



CENTER FOR
APPLIED COGNITIVE STUDIES

A Customized Report for:
Sample Person

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WorkPlace BIG FIVE PROFILE™ TRAIT CAPACITOR REPORT

4.0

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INTRODUCTION

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Summary

The Trait Capacitor Report estimates your energy capacity for various competencies. Once your basic traits (5 supertraits and 23 subtraits) are analyzed, your scores go through another level of analysis to estimate your capacity to perform a competency. These estimates are based on specific research studies. In addition to a score, the estimates of your capacity are also described along a continuum: *Energizing to Natural to Somewhat Natural to Draining to Outside Comfort Zone*.

In this report, you will find a summary and the detailed scores for the competencies that were pre-selected for you.

Description of the Report

For each competency, you will find your overall estimate of fit score or capacity for the competency as a number from 1 – 10 and an interpretation as follows:

9 – 10	=	Energizing
7 – 8	=	Natural
5 – 6	=	Somewhat Natural
3 – 4	=	Draining
1 – 2	=	Outside Comfort Zone

Below the score, the competency is defined and the research source is noted. The optimum traits, based on the research, are in the first column and your actual scores are in the second column. The third column contains a visual graphic and a phrase explaining how closely the optimum trait and your actual trait match. The fourth column in the table provides a narrative description of your estimated capacity to perform the competency.

The competencies in this report were selected from the following list of 54:

Complete List of Center for Applied Cognitive Studies Competencies

Action Orientation	Managing through Systems
Adherence to Policy	Meeting Management
Ambiguity & Paradox, Comfort with	Motivation of Others
Ambition	Numerical Accuracy
Analytical Thinking	Objectivity
Business Acumen	Optimism
Innovation, Comfort with	Organization
Competitiveness	Overseas Work Success, Likelihood of
Keyboarding Accuracy	Paperwork, Comfort with
Creativity	Performance Focus
Decision-Making Skills	Planning
Delegation	Political Savvy
Development of Personnel	Presentation Skills
Diplomacy	Quality Orientation
Diversity, Comfort with	Range of Perspective and Interests
Entrepreneurship	Responsibility Acceptance
Facilitation	Risk Taking
Flexibility	Safety Orientation
Follow Through	Sales Orientation
Future Orientation/Visionary Outlook	Self Confidence
Hiring and Staffing	Self Control
Humor	Self Development
Independently, Comfort Working	Customer Service Orientation
Informing Others	Teamwork & Cooperation
Reliability and Consistency	Technical Learning
Basic Leadership Orientation	Work/Life Balance
Listening	Written Communications

IMPORTANT NOTE:

These capacity scores do not reflect your performance. The WorkPlace does not measure performance. It only measures the trait energy you have to support a competency. It is possible to perform a competency very well and still have a capacity score of Draining or Outside of Comfort Zone. What the capacity score reflects is your natural trait energy for that competency only. Looking at your trait capacity along with your performance level gives you an idea of what strategy to employ with the competency.

CAPACITY SUMMARY

COMPETENCY	OVERALL CAPACITY	INTERPRETATION
Business Acumen	7	Natural
Development of Personnel	4	Draining
Innovation, Comfort with	6	Somewhat Natural

TRAIT CAPACITY FOR
COMPETENCY: Business Acumen

Overall estimated Fit, or capacity for this competency:



Interpretation of Fit Score:
Natural

Seven (One = Low; Five = Medium; Ten = High)

A person who performs this competency well at work:

- Maximizes revenue, net income, and cash flow
- Is comfortable containing costs and making collections
- Uses resources wisely and to advantage

Source: *Furnham, Crump, & Whelan (97)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N+	RUNNING LOW	Business acumen relies on a cool head and a calm manner that has presence of mind in a crisis. You appear to demonstrate the opposite of these characteristics, and reactivity in managing business resources can take its toll on you and those around you.
E+	E++	FULL W/ SURPLUS	In order to support the demands of business, one needs to be a strong communicator, lest resources are wasted because of inadequate control through communication. You appear to have an excess of natural energy for communication--make sure you allocate enough time to examine the numbers in quiet, focused solitude.
O-	O+	RUNNING LOW	Business acumen relies on the natural ability to focus on the details and the here-and-now. Your natural energy, however, appears to be in the opposite direction towards focusing on the big picture and business strategy. Make sure you allocate some energy for monitoring the details on the higher priorities.
A-	A--	FULL W/ SURPLUS	The ability to manage financial and other business resources is optimally supported by a tendency towards competitiveness, aggressiveness, and a tough protection of the bottom line. You appear to have an abundance of these traits.
C+	C=	HALF FULL	Ambition, and the discipline to drive that ambition, form an essential ingredient in the successful management of business resources. Your behavior in this regard appears to be situational--focused in some areas of your job, and not in others. Be sure to concentrate the energy you have for focus on the higher priorities of your work.
C1+	C1++	FULL W/ SURPLUS	You appear to have a strong perfectionist streak. This tendency to pay attention to detail and do it right the first time is essential for effectiveness in managing business resources and details.
C5+	C5+	FULL	One of the essential ingredients of effective business management is having a proper plan, and then adhering to that plan. You appear to have this "planfulness" quality to a moderate degree.

TRAIT CAPACITY FOR
COMPETENCY: Development of Personnel

Overall estimated Fit, or capacity for this competency:



Interpretation of Fit Score:
Draining

Four (One = Low; Five = Medium; Ten = High)






A person who performs this competency well at work:

- Shares expertise with anyone interested
- Is sought after for coaching, training, orientation
- Helps others plan their careers

Source: *Kyl-Heku & Buss (96), Howard (00a)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N+	RUNNING LOW	A rational temperament supports personnel development by instilling calmness in others, confidence in the way others see themselves, and increases trust in how they see your ability to be helpful. You appear to be somewhat reactive and emotional.
N3-	N3+	RUNNING LOW	An optimistic outlook communicates your positive expectations for the personnel whom you are trying to develop. You appear to have a tendency towards pessimism.
E+	E++	FULL W/ SURPLUS	A generally outgoing nature (that finds it natural to be around people and where the action is) supports personnel development by keeping you accessible to those in need of development. You appear to possess these qualities to an extreme degree.
E1+	E1++	FULL W/ SURPLUS	A warm and enthusiastic demeanor supports the development of personnel by making the experience more enjoyable. You appear to have an extremely warm disposition.
E2+	E2++	FULL W/ SURPLUS	The more gregarious the developer of personnel, the more likely one will feel comfortable approaching him/her and getting the necessary resources, advice, and so forth, to accomplish the development goals. You appear to be extremely gregarious with a natural leaning for spending your time and energy around other people.
E3+	E3=	HALF FULL	The higher the energy and activity level of those who develop people, the more likely they will visit those being developed for the purpose of monitoring, advising, and serving as a resource as needed. You appear to fall in the middle third of the workforce in this regard--more out and about than about a third of the workforce, and more sedentary than the other third.
E5+	E5=	HALF FULL	Trust supports the development of personnel delegation by instilling confidence and a sense of independence in those being developed. You appear to fall in the middle third of the workforce in this regard--more trusting than a third of the workforce, and more skeptical than the other third.
O+	O+	FULL	Imagination, open-mindedness towards a variety of issues, and comfort with change support people development by disposing the developer towards being a natural resource for a variety of situations, people, and needs. You appear to possess these traits to a moderate degree.
A++	A--	ALMOST EMPTY	The more accommodating one is, the more likely one is to buy into and support the development goals of others. You appear to be much less accommodating than most, and far more focused on your own goals and priorities.
A1+	A1--	ALMOST EMPTY	The more oriented one is towards supporting, encouraging, and assisting others in meeting their own needs and priorities, the more likely one is able to serve as a resource in people development. You appear to be much more focused on your own priorities than on others'.

TRAIT CAPACITY FOR
COMPETENCY: Development of Personnel

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
A2+	A2--	 ALMOST EMPTY	In supporting development of personnel, it helps to be oriented towards finding harmony and resolution of issues, rather than maintaining an argumentative or competitive stance. You appear to be much more oriented towards competitive and challenging engagement.
A3+	A3--	 ALMOST EMPTY	In the process of developing personnel, an attitude of humility and genuine recognition of the achievement of others is extremely helpful. You appear much more likely to seek acknowledgement for yourself than to point towards the accomplishments of others.
A4-	A4--	 FULL W/ SURPLUS	Direct and natural communication is essential in developing other people, for giving instruction, feedback, and so forth. You appear to be extremely assertive and communicative.
C1+	C1++	 FULL W/ SURPLUS	A perfectionist tendency contributes to personnel development through continually refining, polishing, and advocating for performance mastery. You appear to have an extremely strong perfectionistic tendency.
C3+	C3+	 FULL	A strong will to achieve supports personnel development by providing energy around getting maximum contribution of individuals towards your unit's goals. You appear to have a moderately strong will to achieve.

TRAIT CAPACITY FOR
COMPETENCY: Innovation, Comfort with

Overall estimated Fit, or capacity for this competency:










Interpretation of Fit Score:
Somewhat
Natural

Six (One = Low; Five = Medium; Ten = High)

A person who performs this competency well at work:

- Welcomes improvements on a small or large scale
- Seeks a better way
- Lives and breathes continual improvement

Source: *Furnham, Crump, & Whelan (97), McDaniel (92), Costa & McCrae (92)*

OPTIMUM TRAITS:	ACTUAL TRAITS:	AVAILABLE TRAIT ENERGY:	DESCRIPTION OF YOUR ESTIMATED CAPACITY, BASED ON YOUR TRAIT SCORES, TO PERFORM THIS COMPETENCY:
N-	N+	 RUNNING LOW	It stands to reason that the person who would typically feel most comfortable with any kind of change is one who has an even temperament, who remains cool and detached, calm and at ease, in all situations. You appear to possess the opposite of these traits, suggesting that many situations involving change will lead to your being anxious, angry, upset, or sad.
E+	E++	 FULL W/ SURPLUS	The more outgoing, enthusiastic, active, trusting, tactful, and willing to take charge a person is, the more likely s/he will be comfortable with change. You appear to possess these traits in abundance.
O++	O+	 FULL	Creativity, curiosity, imagination, comfort dealing with theory, and a preference for the big picture not only accept and support change, but often initiate change. You have these qualities generally to a high degree.
O2+	O2=	 HALF FULL	You exhibit a moderate level of interest in knowledge and theories across many fields, and are comfortable with a moderate level of complexity in problem solving. Some of your associates will show more interest and comfort with complexity and theory associated with change than you do, while others will require more simple and down-to-earth approaches than you.
A=	A--	 ALMOST EMPTY	In the best of all worlds, change would be greeted by someone with the attitude of "How might I as well as others benefit from this situation?" Such a spirit of negotiation increases the likelihood of comfort with change, and you appear to seldom have such an attitude, as you typically tend to resist without negotiation.
A4-	A4--	 FULL W/ SURPLUS	The more you are able to express your opinions and feelings during times of change, the more you have a chance of getting comfortable with the change. You appear to be extremely assertive, and thus well able to get your issues on the table.
C-	C=	 HALF FULL	You tend to be somewhat spontaneous in some situations, and more methodical in others. Accordingly, you will likely find some change situations more agreeable than others, going with the flow on some occasions so long as the flow is compatible with your beliefs or values, but on other occasions preferring a more methodical approach.