping & Receiving Specialist	35	Basic Math Reading Comprehension Stock Picking	84 questions 9 dimensions	X	X	
Stock Clerk / Warehouse Worker	25	Basic Math Reading Comprehension Stock Picking	84 questions 9 dimensions		X	
Truck Drivers	25	Mechanical Reasoning Basic Math	114 questions 12 dimensions		X	
OFFICE / CLERICAL JOBS						
Accounts Payable / Receivable / Bookkeeping	35	Basic Accounting Excel Proficiency General Cognitive Aptitude Perceptual Speed & Acc.	129 questions 14 dimensions	X	X	
Administrative / Clerical	35	Filing Test Grammar & Spelling	127 questions 15 dimensions	X	X	
Document Control Technician	35	General Reasoning	91 questions 10 dimensions		X	
Executive Administrative Assistant	35	General Cognitive Aptitude Grammar & Spelling Perceptual Speed Accuracy	135 questions 15 dimensions	X	X	
Insurance Customer Service Rep.	35	General Cognitive Aptitude	121 questions 13 dimensions	X	X	
Technical Analyst	35	General Cognitive Aptitude	126 questions 13 dimensions	X	X	
Title Closing Specialist	35	General Cognitive Aptitude	119 questions 13 dimensions	X	X	
PROFESSIONAL JOBS						
Accounting Professional	35	General Cognitive Aptitude	102 questions 11 dimensions	X	X	
Collections Specialist	35	General Cognitive Aptitude	138 questions 13 dimensions	X	X	
Computer Programmer	35	General Cognitive Aptitude	118 questions 12 dimensions	X	X	
Consultant	45	General Cognitive Aptitude	125 questions 13 dimensions	X	X	X
Dispatcher	35	General Cognitive Aptitude	142 questions 14 dimensions	X		
Estimator	35	General Cognitive Aptitude	126 questions 14 dimensions	X	X	X
Graphic Designer	35	General Cognitive Aptitude	132 questions 15 dimensions	X	X	

Human Resource Specialist	45	General Cognitive Aptitude	140 questions 14 dimensions	X	X	X
Marketing Specialist	$35	General Cognitive Aptitude	140 questions 13 dimensions	X	X	
MANAGEMENT JOBS						
Accounting Manager	45	General Cognitive Aptitude	164 questions 17 dimensions	X	X	X
Bank Manager	45	General Cognitive Aptitude	107 questions 12 dimensions	X	X	X
Broker /Relationship Manager	45	General Cognitive Aptitude	152 questions 16 dimensions	X	X	X
Customer Service	45	General Cognitive Aptitude	131 questions 15 dimensions	X	X	X
Executive / Senior Manager I	45	General Cognitive Aptitude	162 questions 18 dimensions	X	X	X
Executive / Senior Manager II	45	None	162 questions 18 dimensions	X	X	X
Executive / Senior Manager for Non-Profit Organizations	45	General Cognitive Aptitude	162 questions 18 dimensions	X	X	X
Financial Services Manager	45	General Cognitive Aptitude	157 questions 17 dimensions	X	X	X
Franchisee / New Business Owner	45	None	88 questions 12 dimensions	X	X	X
Health Care Practice Manager	45	General Cognitive Aptitude	157 questions 17 dimensions	X	X	X
Human Resource Manager	45	General Cognitive Aptitude	157 questions 18 dimensions	X	X	X
Information Systems Manager	45	General Cognitive Aptitude	115 questions 13 dimensions	X	X	X
Marketing Manager	45	General Cognitive Aptitude	169 questions 17 dimensions	X	X	X
Office Manager	45	General Cognitive Aptitude	141 questions 16 dimensions	X	X	X
Operations / Manufacturing Manager	45	General Cognitive Aptitude	141 questions 16 dimensions	X	X	X
Project Manager	45	General Cognitive Aptitude	143 questions 16 dimensions	X	X	X
Property Manager	45	General Cognitive Aptitude	165 questions 18 dimensions	X	X	X
Purchasing Manager	45	General Cognitive Aptitude	176 questions 18 dimensions	X	X	X
Restaurant Manager	45	General Cognitive Aptitude	93 questions 11 dimensions	X	X	X
Retail Store Manager	35	General Cognitive Aptitude	175 questions 19 dimensions	X	X	
Sales Manager	45	General Cognitive Aptitude	166 questions 17 dimensions	X	X	X

Supervisor	35	General Cognitive Aptitude	95 questions 12 dimensions	X	X		
Team Leader /Crew Leader	45	General Cognitive Aptitude	143 questions 14 dimensions	X	X	X	
Technical Manager	45	General Cognitive Aptitude	105 questions 12 dimensions	X	X	X	

Tests for Individuals	Price	Aptitude	Personality Dimensions	Developmental Feedback
FOR ADULTS				
Career Development Report for Individual Contributors	$35	None	96 questions 9 dimensions	Information presented on strengths, weaknesses, best job fit, worst job fit, suggestions for development.
Career Development Report for Managers	$35	None	121 questions 13 dimensions	Information presented on strengths, weaknesses, best job fit, worst job fit, suggestions for development.
Entrepreneur Report	$35	None	88 questions 12 dimensions	Scores for Predicted Success + Predicted Happiness in Entrepreneur role
FOR YOUTH				
Leadership Development for Civic Engagement	$9.95	None	111 questions 10 dimensions	Developmental content is presented for 6 different leadership topics
Transition to College (TTC)	$1250	None	120 questions 7 dimensions	Developmental content is presented for 7 topics related to adjustment at college
Work Readiness Report	$9.95	None	80 questions 8 dimensions	Developmental content is presented for 7 different work-related topics

Section II

Aptitude Test Features

In this section, you will find information on names of each of the aptitude tests in various categories, along with cost and time limits.

We also list various Industrial Knowledge Tests that are available through our partner.

GENERAL APTITUDE TESTS	Cost	Time Limits
Entry-Level Worker Basic Skills Test	$9	Untimed
General Cognitive Aptitude Test	$12.50	Untimed
General Reasoning Test	$9	12 minutes
Numerical Reasoning Test	$9	6 minutes
Pattern Series Test of Abstract Reasoning	$9	20 minutes
Verbal Reasoning Test	$9	12 minutes
VISUAL - SPATIAL APTITUDE TESTS		
Form Pattern Test of 2-D Reasoning	$9	7 minutes
Mechanical Reasoning Test	$9	20 minutes
3-D Reasoning Test	$9	5 minutes
Visual Acuity Test (Paper-and-Pencil only)	$9	3 minutes
Visual Inspection Test	$9	10 minutes
MATH APTITUDE TESTS		
Banking Math Skills Test	$9	Untimed
Basic Math Skills I Test – Arithmetic	$9	Untimed
Basic Math Skills I Test – Decimals	$9	Untimed
Basic Math Skills I Test – Fractions	$9	Untimed
Bookkeeping / Accounting Math Test	$9	Untimed
Cashier Math Test	$9	Untimed
Math for Industry	$9	15 minutes
Math for Setup Positions Test	$9	15 minutes
Measurement Math Test	$9	Untimed
Numerical Computation Test	$9	6 minutes
CLERICAL / READING APTITUDE TESTS		
Categorization Ability Test (Paper-and-Pencil only)	$9	5 minutes
Clerical Work Sample Test	$9	6 minutes
Filing Test	$9	Untimed
Forms Comprehension Test	$9	3 minutes
Grammar & Spelling Test	$9	Untimed
Perceptual Speed & Accuracy Test	$9	7 minutes
Reading Comprehension Test	$9	16 minutes
Spelling Test	$9	Untimed
Stock Picking Test	$9	4 minutes
TECHNICAL KNOWLEDGE TESTS		
Engineering Test for Manufacturing / Design	$25	30 minutes
Technical Drawing Test	$9	12 minutes

CRAFTSMAN KNOWLEDGE TESTS

Basic Equipment Skills Assessment –
    (Combined craft electrical, mechanical)
Basic Electronics Technical Assessment
Industrial Electrician Screening Test
Quality Technician –
    (Applied math, chemistry, mechanical skills)
Rigging Specialist

JOURNEYMAN LEVEL KNOWLEDGE TESTS

General Maintenance Skill Assessment –
    (Combined craft electrical and mechanical industrial test)
Industrial Facilities Maintenance Assessment –
    (Combined craft electrical, mechanical industrial test)
Plant Operator / Boiler Operator –
    (Combined craft mechanical, boiler operator)
General Industrial HVAC
General Machinist
Tool & Die Machinist
Manufacturing Electrical Technical Assessment
General Mechanical Technical Assessment
    (with or without electrical screening module)
Heavy Duty Vehicle Mechanical
    (Combined craft mechanical, electrical, diesel engine)
Quality Technician
    (Applied math, process quality, statistics)

Section III

Personality Dimensions in Various Assessments

In this section, you can read about which specific personality dimensions are included in each assessment. This information can help you decide which one is most applicable to your situation as you compare one against another.

The assessments are grouped by category.   The various assessments in a particular category do not utilize all of the personality dimensions that we can measure. Therefore the list of personality dimensions will vary from one table to another.

Note:
- When you are thinking about an aspect of human behavior, a personality dimension is sometimes called a trait – they are the same thing.
- When we talk about the testing components used to describe human behavior, the collection of individual test questions to measure a single concept is sometimes called a dimension and at other times it is called a scale.

Personality Traits for General Purpose Tests

	Career Development Individual Contributors	Career Development for Managers	Personal Style Assessment I & II	Managerial Style Inventory I & II	STAY Inventory
Agreeableness					X
Assertive Leadership		X		X	
Assertiveness	X		X		
Conscientiousness	X	X	X	X	X
Emotional Resilience	X	X	X	X	X
Extroversion	X	X	X	X	
Life Stability					X
Managerial Human Relations		X		X	
Managerial Task Structuring		X		X	
Openness to New Experience	X	X	X	X	
Optimism / Enthusiasm	X	X	X	X	
Orderliness					X
Risk Aversion					X
Teamwork Orientation	X	X	X	X	
Tenure Potential					X
Tough-Tender Minded	X		X		
Visionary-Operational Leadership		X		X	
Work Drive	X	X	X	X	X

Tests for Service Jobs:
Personality Traits

	Banking Services Rep.	Customer Service I & II	Customer Service for High Security Positions	Hospitality I & II	Nanny	Police Officer *(coming soon)*	Security Guard *(coming soon)*
Agreeableness	X	X		X	X		
Assertiveness				X	X		
Avoidance of Violence					X		
Child Management Attitudes					X		
Company Loyalty				X			
Conscientiousness	X	X	X		X		
Cross Selling Potential / Assertiveness	X			X			
Customer Service	X	X	X		X		
Emotional Resilience	X	X	X		X		
Empathy		X			X		
Extroversion	X	X		X	X		
Image Management				X			
Integrity	X	X		X	X		
Intrinsic Motivation	X				X		
Nurturance					X		
Optimism / Enthusiasm		X		X	X		
Orderliness					X		
Potential Fraud			X				
Teamwork Orientation	X			X			
Tenure Potential	X	X					
Work Drive	X	X	X	X	X		

Tests for Sales Jobs:
Personality Traits

	Automotive Sales	Field Sales I & II	Inside Commission Sales	Luxury Products Sales	Retail Store-Commission Sales	Retail Store Non-Commission Sales
Agreeableness	X	X	X	X	X	X
Company Loyalty						X
Closing Ability / Assertiveness		X	X	X	X	
Competitiveness		X	X	X	X	
Conscientiousness				X		X
Customer Service	X	X	X	X	X	X
Dependability		X	X		X	
Emotional Resilience		X	X	X	X	X
Empathy			X	X	X	
Extroversion	X	X	X	X	X	
Image Management		X	X	X	X	
Integrity	X		X			
Money / Extrinsic Motivation	X	X	X	X	X	
Optimism / Enthusiasm	X	X	X	X		X
Relationship Sales		X	X	X	X	
Selling Confidence	X	X	X	X	X	
Teamwork Orientation	X			X		X
Travel Tolerance		X	X			
Work Drive		X	X	X	X	X

Tests for Health Care Jobs:
Personality Traits

	Behavioral Health Specialist / Counselor	Home Health Aide	Home Health Nurse	Nurse	Nursing Asst / Patient Care Technician	Physician / Nurse Practitioner	Senior Services Worker
Agreeableness	X	X	X	X	X	X	X
Assertiveness	X		X	X	X		
Assertive Leadership						X	
Avoidance of Violence							X
Comfort with Procedures		X					X
Conscientiousness		X			X		X
Customer Service	X	X	X	X	X		X
Dependability	X		X	X		X	
Detail-Mindedness						X	
Drug Use Potential		X	X	X			X
Emotional Resilience	X	X	X	X	X	X	X
Empathy	X	X	X	X	X	X	X
Extroversion	X		X	X		X	
Flexibility			X	X			
Image Management	X					X	
Integrity	X	X	X	X	X	X	X
Intrinsic Motivation	X	X	X	X		X	X
Managerial Human Relations						X	
Managerial Task Structuring						X	
Nurturance	X	X	X	X	X		X
Openness to New Experience	X					X	
Optimism / Enthusiasm	X		X	X			
Self-Confidence						X	
Teamwork Orientation	X	X	X	X		X	X
Tenure Potential		X	X	X	X		X
Work Drive	X	X	X	X	X	X	X

Tests for Education Jobs:
Personality Traits

	Child Care Worker I & II	School Bus Driver	Educational Aide	Teacher
Agreeableness	X	X	X	X
Assertiveness	X	X	X	X
Avoidance of Violence	X	X	X	X
Child Management Attitudes	X	X	X	X
Conscientiousness	X	X	X	X
Customer Service	X	X	X	
Emotional Resilience	X	X	X	X
Empathy	X	X	X	
Extroversion	X	X	X	X
Integrity	X	X	X	X
Interpersonal Sensitivity / Empathy				X
Classroom Morale Building				X
Classroom Task Structuring				X
Openness to New Experience				X
Optimism / Enthusiasm	X	X	X	X
Orderliness	X	X	X	
Teamwork Orientation	X	X	X	
Work Drive	X	X	X	X

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Tests for Engineering / Technical Jobs:
Personality Traits

	Quality Control Inspector	Systems Analyst	Technical Support Representative	Technical Equipment Support Rep	Trainer for Industrial Settings	Engineer I, II, III, IV, & V
Agreeableness	X	X	X	X	X	X
Assertiveness	X				X	X
Company Loyalty					X	
Conscientiousness	X	X	X	X	X	X
Customer Service			X	X	X	X
Detail-Mindedness	X	X				
Emotional Resilience	X	X	X	X	X	X
Empathy			X	X		
Extroversion					X	X
Image Management						X
Integrity	X	X			X	X
Intrinsic Motivation		X			X	
Openness to New Experience	X	X	X	X		X
Optimism / Enthusiasm	X		X	X	X	X
Orderliness		X			X	X
Preference for Quiet Job		X				
Self-Confidence		X	X	X		X
Teamwork Orientation	X	X			X	X
Tough-Mindedness	X	X			X	X
Tenure Potential			X	X		
Work Drive	X	X	X	X	X	X

Tests for Blue Collar / Technical Jobs:
Personality Traits

	Construction Laborer	Extruder Operator	Manufacturing Production Worker I	Mfg Production Worker II	Installer / Setup Specialist	Shipping & Receiving Specialist	Stock Clerk / Warehouse Worker	Truck / Delivery Driver
Agreeableness	X		X	X	X			X
Assertiveness - Accommodating								X
Avoidance of Violence			X					
Comfort with Procedures								X
Company Loyalty			X					X
Conscientiousness			X	X	X	X	X	
Customer Service				X	X			X
Dependability	X							
Detail-Mindedness						X	X	X
Drug Use Potential								
Emotional Resilience	X		X	X	X	X	X	X
Extroversion – Introversion				X	X	X	X	X
Integrity			X			X	X	
Openness to New Experience			X	X	X			
Optimism / Enthusiasm				X	X			
Orderliness						X	X	
Teamwork Orientation	X		X	X	X			
Tenure Potential			X			X	X	X
Tolerance Repetitive Work						X	X	
Tough-Mindedness								X
Ruggedness	X							
Work Drive	X		X	X	X	X	X	X

Tests for Office / Clerical Jobs:
Personality Traits

	Accts Payable / Receivable / Bookkeeping	Admin / Clerical	Document Control Technician	Exec Admin Assistant	Insurance Customer Svc	Technical Analyst	Title Closing Specialist
Agreeableness	X	X	X	X	X	X	X
Assertiveness vs Accommodating	X				X	X	
Comfort with Procedures	X						
Conscientiousness	X	X	X	X	X	X	X
Customer / Responsive Service		X	X	X	X		X
Detail-Mindedness	X	X	X	X	X	X	X
Drug Use Potential						X	
Emotional Resilience	X	X		X	X	X	X
Extroversion vs. Introversion		X	X	X	X		X
Flexibility		X		X			X
Image Management		X		X			
Integrity	X	X		X		X	X
Intrinsic Motivation	X	X	X	X	X		X
Openness to New Experience					X		
Optimism / Enthusiasm	X				X		X
Orderliness	X	X	X	X	X	X	X
Preference for Quiet Job	X					X	
Teamwork Orientation	X	X		X			
Tenure Potential		X		X			X
Tolerance Repetitive Work	X					X	
Tough vs. Tender Mindedness		X	X	X			
Work Drive	X	X	X	X	X	X	X

Tests for Professional Jobs:
Personality Traits

	Accounting Professional	Collections Specialist	Computer Programmer	Consultant	Dispatcher	Estimator	Graphic Designer	Human Resource Specialist	Marketing Specialist
Agreeableness	X	X	X	X	X	X	X	X	X
Assertiveness	X	X		X	X	X	X	X	X
Company Loyalty					X				
Competitiveness		X							X
Conscientiousness	X			X	X	X	X	X	X
Customer / Responsive Service		X		X	X	X	X	X	X
Detail-Mindedness	X		X						X
Emotional Resilience	X	X	X	X	X	X	X	X	X
Empathy		X							
Extroversion vs. Introversion				X	X		X	X	X
Image Management						X	X		X
Integrity	X	X	X	X	X	X	X	X	X
Intrinsic vs. Extrinsic Motiva.	X	X	X	X			X	X	
Managerial Human Relations				X					
Managerial Task Structuring				X					
Openness to New Experience				X		X	X	X	X
Optimism / Enthusiasm		X		X	X	X	X	X	X
Orderliness	X		X	X		X	X		X
Preference for Quiet Job	X		X						
Self-Confidence		X			X	X			X
Teamwork Orientation	X		X	X		X		X	X
Tenure Potential		X							
Tough-Mindedness				X			X		
Work Drive	X	X	X	X	X	X	X	X	X

Tests for Managerial Jobs:
Personality Traits

	Accounting Mgr	Bank Manager	Broker / Relationship Manager	Customer Service Mgr	Executive Senior Manager I & II	Exec. Senior Mgr for Non-Profit Orgs.	Financial Services Manager	Franchisee / New Business Owner	Health Care Practice Manager	Human Resource Manager	Information Systems Manager	Marketing Manager	Office Manager	Operations Manager	Project Manager	Property Manager	Purchasing Manager
Adaptability								X									
Agreeableness	X	X	X	X	X	X	X		X	X		X	X	X	X	X	X
Assertive Leadership	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Company Loyalty																	X
Competitiveness			X					X				X					X
Conscientiousness	X	X	X	X	X	X	X		X	X	X	X		X	X		
Customer Service	X	X	X	X	X	X			X	X	X					X	
Dependability									X				X			X	X
Detail-Mindedness																X	X
Emotional Resilience	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Empathy			X	X						X							
Extroversion	X	X	X	X	X	X	X		X	X	X	X		X		X	
Goal Setting Orientation					X	X		X									
Image Management	X		X	X			X		X	X		X	X	X	X	X	X
Integrity	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Intrinsic vs. Extrinsic Motivation	X	X			X	X	X		X	X	X		X				X
Locus of Control								X									
Managerial Human Relations	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Managerial Task Structuring	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Openness to New Experience			X	X	X	X	X		X	X	X	X	X	X	X	X	X
Optimism / Enthusiasm	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Orderliness	X						X		X				X	X	X	X	
Persistence								X									
Preference for Autonomy								X									
Relationship Sales																	
Self Promotion								X									
Self-Confidence	X						X		X	X				X	X	X	X
Social Networking Orientation				X	X			X									
Teamwork Orientation	X	X	X	X	X	X	X		X	X	X	X	X	X		X	X
Tolerance Financial Insecurity								X									
Tough-Mindedness														X	X	X	
Visionary vs. Operational Ldrshp					X	X						X			X		
Work Drive	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Personality Traits for Managerial Jobs -- continued

	Restaurant Manager	Retail Store Manager	Sales Manager	Supervisor	Team / Crew Leader	Technical Manager
Adaptability						
Agreeableness		X		X	X	X
Assertive Leadership	X	X	X	X	X	X
Company Loyalty		X			X	
Competitiveness		X	X			
Conscientiousness	X	X		X	X	X
Customer Service	X	X	X			
Dependability				X		
Detail-Mindedness						
Emotional Resilience	X	X	X	X	X	X
Empathy						
Extroversion		X		X	X	X
Goal Setting Orientation		X				
Image Management	X	X	X			
Integrity	X	X	X	X	X	X
Intrinsic vs. Extrinsic Motivation		X	X			
Locus of Control						
Managerial Human Relations	X	X	X	X	X	X
Managerial Task Structuring	X	X	X	X	X	X
Openness to New Experience		X		X	X	X
Optimism / Enthusiasm	X	X	X	X	X	X
Orderliness						
Persistence						
Preference for Autonomy						
Relationship Sales			X			
Sales Boldness			X			
Sales Confidence			X			
Self Promotion						
Self-Confidence						
Social Networking Orientation						
Teamwork Orientation	X	X	X	X	X	X
Tolerance Financial Insecurity						
Tough-Mindedness						
Visionary vs. Operational Ldrshp			X			
Work Drive	X	X	X	X	X	X

Personality Traits for Tests for Individuals

	Leadership Development Guide	Transition to College	Work Readiness Report	Career Development for Managers	Career Development for Individuals	Entrepreneur
Adaptability						X
Agreeableness	X	X	X			
Assertive			X		X	
Assertive Leadership	X			X		
Autonomy						X
Competitiveness			X			X
Conscientiousness	X	X		X	X	
Customer Service	X		X		X	
Emotional Resilience	X	X	X	X	X	X
Extroversion	X	X	X	X	X	
Goal Setting Orientation						X
Image Management				X		
Integrity	X					
Intrinsic vs. Extrinsic Motivation				X		
Locus of Control						X
Managerial Human Relations				X		
Managerial Task Structuring				X		
Openness to New Experience	X	X	X	X	X	
Optimism / Enthusiasm	X	X		X	X	
Persistence						X
Self Promotion						X
Social Networking Orientation						X
Teamwork Orientation				X	X	
Tolerance Financial Insecurity						X
Tough-Mindedness					X	
Visionary vs. Operational Ldrshp				X		
Work Drive	X	X	X	X	X	X

Section IV

Definitions of Personality Dimensions

In this section, we have listed all of the personality dimensions we can measure at the present time.

Some of these dimensions are used frequently in our various assessments. Others are used infrequently for specific purposes.

This table in this section gives you definitions of behavior that we predict are associated with both high scores and low scores. If you still have questions about what the personality dimension is trying to predict, please give us a call and we can explain in more depth.

PERSONAL STYLE INVENTORY DIMENSIONS

LOWER SCORES INDICATE…	PERSONALITY DIMENSIONS	HIGHER SCORES INDICATE …
Is content to live life and do his/her work without working toward anything in particular. Feels a sense of personal worth and equanimity no matter what achievements or accomplishments have been reached. While he/she may be energized by goals, it would not be simply for a sense of personal achievement.	Achievement Orientation	Puts a lot of time and effort into working toward personally rewarding goals that reflect some sort of achievement as the end goal. Sees his/her personal worth as bound up with noteworthy achievements. Is easily stimulating by goals at work, especially ones that require personal effort and the opportunity for personal recognition at the end.
Tends to be opinionated, willing to disagree with others, even if it means being seen as obstructionistic, a non-teamplayer, difficult, or argumentative.	Agreeableness	Accommodating, tolerant, patient kind, polite, courteous, behavior supports a sense of harmony and community in the work group. Even if he/she has a differing opinion, it will not be aired if the person feels the discussion would lead to animosity or hurt feelings.
Uncomfortable being the decision maker. Tends to accommodate to people who are more socially dominant. Cooperative. Responds well to a strong leader.	Assertiveness	Willing to voice opinions and debate the merits of various ideas. Seeks to impose his/her will on others. Tends to rise of positions of leadership; does not mind being the center of attention or making decisions on his/her own.
Tends to be hot headed with limited impulse control, prone to acting out in a physical manner. Does not see violence in a negative light the way most people do. Views physical aggression as an acceptable way to deal some problems.	Avoidance of Violence	Feels that acting out in an aggressive, threatening, or violent manner is inappropriate. Strives to maintain impulse control when frustrated. Feels violence is the wrong way to solve problems.
Tends to hold more negative, hostile, antagonistic, resentful, suspicious attitudes toward the company and to upper management in particular. More likely to be adversarial.	Company Loyalty	Positive attitudes toward the company as a whole, and to upper management in particular. Defends the company, More likely to work cooperatively to achieve win-win solutions to workforce issues.
Would rather work on tasks where the employee gets to choose the best way to do things. Feels uncomfortable always following procedures.	Comfort with Procedures	Likes having procedures to follow. Is comfortable following set guidelines for how tasks are to be done.
Enjoys success, but not at the expense of good interpersonal relationships with peers. Tends to avoid coming across as arrogant or conceited.	Competitiveness	Wants to get ahead in life. Determined to be the best. Enjoys demonstrating his or her ability to succeed. Has a keen desire for public recognition.
Personalized interpretation of rules, prefers using own judgment over taking direction from authority figures; does well with planning and development tasks.	Conscientious-ness / Dependability	Dependable, accepts the importance of rules, tends to take a fairly rigid approach to safety rules and other organizational policies; respectful of authority.
Does not see the need to cater to people's unique needs. Prefers to "go by the rules" and "not give an inch" rather than try to accommodate another person's or another group's pressing circumstances.	Customer Responsiveness	Sees other people (and departments) as customers. Wants to create a sense of being well served. Tends to go the "extra mile" to ensure satisfaction and harmony.
Finds working on detailed tasks very frustrating and difficult, tends to be annoyed by the need to take extra time to get the details correct.	Detail-Mindedness	Enjoys working on tasks that require attention to detail; takes pride in taking the extra time to get the details correct.
Likely to admit to some drug use; associates with people who do use drugs which increases the likelihood that they will use or deal drugs or be subject to the same pressures as drug users; sees drug use as normal and typical; minimizes negative consequences of drug use.	Drug Use Potential	Unlikely to have used or to use drugs in the future; does not associate with people who are involved with illicit drugs; feels that drugs lead to very negative consequences.

LOWER SCORES INDICATE...	PERSONALITY DIMENSIONS	HIGHER SCORES INDICATE ...
Emotionally reactive, sensitive to external events, self-esteem depends on positive regard of others. Needs more supervisory support.	Emotional Stability / Resilience	Calm during crises, level-headed, mature, able to handle personal responsibilities, doesn't let external events bother them.
(For health care) In care-giving settings, he/she tends not to take time to talk with people about their feelings and concerns, focuses more on factual aspects of illness and treatments. (For other jobs) Keeps conversations focused on factual topics; does not consider feelings very relevant. Unlikely to have a good understanding of what people feel or why they feel that way.	Empathy	(For health care) In care-giving settings, he/she tries to focus on others' feelings, concerns, worries, and hopes, so patients feel someone really cares about their welfare. (For other jobs) Incorporates both factual topics and feelings / emotions into conversations. Puts some effort into observing others to determine what they are feeling, so they are likely to connect with people on an emotional level.
Willing to work in the background; does not need a lot of social stimulation; can work well in jobs with little conversation or interdependence.	Extroversion	Enjoys meeting people, tends to make opportunities to carry on conversations with patients, families, and co-workers in order to create personal relationships.
Generally prefers to focus on one thing at a time. Gets annoyed when having to adapt to a new requirement before he/she is ready to make a change. Loses efficiency when asked to be flexible and adaptable.	Flexibility	Flexible in dealing with different demands and situations. Does not mind interruptions that break his/her mindset. Can make quick adjustments without getting confused, annoyed, or loss of efficiency.
Rarely takes the time to identify and set specific goals. When goals are used, it is sporadic and inconsistent. Tends to waste time because efforts are not directed in the most efficient manner.	Goal Setting Orientation	Regularly uses goals to focus his/her attention on the task and the action plan. Integrates goals into all aspects of everyday business and personal activities. Tries to direct energy in the most efficient manner to achieve goals.
Presents self in a realistic manner, communicating both positive and negative personal traits. May communicate a complete picture of self but at a cost to his/her overall image.	Impression Management	Makes an effort to highlight positive traits and accomplishments, possibly avoiding mention of limitations, deficits, and failures. Emphasizes strengths and talents to create a sense of trust in his/her capabilities.
Tends to delay action while waiting on planning, authorization, or other people taking the lead. Relies on collaborative decision-making and consensus-building to the point that projects are delayed.	Initiative	Readily assumes responsibility and pushes projects along no matter whether they have position power to do so or not. Uses some collaboration but not to at the expense of efficiency.
Lacks insight into human dynamics, so there is limited awareness of how he/she operates or how to present him/herself to others. Tends to be awkward in communicating and probably lacks good negotiating skills.	Insight Into Self & Others	Has insight into self and others. Understands what people are feeling in particular situations. Able to empathize and use that information to enhance communication, and is likely to be a good negotiator.
Tends to have a loose moral code where certain "wrong" behaviors could be seen as acceptable in different circumstances. Tends to believe that unethical/dishonest behavior is very common, so that were he or she to engage in that behavior it may not be seen as unusual and that it is often overlooked or tolerated.	Integrity & Values	Maintains a strict moral code where certain behaviors are seen as either right or wrong. Tends to believe that unethical behavior would set them apart from the norm and that "wrong" behavior will be punished.
Puts more emphasis on the actual rate of pay, potential raises and promotions, bonuses, and benefits in a job than in how much pride or enjoyment they might gain from their daily tasks.	Intrinsic vs. Extrinsic Motivation	Enjoys the content of their work; takes pride in accomplishments, gratification from a job well done. Does not necessarily expect a big income, big raises, etc. from their job.
Tends to be wary of upper management, quick to cast managers and workers into an adversarial relationship. Tends to be quick to criticize the company and expect that the company will try to shortchange them. Tends to complain about the company in public.	Job Satisfaction	Brings positive attitudes about work, employers, and upper management to the job. Expects to be treated well and believes that problems between management can workers can be dealt with amicably. Is more likely to be a good PR representative for your company in the community.
Tends to be overly focused on facts and data. Tends to be so self-reliant that he/she does not get input from several sources. May be extremely analytical, slow, and lack the insight to see how over-emphasis on facts can have adverse impact on people. Lacks confidence to use intuition or personal insights.	Judgment	Makes decisions using data as well as intuition from past experience. Uses information from other people. Considers the impact on costs and on humanistic concerns. Makes time to bounce ideas off a "devil's advocate." Able to hone in on key issues to solve a problem.

LOWER SCORES INDICATE...	PERSONALITY DIMENSIONS	HIGHER SCORES INDICATE ...
Multiple personal demands, difficulties, obligations, challenges, and turmoil are present in the candidate's life.	Life Stability	Minimal obligations or personal challenges / difficulties are present in the candidate's life.
Believes that fate and luck have as much to do with outcomes as does hard work that is targeted toward goals. Does not see him / herself as being in charge of outcomes.	Locus of Control	Sees self as master of his/her destiny. Believes that with the right kind and amount of effort, success can be achieved. Does not feel luck or fate has much, if anything, to do with one's personal outcomes.
Would avoid moving to another city for work-related reasons. Is not inclined to move for a job no matter what the incentives.	Moving Tolerance	Is ready to accept job assignments that require a personal move to another city or region of the country. Sees moving as interesting, stimulating, and a chance to build a successful career.
Prefers to focus more on activities than direct care-giving, enjoys application of specific treatments and operation of highly specialized equipment. In health care setting, he/she is more suited for intensive care settings and emergency room activities.	Nurturance	Enjoys being a helper. Is seen by others as sensitive, generous, helpful, loving, and dedicated to making a difference. Prefers to be in a job with patient contact. In health care settings, he/she is more suited to medical / rehabilitative / counseling roles.
Prefers a stable, predictable, procedure-based job where tasks can be learned, then used repeatedly. Does not particularly want to move into different areas or participate in training programs. Prefers co-workers who are very similar to themselves.	Openness To New Experience / Flexibility	Enjoys some change, variety, and novelty in the job. Likes to learn new things on a regular basis; enjoys opportunities for training and development; adapts well to technological and organizational change; accepting of cultural diversity.
Attuned to possible difficulties, expects problems to arise and anticipate that roadblocks will interfere. Tends to need a lot of support when tasks are difficult or difficulties interfere with task completion.	Optimism / Enthusiasm	Comes across as a positive, enthusiastic, optimistic, happy person with a can-do attitude. Does not get demoralized about problems and barriers to task completion. Often helps the team maintain good morale in spite of problems.
Tends to be less well organized in completing tasks. Not as timely with turning in paperwork. More likely to misplace things. Finds it difficult to manage tools and materials in a neat, orderly manner.	Orderliness	Tends to be well organized in completing tasks and prompt with turning in paperwork. More likely to create systems so that tools and materials are kept in an orderly, neat manner.
Can function in both leader and follower roles. Does not mind having someone else make the big decisions and give him/her assignments.	Preference for Autonomy	Likes to be in charge of own tasks. Does not like having others tell him/her what to do. Enjoys making own decisions.
Thrives in jobs where there is at least moderate levels of social interaction.	Preference for Quiet Job	Thrives in jobs with minimal social interaction. Needs a lot of quiet time to do their work efficiently.
Tends to quit working on tasks if they seem too hard or if there is a reasonable chance of failure.	Persistence	Is willing to continue efforts to succeed despite great odds that things might not work out.
Cavalier attitudes about being unemployed. Unconcerned about possible difficulties associated with losing a job and having to find another.	Risk Aversion (re: job loss)	Feels anxious about possibly losing a job, fears not being able to replace current job in a timely or smooth manner.
Takes no joy or pride in having to work in harsh physical conditions that include extremes of heat and cold, and often require physical efforts.	Ruggedness	Takes pride in being tough enough to endure harsh working conditions that often require physical effort and extremes of heat and cold.
Tends to limit success by doubting his or her own ability to overcome barriers. Tends to be more sensitive to rejection. In difficult situations, is more likely to quit sooner than those with more confidence and optimism.	Self Confidence	Always optimistic and confident of a positive future. Believes in his or her ability to succeed and to overcome great odds. Is more likely to persist in spite of barriers and obstacles. Others are more likely to view a self-confident person as capable and someone whose decisions can be trusted.
Waits on someone else to provide answers to questions or information on new tasks. Participates in company-sponsored training if someone else schedules it for them.	Self-Directed Learning	Seeks out new information on their own. Is interested in expanding their range of knowledge and will seek ways to learn independently without waiting for help from others.

LOWER SCORES INDICATE…	PERSONALITY DIMENSIONS	HIGHER SCORES INDICATE …
Is not inclined to establish social relationships outside the normal set of acquaintances at work within his/her department or division. Tends not to see any need to extend his/herself into the community or industry to build partnerships or alliances.	Social Networking	Understands the importance of building an extensive network of social relationships both within the company and in the community / industry as part of his/her responsibility to the company. Enjoys networking to build alliances and partnerships.
Tends to feel uncomfortable selling himself or promoting his ideas / products to others. Waits for the "proper time" to tell others about his goals and products, so he may miss great selling opportunities in casual social settings.	Self-Promotion	Excited about selling himself and promoting his ideas / products to others. Makes sure others know what he is trying to accomplish as well as the benefits and potential of his ideas or products.
Content with taking the easy approach of accepting the status quo; does not actively seek to engage in improvements.	Striving for Excellence	Tries to ensure that all decisions, processes, operations reflect highest level competencies and best practices. Aims for continuous improvement.
Prefers to give directions and deal with employees on a one-on-one basis. Gives specific directions and rules for employees to follow. Does not tolerate deviations from standard operating procedures.	Teamwork Orientation	Encourages employees to learn more about their jobs and to solve problems by working together. Provides coaching and encouragement to increase individual autonomy and team-based decision making.
Very uncomfortable going without a regular salary or incurring debt for a business venture. Very hesitant and fearful about any threats to financial health and safety of his financial future.	Tolerance for Financial Insecurity	Is willing to tolerate threats to his financial health and safety of his financial future in order to accomplish other worthwhile goals.
Prefers a job with a lot of variety and different experiences everyday. Does not like repetition or mundane tasks.	Tolerance for Repetitive Work	Enjoys repetitive, mundane work and the sense of accomplishment that completing tasks brings. Does not mind doing the same things everyday.
Prefers to work in settings where people are considerate and polite towards one another; the work is not physically hard, and the physical environment is not harsh, e.g., most office-based jobs. Based a lot of decisions on personal sentiments as opposed to objective reality.	Tough-Tender Mindedness	Enjoys work that may be physically demanding, possible dangerous. Likes the opportunity to show that he/she is tough-enough to endure hardships. Personal interactions may be very direct and confrontational, e.g., construction, heavy manufacturing. Uses facts, not personal sentiments, in making decisions.
Tends to have casual attitude towards a job. When disappointments arise, they are less likely to try to resolve them; preferring instead to simply find another job.	Tenure Potential	Looks at every job as a serious endeavor; more likely to try to build a pattern of successful work history; less likely to "jump ship" when annoyances arise. Likes the stability of keeping one job for a long while.
Work related travel is viewed as difficult, stressful, personally draining, and hard on one's personal life. Prefers not to do much, if any, work-related travel.	Travel Tolerance	Does not mind work-related travel, even if it means frequent trips that significantly disrupt a normal home life. Finds travel interesting, fun, stimulating. Does not view it as difficult or stressful.
Places limits on the degree to which work can intrude on home, family, and leisure interests. Needs a predictable schedule; is not motivated by overtime pay incentives.	Work Drive	Puts forth effort, persistence, pride in whatever it takes to get the job done. More willing to work a demanding schedule and/or overtime, tends to be motivated by pay incentives.

LOWER SCORES INDICATE...	MANAGERIAL DIMENSIONS	HIGHER SCORES INDICATE ...
Uncomfortable being the center of attention. Does not like to be the person who makes the final decisions. Does not like to give discipline. Uncomfortable giving instructions to others.	**Assertive Leadership**	Comfortable being the center of attention. Likes being in control of his or her environment. Enjoys the responsibility of being a leader and "boss," making decisions, and giving performance feedback.
Is a very task oriented manager. Does not put a lot of thought into how to make the workplace an enjoyable or rewarding experience for employees. Is not particularly concerned about employees' feelings as long as they do their job properly.	**Managerial Human Relations**	Tries to ensure that the corporate climate is positive and that employees are motivated, excited about their jobs, and feel good about their relationship with the company. Puts time and effort into getting to know each employee and in understanding how the work group is getting along.
Chooses to spend time on things other than direct supervision and controls. Allows employees to choose their own preferred work schedules and habits.	**Managerial Task Structuring**	Ensures that employees know and adhere to company policies, rules, and product specifications. Maintains awareness of work in progress. Gives regular performance feedback.
His/her business philosophy is not consistent with the attitudes, values, and beliefs of outstanding managers. Tends to use the same approach to most employee situations. Spends too much time trying to counsel problem employees rather than taking decisive action.	**Managerial Savvy**	Attitudes about how to motivate and manage people are consistent with those of truly outstanding managers. Understands how to obtain the best productivity form each individual in his area and how to manage his human resources to reach company goals.
Short-term goals, operational issues, and daily problems are of central interest. Focuses on practical problems that demonstrate measurable improvements.	**Operational vs. Visionary Leadership Style**	Focuses primarily on long term, big picture, strategic issues facing the group and the company. Motivates employees by urging them to act in ways that help the company be competitive.
Tends to approach the sales environment in a standard manner with little deviation. Does not spend much time scanning the sales environment; does not put much effort into analyzing customer reactions to the retail experience in his/her store.	**Retail Management Style**	Is constantly aware of what is going on in the retail environment and how customers are reacting to both the product offerings, the ambiance, and the sales staff. Is keenly aware of what is required to achieve maximum sales.
Is not very concerned with using team principles in how he/she manages others. Comfortable dealing with people on a one-on-one basis and using a centralized decision making process with minimal input from others.	**Team-Oriented Management Style**	Prefers to manage based on team principles. Emphasizes broad sharing of information, group consensus and joint decision making whenever possible, team idea generation, team goals, group accountability.

LOWER SCORES INDICATE	SALES DIMENSIONS	HIGHER SCORES INDICATE …
Accommodating, very polite, unobtrusive, cooperative, Avoids doing things that would offend others or change the status-quo.	**Closing Ability**	Likes to push his/her own ideas and convince others. Comfortable in a dominant social role where he/she is in charge of others. Willing to push the limits of offending others if it means being able to change the person's mind.
Enjoys success, but not at the expense of good interpersonal relationships with peers. Avoids coming across as arrogant or conceited. May feel uncomfortable *being singled out as better than others.	**Competitiveness (Achievement Motivation)**	Wants to get ahead in life. Determined to be the best among his/her peers. Enjoys demonstrating his or her ability to succeed. Has a keen desire for public recognition.
Likes a good income, but is not consumed by it. Considers many other things of greater importance than money. Is less motivated by financial incentives or rewards – desires personal gratification more than money.	**Money Motivation / Extrinsic Motiva.**	Strong desire to achieve a high income; wants the many things that money can buy. Enjoys demonstrating his or her success in terms of financial status.
Is not particularly attuned to individual attitudes, moods, and reactions. Is not very observant or intuitive about people's emotional states, thus he/she is not as capable of picking up potential buying signals.	**Rapport-Building (Empathy)**	Understands subtle cues in social situations, acts quickly to respond appropriately and fit his or her style to that of the customer. Flexible in dealing with unique customer requests.
Tends not to bond very well with the customer. Is more attuned to making a standard sales presentation to all customers no matter what their background or concerns.	**Relationship-Oriented Sales**	Strives to build a strong personal bond with the customer in addition to a professional relationship. Uses the power of that relationship to build sales. Takes individual customer needs into consideration when making a sales pitch.
Tends to limit success by doubting his or her own ability to overcome barriers. Tends to be more sensitive to rejection. In difficult situations, is more likely to quit sooner than those with more confidence and optimism.	**Sales Confidence**	Always optimistic and confident of a positive future. Believes in his or her ability to succeed and to overcome great odds. Is more likely to persist in spite of barriers and obstacles.
Either does not understand sales strategies taught by leading sales trainers or does not choose to utilize their concepts.	**Sales Knowledge**	Understands and adheres to the sales strategies taught by leading sales trainers.
Does not have the dramatic flair that is often used by more charismatic salespeople to encourage customers to make a buying decision. Is rarely viewed as pushy or arrogant.	**Sales Boldness**	Presents self in a dynamic, charismatic, dramatic, high impact style. Captures peoples' attention. Tends to be well-liked and the source of entertainment in a group. Tends to take more risks in how products are presented.
Low scorers find travel stressful, lonely, and personally draining.	**Travel Tolerance**	High scorers find travel enjoyable and do not mind being away from home overnight.

LOWER SCORES INDICATE	DIMENSIONS FOR YOUTH CARE WORKERS	HIGHER SCORES INDICATE …
Have limited tolerance for the typical range of behaviors in children; become easily frustrated and annoyed with immature behavior. Feel uncomfortable around children and have difficulty bonding with them.	**Child Management Attitudes**	Respond well to a wide range of behavior in children. Recognize that children are not perfect and need to be educated in a constructive fashion about proper behavior. Feel comfortable around children and bond well with them.
Does not pay attention to emotional concerns of children in the classroom. Does not put much, if any, effort into trying to create a happy, exciting, fun learning experience for the students.	**Classroom Morale Building**	Besides trying to educate students on the subject matter, these teachers put a lot of effort into getting students engaged in the learning process by trying to make it fun, interesting, stimulating, and personalized to their individual life experience and aspirations.
Provides little guidance for students in terms of helping them stay on task, prepare for upcoming assignments or tests. Focuses most of his/her energy into imparting information to students.	**Classroom Task Structuring**	In addition to providing knowledge to students, teachers who score high on Classroom Structure are actively engaged with students emphasizing good study skills, good personal management skills, and planning what they need to do to prepare for assignments and tests.