



CENTER FOR
APPLIED COGNITIVE STUDIES

WorkPlace BIG FIVE PROFILE™

NARRATOR REPORT

4.0

PIERCE J. HOWARD, PHD
JANE MITCHELL HOWARD, MBA

© 2008 CENTER FOR APPLIED COGNITIVE STUDIES. ALL RIGHTS RESERVED.

PART ONE:

BASED ON THE 28 TRAIT SCORES

N: Need for Stability

"When crises, emergencies, interruptions, and other potential stressors happen at work, you feel stressed--heart beats faster, stomach churns, perspiration abounds, and you experience difficulty in thinking clearly. In such situations, you need to be able to fall back on some kind of routine activity that is second-nature to you. Once the stressor has passed, you will need to take some time to calm down and restore your natural state of mental alertness. This level of reactivity results in your serving as a conscience for the organization--a barometer for improper organizational behavior.

N1: Worry

Your associates likely know you as someone who calmly awaits some outcomes, and worries about others. Whether or not you worry or remain cool and confident depends on the actual uncertainty involved. Awaiting the outcome of a business proposal, for example, might cause more or less worry than awaiting the arrival of your new boss.

N2: Intensity

On typical work days, your associates will likely see varying degrees of temper from you. You are relatively easy to provoke, which will cause you to show anger in defense of either yourself, your associates, or your customers. This intense edge can provide the necessary sense of accountability for serving the customer satisfactorily.

N3: Interpretation

You tend to have a special sense for detecting what might go wrong, which can be an asset in situations that require caution, skepticism, and a general avoidance of overconfidence, such as tax accounting, investment banking, and mechanical engineering.

N4: Rebound Time

Once a setback or crisis is over, it takes you less time to recover than it does most other persons. You can pick up and carry on, after taking a small amount of time to personally recover and put things in order."

E: Extraversion

"You have a heavy appetite for excitement, and like to be where the action is.

E1: Warmth

You typically show lots of positive emotion through the work day and are regarded by associates as a source of positive energy. Engaging in casual conversations and developing close associations with co-workers should be a natural way of life for you.

E2: Sociability

You feel comfortable, and even enjoy, spending most of your work day being around other people, in meetings, conferences, and so forth, and have little if any need for solitary time by yourself. In fact, you are likely to be the one that actually gets people together, for whatever purpose.

E3: Activity Mode

The quality of your work energy appears to come in bursts, such that you can go full tilt (fast and physically engaging) for a short period of time, then followed by a change of pace (slower and less physically engaging).

E4: Taking Charge

Your associates should all know you as a 'take charge' kind of person who is not only comfortable in a leadership role, but desirous of being a leader. Having responsibility for directing the work of others is natural for you.

E5: Trust of Others

Trust in relationships should neither lead to gullibility (through excessive trust) nor to cynicism (through deficient trust). Your balanced approach to trust shows you taking people at their word, but being aware of evidence to the contrary.

E6: Tact

You show a moderate level of tact in your relations with others--not as direct or abrupt as some of your associates, but less smooth and tactful than some others."

O: Originality

"Typically comfortable working at the theoretical or abstract level, you accept the uncertain and unknown with open arms. While you do not necessarily embrace change for change's sake, you certainly are open to putting new ideas and suggestions on the table for consideration.

O1: Imagination

Your imagination is usually active, finding it sometimes difficult to focus on the here-and-now. Your natural preference is for designing, dreaming up, strategizing, and creating, rather than doing, implementing, or planning the tactical details.

O2: Complexity

You will likely find that about a third of the workforce pursues a narrower set of interests than you do, while another third of the workforce pursues a wider set of interests than yours: the former are known as subject specialists, and the latter are known as generalists, while you fall somewhere in between.

O3: Change

You normally prefer to work according to the plan, to do things the way they have been shown to work in the past. Usually, you feel little if any need to rethink, re-engineer, or innovate, unless your accustomed ways aren't working. You likely see yourself as a creature of habit in many areas.

O4: Scope

Finally, you have a strong natural preference to work at the level of theory and the big picture, and find detail work boring and tiring. However, sometimes you will need to swallow your pride and deal with the details in order to get the results you need. Remember, not everyone knows just how to proofread (or otherwise review for errors) your material."

A: Accommodation

"Your associates would likely describe you as a 'Challenger'--competitive, assertive, proud, and 'out front.' You seldom back down from a stand that you've taken, and typically don't back off from controversy.

A1: Others' Needs

You have a strong sense that your priorities, your agenda, and your point of view are the correct ones. Others' needs tend to be taken more seriously if they happen to coincide with your needs.

A2: Agreement

You have an extremely strong need to win, and can make the unpopular decisions that are necessary for winning. You naturally engage actively in competitive or conflict situations, enjoy the role of persuading or convincing others, and seldom if ever back off from the debate. May be, or may have been, something of a rebel or a nonconformist.

A3: Humility

When credit and praise are handed out, you feel absolutely comfortable taking all that is due you. You take pride in your accomplishments and abilities, and feel little if any need to profess humility.

A4: Reserve

As someone who enjoys being the center of attention, you express your opinions with alacrity--no one has to try to 'read your mind.' Your associates are likely to know you as a 'talker.'"

C: Consolidation

"You appear to consolidate your energy around moderate levels of achievement--more focused than some of your associates, and less focused than others. You also likely prefer a good balance between time spent at work and time spent on your private life, be it family or outside interests.

C1: Perfectionism

In addition, you tend to be something of a perfectionist who expects perfect results in most, if not all, endeavors.

C2: Organization

Your associates are likely to know you as moderately organized, keeping things in their place more so than some of your associates, while doing less so than others. You like to get organized before starting, but to a lesser degree than about a third of your associates, yet more so than another third.

C3: Drive

Your drive to be 'number one' in your chosen field marks you as a person who has clear goals and who likely exerts the effort required to get there.

C4: Concentration

With respect to how you focus on the task of the moment, you appear to be easily distracted and somewhat impulsive, and find it natural to switch from one task to another before the first task is completed--a true multi-tasker.

C5: Methodicalness

Finally, you appear to be more methodical than much of the workforce, preferring to organize and stick to a method or plan, rather than leaving yourself to be spontaneous in responding to the need, interest, or priority of the moment."

PART TWO:

This section is divided into the following themes: career, emotional intelligence, independence, leadership, personal characteristics, relationships, safety and health, values, and work habits. If we have research that suggests an interpretation of your unique set of scores for one or more of these thematic areas, then you will see the interpretive statements printed after the section heading. Otherwise, you will see no interpretation printed. If you do not see an interpretation printed after a specific heading, that does not mean that you do not have any behavior in that area—it only means that we have no research at this time that clearly suggests a behavioral interpretation for that area for your unique set of scores. For example, if you see nothing printed after “Values,” that doesn’t mean you have no values! Heaven forbid! It simply means that, at this point, we have no research that suggests what values are associated with your unique profile.

Most of these interpretive comments are based on blends of traits (i.e., two or more traits that interact to produce the behavior). However, some are based on single traits, but are placed in this section (and not in Part One, with the other single trait interpretations) because they relate to the specific area portrayed here.

Career

"When assigned to a tour of duty in working overseas in foreign lands, you are more likely than many others to actually complete your assignment, mostly out of a curiosity about the unknown."

Emotional Intelligence

"Typically, the most effective way for you to cope with stressful situations is to find a way to relax and get away from it all. You likely find it more comforting to cope with bothersome daily events by venting over them—talking about them and expressing your feelings about them, rather than by ignoring them and trying to tough it out."

Independence

"No known research-based interpretations for your profile are available for Independence."

Leadership

Need for Stability Leadership Characteristics:

"In crisis situations you typically feel the pressure and show it. Your level of reactivity will show subordinates that you are human. A tendency to worry, self-consciousness, and/or temper tend to eat away at the confidence of subordinates. Learn the arts of meditation, isometrics, deep breathing, and aerobic exercise. Deal aggressively with sources of stress."

Extraversion Leadership Characteristics:

"Strongly extraverted individuals tend to make natural leaders, by engaging in management by wandering around (MBWA), enjoying being in the thick of things, handling heavy meeting schedules well, and enjoying meeting and greeting and networking. You should be particularly effective in a highly extraverted culture, such as sales, hospitality, or training. Beware the tendency to resist closing the door and churning out the necessary deskwork. Also, you can tire out teammates if they are more introverted than you. Establish a "quiet hour" in which you are protected from interruptions; resist interrupting others. The natural ways for you to negotiate your way through organizational hierarchies include paying attention to your personal appearance, socializing selectively (i.e., excluding persons who will not aid your situation), getting on the good side of your superiors, attracting the opposite sex, using your relatives, and professional advancement (as in further training, activity in professional organizations, certification, licensing, and so forth). You are generally friendly, gregarious, assertive, a natural communicator face-to-face, and comfortable taking charge."

Originality Leadership Characteristics:

"You possess an amount of imagination appropriate for anticipating future needs and focusing on strategy. You should be comfortable handling theory, complexity and uncertainty associated with the problems that leaders must deal with. You embrace change when the situation calls for it."

Accommodation Leadership Characteristics:

"In tougher, more competitive situations, you will rarely back down from a challenge; tough-minded; independent; thick skinned (if also N-); enjoy center stage (especially if also N- and C+); enjoy a good fight. Can come across as arrogant, untrusting, and superior; can alienate team members; play to win; frequent conflicts. Be willing to reconsider any decision made in the heat of the moment; take aerobic exercise before meetings in which you need to soften your approach; have an associate who has permission to give you feedback when your ego has exceeded accepted norms."

Consolidation Leadership Characteristics:

"As a leader, you show a moderate amount of discipline, organization, and ambition; can work hard and moderately long, but likely demand to have a balance between work and home. Show average drive--more than some, less than others."

Other Leadership Themes:

"No more interpretive statements for Leadership are available."

Personal Characteristics

"Likely to be boastful and something of an exhibitionist. The higher your O score, generally the larger your vocabulary and the more years of education you have had (or wish to pursue)."

Relationships

"Having close, intimate affiliations with others is important to you."

Safety and Health

"No known research-based interpretations for your profile are available for Safety and Health."

Values

"You are likely something of an iconoclast, one who does not accept traditional institutions as a matter of course, and who likely challenges the assumptions, practices, and services of many mainstream organizations."

Work Habits

"Among your associates you are likely known as an initiator, regularly suggesting new approaches, new products, new strategies...in general, an idea generator."