

## *Index of All Traits Alphabetically*

This section lists all traits in alphabetical order. If the trait appears on the Main Graph or Paradox Graph, it will be indicated just to the right of the trait followed by the name of the paradox or Dimension.

### AMBITIOUS BENEVOLENCE –

The desire to help society through developing and using one's own financial strength.

### ANALYTICAL – Paradox Graph - Decision Approach

The tendency to logically examine facts and problems (not necessarily analytical ability).

In the Main Graph, the traits *Analytical* and *Analyzes Pitfalls* form the trait *Problem Solving*.  
Weighting: 1:1.

Important combination: If the person has a high *Analytical* score and a low *Analyzes Pitfalls* score, he/she will tend to analyze problems and decisions in general, but will neglect to scrutinize the potential difficulties of a plan or strategy carefully.

### ANALYZES PITFALLS – Paradox Graph – Strategic and Strategic Acumen

The tendency to scrutinize potential difficulties related to a plan or strategy.

A high score indicates the person tends to scrutinize potential difficulties. A low score indicates the person does not.

Combination 1: A low *Analyzes Pitfalls* score combined with a high *Risking* score indicates impulsive decision-making (see Traits to Avoid below).

Combination 2: A low *Analyzes Pitfalls* score combined with a high *Optimistic* score indicates the person is blindly optimistic.

Combination 3: A high score on *Analyzes Pitfalls* combined with a low score on *Optimistic* indicates the person tends to be *Skeptical*.

*Analyzes Pitfalls* should only be used in a template for management positions or positions that require strategic decision-making. When rating the hours, note it is extremely unlikely the person will be analyzing pitfalls for more than a moderate number of hours per day.

### ANIMALS –

The interest in working with mammals, birds, reptiles or fish.

It would apply to any position that requires an interest in animals or working with animals (for example, stable-hand or veterinary surgeon).

### ARTISTIC –

The enjoyment of making things look beautiful or attractive.

This can be useful for a variety of positions such as interior decorator, gardener, desktop publisher or anyone responsible for making or keeping an environment attractive.

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### ASSERTIVE – Paradox Graph – Power, Main Graph - Power

The tendency to put forward personal wants and needs.

For example, a manager with a moderate (or higher) *Assertive* score will tend to put forward the needs of his/her workgroup to management or other workgroups. Or, a sales person with a moderate or higher score in *Assertive* will tend to be better at closing sales.

*Assertive* is not the only trait that relates to unabashed behavior. Some people have low *Assertive* scores while at the same time exhibiting what many people would consider to be assertive behavior. In that case, he/she is very likely to have high scores in other dynamic traits that relate to general assertive behavior rather than the specific definition of *Assertive* above. For example, a person with a low score on *Assertive* combined with a high score on *Frank* may be assertive in the sense of being frank, but will tend to hold back from asserting his/her own wants and needs. Thus the person will appear to be quite assertive to others but will not put forward his/her own needs.

*Authoritative* is another trait that produces what would normally be considered assertive behavior. Other traits that would add to assertive behavior include:

- ☐ *Influencing,*
- ☐ *Wants to Lead,*
- ☐ *Enforcing,*
- ☐ *Certain,*
- ☐ *Outgoing,*
- ☐ *Cause Motivated* (especially if combined with *Influencing*),
- ☐ *Wants Autonomy,*
- ☐ *Takes Initiative,*
- ☐ *Wants Challenge,*
- ☐ *Enthusiastic,*
- ☐ *Wants High Pay,*
- ☐ *Self-Acceptance* and
- ☐ *Comfort With Conflict.*

A high score on *Assertive* indicates a person who strongly puts forward his/her needs. This indicates someone who has an attitude "My needs are important". This can be positive, but in many cases it is too strong, especially if it is not balanced with fairly strong scores in *Open/Reflective*, *Diplomatic*, *Helpful* or *Warmth/Empathy*. A very high score on *Assertive* can indicate being strong willed and, especially when combined with a low *Helpful* score, it indicates being overly self-oriented or dominating. The self orientation becomes more extreme if the individual also lacks diplomacy and warmth.

In the other extreme, a very low score on *Assertive* combined with a very high score on *Helpful* can indicate the person is overly self-sacrificing.

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### AUTHORITARIAN – Paradox Graph - Delegation

The tendency to make decisions without collaborating with others.

Authoritarian is a combination of a high score in *Authoritative* and a low score in *Collaborative*. It can be used in a template for any position where you wish to avoid this trait.

Please also read the paragraph "Authoritative".

### AUTHORITATIVE – Paradox Graph - Delegation, Main Graph- Decision

The desire for decision-making authority and the willingness to accept decision-making responsibility.

An extremely high score (10) on *Authoritative* indicates a need to have decision-making authority. A high score (8-10) indicates the person is willing to accept decision-making responsibility. If the position involves having very little authority and the person scores very highly on *Authoritative* (9-10), the position could be somewhat frustrating for him/her. A moderate score on *Authoritative* (5-7) indicates a moderate desire for authority and some reservation about having a great deal of decision-making responsibility.

When combined with a low *Collaborative* score, it indicates the person is over-controlling in matters of decision-making. Those with a very high score in *Authoritative* and a low score in *Collaborative* are often controlling or *Authoritarian* people who want to do things their own way.

*Authoritative* in itself is not a measurement of authoritarianism. However, authoritarianism could be indicated by an extremely high score in *Authoritative* (9 or 10) combined with a very low score in *Collaborative* (2-4). However, to be extremely authoritarian, the person must also have low scores in *Warmth*, *Helpful* or *Diplomatic*, especially if also combined with a high *Assertive* and low *Helpful*. Another indication of authoritarianism is a high score on *Wants to Lead* and a low score on *Enlists Cooperation*.

If the position involves a great deal of decision-making, *Authoritative* should be used in the job template.

### AUTHORITATIVE COLLABORATION – Paradox - Delegation

The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process.

### AVOIDS COMMUNICATION – Paradox Graph - Communication

The tendency to lack frankness as well as diplomacy.

### AVOIDS DECISIONS – Paradox Graph - Delegation

The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others.

### BENEVOLENT SACRIFICE

The tendency to have significantly stronger motivation to help society than motivation to pursue one's own financial needs.

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BIOLOGY – An interest in how living things function, develop or reproduce

BLINDLY OPTIMISTIC – Paradox Graph - Strategic Acumen

The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties.

This trait is only an option in the Template Section. It is a combination of a high score in *Optimistic* and a low score in *Analyzes Pitfalls*. It can be used in a template for any position that requires strategic decision-making. In nearly all cases, this will be a management position.

BLUNT – Paradox Graph - Communication

The tendency to be frank or direct while lacking in diplomacy or tact.

This trait is only an option in the Template Section. It is a combination of a high score in *Frank* and a low score in *Diplomatic*. It can be used in a template for any position where you wish to avoid this trait, especially for customer service positions.

BUILDING/MAKING –

The enjoyment of constructing or putting together anything.

It is used for trade positions, factory positions or even some white-collar positions such as architect.

CARELESS PESSIMISM – Paradox Graph – Strategic Acumen

The tendency to take risks while at the same time believing that the future is bleak.

CAUSE MOTIVATED – Main Graph - Motivation

The tendency to be motivated to help society.

Those with a very high score on *Cause Motivated* (9 or 10), will probably not be happy (or stay) in a position if they do not see how their work is of benefit to others or society. Those with a low score will not be motivated by causes.

If the position is cause-oriented, such as a coordinator for handicapped care, a nurse or a counselor, a high *Cause Motivated* score is important. This is one of four traits that indicate a benevolent attitude towards others. The other three are:

- ☐ *Helpful,*
- ☐ *Diplomatic and*
- ☐ *Warmth/Empathy.*

An extremely high score on *Cause Motivated* combined with a very high *Influencing* score indicates the person is very zealous. This can be a very beneficial trait, but can easily become destructive when that zeal is misdirected or the goals are not aligned with management.

If the position is oriented toward a social cause, such as a fundraiser for a non-profit organization, *Cause Motivated* should be included. If cause motivation is not central to the position, such as a nurse or a psychologist, it should be designated as less important.

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### CAUTIOUS – Paradox Graph - Strategic

The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks.

### CAUTIOUS INATTENTION – Paradox Graph - Strategic

The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy.

### CERTAIN – Paradox Graph - Opinions, Main Graph Outlook

The tendency to feel confident in one's opinions.

A high score indicates self-certainty, an attitude of "I know". This could also be called strong mindedness. A Moderate score (4-7) in *Certain* is sufficient for nearly any position. Low scores (2-3) on this trait can be a moderately negative indication for positions that require confidence.

A very high *Certain* (8-10) score indicates a very strong-minded person who gets along well with people with the same beliefs, but often has difficulty with people with different beliefs. This is the case even if there is a balance of a high Open/Reflective score. However, a high *Certain* score, combined with a low Open/Reflective, indicates dogmatism. *Dogmatism* is even greater when combined with other potentially negative traits such as *Dominance* (high *Assertive*, low *Helpful*), *Bluntness* (high *Frankness*, low *Diplomacy*), *Impulsiveness* (high *Risking*, low *Analyzes Pitfalls*), *Harshness* (high *Enforcing*, low *Warmth*), *Defensiveness* (high *Self-Acceptance*, low *Self-Improvement*), *Authoritarian* (high *Authoritative*, low *Collaborative*) and low *Organizational Compatibility*.

Other balancing traits to a high *Certain* score would be high scores in *Warmth*, *Helpful*, *Collaborative*, *Experimenting*, *Flexible* and *Self-Improvement*.

This trait can be used for sales and other positions where it is necessary the individual portrays or expresses confidence. However, excessive certainty can easily be a barrier between people and thus if it is used in a template, it should be given low importance ratings. If you wish to screen for self-confidence, consider what type of confidence you need. If you wish to screen for task-related confidence, include traits such as *Wants Challenge* and *Persistent* or other related tasks. In the case of interpersonal confidence, consider some of the interpersonal traits.

### CHILDREN –

The interest in working with children.

It is used for any position in which a person would be required to work with children (for example, a nanny or schoolteacher).

### CLERICAL –

The enjoyment of tasks such as typing or filing or organizing information.

It is usually very important in secretarial positions and clerical positions.

### COOL PERMISSIVENESS – Paradox Graph - Driving

The tendency to lack warmth while at the same time avoiding enforcing necessary rules.

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### COLLABORATIVE – Paradox Graph - Delegation

The tendency to collaborate with others when making decisions.

This should be distinguished from the ability to collaborate, which is indicated by high scores in *Open/Reflective*, *Frankness*, *Diplomacy*, *Tolerance of Bluntness* and *Tolerance of Evasiveness*.

A low *Collaborative* score could be a negative indicator if the position requires a great deal of teamwork. However, if the person has his/her own specialized area of expertise, low scores are not necessarily counter-productive. When used in a template, it should be given fairly low importance ratings.

### COMFORT WITH CONFLICT –

The tendency to be comfortable with confrontation or strife.

An extremely low score (2-3) indicates someone who will seek to avoid conflict. A moderate score indicates someone who generally prefers to avoid it, but is not so uncomfortable with it that he/she will inappropriately avoid it.

A high score on *Comfort with Conflict* indicates someone who feels very comfortable with situations where others need to be confronted. If combined with imbalances such as

- ☒ Dominating,
- ☒ Blunt,
- ☒ Defensive or
- ☒ Dogmatic,

the individual will frequently create conflict.

Another important factor related to *Comfort with Conflict* is *Interpersonal Skills*. If the individual has a high score on *Interpersonal Skills* and a high score on *Comfort with Conflict*, then the person will tend to be skillful when dealing with conflict.

If the individual has a high score on *Interpersonal Skills* and a low score on *Comfort with Conflict*, he/she will normally seek to avoid conflict, but will actually deal with it reasonably well when forced to do so. Thus *Comfort with Conflict* combined with *Interpersonal Skills* generates a trait called *Handles Conflict*.

### COMPASSIONATE ENFORCING – Paradox Graph - Driving

The tendency to enforce necessary rules with compassion.

### COMPUTERS –

The enjoyment of working with electronic machines that calculate, store or analyze information.

Computer professionals would require a high rating. For positions that require computer use, but are not computer professional positions, it should be given a lower importance rating.

COMPUTER HARDWARE – An interest in how computer or computer related hardware works

COMPUTER SOFTWARE – An interest in how software works

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### DEFENSIVE – Paradox Graph - Self

The tendency to focus on self-acceptance while avoiding self-improvement. (The attitude "I'm O.K. and I don't need to improve")

This trait is a combination of a high score in Self-Acceptance and a low score in Self-Improvement. It can be used in a template for any position where you wish to avoid this trait.

### DEFERS DECISIONS – Paradox Graph - Delegation

The tendency to avoid making decisions by referring them to others.

This trait is only an option in the Template section of the Trait Hierarchy Report. It is a combination of a low score in *Authoritative* and a high score in *Collaborative*. It can be used in a template for any position where you wish to avoid this trait.

### DIPLOMATIC – Paradox Graph – Communication, Main Graph – Communication

The tendency to state things in a tactful manner. Those with high Diplomatic scores are usually very able to communicate in ways that make it easier for someone to accept. A low score indicates a tendency to lack tact. A high score in *Diplomatic* combined with a high *Helpfulness* score indicates the person is very considerate (especially when combined with high *Warmth/Empathy*). When used in a job template, this trait is usually given higher importance ratings for customer service positions and lower importance ratings for management positions. When giving the hourly rating, consider that such diplomatic interactions are not likely to be continuous, thus the hourly rating should be reduced to reflect the actual number of hours with this type of interaction.

### DISINTEREST IN DECISIONS – Paradox Graph - Decision Approach

The tendency to avoid analyzing problems and decisions while at the same time mistrusting one's own intuition.

### DOESN'T NEED STRUCTURE –

The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge).

Essential traits: Takes Initiative, a low score on Tolerance of Structure (lack of desire for structure), Authoritative, Wants Autonomy

Desirable traits: Wants Challenge, Experimenting, Open Reflective, Enthusiastic

Traits to avoid: Rebellious Autonomy, Blindly Optimistic, Impulsiveness

This trait is not available to be used in a template because it is better to identify the specific traits required and use them instead.

### DOGMATIC – Paradox Graph - Opinions

The tendency to be certain of one's own opinions while at the same time not open to different ideas.

This trait is a combination of a high score in *Certain* and a low score in *Open/Reflective*. It can be

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used in a template for any position where you wish to avoid this trait.

### DOMINATING – Paradox Graph - Power

The tendency to be assertive with one's own needs while failing to respond to other people's needs.

This trait appears in a combination of a high score in *Assertive* and a low score in *Helpful*. It can be used in a template for any position where you wish to avoid this trait.

### DRIVING –

The enjoyment of operating a motor vehicle.

A high score is important for such positions as truck driver or bus driver. Very low scorers indicate a strong dislike of driving. If the person scores a 2 on this trait, he/she may even dislike having to commute more than a half hour to work.

### EFFECTIVE ENFORCHING –

The tendency to skillfully correct others when they are violating rules or performing poorly.

Essential traits: Enforcing, Assertive, Frank, Diplomatic, Influencing, Tolerance of Bluntness

Desirable traits: Authoritative, Flexible, Optimistic, Self-Acceptance, Warmth/Empathy, Helpful, Open/Reflective, Relaxed.

Traits to avoid: Blunt, Defensive, Dogmatic, Evasive, Forceful Enforcing, Permissive, Self-Sacrificing, Harsh, Authoritarian, Inconclusive.

This trait can be used in any template. But it should not be used if most of the traits mentioned above are already used in that template. When giving the hourly rating, consider that such enforcing interactions are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

A high score in *Effective Enforcing* indicates the person is comfortable with enforcing rules and at the same time has the interpersonal skills to enforce them effectively. A low score indicates a discomfort with enforcing and/or a lack of the necessary interpersonal skills. This trait is found in the Template section of the Trait Hierarchy Report. To score well on *Effective Enforcing*, one must be willing to enforce necessary rules, and have a moderate amount of *Assertiveness* and a moderate amount of *Frankness*.

### EGO-DEFENSIVE – Combination

The tendency to be overly self-accepting, lacking sufficient interest in self-improvement and at the same time wanting a great deal of recognition from others.

This trait is a combination of a high score in *Self-Acceptance*, a low score in *Self-Improvement*, and a high score in *Wants Recognition*.

### EGO SELF-CRITICAL – Combination

The tendency to be overly severe in finding fault with oneself and at the same time feeling dependent on recognition from others to try to maintain a sense of self-esteem.

This trait is a combination of a high score in *Self-Improvement*, a low score in *Self-Acceptance*, and a high score in *Wants Recognition*.



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### ELECTRONICS –

The enjoyment of working with electronic machines for making calculations, storing or analyzing information (computers).

### ENFORCING – Paradox Graph - Driving, Main Graph - Leadership

The tendency to insist upon necessary rules being followed.

A high score in *Enforcing* indicates the person enjoys enforcing rules whereas a low score indicates the person dislikes enforcing rules. A person with a very low score (2 or 3) may have some resistance to enforcing necessary rules. Such resistance could hinder his/her effectiveness as a manager. This difficulty may increase if he/she has high empathy scores such as high *Diplomatic*, *Warmth/Empathy* and *Helpful*. A person scoring very highly on *Enforcing* (9 or 10) will tend to be very strict. This strictness may be negative in the sense of being harsh or punitive unless he/she also has at least moderate scores in *Diplomatic*, *Warmth/Empathy* and *Helpful*. Those with high *Enforcing* scores should also have a high *Enlists Cooperation* score. Otherwise the person will tend to be bossy (especially if *Enlists Cooperation* is low).

This trait in itself is not found in the trait options for templates. If effective enforcing is required for a position, use *Effective Enforcing* as defined in the Trait Template section.

### ENLISTS COOPERATION –

The tendency to invite others to participate in or join an effort.

High scores indicate the person enjoys enlisting others' cooperation. Low scores indicate the person does not enjoy it. Low scorers are prone to initiate projects without first getting the necessary support or "buy-in" from the people who are jointly involved with the project, resulting in resistance and poor implementation. A low *Enlists Cooperation* score combined with a high *Enforcing* score indicates someone who is overly forceful in leadership. A high *Wants to Lead* score combined with a low *Enlists Cooperation* score indicates a tendency to be bossy.

In a job template, this trait is almost always reserved for management or supervisory positions. This trait is shown on the Trait Hierarchy Report. When giving the hourly rating, consider that such "enlisting" interactions are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### ENTERTAINMENT – The enjoyment of participating in the entertainment arts

### ENTHUSIASTIC –

The tendency to be eager and excited toward one's own goals.

A high score on this trait indicates that the person has clear goals and feels enthusiasm for those goals. Low scores indicate the person has unclear goals and/or feels apathy toward his/her goals. You can use it in a job template for any position that requires a great deal of personal drive and motivation such as management or sales positions. However, for that purpose, it is not usually as important as traits such as *Takes Initiative* and *Wants Challenge*.

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### EVASIVE – Paradox Graph - Communication

The tendency to be tactful without being sufficiently direct.

This trait is a combination of a low score in *Frank* and a high score in *Diplomatic*. It can be used in a template for any position where you wish to avoid this trait.

### EXPERIMENTING – Paradox Graph – Innovation, Main Graph - Innovation

The tendency to try new things and new ways of doing things.

A high *Experimenting* score (8-10) indicates a person who is very inventive whereas a low score (2-5) indicates a person who likes to stick with the “tried and tested” ways of doing things. A very low *Experimenting* score (2-3) indicates a person who needs routine ways of doing things. When combined with a low Open/Reflective score, it indicates a low tolerance of ambiguity. A high *Experimenting* score combined with a high *Persistent* score indicates a person who is very innovative. A high *Experimenting* score combined with a high *Self-Motivated* score, indicates a person who is very resourceful. A high *Experimenting* score combined with a high score on *Artistic* indicates a person with artistic or musical creativity.

*Experimenting* should be given a high importance rating only for positions that require creativity for many hours per day. For example, this would include an inventor or a person who creates advertisements. Otherwise, it should be given lower ratings for any positions that require brainstorming, resourcefulness, or inventiveness. In addition, it is extremely unlikely the person will be in the act of creating continuously for 8 hours per day. Thus the hourly rating should be realistic.

### FAST BUT IMPRECISE –

The tendency to be productive, however, paying insufficient attention to detail.

This trait is a combination of a high score in *Tempo* and a low score in *Precise*. It can be used in a template for any position where you wish to avoid this trait.

### FINANCE/BUSINESS –

The interest in commerce or fiscal management.

It relates to any position involving a significant amount of work with budgets, managing money or operating a business.

### FLEXIBLE – Paradox Graph - Organization, Main Graph - Organization

The tendency to easily adapt to change.

A high score (7-10) indicates a high level of adaptability and comfort with changes. A low score (2-4) indicates a discomfort with changes and indicates rigidity. A very high score (9-10) can indicate a need for change.

Combination 1: A low *Flexible* score combined with a high *Organized* score indicates the person is *Rigidly Organized*.

Combination 2: A low *Flexible* score combined with a high *Precise* score indicates the person is *Rigidly Meticulous*.

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Combination 3: A high score on *Flexible* combined with a very low *Organized* score can mean the person is scattered or disorderly.

Combination 4: A high score on *Flexible* combined with a high score on *Organized* indicates someone who is very capable of organizing in a flexible manner (creates appropriate structures, but is not too rigid about them).

Flexible should only be given a moderate level of importance when using it in a job template. When giving the hourly rating, consider that such adaptation is not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### FLEXIBLE ORGANIZING – Paradox Graph - Organization

The tendency to organize things while at the same time maintaining flexibility.

### FOOD –

The interest in work relating to food.

This would relate to positions such as caterer, cook or waiter/waitress.

### FORCEFUL ENFORCING –

The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation.

In other words, to prematurely resort to threats, pressure, or force of will when attempting to get others to comply with a rule or procedure. This can be a negative trait for managers or anyone who needs to monitor others to comply with rules or procedures. This trait is related to *Effective Enforcing* in that it is one of the components that could make someone less effective when enforcing rules or procedures.

### FORTHRIGHT DIPLOMACY – Paradox Graph - Communication

The tendency to be forthright and respectful at the same time.

### FRANK – Paradox Graph - Communication, Main Graph -Communication

The tendency to be straightforward, direct, to the point and forthright.

A person with a very high *Frank* score (9-10) indicates a person who will nearly always speak his/her mind. A person with a moderately high *Frank* score (7-8) will usually say what he/she is thinking. This is constructive if combined with at least a moderate score in *Diplomatic*. Moderate scores (5-6) in *Frank* indicate a person who often says what he/she thinks, but he/she may occasionally hold back. A Low score in *Frank* indicates a person who tends to hold back from saying what he/she thinks.

A person scoring high on *Frank* will tend to be more compatible with others who have a high *Tolerance of Bluntness* score. A person scoring low on *Frank* will tend to be more compatible with others who have a low *Tolerance of Bluntness*, especially if he/she scores moderately to high in *Diplomacy*.

Combination 1: A high *Frank* score combined with a high *Diplomatic* score indicates a very good

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communicator in the sense of being able to work through difficult problems and issues with others. However such a person will tend to be an “intense” communicator. This may at times be a little uncomfortable for someone with a low *Tolerance of Bluntness* score.

Combination 2: A moderately high *Frank* score combined with a high *Diplomatic* score indicates an excellent communicator.

Combination 3: A low *Frank* score combined with a low *Diplomatic* score indicates a poor communicator in the sense of someone who has difficulty facing and working through issues with others.

Combination 4: A high *Frank* score and a low *Diplomatic* score indicates bluntness.

Combination 5: A low *Frank* score and a high *Diplomatic* score indicates evasiveness.

When using *Frank* in a template, it should not be given too high an importance rating. When giving the hourly rating, consider that such frank interactions are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### HANDLES AUTONOMY –

The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge).

Essential traits: Takes Initiative, Authoritative, Self Motivated, Wants Autonomy, Persistent.

Desirable trait: Optimistic

Trait to avoid: Rebellious Autonomy

A person who handles autonomy does not demand autonomy without taking sufficient initiative, and is not pessimistic. The *Handles Autonomy* score is listed in the Template section of the Trait Hierarchy Report.

This trait can be used in a template for any position that requires handling autonomy. However, it should not be used in addition to *Self-Motivated*, *Takes Initiative*, *Wants Autonomy*, *Authoritative* or *Persistent*.

### HANDLES CONFLICT – Main Graph - Leadership

The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively.

Essential traits: Comfort with Conflict, Diplomatic, Helpful, Warmth/Empathy, Assertive.

Desirable traits: Collaborative, Self-Acceptance, Self-Improvement.

Traits to avoid: Defensive, Authoritarian, Blunt, Dogmatic, Dominating, Harsh, Self-Critical, Wants Diplomacy.

*Handles Conflict* is a behavioral competency and consists of *Comfort with Conflict* and a combination of many different interpersonal factors. A high score on *Handles Conflict* indicates the person is comfortable with conflict and has the interpersonal skills necessary to deal effectively with conflict.

When using *Handles Conflict* in a template, it should not be given too high an importance rating. If you are also using other traits such as interpersonal skills or other interpersonal factors, the importance rating should also be reduced or you should not use this trait at all. When giving the hourly rating, consider that conflict interactions are not likely to be continuous. Thus, the hourly

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rating should be reduced to reflect the actual number of hours with this type of activity.

### HARSH – Paradox Graph - Driving

The tendency to be overly strict or punitive when enforcing rules and procedures.

This trait is a combination of: High *Enforcing* and Low *Warmth/Empathy*. It can be used in a template for any position where you wish to avoid this trait.

### HEALTH/MEDICINE –

The interest in health or medicine.

It is primarily used in templates for identifying careers, but it could be used in a job template for a position that relates to health such as a nurse, chiropractor or medical practitioner.

### HEALTHY SELF-ESTEEM – Paradox Graph - Self

The tendency to accept oneself while at the same time trying to improve oneself.

### HELPFUL – Paradox Graph - Power, Main Graph Power

The tendency to respond to others' needs and assist or support others to achieve their goals.

A high Helpful score indicates the person enjoys such activities. A low score indicates the person dislikes such activities. For job templates, this trait can be used in customer service positions, some secretarial positions or any position that requires this type of support. It can be used for management positions, but it should be given low importance ratings. For sales, it should not be used at all unless the position also involves customer service.

When giving the hourly rating, consider that "helpful" interactions are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### IMPULSIVE – Paradox Graph - Strategic

The tendency to take risks without sufficient analysis of the potential difficulties.

This trait is a combination of: High *Risking* and low *Analyzes Pitfalls*. It should be used in a template for any position that requires strategic decision-making. In nearly all cases, this will be a management position.

### INCONCLUSIVE – Paradox Graph – Opinions, Main Graph - Outlook

The tendency to lack certainty in one's opinions while at the same time being very open to the ideas of others.

This trait cannot be selected for the creation of a job template. It can only be used in a template if it is clearly missing or existing in a reference group.

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### INFLUENCING – Main Graph - Communication

The tendency to try to persuade others.

High *Influencing* indicates the enjoyment of that activity. Low *Influencing* indicates a dislike of that activity. A low score does not necessarily mean the person is not influential. When using this trait in a job template, it should normally be given relatively high importance ratings for sales positions. However, it should generally be given moderate ratings for management positions.

When giving the hourly rating, consider that “influencing” interactions are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### INNOVATIVE –

The tendency to create new and more effective ways of doing things.

Essential traits: Experimenting, Persistent, Takes Initiative, Enthusiastic, Open/Reflective, Research/Learning, Analytical, Optimistic.

Desirable trait: Collaborative.

### INSENSITIVE –

The tendency to be assertive with one’s own needs while lacking sufficient warmth for others.

### INTERNALLY CONTRADICTED – Paradox Graph - Self

The tendency to lack self-acceptance while at the same time lack desire to improve oneself.

### INTERPERSONAL SKILLS –

The tendency to have a balance of traits that relate to effective interaction with others.

Essential traits: Diplomatic, Helpful, Optimistic, Outgoing, Assertive, Frank, Influencing, Self-Acceptance, Self-Improvement, Warmth Empathy, Tolerance of Bluntness.

Desirable traits: Flexible, Collaborative, Open/Reflective, Manages Stress Well, Relaxed

Traits to avoid: Defensive, Blunt, Dogmatic, Harsh, Dominating, Authoritarian, Permissive.

It includes:

1.) The tendency to accept oneself while at the same time trying to improve oneself (*Healthy Self-Esteem*).

2.) It includes the ability to meet one’s own needs while at the same time being responsive to others’ needs (*Mutual Help*).

3.) It includes the ability to be direct and persuasive while at the same time being warm and tactful.

Good interpersonal skills indicate the lack of traits such as: Over-sensitivity, excessive tension, inability to manage stress, pessimism, dogmatism, excessive dependence on recognition, dislike of working in teams, extreme discomfort with conflict, overly reserved, defensive, harsh, blunt, authoritarian, permissive, or inflexible. Interpersonal skills can be used in any template to summarize the interpersonal skills mentioned above. If many of those traits are already used in the job template, Interpersonal Skills should not be used.

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### INTUITIVE – Paradox Graph - Decision Approach, Main Graph - Decisions

The tendency to use "hunches" to help make decisions (not necessarily intuitive capabilities).

It is not necessarily a measurement of intuitive capabilities. However, in general, people who score higher on this trait are more intuitive. This can be useful in situations involving a great deal of unknown variables.

Combination: A high *Intuitive* score combined with a high *Problem Solving* score usually indicates someone who is exceptional at making decisions. This trait is rarely used as a component, but if it is used, it should be given low importance ratings.

### INVENTIVE – Paradox Graph - Innovation

The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result.

### JUDGMENT (STRATEGIC) –

The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy.

Essential traits: Analytical, Analyzes Pitfalls, Research/Learning, Intuitive, Collaborative, Self-Improvement, Systematic.

Desirable traits: Experimenting, Persistent, Certain, Pressure Tolerance, Optimistic, Planning, Self-Acceptance, Relaxed, Open Reflective

Traits to avoid: Blindly Optimistic, Impulsive, Skeptical, Defensive, Dogmatic, Easily Influenced, Fast but Imprecise, Precise but Slow

A person with good judgment researches information, carefully analyzes problems and decisions, and collaborates with others. The willingness to use intuition as well as the interest in self-improvement is also beneficial for judgment but these traits are less important. Good *Judgment* is hindered by: being either blindly optimistic or overly skeptical, being impulsive or dogmatic, the lack of creativity to try new things, and a lack of determination or persistence. It is also hindered by: a lack of self-certainty, defensiveness, a lack of self-acceptance, harshness, dogmatism, or being overly concerned with one's own needs while lacking responsiveness to others' needs. This trait is found in the Template section of the Trait Hierarchy Report.

This trait should be used only in a job template for positions that require strategic decision-making. In nearly all cases, this would be related to management positions. Otherwise it should not be used. When giving the hourly rating, consider that strategic judgment is not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### LASER LOGICAL – Paradox Graph - Decision Approach

The tendency to be very analytical while at the same time mistrusting intuition.

### LEGAL MATTERS – An interest in the rules and laws that relate to society and business

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### LOGICAL INTUITION – Paradox Graph - Decision Approach

The tendency to use analysis combined with intuition to solve problems (both high).

### MANAGES STRESS WELL –

The tendency to deal effectively with strain and difficulty when it occurs.

A high score indicates a strong ability to manage stress. A low score indicates difficulty dealing with stress when it occurs.

*Manages Stress Well* should be distinguished from *Relaxed* which indicates the person's general degree of tension.

Combination 1: A low *Manages Stress Well* score combined with a high *Relaxed* score indicates a person who is relaxed, but has difficulty when stress occurs.

Combination 2: A high score on *Manages Stress Well* combined with a low *Relaxed* score indicates a person who is tense, but manages stress well when it occurs.

Combination 3: A very low *Manages Stress Well* score (2-3) combined with a very low *Relaxed* score (2-3) indicates a great deal of stress. It is worthy of discussion at an interview. It can sometimes indicate the presence of personal problems, especially when combined with a low score on *Optimistic*.

*Manages Stress Well* can be used in any template, but should be given a low level of importance. It could be used for any stressful position such as air traffic controllers. (*Pressure Tolerance*, under the Work Environment Tolerances section, is also very important in such situations.)

### MANUAL WORK –

The enjoyment of work that involves using one's hands.

This can refer to any type of work from dentistry to plumbing. However, it is not intended to include typing or writing.

MANUFACTURING – An interest in how different things are made or manufactured

### MECHANICAL –

The enjoyment of work that involves fixing or repairing something.

It usually applies to trades positions such as auto mechanic. It could, however, apply to any position involved with fixing or repairing anything.

MEDICAL SCIENCE – An interest in how medical science deals with diagnosis and treatment

### MINDFUL COURAGE – Paradox Graph - Strategic

The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy.

### MUTUAL HELP –

The tendency to pursue solutions that are beneficial to all parties concerned.



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### NARROWLY UNAMBITIOUS –

The tendency to lack of motivation to help society while at the same time lack of motivation for financial gain.

### NEEDS AVOIDANCE – Paradox Graph - Power

The tendency to lack assertiveness as well as helpfulness.

### NEGOTIATING –

The tendency to bargain in order to reach a beneficial agreement.

Essential traits: Influencing, Interpersonal Skills, Diplomatic, Effective Enforcing, Assertive, Certain, Comfort with Conflict, Open/Reflective.

Desirable traits: Frank, Experimenting.

Traits to avoid: Permissive, Defensive, Self-Sacrificing, Blunt, Dogmatic, Harsh.

A high score indicates an effective negotiator. A low score indicates an ineffective negotiator. If you wish to use it in a template in combination with those traits, reduce its importance ratings. When giving the hourly rating, consider that negotiating is not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### NOISE –

The tolerance of working in an environment that has loud or continuous sounds.

It is used for positions where the work environment is noisy. A moderate to high score indicates the ability to tolerate noises such as one might encounter in a factory or on a construction site. A very low score indicates a dislike of even a small amount of noise or sound. In that case, sound will be a significant distraction, interfering with productivity. When using this trait in a template, keep in mind how loud the noise is, as well as how continuous it is.

### NON-FINISHING – Paradox Graph - Innovation

The tendency to experiment with many different things without persisting in a single direction.

### NON-LOGICAL – Paradox Graph - Decision Approach

The tendency to rely on intuition without sufficiently analyzing a plan or problem.

### NUMERICAL –

The enjoyment of counting, calculating or analyzing quantities using mathematics.

It can apply to a variety of positions such as accountant, mathematics teacher or any position that requires using numbers or mathematics.

### OPEN/REFLECTIVE – Paradox Graph - Opinions, Main Graph - Outlook

The tendency to reflect on many different viewpoints (not necessarily related to friendliness,

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warmth, or extroversion).

An individual with a high *Open/Reflective* score likes to look at things from many different points of view and sees adjusting his/her viewpoint as simply keeping up with the times or the circumstances. Thus the person would enjoy brainstorming and would probably be good at it.

A low *Open/Reflective* score can indicate being uncomfortable with ambiguous circumstances or ideas. Thus the person's work may need to be structured more.

Combination: A low *Open/Reflective* combined with a low *Experimenting* exaggerates the intolerance of ambiguity. Such a person should be given definite structure to his/her position.

*Open/Reflective* used in this context does not necessarily refer to being friendly, outgoing or warm. However, to some degree, a high *Open/Reflective* score may have some relationship to being more open to others' views than a low *Open/Reflective* score because he/she will have more of a tendency to adjust to new views.

### OPTIMISTIC – Paradox Graph - Strategic Acumen

The tendency to believe the future will be positive.

A very high score (9-10) indicates the "eternal optimist". This attitude can be beneficial for sales positions. A very low score (3 or 2) can indicate pessimism or cynicism, or it can indicate the person is experiencing some significant personal problem (grieving, divorce, bankruptcy, job loss, etc.). The difficulties with a low score are greater if the person also has a low score on *Manages Stress Well* or *Relaxed*. This is even more the case if the person also has a low score in *Self Acceptance* or *Enthusiastic*.

Those who are low on this trait (2-4) may have difficulty focusing on work, especially when combined with the other low scores mentioned above. Thus, *Optimistic* can be used for nearly any position. However, it should be given high ratings only for customer service or sales positions.

### ORGANIZATIONAL COMPATIBILITY –

The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility).

Essential traits: Takes Initiative, Self-Improvement, Manages Stress Well, Diplomatic, Helpful, Warmth/Empathy, Optimistic, Team (wants), Tolerance of Bluntness.

Desirable traits: Tolerance of Structure, Self-Motivated, Pressure Tolerance, Flexible, Self-Acceptance, Manages Stress Well, Relaxed.

Traits to avoid: Rebellious Autonomy, low Tolerance of Structure, low Self-Motivated, Defensive, Blunt, Dogmatic, Harsh, Dominating, low Flexible, Authoritarian.

A low score (4 or below) indicates a tendency to be rebellious and/or to have difficulty working with others. A high score indicates the person will work well with others in most circumstances, but not necessarily in all circumstances. To assess the compatibility with others more effectively, you will need to compare the person's Main Graph with the Main Graph of the person's co-workers.

### ORGANIZED – Paradox Graph - Organization, Main Graph - Organization

The tendency to place and maintain order in an environment or situation.

A high score (7 or above) indicates a person who enjoys organizing and tends to be organized. A low score (4 or below) indicates a person who dislikes organizing and tends to be disorganized.

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This trait can be used in templates for: secretarial positions, coordinating positions, or any position that requires a great deal of organizing. For other positions such as management, sales, or customer service, it should generally be given lower importance ratings if it is used at all. When giving the hourly rating, consider that organizing is not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### OUTDOORS –

The desire to work in an outside environment.

An extremely high score (10) indicates a need to do work which is outdoors. In that case, if forced to work indoors the person may become dissatisfied unless a significant amount of non-working time can be allocated to the outdoors. A high score (7-9) indicates a desire to work outdoors. A low score (2-3) indicates a dislike of working outdoors. This trait can be used in any template that requires a great deal of time working outdoors.

### OUTGOING – Main Graph - Outlook

The tendency to be socially extroverted and the enjoyment of meeting new people.

This could be important for positions that require a great deal of contact with groups of people. It may also have some importance for any position that requires a significant amount of customer service, sales, public relations or public contact.

An extremely high score in *Outgoing* (9-10) could be a negative indication for a position that does not have much opportunity for interactions with others such as a computer programmer. A low score on *Outgoing* can be interpreted in the following manner: 3 points: the person is reserved. 2 points: this may indicate introversion.

Outgoing can be used in any job template but should not be given high importance ratings except for positions such as customer service positions. When giving the hourly rating, consider that outgoing interactions are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### PAY MINUS MOTIVATION –

The tendency to have a strong desire for money while lacking the personal drive necessary to earn it.

This trait is only an option in the Template Section. It is a combination of a high score on *Wants High Pay* combined with a low score on *Self-Motivated*. This pattern indicates a risk for theft because the person's desires are much stronger than his/her personal drive. This risk is further increased if there are additional imbalances in the profile such as *Bluntness*, *Dogmatism*, *Authoritarian*, *Defensiveness*, or *Domination*.

Pay Minus Motivation as well as other traits gives some insight into ethics. In particular, it provides insight into the internal "pressures" related to ethics and honesty. Pay Minus Motivation is the biggest pressure in that it indicates a strong desire for money without the ambition to earn it.

In addition, a "10" on *Wants High Pay* also puts some pressure on personal honesty. Less so if combined with high *Cause Motivated*, *Helpful*, *Warm* or *Diplomatic*. The 10 on *Wants High Pay* can indicate the desire is so strong that fairness and even judgment can easily be compromised, even if the person considers himself/herself to be very honest.

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Yang imbalances such as Defensive, Dogmatic, Blunt, Harsh, and Authoritarian, also cause a pressure on ethics because it is much easier for the person to rationalize misbehavior (especially defensive).

Extreme Yin imbalances in those same pairs of traits can also put some pressure on ethics, but to a lesser extent. Low self-motivation in itself also causes pressures on ethics in that the person is likely to have money problems. Low *Stress Management* and low *Optimistic* also cause pressure on ethics in that the person will tend to have a negative attitude, distorting his/her understanding of fairness.

Ethics or fairness needs to be viewed in the context of a relationship. It is much more likely other people will do things that would normally be considered unethical if they consider they are being mistreated.

It is much more likely employees will do things that would normally be considered unethical if

- ☒ they consider that the company easily breaks promises to employees,
- ☒ the company makes unrealistic promises,
- ☒ has hidden agendas that were discovered after accepting a job,
- ☒ the company has unrealistic expectations,
- ☒ the company expects the employees to work in unhealthy conditions,
- ☒ the company allows abusiveness from supervisors (including the feeling to be subject to arbitrariness)

Thus, the issue of ethics can be very subtle. Having said that, many people are much more prone to distorting reality, assuming bad intentions where there are none, or rationalizing misbehavior. The traits mentioned above will give an indication of the "internal" pressures related to ethics.

It can be used in a template for any position where you wish to avoid this trait.

### PEOPLE ORIENTED –

The tendency to have a balance of traits that would enable one to positively interact with others.

Essential traits: Warmth Empathy, Helpful, Outgoing, Team (wants), Public Contact, Enthusiastic.

Desirable trait: Self-Acceptance.

Traits to avoid: Defensive, Dogmatic, Harsh, Dominating.

This trait is not available to be used in a template because it is better to identify the specific traits required and use them instead.

### PERMISSIVE – Paradox Graph - Driving

The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior.

This trait is a combination of a high score in *Warmth/Empathy* and a low score in *Enforcing*. It can be used in a template for a management or supervisory position.

### PERSISTENT – Paradox Graph - Innovation, Main Graph - Innovation

The tendency to be tenacious despite encountering significant obstacles.

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A very high score (9-10) indicates a strong determination and persistence when encountering obstacles. A fairly high score (7-8) indicates the willingness to tackle problems that involve “breaking through” obstacles. A moderate score (5-6) indicates that the person would prefer a position that does not continually require overcoming difficult obstacles. If a manager has a moderate Persistent score in addition to a low Stress Management score, it indicates the person is stressed by and tired of struggling with so many difficulties.

A low score (2-4) indicates a dislike of work that involves continually overcoming obstacles and can reflect a lack of perseverance in general. The person may tend to change jobs frequently. Positions such as Sales involving cold calling or Management generally require a high degree of persistence. Thus, it can be used in job templates for such positions.

If used for other positions it would probably be better to give it lesser importance ratings. When giving the hourly rating, consider that overcoming obstacles is not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

PHYSICAL SCIENCE – An interest in physical science such as physics or chemistry

PHYSICAL WORK –

The enjoyment of work that involves fairly hard bodily effort.

A high score is important for positions where a sustained physical exertion is required. When using this trait for a job template, keep in mind the level of physical difficulty as well as the duration of the physical work.

PLANNING – Main Graph - Leadership

The tendency to formulate ideas related to the steps and process of accomplishing an objective.

A high Planning score indicates the person enjoys planning. A low score indicates the person does not enjoy planning. This trait can be used in any template (especially templates for managers). But keep in mind that planning is usually only a small portion of most jobs. Thus it should be rated accordingly.

For management positions that require effective planning, you should also include other traits that may relate to this ability. These include: *Systematic*, *Organized*, *Analytical*, *Analyzes Pitfalls*, and possibly *Experimenting*. When giving the hourly rating, consider that planning is not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

PLANTS –

The interest in shrubs, gardening, botany, trees or farming.

It relates to any position involving a significant activity with plants, trees or farming (for example: horticulturist, florist, farmer, or landscape gardener).

POISED ACHIEVEMENT – Paradox Graph - Motivation

The tendency to be highly self-motivated without becoming tense or easily stressed.

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### PRECISE – Main Graph - Organization

The enjoyment of work that requires being exact and the tendency to be detail oriented.

A person who scores high on this trait (7-10) will enjoy tasks that require exactness. He/she will tend to be meticulous. A person who scores low on this trait (2-4) will dislike tasks that require exactness. He/she will tend to overlook details.

Combination 1: A very high *Precise* score combined with a very high *Organized* score can indicate being compulsively organized, especially when combined with a low *Flexible* score. Such a person may have trouble keeping the larger picture in mind, and may get lost in the detail.

Combination 2: A high score on *Precise* combined with a low score on *Tempo* indicates the person is *Precise but Slow* or overly meticulous.

Combination 3: A low score on *Precise* combined with a high score on *Tempo* indicates the person is *Fast But Imprecise*.

*Precise* can be used in any job template in which the position requires such meticulousness. However, keep in mind precision is often confused with analytical. If the position is primarily analytical, use *Analytical* and give *Precise* lesser ratings. The ratings should depend on the degree of precision required as well as the duration of the precision required. When giving the hourly rating, consider that precision tasks are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### PRECISE BUT SLOW –

The tendency to be exact but not paying sufficient attention to productivity.

This trait is a combination of a high score in *Precise* and a low score in *Tempo*. It can be used in a template for any position where you wish to avoid this trait.

### PRESSURE TOLERANCE –

The level of comfort related to working under deadlines and busy schedules.

A high score (8-10) indicates a high tolerance of pressure. A low score (2-5) indicates a low tolerance of pressure. This trait also relates to *Manages Stress Well* and *Relaxed*.

Combination 1: A low *Manages Stress Well* score combined with a low *Pressure Tolerance* score indicates the person will become quite stressed if pressured with deadlines.

Combination 2: A high *Manages Stress Well* score combined with a low *Pressure Tolerance* score indicates the person generally manages stress well but doesn't like the pressure of deadlines.

Combination 3: A low *Manages Stress Well* score combined with a high *Pressure Tolerance* score indicates the person has trouble managing stress when it occurs, but is not stressed by the pressure of deadlines and schedules.

This trait can be used for any position that has the pressure of deadlines. However, it should generally be given moderate ratings.

### PROFILIC QUALITY –

The tendency to be productive, however, paying sufficient attention to detail.

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### PROVIDES DIRECTION –

The tendency to manifest the traits necessary for a leadership role.

Essential traits: Wants to Lead, Influencing, Takes Initiative, Wants Challenge, Enthusiastic, Self-Improvement, Planning, Persistent, Pressure Tolerance, Public Speaking, Self-Acceptance.

Desirable traits: Experimenting, Flexible, Frank, Handles Conflict, Helpful, Precise, Organized, Relaxed, Risking, Systematic, Tolerance of Bluntness, Warmth/Empathy.

This trait is a trait template that consists of a variety of different traits including: *Wants to Lead* and a variety of interpersonal traits.

This trait does not appear separately in the Position Template trait options because it is more effective to use the components separately. However, it does give a general indication of leadership potential. *Wants to Lead* indicates the desire to be in a position of leadership. However, *Interpersonal Skills* are still necessary for success in leadership. *Provides Direction* is not an option in the template section because *Wants to Lead* and *Interpersonal Skills* can and should be used separately.

### PSYCHOLOGY – The enjoyment of learning about the human mind

#### PUBLIC CONTACT –

The tendency to feel comfortable with interacting directly with a wide range of people representative of general society.

For example, a grocery store clerk would be considered to have public contact. A tractor sales person would tend to deal with a much narrower segment of the public. Do not use this trait for positions where the person is dealing with selected clients rather than the general public.

#### PUBLIC SPEAKING –

The enjoyment of presenting or articulating information to groups of people.

It is useful for any position involving public speaking or making presentations to at least 4 people (a trainer, for example).

### REALISTIC OPTIMISM – Paradox Graph - Strategic Acumen

The tendency to analyze the potential pitfalls of a plan or strategy while maintaining a positive view of the future and the potential benefits of the plan or strategy.

#### REBELLIOUS AUTONOMY –

The tendency to attempt to gain freedom from authority, without taking sufficient and/or appropriate initiative.

This trait is a combination of: High *Wants Autonomy* and low *Takes Initiative*. It can be used in a template for any position where you wish to avoid this trait.

#### RECEIVES CORRECTION –

The tendency to accept guidance intended to improve performance.

Essential traits: Self-Improvement, Interpersonal Skills, Self-Acceptance.

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Traits to avoid: Defensive, Dogmatic, Ego-defensive

A high score indicates the person will easily receive such feedback. A low score indicates the person will react poorly to such guidance. When using this trait in a job template, keep in mind that it includes other traits mentioned above. It should not be used together with more than a couple of those traits.

### RELAXED –

The tendency to feel at ease or calm while working.

This trait is shown on the Trait Hierarchy Report. A high score indicates someone who is very easy-going or cool-headed. A very low score relates to someone who tends to be quite tense.

Combination 1: A high *Relaxed* score combined with a low *Manages Stress Well* score indicates a person who is relaxed, but has difficulty when stress occurs.

Combination 2: A low *Relaxed* combined with a high score on *Manages Stress Well* indicates a person who is tense, but manages stress well when it occurs.

Combination 3: A very low *Manages Stress Well* score (2-3) combined with a very low *Relaxed* score (2-3) indicates a great deal of stress. It is important to find out the source of this stress. It usually indicates the presence of personal problems, especially when combined with a low score on *Optimistic*.

Combination 4: A high *Relaxed* score combined with a low *Self-Motivated* score indicates laziness.

If you use *Relaxed* in a job template, do not use more than moderate ratings.

### REPETITION –

The tolerance of monotonous work where the same single activity is repeated over and over (i.e. assembly line).

A high score indicates the willingness to tolerate monotonous work. A low score indicates a great deal of difficulty with monotonous work.

To use this trait in a job template, the position must have a great deal of repetition and the repetition should be monotonous such as in a production line where the job involves the same activity over and over again. It could also be used for a switchboard operator where the person says the same thing over and over again to each caller. It should not be used for positions that have even a little variety. For example, it should not be used for a secretary position that only involves typing or filing because typing or filing is not necessarily monotonous.

### RESEARCH/LEARNING –

The enjoyment of gathering and comprehending new information.

This can be useful for positions that involve many hours per day researching or studying information. When combined with *Analyzes Pitfalls*, both traits become stronger.

### RIGIDLY DISORGANIZED – Paradox Graph - Organization

The tendency to lack organization as well as adaptability.



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### RIGIDLY METICULOUS – Main Graph - Organization

The tendency to focus so strongly on details that one tends to have difficulty adapting to changes.

This trait is a combination of high *Precise* and low *Flexible*. It can be used in a template for any position where you wish to avoid this trait.

### RIGIDLY ORGANIZED – Paradox Graph - Organization

The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes.

This trait is a combination of high *Organized* and low *Flexible*. It can be used in a template for any position where you wish to avoid this trait.

### RISKING – Paradox Graph - Strategic, Main Graph - Innovation

The tendency to feel comfortable with business ventures that involve uncertainty.

A high score (8-9) indicates a person who feels excitement with risk. A score of 10 indicates a person who feels the need for such excitement. Very high scores in *Risking* can be a negative indication for management if combined with low scores on *Analyzes Pitfalls*. In that case, it is called *Impulsive*, indicating a person who takes unwarranted risks, or fails to carefully scrutinize the potential difficulties.

Moderate scores (4-7) indicate a person who takes risks moderately and tends to indicate good decision-making judgment if the person also has a high *Analyzes Pitfalls* score.

Those with low *Risking* scores (2-3) may still take risks, but they tend to be very careful. Low *Risking* scorers may not feel comfortable in situations of risk and will tend to act very conservatively. Those with low scores on *Risking* may be excessively cautious particularly if they have moderate to low scores on *Optimistic* or *Authoritative*, especially when combined with a high score in *Analyzes Pitfalls*.

Risking should rarely be used in a template except for some "commission only" positions.

### SCATTERED – Paradox Graph - Organization

The tendency to be disorganized while at the same time enjoying and pursuing change.

### SCIENCE –

The interest in any body of knowledge that uses a systematic method for achieving knowledge.

It is important for positions related to science (for example, engineer or medical practitioner).

### SELF-ACCEPTANCE – Paradox Graph - Self, Main Graph - Support

The tendency to like oneself ("I'm O.K. the way I am").

A low score (2-5) indicates the attitude "I'm not good enough". A high *Self-Acceptance* score combined with a low *Self-Improvement* score (below 6) indicates the attitude "I'm O.K. the way I

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am and I don't need to improve". This is called *Defensive*. A low *Self-Acceptance* score combined with high *Self-Improvement* score indicates the attitude "I'm not O.K. the way I am and I need to be better". This is called *Self-Critical*. *Defensiveness* and/or *Self-Criticism* are even stronger when combined with a very high *Wants Recognition* score.

Combination 1: A low score in *Self-Acceptance*, combined with a low score in *Self-Improvement* indicates the person does not accept him/herself, but at the same time does not want to try to improve. In that case, the person will interpret self-improvement as an admission "there is something wrong with me".

Combination 2: A high score on *Self-Acceptance* combined with a high score on *Self-Improvement* indicates a strong and balanced ego structure. People with this formation generally get along better with others.

A high *Wants Recognition* score exaggerates *Self-Criticism* or *Defensiveness*. A low *Wants Recognition* score moderates *Self-Criticism* or *Defensiveness*. A high *Warmth/Empathy* score moderates *Self-Criticism* or *Defensiveness*. A low score, however, exaggerates these tendencies.

*Self-Acceptance* can be used for any position that requires a positive self-regard. However, it should not be given extremely high ratings when assessing its use within the job template.

### SELF-CRITICAL – Paradox Graph - Self

Disliking one self in the context of self-improvement.

This trait is a combination of high *Self-Improvement* and low *Self-Acceptance*. It can be used as a trait to avoid for any position and is particularly useful for sales or management positions.

### SELF-EMPLOYED –

The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge).

Essential traits: Authoritative, Takes Initiative, Wants Autonomy, Wants Challenge, Enthusiastic, Organized, Persistent, Analytical.

Traits to avoid: Blindly Optimistic, Impulsive.

### SELF-IMPROVEMENT – Paradox Graph - Self, Main Graph - Support

The tendency to attempt to develop or better oneself.

It is a good general indicator of a person's willingness to grow and develop. A high Self-Improvement score indicates the attitude "I want to improve". A low Self-Improvement score indicates the attitude "I don't want to improve".

Combination 1: A low *Self-Improvement* score (below 6) combined with a high *Self-Acceptance* score indicates the attitude "I'm O.K. the way I am and I don't need to improve". This is called *Defensive*.

Combination 2: A high *Self-Improvement* score combined with a low *Self-Acceptance* score indicates the attitude "I'm not O.K. the way I am and I need to be better". This is called *Self-Critical*.

Combination 3: A low score in *Self-Acceptance*, combined with a low score in *Self-Improvement* indicates the person does not accept him/herself, but at the same time does not want to try to improve. In that case, the person will interpret self-improvement as an admission that "there is

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something wrong with me".

Combination 4: A high score on *Self-Acceptance* combined with a high score on *Self-Improvement* indicates a strong and balanced ego structure. People with this formation generally get along better with others.

*Self-Improvement* can be used in any template, but generally it should not be given extremely high ratings.

### SELF-MOTIVATED – Paradox Graph - Motivation, Main Graph - Motivation

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals.

*Self-Motivated* is a combination trait consisting of *Takes Initiative*, *Enthusiastic* and *Wants Challenge* (See Basic Traits below). Each of these is also listed separately on the Traits & Definitions Report.

*Self-Motivated* is a very important trait for most positions, but especially for positions requiring a great deal of personal drive. On the other hand, high self-motivation may be a hindrance for positions that offer no chance of advancement. In that case, a medium score (6 or 7) is preferred. Those with low scores on *Self-Motivated* (5 or below) often have trouble being productive. However, low scorers can also work well in many Customer Service positions or other positions if they are not challenging. People who have a medium score in *Self-Motivated* may work well under structure, if they have high *Tolerance of Structure* scores and high *Organizational Compatibility* scores.

A high score on *Self-Motivated* does not necessarily indicate the person's suitability for all positions which require high self-motivation because the person may be motivated to achieve things not related to the goals of the organization. In that case, the person is unlikely to stay in the position for long. Consequently, for applicants with high *Self-Motivation*, it is important to have a thorough discussion at an interview about his/her specific goals.

*Self-Motivated* can be used for any template that requires its three components fairly equally. Otherwise each of the components should be used separately. If *Self-Motivated* is used, it should be used alone rather than in combination with its three components.

### SELF-SACRIFICING – Paradox Graph - Power

The tendency to respond to others' needs at the expense of one's own needs.

Often this results in lost opportunities or resentment. This trait is a combination of a low score in *Assertive* and a high score in *Helpful*. It can be used in a template for any position where you wish to avoid this trait.

### SELLING – The enjoyment of selling or promoting

### SITTING –

The tolerance of sitting for long periods in which there is (no opportunity to stand or walk around). This trait is only used if the job involves sitting for long periods without an opportunity to stand or walk around.

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### **SKEPTICAL – Paradox Graph - Strategic Acumen**

The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits.

This trait is a combination of high *Analyzes Pitfalls* and low *Optimistic*. It can be used in a template for any position where you wish to avoid this trait.

### **SLOW AND IMPRECISE –**

The tendency to lack productivity as well as attention to detail.

### **SPORTS –**

The interest in work that involves sports.

It relates to any position requiring sporting activity (for example, sports coach).

### **STANDING –**

The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around).

This trait is only used if the job involves standing for long periods without an opportunity to sit or walk around.

### **STRESSED ACHIEVEMENT – Paradox Graph - Motivation**

The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress.

### **STRESSSED PESSIMISM –**

The tendency to be tense or stressed while at the same time believing that the future is bleak.

### **STRESSED UNDERACHIEVEMENT – Paradox Graph - Motivation**

The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress.

### **STUBBORN PERSISTANCE – Paradox Graph - Innovation**

The tendency to tenaciously pursue the same course of action without experimenting with different ways of accomplishing the objective.

### **SYSTEMATIC –**

The enjoyment of tasks that require carefully or methodically thinking through steps.

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A high score indicates the person enjoys such tasks. A low score indicates the person dislikes such tasks. When using this trait for a job template, keep in mind few jobs require a great deal of this particular activity even though being systematic may be important to success. When giving the hourly rating, consider systematic tasks are not likely to be continuous. Thus, the hourly rating should be reduced to reflect the actual number of hours with this type of activity.

### TAKES INITIATIVE –

The tendency to perceive what is necessary to be accomplished and to proceed on one's own.

This trait is shown on the Trait Hierarchy Report. A high score indicates strong initiative whereas a low score indicates a lack of initiative.

Combination: A low score on *Takes Initiative* combined with a high score on *Wants Autonomy* indicates a person who demands autonomy but will not take the necessary initiative when it is given. This is called *Rebellious Autonomy*. This trait should be used for most positions. For sales positions, management positions, or professional positions, it is often the most important trait. It can even be used for entry-level positions, but in that case, the rating should be significantly reduced.

### TEACHING –

The enjoyment of instructing, training, or educating others.

This can be useful for any position in which a significant part (many hours per day) of the job involves teaching or training others, even if it is not formal teaching or training.

### TEAM –

The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so).

A high score indicates the person enjoys working closely in a team setting. A low score indicates the person would prefer to work alone. A low score does not necessarily mean the person will not work effectively in teams, however a very low score (2-3) gives one indication of low team effectiveness. To assess overall team effectiveness, you need to examine a series of potential negative traits including: *Authoritarian*, *Blunt*, *Dogmatic*, *Defensive*, *Harsh*, *Dominating*, and *Rebellious Autonomy*. Other lesser indications of team ineffectiveness include: *Evasive*, *Self-Sacrificing*, *Self-Critical*, low *Optimistic* (below 6), very low *Stress Management* (3 or below), Very low *Warmth/Empathy* (3 or below), extremely low *Tolerance of Structure* (2 or below), and *Defers Decisions*.

If you wish to assess team effectiveness, you can use this trait in a job template, but reduce the ratings and include some of the other traits mentioned above.

### TEMPO – Main Graph - Innovation

The enjoyment of work that needs to be done quickly.

A high *Tempo* score indicates a person who enjoys tasks that need to be performed quickly. A low *Tempo* score indicates a person who prefers not to do such tasks.

Combination 1: A high *Tempo* combined with low *Precise* can indicate fast, but sloppy work. If the

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position requires speed and precision, moderate to high scores in *Tempo* and *Precise* are ideal. A low *Tempo* indicates a preference for working at a deliberate pace. A person with a high *Tempo* will tend to perceive a person with a low *Tempo* as being slow.

Combination 2: A low *Tempo* combined with a high *Precise* indicates a meticulous perfectionism.

Combination 3: A low *Tempo* combined with a high *Relaxed* score may be very slow, particularly if the *Self-Motivation* score is only moderate or low.

Combination 4: However, a low *Tempo* score combined with a high *Self-Motivated* score should be interpreted as deliberate rather than slow because the person will tend to achieve quite a lot using a deliberate approach.

When using this trait in a job template, it should be given low ratings except for positions that require extremely fast physical movement (performed continuously).

### TOLERANCE OF BLUNTNESS – Main Graph - Innovation

The level of comfort related to receiving abrupt or frank communications from others.

A person with a low score on *Tolerance of Bluntness* has difficulty tolerating others who are blunt. A low score on this trait indicates a fair amount of stress when relating to co-workers (especially a supervisor) who have a low *Diplomatic* score combined with a high *Frank* score (blunt). On the other hand, a person with a high score on *Tolerance of Bluntness* has little difficulty when others are direct. Those with very high scores will be much less affected by bluntness. When using this trait in a job template, keep in mind that the person will probably not be exposed to continuous bluntness for 8 hours per day, thus the hourly rating should be moderate at the most.

*Tolerance of Bluntness* is a Trait Template consisting of many different traits combined.

### TOLERANCE OF EVASIVENESS

The level of comfort related to dealing with people who are indirect or lacking in frankness.

Essential traits: Doesn't Want Frankness, Warmth Empathy, Wants Diplomacy, Diplomatic.

Desirable traits: Manages Stress Well, Relaxed

Traits to avoid: Blunt, Defensive, Dominating Harsh.

### TOLERANCE OF STRUCTURE

The tolerance of following rules, schedules and procedures created by someone else.

A low score (2-4) indicates the person dislikes following rules, schedules and procedures, especially if the structure is extensive. An extremely low score (2) can indicate a tendency to rebel if the position requires working under a great deal of structure. This is particularly true if the person has a low score in *Organizational Compatibility* and *Wants Capable Leader* and a high score in *Wants Autonomy*. A high score (7-10) in *Tolerance of Structure* indicates the person is comfortable with such rules, schedules and procedures. However, it can also indicate a need for structure especially when combined with low *Open/Reflective*, low *Creative*, low *Takes Initiative*, low *Wants Autonomy*, or low *Authoritative* scores. Consequently when using *Tolerance of Structure* in a job template, it should normally not be given too high an importance rating.

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### TRANQUIL INERTIA – Paradox Graph - Motivation

The tendency to be relaxed and easy-going while at the same time lacking in self-motivation.

### TRAVEL –

The interest in work that involves frequently taking a journey.

A high score would be important for a position involving a great deal of travel (away from home overnight).

### TRUTH EXPLORING – Paradox Graph - Opinions

The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions.

### UNCERTAIN DISINTEREST – Paradox Graph - Opinions

The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions.

### UNRESOURCEFUL – Paradox Graph - Innovation

The tendency to lack persistence as well as experimentation.

### WANTS AUTONOMY –

The desire to have freedom and independence from authority.

An extremely high *Wants Autonomy* score (10) indicates a person who feels a strong need for independence. This could be a negative factor if the person lacks sufficient experience, but demands autonomy. A moderately high score (8-9) indicates a preference for autonomy. A low score (below 5) can indicate strong reservations about working without direct supervision.

Combination 1: A very high score on *Wants Autonomy* combined with a low score on *Takes Initiative* indicates a person who insists on having autonomy, but doesn't take enough initiative to warrant being given such autonomy (*Rebellious Autonomy*). A high score in *Wants Autonomy* indicates a person who will feel uncomfortable without autonomy.

Combination 2: An extremely high score in *Wants Autonomy* combined with an extremely low score in *Wants Capable Leader* may indicate a tendency towards rebellion, especially if there are other indicators such as a low *Organizational Compatibility* score or low *Tolerance of Structure*.

If the position requires a person to handle autonomy effectively, you should use *Handles Autonomy*. *Wants Autonomy* is not an option in itself to use in a template. *Handles Autonomy* should be used instead because *Handles Autonomy* includes other traits that enable the person to handle autonomy effectively besides just wanting autonomy.

### WANTS CAPABLE LEADER – Main Graph - Power

The desire to have a leader one perceives to be capable.

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A high score on this trait indicates the person likes working for a strong authoritative leader. A low score indicates that having a strong leader is not important to him/her.

A very high score (9-10) on *Wants Capable Leader* indicates a need for a strong leader. In that case, the person will be very loyal as long as the person meets his/her expectations. (A low score on *Wants Capable Leader* does not necessarily indicate a lack of loyalty.) If the person with a very high score has a supervisor who does not meet his/her expectations, the person will be very uncomfortable in the position and will probably seek employment elsewhere. A high score on *Wants Capable Leader* may also indicate the individual is a perfectionist, especially when combined with a high *Precise* score.

High scorers on this trait have high expectations of others, especially of their leaders/managers. The person's expectations are related to other high scores of that person's profile. For example, a person scoring high on *Wants Capable Leader* and high *Wants Autonomy* will have a high expectation that his/her manager will give autonomy. A person scoring high *Wants Capable Leader* and high *Organized* will expect others (including his/her manager) to be organized. A high scorer on *Wants Capable Leader* will be a loyal employee if he/she has respect for his/her manager. If not, the person will probably feel very uncomfortable in the position.

If the person has a low score on *Wants Capable Leader*, a very high score on *Wants Autonomy* and a high score in *Organizational Compatibility*, he/she is likely to be cooperative if given a great deal of autonomy.

*Wants Capable Leader* is not available in itself to be used in a template but it is used to help derive *Organizational Compatibility*. A high score indicates it is important that you examine the match between this person and his/her supervisor.

### WANTS CHALLENGE –

The willingness to attempt difficult tasks or goals.

This trait is shown on the Trait Hierarchy Report. A high score indicates a desire for a challenge and ambition. A low score indicates the person only wishes to take on tasks he/she is sure to achieve. This trait can be used for any template that requires an achievement orientation. It should not be used in addition to *Self-Motivated* because it is one of the traits included in *Self-Motivated*.

### WANTS DIPLOMACY –

This desire for others to be tactful.

This trait is shown on the Trait Hierarchy Report. A low score indicates that diplomacy from others doesn't matter to him/her. A high score (9-10) indicates a strong need for others to be *Diplomatic*.

Combination 1: A low score on *Wants Diplomatic* combined with a low score on *Wants Frankness* indicates the person is able to receive communications from people who are blunt or evasive and thus has a broad "bandwidth" for incoming communications.

Combination 2: A high score on *Wants Diplomacy* combined with a high score on *Wants Frankness* indicates the person has difficulty with blunt people as well as evasive people. Thus the person has a narrow "bandwidth" for incoming communications and will only be comfortable receiving feedback from people who are very good communicators (at a 7 in both *Frank* and *Diplomatic*).

Combination 3: A high *Wants Diplomacy* combined with a low *Wants Frankness* indicates the person is very sensitive and gets upset easily if others are even a little blunt.

*Wants Diplomacy* is not available to be used in a template. However, along with *Wants Frankness*, *Wants Diplomacy* forms part of *Tolerance of Bluntness*, which can be used in a template.



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### WANTS FRANKNESS –

The desire for others to be direct, straightforward and to the point.

A low score indicates the person does not feel a need for frankness from others. A high score (9-10) indicates a strong need for others to be Frank.

Combination 1: A low score on *Wants Frankness* combined with a low *Wants Diplomatic* score indicates the person is able to receive communications from people who are blunt or evasive and thus has a broad “bandwidth” for incoming communications.

Combination 2: A high score on *Wants Frankness* combined with a high score on *Wants Diplomacy* indicates the person has difficulty with blunt people as well as evasive people. Thus the person has a narrow “bandwidth” for incoming communications and will only be comfortable receiving feedback from people who are very good communicators (at a 7 in both *Frank* and *Diplomatic*).

Combination 3: A high *Wants Frankness* combined with a low *Wants Diplomacy* indicates the person is intolerant of others who “beat around the bush” or are evasive.

*Wants Frankness* is not available to be used in a template in itself. However, it forms part of *Tolerance of Bluntness* along with *Wants Diplomacy*. *Tolerance of Bluntness* can be used in a template.

### WANTS HIGH PAY – Main Graph - Motivation

The desire to earn greater remuneration.

A high score on *Wants High Pay* can indicate additional motivation if the person can readily see how his/her efforts directly (and immediately) increase his/her income. However, a high *Wants High Pay* score can be a negative indicator if there is no opportunity for fast increases in pay.

Combination 1: A high score (9 or 10) combined with a low *Self-Motivation* score indicates the person could be unrealistically demanding. If the person also has a high score in *Frank*, that person can be unrealistically demanding and will tend to express those demands strongly. Usually this trait is not given importance, except if the provides low pay and little opportunity for advancement. In this case a high score would be a negative indicator.

Combination 2: A high score on this trait combined with a low score on *Self-Motivated* (called Pay minus Motivation) indicates that the person may overestimate their contribution and want to be paid more than the value contributed. It also indicates a greater risk for subtle theft such as exaggerated expense reports, exaggerated hours worked, or even overt theft. This risk is further increased if there are additional imbalances in the profile such as bluntness, dogmatism, authoritarian, defensiveness, or domination. Also, high scores on *Wants High Pay* can be a negative indicator if they are combined with low scores in *Warmth/Empathy*, *Cause Motivated*, and *Helpful*. In that case, the person may tend to be quite inconsiderate (or even ruthless if extreme) towards others in order to reach his/her strong material desires.

Combination 3: Conversely, a person with a low score in *Wants High Pay* combined with high scores in *Warmth/Empathy*, *Cause Motivated*, and *Helpful* may tend to be taken advantage of by others, particularly, if he/she also has a low *Assertive* score.

This trait is not available for use in the template section as it should rarely, if ever, be used on its own.

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### WANTS RECOGNITION – Main Graph - Support

The desire for positive acknowledgement (from others) related to one's abilities and strengths.

It is best used for understanding how to supervise an employee. A high score on *Wants Recognition* (9 or 10) indicates an extremely strong need for recognition.

Combination 1: If a very high score is combined with a low *Self-Acceptance* score, it indicates a painful personal pattern in which the person is very self-critical and at the same time dependent on others for praise. However, this is never satisfying as the person is unlikely to believe and accept recognition. It is like having a desire that can never be fulfilled.

Combination 2: A low score on *Wants Recognition* combined with a high score on *Self-Improvement* indicates humility or lack of false pride particularly if combined with a moderate score in *Self-Acceptance*.

*Wants Recognition* is not an option in the template section but it does form a part of other traits such as *Receives Correction*.

### WANTS STABLE CAREER –

The desire for long-term or permanent employment.

A high score (9-10) indicates a need for secure employment. For positions that don't offer security, this could be a negative indication. A low score indicates the person is not concerned with job security. Since this trait is only one small factor that helps determine long-term employment, it should not be given too high an importance rating when using it in a job template. Having a high overall suitability for a position is one of the best ways to support long-term employment. Having a good fit related to motivation factors is especially important for long-term employment. In addition, following the advice given in the How to Manage Report will also significantly reduce employee turnover. Of course, good supervision, good pay and good working conditions are also important.

### WANTS TO LEAD –

The desire to be in a position to direct or guide others.

A low score in *Wants to Lead* indicates a preference not to be in a leadership position. A high score indicates a desire to be in a leadership position. However, to be effective in a leadership position, interpersonal skills are also necessary. Thus, a high *Wants to Lead* score combined with a low *Interpersonal Skills* score indicates someone who has the desire, but will probably not work well with others in that role. Consequently, these two traits are combined to create *Provides Direction* on the Main Graph. In many cases a leader will also be making strategic decisions. Thus, *Judgment (strategic)* is also important. A "10" on *Wants to Lead* combined with a "10" on *Authoritative* can indicate an excessive need for control, especially if it is not balanced with a high *Collaborative*, *Enlists Cooperation*, and *Interpersonal Skills* scores.

When using this trait in a job template, consider that this trait relates only to the desire to lead. For leadership capability, you will need to use other traits such as: *Authoritative*, *Judgment*, various *Interpersonal Skills*, and negative traits that could hinder effective leadership. Consequently it is suggested you do not make the importance rating too high.

### WARMTH/EMPATHY – Main Graph - Support

The tendency to express positive feelings and affinity.

A low score on Warmth/Empathy does not necessarily mean the person is cold-hearted. But it does

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mean the person will not readily express warmth and empathy. An extremely low score on this trait (2 or 3) can indicate the person has experienced a significant emotional hurt. A high score (7-9) on *Warmth/Empathy* indicates a very warm approach toward others. An extremely high score (10) on *Warmth/Empathy* also indicates a tendency to be extremely warm and empathetic, but the person may also be overly emotional at times.

For job templates, *Warmth/Empathy* is especially useful for Customer service positions, but should normally be given lower ratings for sales positions.

### WRITING/LANGUAGE –

The interest in work that involves formulating words to convey meaning (i.e., journalism or translator).