



WSQ-Discovery

Job Fit Report

This Report Prepared for
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Leader Alignment
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Interpretation Requirements
General Member Training



Table of Contents

Using The WSQ-Discovery Job Fit Report	3
Key Success Indicators	4
Personality Fit with Position	5
Personality Trait Descriptions	6
Onboarding Success Index	7
Leader Alignment	8
Stress Impact	9
Interview Guide	11
Selection Checklist	14



Using The WSQ-Discovery Job Fit Report



The WSQ-Discovery Job Fit Report is validated for use in Selection or Promotion decisions for all jobs listed in the United States Department of Labor Dictionary of Occupational Titles. It is also validated for job coaching, talent forecasting, or competency building. It is important to remember that personality traits always combine with cognitive capacity, past experience, technical skill, and job-specific knowledge to determine a candidate's likelihood for success in a given role. The WSQ-Discovery should always be integrated with additional information when making employment decisions. This Job Fit Report provides you with the following personality-related information:

Profile Validity

Profile Validity measures a candidate's overall pattern of responding to the WSQ-Discovery Inventory. Over-Representation suggests the candidate endorsed having highly unlikely virtues and did not admit to behavioral shortcomings. Under-representation suggests the candidate was overly admitting to behavioral shortcomings. A Realistic Representation suggests the candidate was presenting a realistic image of their personality tendencies. Random Responding occurs when a candidate is habitually inconsistent on 15 or more similar item pairs. Consistent Responding occurs when the candidate's item responses fall within the normal range of personality tendencies.

Personality Fit Index

Personality Fit Index is determined by matching the candidate's personality against the job-relevant traits of the position. The WSQ-Discovery Personality Fit with Position is calculated by determining fit among Critical, Important, and (if applicable) Supplemental traits. This score is an approximation of a candidate's potential for success in the role. Validation research suggests Index Scores between 500-999 are within normal range. Individuals who score below 500 may require more coaching, self-insight, and behavior change in order to perform effectively on job. Follow the Interview Guide and Selection Checklist for scores below 500.

Onboarding Success Index

The WSQ-Discovery Onboarding Success Index provides insight into what areas of the job transition the new employee may need additional support. The Onboarding Success Index is a measure of an employee's need for management, coaching, or support on four dimensions: Building New Relationships, Learning Job Requirements, Receptivity to Feedback, and Adapting to Change. Validation research suggests Index Scores between 350-999 are within normal range. Individuals who score below 500 may require more overall coaching, self-insight, or support throughout the entire job transition experience in order to perform up to their capabilities. Follow the Interview Guide and Selection Checklist for scores below 500.

Leader Alignment Index

The WSQ-Discovery Leader Alignment Index provides information about how effective the Employee-Leader relationship is likely to be. It helps pin-point areas of the relationship that may need additional support. The Leader Alignment Index is a measure of Employee-Leader Alignment across four dimensions: Personality Match, Information Exchange, Task Completion, and Working Alliance. Validation research suggests Index Scores between 500-999 are within normal range. Follow the Interview Guide and Selection Checklist for scores below 500.

Stress Impact Index

The WSQ-Discovery Stress Impact Index provides insight into the overall impact of stress on John's behavior as well as information on how much job-specific personality traits may change under stress. The Stress Impact Index is an aggregate of Global Stress Impact, Critical Trait Changes, and Important Trait Changes. Validation research suggests Index Scores between 500-999 are within normal range and stress will not have a disproportional effect on work performance.

CareProfiler's WSQ-Discovery Personality Inventory is a scientific instrument developed by Organizational Psychologists. All scores are presented as Percentile Standing compared to a norm group of over 55,000 individuals with a similar demographic profile to the general North American population, job family, and test-taking purpose.

This WSQ-Discovery Job Fit Report requires administration oversight/interpretation from a psychologist, WSQ-Discovery Certified Facilitator, or a CareProfiler General Member who has completed training on this report. To learn about becoming a WSQ-Discovery Certified Facilitator please visit us at www.careprofiler.com



Key Success Indicators



Key Success Indicators provide you with an at-a-glance view of John Sample's likelihood for success, based on their personality traits. This likelihood for success can change considerably when additional information, such as cognitive capacity, technical skills and knowledge, and past experience as factored in.



0-199 Warning



200-349 Caution



350-499 Seek More



500-999 On-Target

Profile Validity

Under-Represented

Self-Presentation | **Under**

Response Consistency | **Consistent**

John responded to items in a self-effacing manner, admitting to more flaws than nearly all test-takers. While still a valid self-presentation, scale scores may under-represent John's actual personality. Interpret accordingly. John responded to similar item pairs in a consistent manner.

Personality Fit Index

330



7 Critical or Important Trait(s) are outside of the Target Range for position. Reference the Personality Fit section to identify these traits and then use the Interview Guide to follow-up.

Onboarding Index

509



2 Onboarding Dimension(s) are below ideal level for position. Reference the Onboarding Needs section to identify these dimensions and then use the Interview Guide to follow-up.

Manager Alignment Index

366



3 Dimension(s) of Employee-Manager Alignment are below ideal level. Reference the Employee-Manager Alignment section to identify these dimensions and then use the Interview Guide to follow-up.

Stress Impact Index

566



3 Job Related Trait(s) Change Under Stress. Reference the Stress Impact section to identify the specific trait(s) as well as the overall impact of stress on John's behavior.



Personality Fit Index: Administrative Staff



The Personality Fit with Position Index compares John's personality traits with ideal target ranges based upon the O*NET Library of Job-Relevant Traits for the given position. Job-Relevant Traits are ranked and weighted. The top 5 Critical Traits are weighted most heavily followed by the next 5 Important Traits. Some profiles may also include Supplemental Traits, which are weighted least. The Fit Index also awards partial points for traits within proximity to the target range. Traits are presented in descending order of importance to the position of Administrative Staff.

Overall Personality Fit Index

330



Critical Traits Sub-Index

433



	1st %ile	50th %ile	
Emotional Intelligence	1		
Open to Learning			99
Dutifulness	1		
Keeps Focus	1		
Achievement Drive		73	

Critical Traits Analysis

Some Critical Traits are outside of the target range for this role. Critical traits have a greater impact on performance than Important or Supplemental traits, therefore, drill-down will be critically necessary to understand John's true potential.

Important Traits Sub-Index

233



	1st %ile	50th %ile	
Impulsivity			99
Hospitality		67	
Attention to Detail	12		
Apprehension			89
Self-Confidence			96

Important Traits Analysis

There are many Important Traits that are outside of the target range. While less impactful than the Critical Traits, these Important Traits likely still affect performance. Recommended drill-down questions are provided to help you clarify the effect of these mis-aligned traits.



Personality Traits Descriptions

- Emotional Intelligence** 1 | is less inclined to relate to the emotional experience of others, may fail to use emotions to influence or motivate others, and may be tough minded and an overly logical thinker
- Open to Learning** 99 | will be flexible in their thinking, be receptive to others, and enjoys learning new ideas
- Dutifulness** 1 | is seen as someone who makes decisions independent of others, often resistant to taking direction, may break the rules, and is not concerned with societal expectations or norms
- Keeps Focus** 1 | has frequent changes in focus and attention, will begin multiple tasks at once prior to completing one, is seen as distractible
- Achievement Drive** 73 | may expend energy to achieve personal goals, will likely work to overcome most challenges, is intentional to succeed and may make sacrifices to do so
- Impulsivity** 99 | often acts on own impulses or drives, makes decisions quickly - likely reacting to current emotional state, is experienced as someone who is expressive and acting on a whim
- Hospitality** 67 | may be interested in interacting with others and developing relationships, likely to generally seek emotional connection, and may be seen as someone who is easy to connect with
- Attention to Detail** 12 | is willing to try and fail, makes quick decisions, may be unaware of mistakes, is less attentive to details, and is more likely to take risks
- Apprehension** 89 | will regularly anticipate issues or problems, is seen by others as a worrier, is skittish in unfamiliar or new situations, and exhibits anxious-like behaviors
- Self-Confidence** 96 | Is independent and self-sufficient, believes in own general and decision-making, likely to over rely on own perspective or self for project completion



Onboarding Index



The Onboarding Success Index displays the likelihood of onboarding success. Lower scores suggest that additional management effort will be needed during the onboarding and acclimation phase of John's employment. The Onboarding Success Index is comprised of 4 dimensions: Building New Relationships, Learning Job Requirements, Receptivity to Feedback, and Adapting to Change.

Overall Onboarding Index

509



Building New Relationships

10



Building New Relationships | Refer to Interview Guide

John may have difficulty building new relationships and may require security, reassurance, and assistance forming new relationships at work. They may experience more distress or discomfort than most people when asked to form relationships.

Learning Job Requirements

936



Learning Job Requirements

John will be highly engaged in learning the new duties and responsibilities of the job. They will be highly motivated to learn, drive their own learning, and will thrive on positive reinforcement and additional teaching from their manager.

Receptivity to Feedback

647



Receptivity to Feedback

John will be open to feedback on their behavior and impact on others. They will not be overly defensive, but may need some time to process and think through their response. They will respond best to well-delivered feedback from their manager.

Adapting to Change

443



Adapting to Change | Refer to Interview Guide

John will not be overly adaptable; they will require support, clarity, and reassurance when asked to make changes to their work routines. They may accept that not everything can be certain, but may struggle to maintain peak effectiveness amidst ambiguity. They may tend to be worried about the future.



Leader Alignment Index



The Leader Alignment Index displays the degree to which John Sample (Employee) and Kimberly Davis (Leader) will align across 4 dimensions of the Employee-Leader Relationship: Personality Similarity, Information Exchange, Task Completion, and Working Alliance. Dimension Scores are the aggregate score of the personality traits of both the employee and the Leader that are related to each dimension. Generally, the higher the Dimension Score, the more likely the employee and Leader will work effectively together in that way.

Overall Alignment Index

366



Personality Similarity

445



Personality Similarity | Refer to Interview Guide

John and Kimberly share only a few personality characteristics. They are likely to think and communicate in different ways. It will be very important for Kimberly to learn about John's styles and patterns.

Information Exchange

505



Information Exchange

As a pair, John and Kimberly will effectively communicate under optimal circumstances. For the most part, they will keep the lines of communication open; however, when faced with challenges or conflict the communication may break down. Kimberly should be intentional about keeping communication open.

Task Completion

290



Task Completion | Refer to Interview Guide

As a pair, John and Kimberly will prefer to shift their focus, keeping multiple projects going at once. They may not readily enjoy producing or completing basic tasks, preferring instead to work on what is enjoyable at the time. Kimberly should be keenly aware of what projects need immediate completion and remind John of them.

Working Alliance

225



Working Alliance | Refer to Interview Guide

With outside support, John and Kimberly can effectively build professional relationships. At times, they miss communicate, grow skeptical, or fail to connect. With support, they can create positive outcomes. However, intense differences may be challenging to overcome.



Stress Impact Index



The Stress Impact Index compares John's reported personality traits on Good Days, Most Days, and Stressful Days. The greater the difference between Good Days and Stressful Days, the more likely John will show varying behavioral tendencies as a result of feeling stress or pressure. The Sub-Indicies show the overall impact of stress as well as changes on job-specific traits.

Overall Stress Impact Index

566



Global Stress Impact

801



Global Traits Stress Impact Description

The impact of stress on John's overall personality patterns is very minimal. John will likely demonstrate consistent behavior patterns in most commonly experienced situations regardless of how much stress they are feeling. In general, stress will not have a major impact on John's behaviors. Others will not likely notice a change due to stress.

Critical Traits Stress Impact

451



Critical Traits Stress Impact Description

John's job-critical personality patterns and behaviors will be impacted by stress more than the typical person. Stress may have a strong effect on John's job-critical personality behaviors, leading to job-contingent stress-based behavioral inconsistency (SBB). Others will likely notice a change in John's job-critical personality behavior when John is under stress. Stress impact is only measuring behavior change under stress; it is not a measure of behavioral effectiveness. Please see other Key Success Indicators for a thorough understanding of John's potential.

Important Traits Stress Impact

446



Important Traits Stress Impact Description

John's job-relevant personality patterns and behaviors will be impacted by stress more than the typical person. Stress may have a strong effect on John's job-relevant personality behaviors, leading to job-contingent stress-based behavioral inconsistency (SBB). Others will likely notice a change in John's job-relevant personality behavior when John is under stress. Stress impact is only measuring behavior change under stress; it is not a measure of behavioral effectiveness. Please see other Key Success Indicators for a thorough understanding of John's potential.

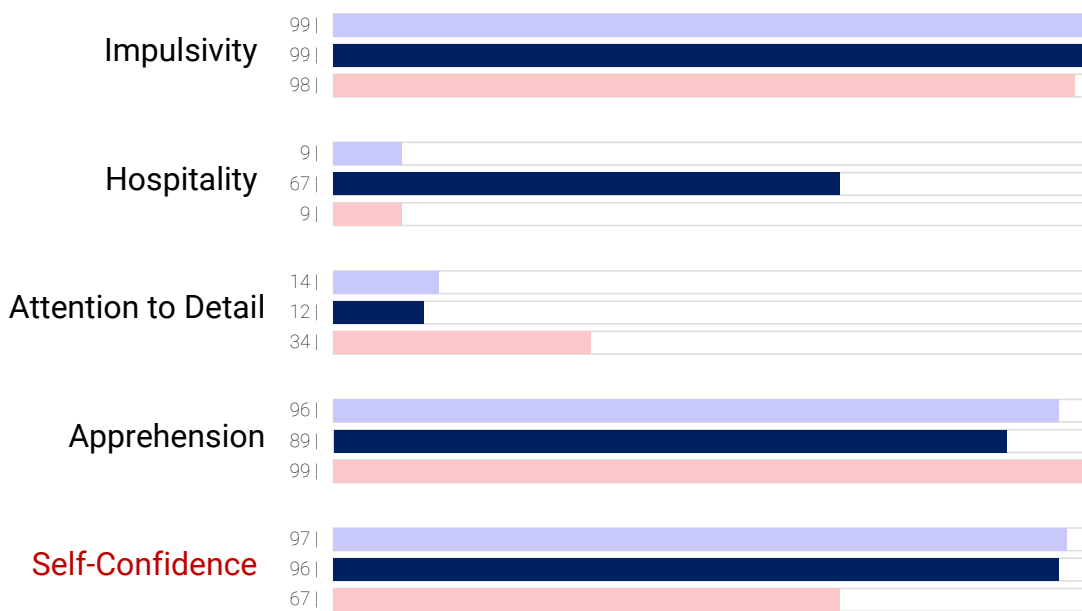


Stress Impact & Job Related Traits



Below are the Job Related Traits and John's self-reported scores on Good Days, Most Days, and Stressful Days. The greater the difference between Good Days and Stressful Days, the more likely John will show varying behavioral tendencies as a result of feeling stress or pressure.

Good Days Most Days Stressful Days





Interview Guide



The Interview Guide provides you with specific drill-down interview questions and considerations based upon John Sample's WSQ-Discovery results. The interview guide is EEOC-compliant and legally-defensible when used as a supplemental or follow-up to the initial structured interview.

Open to Learning 99 %ile | Score Above Target Range

How do you stay interested, particularly when there are not many opportunities for new learning? What keeps you engaged in these types of situations?

Awareness Behavior

Dutifulness 1 %ile | Score Below Target Range

Tell me about a time when you struggled to follow a direction from someone else. What happened? What got in the way of taking the direction?

Awareness Behavior

Keeps Focus 1 %ile | Score Below Target Range

Tell me about a time when you needed to maintain focus on a singular task for an extended period of time. What was it like for you? How did you keep out distractions? What did you learn about yourself?

Awareness Behavior

Impulsivity 99 %ile | Score Above Target Range

Describe a situation in which you may have overly controlled your reactions to a situation. What was the impact? What did you learn?

Awareness Behavior

Attention to Detail 12 %ile | Score Below Target Range

Describe a time when you made a hasty decision at work? What happened? How did you come to know that it was a hasty decision? What did you learn?

Awareness Behavior

Awareness

Check the Awareness box when the candidate has given indication they are aware of that particular aspect of their personality.

Behavior

Check the Behavior box when the candidate shared examples of changing their behavior when necessary.



Interview Guide Ctd...



The Interview Guide provides you with specific drill-down interview questions and considerations based upon John Sample's WSQ-Discovery results. The interview guide is EEOC-compliant and legally-defensible when used as a supplemental or follow-up to the initial structured interview.

Apprehension 89 %ile | Score Above Target Range

Describe a situation in which spending too much energy and time anticipating problems created a problem at work. What happened? What did you learn?

Awareness Behavior

Self-Confidence 96 %ile | Score Above Target Range

How do you know when you need help?

Awareness Behavior

Building Relationships Index 10 | Score In Low Range

Tell me about how you build relationships in a new environment, particularly at work. What's it like for you? What do you find most challenging?

Awareness Behavior

Adapting to Change Index 443 | Score In Low Range

What gets in your way of adapting to change? Give me an example of a time when you needed to be highly flexible and adjust to change.

Awareness Behavior

Personality Match Index 445 | Score In Low Range

Tell me about working with someone who is very different from you, in style. What was that like for you? What adjustments were you able to make?

Awareness Behavior



Interview Guide Ctd...



The Interview Guide provides you with specific drill-down interview questions and considerations based upon John Sample's WSQ-Discovery results. The interview guide is EEOC-compliant and legally-defensible when used as a supplemental or follow-up to the initial structured interview.

Task Completion Index 290 | Score In Low Range

How do you ensure tasks are done well and on time? What gets in your way of completing tasks?

Awareness Behavior

Relationship Building Index 225 | Score In Low Range

Tell me about a time you had a conflict with a supervisor. What did you do about it? How was it resolved? What did you learn?

Awareness Behavior



Selection Checklist



The Selection Checklist provides you with an at-a-glance view of follow up recommendations based upon John Sample's WSQ-Discovery results. Check the box if, after your follow-up, all concerns are satisfied.

7 **Critical or Important Personality Trait(s) are outside of the Target Range.**
 Were John's responses to follow-up questions regarding awareness and behavior change sufficient to satisfy all concerns with these out-of-range personality traits? No Yes

2 **Onboarding Dimensions (s) are in the low range.**
 Were John's responses to follow-up questions regarding onboarding and getting to know the job sufficient to satisfy all concerns related to first 90 days on the job? No Yes

3 **Dimension(s) of Employee-Manager Alignment are below ideal level.**
 Did John's responses to follow-up questions regarding the Employee-Manager relationship satisfy all concerns of John working with Kimberly? No Yes

3 **Critical or Important Personality Trait(s) are impacted by Stress.**
 While John will not likely change too much under stress, every person experiences stress differently. Have you collected sufficient evidence outside of the WSQ-Discovery to understand how John experiences stress? No Yes

Have you assessed for cognitive capabilities?
 Because John is generally curious and open to new experiences, cognitive capabilities will play a normal role in determining John's job success. Have you collected sufficient evidence outside of the WSQ-Discovery to assess cognitive capabilities? No Yes

Past success, technical skill, and job-knowledge are critical factors.
 Because John is rarely conscientious and more flexible, past experience, technical skill, would be critical factors to overcoming these personality tendencies. Have you collected sufficient evidence outside of the WSQ-Discovery to determine past experience, skill and knowledge? No Yes

Assessing Work Values will be critical.
 Because John is highly emotionally expressive, it will be critical that John's Work Values are consistent with the organization's values and purpose in order for John's emotions to have a positive impact. Have you collected sufficient evidence outside of the WSQ-Discovery to John's Work Values? No Yes

